

Matheny Medical and Educational Center - Peapack, NJ

CHIEF EXECUTIVE OFFICER

POSITION SPECIFICATION

Client Company

Matheny Medical and Educational Center is a special hospital, educational facility, and residence for children and adults with medically complex developmental disabilities. In addition, it operates an outpatient medical and dental center and a system of five group homes that serve people with medically complex developmental disabilities. The school provides an individually specialized educational program that combines academics and functional life skills for students from three to 21 years old. The comprehensive outpatient center offers a variety of medical and dental services to meet the healthcare needs of people with all types of disabilities.

Matheny's Mission Statement is: To provide exceptional care and an optimal quality of life for children and adults with special needs and medically complex developmental disabilities. Some of its noteworthy accomplishments include:

National recognition as a habilitation health care model that integrates medical, nursing, therapeutic, social and educational services and is the standard for comprehensive care for people with significant developmental disabilities.

Establishing the Matheny Center of Medicine and Dentistry that provides healthcare for both hospital residents and outpatients with disabilities from throughout New Jersey.

Strengthening Matheny's training and research affiliations with universities and medical schools throughout the United States to enhance the knowledge and improve the care of people with developmental and intellectual disabilities. For example, Matheny is a teaching affiliate of Rutgers New Jersey Medical School offering training experiences for medical students.

Establishing a unique arts program that enables people with disabilities to create fine art, assisted by professional artist-facilitators. The Arts Access Program is nationally recognized for enabling people with disabilities to creatively express themselves through the fine arts. The Robert Schonhorn Arts Center has a state-of-the-art gallery, art studio and performance art space to allow full participation in all arts disciplines.

Matheny's beautiful, rustic campus in Peapack, New Jersey is home to 101 children, adolescents and adults with disabilities and residences for staff that are needed during off-hours and emergencies. Its five group homes, located in New Jersey's Somerset and Warren Counties, provide community-based residences for an additional 30 adults.

Hospital Services

For over 65 years, Matheny has provided comprehensive inpatient care to children and adults with significant developmental disabilities and accompanying clinical conditions. In 1964, Matheny was licensed as a special hospital and in the 1980s, Matheny services evolved to include comprehensive care for children with more medically complex conditions as well. The inpatient beds have been at 100 percent occupancy for the past 20 years.

While the majority of patients at Matheny have cerebral palsy as their primary diagnosis, Matheny also has patients with spina bifida, Lesch-Nyhan Disease (LND) and a wide range of uncommon conditions such as Rett syndrome, Angelman syndrome, Cornelia De Lange syndrome, Wolf-Hirshorn syndrome and 4Q Deletion syndrome. Many also have a long list of associated clinical conditions such as vision and hearing deficits, seizure disorders, mental delays, and dysphagia, with resulting aspiration problems. In addition, Matheny is internationally recognized for its treatment of patients with LND, which is a rare x-linked recessive disorder associated with cognitive impairment, high levels of uric acid in the blood, kidney involvement and the hallmark symptom of involuntary self-injurious behaviors.

Along with the medical care of residents, the medical department provides primary care, subspecialty care, habilitative services, therapeutic care and it supports the other clinical departments (nursing, pharmacy and therapeutic services). In addition, the medical department provides health services to Matheny students and maintains an affiliation with Rutgers University – New Jersey Medical School. The nursing department serves residents and students with a focus on maintaining wellness and facilitating appropriate participation in Matheny's therapeutic, educational, recreational, and community programs.

Educational Services

The Matheny School provides students with multiple disabilities an opportunity to achieve their highest potential through the development of Individual Education Plans (IEPs) that focus on tailored, attainable goals and objectives. The long-term educational goal is to prepare students for a smooth transition to community-based services and post-secondary functional programs.

