

Leadership Profile

Chief Executive Officer

January 2022



VNA of Albany & Affiliates

Albany, NY

The Opportunity

The VNA of Albany and Affiliates has been a highly successful independent VNA that has grown from serving three counties surrounding Albany NY ten years ago, to serving eleven upstate NY counties today. Since 1995 they have had a loose affiliation with Albany Medical Center, an academic medical center which has transformed into a four-hospital integrated health system servicing an expanded region in northeastern New York. Effective January 2022 VNA will formalize their organizational relationship by becoming a full system affiliate of Albany Med Health System (AMHS).

The current CEO of the VNA has delayed her retirement to complete this affiliation, and now that it is done plans to retire in July 2022. A new CEO is being sought who will continue to provide strategic and operational leadership to this \$23 million, 500+ employee, partially unionized organization. The next CEO of VNA Albany & Affiliates will lead an organization that is profitable, healthy, growing, and is poised to better address market opportunities by becoming part of Albany Med Health System. This CEO will report to an independent and dedicated Board of Directors, and also to the AMHS through its Senior Executive VP or CEO serving at the pleasure of both boards. S/he must understand the home health business, and ideally be accustomed to partnering with a larger health system.

The Organization

VNA Group is a 501(c)(3) corporation and is the parent company of four subsidiaries, including two home care agencies servicing northeastern New York State, and is a newly (January 2022) affiliated member organization of Albany Med Health System.

- VNA of Albany, Inc (VNA)

The VNA is the founding member of VNA Group, founded in 1880 by a small group of public-spirited citizens concerned about the lack of home care services in the Albany area. It is a certified home health agency providing skilled Nursing, Rehabilitation, Home Health Aide, and Social Work Services. The mission of VNA is to provide health care services to patients in accordance with the highest ethical and professional standards in order to restore, promote, maintain, and support the patient's health and well-being. VNA became the first certified home health agency in New York State with the advent of Medicare coverage for home care in the 1960s. VNA services have evolved over a century of care to its current level of excellence with technological usage, clinical training and expertise, high levels of patient satisfaction and outcomes, and geographic breadth servicing eleven counties in the northeastern region of NYS. With expertise in wound care, infusion therapy, cardiac, diabetes, and rehabilitation therapy, VNA is a home health care leader in the region. It is a 501(C)(3) not-for-profit corporation with a voluntary board composed of eight directors and four officers.

- Visiting Nurse Association of Albany Home Care Corporation (VNHC)

VNHC is a licensed home care services agency (LHCSA), primarily servicing the medically indigent population with programs and services providing personal care assistance as well as Service Coordination for the Nursing Home Transition and Diversion (NHTD) and Traumatic Brain Injury (TBI) program. VNHC is licensed in eighteen counties in northeastern NY and is a leading LHCSA in the region. It is a for-profit corporation with a voluntary board composed of eight directors and four officers.

VNA and VNHC combined served over 4,000 patients in 2020.

- Visiting Nurse Foundation (VNA Foundation)

The VNA Foundation is a 501(C)(3) not-for-profit foundation founded in 1984 to aid and assist VNA and operated for the benefit of the VNA. It has a voluntary board composed of eight directors and four officers.

- AMHS Staffing Alliance

The AMHS Staffing Alliance (Alliance) was established in April 2021 as a not-for-profit Limited Liability Corporation under the control of VNA Group. It was established to exclusively serve the contract nursing needs of the four hospitals within Albany Med Health System with the goal of providing the member institutions with talented and engaged nurses while providing Alliance nurses with stimulating clinical roles that meet their personal, professional, geographic, and situational needs. Future growth and expansion of scope is possible under the leadership of the new CEO.

ALBANY MED HEALTH SYSTEM (AMHS)

Since 1995, VNA Group has enjoyed an affiliation with Albany Medical Center (AMC) which is comprised of a 766-bed hospital which offers the widest range of medical and surgical services in the region, and Albany Medical College, which trains the next generation of doctors, scientists, and other healthcare professionals. The College also includes a biomedical research enterprise and the region's largest physician practice with 500 doctors. AMC offers more than 40 off-site locations to improve access to specialists and services. VNA has been the major provider of home care services to their complex patient population since 1995.

Over the last five years, Albany Med has transformed from a single entity in Albany, NY into Albany Med Health System (AMHS), a regionally integrated, locally governed network that provides exceptionally high quality and comprehensive health care. Comprised of Albany Medical Center, Columbia Memorial Hospital, Saratoga Hospital, and Glens Falls Hospital, AMHS is the only regionally governed, not-for-profit health care system serving 25 counties across northeastern New York and western New England; it has 1,520 licensed hospital beds, 16,300 employees, 800 physicians, more than 100 off-site centers, and nearly 70,000 admissions.

The System allows for improvements in the quality of care for patients through standardized protocols, easier transfer of information, coordination of care, the attraction of top professional talent and other channels. It is structured to enhance the strengths of each of its organizations and to enable a coordinated planning process that identifies additional synergies and opportunities as affiliations evolve. With this recent affiliation, VNA will serve as the primary home care provider for all AMHS affiliates and will collaborate on sub-acute programs and services.

