

LEADERSHIP PROFILE



Vice President, Human Resources

Capital Caring

Arlington, VA

“People are our #1 asset and differentiator. Our people, values and positive, patient-centered culture are what set us apart.”

--Malene Davis, CEO, Capital Caring

A UNIQUE OPPORTUNITY



Capital Caring is the largest nonprofit hospice and palliative care provider in the mid-Atlantic region. An established \$94 million market leader, Capital Caring “simply improves care” for those facing life-limiting illness. The organization serves more than 1400 patients and families a day, at home or at one of several inpatient centers in Washington, DC, Virginia, Maryland and West Virginia.

With a diverse, multi-disciplinary and highly dispersed staff of 1000, Capital Caring provides compassionate, person-centered, best-in-class care. The organization has grown in recent years, building a significant presence through organic growth, startups and mergers. This is a time of strengthening and aligning operational excellence and establishing a highly resilient, sustainable, values-based culture.

The Vice President of Human Resources will lead HR vision and operational excellence, and will be a valued partner of the Executive Team and staff. The VP will bring proven, broad-gauge HR experience and passion for the mission of Capital Caring. The VP will:

- Provide HR vision, strategy and skillful management
- Lead a trusted, effective and respected HR operation
- Drive a positive, can-do culture of shared values and achievement of results throughout HR and across Capital Caring
- Be expert in talent and change management, HR processes and technology, healthcare compliance and regulatory matters

- Lead Capital Caring's effort to become an award-winning, preferred health services employer.

The VP HR will provide leadership and counsel as a trusted partner to management and staff. The VP is responsible for:

- Overall HR vision, strategy, infrastructure, planning and effectiveness
- Talent management including recruitment, onboarding and performance management
- Employee relations
- Compensation and benefits
- Regulatory compliance
- Development and communication of HR policies
- HR Information technology, processes and regulatory compliance



In addition to completing smooth organizational integration following recent mergers, Capital Caring has challenges that include the well-documented U.S. shortage of nurses and healthcare workers of all kinds. Competition for talent is intense among the many nonprofit and for-profit competitors in the region, and related turnover is an ongoing challenge. In a high cost-of-living region, and with a revenue stream constrained by the fixed per diem payment model of the Medicare Hospice Benefit, Capital Caring recruitment and retention must be motivated as much by mission, workplace culture and benefits as by compensation.

Capital Caring has a multi-cultural, multi-lingual and multi-location employee base. In palliative and hospice care, attitude and compassion are singularly important. The staff works in team, individual and inter-disciplinary contexts with patients and families dealing with end-of-life issues. Relationship-building, empathy, collaboration and management skills are essential. The VP will foster these capabilities across the organization. The VP will help Capital Caring achieve success in attracting, developing and retaining the best-qualified staff.

THE ORGANIZATION



Now in its 40th Anniversary year, Capital Caring is a nonprofit organization committed to transforming the experience of patients and families facing advanced illness. Since our founding, Capital Caring has helped close to 110,000 families, over 90% in their own homes and the rest in hospital or Capital Caring in-patient facilities. The \$94 million annual revenue organization spans many counties in Virginia, West Virginia, Prince Georges County, MD, and the District of Columbia, with

five in-patient facilities and office facilities. Capital Caring employs a largely mobile clinical workforce.



Malene Davis MSN, MBA, RN, CHPN is President and CEO of Capital Caring. Malene is a transformational leader who created the first hospice care organization in West Virginia, founded the National Partnership for Hospice Innovation and has, since 2006, built Capital Caring into a strong, effective and thriving multi-state organization.

“Being with patients and their families as they face life’s final journey is a privilege like no other.”

- Malene Davis

With its nationally recognized team of doctors, senior leaders, nurses and caregivers, Capital Caring provides comprehensive, holistic, coordinated and highest-quality care and support. Capital Caring strengthens and empowers patients and their families to live each day comfortably, with dignity and as fully as possible.

Capital Caring is differentiated in the way it delivers, and goes beyond, best-practice care. The organization offers:

- Counseling, including life planning and support from peer-to-peer volunteers;
- Medical care navigation that empowers patients and their families to make the best possible decisions, and have the greatest peace of mind, throughout the advanced care and end-of-life process; and
- An all-in-one Navigation Center that merges palliative, hospice, inpatient and crisis care so patients and families can access all services with a single call.
- TeleCaring to enhance patient and family care, confidence and communication.