Matheny's staff specializes in helping students achieve rigorous academic goals as required by the New Jersey Core Curriculum Content Standards and the Common Core State Standards. Its therapeutic services are coordinated with the educational activities. Therapists work closely with teachers to demonstrate therapeutic techniques that can be incorporated into the regular classroom routine. The following therapeutic services are offered within the educational program:

Occupational therapists address fine motor skills, visual perception and attending skills necessary for academic success, including sensory integration treatment and training with assistive technologies.

Physical therapists focus on gross motor skills such as balance, flexibility and gait and recommend adaptive equipment for the student and the classroom as needed.

Speech-language pathologists facilitate the development of speech and language skills that are critical for academic success and interpersonal communication. In addition, they offer training with augmentative communication devices and assist the staff and families of students with feeding and swallowing concerns.

Licensed clinical social workers conduct social skills groups for students on the autistic spectrum and for those with behavioral issues.

Matheny's educational staff works within other schools as well. In partnership with several public school districts, Matheny offers Solutions for Schools, a program that provides highly skilled, experienced professionals to work with special needs students at all ability levels. The program offers specialized evaluations, therapy services, home-based services, and assistance with the use of adaptive equipment and technologies.

Adult Day Services

Matheny operates two adult learning centers – one in Hillsborough, NJ and one at its Peapack campus. Persons age 21 and older with medically complex developmental disabilities attend the day program up to five days a week, taking classes in a wide range of disciplines, from sensory activities to technology, residential skills and money management, while also participating in a variety of community trips and events. As part of this program, persons served are taught the skills necessary for volunteering and for job placement.

Adult education programs are designed to instill a sense of self-respect and self-expression in Matheny's adult residents and adult day health services patients. Provided with the latest

technology and community-based experiences, adults are encouraged to reach for life goals, continue their education and be better able to manage the challenges of community living.

Center of Medicine and Dentistry

The Matheny Center of Medicine and Dentistry provides care to both Matheny residents and to people with disabilities who live in the community. In an attractive and welcoming environment, the Center's services address the difficulty many people have finding doctors and dentists who are expert in the specialized care they need. Over a decade ago, Delta Dental of New Jersey Foundation partnered with Matheny and the University of Medicine and Dentistry of New Jersey (now Rutgers) to provide state of the art dental services. Additional services include: adaptive seating and mobility evaluations, neurology, optometry, physiatry, podiatry, pulmonary services, therapies, urology and women's health. The demand for these services will continue to grow as more individuals are placed in community settings.

Quality of Life Programs

Arts Access Program

Matheny's Arts Access program empowers individuals with disabilities to create art without boundaries. Through the use of innovative systems and techniques, participants can take part in the visual, performing and literary arts. Regardless of their disability, clients are provided with the tools and materials needed to produce complete pieces of work. While freedom of choice is often limited in other areas of their lives, it is encouraged at Arts Access. Clients choose everything from the paint color and brush stroke to a dance or theatrical movement to the written word. The program makes this possible by bringing participants together with professional artist facilitators. The facilitators are working professionals in their area of expertise who have been trained to be the arms and legs of the disabled clients. They consciously maintain a sense of neutrality throughout the creative process. The facilitators provide a process for the client artists to create works that are purely their own.

Arts Access provides clients with a nurturing environment for expression; a chance to interact with other artists; and an opportunity for performance and exhibition. The Arts Access program is a vehicle through which disabled individuals can have their ideas, imagination and creativity come to life.

Music Therapy

Music therapists use various types of music to positively impact students' and patients' cognitive, physical, emotional and social skills, helping them realize their potential in society. Activities and techniques include improvisation, rhythm, songwriting, singing, chants, instrumental activities, live music and recorded music.

The music therapy program also makes it possible for patients to attend outside concerts and theatre presentations as well as musical entertainment at Matheny. During evenings and weekends, music therapy staff members are always available and on-duty, along with recreation therapists, to provide planned programs for residential patients.

