
In the

WORDS

of 100TM

Home Health Care Agency
Executive Directors

Insights. Ideas. Inspiration.

*A **unique** glimpse into the real world of
100 people who lead home health care agencies*

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PUBLISHING INFORMATION

Published by Tweed-Weber, Inc.

P.O. Box 112

Reading, Pennsylvania 19603-0112

800-999-6615

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Introduction

What's this all about?

“I wish someone understood my world.” Have you ever said that to yourself?

Connecting with others who genuinely understand your world can be very empowering. It can boost your confidence when you're feeling hesitant about the direction you should be setting, and it can offer you much needed support when you need it most. Wouldn't it be wonderful to feel like you weren't alone in your thinking...your excitement...your challenges...your vision...and especially your decisions?

Well, now you can! We bring you WORDS of 100™, a unique glimpse into the real world of 100 **Home Health Care Agency Executive Directors**. We interviewed 100 **Home Health Care Agency Executive Directors** around the country and asked for their opinions on a variety of topics that relate specifically to *you* in *your* position.

As a **Home Health Care Agency Executive Director**, we believe you may be doing a lot of head-nodding as you read this e-book. We also think you will breathe deep sighs of relief because decisions you have made, or are about to make, will be affirmed for you. Ultimately, we hope some of you will feel a sense of peace that you're not going crazy after all. Others in your position *really are* experiencing the same kinds of issues that you face on a daily basis. So, kick back, relax and enjoy this WORDS of 100™ book written just for you. It offers timely **Insights, Ideas** and **Inspiration** that can positively impact your world.

If you are a family member, friend, business associate or colleague of a **Home Health Care Agency Executive Director**, this is one book you *have* to read. You will gain an in-depth understanding of the ever-changing activities that need to be managed in home health care today. It should be quite eye-opening for you to read about the many important and far-reaching roles **Home Health Care Agency Executive Directors** play within our communities.

If you are aspiring to be a **Home Health Care Agency Executive Director**, this is the ultimate source to learn about what is waiting in your future; consider this book your crystal ball. You cannot find better advice organized in one spot from people who have experienced the path on which you are walking.

Finally, if you are an agency director who took part in this WORDS of 100™ effort, we would like to extend a special “thank you” for contributing your time and feedback for the greater good. The kindness and respect you extended to us was genuinely appreciated, and we hope you enjoyed your interview. The **Insights, Ideas** and **Inspiration** you shared will now have a prominent place within your profession and the home health care industry. One participant stated, “This interview was the best I've ever been a part of. You really care about what we think. I hope the book calls attention to us.” We believe it will.

Welcome to *your* WORDS of 100™!
Tweed-Weber, Inc.

How was this WORDS of 100™ completed?

The list of potential contacts for this WORDS of 100™ book was developed from public use data files made available online. The data files contained a list of home health care agencies located across the country from which the interview calls were made at random. Interviews were conducted with **Home Health Care Agency Executive Directors** from all fifty U.S. states, and the interviews averaged approximately 30 to 45 minutes in length. Surveys were conducted via telephone by members of the Tweed-Weber, Inc. research staff, and all data management and analysis functions were performed by Tweed-Weber, Inc.

The survey included a combination of quantitative and qualitative questions addressing a variety of issues that typically exist within the world of a **Home Health Care Agency Executive Director**. We respected the confidentiality of individual participants in an effort to focus solely on the collective trends that emerged. Basically, we wanted to see if everyone was thinking about the same things and then present those issues and topics in a way that would be interesting, as well as easy to read and digest.

What's in this WORDS of 100™ book?

When reading this book, you will find...

- ✓ a tabulation of responses from our 100 participants.
- ✓ noteworthy comments from participants that help shed light on the tabulated responses.
- ✓ highlighted comments we believe were “WELL SAID!”
- ✓ interesting tidbits we thought would be fun to put in the “Did you know?” category.
- ✓ quotes from people that we think add extra food for thought to the reading experience.

Participants of this WORDS of 100™ certainly speak for themselves, and the whole purpose of this book was to *just let them* without getting too technical on you. Overall, our main goal was to chat with 100 **Home Health Care Agency Executive Directors** to better understand their world. We did just that, and we hope you enjoy the results.

