



# VNA Care

**Chief Executive Officer**

Leadership Profile

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**WittKieffer**

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## The Opportunity

VNA Care Network Foundation, Inc. is a nonprofit home health care, palliative care, and hospice provider serving more than 200 communities in Eastern and Central Massachusetts. VNA Care Network Foundation, Inc. traces its roots back to 1891, when residents of Dedham raised money to start the Dedham Society for Emergency Nursing, later known as Visiting Nurse Associates.

With annual revenues of \$83 million, VNA Care Network Foundation, Inc. is the largest non-profit, non-hospital healthcare system in Massachusetts. The organization serves a daily census of 3,750 patients. Located in one of the most advanced healthcare markets in the country, the VNA Care Network Foundation, Inc. has a long and successful history of providing home and community-based care. VNA Care Network Foundation, Inc. is nationally recognized for its excellence and has been at the forefront of innovation and transformation of care delivery for over 130 years.

The role represents an exceptional opportunity to lead VNA Care Network Foundation, Inc.'s home health and hospice services. VNA Care Network Foundation, Inc.'s programs include home health, hospice, palliative and private care.

The CEO will provide leadership and administrative direction to all active programs and build new strategies and programs.

VNA Care Network Foundation, Inc. seeks a CEO who will prioritize strong clinical quality, process efficiency, achieving optimal finances and superb employee, patient and community engagement. The new leader will build accountabilities in key areas and enhance culturally responsive patient-centered care models and integrated care delivery.

The ideal candidate will be an experienced home health, hospice and/or palliative leader with an exceptional track record of successful leadership in a complex and diverse healthcare environment. A collaborative, engaging style, a proven record leading inclusive organizations that are responsive to the needs of diverse patient populations, and the ability to lead change and deliver results are key competencies for the role.

## Organization Overview

### VNA Care Network Foundation, Inc.

VNA Care Network Foundation, Inc. is a nonprofit home health care, palliative care, and hospice provider serving more than 200 communities in Eastern and Central Massachusetts. VNA Care Network Foundation, Inc. traces its roots back to 1891, when residents of Dedham raised money to start the Dedham Society for Emergency Nursing, later known as Visiting Nurse Associates.

The Worcester Visiting Nurse Association, later the VNA of Central Massachusetts, began visiting the sick and elderly at home in 1892. VNA of Central Massachusetts also included the Spencer Visiting Nurse Association, established in 1908, and the Leominster Visiting Nursing Association, established in 1919.

Marblehead/Swampscott VNA was formed in 1896. The agency's first nurse made 98 visits to 18 families during her first month on the job. Cambridge Visiting Nurse Association was established in 1904 to deal with public health problems like influenza, tuberculosis, and polio. Visiting Nurse Association of the North Shore opened four years later (1908) to provide nursing services to mothers and newborns in an effort to reduce infant mortality rates. VNA North Shore later included Gloucester's District Nurses, established in 1914.

The parent companies of Visiting Nurse Associates, Cambridge VNA, and VNA North Shore merged in May 1995 to create VNA Care Network Foundation, Inc. Network. By working together, these agencies enhanced their ability to respond to local healthcare needs while improving the quality, affordability, accessibility, and scope of programs and services.

VNA Care Network Foundation, Inc. grew again with the merger of the VNA of Central Massachusetts in January 2000 and the Marblehead/Swampscott VNA in August 2002. VNA Care Network Foundation, Inc. acquired UMass Memorial Home Health and Hospice in September 2012. The agency began in 1966 as the Wachusett Home Health Agency and added hospice services in 1995. The VNA of Boston joined the VNA Care Network Foundation, Inc. in May 1995 when it merged with the Cambridge VNA and VNA North Shore.

Founded by Massachusetts' most established and trusted home care organizations, VNA Care Network Foundation, Inc., VNA of Boston and VNA Hospice & Palliative Care, VNA Care Network Foundation, Inc. has the capabilities and resources to deliver a full range of home health, hospice, and community services to patients of all ages and health care needs. VNA Care Network Foundation, Inc. also owns and operates the Rose Monahan Hospice Home in Worcester, the first hospice residence in Central Massachusetts. VNA Care Network Foundation, Inc. focuses on promoting the health and well-being of patients and families by providing high-quality, cost-effective health care to vulnerable individuals in their homes and communities.