The Position

The CEO will be responsible for program development consistent with objectives and resources of the VNA & Affiliates, with maximum board and leadership participation, and in alignment with the goals of Albany Med Health System (AMHS). Reporting to the Board of Directors of the VNA Group, the CEO will take primary responsibility for the identification and alignment of VNA Group affiliates' mission and goals and formulate a course of action to implement these in coordination with the Board, leadership, and AMHS executive leadership. Specific responsibilities are listed below:

- Explores, identifies, and evaluates present and potential needs and resources of the Affiliates in relation to their mission, community needs and resources, and in alignment with AMHS.
- Hires and mentors Senior Leadership in achieving success.
- Oversees the direction of Senior Leadership in the execution of goals and optimal organizational performance. Collaborates on strategic direction and priorities.
- Collaborates with the finance committee, board, and AMHS in developing an annual budget for each affiliate to meet financial and operational goals. Oversees the achievement of the budget.
- Keeps apprised and articulates environmental factors which impact affiliates. Develops strategies to mitigate risks and communicates same with the finance committee, boards, and AMHS as appropriate.
- Keeps abreast of governmental and legislative issues at the national and state level and develops tactics and long-range strategies to position the VNA Group affiliates for optimal success. Participates with state and national associations to promote awareness of the value of the industry and impending risks.
- Collaborates with AMHS leadership in the execution of the strategic plan for AMHS.

- Serves alongside other affiliate CEOs within the system and participates formally in system executive management forums.
- Works collaboratively with AMHS leadership in integrating VNA Group affiliates within the health system, identifying opportunities of mutual benefit in the advancement of a comprehensive, integrated, cost-effective and efficient care delivery system servicing the health care needs of residents served by the VNA Group entities. Leads the development and implementation of identified opportunities.
- Uses statistical and financial data in decision making.
- Oversees and guides the Chief Recruitment and Operating Officer of the Staffing Alliance to understand the needs of the AMHS affiliate hospitals and implement tactics and strategies to attain goals. Oversees the effective relationship with key stakeholders at the hospital in establishing goals and expectations.
- Collaborates with the board in the recruitment and recommendation of new board members. Develops and delivers the board orientation.
- Acts as liaison to all board committees, or delegates appropriately.
- Collaborates with the Board President in the agenda formulation for board meetings and provides CEO updates at each board meeting.
- Represents VNA Group affiliates in the media, community, and with AMHS affiliates in a professional, articulate, knowledgeable manner.

The Candidate

The ideal candidate will be Masters prepared with a degree in nursing, business administration, health or human service field or public administration. S/he must have at least seven years of progressive experience in health and home care management and a minimum of five years in a responsible administrative leadership position.

Of critical importance is the personal style of the next CEO. S/he must –

- Project strong leadership credibility. S/he will lead with a long-range strategic vision as well as from a more immediate tactical perspective when appropriate. Most important is that the CEO be a natural leader of others.
- Have exceptional people skills, being able to quickly build working relationship with a wide range of clients and stakeholders that are often from very different communities.
- Thrive in a very high-visibility role, being the “face” of the VNA Group before varying constituents: the different parts of Albany Med Health System, patients and their families, legislators, regulators, and area businesses.
- Be able to multi-task and effectively juggle the priorities of a complex, ever-changing business that faces frequent challenges.
- Collaboratively manage, mentor, and develop the management team.
- Be data-driven and make decisions objectively
- Know how to effectively navigate a larger health system, optimizing resource utilization and the strategic synergies.
- Be flexible, adaptable, and open to new ideas.

Critical Success Factors

Success of the CEO after a year on the job will be indicated by –

- Being accepted and respected as Albany VNA’s leader
- Having built relationships and collaborated with leaders across AMHS
- Skillfully guiding the organization through inevitable “crises” that pop up on short notice
- Financial indicators for Albany VNA and affiliates are strong
- Staffing challenges have been managed as effectively as possible

The Community

Albany, the capital of the State of New York, is located about 150 miles north of New York City. The city rests on the west bank of the Hudson River and has a lively downtown area that serves as a commercial and cultural epicenter. With a population of just under 100,000, Albany is the core of the “Tri-City Area” which encompasses Albany, Troy and Schenectady.

The city has historic and legislative roots with a vibrant atmosphere. Given the historical significance of the city, there are multiple museums and historical buildings that are open to the public. The city’s government has continued to invest resources to improve venues and neighborhoods to attract business. During the summer months, the city hosts several music and cultural festivals that attract crowds from throughout the area.

Sixty miles north of Albany is the entrance to the Adirondack Park with beautiful lakes such as Lake George - the “Queen of American Lakes” and Lake Placid, where the 1980 winter Olympics were held. Numerous mountain ranges provide for all season outdoor recreation. Albany lacks the crowds and costs of a major metropolitan area and offers something for everyone whether they are interested in outdoor recreational activities, cultural experiences, shopping, or higher education.

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to drive the success of a home health business founded over 140 years ago, and which now has the resources, backing, and referrals of a successful regional health system.

For More Information

We welcome and appreciate referrals of networking sources and/or potential candidates. Interested parties should send resume and cover letter to: VNA-Albany-CEO-2352@zurickdavis.com. For additional information, please contact Ellen Mahoney, Jeff Zegas or Rey Spadoni at 781.938.1975. All contact with our office will remain confidential.

VNA of Albany and Affiliates is an Equal Opportunity Employer.