CONFIDENTIAL
Position Specification

Chief Executive Officer

February 2015

Prepared By:
Jeff Harris
Sarah Townsend
Chad Skordahl

CONFIDENTIAL: This report has been prepared for the exclusive use of Methodist Senior Living and their designees. This Position Specification is intended to provide information about Methodist Senior Living and the position of Chief Executive Officer. Due to the confidential nature of this information, its use should be controlled and limited.
# TABLE OF CONTENTS

## Description of the Organization
- Overview
- Skilled Nursing and Rehab
- Subsidized Independent Living
- Operations Management
- Methodist Senior Living Mission

## Job Description – Chief Executive Officer
- Opportunity
- Position Summary
- Reporting Relationships
- Key Functions and Responsibilities

## Candidate Qualifications
- Requirements
- Education
- Desired Skills and Experience
- Personal Characteristics

## The Community
- Location
- Population
- Climate
- Employment
- Attractions
- Annual Events

## Procedure for Candidacy
I. DESCRIPTION OF THE ORGANIZATION

Overview

Methodist Senior Living, located in Fort Smith, AR, has provided housing and services to senior citizens in the Arkansas River Valley for over 50 years. The community’s mission is to serve older adults in the spirit of Christian love and compassion. They share a mutual ministry with, and are related to, the Arkansas Annual Conference of the United Methodist Church.

Concerned about remaining viable with an aging physical plant and limited services, the Methodist board has adopted a strategic plan to expand and reposition Methodist Senior Living as a full service Continuing Care Retirement Campus (CCRC). With the expiration of the loan that will be paid off in July 2015, current plans call for the demolition of the current independent living apartments and their replacement with a community comprising Independent Living, Assisted Living, and memory care units as well as a new skilled nursing facility and common areas and amenities to create a Continuing Care Retirement Community (CCRC) model.

Methodist Senior Living’s Current Offerings and Operations:

Skilled Nursing and Rehab
The original property houses 138 licensed skilled nursing beds and dates from the 1950’s. It has been well maintained with significant remodeling which belies its age. Methodist Senior Living has the largest selection of private rooms in the area, as well as numerous semi-private rooms, and offers many amenities including cable, phone and wireless communication, massage therapy services, a chaplain on staff, and daily recreational activities including, worship services, exercises, music, parties, and space available for private family parties. Residents are encouraged to bring furniture and personal belongings to make their room feel more like home. Meals, housekeeping, maintenance, laundry, and utilities are also included in this home-like environment.

Subsidized Independent Living
Open since 1975, the Independent Living Village Campus is a HUD subsidized residential and social community for residents ages 62 and older. The campus is smoke-free and pet friendly with energy efficient living. It occupies eight acres of land and has convenient access to shopping, health services, and medical offices.

Operations Management
With 138 licensed beds Methodist Senior Living has earned a CMS star rating of five, the highest possible. Management reported occupancy at 88% with an average of approximately 27 admissions/discharges per month. The existing management at Methodist Senior Living is stable, with the Healthcare Administrator having served in her current capacity for over 13 years and the Director of Nursing Services having served for over 4 years.
Methodist Senior Living Mission

Respect for age is central to the Bible’s greatest teaching. Concern for aging persons is found in the most important episodes on which Methodist Senior Living has built its ministry. In accordance with Christian teaching and in the tradition of Methodism, Methodist Senior Living recognizes the contribution that people of age have made to family and community. They hold in high esteem the wisdom and experience they bring to the present and do not forsake them in the time of oldage.

In this spirit of ministry, Methodist Senior Living, pledges:

- To lead the way in providing special services for the elderly on a non-profit and, when possible, charitable basis
- To pay special attention to the need for well-designed and appropriate housing, quality long-term care, and a variety of services which enable many older adults to stay independent as long as possible
- To value excellence in its ministry
- To operate with compassion and concern for the beneficiaries of its services
- To achieve and maintain a staff which exemplifies this commitment to excellence and compassion
- To work cooperatively with national, state and local organizations -religious, public and private- to accomplish its mission
- To adhere to sound fiscal management for the safety of all those who entrust their lives and some of their financial resources to its care
- To improve and enhance the quality of life for older adults in Arkansas
II. Job Description – Chief Executive Officer

Opportunity

Methodist Senior Living is seeking a Chief Executive Officer (CEO) to join this well-respected not-for-profit provider of health care and senior residential services which has served senior citizens in the Arkansas River Valley for over 50 years. Located in Fort Smith, Arkansas, Methodist Senior Living has established itself as a key provider to residents in Crawford and Sebastian counties in Northwest Arkansas and Sequoyah and Le Flore Counties in Eastern Oklahoma.

