

Leadership Profile

Vice President, Home Health Clinical Services

January, 2022



Attleboro MA, Lincoln RI, Providence RI

The Opportunity

HopeHealth is searching for an experienced leader to serve as Vice President, Home Health Clinical Services. This position will oversee HopeHealth's entire home health operation at both HopeHealth Community VNA (HHCVNA) in Massachusetts and HopeHealth Visiting Nurse (HHVN) in Rhode Island, with a combined average daily census of approximately 900.

This role was recently created to support the joining of two of the region's most respected not-for-profit providers of home health care, hospice and palliative care services. In September 2021 Community VNA of Attleboro, MA and HopeHealth of Providence, RI affiliated, to form one of the largest independent, not-for-profit home care, hospice and palliative care organizations in New England. With the affiliation with CVNA, home health is now HopeHealth's largest service line.

The Vice President, for Home Health Clinical Services is a highly visible leadership role, integrating and running home health services in the combined organization which is highly mission-driven and collaborative, and enjoys an excellent market position with solid financial grounding. Key mandates of this role are to standardize operations across both companies, focus on quality/performance improvement initiatives and work closely with the many referral sources in the region to drive growth and develop new programs/services for the united organization.

The Organization

For more than a century, HopeHealth has provided high quality, compassionate care to people in various stages of illness in communities in Rhode Island and Massachusetts. Its roots began in home care in 1908 and then in hospice in 1976, coming together as HopeHealth in 2011 providing home care, palliative care and hospice care. As the second oldest hospice in the country and one of the largest not-for-profit providers of palliative and hospice care in New England, HopeHealth has set the gold standard in serious illness and end-of-life care. HopeHealth is the major teaching affiliate for hospice and palliative care of the Warren Alpert Medical School of Brown University. In September 2021 HopeHealth affiliated with Community VNA of Attleboro MA, effectively doubling their home health census to approximately 900. See www.HopeHealthCo.org.

The Position

The Vice President, Home Health Clinical Services will be a member of the HopeHealth senior leadership team and will report to the Chief Operating Officer (COO). S/he will support the immediate and strategic priorities of HopeHealth with a focus on quality and clinical outcomes, financial performance, patient and employee satisfaction, and growth. This will include managing over 200 employees through the ongoing integration of the clinical operations of HHCVNA and HHVN.

Working with the home health leadership team, this position is responsible and accountable for excellence in clinical operations, programs and service delivery. Together, the leadership team will work to identify innovative ideas to improve service delivery and programmatic efficiency in support of achieving targeted results. The VP, Home Health Clinical Services is responsible for providing leadership, direction and guidance to the clinical management team through coaching, mentoring and modeling expected behaviors in alignment with HopeHealth's values. This position will serve as an ambassador/champion for home health within HopeHealth.

The Candidate

A strong candidate for this position will be thoroughly grounded in home health operations and driven to achieve and maintain excellence in quality and business metrics. S/he will be an effective organizational leader who can integrate a big-picture strategic vision with a hands-on, practical understanding of day-to-day operations.

The ideal candidate will be an energetic person comfortable with change and ambiguity as the two organizations continue to merge operations and implement a new electronic medical record system. It is imperative that the VP possess high professional credibility and demonstrate strong leadership, communication, management, and mentoring skills. S/he must be warm and outgoing, and able to quickly build productive working relationships in different locations and at all levels.

The next VP, Home Health Clinical Operations should have multi-location (ideally multi-state) operations experience and be accustomed to managing a range of varying regulatory contexts. S/he must be driven by the mission of providing care in a not-for-profit setting. Specific responsibilities include:

Clinical Operations

- Accountable for the clinical practice, processes and policies
- Develops and implements new clinical programs
- Ensures appropriate prioritization of initiatives
- Implements performance improvement initiatives
- Manages relationships with referral sources
- Develops staffing plans to ensure service capacity
- Stays current on health care trends and research and able to transfer that knowledge to practical application within the organization
- Assures compliance with federal, state (MA and RI) regulatory and accrediting body requirements
- Accountable for attainment of clinical metrics

Leadership/People Development

- Builds and sustains a culture of people excellence
- Provides leadership, direction, and motivation to clinical leadership team
- Oversees staff recruitment, retention and engagement
- Provides regular performance feedback and recognition
- Demonstrates commitment to diversity, equity and inclusion
- Is accountable for attainment of people metrics

Finance

- Takes an active role in budget preparation
- Holds accountability for achieving volume targets
- Monitors and manages expenses
- Will be accountable for attainment of fiscal metrics

Quality & Compliance

- Already has or will quickly achieve knowledge of RI and MA policies and regulations
- Is able to implement initiatives assuring clinical quality
- Optimizes patient satisfaction
- Oversees quality initiative improvement plans and ensures customer satisfaction
- Is accountable for attainment of quality metrics
- PDGM

Education & Experience:

- 7+ years' experience in a home health care leadership role
- Bachelor's degree is required, master's degree preferred, or the equivalent relevant experience
- Demonstrated knowledge of regulatory and licensure requirements for home health care (MA and RI)

- Demonstrated knowledge of financial and quality metrics related to home health
- Clinical licensure in nursing or therapy; nursing preferred
- Business development experience valuable
- Experience with collective bargaining ideal

Knowledge, Skills & Abilities:

- Is committed to high-quality care, patient safety, and customer service
- Possesses critical thinking, decision making and problem-solving skills
- Coaching and mentoring skills
- Self-awareness and commitment to professional development
- Open and effective communication style
- Ability to implement change
- Conflict resolution skills
- Strong organizational skills
- Strong business acumen
- Strong data orientation, analytical skills, and understanding of reporting
- Ability to initiate and maintain strong relationships
- Demonstrated ability to effectively communicate (both written and verbal) and collaborate with stakeholders both inside and outside of the organization.
- Understanding of federal, state, and local programs and grants management, to include procurement, compliance, reporting, etc.
- Strong business management and interpersonal skills; to include service line development, market analysis, marketing, communications, complex budget development and management.
- Demonstrated excellence in personnel management; leadership and collaboration with the Human Resources team to cultivate environment of staff support, resource optimization, accountability, training and professional development.
- Demonstrated knowledge and understanding of Accountable Care Organization (ACO) structure, Value Based Care (VBC) contracting, Value Based Payment (VBP) methodologies, and standards and guidelines of the National Committee of Quality Assurance (NCQA) Patient Centered Medical Home (PCMH) program.

Critical Success Factors

After a year on the job, the success of the new VP Home Health & Clinical Services will be determined by a combination of factors, including:

- Successful integration of the culture and operations of home health divisions
- Strong relationships across the organization at all levels
- Inspiring confidence as a leader in the united organization
- Strong performance in quality, satisfaction and financial metrics

For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to:

HHCVNA-VP2316@ZurickDavis.com. For additional information please contact Lida Junghans at 781-305-2947 LJunghans@ZurickDavis.com or Jeff Zegas at 781-305-2941 Jeff.Zegas@ZurickDavis.com. All contact with ZurickDavis will remain confidential.

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