



# Position Specification

**NewOrg** (*National Association for Home Care & Hospice and the  
National Hospice and Palliative Care Organization*)  
**Chief Executive Officer**

## Our Client

The American healthcare system is shifting, and home and community-based care options are increasing in a multitude of forms across the country. With decades of experience in hospice and home care, members of the National Association for Home Care & Hospice (NAHC) and the National Hospice and Palliative Care Organization (NHPCO) have continued to evolve to meet patient needs in a shifting environment. As a result, NAHC and NHPCO recognized an opportunity as the organizations representing those providers to evolve together.

Since late 2022, the Boards of NAHC and NHPCO have been engaged in a joint process to explore the formation of a new organization to combine the strengths of both NAHC and NHPCO. In August 2023, the two organizations signed a Letter of Intent to pursue a combined organization that creates a unified voice on behalf of the entire community of hospice, home care, and other care at home providers. This effort has been led by a joint Steering Committee, comprised of member and staff leaders from NAHC and NHPCO, which has been working collaboratively towards the shared goal of enhanced collaboration to drive industry impact, member value and quality patient outcomes. In December 2023, NAHC and NHPCO jointly announced a Transition Board of Directors and officers for 2024. The Transition Board was selected collaboratively by the boards of NAHC and NHPCO and represents the full breadth of the patient-centered healthcare sector providing care in homes and communities nationwide, with wide-ranging expertise, demographic and geographic diversity, varied organizational tax statuses, and other criteria. The Transition Board includes equal representation from NAHC and NHPCO — directors with deep experience in home health, hospice, palliative care, personal care services, home care, and private duty as well as business partners, representatives from state associations and at-large members. The Transition Board will oversee the transition to a new, consolidated organization (hereafter “NewOrg”) effectively combining the strengths of NAHC and NHPCO and creating a better and more powerful advocate for the entire care-at-home community.

NewOrg will be the leading authority in transforming care in the home. An inclusive thought leader, advocate, educator, and convener and the unifying voice for those providing and receiving healthcare through all stages of life. NewOrg envisions an America where everyone has access to the highest quality, person-centered healthcare wherever they call home. NewOrg aims to achieve these goals and advance home-based care, including but not limited to home health, hospice, home care, private duty, and palliative care, through the highest level of service to its diverse membership; strategic and wide-ranging partnerships; and a unified industry voice that serves patients, providers, and professionals alike. NewOrg would hold approximately \$24 million in assets, \$17 million in annual revenue, and represent nearly 7,000 care provider member sites across the United States.

## About NAHC

The National Association for Home Care & Hospice (NAHC) represents the nation’s 33,000 home care and hospice providers, along with the more than two million nurses, therapists, and aides they employ. These caregivers provide vital services to Americans who are aged, disabled, and ill. Some 12 million patients depend on home care and hospice providers, who depend on NAHC for the best in advocacy, education, and information. NAHC is a nonprofit organization that helps its members maintain the highest standards of care. To learn more, visit [nahc.org](http://nahc.org).

## About NHPCO

The National Hospice and Palliative Care Organization (NHPCO) is the nation’s largest and oldest membership association for providers who care for people affected by serious and life-limiting illness. Its members deliver and expand access to high-quality, person-centered interdisciplinary care to millions of Americans. NHPCO provides education and resources to support that mission. Together with its advocacy partner, the [Hospice Action Network](http://HospiceActionNetwork.org) (HAN), NHPCO serves as the leading voice advancing public policy to improve serious illness and end-of-life care, while its [CaringInfo](http://CaringInfo.org) program provides free resources to educate and empower patients and caregivers. To learn more, visit [nhpc.org](http://nhpc.org).

## The Role

Through the affiliation of two long-standing legacy organizations, the Chief Executive Officer (CEO) will have the unique opportunity of building a single unified voice on behalf of the entire community of hospice, home care, palliative care, and other care at home providers. Reporting to, and working closely with, the Transition Board, the CEO will provide strategic executive leadership as well as overall operational and financial management for NewOrg, in accordance with the organization's mission, vision and values. The CEO will be charged with lifting NewOrg to its greatest potential as the premier association, recognized industry leader and driving force representing high quality, person-centered care in the hospice, home care, palliative care, and other care at home industry. Leveraging a combination of deep integrity, passion, strategic vision, political savvy, innovative futuristic thinking, operational stewardship and change management principles, the CEO will advance NewOrg's mission and fortify its position as the premier advocate and leading authority in transforming care in the home.