This is a newly-created position which the Methodist Senior Living Board deems to be an essential component of their newly adopted strategic plan to expand and reposition Methodist Senior Living as a full service Continuing Care Retirement Campus (CCRC). The new Community CEO will be accountable for focusing and engaging employees around a well-articulated vision for the future of Methodist Senior Living as the highest quality provider of senior living and rehabilitation services in the state of Arkansas.

The newly appointed leader of Methodist Senior Living will be a strategic, inspirational leader who can capitalize on past successes and prepare the organization for the future. The CEO will have an excellent track record of building strong relationships, combined with a performance-driven approach to operational and financial stewardship. The ideal candidate will have an intense appreciation for the Mission of Methodist Senior Living, and be an organizational leader who obtains satisfaction from facilitating and nurturing the success of others.

Position Summary

The CEO for Methodist Senior Living will be responsible for advancing the organization’s mission of ensuring continued appropriate access to high-quality senior care within Methodist Senior Living's service area as well as seeking to enhance and expand its offerings and strategic opportunities. Responsibilities will also include:

- Initiating the strategic plan
- Leading the capital campaign that serves as an integral foundation for the strategic vision
- Oversight of the continuing design and construction of facilities pursuant to implementation of all phases of the strategic plan
- Oversight of the successful marketing and sale of all new inventory created leading to the eventual stabilization of the CCRC community

In addition, the CEO will have responsibility for leading the organization’s strategy, growth and operations in achieving clinical, financial, and quality of care objectives. In coordination with the Board of Directors, the Methodist Senior Living CEO will play a key role in further clarifying the strategy for the organization and also direct tactical plans to achieve development, growth, and operating results as well as growth of market share.
The new CEO will be instrumental in the repositioning of Methodist Senior Living, an established well-regarded provider of senior care services in the Fort Smith area, and leading the organization in the development and implementation of a strategic plan that will ensure that Methodist Senior Living’s mission will be continued well into the future.

The new CEO will need to be someone who can embrace the rich history and culture of Methodist Senior Living, while also bringing new ideas, creating a vision, and engaging employees around the new direction moving forward. The new CEO will possess the interpersonal skills to cast the vision for Methodist Senior Living’s future and to inspire current and future stakeholders, would-be donors, and staff to embrace change at Methodist Senior Living. Given the smaller size of the organization, there are not the levels of bureaucracy that often bog down decision making processes, thus allowing for change to happen quickly.

Methodist Senior Living is a mission-driven organization with a long, rich culture of commitment and dedication to the patients and residents it serves. The new CEO must be genuinely committed to the mission of the organization, must be an engaged and visible leader across the organization, and must be someone who believes in and becomes active in the community it serves.

**Reporting Relationships**

The CEO of Methodist Senior Living will report directly to the Methodist Senior Living Board of Directors. Direct reports to the CEO include:

- Healthcare Administrator
- Foundation Director
- Marketing Director
Key Functions and Responsibilities

- Quality of Care – Ensures that Methodist Senior Living, including all clinical staff and associates, deliver the highest quality medical and personal care to patients and residents.

- Quality of Service – Fulfills Methodist Senior Living’s commitment to providing the highest quality of lifestyle for its residences, including dining services, activities, programs and amenities offered at various levels of care throughout the community.

- Culture – Creates an environment in which others are encouraged to achieve, in which new ideas surface with ease, and in which leadership abilities are recognized and encouraged wherever discovered.

- Human Resources – Selects and trains strong subordinates. Elicits the trust and confidence of subordinates. The CEO is people-oriented.

- Strategic Planning – Assures that the organizational goals and objectives are well-developed and widely understood. The CEO is visionary with the skills, intelligence, experience, and insight to successfully project future challenges, needs and opportunities. The CEO is aware of trends within the service area, including awareness of the financial and cultural climate as well as the competitive landscape.

- Advocacy – The CEO is visible in professional and community activities and is knowledgeable and understands the role of government regulations and advocacy in organizational management. Works effectively with legislators and regulators.

- External Relations – Effectively relates and communicates with the civic community. Effectively represents the organization to the public.

- Operational Excellence – The organization is profitable. Excellent financial and quality indicators for the organization are consistently maintained. Budget goals are met and/or exceeded.

- Ethical Standards and Competence – The CEO serves as a role model in ethical behavior and standards, sets the tone for the organization, and is mindful of his/her influence both internal and external to the organization. He/she models a healthy lifestyle and maintains a high level of professional competence, ethical values, and standards.

