



573 S Boyle Ave Los Angeles, CA 90033

## Vice President Opportunity Presentation



*A CCRC RETIREMENT OASIS IN LOS ANGELES, CA SINCE 1890*



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(858) 277-8282

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## Opportunity Summary

Recent organizational and succession planning by the Board of Trustees has prompted an executive search for a new Vice President due to the former Vice President's promotion to President/CEO.

Under the direction of the President, the Vice President supports and manages day-to-day functions of Hollenbeck Palms following current Federal, State, and Local standards, guidelines, and regulations that govern the long-term care practices to ensure the highest degree of quality care to our residents within the limits of budgetary constraints.

The financial strength, stability, and reputation of Hollenbeck Palms make them an employer and provider of choice. The strong family-oriented corporate culture makes it a fun and rewarding place to work as evidenced by both management and staff tenure.

## About the Community

### *Overview*

Hollenbeck Palms is a 501c3 nonprofit Continuing Care Retirement Community that offers residential living, assisted living, and 24-hour skilled nursing on one campus. Hollenbeck is proud to be one of just seven retirement communities in all of Los Angeles County that offer this distinctive level of service.

The property is nestled in a beautiful 8.5-acre park-like campus with 237 residential apartments and approximately 230 residents. The campus boasts three beautiful dining venues, wellness programs, activities, transportation to doctors, and numerous amenities.

### *History*

In 1890, founder, Elizabeth Hollenbeck, filed a deed of trust to establish a comfortable and secure lifetime haven for California's older adults. This early charity devoted to housing destitute elderly Los Angelenos opened on 09/06/1896, supported by the German-born philanthropist Elizabeth Hollenbeck (1827-1918). Elizabeth and her husband, John Edward (1829-1885), migrated to Southern CA from Nicaragua, where they operated successful shipping lines and a hotel in the city of Greytown, now known as San Juan de Nicaragua.

The couple arrived in Los Angeles in the spring of 1876 and John began actively buying real estate in town. He also became associated with bankers in town, becoming an official with the Commercial Bank of Los Angeles. He opened a hotel in Los Angeles, the Hollenbeck Hotel, in 1882, which became one of the most respected establishments of the period in the city. He passed away of a stroke in 1885, but Elizabeth lived on for another 33 years, emerging as a significant donor to various charities. She became active in a local Presbyterian congregation, and through these connections got the idea of opening a home for the elderly who lacked the money to care for themselves.





According to Sam Watters, writing in the Los Angeles Times, the Hollenbeck Home for the Aged housed at its opening "...34 women and 12 men representing eight nationalities and eight faiths... They were, as one recalled, the 'fortunate unfortunates.' They were older than 60, residents of California, and without sufficient financial support. At the home they were secure, their expenses paid for life." (See Sam Watters, Los Angeles Times, "Hollenbeck Home for the Aged in Boyle Heights in the 1890s," accessed 08/31/2015.) Elizabeth Hollenbeck died in 1918, having established a charitable trust that continues to the present.



Through her vision, leadership, and dedication, Hollenbeck Palms gained a national reputation for excellence, becoming the first licensed retirement home in California. Over the years, Hollenbeck has expanded, rebuilt, and renovated to meet its resident's changing needs while staying true to its mission of providing comfort and care with love, respect, and dignity.

### ***New Development***

Today, Hollenbeck stands ready to address the needs of the most frail among a vulnerable population group of those needing around-the-clock skilled nursing care as well as our residents living with Alzheimer's and dementia. Committed to providing the utmost in care and respect to its residents, Hollenbeck Palms launched a \$19 million campaign to dramatically improve the quality of life of those who need care in our current Skilled Nursing Facility and create a Memory Enhancement Center for our patients living with Alzheimer's and severe dementia.

Replacing and upgrading our existing Skilled Nursing Facility to a state-of-the-art center will allow us to provide our patients a more comfortable and updated setting while ensuring them the highest quality of care. A new Memory Enhancement Center will provide the crucial facilities and environment for our specially-trained staff to care for patients living with Alzheimer's and dementia. Both structures will ensure Hollenbeck Palms' ability to meet the challenges facing older adults today and the generations to come.

