Vice President of Quality and Corporate Compliance
Charles E. Smith Life Communities
Rockville, MD

January 2016
The Opportunity

This is an opportunity for a strong health care/senior care business executive to lead a critically important function for a highly esteemed organization. Anchored by the Hebrew Home of Greater Washington, Charles E. Smith Life Communities (CESLC) of Rockville, MD is one of the largest and most highly regarded Senior Care Organizations in the nation. CESLC is seeking a Vice President, Quality and Corporate Compliance to oversee development and implementation of risk management, corporate compliance, quality improvement, and quality assurance programs, and training, across the system to assure the highest degree of quality resident care and safety in accordance with Federal and State regulations.

The Organization

Charles E. Smith Life Communities (CESLC) is an organization of national stature, located on a beautiful 38-acre campus in Rockville, MD. The financially strong $92 million organization (with an A- bond rating), serves 1,100 older adults and employs approximately 1,000 non-unionized team members, who represent a very wide range of cultural backgrounds and ethnicities. With strong support from the community and constituency it serves, CESLC has robust fundraising capability and a significant endowment.

Located on campus is Hebrew Home of Greater Washington, offering 556 skilled nursing beds (including a 103-bed post-acute care unit) at two separate but adjacent facilities; Smith-Kogod Residence and Wasserman Residence. Hebrew Home is the largest nursing home in the mid-Atlantic region and it has earned a 94 percent resident satisfaction rating, a Five-Star Quality Rating from CMS, extraordinary quality outcome measures, and very strong relationships with its referring hospitals.

Additional residences and services at CESLC campus include:

- Landow House, a 60-unit assisted living facility
- Cohen-Rosen House, a national award winning, 18-unit assisted living facility for older adults who are experiencing cognitive decline
- Ring House, a 250-unit, market-rate independent living residence
- Revitz House, a 250-unit, affordable independent living residence (HUD subsidized)
- Hirsh Health Center, an outpatient clinic for primary medical care and rehabilitation therapies
- Home Care Solutions, a private-duty home service agency jointly owned with Augustine Home Health
- ElderSAFE Center, a shelter, education, and advocacy center for older adults who experienced financial, physical or emotional abuse by a spouse, family member or caregiver

Charles E. Smith Life Communities began in 1910 as the Hebrew Home, a Jewish sponsored organization to care for elderly Jews. Now, over 100 years later, even though their staff and residents come from many diverse traditions, Jewish values remain at the core of the organization’s mission, vision, values, and culture.
Mission
To fulfill Jewish values by providing a continuum of quality services for seniors and their families, and to affirm their commitment to the dignity of each individual.

Vision
To be viewed and supported by their community as a leader and provider of choice in delivering innovative and compassionate services for elders.

Values
• Tikkun Olam – “Repairing the World Through Acts of Kindness” through kindness, compassion, caring
• Tzedek – “Justice – Doing What is Right” through integrity, ethical practices, accountability, responsible stewardship, and generosity of spirit
• Limud – “A Commitment to Growth and Learning” through quality, competence, and personal and professional growth
• Derech Eretz – “Fulfilling our Mission” through service excellence, respect, and dignity

Culture
The culture of Charles E. Smith Life Communities is one of its most distinguishing qualities. Unequivocally dedicated to exceptional quality/customer service and to providing an excellent work environment, CESLC has embraced an organization-wide “Drive for Excellence” initiative that is deeply embedded in their operations.

CESLC benefits from an active, engaged Board of Governors that works in close partnership with senior management. The culture of CESLC emphasizes teamwork and collaboration, open and honest communication, and encourages creativity and initiative. “No surprises” is a common refrain; all situations, including difficult ones, are addressed openly in a truthful, direct way. Warmth, compassion, dignity, respect, and strong bonds of trust are fundamental to the organization. Humor is an important element as well.

Their culture is also fast-paced, farsighted, strategic, and data-driven. Being resident-centered and providing the highest quality services possible are an absolute imperative. CESLC is a large, sophisticated, and complex organization that very successfully integrates a strong mission-driven ethic with quality care, tight financial controls, and effective, businesslike management.

The Position
The Vice President, Quality and Corporate Compliance is responsible for providing strategic leadership and oversight on the full range of activities to achieve and maintain the quality improvement, risk management and corporate compliance goals (key results) of CESLC. Specific responsibilities for the position include:

• Lead and direct quality improvement, risk management, infection control, and medical record practices/process for CESLC. Provide ongoing leadership for, and development
of these areas through management of the Quality Improvement and Corporate Compliance Department, in alignment with organizational goals/key results.

