



Hospicare

& Palliative Care Services

Compassionate care delivered in Cortland and Tompkins counties

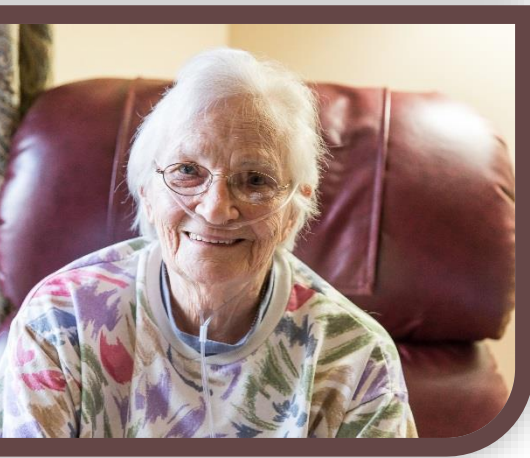


Medical Director Leadership Profile

Hospicare & Palliative Care Services, Inc.
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The Opportunity

Hospicare & Palliative Care Services, located in the culturally diverse and scenic Finger Lakes region of New York State, seeks a dynamic, passionate and creative Medical Director to serve our highly regarded agency.

With a \$4.8 million operating budget, our nationally recognized organization employs approximately 60 FTE employees and serves an average of 65 patients each day. Annually there are 140 volunteers who have direct patient contact and another 670 volunteers give time and talents in a variety of capacities from assistance in the office to fundraising.

Hospicare is a respected, vibrant community agency that brings medical expertise and compassionate, respectful care to people and their loved ones at any stage of a life-limiting illness, and we provide information and education about advanced illness, dying, and bereavement to the entire community.

We offer these services to the populations of Tompkins (pop. 100,000) and Cortland (pop. 50,000) counties. Our counties are renowned for being home to Cornell University, Ithaca College, State University of New York at Cortland, and Tompkins Cortland Community College. Tompkins County has the second highest rate of patients dying with hospice care in the state, and both counties are predominantly rural communities.

We serve 580 patients and their families annually through hospice, palliative care, and bereavement services in the patients' home, in our 6-bed residential facility in Ithaca, and in our partnering acute care hospitals and extended care facilities in the area. Our programs include medical, emotional, spiritual and logistical support for people dealing with end of life issues. Music therapy has been integrated into program services since 2006. Bereavement services are offered to anyone in the community at no charge for up to 13 months after the death of the patient.

The agency enjoys a stellar reputation and has a robust development program that raises about \$950,000 annually, just under half of which comes from our Women Swimmin' for Hospicare summer fundraiser. These donations help supplement the cost of care for patients who cannot afford the service.

The Medical Director will be an outstanding leader with proven skills to build upon Hospicare's successful track record and will possess the leadership skills to assist the organization in its growth and expansion of programs. The Medical Director plays a critical role in Hospicare's strategic initiatives, including building partnerships with the local medical community, supporting our palliative care program, and increasing patient census and length of stay so that all in our community who can benefit from our care have the ability to do so.

The Candidate

The successful candidate will be a versatile and energetic leader who embodies integrity and high standards. The candidate must be capable of balancing the duties of a full time Medical Director while promoting an internal culture of collaboration, teamwork, and open and honest communication. The position calls for an engaging personality, excellent interpersonal skills and an ability to lead by example.

Candidates must be well versed in the complexities, depth, and breadth of managing end-of-life health care delivery with a strong commitment to business sustainability and Hospicare's mission.