### Home Health Care

VNA Care Network Foundation, Inc. has been caring for patients throughout Eastern and Central Massachusetts for more than 130 years. Through a combination of the most advanced clinical technology, evidence-based best practices, and a patient-centered team approach, VNA Care Network Foundation, Inc. sets the standard for highly skilled care in the home. The organization's commitment to quality and exceptional patient satisfaction sets them apart as a national leader in patient care. People turn to VNA Care Network Foundation, Inc. during times of illness or injury so they can remain where they most want to be - at home. VNA Care Network Foundation, Inc.'s home healthcare services allow some people to come home from the hospital sooner, avoid stays in healthcare facilities, or learn to manage a newly diagnosed illness or disease.

**VNA Care Network Foundation, Inc. professionals who provide at home care include:**

- Registered and Licensed Practical Nurses
- Physical Therapists
- Occupational Therapists
- Medical Social Workers
- Registered Nutritionists
- Home Health Aides

**Specialized Support Programs include:**

- Falls prevention
- IV therapy
- Medication management
- Total joint replacement program
- Telehealth
- Wound ostomy care

**VNA Care Network Foundation, Inc. clinical solutions offer customized programs to effectively manage patient-specific health concerns, such as:**

- Chronic obstructive pulmonary disease
- Diabetes
- Heart Disease
- Stroke
- Cancer
- Special needs for children and seniors

## VNA of Boston

The VNA of Boston is a non-profit organization dedicated to home and community-based health care. Established in 1886 under the auspices of the Women's Education Association (WEA) and known as the Instructive District Nursing Association (IDNA), the IDNA was among the first organized home health care providers in the country.

The idea of public nursing was not new to the WEA. As early as 1872, it had been active in establishing the first training school for nurses in the United States at the New England Hospital for Women and Children, now known as The Dimock Center. Following this success, it began studying methods of nursing for the poor in other US cities and in England. Once satisfied that there were many people in the world, and especially in the Boston community, who needed nursing and medical care but would not seek help due to their inability to pay for it, a small group of WEA members hired Amelia Hodgkiss as a nurse to work with the physicians of the Boston Dispensary in 1886. So great was the perceived need, in fact, that in the first year alone, Hodgkiss, together with another graduate of the New England Hospital training program, provided 7,182 home health visits to 707 patients, a remarkable schedule by today's standards. Working conditions were difficult at best. Since telephones did not exist, nurses made visits with the doctor so that they could receive medical orders first-hand.

The VNA of Boston joined VNA Care Network Foundation, Inc. in October 2014.

## VNA Hospice & Palliative Care

VNA Hospice & Palliative Care has been providing care, comfort, and support to patients and families since 1979. This division is a pioneer in care for the terminally ill in Massachusetts. The agency includes the former Hospice of

Central Massachusetts, which became the first Medicare certified hospice in the state in 1984, as well as Hospice of Cambridge and Hospice Community Services of Visiting Nurse Associates. The agency opened Central Massachusetts's first inpatient hospice, the Rose Monahan Hospice Home. Along with comfort and care, VNA Care Network Foundation, Inc. provides expert pain and symptom management and special programs for individuals with Intellectual Disabilities, Alzheimer's/Dementia, Cardiopulmonary diseases (COPD), and Cancer.

## Hospice Care

Hospice is a specialized, team-based approach to caring for people with a life-limiting illness, their families, and caregivers. Hospice focuses on quality of life so that life can be lived as fully as possible, preserving dignity and respecting personal choice. The VNA Care Network Foundation, Inc. hospice staff work as a team with the person, family, and caregivers to maximize physical comfort, provide emotional support, and assist in the pursuit of goals for this time. Care can be provided wherever an individual lives. Many patients receive hospice care in their homes, whether that's a private home or apartment or in a nursing home, group home, or assisted living facility. Hospice care may also be provided in a short-term, residential inpatient setting at the Rose Monahan Hospice Home.