- Management – The CEO manages effectively, fostering a compelling and attractive culture while maintaining commitment to financial and operational excellence. He/she tracks progress in implementing initiatives, and takes corrective action as needed to meet established goals.

- Leadership – The CEO demonstrates effective leadership capabilities. He/she is self-motivating, self-confident, and an effective negotiator.
III. CANDIDATE QUALIFICATIONS

Requirements

The ideal candidate will possess extensive experience within Senior Housing or similar industry including without limitation, Healthcare, Acute Care or Hospitality and will meet the following requirements:

Education

A Master’s Degree in Business Administration, Healthcare Administration, Gerontology or related field is preferred. Evidence of ongoing, continuous education in the field of health care, long-term care, senior living management and operations is desirable.

Desired Skills and Experience

- Significant, proven experience as a Chief Executive Officer or senior leader within a CCRC community or portfolio possessing a track record of success gained within a complex, service-driven organization. Individuals should possess a track record of success gained within progressive, senior living organizations with diverse services, an integrated healthcare system with a diverse continuum of services, and/or successful, service-oriented, innovative performance-driven organizations.

- A visionary, dynamic, adaptive, resilient, articulate, experienced leader who possesses a commitment to and is passionate about serving seniors. While innovative, proven leadership gained within the senior living field would be helpful, mission-driven individuals who possess well-honed strategic skills and have a track record of accomplishment gained within successful operating organizations are encouraged to apply.

- Strong strategic and business skills that demonstrate excellent leadership, financial management, team development, strategic planning, and operating capability. A professional with experience in strategically positioning organizations, effectively communicating these strategies, and formulating and executing clear and focused operating plans that have aligned operational priorities and management accountability against established strategic goals.

- A leader who has implemented strategy and vision and a sense of urgency to respond to industry trends. He/she should have a track record of leveraging data, market intelligence, and business relationships that have helped successfully evaluate and advance new strategies.
• A leader who advances mission with a focus on quality through all levels of the organization, starting with the Board and management, and inclusive of those who give care in residential settings.

• A high-energy, creative, results-oriented and values-driven professional, able to make deliberate and timely decisions based on sound analysis of data and equally able to be a reasoned-risk taker and excels at setting and communicating priorities.

• In-depth experience in influencing public policy and knowledge of the legislative and regulatory environment and of emerging trends in Senior Living, Assisted Living and Skilled Care, and in the broader healthcare arena including trends in healthcare reform and how this may affect Methodist Senior Living in the future. Committed to corporate compliance with all applicable regulations.

• An executive with a demonstrated track record in exceptional leadership and who possesses the ability to develop, assess and mentor the leadership team. A leader who is willing and able to hold the management team accountable while giving the team the freedom and authority to fulfill their roles and responsibilities.

• A steadfast, resilient executive with experience in strategic visioning and implementation, including a demonstrated ability to plan future business activities that correspond to the overall long-range plan for the organization.

• An executive who is experienced and skilled in working transparently and effectively with boards of directors that are vision and mission-driven.

• A visible, engaged, collaborative and inclusive leader with a calm demeanor and a clear conviction to the mission of the organization.

• An adaptive leader capable of initiating change in a rapidly evolving environment.

• A leader with a strong, engaging public image, able to establish effective relationships with fellow healthcare leaders, community and business leaders, donors and financial partners as well as local, state and federal healthcare legislators and regulators.
Personal Characteristics

- Mission and Values Driven – committed to Methodist Senior Living’s core mission and values. Clearly demonstrates a passion for working with and understanding the needs of aging adults and their family members.

- Quality/Service Champion – motivated by a desire to create a culture of providing an extraordinary level of service for residents. Passionate about excellence, advocate for quality care and outcomes, willingness to innovate and initiative progress and growth for the organization.

- Vision & Foresight – committed to understanding the changing landscape of the senior living industry and envision a future where growth is continued and expanded, even into areas which may be unforeseen. Able to anticipate change and prepare the organization to respond from a position of strength, rather than reaction.

- Style – flexible, comfortable with, but not constrained by, consensus building. Able to create collaborations between those with differing agendas or organizational viewpoints. Excited and energized by change and opportunity. Confident and assertive without an egotistical view.

- Team Builder/Motivator – galvanizes not only Methodist Senior Living’s leadership and employees, but also partners with external organizations to align and participate in fulfilling Methodist Senior Living’s mission and strategic vision. A firm believer in leadership development and in creating an environment of accountability.