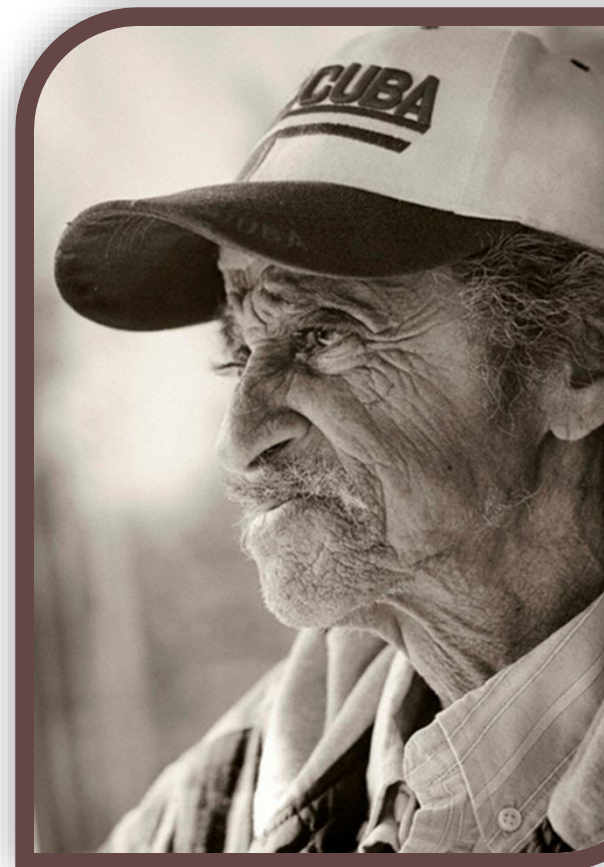
The Medical Director will be committed to promoting hospice and palliative care for patients and their families and will bring the skills to clearly articulate and foster that commitment among staff, board, donors, volunteers and the community at large. Candidates must enjoy the challenge of leading in a rapidly changing environment, where flexibility, creativity, and nimbleness are essential.

The ideal candidate will:

- ✓ Have a current New York State license to practice medicine, or obtain one by date of hire
- ✓ Have a degree from an accredited school of medicine
- ✓ Board certification in hospice and palliative care (and/or completion of fellowship in hospice or palliative medicine) (preferred) Applicants with hospice or palliative care experience will also be considered.
- ✓ Possess leadership experience in a hospice and palliative care setting
- ✓ Nurture and significantly grow an already well-established hospice program, and lead the organization's effort to build a robust palliative care program
- ✓ Show exceptional commitment, focus, and resilience

Position summary:

- ✓ Assume overall responsibility for the day-to-day medical aspects of the patient care program:
 - Provide all medical director services required by applicable laws and regulations
 - Review all admissions and discharges to determine appropriateness. Conduct face-to-face visits as needed or required.
 - Provide direct medical care to patients who do not have an attending physician, as necessary.
 - Assume responsibility for developing, coordinating and supervising Hospicare's hospice and palliative care programs
- ✓ Provide information and education about hospice and palliative care for Hospicare staff, health care professionals and other people in the local community:
 - Assist in the planning and implementation of hospice education programs for Hospicare staff, community physicians and other health care professionals.



- Provide consults to other physicians and professionals on hospice care, particularly on pain control and symptom management
- Be a skillful advocate and negotiator when working with our health care partners and community organizations
- Build strong relationships with medical professionals, including physicians, hospitalists and other providers
- Provide peer-to-peer consultation, face-to-face assessments, and communication with referral sources
- ✓ Demonstrate strong organizational, communication, and leadership skills:
 - Have an accessible and open management style that supports clinical staff, provides a clear and consistent sense of direction and accountability, and reinforces teamwork
 - Approach sensitive or rapidly emerging issues with a calm, confident, and collaborative leadership style

The Medical Director reports to the Executive Director and supervises a Nurse Practitioner.

Critical Success Factors

It is expected that during the new Medical Director's first year, the candidate will spend approximately 60% of time on direction of hospice program, including outreach and education, 30% of time on the development and implementation of the palliative care program, and 10% of time on inpatient consults.

- ✓ More fully integrate the Cortland- and Ithaca-based clinical programs
- ✓ Work to increase patient volume and length of stay, while optimizing staff and operational efficiencies
- ✓ Participate in the development and growth of the agency's palliative care program
- ✓ Work with the Executive Director and the Development & Community Relations department to continue to strengthen Hospicare's image and position with the community at large
- ✓ Incorporate quality and service management into all aspects of Hospicare operations
- ✓ Develop strong and highly collaborative working relationships with and among staff at all levels, leading to high morale, retention, work satisfaction, and productivity

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. Exceptional benefit package includes medical, dental, PTO and CME allowances. Hospicare also contributes to a robust 403(b) retirement fund. Relocation assistance will be provided to qualified candidates.



