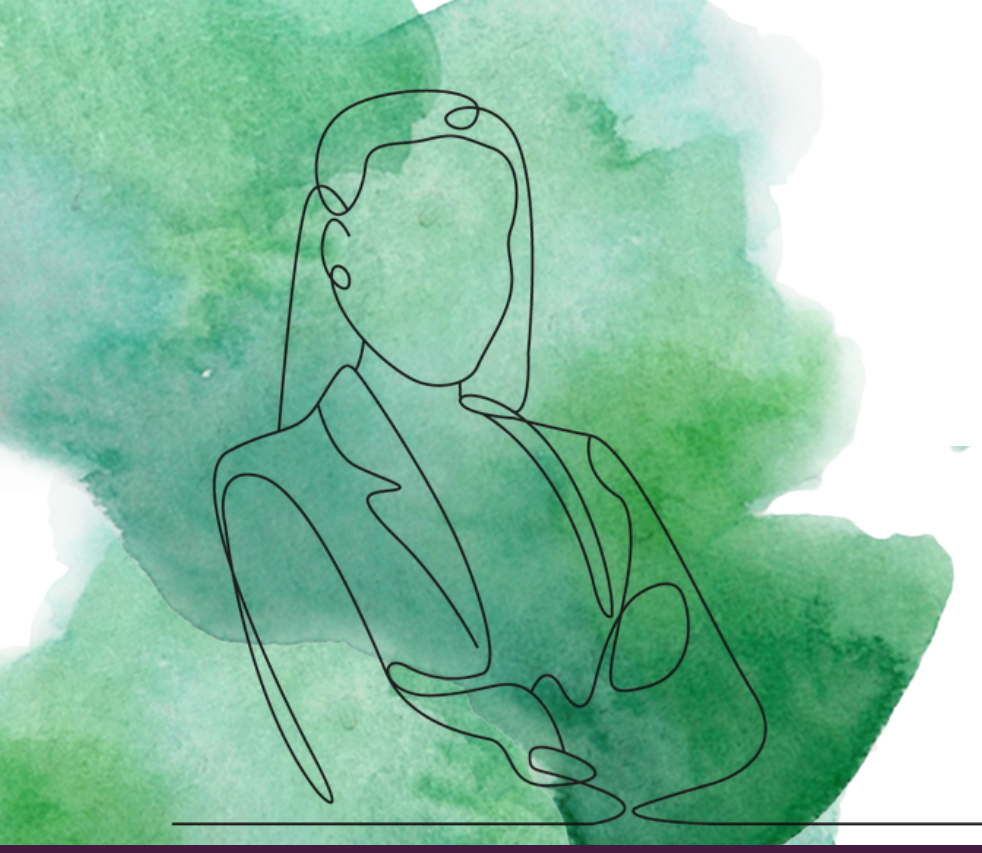

RUDISH HEALTH

# Leadership Profile

## Quality & Safety Leader

CALVARY HOSPITAL

*For 125 Years*
*Where Life Continues*

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|---|---|
| **Position** | Quality & Safety Leader |
| **Organization** | Calvary Hospital |
| **Location** | Bronx, NY |
| **Website** | www.calvaryhospital.org |

## Opportunity

Calvary Hospital, the nation's only fully accredited acute specialty hospital dedicated to providing end-of-life care, hospice care, and palliative care, is seeking a visionary quality and safety leader.

Reporting directly to the President and a member of the senior cabinet, this is a rare chief of quality opportunity covering Calvary's hospital, palliative care, and hospice programs with Board visibility. This executive is responsible for comprehensive quality management, patient safety, and regulatory compliance across all operations, ensuring that the organization maintains the highest standards of care while meeting all accreditation requirements and regulatory standards specific to palliative and hospice care.

As the organization heads into accreditation season, key priorities for the incoming leader will be to (1) re-imagine the department and integrate quality work which has been distributed across nursing, medical staff, and infection control, and (2) direct the three separate Joint Commission accreditation processes for each program. This individual will also have the opportunity to build the department from ground up with one direct report position, one dotted line report in hospice quality, and the ability to assess or expand talent as the function matures.

The ideal candidate understands Joint Commission, CMS and State Department of Health regulatory standards for both hospital and hospice, identifying gaps and embedding them into an ongoing quality excellence and monitoring program. They bring vision and an entrepreneurial mindset for change and advancement to a role that offers Board exposure for reporting on quality benchmarks and performance standards, advancing a data-informed culture in which the team can interpret and report the metrics that move results.

## Calvary Hospital



Calvary Hospital
Bronx, NY

Calvary Hospital is the country's only fully accredited acute care specialty hospital dedicated to providing end-of-life, hospice, and palliative care to adult patients with advanced cancer and other life-limiting illnesses. For over 125 years, Calvary Hospital has been dedicated to the care of terminally ill patients and their families. Through a caring and compassionate philosophy of non-abandonment, Calvary provides a full spectrum of services including emotional, spiritual, and physical care.