Important note

When developing this book, we wanted to be mindful of two types of readers, as follows:

1. Those who want quick answers **without a lot of detail**.
 - ✓ The tabulated responses are provided after each question so you can “read and run” if you’re short on time.
2. Those who want answers **with all of the detail**.
 - ✓ Participant comments are provided after the tabulated responses so you can better understand the thinking and emotion behind their answers.

Whatever category you fall into, we hope this WORDS of 100™ book meets your preferred reading style.

What did some of the 100 say about their interviews?

“This survey is truly about what this role is. I thought it was going to be more generalized questions, but it truly is about this position. Thank you.”

“We get so caught up in our daily work, and it’s so refreshing to step back for a moment to really think meaningfully about what I do every day and how it impacts others. This was really great, and I’m looking forward to hearing what my colleagues have to say.”

“It is wonderful that you are doing something like this for the industry. Thank you for including me.”

“I hope your results on this will tell me what I can improve. I usually never do these things, but I’m very glad I took the time to talk to you. Thank you for choosing me. I can’t wait for the results!”

“This was the most thought provoking discussion I’ve had in a long time, so thank you.”

“I thought the interview questions were well formed and very relevant.”

“It’s good to get the perspective of others; my peers. I try to remember that we are all in the same boat and not alone.”

“I really thought about this while I was waiting for our appointment. I believe in this kind of research.”

“I can’t wait to see what others in my position had to say. It can feel very lonely in this job when you feel like no one understands the pressures we face on a daily basis. I hope what I’ve shared helps someone along the way, and I hope I will learn from the experience of others. Thanks for wanting to talk to me.”

“This was a great interview! I really enjoyed talking to you about what I do. It’s fun to talk about the personal side rather than just the technical side. People don’t usually ask me about that.”

“It is so important to feel connected to others in my same position, but sometimes I just don’t have the time. This book will be a really convenient resource when we want to see what everyone else thinks.”

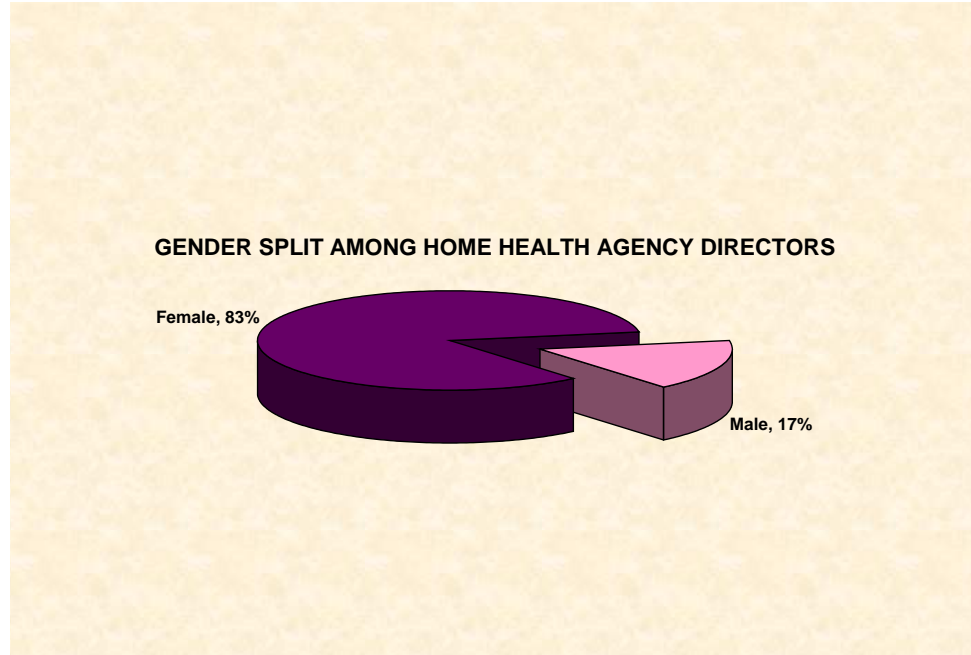
“Wow. What a great interview! I feel a million times lighter than I did this morning. Great questions! I’ll be excited to see if others share my opinion.”

