

Executive Director - Florida

Visiting Nurse Association Health Group

Holmdel, NJ



January 2019

The Opportunity

The VNA Health Group (VNAHG) is about to launch a business that will provide home health services to acutely ill patients in the Broward, Palm Beach, and Dade counties in Florida. A talented Executive Director (ED) is needed to start up this new business. The right person must have a clinical background and be well-grounded in the home health business. S/he must have demonstrated business-building ability, strong managerial skills, good business sense, a warm personal manner, and the poise and polish to be effective as the “Face” of a new organization backed by a very strong institution.

The Organization

The over \$200 million not-for-profit VNA Health Group (www.vnahg.org), is the second largest VNA in the country, covering almost all of New Jersey and parts of Ohio with a very wide range of innovative health programs, including homecare, hospice, palliative, and community-based care. VNA Health Group helps individuals and families achieve their best level of well-being through its services, including a full range of primary care services available through the multiple location VNA of Central Jersey Community Health Center. VNA Health Group has a rich 105-year history as a local visiting nurse association in Central New Jersey, and has grown tremendously in the last 5 years, most recently across state lines through a partnership with Visiting Nurse Association of Ohio; total employees are about 2,500 and growing.

Their growth has occurred through unique home health and hospice partnerships with leading hospitals and health systems and through three wholly owned programmatic “Institutes.” Currently, VNAHG’s other home health and hospice joint ventures include:

- *Robert Wood Johnson Visiting Nurses* is a joint venture with Robert Wood Johnson University Hospital that provides home health and hospice services in Middlesex, Somerset, Union, and Mercer Counties, NJ
- *VNA Health Group of New Jersey* is a joint venture with Barnabas Home Health and Hospice providing home health, hospice, and private duty care in Ocean, Monmouth, Burlington, Middlesex, Essex, and Hudson Counties
- *Visiting Nurse Association of Englewood* is a joint venture with Englewood Hospital and Medical Center serving Bergen County, NJ

Establishment of VNAHG in Florida is a continuation of these growth activities, and the growth of VNAHG will continue. The culture of the VNAHG features great commitment to the mission, high priority given to the wellbeing of employees, and being driven by quality. Often referred to as a “great place to work,” VNAHG has a lean, hard-working, hands-on culture.

Beyond home health and hospice agency services, VNAHG has established 3 Institutes that are positioning the organization on the cutting edge of home and community-based care. The Institutes are led by accomplished thought leaders and innovators in their field. The institutes include:

- *Children and Family Health Institute*, that provides a range of children’s health, primary medical care, and public health services to vulnerable communities in New Jersey
- *Connected Health Institute*, which houses a portfolio of telehealth, analytics, and digital health initiatives focused on improving quality, access and efficiency in health care

- *Advanced Care Institute*, which includes over 30 physicians and nurse practitioners that provide in-home primary medical care and a range of palliative care services to people with very serious chronic illness

Florida Office

VNAHG has acquired a small home health business in Florida, with its license, and will use this as the launching point for the new business. The new venture will focus on the home health of patients with highly acute needs.

Organizational Culture

The ED will support VNAHG's mission by striving for excellence in all aspects of their job with a focus on positive interpersonal relationships with co-workers, featuring –

- Respect – Treating each person in a professional manner, and values the diversity among peers; is punctual for meetings and appointments
- Teamwork – Working collaboratively and shares necessary information and resources to accomplish goals; volunteers assistance to others. Demonstrating a positive attitude towards team members
- Integrity – Acting ethically and upholding the organization's code of ethics; maintains confidentiality of all information pertaining to coworkers
- Communication – Interacting with all levels of management and staff in a courteous manner; maintaining open communication with supervisors and staff; listening actively and responding positively to requests and follows up when needed
- Judgment – Making well thought out and constructive decisions; demonstrating positive thinking under tight deadlines; recognizing problems and brings them to supervisor's attention; asking questions related to responsibilities to ensure understanding

The Position

Reporting directly to the Chief Clinical Integration Officer of VNAHG, and working with an Advisory Board presently being built, the Executive Director of VNAHG Florida is responsible both for planning and generating new business for the venture, as well as for managing the all the financial and the clinical/quality-of-care services provided by the new business. An early part of the role will be to build a strong management team. The new Executive Director will:

- Manage the overall Homecare clinical operations of the Venture;
- Manage and monitor the Homecare financial outcomes of the Venture;
- Recommend and update long-range plans which support the agency's goals and general objectives;
- Monitor, evaluate and implement strategies to provide exceptional quality of Homecare clinical services;
- Establish comprehensive networks in targeted geographic areas to increase visibility and grow Homecare admissions;
- Determine the appropriate direction for expansion of services;
- Monitor the quality and appropriateness of services provided by the teams to ensure total patient satisfaction;

- Participate in organizational wide QAPI program and attends agency sponsored in-service programs;
- Ensure the offices' compliance with the recommendations of regulatory, agency guidelines, licensing and accrediting agencies;
- Manage staffing levels across the nursing, social work and the home health aide teams and supports the development of interdisciplinary teams across all therapy teams;
- Supervise the managers and staff in conjunction with the organization's managerial and leadership practices, with a focus on employee engagement.

The Candidate

The right candidate will be an accomplished Home Health leader, ideally with a clinical background, who has the business savvy, warm and engaging interpersonal skills, and entrepreneurial personality to build a new business. S/he should be Master's prepared. The right candidate will have thrived in a highly visible role as the "Face" of an organization.

Attractions to this Position

- Backing of VNAHG – entrepreneurial but not isolated
- A true business building opportunity
- Excellent geographic location
- Clear market opportunity

Critical Success Factors

Success after a year in the role will be reflected by -

- Generation of referral sources
- Excellent clinical outcomes, low rehospitalization rates
- Growth in volume/revenue
- Recruitment and retention of a solid management team
- Strong community and professional visibility

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate and will include competitive base salary with bonus/incentive compensation opportunity. Most important is the opportunity to build a new organization backed by world renowned institutions.

The Location

Broward, Palm Beach, and Dade counties in South Florida offer a vast array of recreational, professional and educational opportunities, in addition to a warm climate and low cost of living.

For More Information

We welcome and appreciate referrals. Interested parties should send resume and cover letter to VNA.ED.FL2261@zurickdavis.com. For additional questions, please contact **Ellen Mahoney** or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.

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