Calvary consists of Calvary Hospital Bronx and Brooklyn; Calvary@Home (which includes their accredited Hospice, certified Palliative Care Consult Service, and accredited Home Health Agency); and The Palliative Care Institute. CalvaryCare® is available at locations in the Bronx, Brooklyn, Manhattan, Queens, Westchester, Rockland, Nassau, and throughout the greater New York area. Their programs include inpatient care, pain management, hospice, home care with bereavement, and support programs for families and friends.

Calvary receives patients from referring institutions throughout New York City and the tristate area. 68% of admissions are referred by leading hospitals including Montefiore, New York-Presbyterian, Memorial Sloan Kettering, Northwell Health, Mount Sinai, NYU Langone, Westchester County Medical Center, and NYC Health+Hospitals. Calvary's research and education affiliates include Columbia University College of Physicians and Surgeons, Albert Einstein College of Medicine, Emory University, Fordham, New York University, and SUNY Downstate Medical Center, among others.

## Mission and Core Principles

*Mission:* To care for the medical, emotional and spiritual needs of our adult patients with advanced cancer and other life-limiting illnesses.

*Core Principles:* Compassion, non-abandonment, dignity and love.

*Approach:* Calvary's family-centric approach to patient care is key to relieving the stress and concerns of family members as well. They believe that no person should have to be in pain or be uncomfortable at this time. Read more about Calvary's mission and history here.

## Annual Key Statistics

Net Patient Service Revenue: $140M
System Licensed Beds: 225
Patients Receiving Care: 5,000
Occupancy: 93%
Average Length of Care: 26 Days
Patient Mix: 70% cancer, 30% non-cancer
Nursing Employees: 500

## Awards and Recognition

The United States Congress and Centers for Medicare & Medicaid Services recognize Calvary Hospital as a unique entity within the nation's healthcare system. New York State also recognizes Calvary's mission with the Access to End of Life Care law, which ensures that no insurance company can deny Calvary's unique care to terminally ill patients.

The National Cancer Institute designates Calvary as an International Center for Training in Palliative Care. In addition, the National Hospice and Palliative Care Organization places Calvary@Home above state and national averages regarding important patient issues such as pain relief and patient education. Over the years, Calvary has been recognized frequently for its outstanding and unique patient care, including four Joint Commission Gold Seals of Approval in 2022.

## ArchCare

Calvary Hospital is a member of ArchCare, the Continuing Care Community of the Roman Catholic Archdiocese of New York. ArchCare serves 8,100 elderly and disabled individuals of all faiths each year; its mission is to provide holistic, faith-based care to those with chronic illnesses who cannot fully care for themselves.

## Reporting Structure

This leader reports to Calvary Hospital's President.

### Michael J. Fosina, MPH, FACHE

*President, Calvary Hospital*

Michael is a senior healthcare executive with over 30 years of experience leading organizations through periods of major growth and development. He is an accomplished, high-in-demand national and international speaker. In 2022 he was recipient of the American College of Healthcare Executive's Gold medal, the highest honor bestowed upon healthcare executives. He is also a recipient of the Award of Distinction from the Healthcare Leaders of New York.

A Fellow of the American College of Healthcare Executives (ACHE) and board-certified in healthcare management, Michael is also a Fellow of the New York Academy of Medicine. He was a Congressional Fellow and Health and Aging Policy Fellow during the Obama administration.

As President of NewYork-Presbyterian Lawrence Hospital, Michael modified patient care and operations after the first known COVID-positive patient in New York was admitted to his hospital in February 2020. At the request of the Governor, he attended Andrew Cuomo's first COVID press conference in early March. That same year Michael also chaired the ACHE, leading the organization through a dramatic transformation which ensured timely information about the growing pandemic was communicated effectively.

Michael is also past President of Lawrence Homecare, Jansen Hospice, and The Bereavement Center of Westchester as well as a former Senior Vice President of NewYork-Presbyterian Lower Manhattan Hospital. His tenure at NYP, dating back to 1985, includes roles as Executive Director of NYP Allen Hospital and Director of Integration and Accreditation for the newly merged New York-Presbyterian Hospital.

Michael is active on many professional, educational, healthcare, and community boards. He maintains a close association with his alma maters, the University of Delaware and the Columbia University School of Public Health, where he received his undergraduate and master's degree respectively. He has been named one of Westchester's Power 100 numerous times by City & State New York.

## Position Summary

The Quality and Safety leader is a senior executive leadership position responsible for developing, implementing, and overseeing comprehensive quality management, patient safety, and regulatory compliance programs across all hospital operations. This role ensures the organization maintains the highest standards of care while meeting all accreditation requirements and regulatory standards specific to palliative and hospice care. The position reports directly to the President and serves as a key member of the senior leadership team.