“This will be a wonderful catalyst for discussion at many of our home care meetings. Thank you for wanting to connect all of us.”

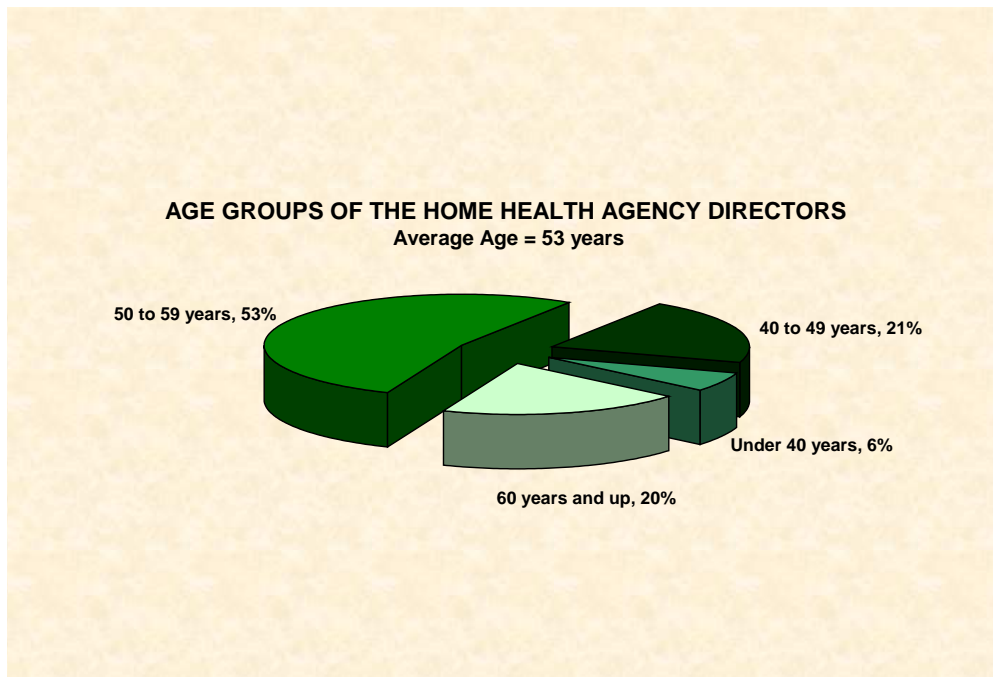
The 100

Who are the 100?

The following information highlights the attributes of this WORDS of 100™ group.

