Executive Director,
Center for Primary Care and Public Health
VNA Health Group
Monmouth County, NJ

October 2014
Summary
The Visiting Nurse Association Health Group (VNAHG) of Red Bank, NJ seeks an Executive Director (ED) to lead its newly created Center for Primary Care and Public Health. This executive will lead the two parts of this organization:

- A portfolio of mostly grant-funded public health initiatives, improving their synergistic integration into the VNAHG and with each other;
- The VNA of Central Jersey Community Health Center (VNACJCHC), a four-location Federally Qualified Health Center (FQHC).

The Opportunity
This is an opportunity for a dynamic and visionary health care leader, likely a clinician, to provide strategic, operational, and thought leadership in shaping the newly formed Center for Primary Care and Public Health as it strives to provide a broad range of well-integrated public and community health services to its constituency. This mission driven organization has immense untapped growth potential.

The Organization
The $100 million VNA Health Group (www.vnahg.org), is the second largest VNA in the country, covering almost all of New Jersey with a very wide range of innovative health programs, including Home Care, Hospice, and Community-based Care. VNAHG’s Center for Primary Care and Public Health incorporates many public health initiatives, and a Federally Qualified Health Center.

Public Health Initiatives

- **Community Health, Education and Wellness (CHEW)**
  CHEW is the agency’s public health outreach program. The program includes a speaker’s bureau, health fairs, and occupational health services for employers, public health and immunizations.

- **Cancer Education and Early Detection (CEED)**
  This cancer screening and education program is available to uninsured, indigent residents of Monmouth County. Eligible clients receive colorectal, cervical, breast and prostate cancer screenings.

- **Child and Parent Program (CAPP)**
  VNA Health Group community health nurses make home visits to families providing assessment and intervention, including referrals to appropriate community resources.

- **Community Mantoux and Hepatitis B Programs**
  Tuberculosis screenings and Hepatitis B immunizations are provided for schools, corporations and public agencies.

- **Healthy Families Program/TANF Initiative for Parents (TIP)**
  This is a voluntary home visitation program for first time mothers living in Long Branch, Perth Amboy, Asbury Park and the surrounding communities. As part of the Temporary Assistance for Needy Families Initiative for Parents (TIP) program, specially trained staff provide home visitation to help parents develop parenting skills and prepare for employment. Visitation begins at pregnancy and continues through the first year of the child's life.
- **HIV/AIDS Programs**
  VNA Health Group administers a variety of HIV/AIDS treatment adherence programs, waivers and resource services to people of all ages in the home and community settings.

- **Mobile Outreach Clinic Program (MOCP)**
  Health care services are provided to residents of boarding homes, rooming houses, hotels, motels and shelters, and to those in the community who visit soup kitchens and drop-in sites. Services include nursing assessment, health promotion, individual and group health education, and home health aide services. Care is provided at more than 60 locations in Monmouth and Middlesex counties.

- **Nurse-Family Partnership (NFP)**
  This program is an intensive nurse home visitation program for first time mothers. The Nurse-Family Partnership program is voluntary and its approach is supported by 25 years of research data demonstrating significant outcomes in reducing child abuse and neglect, improved pregnancy outcomes and family self-sufficiency.

- **Senior Wellness Program**
  This health promotion program is provided for adults over age 50 at more than 100 Middlesex and Monmouth County senior housing, municipal buildings, senior clubs and nutrition sites.

- **School-Based Health Services**
  VNA Health Group provides Advanced Practice Nurses in Keansburg, Red Bank, Asbury Park, Woodbridge, and Carteret schools. They provide primary care services with the goal to keep kids in school. In addition, VNAHG provides services to schools that include the provision of substitute school nurses. They provide immunization record review, heights and weights, scoliosis screening, hearing and vision testing, and tuberculosis testing.

- **School-Based Youth Services Program (SBYSP) “The Spot”**
  SBYSP is the first statewide effort in the Nation that places comprehensive services in or near secondary schools. Each site provides employment training, health care services, mental health, family, and substance abuse counseling.

- **Special Child Health Services (SCHS)**
  Case management services are provided for children from birth to age 21 with special health and developmental problems.

- **Speech Screening and Therapy**
  This program provides speech services for children in DYFS-sponsored day care centers. The goal is to give children the skills necessary to succeed in school.

- **Speech and Language Therapy**
  Specially trained speech/language pathologists evaluate and remediate disorders of speech, language and swallowing. A complete speech/language evaluation may include hearing tests, an audiological evaluation and an assessment for physical impairment.

- **Women, Infants and Children Supplemental Nutrition Program (WIC)**
  WIC is a federally-funded program for pregnant and nursing women and children 0-5 years old. Eligible participants receive nutritional counseling, anemia screening and vouchers for the purchase of selected nutritious foods.
Federally Qualified Health Center – VNA of Central Jersey

The VNA of Central Jersey Community Health Center (VNACJ-CHC) is a four-location FQHC serving about 10,000 clients. See www.vnachc.org. Comprehensive primary care is provided at the CHCs in Asbury Park, Keyport, Red Bank, and Keansburg, NJ. These FQHCs receive section 330 funding from the US Health Resources and Services Administration (HRSA). This family-focused “first line” care emphasizes health education and wellness. Services include physical exams, testing and screenings, immunizations, illness care and wellness services for people of all ages. Care is provided by physicians and nurse practitioners and assisted by community health nurses. Their services include:

- Adult & Family Medicine
- Women's Health Care
- Men's Health Care
- Pediatric Care from newborns to teens
- Podiatry
- Mental Health
- HIV/AIDS Services
- Nutritional Counseling
- Dentistry

There is significant room for growth and deeper market penetration for these services in the communities served by VNACJ-CHC.