The CEO will be charged with operationalizing the merger, in partnership with the Transition Board. While all legal matters, including an elegant governance structure and careful architecture of the legal entities to facilitate execution of diverse functions, have been initially established, a wide range of options will need to be addressed by the new CEO as NewOrg defines its financial, human resources management and operational structure. This represents a unique opportunity to make a seminal contribution to establishing NewOrg's foundation and solidifying its ability to serve its diverse membership and the needs of the entire community.

The CEO will not only lead NewOrg during a crucial time in the new organization's history, but they will also lead during a critical time in healthcare nationally, as those in the health care community navigate changing health care business models, technology advancements, evolving patient expectations, and shifting patient needs and preferences. The CEO will support the Transition Board in the development and adoption of a strategic plan based on a thorough understanding of current and evolving complex healthcare dynamics and the needs of NewOrg's membership. This will include positioning the organization as the go-to resource for members to access best practices to improve quality and standards of care, creating a unified industry voice and advancing advocacy efforts.

The CEO will execute the strategic plan in collaboration with the Transition Board, Executive Staff, Member Committees, Councils, and Groups, Member Leaders; and Stakeholders to advance the outcomes of the organization on behalf of provider and professional members, associated vendors, and the patients and families they serve while maintaining a continued focus on the financial health, operational excellence, and long-term sustainability of NewOrg. The CEO will set the tone for the organization and lead by example, painting a compelling picture of a future that inspires, encourages, and motivates staff at all levels. The CEO will nurture existing member relationships, while formulating insights on how to further diversify and continue to grow membership through a nuanced understanding of the strength, impact, and member-perceived value of NewOrg.

The CEO will serve as the primary spokesperson and advocate for the organization and the industry. A critical component of the position will be serving as the leader and catalyst in positioning the industry for success and advancing its interests on critical issues. The CEO will have leadership responsibility, along with the Transition Board and NewOrg's experienced team, for the development and implementation of the organization's public policy agenda and programs. The CEO will establish a proactive presence and oversee the organization's advocacy efforts with Congress, the Administration, state executive and legislative branch officials, other policy makers, related organizations, and the media, build coherent strategies and industry consensus and secure public and legislative/regulatory support for key issues solidifying NewOrg's reputation as an influential advocacy organization.

## Principal Duties and Responsibilities

- Operationalize the merger and oversee the effective execution of the NewOrg's vision and mission.
- Provide leadership for the development, advancement, and implementation of a strategic plan for NewOrg that will allow the organization to propel hospice, home care, palliative care, and additional care at home providers to the next generation of care for patients and families managing a life-threatening illness.
- Serve as the voice of the industry and public champion for increasing access to home-based care for all Americans before all levels of government and in a range of public venues to position NewOrg as a catalyst for evolving the home care industry.
- Through position, experience, personal and professional credibility and reputation, play an important role in enhancing and advancing the public image of home-based care organizations including but not limited to those providing health care at home, hospice, home care, private duty, and palliative care.
- Work with a keen sense of protocol on both sides of the political aisle with a clear reputation for ethical conduct, and successful demonstration of political network and skills.
- Articulate messages clearly, with substantive credibility, and command the response of audiences to advocate effectively on behalf of all member categories, as well as being recognized as a patient/family advocate.
- Motivate and empower staff, state leaders, provider members, and the professionals they employ through writing, speaking, and a vigorous and recognized presence in front of members, key groups, agencies, and organizations.
- Identify emerging trends and risks for home-based care industry and orchestrate follow-up action.
- Position the organization as the go-to resource for members to access best practices to improve quality and standards of care.
- Continue to strengthen the financial position of the organization through personal presence in fund development and fund requests, membership development, membership program services, and expansion of non-dues revenue streams.
- Attract key CEOs from the industry and sustain their strategic involvement in the organization.
- Work with appropriate association and organization leaders to build coalition groups and consensus on key issues.
- Create and manage change, build consensus, and respectfully challenge ideas for the betterment of the organization and the industry.
- Partner effectively with state and other organization and coalition leaders.
- Partner effectively with other leading healthcare, home-based care, and end-of-life care organizations and groups engaged in enhancing the quality of care.

**Location:** National Association for Home Care & Hospice (NAHC) is headquartered in Washington, D.C. and the National Hospice and Palliative Care Organization (NHPCO) is headquartered in Alexandria, VA. Relocation to the greater Washington, D.C. area is required for this position.