Hospice care at VNA Care Network Foundation, Inc. is provided by a specialized team of professionals who develop a personalized, comprehensive care plan tailored to the physical, emotional, social, practical, and spiritual needs of each patient. The hospice teams consist of:

- Physicians and nurse practitioners
- Registered nurses
- Social workers
- Spiritual counsellors
- Bereavement counsellors
- Trained volunteers
- Hospice aides
- Physical, occupational, and speech therapists, as needed

## Rose Monahan Hospice Home

The Rose Monahan Hospice Home in Worcester is the first hospice residence in Central Massachusetts. Designed from the ground up, specifically for hospice residency, VNA Care Network Foundation, Inc. clinical staff and volunteers provide medical, emotional, practical, and spiritual care for terminally ill individuals of all ages and care needs.

Thanks to the generous charitable support of individuals, foundations, and businesses, the Rose Monahan Hospice Home opened in 1997 and has cared for thousands of residents and their loved ones. The well-equipped house is filled with staff and volunteers who tailor care plans specific to each patient. Medical, emotional, practical, and spiritual (if needed) goals are put into consideration to design unique care plans for each resident. Volunteers are essential to the care provided. They offer companionship, support, meal preparation, and general help with the home and property. They also provide a bereavement support program for loved ones up to one year after a loss.

Nurses are available around the clock to provide general in-patient and residential hospice care. The two-level home, complete with an elevator, offers ample space for quiet family time or private reflection in cozy nooks. For socializing with others, larger common areas include a dining room, sun-dappled living room, sundeck, shaded patio, and a garden sitting area adjacent to the water. Ten private bedrooms, each with its own bathroom, are well complemented by a patio or deck overlooking Coes Pond. This offers an abundantly tranquil setting courtesy of Mother Nature. Bedrooms are equipped with an electric hospital bed, TV with cable, WI-FI internet, telephone, dresser, and closet.

The Rose Monahan Hospice Home has hosted weddings, birthday parties, and other very personal celebrations for VNA Care Network Foundation, Inc. residents and loved ones.

See more about the Rose Monahan Hospice Home here: <https://youtu.be/lxdUlnb9lwQ>

## Palliative Care

For more than 130 years, people have turned to VNA Care Network Foundation, Inc. when they need care and support for a serious illness and want to continue living at home. The VNA Care Network Foundation, Inc. Palliative Care Program is specially designed to provide support, comfort, and improved quality of life for anyone living with a serious or complex health condition. The patient is at the center of the care team led by a palliative care certified nurse practitioner. Additional support, including nursing, therapy, and social work, is available as needed. All care is provided in coordination with an individual's primary physician and with the support of VNA Care Network Foundation, Inc.'s Medical Director.

The palliative care team helps patients and their loved ones live as fully as possible during a serious, chronic, or otherwise life-limiting illness. Care is geared to the individual and begins with physical comfort so that other needs - emotional, social, practical, and spiritual - may be fully met. The Palliative Care team remains sensitive to personal, cultural, and religious values, beliefs, and practices. Services are provided wherever the patient calls home - private residences, assisted living communities, and more. VNA Care Network Foundation, Inc. offers an extensive range of home-based healthcare services, giving patients and families greater flexibility and more options as their needs change.

Clinicians work with patients to meet their goals and address their concerns, which may include:

- Managing pain, nausea, fatigue, shortness of breath, anxiety, and other distressing symptoms and helping to deal with side effects of therapies.
- Improving the ability to continue participating in day-to-day activities.
- Achieving the best possible quality of life – many patients find that when their pain and discomfort are relieved, their quality of life is enhanced.
- Offering a support system to help the individual and family or caregivers cope.
- Helping with the identification of treatment options and care goals.
- Guiding people through a sometimes complex health care system.
- Assisting with advance care planning, financial issues related to illness and caregiving responsibilities, and insurance and financial paperwork.

## At Home Private Care

At Home Private Care, part of VNA Care Network Foundation, Inc., offers a wide array of supportive services that allow many people to remain independent, comfortable, and safe at home. The organization's mission is to help clients achieve their optimum quality of life while maintaining their personal dignity. Individual care plans are created by a nurse or social worker for each client. These care plans are tailored to each individual's needs and are reviewed with our caregivers. The nurse or social worker provides ongoing, on-site supervision for each client. At Home Private Care's caregivers are available from four hours to 24 hours a day, including affordable live-in care, throughout Worcester County and MetroWest. VNA Care Network Foundation, Inc. carefully screens, CORI background checks, and trains staff.