Hospicare & Palliative Care Services of Cortland and Tompkins Counties

Mission

The mission of Hospicare and Palliative Care Services is to bring medical expertise and compassionate, respectful care to people and their loved ones at any stage of a life-limiting illness, and to provide information and education about advanced illness, dying, and bereavement to the entire community.

History

Spurred by the Comprehensive Health Planning Council in June 1978, an ad hoc committee was established to determine if there was an identifiable need for a hospice program in Tompkins County, New York. A comprehensive series of interviews with county residents and health care providers and a review of Health Department Statistics demonstrated that, indeed, the need was great. The original plan was to hire a coordinator who would identify the various organizations already providing some aspect of service and to make referrals, recruit and train volunteers to work with patients and families, and to raise funds for the new organization.

A two-year grant from a foundation in a neighboring community allowed us to hire a coordinator. At the same time, the state was working on legislation to authorize the creations of hospices, and in the spring of 1984, we sent a draft application to the state Health Department. In 1985, Hospicare was recognized as a free-standing New York State hospice. However, it was not until Medicare, Medicaid and private health insurance agreed to include hospice as a reimbursable service that a regular income stream stabilized the fledgling agency's finances. With steady revenue, we were able to hire an interdisciplinary team of health care professions, including a medical director, nurses, home health aides, chaplain, social workers, and bereavement and volunteer coordinators. Because the costs of providing service often far exceeded reimbursement rates, fundraising has been an essential commitment by the Board and volunteers.

Hospicare initially provided care only in patients' homes. But the staff worked to develop contracts with nursing homes and the life-care community in Ithaca. Nonetheless, in the early 1990s the staff and Board recognized the need for a hospice residence, a place where those without caregivers or unable to remain at home, could spend their last weeks and months.

The Residence, the first in New York State, opened in the middle of 1995. The building is set on 12 acres overlooking a pond, and its Healing Gardens are a source of beauty and



consolation.

From its beginnings, the Board was committed to admitting people to the Residence even if they were unable to pay the full room and board fee. No patient has ever been turned away for financial reasons. Thanks especially to the proceeds of Women Swimmin', Hospicare's extraordinary annual fundraiser, that commitment is honored.

The agency has developed an extensive bereavement program, serving anyone in the community, regardless of previous hospice affiliation. The program has included both general and focused groups as well as children's activities. For more than a dozen years, Hospicare has also had a music program, bringing the comfort and pleasure of music to patients wherever they may live.

In 2014 Hospicare affiliated with the program in Cortland, and now has a team serving that community. In addition, Hospicare was one of the first organizations in the state to focus on palliative care. We now provide palliative consultation and services in our partner hospitals as well as in other settings.

With the growing aging population, the increased understanding of hospice, a renewed development program, and the expansion of palliative care, we are optimistic about the future of this extraordinary organization.

Governance and Organization

Hospicare is governed by a Board of Directors that meets 10 times each year, with additional Board committee meetings as appropriate. There are about 15 board members who serve 3-year terms and must rotate off after two consecutive terms. The board is populated with individuals who bring a range of business, health care, education and human services experience to support the Executive Director in directing and guiding the organization.

Currently, our metrics include the following:

65	Average daily census of patients cared for
50 days	Average length of stay
580	Annual number of patients served with direct care

In 2018 Hospicare had revenues of approximately \$4.9 million with 69 percent coming from Medicare/Medicaid, 10 percent from insurance/private pay, 20 percent from donations, and 1 percent from miscellaneous sources. The majority of donations are used to cover the cost of care for patients who cannot afford services.

Hospicare has a staff of 60 FTEs working across our region. The organization is led by an executive director along with a senior leadership team representing the agency's departments: patient services, development and community relations, finance, and human resources.

The Changing Environment

The environment for all health care providers in New York State continues to evolve and represent uncertainties. The agency must continue to strengthen its brand, clarify its role, take advantage of new opportunities, pursue productive strategic partnerships, and build ever stronger public recognition and support of the full scope and value of its activities. Hospicare must remain nimble in the face of change. The organization must evolve its vision and revise its strategic plan regarding its place in the health care market.

For More Information

We welcome referrals and nominations. Interested parties should send resume and cover letter to kderosa@hospicare.org.

All contact with Hospicare will remain confidential.

*Hospicare and Palliative Care Services is an Equal Opportunity Employer
and actively seeks a diverse pool of candidates in this search.*