



Nonprofit Consultants

EXECUTIVE SEARCH CONSULTANTS

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**PRESIDENT & CHIEF EXECUTIVE OFFICER
BAPTIST HOMES SOCIETY, PITTSBURGH, PA**

PERFORMANCE PROFILE

Baptist Homes Society was founded more than 100 years ago to provide excellence in care for seniors of all faiths in Western Pennsylvania. With two facilities (Baptist Homes and Providence Point) the organization can serve the needs of seniors ranging from independent living through skilled nursing services. With the opening of Providence Point in 2009, Baptist Homes Society more than doubled its capacity to serve the needs of seniors. This executive leadership post represents an opportunity to strategically lead and chart the future course for this prestigious organization.

BACKGROUND

Baptist Homes Society (BHS) is licensed as a continuing care retirement community (CCRC) located in the beautiful south hills communities of Pittsburgh, PA. The organization provides a continuum of independent, personal care, rehabilitative, and health care services on two separate campuses:

- Baptist Homes, a 12-acre Mt. Lebanon campus, serves almost 300 individuals. Baptist Homes is accredited by the Continuing Care Accreditation Commission (CARF-CCAC).
- Providence Point, a 32-acre Scott Township campus, which opened in 2009 and has the capacity to serve more than 500 individuals.

Defined by its values and history, Baptist Homes Society's vision is to *be the premier organization in Western Pennsylvania that delivers the highest quality of senior living in an independent or supportive environment, while always uplifting one person at a time.*

Baptist Homes Society's mission is *building on our 100 year tradition of excellence, we offer a full continuum of enriched living, compassionate care, and benevolence to a broad spectrum of individuals. We promote a lifestyle of growth, creativity and independence, while respecting the dignity and self determination of those living and working in our Christian communities.*

Baptist Homes Society has two locations in the south hills of Pittsburgh, 500 staff (full and part-time), a dedicated Board of Directors, capacity for 800 residents, on site medical, dining, rehabilitation and wellness facilities, an annual operating budget of \$43M, and a bright future of opportunity.

For more information please visit the websites of Baptist Homes Society - <http://www.baptisthomes.org/> and Providence Point - <http://www.providencepoint.org/>

POSITION OVERVIEW

Baptist Homes Society is seeking a strategic and savvy executive to lead the organization through its next phase of growth and quality care for the residents. For the vast majority of its history Baptist Homes Society was comprised of a single facility, with a near capacity census and consistently high quality measures. Much of the prior President & CEO's tenure involved supporting the expansion into the new Providence Point facility. With that facility completed and filling up quickly, a leader is sought to help chart and implement the future course for Baptist Homes Society.

The President & CEO is responsible for directing the development and control of strategic business plans for the corporations which comprise Baptist Homes Society; allocating resources, e.g. financial, human, etc. of the organization toward the achievement of strategic objectives in a manner which is consistent with the philosophy of the Board of Directors and various regulatory bodies. The President & CEO also serves as the President of the Baptist Homes Foundation, and is responsible for overseeing fundraising (with professional fund development

staff) and investment activities (with the Board of Directors) of the Foundation. The President & CEO works closely with and reports to the Board of Directors.

ESSENTIAL DUTIES & RESPONSIBILITIES

The President & CEO of Baptist Homes Society is responsible for the following (including, but not limited to):

Mission: Follows BHS philosophy and mission in the processes used and the new services or programs planned and implemented in support of the mission.

Leadership: Performs a variety of other duties in supporting and inspiring those around him or her to strive toward a common vision while at the same time allowing all involved to develop and grow both individually and collectively.

Planning: Organizes the structure, relationship, and resource allocation of BHS to respond to changes in the health care environment while operating at the optimal level of quality, productivity, and cost-effectiveness.

Management: Provides structure and context for the group in the form of planning, allocating resources, appropriate wage and salary, staff development, trouble-shooting, communication, accountability, encouragement, and job satisfaction.

Fundraising: Establishes annual goals for fundraising. Optimizes fundraising and investment activities.

Sales and Marketing: Provides leadership to the sales and marketing team, and helps them to cultivate relationships. Assures that appropriate staff and resources are focused on sales at Providence Point and on marketing activities for each of the business units and Baptist Homes Society in total.

Community Duties: Focuses on the organization's mission to improve the health of the community and fosters support for BHS and its activities by establishing good communications and relationships within the community.

Performance Improvement: Fosters a culture of continuous performance improvement and provides leadership to provide continuous quality improvement.

Person-Centered Care: Maintains visible presence with residents and their families, as well as care givers and staff of both facilities. Demonstrates a proactive consideration of the perspectives of the persons served in the development and delivery of services, systems, approaches and interventions. "Persons served" refers to all constituents, including, but not limited to, residents, staff, board members, family members, vendors and members of the community.