Private care services include:

**Personal Care**

- Grooming
- Bathing
- Dressing
- Oral Hygiene
- Medication Reminder
- Hair Care
- Skin Care
- Assistance with Toileting
- Incontinence Care
- Mobility and Transfer Assistance

**Companion Services**

- Provide Companionship and Conversation
- Assistance with Reading
- Participation and Encouragement with Games and Hobbies
- Social Events Companionship

**Housekeeping Services**

- Meal Preparation: Planning, Preparing, Serving, and Clean Up
- Light Housekeeping
- Laundry
- Ironing
- Taking Out the Trash
- Dusting
- Caring for Indoor Plants

**Help with Life's Activities**

- Appointment Scheduling and Reminders
- Transportation to Appointments
- Prescription Pick-Ups
- Grocery Shopping

## Position Summary

### Reporting Relationships

The CEO reports to the VNA Care Network Foundation, Inc. Board of Directors. Direct reports to the CEO include:

- Chief Financial Officer
- Chief Operating Officer
- Chief Information Officer
- Chief People Officer
- Chief Quality Officer
- Chief Compliance Officer

### Responsibilities

The successful Chief Executive Officer candidate will:

- Direct the daily operations of VNA Care Network Foundation, Inc.; coordinate and integrate the organization's services and programs with a focus on clinical excellence, fiscal stability, innovation and growth.
- Provide people-focused leadership for management and front line staff to optimize the recruitment, retention and engagement of a diverse and talented workforce
- Be accountable for budgeting, accounting, cash, and cost management maintenance of financials.
- Maintain policies and procedures and organizational culture that ensure compliance with applicable regulations for all programs.
- Build strong partnerships with the VNA Care Network Foundation, Inc. Board and provide Board engagement and education opportunities.
- Represent VNA Care Network Foundation, Inc. to legislators, governmental agencies, health care organizations, funding sources and the public.
- Lead ongoing public relations, fundraising, and marketing activities.
- Collaborate with the VNA Care Network Foundation, Inc. Board to conceive and implement strategic plans.

## Goals and Objectives

VNA Care Network Foundation, Inc.'s Search Committee, Board of Directors, senior team, and team members have identified the following key goals and objectives for the new CEO:

### Leadership, Mission, and Culture

- Develop personal and professional credibility across VNA Care Network Foundation, Inc. Build productive relationships with key internal and external constituents. Lead in a manner that aligns with VNA Care Network Foundation, Inc.'s values. Model values that foster excellent care, visibility, equity, and access for patients and families.
- Create a culture that fosters staff engagement, learning and development, mentoring and accountability to achieve organizational results.
- Partner successfully with the VNA Care Network Foundation, Inc. Board; foster opportunities to deepen Board relationships, education and engagement.

### Strategy, Vision, and Growth

- In collaboration with VNA Care Network Foundation, Inc.'s Board of Directors, senior management team, and staff, develop strategies and partnerships that ensure alignment with the organization's mission. Key strategies will address opportunities for program expansion and innovation, volume growth, enhancing clinical quality and patient experience, strengthening finances to ensure the long-term sustainability of the organization, and building cultural competency within the organization to improve equity and enhance patient experience and outcomes and staff engagement and satisfaction.
- Expand VNA Care Network Foundation, Inc.'s presence and visibility across key service areas. Optimize opportunities to build market presence and brand.
- In partnership with the CFO, develop financial strategies that will optimize financial outcomes.

### Performance Excellence

- Ensure financial strength and profitability; develop and monitor annual budgets.
- Create policies, processes, and performance improvement strategies and an organizational culture that optimize clinical care and patient and family engagement. Encourage continuous quality improvement efforts.
- Monitor workforce, operational and quality dashboards; assess opportunities to optimize operational processes and efficiencies.
- Foster a culture of accountability with a strong focus on service excellence.
- Partner with clinical leadership to achieve practice consistency and uniform care models across VNA Care Network Foundation, Inc. Monitor and ensure compliance and regulatory adherence.
- Assess VNA Care Network Foundation, Inc.'s current organizational structure; determine key roles, functions, and responsibilities that will position the organization for future success.
- In conjunction with the CHRO, support VNA Care Network Foundation, Inc.'s efforts to be viewed as an employer of choice in the region and beyond for a diverse and talented workforce; expand efforts to build and engage VNA's workforce to meet future needs recognizing the value of having a diverse and inclusive team, at all levels of the organization, that is reflective of and responsive to the needs of the population the organization serves.