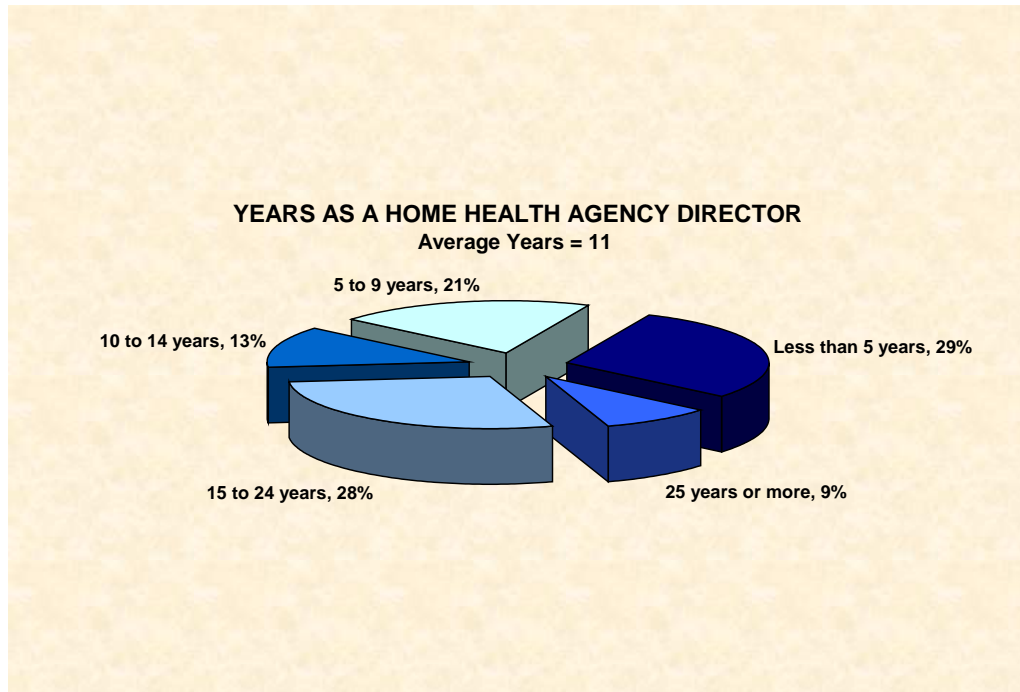


There is no denying the position of a Home Health Care Agency Director continues to be dominated by women.

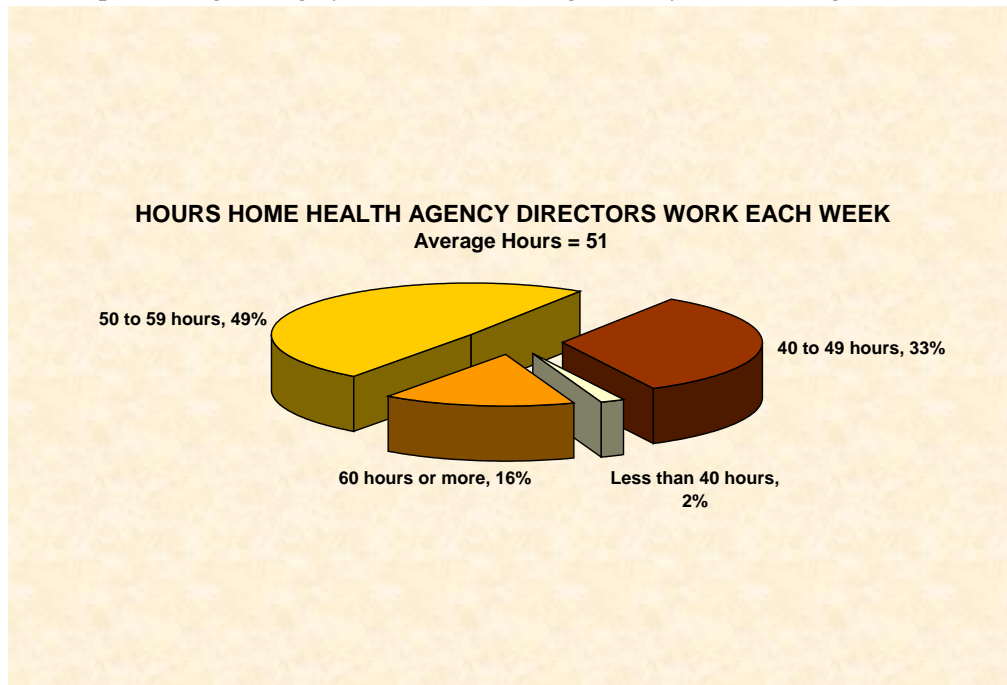


A huge trend is apparent with the age groups. There is an obvious “graying of the profession” as evidenced by 73% of participants being 50 years old or greater. This trend will be highlighted later in this book.

Who are the 100?

