



AMERICAN ASSOCIATION
OF POST-ACUTE CARE NURSING

POSITION GUIDE

POSITION:	Chief Executive Officer
ORGANIZATION:	American Association of Post-Acute Care Nursing (AAPACN)
LOCATION:	Denver, Colorado
REPORTS TO:	Board of Directors

Mission: *To improve the quality of care and life for residents by providing accurate and timely information, education, networking and advocacy opportunities for health care professionals.*

The **American Association of Post-Acute Care Nursing** (AAPACN) advances its mission through two signature membership divisions. Founded in 1999, the **American Association of Nurse Assessment Coordination** (AANAC) is dedicated to supporting long-term care nurses and professionals who provide quality care for nursing home residents across the nation. AANAC is the premier resource and network for long-term care professionals involved in the Resident Assessment Instrument and MDS processes. With more than 15,000 members, AANAC is committed to the success of the entire interdisciplinary team and delivers accurate and timely information, educational opportunities, advocacy in legislation, and a peer community of support.



American Association of
Directors of Nursing Services

During a series of Nurse Leadership Summits convened during 2015, nurse leaders across the country identified the need for a strong national post-acute care professional association that would empower nurses as leaders, lead the change for a new care delivery model,

and elevate the voice of the profession. In March 2016, **American Association of Directors of Nursing Services** (AADNS) launched with the objective of meeting these needs and to advance resident-directed care. AADNS is dedicated to

empowering Directors of Nursing and Directors of Nursing Services with best-in-class education, resources, legislative representation, and a strong collaborative community that advocates for and ensures resident-directed care in long-term and post-acute care communities.

The Opportunity

Between 2012 and 2050, the United States will experience exponential growth in its older population. In 2050, the population age 65 and over is projected to be 83.7 million, almost double its 2012 estimated population of 43.1 million. The aging of the population will have wide-ranging implications for all facets of the health care sector, especially nursing homes. Seniors span four and five decades now. They come from diverse backgrounds in terms of economic capabilities, family supports and ethnic origins. There are individual nursing homes where as many as five languages are spoken. These changing demographics create challenges in providing quality of care and life of long-term care residents.

Meanwhile, nursing homes face unprecedented levels of competition from life care retirement communities, assisted living adult day care centers, and the increased use of home care. State and federal agencies are focusing on keeping seniors at home through home and community-based programs. Changing reimbursement models, like the Centers for Medicare and Medicaid Services (CMS)'s Bundled Payment Program are encouraging the wider use of home care. Simultaneously, nursing homes struggle recruiting and retaining staff. This widely reported challenge, is reflected in high staff turnover rates, and high replacement costs to refill these positions

There has perhaps never been a more challenging time for post-acute care nurse leaders. Directors of Nursing and Nurse Assessment Coordinators are working daily to improve the lives of the residents while navigating a complex regulatory environment. Membership in AADNS and AANAC has never been more important. These memberships provide access to accurate and timely information regarding policy and regulatory changes, on-going education, networking and advocacy opportunities for these leaders and their teams of healthcare professionals.

Candidate Profile

AAPACN seeks a leader who is passionate about the well-being of older adults and understands the unique challenges nursing homes confront in providing quality care for long-term residents. This individual avidly advocates for high quality elder care and the continued professional development of nurse leaders. This person will be a tireless advocate for AAPACN's mission and the success of its members.

Key skills and attributes include:

- **Leadership and Vision.** Provides leadership and support to the Board, staff, and partners, in achieving the organization's mission and results. Is nimble and effective in implementing organizational change in response to the changing market forces of a dynamic membership organization. This is a high-profile, high-energy position, requiring a dynamic individual who is comfortable working with a wide variety of constituents and interests. The CEO must embody the highest ethical standards, and demonstrate a commitment to the mission, vision and values of AAPACN.
- **Relationships.** Builds strong and sustainable relationships that translate into successful policy partnerships, strategic collaborations and membership growth. Creates excitement for the organization's initiatives and gains access to critical constituents to achieve policy impact. Politically adept and comfortable with complexity and ambiguity.
- **Business acumen.** Establishes goals and quantifiable objectives, runs a fiscally sustainable organization, brings mission criteria and financial rigor to opportunity assessment, and leads a strong management team that builds and executes a multi-year strategic plan to grow the impact and results of the organization. Is accountable for organizational results. Sets high ethical standards for the organization's operations.

Duties and Responsibilities

- Oversees development and implementation of the organization's strategic and annual operating plans. These plans will define the future direction and impact of AAPACN. Ensures coordination and alignment of all activities, initiatives and programs. Establishes metrics for performance and is responsible for annual operating results and financial performance.
- Promotes a positive and professional public image of long-term care nurses. Leads effective and growing membership programs that are market responsive and meet the evolving needs of nurse leaders.
- Plans and develops legislative and public policy initiatives in support of improvement in the quality of care and life of long-term care residents. Coordinates with all stakeholders in the long-term care field in furthering AAPACN's legislative and policy agenda.
- Works to strengthen and grow the human capital of this organization, through ongoing staff development. Recruits, develops and rewards a strong and effective management team. Builds the bench strength of the

organization and creates succession opportunities for staff. Manages, coaches and mentors the senior staff.

- Supports the Board's development as the strategic, governing body for AAPACN. Identifies and develops issues for Board review, discussion, input and action. Helps the Board maintain an effective nominating process and provides thorough orientation for new Board members. Advocates and supports the Board's self-study, evaluation and performance.
- Assesses organizational capacity to implement strategies, identifies gaps in systems and staffing, and develops plans for correction, contingency and succession; anticipates factors accelerating or impacting success.
- Builds, maintains, and leverages relationships with diverse constituents, including: members, corporations, donors, elected officials, government agencies, and other nonprofit organizations.
- Elevates the organization's presence and image nationally. Spokesperson who will serve as AAPACN's public face representing the organization to the media, policy makers, partners and a broad range of constituents. Employs an inclusive, collaborative style of communication and is an authentic, active listener.
- Ensures the organization is meeting standards to meet the criteria for continued "Provider Status" with the American Nurses Credentialing Center (ANCC).
- Maintains stewardship and accountability for the organization's overall operational, ethical, and fiduciary integrity, within the guidelines and policies set by the Board and applicable laws and/or regulations.

Qualifications

This individual will demonstrate a career path of progressive leadership experience in the nonprofit, association, corporate or government sectors. S/He has experience leading and directing complex organizations with varied internal and diverse external constituencies. S/He will have a background that includes high-level decision-making and implementing best organizational practices. Highly qualified candidates will have experience in one or more of the following areas, nursing, long-term care, senior healthcare policy, and/or professional associations for health care professionals.

This individual is results and growth oriented and will demonstrate success in operating a financially sustainable organization. This executive has experience

mentoring teams, and refining structures and systems to support an organization's operating results. The successful candidate has experience building durable relationships with members, partners, policy-makers, donors, stakeholders and constituencies.

As the key spokesperson for AAPACN, this individual must have strong verbal and written communication skills. A bachelor's degree from an accredited four-year college or university is expected, a graduate degree is preferred.

Applications and nominations are being received by Kittleman & Associates, LLC. To apply, please visit <https://www.kittlemansearch.com/american-association-of-postacute-care-nursing/>