

POSITION PROFILE

On behalf of our client



FSR is conducting a retained search for their

Director of Operation Services

for

Mercy Health Home Care

1430 Monroe NW, Suite 120

Grand Rapids, Michigan 49505

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ORGANIZATIONAL BACKGROUND



Serving thousands of patients every year, Trinity Health At Home is one of the largest home health and hospice programs in the nation. Trinity Health At Home has locations in Michigan, Indiana, Iowa, California, Maryland and Ohio. As part of the Trinity family, **Mercy Health Home Care** is West Michigan's top provider of home-based services and is located at 1430 Monroe NW, Suite 120 Grand Rapids, MI 49505.

As part of Trinity's Catholic foundation and healing mission, Mercy Health Home Care works to heal mind body and spirit, to improve the health of the communities, and to steward the resources entrusted to them.

Mercy Health Home Care consistently meets or exceeds national benchmarks for quality care with a goal to work in collaboration with physicians to keep patients in their home, educate on disease processes, and improve health status through individualized medical services. Mercy Health Home Care is a CHAP accredited, Medicare certified agency with licensed staff consists of Registered Nurses, Physical, Occupational, and Speech Therapists, Social Workers and Home Health Aides.

The Mission of the Trinity Health At Home/ Mercy Health Home Care

Inspired by a faith-based tradition, Trinity Health/Mercy Health is distinguished by an unrelenting focus on clinical and service outcomes as they seek to create excellence in the care experience. The Vision focuses on a "trinity" of themes:

- A commitment to our founding purpose to strengthen Catholic health care.
- An emphasis on providing a personal care experience in our Ministry Organizations.
- The importance of building trusting relationships with all of our constituencies: patients, associates, physicians and communities.

At a glance

Trinity Health At Home is a member of Trinity Health, one of the largest Catholic health care systems in the United States and is recognized as a provider of choice for home health and hospice care. The Trinity Health At Home network of agencies provides services seven days a week with on-call availability; consistent, highly trained caregivers; specialized programs such as palliative care, fall prevention, advanced wound care; and meeting or exceeding all home care outcome standards.

Programs Mercy Health Home Care offers are:

- Hearts at Home (cardiac care, including congestive heart failure)
- Diabetes
- Infusion nursing
- Beyond Balance (falls prevention program)
- Low Vision
- Wound Care and other treatments with certified wound nurses
- Comprehensive assessment and care plan development
- Patient and family education related to medical conditions, medications, treatments and chronic illnesses
- Partners in Care (palliative care for people with potentially life-limiting illnesses)
- Transitions in Care
- Lymphedema specialists



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Trinity Health's Guiding Behaviors:

We support each other in serving our patients and communities

- Build collaborative relationships within and across boundaries and levels
- Demonstrate a passion for understanding how to be of service to external and internal customers/constituents, and act accordingly
- Actions are consistent with words publicly and privately
- Make decisions in the interests of the larger community (UEM), not just our own function, organization or area
- Once a decision is made, support it publicly and privately
- Focus on the things that unite us (Mission, goals, service), rather than on our differences

We communicate openly, honestly, respectfully and directly

- Listen respectfully to others and value their contribution
- Willingly express point of view directly "in the meeting, not in the hall"
- Communicate respectfully – whether in agreement or disagreement
- Create an environment which values diverse points of view and experience
- Foster an environment of openness without fear of reprisal

We are fully present

- Set aside distractions to be present
- Seek first to understand, then be understood
- Openly appreciate the gifts and contributions of others
- Create a health balance between personal and professional life
- Contribute to a positive, optimistic and fun environment

We are all accountable

- Focus on finding solutions, not blame
- Lead by positive, motivating example
- Accept responsibility for his or her decisions and actions
- Hold self accountable for the success of the larger organizations – across boundaries
- Focus on the high payoff items
- Follow through on commitments

We trust and assume goodness in intentions

- Talk directly to an individual when there is a concern or problem, avoid triangle conversations or hidden agendas
- Assume positive intentions in one another
- Act in a way that earns trust and fosters an environment of trust
- Listen to people and really hear what they mean without being dismissive or defensive
- Build trust through open communication throughout the organization

We are continuous learners

- Consistently demonstrate openness to new possibilities
- Listen with an open mind
- Challenge "the way; it has always been done"
- Provide and accept coaching and feedback
- Encourage new ideas and people to try new ways of getting the job done
- Demonstrate genuine curiosity before judging



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THE POSITION

Scope and Purpose of the Position

Reporting to the CEO of Mercy Home Health Care, the **Director of Operation Services**, ensures fulfillment of the Trinity Health At Home stated mission, philosophy, goals, and objectives on an on-going basis. Provides professional leadership consultation, quality/performance improvements, education, direction related to clinical services, and accreditation for Homecare and Hospice services.