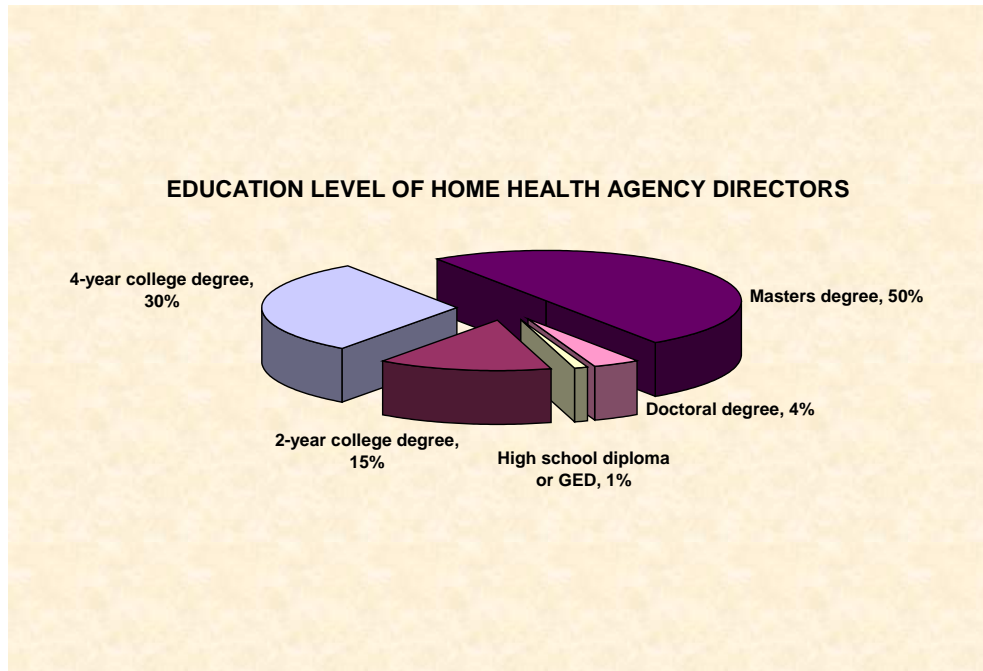


There is a mixed split among average years, with an average of 11 years rounding out the results.



A typical work week includes anywhere between 40 and 60 hours for the majority of directors.

Who are the 100?



Field of study (Some have double degrees)

- Nursing: 53 responses
- Health Care Management/Administration: 9 responses
- Business Management/Administration: 8 responses
- Public Health/Administration: 5 responses
- Community Health: 4 responses
- Health Service Administration: 4 responses