- Systems Thinker – capable of seeing and understanding the connection between component activities and desired outcomes. Stimulates an atmosphere which encourages innovation and creative thinking.

- Integrity – honest, trustworthy, authentic, professional, values oriented.

- Communications Skills – a skilled listener who is fluent in both written and verbal interaction. Comfortable in a public forum, speaking to individuals and groups. Seeks to understand and integrate the viewpoints of others.

- Senior Housing – in-depth knowledge of the core business competencies of senior housing and long-term care operations or similar industry, including familiarity with key metrics such as occupancy, margin/NOI, rent roll analysis, revenues, expense management, etc.

- Expansion/Repositioning – knowledge of and experience in initiating and implementing an expansion project and/or the repositioning of a senior living project, preferably a CCRC.

- Financial Acumen – understanding and familiarity with property level financials such as balance sheets, budgets, rent rolls, profit and loss statements, etc.

- Sales – extensive sales experience, including the ability to develop comprehensive tactics and strategies to maintain a high value prospecting pipeline that includes minimum quantities of regular face-to-face client meetings, proposals and client presentations.

- Fundraising – experience in large scale fundraising and/or capital campaigns.
IV. THE COMMUNITY

Location

Fort Smith has been recognized by Forbes magazine as the number one city in America for cost of living.

Located in Sebastian County, it is the second-largest city in Arkansas. It lies on the Arkansas-Oklahoma border at the junction of the Arkansas and Poteau Rivers, an area known as Belle Point. Originally founded as a military outpost in 1817, Fort Smith still boasts an active military presence.

A family-friendly community, Fort Smith offers diverse attractions that appeal to a wide variety of interests from the arts and education, to an environment that appeals to outdoor enthusiasts. Fishing opportunities abound with the Arkansas River Navigation System and the area also has a reputation as a bird sanctuary. Other outdoor recreational opportunities such as hiking and canoeing can be found nearby at Fort Smith State Park, Devil's Den State Park and the Mulberry River. For those that crave a more metropolitan get-away, Little Rock and Tulsa are both a mere two hour drive and the world-renown Crystal Bridges Museum of American Art in Northwest Arkansas is just over an hour away.

Population

Fort Smith is home to 86,209 residents according to the 2010 Census, and it is estimated that the population has reached almost 88,000 in recent years.

Climate

Fort Smith offers an attractive climate that varies with each season. Average daily high temperatures range from an average low of 49 degrees in January to an average high of 93 degrees in August. The yearly average precipitation is 45 inches, with yearly average snowfalls of just under 5 inches.

Employment

There are over 3,600 employers in Fort Smith employing more than 69,000 workers. Health Care and Social Assistance represent the largest employment sector in Fort Smith, with Retail Trade and Professional, Scientific, and Technical Services ranking second and third respectively. Additionally, the unemployment rate for Fort Smith remains under the national unemployment rate at 5.5%, a sign of a diverse economy.
Attractions

- Harper Arena at Kay Rodgers Park
  A covered open-air stadium that hosts a variety of events
- Home to Over 20 Parks
- Riverfront Amphitheater - Located in the River Park Complex next to the Arkansas River the venue is home to festivals and concerts.

The University of Arkansas – Fort Smith

- Grove Historic District – A 22-block area in downtown comprised of nearly 25 restored homes of varying architectural styles.
- Eight Notable Shopping Locations

Annual Events

- Old Fort Days Rodeo – Held in May since the mid-1930s, this event offers almost ten days of Wild West activities and has been rated as one of the top all-around rodeos in the country.
- Fort Smith Riverfront Blues Festival – Held in June, this two day event has become one of the biggest events in western Arkansas and eastern Oklahoma. It attracts national performers for a delightful music-filled weekend.
- Arkansas-Oklahoma State Fair – Occurring in late September, it is one of the largest bi-state fairs in the nation.
V. PROCEDURE FOR CANDIDACY

Inquiries, nominations, and applications are invited. Review of applications has begun and will continue until the position is filled. Candidates should provide a resume, a letter of application that addresses the responsibilities and requirements described in the Position Specification, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to: methodistseniorliving@jeffharrisassociates.com

Documents that must be mailed may be sent to

Jeff Harris and Associates, Inc.
202 CentrePort Dr.
Suite 100
Greensboro, NC 27409

The consultants can be reached by telephone via the contact information below.

Jeff Harris
President
(800) 660-5640 ext. 1600

Chad Skordahl
Consultant
(800) 660-5640 ext. 1612

Methodist Senior Living values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Methodist Senior Living documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.