

## The Opportunity

Hospicare & Palliative Care Services, located in the scenic Finger Lakes region of New York State, seeks a dynamic Executive Director to lead our respected, vibrant agency. We bring medical expertise and compassionate, respectful care to those at any stage of a life-limiting illness for both patients and their loved ones. Hospice, palliative care, and bereavement services are provided in patients' homes, in our six-bed residential facility in Ithaca, and in partnering acute-care and extended-care centers in Cortland (pop. 50,000) and Tompkins (pop. 100,000) counties. A robust outreach program provides access to information about advanced illness, dying, and bereavement to the broader community.

Our hospice and palliative programs include medical, emotional, spiritual and logistical support for people dealing with serious illness or end-of-life issues. Bereavement services are offered to anyone in the community at no charge for up to 13 months after the death of the patient. In addition to group settings, 100 individuals took advantage of one-on-one bereavement counseling sessions last year. Hospicare also hosts community memorial and end-of-life programs that are free and open to all.

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### Currently, our metrics include the following:

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|--------|--|
| 55     | Average daily census of patients cared for                         |
| 50 day | Average length of stay   |
| 500    | Annual number of patients/patient families served with direct care |
| 60 FTE | Employees  |
| 100    | Volunteers with direct patient contact                             |
| 500    | Volunteers in other capacities, from office duties to fundraising  |



The agency enjoys a solid reputation, and despite the challenges of the COVID pandemic, we are on track to raise about \$800,000 this year, just over half of which came from our summer Women Swimmin' fundraiser, held virtually this year. These donations help supplement the cost of care for patients who cannot afford the service.

The region offers four-season outdoor recreational activities, and thanks to being home to Cornell University, Ithaca College, State University of New York at Cortland, and Tompkins Cortland Community College, cultural opportunities abound.

# The Candidate



The Executive Director will be committed to our mission of promoting access to hospice and palliative care for patients and their families. The candidate must be focused, resilient, and enjoy the challenge of leading in an environment where flexibility, creativity, and nimbleness are essential to build upon Hospicare's successful track record.

The Executive Director will work alongside a dedicated staff, an engaged board, a passionate donor community, and a deep volunteer network to clearly articulate and guide the organization toward continued sustainability and growth.

The candidate must be well versed in the complexities of managing healthcare delivery with a strong commitment to mission and sustainability. Financial and business acumen, as well as strong communication skills, are essential. Highly desirable is experience in healthcare in New York State, experience in clinical environment management, and experience in a mission-driven nonprofit agency.

Proven success in fundraising is essential, as is an enterprising spirit that will nurture new and successful initiatives.

## The successful candidate will

- Have at least ten years of progressively responsible and innovative senior leadership experience in a mission-driven organization. A master's degree is preferred.
- Develop and negotiate innovative strategies that will underpin a stable, sustainable organization, efficient operations, and increased volume and market share.
- Establish or reinforce strategic relationships with provider, payer, and community partnerships.
- Possess the credibility, communication skills, vision, and inclination to be an effective and outgoing spokesperson for Hospicare and the services we offer.
- Approach sensitive and rapidly emerging issues with a calm, confident, and collaborative leadership style.
- Embrace accessible and open management styles that support staff; provide a clear and consistent sense of direction and accountability; and reinforce teamwork, collaboration, and open communication.
- Be enthusiastically and personally involved in development, fundraising, donor solicitation, and donor stewardship, and have experience generating major gifts from individuals and foundations.
- Effectively apply technologies to enhance quality operations and communication.

# Critical Success Factors

**It is expected that during the new Executive Director's first year, the candidate will**

- Sustain strong financial performance, including strong donor commitment.
- Work to increase patient volume, while optimizing staff and operational efficiencies.
- More fully integrate the Cortland- and Ithaca-based programs.
- Create a strategic plan to define the agency's direction for the next 5+ years.
- Continue to strengthen Hospicare's image and position with donors, elected officials, and the community at large.
- Develop an understanding of the evolving New York healthcare delivery system.
- Drive the increased use of quality metrics to monitor and enhance the patient and family experience, service excellence, compliance, and other related indicators.
- Incorporate quality and service management into all aspects of Hospicare operations.
- Develop strong, collaborative working relationships with and among staff at all levels, leading to high morale, retention, work satisfaction, and productivity.
- Build engaged relationships with the 501(c)(3) Board of Directors that feature transparent communication and trust, leveraging the Directors' skills and engaging them with the agency.

## Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate.



# 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 healthcare 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 creation 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 healthcare 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.

## History cont.

The Residence, the first in New York State, opened in 1995. The building is set on 12 acres overlooking a pond, gazebo, and beautiful, consoling gardens.

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.

In 2014, Hospicare affiliated with the program in Cortland, and our team serves both counties, covering 994 square miles. The agency is expanding palliative care services, and it has 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.

With an aging population, the increased understanding of hospice, a robust development program, and an 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, healthcare, education and human services experience to support the Executive Director in directing and guiding the organization.

In 2019 Hospicare had revenues of approximately \$5.1 million with 68 percent coming from Medicare/Medicaid, 10 percent from insurance/private pay, 20 percent from donations, and 2 percent from miscellaneous sources. The majority of donations are used to cover the cost of care for patients who cannot afford services.

The organization is led by a leadership team representing the agency's departments: patient services, development and community outreach, finance, human resources, and support services. Like all healthcare organizations, recruitment and staffing are persistent challenges.

## The Changing Environment



COVID changed our way of operating but not our mission. Agency operations have been adapted to the new normal, thanks to the staff and volunteer commitment. However, the environment for all healthcare providers in New York State is evolving and represents 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 strategic plan regarding its place in the healthcare market.



# Hospicare

*& Palliative Care Services*



## For More Information

We welcome referrals and nominations. Interested parties should send resume and cover letter to [ExecutiveSearch@hospicare.org](mailto:ExecutiveSearch@hospicare.org).

For additional questions, please direct inquiries to Board President Betsy East and Search Committee Chair Bonni Voiland by adding "Inquiry" to the subject line of the email.

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.**

**Hospicare.org**