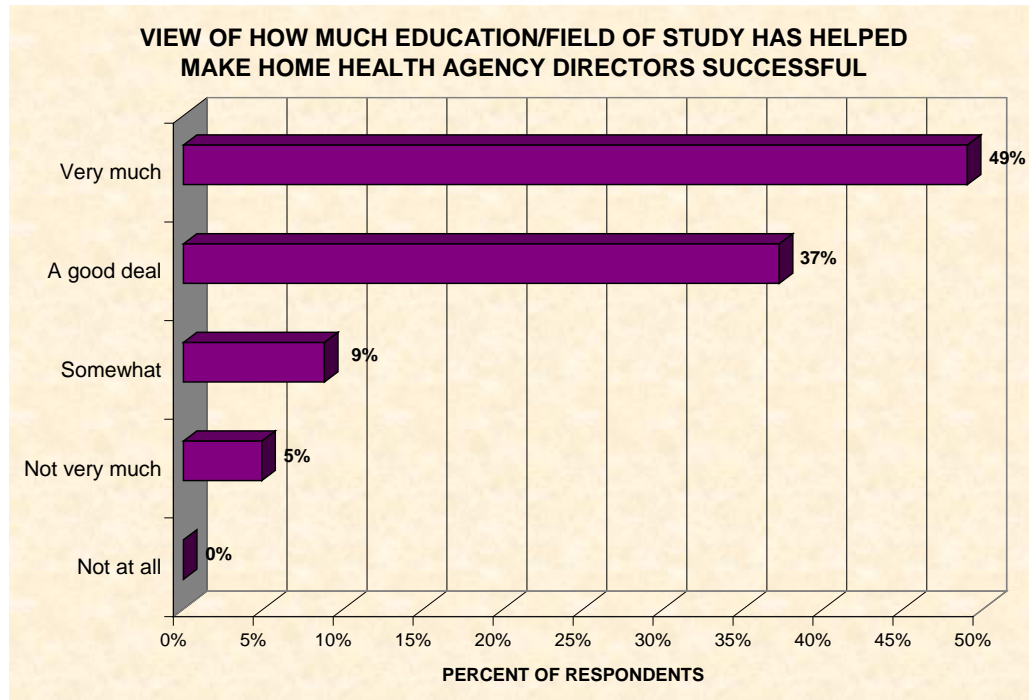
Two responses each

- Physical Therapy
- Pharmacy
- Education

One response each

- | | |
|-------------------------------------|-----------------------------|
| • Art | • Hotel and Food Management |
| • Accounting | • Music and Education |
| • Critical Care (Education) | • Neuropsychology |
| • Environmental Health | • Occupational Therapy |
| • Family Life and Child Development | • Political Science |
| • Health Policy and Management | • Psychology |
| • Health Sciences | • Social Work |
| • History | • Speech Pathology |
| • Hospital Administration | |

Who are the 100?

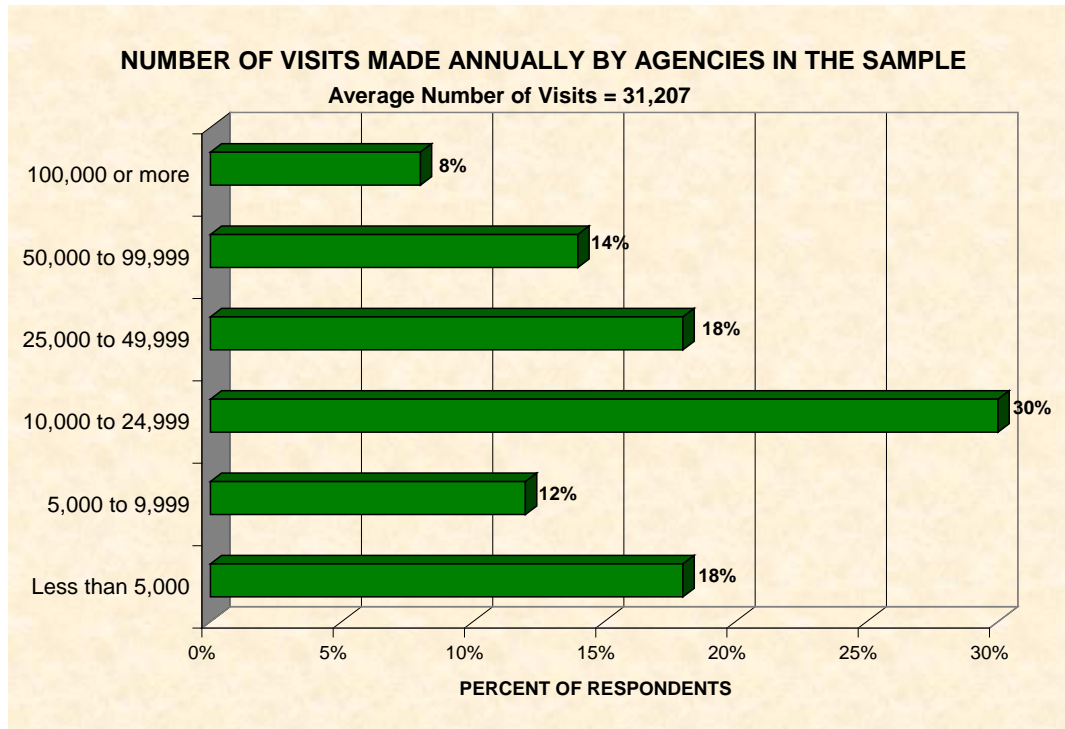


Did you know?

10: The number of nurses Lillian D. Wald had on staff in 1893 when she launched the Henry Street Settlement, otherwise known as the VNS of New York. The organization provided nursing services to the immigrants and the poor living in New York's Lower East Side. By 1916, the number of nurses working for Wald had grown to 250, and they served 1,300 patients each day. Wald's VNS program became the model for similar agencies across the U.S. and the world.

- *National Association for Home Care & Hospice (NAHC)*

Who are the 100?



Did you know?

3: The number of women working for Frontier Nursing Service (FNS) in Kentucky when the service debuted in 1925. Mary Breckenridge and two nurses opened the first FNS clinic in Hyden, KY that year. By 1928, there were six outpost nursing centers. Nurse-midwives staffed the centers, held clinics, provided home care, and attended home births. They made their rounds on horseback, and served an average of 250 families per outpost.