Leadership:

- Provide professional leadership, consultation and direction for field site personnel regarding clinical services, quality initiatives and risk management.
- Assist in strategic planning and development.
- Provide consultation and leadership to Homecare/Hospice clinical leaders regarding clinical trends, organizational initiatives and quality outcomes.
- Participate in Trinity Health clinical activities in order to provide up-to-date clinical knowledge on home care client clinical needs, and to provide a liaison relationship for Trinity Health programs and initiatives.

Management Responsibilities:

- Develop and lead teams or work groups regarding new system interventions to improve client care and satisfaction, and to promote clinical standards achievement. In doing so, work with Homecare/Hospice business line teams, and regional operations leaders.
- Organize and lead organizational assessments and mock surveys, collaborating with agency/office leadership and clinical staff to attain and maintain successful certification and accreditation status.
- Develop and maintain Homecare/Hospice policy and procedure manuals.
- Participate in the facilitation of regular meetings and communications with Homecare and Hospices PSMs/Clinical Managers, Homecare Coordinators and others as appropriate for information dissemination, best practice sharing, group processes for continuous improvement and integration of clinical activities.
- Coordinate the customer satisfaction survey process including communication with vendors, TIS, and agencies as needed. Aggregate and trend data and provide assistance to agencies in interpretation and corrective action as needed.
- Serve as a resource and support regarding risk management issues, working as appropriate in conjunction with THHS leadership and Trinity Health Risk Management. Compile risk management data for benchmarking reports to the field.
- Provide systems support in the development of ancillary clinical services, social services and therapies.
- Participate as appropriate in the standardization of clinically appropriate products and equipment through review and recommendation process.
- Promote public awareness of the services provided by the agency, and participates in growth strategies through community education and/or marketing activities with the emphasis on local community.

Planning and Organization of Work:

- In collaboration with CEO, set goals, develop plans/strategies to reach department/agency goals and monitor outcomes.
- Meet regularly with reports to monitor progress/performance and improvement strategies.
- Prioritize projects/activities appropriately to meet the organization's needs.

Stewardship and Productivity:

- Develop budget recommendations regarding clinical needs and clinical education programming.
- Manage resources/expenses appropriately.
- Provide clinical staff education/consultation in compliance with coverage requirements, Medicare/Medicaid Conditions of Participation, and CHAP.
- Provide Homecare/Hospice clinical leadership in the enhancement of business growth through involvement in the strategic planning process, consultation to internal departments, conducting on site assessments, education and identifying new programs and services.



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Quality:

- Receive, investigate and resolve customer/staff concerns and complaints.
- Ensure services are provided in a manner that supports continuous quality improvement, customer-oriented focus and quality client care outcomes.
- Ensure services are provided in a manner that supports a quality work environment for employees, as measured by participation in an employee satisfaction survey process.
- Maintain a current working knowledge of applicable Federal, State and local laws and regulations, Trinity Health Organization Integrity Program, Code of Ethics, as well as other policies and procedures in order to ensure agency adherence in a manner that reflects honest, ethical, and professional behavior.
- Ensure appropriate cost effective treatments/specialty programs and products are utilized in providing state of the art quality care to clients. Work with Home Health/Hospice Executive Director to provide proactive development and improvement of services, plans and products lines.
- Develop and implement the annual MDQI plan.
- Provide consultation in the development and implementation of corrective action plans in response to survey results.
- In collaboration with clinical leadership (Trinity Health, THHS and other Member Organizations) identify opportunities to enhance or improve clinical services delivery.
- In conjunction with THHS administrative staff, develop and participate in teams or work groups to develop or improve new systems or interventions to improve client care and satisfaction.
- Prepare and present Homecare/Hospice quality reports for the THHS Board of Directors. Collaborates with the Trinity Health Director of Continuous Quality Improvement to prepare and present an annual report to the Trinity Health Board of Directors Quality Committee as requested.

Decision Making and Problem Solving:

- Demonstrate self-education as evidenced by: (a) Identify and document education needs. (b) Correct the knowledge deficit through multiple learning activities. (c) Mentoring and role modeling.
- Keep current in area of expertise and assure standards and practices within the THHS reflect best practice within area of expertise.
- Act independently and responsibly to perform duties on a consistent basis and in a timely manner.