The Position

The newly configured Executive Director position will be responsible for overseeing a total work force of about 400 in leading the Center for Primary Care and Public Health’s many public health initiatives (reporting the CEO of the VNAHG), and for leading the Center’s four-location VNA of Central Jersey Community Health Center (reporting to an independent Community Board of Directors).

The ED must be committed to the values, mission and goals of the Center, and look to build and enhance the well-established reputation of its respected community health center. This position must assume a highly visible, leadership role in the communities it serves, both as a spokesperson for the work of the Center, and in generating new partnerships and funding streams.

The ED is responsible for the daily operations of VNACJ-CHC, subject to the policies and directions of the Board of Directors. S/he is accountable for the policies and programs, for the organization’s role in the community, for the deployment and functioning of the staff and for the financial viability of the organization. Specific responsibilities include:

- Leading, supporting, and assisting the Medical Director and APN Manager in the effective management of services in keeping with the mission of organization
- Defining duties, policies and programs that advance the objectives of the Center
- Establishing performance standards and promoting a collaborative and effective management team
- Nurturing relationships with leaders of the community and healthcare organizations, government agencies and other institutions in the best interests of the Center
- As the key public spokesperson for the organization, representing the organization with regional and national organizations in the field
• Through participation in national and local associations, keeping appraised of and involved in issues of healthcare change and community need
• Assisting in the preparation and presentation to the Board of the annual operating plan and annual budget; ensuring development of appropriate financial records and procedures
• Understanding the realities of the financial and budget operating practices in order to maintain a fiscally sound organization
• Seeking and responding to outside funding in the form of grants and contracts from public and private sources to supplement support and reimbursements
• Developing and maintaining solid, collaborative working relations with the Board and its individual members, and providing them with the information and guidance necessary to make informed and necessary decisions
• Attending all Board meetings, serving both to solicit and recruit community leaders to the Board and to offer opportunities for Board development and education for the members
• Providing leadership and vision with commitment to the mission and goals of the organization demonstrated through strong personal conviction and values
• Applying hands-on management skill, as demonstrated by the successful functioning of the organization
• Ensuring provision of quality services through oversight of quality indicators and patient satisfaction surveys

The Candidate

The right candidate will have demonstrated skillful leadership in a community health, public health or ambulatory health setting. Likely an MD, PhD or other advanced clinician/business professional, the strongest candidates for this position will have shown farsighted thought leadership in his or her career. S/he should have a solid track record in business/financial/operations management, and also be a highly credible ambassador, public speaker and advocate for the mission of the Center. The right candidate will be experienced with public and community health government/grant funded initiatives, and ideally be familiar with FQHC Guidelines. Excellent writing and speaking skills are essential.

Of critical significance are the personal characteristics of the new Executive Director. He or she must:

• Demonstrate high integrity with humility and respect
• Show exceptional interpersonal skills incorporating warmth, compassion, trust, and humor
• Build productive personal relationships easily
• Have a big-picture strategic vision well integrated with a practical, action-oriented style
• Understand how to work effectively with a Board of Directors or other stakeholders
• Live in relentless pursuit of excellence and perpetual improvement
• Function well in highly diverse cultures and communities
• Have a highly collaborative, team-oriented work style
• Be objective and data-driven in decision making
• Show a high tolerance for ambiguity and change
• Utilize organizational savvy and keen political sense
• Know how to optimize performance of clinicians
• Be respected as a leader and mentor
• Have passion for the mission of VNA HG and the Child and Family Institute
• Be outgoing, highly visible and accessible

Most importantly, this Executive Director must be someone who is comfortable as a highly visible leader, collaborative as a colleague, and progressive as a driver of integrated health care.

Critical Success Factors

It is hoped/expected that in the first year the new ED of the Center for Primary Care and Public Health will:

• Build solid relationships across all levels of the Center and the VNAHG, including mid-level clinicians and managers
• Improve the operational integration of largely silo’d VNA public health initiatives and of the VNACJ-CHC, with each other and with the VNAHG as a whole
• Position these services so that they are attractive to Accountable Care Organizations (ACOs) and Managed Care companies
• Through proactive outreach, develop strong relationships with government and regulatory bodies, funding sources, professional associations and the public; enhance perception of the Center by these entities
• Effectively lead clinical performance and productivity
• Guide the Center through roll-out of the new organizational structure, conveying a uniform vision organization-wide
• Begin a long-range strategic planning process

The Location

Monmouth County, New Jersey is less than an hour from New York City, and offers a wide range of professional, educational, recreation and cultural opportunities. See http://tourism.visitmonmouth.com.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to join a progressive organization in a highly visible role that will have tremendous impact in the coming years.

For More Information

We welcome referrals and nominations. Interested parties please send resume and cover letter to VNAHealthGroupED2110@ZurickDavis.com. For additional questions please contact Paul Cooper or Jeffrey Zegas at 781-938-1975. All contact with ZurickDavis will remain confidential.