- Frontier Nursing Service

Insights

Important Qualities Needed to be a Home Care Agency Director

- Possess good leadership skills: *47 responses*
 - ✓ Act like a leader/be professional: *18 responses*
 - ✓ Be decisive: *3 responses*
 - ✓ Be reliable: *3 responses*
 - ✓ Be resilient: *3 responses*
 - ✓ Have a positive attitude: *3 responses*
 - ✓ Be accountable: *3 responses*
 - ✓ Have a good sense of humor: *2 responses*
 - ✓ Have strong character/charisma: *2 responses*
 - ✓ Take some risks: *2 responses*
 - ✓ Trust your staff: *2 responses*
 - ✓ Be approachable: *1 response*
 - ✓ Be energetic: *1 response*
 - ✓ Be persistent: *1 response*
 - ✓ Be politically savvy: *1 response*
 - ✓ Be nurturing: *1 response*
 - ✓ Be respectful: *1 response*
- Have good management/organizational skills: *38 responses*
 - ✓ Be organized/manage well: *15 responses*
 - ✓ Manage resources well: *5 responses*
 - ✓ Be a problem solver: *4 responses*
 - ✓ Be analytical: *3 responses*
 - ✓ Be detail-oriented: *3 responses*
 - ✓ Have the ability to multitask: *3 responses*
 - ✓ Delegate often: *2 responses*
 - ✓ Be available to your staff: *1 response*
 - ✓ Be competent: *1 response*
 - ✓ Be technologically savvy: *1 response*
- Be a strategic thinker/innovator/have vision: *37 responses*
- Be knowledgeable... *24 responses*
 - ✓ ...of the industry: *11 responses*
 - ✓ ...of overall home care operations: *7 responses*
 - ✓ ...of regulations: *6 responses*
- Be empathetic/compassionate/patient: *23 responses*
- Be adaptable/flexible: *22 responses*
- Be a good communicator: *20 responses*
- Show honesty/integrity/fairness: *16 responses*
- Be a good listener: *12 responses*

- Be open-minded/open to change: *12 responses*
- Be a people person: *11 responses*
- Build relationships: *11 responses*
- Be a team player: *6 responses*
- Care about the mission and quality of work: *5 responses*
- Be a hard worker and realize others are the same: *4 responses*
- Balance multiple priorities: *4 responses*
- Know your staff: *4 responses*
- Be marketing savvy: *2 responses*

In their WORDS...

WELL SAID!

“Know the rules and regulations. This is important, because a lot of physicians have no idea what the rules are. One of the biggest challenges we have is doctors who order home health care when a patient doesn’t qualify.”

Qualities – Possess good leadership skills

- Have the ability to remain calm, even in light of all the things going on around you. You don’t want to let anyone see that you might be upset.
- Have dogged determination.
- You should have strong decision-making skills.
- Pull all of the information that you need together, and then be decisive in your actions.
- Look at new things as opportunities rather than as challenges.
- Do not be afraid of risks.
- Your staff should feel that you value them and trust them.
- Be seen as approachable; as someone people can talk to.
- Lead by example.

Qualities – Have good management/organizational skills

- You need to be able to deal with multiple priorities and be a skilled problem solver.
- Have financial acumen. Since reimbursement rates are always changing, you have to keep costs low enough, but still provide the level of services that are needed.
- You must continually increase resources for growth, especially if you’re a non-profit.
- Have the ability to delegate responsibilities to the field.
- Embrace the technology that is being offered today. That is important in terms of access and the number of people who will be requiring home health care. Using technology allows for efficient and effective care.

- Have strong human resources skills.
- You should be in control of everything and know what's happening.

Qualities – Be a strategic thinker/innovative/have vision

- Have the ability to think outside the box. See the big picture.
- Be able to ask, “Why are we doing it this way?”
- Have a vision for the future and keep it in mind in spite of the day-to-day challenges you face.
- Have a vision of how you want the organization to operate in such a fluid environment.
- You need to think outside the box. You will have little to work with some days, and you'll be expected to accomplish a lot.

