

Chief Executive Officer

Visiting Nurse Home & Hospice

Portsmouth, RI

Leadership Profile



June 2018

The Opportunity

This is an opportunity to lead a successful and highly regarded mission-driven home health and hospice organization dedicated to providing services that promote optimal health and quality of life for individuals and families in communities throughout Rhode Island and Southeastern Massachusetts. Visiting Nurse Home and Hospice (formerly Visiting Nurse Services of Newport and Bristol Counties) is Rhode Island's only remaining independent, nonprofit home care and hospice organization. It seeks a strategic and innovative leader with vision, skill, and mission drive to guide the organization to a well-grounded future in a time of great change in health care.

Visiting Nurse Home and Hospice enjoys a strong reputation for compassionate and skilled care among patients, families and providers, and has consistently been recognized for excellence according to industry criteria. The organization enjoys the support of a capable and dedicated Board, many loyal volunteers, and the generous support of many individuals and organizations. Located in a beautiful Rhode Island coastal community with remarkable natural beauty and cultural attractions, Visiting Nurse Home and Hospice has easy access to Cape Cod, Providence, Boston, and New York City.

The Organization

Founded in 1950 as the Newport Public Health Nursing Association, today Visiting Nurse Home & Hospice is a \$20 million home health and hospice organization with two locations in Rhode Island and coverage over the entire state and southeastern Massachusetts. With a patient census of 850 which includes 50 on Hospice services, VNHH employs close to 300 staff. While in a highly competitive environment, VNHH is a growing organization with strong community backing that features excellent clinical quality, solid financial performance, a strong senior management team, effective use of technology, and great opportunities for future growth. The culture of VNHH is highly mission-driven and is characterized by good morale, a compassionate work environment, generous benefits, and a flexible approach to work/life balance. For more information see www.visitingnursehh.org.

The Position

The next CEO of Visiting Nurse Home & Hospice must be a well-rounded executive with strong financial and management skills and a record of entrepreneurial and strategic achievement to lead a healthy organization in a highly competitive market. Key aspects of the position include:

Leadership

- Participate with the Board of Directors in developing a vision and strategic plan to guide the organization. Implement as appropriate, keeping the BOD informed of challenges, problems, impact and future trends or opportunities. Update BOD quarterly.
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the organization
- Foster effective team work between the Board and the CEO and between the CEO and staff
- With the Chair of the Board, act as a spokesperson for the organization
- Conduct official correspondence on behalf of the Board as appropriate and jointly with the Board when appropriate
- Represent the organization at community activities to enhance the organization's community profile
- Represent the organization at state, regional and national conferences and events to

continue to develop the organization's relationships

- Interact with Rhode Island officials on state and national levels to keep them abreast of trends, concerns and other matters relating to home healthcare, hospice, etc.

Operational planning and management

- Develop an operational plan that incorporates measurable goals and objectives that advance the strategic direction of the organization
- Ensure that the operation of the organization meets the expectations of its clients, Board, accrediting bodies and payors
- Oversee the efficient and effective day-to-day operations of the organization
- Approves operational policies and procedures and seeks Board approval when warranted.
- Ensure that personnel, client, donor and volunteer files are securely stored and privacy/confidentiality is maintained
- Provide support to the Board by preparing meeting agenda and supporting materials

Program planning and management

- Oversee the planning, implementation and evaluation of the organization's programs and services
- Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board
- Monitor the day-to-day delivery of the programs and services of the organization to maintain or improve quality
- Oversee the planning, implementation, execution and evaluation of special projects
- Oversee compliance and regulatory systems

Human resources planning and management

- Determine staffing requirements for organizational management and program delivery
- Oversee the implementation of the human resources policies, procedures and practices including the development of job description for all staff
- Establish a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations
- Recruit, interview and select staff that have the right technical and personal abilities to help further the organization's mission
- Ensure that all staff receives an orientation to the organization and that appropriate training is provided
- Implement a performance management process for all staff which includes monitoring the performance of staff on an on-going basis and conducting an annual performance review
- Coach and mentor staff as appropriate to improve performance
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures

Financial planning and management

- Work with staff and the Board (Finance Committee) to prepare a comprehensive budget