### ***Groundbreaking for its Newest Planned Addition***

With the goal of serving and meeting the needs of all its residents, Hollenbeck Palms celebrated the groundbreaking for its newest planned addition to the campus, a memory care building. On January 20, over 100 guests, residents, Trustees, and staff attended the ceremony which took place on the actual grounds of the future new building. Serving as MC, Trustee Bill Kumagai welcomed the attendees and thanked all who have supported the project. Sharing personal stories of his parents' experiences as Hollenbeck residents, he stated how happy he and his family were about their decision in selecting Hollenbeck as his parents' home. "At a time when we had to make some crucial decisions, Hollenbeck came through for our family in more ways than one," says Bill. "That's why I'm so happy to be able to give back to Hollenbeck, and more importantly, to the wonderful people it serves."





## Hollenbeck Celebrates the Groundbreaking for its Newest Planned Addition

The new structure will provide 33 beds for Hollenbeck's particularly vulnerable population, those living with Alzheimer's disease and other forms of dementia. The most common cause of dementia, Alzheimer's, is currently ranked as the sixth leading cause of death in the US, and third for those age 85 and over, just behind heart disease and cancer. Nearly 6 million people are living with the disease and it can't be prevented, cured, or slowed down. Dementia imposes the loss of cognitive functioning—thinking, remembering, and reasoning—and behavioral abilities to such an extent that it interferes with a person's daily life and activities.

The disease can progress to the stage where the patient must depend completely on others for basic activities of daily living. "Providing Alzheimer's care is a cause that is very important to me, particularly as studies show that it affects women disproportionately," says Board Chair Carol Johnston. "Two-thirds of those diagnosed with Alzheimer's are women— and no one knows why." Another way it affects women is that women are also caregivers.

Currently, Hollenbeck's skilled nursing facility provides memory care to its residents who need it. "This new building will offer residential care for those living with Alzheimer's or other forms of dementia, with specialized programs and activities suited to their individual needs," adds CEO/President Morris Shockley. "This is a new and different model from what we have and we're very pleased to offer this next level of care here at Hollenbeck."

In order to erect this new building, the existing structure, which was built in the 1950s, was razed and leveled. The memory care building, to be called Hensel Memory Enhancement Center, will be the final phase of Hollenbeck's capital campaign. Heideman Care Center, our newly renovated and constructed Skilled Nursing Center, was unveiled two years ago and offers 59 beds to residents who need around-the-clock-care.

"All of us at Hollenbeck—staff as well as Trustees— were committed to rebuilding this wing of the campus to match the same level as the residential buildings," says Bill Heideman, President Emeritus. "With this memory care building, Hollenbeck stands ready to meet all the levels of care our residents may ever need." Construction on the memory care building began in early August and is projected for completion by the end of May of 2021.

### ***Rooms Get Major Updo!***

The improvements on our campus continue, thanks to the generosity of our donors and friends. Contributions made to our year-end appeal led to the renovation one of our most widely used spaces, the

Activity Room in our existing Rose Terrace. Many changes have been made, among them is our new flooring. Stylish gray plank style floor covering, measuring 75ft by 25ft in this massive entertainment venue, has replaced the dated linoleum. The wallpaper and trim on the walls have been removed and painted a nice bright white, making the room appear even more spacious and expansive. A new ceiling, re-upholstered chairs, and window treatments add a warm and cozy layer to the room. A custom-made media cabinet holds our new, state-of-the-art audio/visual equipment and large screen television. Updated lighting with new, trendy light fixtures makes the room look revived and welcoming. Although Covid has imposed scaled-back activities and limited attendance, we are ready to welcome all our residents back to full scale as soon as we enter the post-Covid world!



Taking the same refurbishing effort one floor above in Rose Parlor, another redecorating took place during the pandemic. The grand reception room is transformed with LED ceiling lights and spotlights. A new ceiling adorns the room, making it seem more spacious. As in the Activity Room, the wallpaper has been replaced with fresh, neutral painted walls with added chair rails to welcome all residents, family, and visitors. This room is in use, but again, with limited occupancy due to state-imposed restrictions and limitations. Thank you to all our wonderful supporters who helped make these transitions happen. We extend our special thanks to Ernest Flores, Executive Council Chair, and Veronica Cerda, Activity Director, for their hard work with this project.

***Hollenbeck Partners with Leading Age California***

One of only 60 California facilities, Hollenbeck was awarded a special grant to implement an engagement technology program on-site. Awarded by the California Department of Public Health to Leading Age California, the project is launched as iNSPIRE, and provides technology that aims to improve the quality of life of skilled nursing residents, reduce antipsychotic drug use, provide stress relief, and much more. The three-year project will include an evaluation to determine the impact of the program over time.



The grant provided a touch screen computer loaded with over 4,000 social, educational, and spiritual content options, 3 tablets loaded with games, puzzles, and applications for one-on-one activities, and an engagement package that includes drive, bike, and flight simulators.