Qualities – Knowledge of the industry

- Have an in-depth understanding of the industry.
- Have content knowledge so you are perceived as an expert.

Qualities – Knowledge of overall home care operations

- Have broad knowledge with respect to regulations, home health, nursing, physical therapy, occupational therapy and human behavior. You really have to know it all.
- Have professional knowledge in clinical and business areas.
- Have some background in financial management.
- Know how to best utilize your clinical staff.

Qualities – Knowledge of regulations

- Know all the regulations up, down, and inside out.
- You have to be knowledgeable about coding and OASIS.

Qualities – Be empathetic/compassionate/patient

- You must have patience, patience, patience!
- You need to have compassion for patients, their families, staff and yourself.
- Show empathy to employees and patients.

Qualities – Be flexible

- Have flexibility dealing with the fluid environment and with the human factor.
- You have to adapt to change because things change quickly in home care.

Qualities – Be a good communicator

- Have the ability to communicate effectively so your message is understood.

Qualities – Be a good listener

- Be willing to listen. Accept feedback and be able to engage other people in discussion.

- I think it's very important that you stay close to what's happening in your business. You need to listen to your employees.

Qualities – Be open-minded/open to change

- Be excited about change.
- Be nonjudgmental. It helps to listen to what individuals are trying to share with you.
- Change is paramount in our work setting, so you must be able to manage the changes that come along.
- Stay up to date with the changes that are taking place in the industry.

Qualities – Be a people person

- You really have to like people.
- Be willing to interact with others.
- You need great people skills and emotional intelligence. This is a people profession. If you don't have people skills, you will be in trouble. If you don't treat people with dignity and respect, it will be a disaster.

Qualities – Build relationships

- You've got to have a good relationship with the public.
- Take care of the people you work with.
- Understand that you are in the relationship business, not the medical business.
- Network with other people and establish a networking pool you can tap into.
- Have the ability to negotiate with a variety of stakeholders (e.g. referral sources, staff, doctors, etc.) to get 90 percent of what you need without the opposite party feeling like they're only getting 10 percent of what they need.

Qualities – Be a team player

- Remember that you are part of a team, and be able to mentor other members of your team.
- Be willing to do what you ask others in the organization to do. I rotate on-call and have times when I am on call 24 hours a day.
- You have to realize that nobody works for you; they work with you.

Qualities – Care about the mission and quality of work

- You have to really care about quality and hold that above everything else. If your staff doesn't agree, then you need to show them the door.
- Have a passion for the business, in general.
- Have a hunger for the profession and strive for quality.

Qualities – Be a hard worker and realize others are the same

- Be willing to put in the hours needed to do the hard work.
- Be appreciative of the people who work in the industry. They make sacrifices.

Qualities – Balance multiple priorities

- Have the capacity to balance the organization’s mission and its financial performance.
- Have the ability to balance the internal needs of the operation with your external networking.

Qualities – Know your staff

- Have a good sense of what motivates your staff.
- Be able to pick up on the things that people need you to teach them.
- You need to recognize people’s skills and place them where they’re most happy and skilled.

Much more to follow!

We hope you enjoyed this small preview of the WORDS of 100 for Home Health Care Agency Executive Directors. There is so much more information packed into the full book as outlined in the Table of Contents. The book is easy and enjoyable to read and is written using the words of our 100 survey respondents.

This book is perfect for three groups of people for different reasons...

- 1. Veteran executive directors – You will hear insights, ideas and inspiration from others that can help you strengthen and grow your home care business, especially in today’s economy.**
- 2. New executive directors – You will not have to reinvent the wheel, and the path to your success can be faster and easier using the advice of those who have been there.**
- 3. Aspiring executive directors – You cannot find better information or advice in one spot that will help you understand the realities of being a Home Health Care Agency Executive Director. This is a must read book if you are considering this profession.**

To read more, simply click on the link below to purchase the book for just \$24.95. Thank you for your interest in the WORDS of 100!

www.wordsof100.com/reports/home-health-care-executive-directors/