Recreation Therapy

Recreational Therapy at Matheny provides a variety of opportunities and resources to improve physical, emotional, cognitive and social well-being. The recreation therapy program encourages development of leisure, social and community skills through purposeful leisure activities and community trips.

In addition to leisure-based groups and community reintegration, the following adaptive sports teams are offered:

- Track & Field
- Bocce
- Rhythmic Gymnastics
- Adaptive Karate
- Bowling
- Power Wheelchair Soccer
- Adaptive Skiing

In addition, several after school groups such as Exercise Club, Girl Scouts, Sensory Club, Playgroup and Horticulture, are available for patients' participation. All of these activities are employed with the focus on promoting social interaction, self-fulfillment and independent leisure skills. Community trips take place daily to such destinations as local shopping malls, restaurants, movie theaters, sporting events, parks and museums. Patients assist in the planning of seasonal overnight vacations including an annual camping trip. Recreation Therapy plays a key role in the habilitation process by reinforcing skills developed in other areas of patients' programs.

Leadership Transition at Matheny

Matheny has had a president and CEO for the past 16 years, who will retire in 2014, after a distinguished career of service to Matheny and the people it serves. The board has embarked on a national search for the next leader.

Additional information is available at: www.matheny.org.

Position Summary

Working in collaboration with the board of trustees and its committees, Matheny's next top executive will be responsible for developing and implementing a strategic vision for the organization that responds to the quality of care and financial stability that is required to meet its mission. Reporting to the chairman of the board, the CEO will be accountable for ensuring that the institution achieves its mission, is cost effective, and elicits the broad support of public and private stakeholders.

The CEO will provide overall direction to a staff of 450 employees and will direct the activities of senior staff members including those who are responsible for Finance and Administration, Medical Operations, Nursing and Therapeutic Services, Education, Compliance, Human Resources, Development and External Affairs. Matheny's top executive will be responsible for seeking out opportunities for funding and strategic alliances with other associations and entities possessing similar and related interests.

If he/she meets the institution's eligibility requirements, the CEO may access an appropriate adjunct faculty position at an affiliated academic institution.

Major Responsibilities

- The CEO will be called upon immediately to address the following key issues:
- Identify and develop Matheny's growth strategy to include a continuum of care delivery model consisting of special hospital facilities, additional group homes, apartments, and other community services.
- Improve Matheny's strategic positioning in its sector of the marketplace and pursue attractive strategic alliance opportunities.
- Ensure the continued improvement of current services and programs of the organization.
- Ensure that current sources of funding are secure, and extend fund raising activities to reach a broader spectrum of prospective supporters.
- Develop programs for efficiency and effectiveness. Success depends on attention to staffing and the physical work environment to achieve efficiencies and care delivery, as well as improvements in support functions.
- Initiate and improve leadership/staff development programs to ensure the viability of the next generation of management across multiple facilities.
- Enhance the Public Relations effort, including strengthening branding and image, particularly in view of a planned upgrading, expanding and transitioning facilities and services.

Key Relationships

Reports to: **Board of Trustees**

Direct Reports:

- **Vice President, General Counsel**
- **Vice President, Medical Affairs & Chief Medical Officer**
- **Vice President, Finance**
- **Director, Therapies**
- **Principal, Matheny School**
- **Director, Nursing**
- **Director, Social Services**

Department Heads including:

- **Admissions**
- **Adult Services**
- **Arts Access**
- **Center of Medicine and Dentistry**
- **Community Services**
- **Corporate Compliance**
- **Development**
- **Health Information Management**
- **Human Resources**
- **Information Systems**
- **Institute for Research**
- **Operations**
- **Public Relations**
- **Rehab Technology**
- **Risk/Safety Management**
- **Volunteer Services**