## Candidate Profile

The NewOrg Transition Board seeks a dynamic, passionate, visionary and strategically savvy leader with excellent public policy acumen capable of leading a nearly \$30 million trade association. The successful candidate will be a person of significant accomplishment and stature, capable of leading an organization representing a growing industry, which is critical to society during a time of continued change and evolution in healthcare. The ideal candidate will have a minimum of ten years of progressive leadership experience within a similarly sophisticated and complex organization, including previous profit and loss responsibility and successful fiscal management, with a demonstrated capacity for providing strategic organizational leadership and outstanding interpersonal skills. This individual may come from a variety of backgrounds including association management, public policy and advocacy, healthcare or another heavily regulated industry. The ideal will have outstanding judgment and be a critical thinker, able to assist the Board in making strategic decisions about the

# Position Specification

Ref: Chief Executive Officer  
NewOrg

direction of the organization. The successful candidate will be experienced, results oriented, data-driven, and decisive, while possessing a poised, confident, and energetic demeanor, with a demonstrated ability to execute a multi-pronged strategy capable of guiding the organization forward to continue to meet the needs of its members at this unique time in health care history.

With an agile, nimble, and action-oriented leadership style, this individual will have proven success in leading through vision, communication, inspiration, and action. The ideal candidate will be a keen relationship-builder capable of readily convening and partnering with diverse stakeholder groups, building coalitions leading to change across systems and communities, leveraging an open, direct and diplomatic communication style, in order to position NewOrg as the leading authority in transforming care in the home. This individual will have a track record of building bridges and developing relationships in a variety of settings with diverse constituencies, as demonstrated through a broad and deep professional network. The successful candidate will be a force for constructive dialogue and consensus building for the industry with a reputation as a uniter of groups and people with the ability to organize the voices of many and project a message representing all. The ideal candidate will be capable of serving as an undoubted ambassador for the organization and the industry to a wide range of audiences and a multitude of settings, whether that be in front of a camera giving an interview on national television or in someone's living room. This successful candidate will be well positioned to lead NewOrg in making bold yet well-informed decisions that will ensure the organization is well positioned to deliver on its mission.

*In terms of the education and demonstrated competencies required for the position, we would highlight the following:*

## **Education**

- Baccalaureate degree required, with an advanced degree in public policy, health administration, law or related field preferred.

## **Strategic Leadership and Executing for Results**

- Experience leading an organization or enterprise characterized by similar complexities of key industry issues and dynamic personalities.
- The ability to create and articulate an inspiring vision for the organization and enterprise, in partnership with the Board.
- An accomplished relationship builder, the CEO will be called upon to provide thoughtful leadership to the Board of Directors and staff and earn the respect and trust of the membership.
- Results-oriented with a clear track record of developing and overseeing the implementation of complex, multi-dimensional strategies that advance the industry's reputation and ability to achieve its public policy objectives.
- Ability to galvanize an industry behind national, state, local, and/or global public affairs or reputation management initiatives.

## **Policy, Advocacy and Relationship Building**

- Proven experience developing and leading successful issue and image campaigns for a company or industry, including navigating advocacy opportunities and challenges that exist at the local, state, national, and global levels.
- Understanding how the political, public policy, and advocacy apparatus operates in Washington, D.C. and in state and local venues; with a bipartisan reputation and credibility in Washington, highly respected, and able to work across the political aisle and with all branches of government.
- Ideally brings a significant network of relevant relationships in Washington, D.C..
- Respected for their integrity and possessing the ability to work well with the broadest range of people, spanning a diverse set of member companies and external constituencies.
- Politically savvy with the ability to cultivate strong relationships with all key external constituencies, opinion leaders, regulators, and policy makers.

# Position Specification

Ref: Chief Executive Officer  
NewOrg

- A leader whose personal presence, stature in, and knowledge of communications strategies and political processes will lend credibility to their efforts to position the industry and lead a dynamic organization.
- Engaging spokesperson, a skilled advocate capable of building consensus among competitors and a respected representative well-received on both sides of the political aisle.
- Knowledge or understanding of the important policy issues at the intersection of healthcare and business including a working understanding of health care delivery models and payment is preferred but not required.

## Leading Teams and Consensus Orientation

- Highly regarded as a leader of high-performing teams; thrives in a team environment and can inspire, assess, manage and motivate staff and membership.
- An individual with a high energy level and a strong work ethic who will be driven by the fundamental importance and potential impact of the position.
- Exceptional communications and presentation skills, with the ability to educate, motivate, and influence constituencies to action; to persuade audiences and articulately convey the mission of NewOrg.
- A charismatic leader with a pragmatic and proactive attitude, both visionary and strategically oriented.
- Bright, affable, and intellectually curious. Able to be a quick study in a variety of matters impacting the organization.
- Decisive, with a bias for action, while also being consensus oriented. An exceptional listener with a strong sense of self and the ability to make decisions after receiving often divergent input.
- An individual of strong character, with a reputation for integrity and ethics, who will build trust both within NewOrg, among the member companies, and externally.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve with relentless commitment to higher standards.

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