Communications/Staff Development:

- Ensure an effective participatory management climate within the operations of THHS or worksite location, with a special emphasis on the selection and development of committed, culturally diverse leaders in management. Mentor direct reports.
- Maintain effective and collaborative working relationships with home health/hospice, member organizations, the general public and leadership.
- Demonstrate the ability to communicate with internal and external customers to ensure optimal client care as well as a safe and positive work environment.
- Ensure accuracy of public information materials.
- Ensure all levels of staff demonstrate commitment to Customer Service through actions.
- Ensure staff development needs identified through MD Quality Improvement Committees and Safety Committees are met through internal and external education.
- Represent the company through contributions to journals, conferences, association meetings, and other appropriate organization activities.
- Develop, publish and distribute the Homecare/Hospice Matters newsletter.



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THE IDEAL CANDIDATE

The ideal candidate is a results oriented, seasoned professional with a strong bias for action, a can-do attitude, and a focus on specific, ambitious goals. She/he will preferably have a Masters degree combined with five or more years of successful nursing leadership as a nurse executive, or corporate nurse consultant, in a multi-office Homecare/Hospice corporation, or an integrated health system environment. A successful candidate will have experience in both management and clinical settings with wide-ranging substantive expertise in healthcare, including a deep understanding of, and demonstrated success in, achieving and maintaining Medicare/Medicaid, JCAHO and CHAP standards compliance.

The individual must be a creative and strategic thinker with strong leadership abilities to effectively collaborate with, and influence, diverse audiences at various management levels. It is imperative that she/he have exceptional and effective communication skills, both written and oral, to work with varying levels of internal and external audiences. Critical to the individual's success will be the ability to develop rapport and credibility across the organization, and the ability to distill critical elements of complex issues and persuasively promote ideas and proposals. The individual must have flexibility to react to, and constructively manage, rapidly changing home base care and business environments.

Desired Traits and Attributes of the Executive Director

- Must serve as a role model for staff as well as participating in public groups, professional organizations and educational activities.
- Be a strategic analytical thinker and a high- performing self-starter.
- A team player who is self-aware with excellent oral and written communications skills.
- Be a confident leader and have executive presence.
- Have integrity, good judgement, discretion and a strong sense of ethics.
- Can create an environment that encourages personal and professional staff development.
- Exhibit a high confidence level with integrity and ability to lead meetings with stakeholders, engage with the patients, staff, caregivers, families and the community.
- Must keep up with health care trends.
- Must be solutions and results-oriented and have a knack for influence and persuasion
- Open, diplomatic and transparent communication style with good listening skills.
- A relentless commitment to quality.
- Cross-cultural sensitivity and fluency.

Experience Requirements

- Registered Nurse-current unrestricted Michigan license or the ability to secure such license.
- Master's Degree preferred in Nursing, Public Health or Business Administration.
- Five years or more of successful nursing leadership in a Homecare/Hospice as a nurse executive or corporate nurse consultant for a multi-office Homecare/Hospice corporation or an integrated health system.
- Previous experience in acute care, management, and/or education in progressively more responsible positions preferred.
- Strategic thinker with excellent oral and written communications skills.
- Executive presence and team player in matrix environment.

Location

Located on the Grand River approximately 30 miles east of Lake Michigan, sits Grand Rapids. As the second largest city in Michigan, Grand Rapids is known for its culture, museums, historic sites, top golf courses, outdoor recreation and beaches. Recently ranked as #19 of "100 Best Places to live in the USA" by US News & World Report, Grand Rapids is home to a growing healthcare industry, the world's leading office furniture companies, and one of the largest craft breweries. While Grand Rapids is the largest city in West Michigan with a lively downtown, and benefits of a big city, it has all the markings of a small town with a healthy job market, affordable housing and high quality of life.



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FSR

FSR is an award winning retained search and workforce solutions consulting management firm that serves clients nationwide to create the best cultural fit to meet our clients' hiring initiatives.

FSR uses uncompromising quality standards and methodologies to identify exceptional candidates, and provides a holistic picture so our clients can determine if the fit is right for their culture. This is carefully combined with the utmost respect for our candidates' optimal career planning and family requirements. We enjoy our work and we take our responsibilities to clients and candidates very seriously.

We take the time to understand the mission, vision, values and culture of our clients first to ensure the best fit for the organization and the candidate. We are committed to building long-term relationships with our clients so we can continue meeting their needs as they expand and grow over time.

FSR's consultants are well trained and our leadership has great familiarity in the industry we are doing the search. It is our practice to have a designated consultant for each of our clients to develop a deeper relationship so that they can provide great senior level candidates and insightful consultation information about the market.

To learn more about this position or to submit your resume, contact Robyn Cronin (contact information can be found on the cover page). All inquiries will remain confidential.



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