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

- Ideal Experience
- Fifteen years of healthcare experience in acute care and/or habilitation, ideally a clinician who has managed a P&L successfully.
- Knowledge and commitment to specialized population of developmentally disabled. Experience in group home environment would be highly desirable.
- Knowledge of regulatory and compliance environments: State and Federal.
- Demonstrated success in productive partnerships.
- Experience with multiple lines of services in inpatient and outpatient setting.
- Known for leading efficient, lean, accountable organizations.
- Strong communicator with both internal and external constituents, in shaping debate and outcomes but is also motivational and compelling.
- Financially astute leader in healthcare organizations who is fiscally responsible in support of mission driven activities.
- Experience in designing and building effective growth strategies.
- Can work with a board effectively to ensure success of organization.
- Critical Competencies for Success
- Strategic Vision and Innovation

An organization with a nationally renowned reputation, Matheny is being buffeted by the increasing pressure on the State Medicaid budget; creating a new fiscal reality. A five-year strategic plan is being developed by the board, in cooperation with two major state agencies (Department of Health Services and Department of Children and Family Services), that sometimes have conflicting priorities. The CEO must be able to, in conjunction with the board, craft an independent, strategic vision that reflects the new normal but forcefully defines a compelling vision for Matheny that addresses the needs, requirements, limitations and opportunities in the dynamic new environment going forward.

Matheny has an opportunity to become the unquestioned leader in serving the medically complex, developmentally disabled, with new and innovative models that address the realities of access, affordability, and outcomes. This vision must go beyond negotiations with State agencies to define how Matheny will shape its own future.

Transformational Leadership

The CEO will be leading the organization in a transformational change that must address immediate external challenges, such as funding and an evolving healthcare reform environment that challenges the basic Matheny model. The new CEO needs to be skillful in navigating the evolving views of short and long-term healthcare facilities. The CEO will need to quickly prioritize the use of assets, assess the capabilities of the team for a changing model and prioritize the strategic focus on the institution. The organizational structure must be aligned with strategy and designed to drive more efficient, encouraging innovation. Decision making needs to be delegated appropriately, so that Matheny can respond quickly to challenges and barriers. The CEO will create a culture of accountability that permeates the organization, and drives top performance. The culture believes in its own “uniqueness,” which can be a rationale not to change. The new CEO must be a leader who challenges potential complacency and creates a new sense of urgency and direction.

Relationship Management and Influence

The CEO of Matheny will actively engage the various constituents; influencing decisions that advance or block the mission of the organization. The CEO should be capable of building understanding and credibility with State regulatory agencies, legislators, community activists, the medical community and the board of directors. Additionally, the CEO must identify and promote strategic and innovative partnerships and collaborations with mutually shared goals and priorities. A clear, concise communicator, the CEO will be able to articulate a compelling story that captures the importance of the institution, and why it matters to a particular audience. The results should be demonstrated by an increase in funding sources, including community, individual, corporate foundations, as well as governmental. The CEO of Matheny should be someone who always has a “seat at the table” when critical decisions are made about the medically complex, developmentally disabled and who commands the respect of a wide variety of constituents.

Business Acumen

The CEO must bring passion to the mission but also experience with P&L management. There are many business challenges and opportunities facing the new CEO. Decisions need to be made around staffing levels in a new model, financial metrics and tools to drive performance and accountability. Additionally, prioritizations must be made on facilities, infrastructure, expansion of services and capital investments. The CEO must balance the mission with sound fiscal policy that enables the mission to succeed.

CONTACT INFORMATION:

Amanda C. Fox Office telephone: 312.396.3824

Consultant office fax: 312.822.0116

E-mail address: afox@spencerstuart.com

Assisted by: Kimberly Harvalis 312.396.3896 kharvalis@spencerstuart.com

Deborah Prothrow-Stith, M.D. Office telephone: 617.531.5730

Consultant office fax: 617.531.5732

E-mail address: dprothrowstith@spencerstuart.com

Assisted by: Kym Patrico 617.531.5740 kpatrico@spencerstuart.com

Audrey Hellinger Office telephone: 312.396.3807

E-mail address: ahellinger@spencerstuart.com