The Capital Caring Strategic Framework for 2016-2020 calls for: continuing to strengthen alignment and operational integrity across the organization; expanding the number of served patients and family, and becoming the preferred provider in more markets; providing services to underserved, marginalized and vulnerable populations regardless of ability to pay; increasing and diversifying revenues; leveraging innovation; and making strategic new investments.

Click [here](#) to read about Capital Caring leadership, and [here](#) for more about Capital Caring.

THE RESPONSIBILITIES

The VP HR will be a visionary, proven human resources leader with experience in relevant healthcare contexts. Reporting to the CFO, the VP will work closely with the Capital Caring Senior Leadership Team and manage a staff of 9. The VP will be a successful, innovative HR professional who is passionate about making a difference for Capital Caring and the people it serves. The VP will:

1. Be a strategic, big-picture leader of human resources. The VP will be a knowledgeable, expert HR leader, partner and practitioner who is forward-looking and pragmatic. The VP will inspire and build trust with the Senior Leadership Team, the HR team and the entire organization. The VP will create and execute a compelling vision, plan and approach to Human Resources that elevates and differentiates the organization.



2. Be an outstanding manager of people and the HR function. The VP will be a seasoned, creative 21st century manager of the HR team and function. The VP will be an active listener who is open, flexible and adept at conflict resolution, problem solving and change management. The VP will be a superb manager of people, systems, technology, budgets, compliance and performance issues. The VP will be culturally fluent across all dimensions of diversity. She or he will be good at managing, delegating and empowering others, and will foster a culture of collaboration, proactive problem-solving and results.

3. Propel Capital Caring to “best place to work” status. The VP will help create a positive, can-do culture in which employees feel valued and motivated to outstanding performance. The VP will be a compelling, energizing communicator of ideas and values, differentiators and benefits. He or she will listen actively, understand and resolve issues, and remove obstacles to effectiveness and job satisfaction. The VP will help create a cohesive, productive, loyal employee base.

4. Advance talent development across the organization. The VP will be expert at all aspects of talent management, including recruitment, assessment, development and retention. The VP will be innovative and passionate about reducing turnover, enhancing staff abilities, modeling and fostering resilience and elevating management capacity. The VP will be a sought-after advisor and coach. He or she will excel at helping people leverage their strengths, and at engendering excitement about the organization, its mission and objectives.

5. Provide sure-footed leadership in a regulatory environment. The VP will be experienced with current and emerging labor laws, compliance and regulatory issues in healthcare. Knowledgeable about family leave, overtime, compensation and the vast array of compliance and regulatory issues that can arise, the VP will be a source of calm, strategic guidance and effective action.

PERSONAL CHARACTERISTICS

The ideal candidate is a proven, creative and progressive healthcare HR leader with significant leadership experience and grounding in the HR function.

Experience, passion and values relevant to the mission and work of Capital Caring are essential. The VP will have personal characteristics that include:

- Strong leadership skills and the ability to set HR vision and strategies that further the organization's mission and goals.
- An upbeat, energetic, enthusiastic, positive, confident and optimistic personality
- Resilience, and the ability to foster resilience across the organization
- A calm, non-anxious presence
- Relationship, team-building and collaboration skills
- A big-picture approach, as well as good grounding at the level of operational and regulatory/compliance detail
- Effective management and delegation skills
- Demonstrated ability with HR systems, technology, policies and procedures
- Outstanding critical thinking, strategic, analytical and problem solving skills
- Superb verbal and written communication and presentation skills
- An adaptive, flexible management style—able to respond quickly to changes in a fast-paced business
- Excellent listening and empathy skills, coupled with the ability to maintain appropriate professional relationships
- Ability to make tough decisions, hold people accountable and protect the organization
- An authentic, trustworthy personality and sense of humor

THE RELATIONSHIPS

The VP HR reports to the Chief Financial Officer and manages a team of 9. Direct reports are the managers of HR Operations, Recruitment, Executive Search and Systems and Employee Health.

THE LOCATION

Capital Caring headquarters is located in Falls Church, VA, with HR offices based in Arlington. The Capital Caring service area spans many counties in Virginia, West Virginia, Prince Georges County, MD, and the District of Columbia.



**To apply or suggest a prospective candidate,
email**
CapitalCaringVPHR@BoardWalkConsulting.com
or call **Kathy Bremer or Laura DiBacco at 404-262-7392.**