- Lead, develop, organize, implement, and oversee CESLC’s corporate compliance plan and function, to assure compliance with all regulatory requirements. Serve as Corporate Compliance Officer including the following:
  - Perform audits for senior management regarding corporate compliance in accordance with applicable rules and regulations.
  - Review vendor contracts and associated agreements.
- Continually monitor State and Federal performance measures and work collaboratively to develop, organize, and implement programs to ensure organizational compliance and performance improvement.
- Identify changes in standards of practice and government regulation for skilled nursing (SNF) and assisted living facilities (AL). Work collaboratively to develop and implement changes as necessary for these facilities to remain in compliance. Serve as leader for HIPAA compliance and develop and implement compliance program in coordination with other disciplines as appropriate.
- Establish quality goals/key results by working with SNF and AL leadership and monitor care delivery through quality audits in conjunction with Director of QA/PI.
- In coordination with Director of QA/PI, lead operations and innovations around developing and monitoring performance of the QA/PI plans.
- Review and record complaints and grievances made regarding resident care and publish written/oral reports consistent with applicable policies and procedures.
- Oversee the development of programs for annual competencies as required by regulatory agencies (CLIA, OBRA).
- Incorporate within the operational objectives, as appropriate, practices in continuous quality improvement, quality assessment and corporate compliance.
- Work collaboratively with nursing leadership in SNF and AL facilities to develop ongoing education and training to ensure performance improvement.
- Serve as the staff liaison to the Quality Improvement Committee including:
  - Develop working relationship with Committee Chair and coordinate meeting schedules, agendas, and production of supplemental materials and reports.
- Support all facility administrators and managers to successfully address resident and family concerns and improve the level of resident and family satisfaction with the care and services provided.
- Engage external key constituents as directed by CEO.
- Work in partnership with the Chief Operating Officer and other senior management staff in support of the organization’s strategic direction/initiatives.
- Consult with and advise staff on matters pertaining to performance improvement and assist senior managers and department directors in developing and implementing appropriate performance improvement plans, policies and procedures.

The Candidate

The right VP Quality and Corporate Compliance will be Masters-prepared, and must have thrived in a leadership role of the Quality/Compliance functions of a large, complex organization such as a major acute care setting, a very large senior care organization, insurance or managed care company, large
pharmacy, or possibly a regulator. The strong candidate has a clinical background and great clinical credibility, likely (but not absolutely necessarily) being an RN. MDs or JDs will be considered.

S/he will have an unpretentious, roll-up-the-sleeves, hands-on style. He or she must be most at ease working collaboratively, and will thrive in a complex setting featuring matrix management. The new VP Quality and Corporate Compliance must be an excellent communicator and natural relationship builder. S/he should understand the dynamics of the quality, regulatory, and financial imperatives of health care reform so that these issues can be managed proactively, not reactively.

The ability to develop strong working relationships with acute care partners and with regulators is essential, which builds mutual trust, credibility, and the ability for CESLC to manage these relationships proactively. Understanding a faith-based, mission-driven organization, and operation of a multi-location, multi-functional business is a big plus. The right candidate must:

- Have passion for the mission of CESLC
- Be outgoing, highly visible, and accessible
- Possess exceptional people skills
- Always strive for excellence and perpetual improvement
- Demonstrate a big-picture, systems-wide, long-range perspective
- Provide great attention to detail, including consistent follow-up and follow-through
- Remain organized and focused while multi-tasking in a fast-paced environment
- Bring a high level of financial awareness and business savvy
- Have a track record of managerial success
- Practice proactive, not exclusively reactive, management

**Critical Success Factors**

Most importantly, the new VP Quality and Corporate Compliance will be regarded as successful after a year in the role if they have achieved strong relationships with their colleagues and as well as other managers across CESLC. It is important that cooperative and collaborative relationships be built between Quality and Corporate Compliance and all other departments at CESLC. Ideally this person will become regarded internally as “a Trusted Advisor.”

The VP Quality and Corporate Compliance is often the lead liaison with some external stakeholders (e.g. regulators and acute care partners of CESLC, etc.), and managing these relationships in a manner that is consistent with CESLC’s Mission and Values is essential. Additionally, of course, the new VP Quality and Corporate Compliance will have identified and begun addressing any deficits in the Quality and Compliance programs.

**The Location**

Rockville, MD (Montgomery County) is located in the northwest region of metropolitan Washington, D.C., the seventh largest metropolitan area in the country. Rockville is an attractive suburban community with excellent schools and offers a wide range of educational, professional, cultural, and recreational opportunities. Metrorail, the regional public transit system, has several stations in Rockville/Montgomery County and provides easy access to nearby Washington, D.C. More can be learned at the [Rockville Chamber of Commerce](http://www.rockvillechamber.org) or the [Montgomery County Chamber of Commerce](http://www.montgomerycountychamber.com) websites.
**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 CESLCVPQuality2156@ZurickDavis.com. For additional questions please contact **Julie DeSorgher** (Julie@ZurickDavis.com or 781-366-3080), **Annette Cooke** (ACooke@ZurickDavis.com) or **Jeffrey Zegas** (JeffZegas@ZurickDavis.com) at 781-938-1975. All contact with ZurickDavis will remain confidential.

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