- Explore and adopt appropriate technology innovations that will support high quality, equitable and cost-effective patient care and service and employee engagement.

### **Community Involvement, Advocacy, Governance and Philanthropy**

- Be recognized as the face of VNA Care Network Foundation, Inc. in the community and region. The new CEO will be viewed as a key healthcare thought leader by peers and others.
- Build relationships with key policy leaders and regional health care leaders; participate in key industry and advocacy efforts.
- Lead Board education and engagement efforts; provide the Board with information that will further their knowledge of best practices and innovations in home and community-based care.
- Support philanthropic and community engagement efforts as well as the regional Cabinets.

## **Candidate Qualifications**

### **Education/Certification**

- A graduate degree in health care administration, public health, nursing, or comparable discipline, or a bachelor's degree in a clinical discipline with a master's degree in business or finance.
- Minimum of ten years of progressive leadership experience in healthcare and knowledge of home healthcare, hospice, palliative, and community-based services.

### **Knowledge and Work Experience**

- Extensive executive level experience (CEO or other senior leadership role) in a nationally recognized healthcare organization with exemplary quality, growth, and sustained financial strength. Minimum of five years of experience in home health or an executive level health related leadership role.
- Knowledge and experience in home care models and clinical operations management are required.
- Experience in complex healthcare environments, including an integrated delivery network or organization of similar complexity.
- Proven experience leading diverse and inclusive organizations that are culturally responsive to the communities they serve.
- Collective bargaining experience strongly preferred.
- A proven change agent who understands systems and process engineering, data analytics, and methodologies such as LEAN is desired.

### **Leadership Skills and Competencies**

- Passion for excellence: believes in exceptional patient care, education, research, and service to the community. Inspires others to deliver consistent, high-quality and equitable care and optimal service delivery with the goal of being the preferred home-based provider; creates a strong and sustainable business model, including growth, innovation and long-term financial success.

- Highly approachable and visible leader committed to engagement with the Board, staff, and key internal and external constituents and partners.
- A respected and trusted leader who nurtures and develops high-performing, inclusive and innovative teams; exhibits a strong commitment to mentoring others and developing leaders.
- Superb communication and listening skills; ability to speak to a wide audience.
- Authentic and humble leader.
- Leads through influence.
- Clearly communicates and demonstrates a passion for the organization's mission.
- A leader of the highest ethical and moral standards, professionally and personally.
- Visionary and strategic leader; one who understands the dynamics and trends in the delivery of home-based care.
- An innovator who can effectively lead development and expansion efforts.
- Passion for service excellence and process improvement.
- Tech-savvy leader; proponent of utilizing new technologies to improve patient care.

## The Community

### Worcester, MA

The second largest city in New England, [Worcester, Massachusetts](#), is located in the heart of the Commonwealth of Massachusetts and New England. A five-time recipient of the All-American City Award, Worcester offers its residents the resources and attractions of a metropolis, balanced with the more intimate, livable scale of a mid-size city and something more.

Worcester, with a population of over 203,000, is home to ten colleges and universities (a half-dozen more in neighboring communities), including the University of Massachusetts T.H. Chan School of Medicine, Worcester Polytechnic Institute, College of the Holy Cross, Clark University, and the Massachusetts College of Pharmacy and Health Sciences. The city is richly diverse and made up of many communities. According to recent census data, Worcester's population is approximately 25 percent Hispanic/Latino, seven percent Asian, 13 percent Black or African American, 12 percent two or more races, 52 percent white, and 23 percent foreign-born (some may identify with more than one category). Worcester also has received perfect scores on multiple LGBTQ+ equality indexes, including the Municipal Equality Index (MEI) and the Human Rights Campaign's LGBTQ index

Over 33 percent of residents ages 25 and up have a bachelor's or post-graduate degree, placing Worcester among the leaders of all New England cities. This concentration of intellectual capital and proximity to excellent medical facilities and teaching hospitals has helped Worcester to become a recognized center for research and development in biotechnology and the life sciences. [The Reactory](#) and the [Bioengineering Institute](#) are centers for biotechnology research in the city. The [Worcester Art Museum](#), [Mechanics Hall](#) (a historic concert hall), and the [Hanover Theatre & Conservatory](#) anchor cultural opportunities within the city. [The DCU Center](#) is home to the [Worcester Railers HC](#), an American Hockey League franchise. Worcester is also home to the [WooSox](#), a minor league affiliate of the Boston Red Sox. Worcester is located one hour away from Boston, Providence, and Hartford and less than two hours from Cape Cod, the Berkshires, and ski areas in southern Vermont. The Central



Massachusetts region includes many cities and towns with suburban and rural neighborhoods. With its affordable housing relative to the Boston market, quality public and private schools, and access to diverse arts, sports, restaurants, and entertainment, Worcester and the surrounding towns offer residents the best of both large and small city living.