- Work with the Board to secure adequate funding for the operation of the organization
- Research funding sources, oversee the development of fundraising plans and write funding proposals to increase the funds of the organization
- Participate in fundraising activities as appropriate
- Approve expenditures within the authority delegated by the Board
- Ensure that sound bookkeeping and accounting procedures are followed
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the organization
- Ensure that the organization complies with all legislation covering taxation and withholding payments

Community relations/advocacy

- Communicate with stakeholders to keep them informed of the work of the organization and to identify changes in the community served by the organization
- Establish good working relationships and collaborative arrangements with community groups, funders, politicians, and other organizations to help achieve the goals of the organization

Risk management

- Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implement measures to control risks
- Ensure that the Board of Directors and the organization carries appropriate and adequate insurance coverage
- Ensure that the Board and staff understand the terms, conditions and limitations of the insurance coverage

The Candidate

The ideal candidate will have 10-15 years' experience leading a successful home health business and a nuanced understanding of clinical care and clinical operations. The next CEO of Visiting Nurse Home & Hospice must be a strategic leader with a long-range vision, excellent people skills, a strong marketing sense, and an outgoing personality who is comfortable as the face of the organization internally and externally. Experience leading in a unionized environment is important. S/he should thrive in a high accountability culture that is also warm and family-like, and be able to rapidly develop an appreciation for the unique challenges and opportunities faced by VNHH. The right candidate will possess:

- The managerial skill to effectively set clear priorities, delegate, and guide investment in people and systems, including building and retaining a diverse team
- Keen analytic, organization and problem solving skills which support and enable sound decision making
- Board development, fundraising, marketing/branding skills
- Astute financial management ability
- Excellent coalition-building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders
- Political savvy, with persuasive mediation and negotiation skills

- Outstanding presentation and communication skills
- The ability to be an effective community spokesperson and goodwill ambassador
- Strong commitment to the professional development of staff
- Record of successful management, including building and retaining a diverse team
- Knowledge of healthcare delivery systems and the quality measures ensuring high quality care
- Familiarity with federal and state legislation applicable to not for profit healthcare organizations including: employment standards, human rights, occupational health and safety, charities, taxation, CPP, EI, health coverage etc.
- Understanding of human resources management, financial management, grant writing, and project management

The right CEO will should demonstrate competence in the following:

- **Adaptability:** Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
- **Ethics:** Understand ethical behavior and business practices, and ensure that own behavior and the behavior of others is consistent with these standards and aligns with the values of the organization.
- **Relationship Building:** Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
- **Effective Communication:** Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- **Creativity/Innovation:** Develop new and unique ways to improve operations of the organization and to create new opportunities.
- **Focus on Client Needs:** Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.
- **Promotion of Teamwork:** Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
- **Authentic Leadership:** Positively influence others to achieve results that are in the best interest of the organization.
- **Decision Making:** Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization. Use delegation effectively.
- **Organize:** Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities.
- **Plan:** Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
- **Problem Solving:** Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
- **Strategic Thinking:** Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

Critical Success Factors

Success of the CEO after one year will be determined by:

- Progress toward achieving the goals of the Strategic Plan
- High employee retention
- Fuller integration following the recent expansion
- Excellent board relationships featuring high engagement

The Community

Portsmouth is adjacent to Newport, RI, a beautiful seaside community with a unique quality of life. The area features a wide range of professional, educational, and cultural amenities, and is a great place to raise a family. Features include easy access to Boston, Cape Cod, Providence, Hartford and NYC. A wide range of restaurants, resorts, biking, sailing, boating and beaches are all nearby, and Greater Newport is the home to annual Jazz and Folk festivals.

For More Information

We welcome recommendations, nominations, and confidential inquiries. Interested parties should send a resume and cover letter to VNHCEO2243@ZurickDavis.com. For additional information, please contact **Lida Junghans, PhD** at Lida.Junghans@ZurickDavis.com or **Jeffrey Zegas** at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

It is the policy of Visiting Nurse Home & Hospice to provide equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, genetic information or any other protected characteristic under applicable law. This policy relates to all phases of employment, including, but not limited to, recruiting, employment, placement, promotion, transfer, demotion, reduction of workforce and termination, rates of pay or other forms of compensation, selection for training, the use of all facilities, and participation in all company-sponsored employee activities. Provisions in applicable laws providing for bona fide occupational qualifications, business necessity or age limitations will be adhered to by the company where appropriate.