## Primary Duties and Responsibilities

*Strategic Leadership and Planning:*

- Develop and execute strategic quality and safety initiatives aligned with organizational mission and vision.
- Lead the development of annual quality and safety plans, goals, and objectives.
- Collaborate with senior leadership to establish quality metrics and performance indicators.
- Champions a culture of safety and continuous improvement throughout the organization.
- Provide strategic direction for quality improvement and patient safety initiatives.

*Quality Management and Performance Improvement:*

- Provide oversight, development and administration of hospital-wide quality management, performance improvement, and regulatory compliance activities.
- Design and implement quality improvement programs specific to palliative and hospice care standards.
- Track, trend and report quality improvement programmatic data, outcomes and benchmarks.
- Lead root cause analysis for sentinel events and adverse patient outcomes.
- Develop and monitor quality indicators, dashboards, and reporting mechanisms.
- Coordinate interdisciplinary quality improvement teams and committees.
- Oversee compliance with healthcare regulations, analyze performance data, and lead quality improvement initiatives.

*Regulatory Compliance and Accreditation:*

- Ensure compliance with all applicable federal, state, and local regulations.
- Lead preparation for and coordination of accreditation surveys (Joint Commission, CMS, state licensing, NYSDOH).

- Maintain compliance with Joint Commission's Advanced Certification Program for Palliative Care standards.
- Oversee Medicare and Medicaid compliance specific to hospice and palliative care services.
- Manage regulatory reporting requirements and quality measures.
- Stay current with evolving healthcare regulations and standards.

*Patient Safety and Risk Management:*

- Develop and implement comprehensive patient safety programs.
- Provide oversight into risk management and patient safety initiatives.
- Lead incident reporting systems and safety event investigations.
- Coordinate with legal counsel and compliance on patient safety and liability issues.
- Implement evidence-based safety practices and protocols.
- Oversee infection prevention and control programs.

*Data Analytics and Reporting:*

- Work with Calvary's data analytics team to establish data collection, analysis, and reporting systems for quality metrics.
- Prepare and present quality reports to Board of Directors, medical staff, and leadership.
- Utilize healthcare analytics to identify trends and improvement opportunities.
- Ensure accurate and timely submission of quality data to regulatory bodies.
- Develop benchmarking processes with peer organizations.

*Staff Development and Education:*

- Lead quality and safety education programs for all staff levels.
- Mentor and develop quality department staff.
- Collaborate with medical staff on clinical quality initiatives.
- Promote interdisciplinary collaboration in quality improvement efforts.
- Foster a culture of transparency and continuous learning.

*Budget and Resource Management:*

- Develop and manage annual budget for quality and safety department.
- Ensure cost-effective allocation of resources for quality initiatives.
- Evaluate and implement quality improvement technologies and tools.
- Oversee vendor relationships related to quality and safety programs.

## Candidate Qualifications

### Education, Licensure and Certifications

- Bachelor's degree required.
- Master's degree in Healthcare Administration, Nursing, Public Health, or related field preferred.
- Current professional licensure as applicable (RN or other healthcare license preferred).
- Certification in quality management (CPHQ, CQM, or equivalent) required.
- Six Sigma Green Belt, Black Belt, or Lean certification preferred.

### Experience, Knowledge, Skills and Abilities

*Experience*

- Minimum of 5 years of progressive senior leadership experience within the healthcare setting.
- Minimum of 5 years of experience in quality management, patient safety, or risk management.
- Experience in palliative care, hospice care, or end-of-life care settings preferred.
- Demonstrated experience with accreditation processes and regulatory compliance.
- Proven track record of leading successful quality improvement initiatives.
- Knowledge of Joint Commission standards and accreditation processes required.
- Understanding of CMS Conditions of Participation for Hospital, Hospice and Palliative Care.
- Familiarity with quality improvement methodologies and tools.

*Core Competencies*

- Strong leadership, communication, and problem-solving skills.
- Excellent analytical and critical thinking abilities.
- Proficiency in data analysis and healthcare informatics.
- Strong presentation and public speaking skills.
- Ability to work collaboratively with diverse stakeholders.
- Knowledge of healthcare finance and reimbursement systems.
- Understanding of clinical practices in palliative and hospice care.

*Leadership Skills*

- Proven ability to lead and influence at the executive level.
- Experience managing multi-departmental teams.

- Ability to drive organizational change and culture transformation.
- Strong conflict resolution and negotiation skills.
- Demonstrated ability to work with Board of Directors and medical staff.

*Preferred Qualifications*

- Experience with electronic health records and quality management systems. Familiarity with Meditech and myUnity, while not required, are a plus.
- Exposure to clinical practice within palliative or hospice care.
- Previous experience in academic medical center or teaching hospital.
- Published research or presentations in quality improvement or patient safety.
- Experience with Medicare Advantage or managed care quality programs.

## Compensation

An attractive compensation and benefits package will be offered, with a salary range of $200,000 to $275,000 commensurate with the candidate's experience.

## Contact

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