For more information, please visit the following sites: [Life in Worcester](#) and [City of Worcester](#).

### Boston, MA

Boston, Massachusetts, is the capital and largest city of the state. Founded in 1630, it is one of the oldest cities in the United States and has played a significant role in American history. Known as the "Cradle of Liberty," Boston was central to the American Revolution, with key events such as the Boston Massacre and the Boston Tea Party taking place there.

Today, Boston is a vibrant cultural and economic hub. It is renowned for its prestigious universities, including Harvard and MIT, making it a global leader in education and research. The city is also famous for its historical landmarks, such as the Freedom Trail, Fenway Park, and the Boston Common, the oldest public park in the U.S.

Boston's economy is diverse, with strong sectors in finance, healthcare, technology, and biotechnology. The city's neighborhoods, like Beacon Hill and Back Bay, offer a mix of historic charm and modern amenities, contributing to its unique character.

## North Shore Massachusetts

The North Shore of Massachusetts is a picturesque region known for its scenic coastal towns, rich history, and vibrant cultural scene. Stretching from Boston to the New Hampshire border, it includes a variety of communities, each with its own unique charm.

The North Shore is home to Salem, famous for the Salem Witch Trials, and Gloucester, America's oldest fishing port. Other notable historical sites include the Saugus Iron Works and the Peabody Essex Museum. The region boasts beautiful beaches, rocky coastlines, and lush parks. Popular spots include Plum Island, Crane Beach, and Maudslay State Park.

The North Shore offers a rich cultural experience with theaters like the North Shore Music Theatre in Beverly and numerous festivals and events throughout the year. Towns like Newburyport, Marblehead, and Rockport are known for their charming downtown areas, historic architecture, and excellent dining and shopping options.

Whether you're interested in exploring historical landmarks, enjoying outdoor activities, or simply soaking in the coastal New England charm, the North Shore has something for everyone.

## Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates to Search Committee: Mid-February
- Round One interview dates: Late February – Early March
- Round Two interview dates: Mid to Late March

Selected candidates should plan to hold the above dates in the event the committee invites them to participate in the interview process.