Board of Directors: Provides for day-to-day operations and leadership of the organization as directed by the Board and supports the Board in the execution of its responsibilities.

Financial Responsibilities: Assures that appropriate systems and processes are in place for maximizing reimbursement and investment in appropriately allocating resources to achieve overall financial health and stability for the institution. Assures that budgets are developed that allow the organization to meet financing objectives. Assures that benevolence levels are established consistent with mission and regulatory requirements.

Legal and Regulatory Responsibilities: Ensures the organization is in compliance with legal and regulatory standards. Alone, or in concert with related groups, takes a proactive approach to legislation which may affect operations.

Performance and Professionalism: Maintains professional presence when representing Baptist Homes Society. Exhibits degree of professionalism consistent with standards in performance, behavior, and appearance.

Human Resources: Establishes and maintains positive, productive working environment for assigned employees through fair and consistent administration of personnel policies and procedures, ensuring efficient working habits and compliance with Baptist Homes Society's objectives and applicable government regulations. Supports employee needs and fosters the trust necessary to the pursuit of a greater common vision.

PERFORMANCE OBJECTIVES

After 12 months in the role, the CEO should have achieved the following:

- Increased revenue and reduced costs.
- Developed a business model for BHS services.
- Compliance with all BHS bank covenants.
- Exceeded budgeted occupancy in each business unit, with particular attention to independent living sales at Providence Point.
- Enhanced financial systems.
- Enhanced Human Resource systems. Specifically, stabilize staffing through recruitment and retention activities.
- Developed and implemented a comprehensive marketing plan for BHS.
- Established Centers of Excellence throughout the system (Clinical =dementia care, short term rehabilitation, palliative and end of life care; Hospitality=dining and environmental services).
- Promoted additional quality initiatives.
- Continued to advance the integration of the two campuses, through shared programs and services and internal controls.
- Developed a business model for the Baptist Homes Foundation.
- On target to raise, through grants, gifts, bequests and donations, \$3.5 million by 2016.
- Investigated and planned for implications of regulatory issues.
- Positioned BHS to achieve and maintain CARF/CCAC accreditation.

KNOWLEDGE, SKILLS AND ABILITIES

The ideal candidate has a blend of the following:

- Master's degree or equivalent; or four to ten years related experience and/or training; or equivalent education and experience. A background in healthcare and/or senior services with a residential component is preferred.
- Ability to read, analyze, and interpret journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, residents, regulatory agencies, or members of the business community. Ability to effectively present information to top management, public groups, and/or boards of directors.
- Proven ability to convey a compelling vision of the future, raise funds for benevolent care, work with committees to grow and proactively manage endowments and investment funds, and leverage various investment vehicles to support growth goals.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form. Ability to work with mathematical concepts such as probability and statistical inference.
- Prior successful experience managing an organization of similar size, scope and scale.
- Passion for the mission of Baptist Homes Society, coupled with compassion and integrity when addressing the needs of the residents.
- Business and growth acumen, with an aggressive approach to revenue enhancement, expense reduction, and identifying new opportunities.

- A visionary leader who sees opportunities, and can put the steps in place to achieve goals.
- A leader who: :
 - Thrives in a faster-than-average pace; ability to learn quickly, thoroughly, and in detail
 - Easily adapts to change
 - Sets and achieves specific standards for self and for others; an emphasis on quality and financial accountability
 - Effectively weighs risk against the benefit; while not cautious, a calculated decision maker
 - Is an independent decision maker, will occasionally utilize team consensus or collaboration
 - Has a stimulating influence on others, while being firm, direct, and self-assured in dealing with them
 - Creates an environment of transparency
 - Is capable of delegating some authority, with close follow-up and control
 - Maintains control of overall agenda, includes others in a task-focused manner
 - Creates a disciplined process

COMPENSATION

This position has an attractive compensation and benefits package consistent with other organizations of similar mission, size, budget and scale of operations.

TO APPLY

Individuals wishing to discreetly discuss this role may contact Todd Owens, Principal, Dewey & Kaye, 412.434.1335 or towens@deweykaye.com. Qualified individuals may apply confidentially by submitting resume, cover letter and compensation requirements as MS Word attachments to: resumes@deweykaye.com. Please reference the following in the subject line of your email: **President & CEO, Baptist Homes Society (#190-MH687)**.

Candidates must submit materials no later than Friday, March 25, 2011. If you do not receive an email confirmation of your submission within 3 business days, please contact Dawn Kopp at dkopp@deweykaye.com or 412-434-1335. Please direct all inquiries related to this position to Dewey & Kaye.

Baptist Homes Society is an Equal Opportunity Employer.