## Procedure for Candidacy

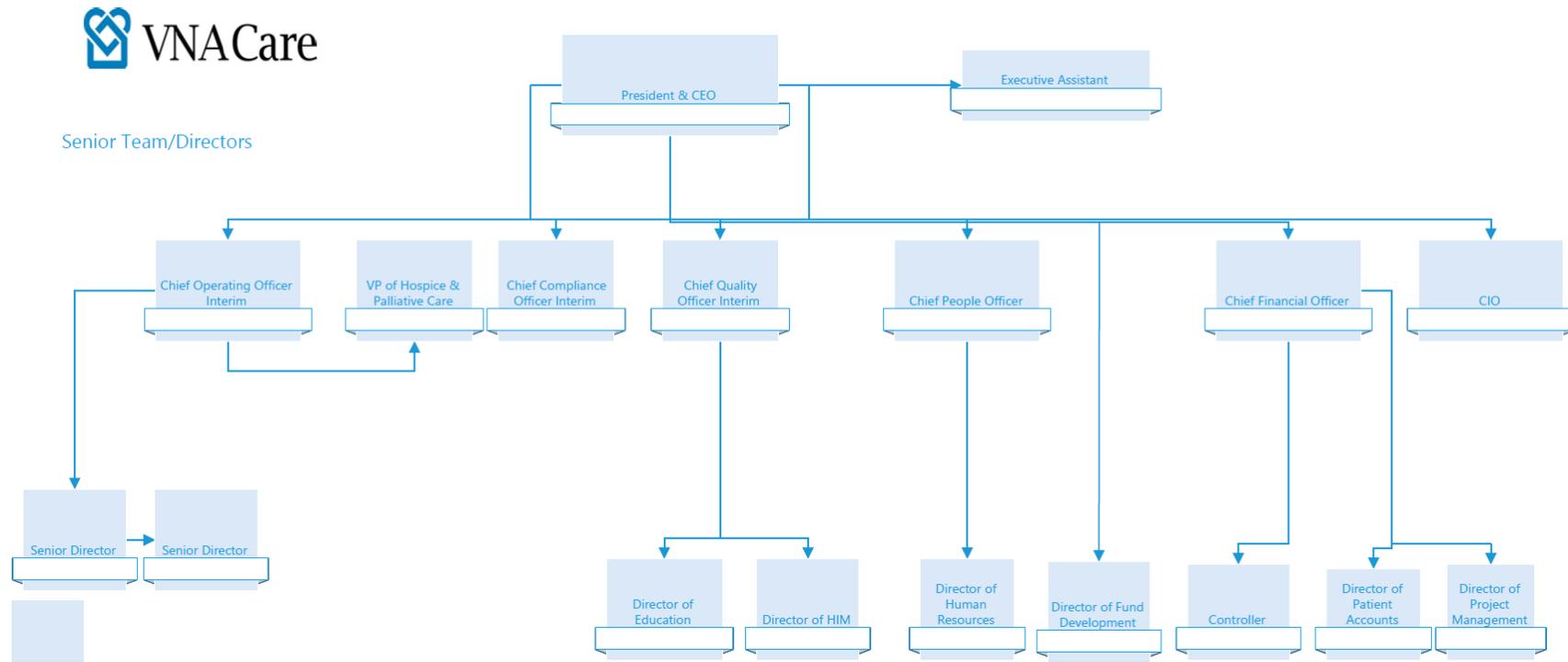
Please direct all nominations and resumes to Lisa DeSimone Arthur, Stephen Davis, and Melaney Mooradian, preferably via email at [mmooradian@wittkiever.com](mailto:mmooradian@wittkiever.com) or via the WittKieffer candidate portal, which can be accessed [here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkiever.com](http://www.wittkiever.com) by selecting the "Become a Candidate" button.

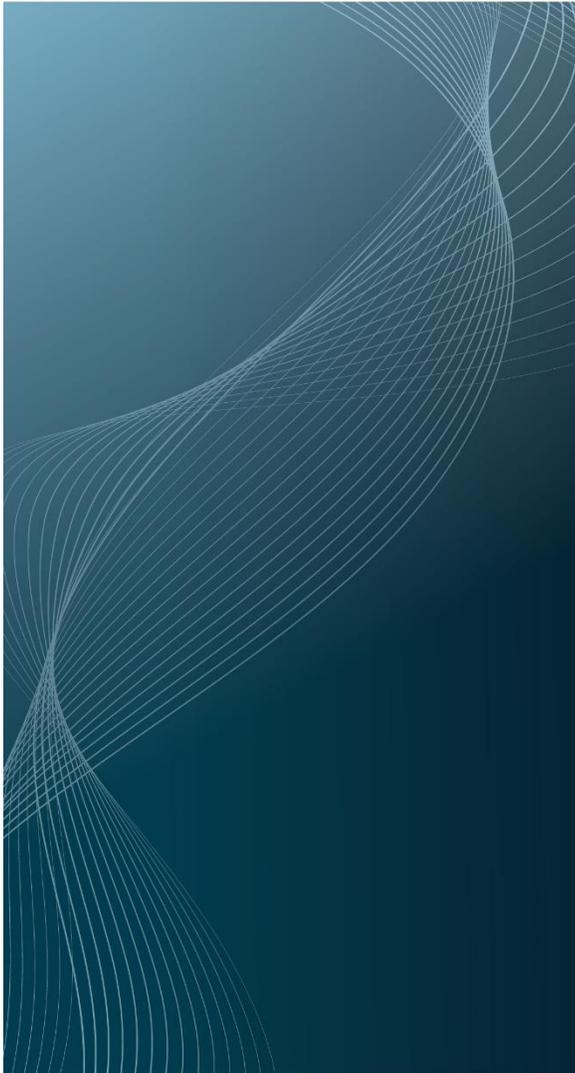
*VNA Care Network Foundation, Inc. values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*

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# Organization Chart





WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

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