"This grant is a win-win for Hollenbeck and we are grateful to Leading Age California for making it happen," says CEO Morris Shockley. "With this technology, we will be offering new and innovative activities to our residents, while helping with the crucial research on ways to improve their lives."



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### ***Mission Statement***

Hollenbeck Palms is committed to providing a residence for those in their later years of their lives that encompasses a healthy environment of comfort, safety, and enjoyment; that attends to their physical, mental, and spiritual needs; and that is quick to respond to and assist in those needs whether immediate or long term, and to do so with great compassion, honesty, dignity, and genuine love.

### ***Residential Living Options***

Hollenbeck Palms offers four Senior Residential Apartment Buildings offering a variety of architecture and floor plans for you to choose from. From studios to one-bedroom and two-bedroom with two-bath deluxe apartments offering balconies/patios, full kitchens, washer/dryer in unit, and walk-in closets. Hollenbeck Palms has developed four Financial Entry Plans ranging from buy-in to monthly fee-based living.

### ***The Hollenbeck Endowment fund***

In 1890, founder, Elizabeth Hollenbeck, filed a deed of trust to establish a comfortable and secure lifetime haven for California's older adults. This early charity was devoted to housing destitute elderly Los Angelenos. So, Hollenbeck Palms has an endowment fund which is a dedicated and permanent source of funding. Each year, a portion of the interest from the endowment is used to fulfill Hollenbeck Palms' mission, while the balance is used to grow and support future needs.

### ***Why Residents want to live here***

- Strong Reviews like 4.5 out of 5 on Caring.com, 4.5 out of 5 on Seniorly.com, and 4 out of 5 on Yelp
- One of 21 communities in LA that earned Assistedliving.org's seal of approval
- More than 100 years of rich history
- First licensed retirement home in California
- Hollenbeck is proud to be one of just seven CCRC retirement communities in all of Los Angeles County
- Residential Living in one of four apartment complexes within a gated, eight-acre, park-like setting with panoramic views of Los Angeles
- Beautiful garden and onsite chapel
- The friendly staff of long-term employees who provide familiarity and continuity
- Wellness Programs and activities
- Three activity directors
- 24-hour skilled nursing on one campus
- Proximity to freeways and downtown LA for visitors
- Relationship with USC Dental helps provide dental services for residents at the community
- Marketing and Activity Events in conjunction with organizations like Pasadena Conservancy of Music and the Carnegie Science Institute
- Vital community empowerment, including residents council, a resident representative on the Board of Trustees, periodic surveys, and responsiveness to resident needs
- High quality of service and care as evidenced by great state surveys
- Word of mouth from residents and family members account for the majority of move-ins

## ***Why employees want to work here***

The community has a stellar reputation as a great place to work and employees enjoy the warm family not-for-profit culture. Employees also enjoy training and advancement opportunities as well as the stability and security of a financially strong organization.

Hollenbeck Palms offers a benefits package that meets the unique benefits needs of our diverse team of employees, from a medical plan all the way to a 401(k) plan

The incredible longevity and low turnover of the team at Hollenbeck are a testimony to what a great work-life culture they have.

- CEO/President – 35 years
- CFO – 34 years
- Director of Health and Wellness (LPN / RN / DON) – 31 years
- Resident Services Coordinator – 21 years
- Director of Dining – 12 years
- Marketing and Sales – 7 years
- Life Enrichment Coordinator (Activities) – 6 years
- Maintenance/Facilities – 2 years

## **The Vice President's Function**

### ***Resident Experience***

- Work with executive and administrative management to plan, develop, implement, evaluate, and direct:
  - Department interactions to maximize on-going development, efficiency, rapport, and teamwork
  - Facility coverage, e.g., ensure an adequate number of appropriately-trained professional and auxiliary personnel are on duty at all times
  - Alignment with the comprehensive assessment care plan, i.e., ensure each resident receives necessary nursing, medical, and psychosocial services to attain/maintain the highest possible mental and physical functional status
  - Assurance that buildings and grounds are maintained in good repair, in cooperation with Chief Engineer and appropriate contractors

### ***Board Collaboration***

- Confer with board members, organization officials, or staff members to discuss issues, coordinate activities, or resolve problems.
  - Regular reporting to the President, Board of Trustees, and other stakeholders as appropriate, on the operation of the facility, including written and oral reports and recommendations, e.g.,
    - Plan of correction for deficiencies noted during survey inspections, audits, etc. to the President, Board, and Ombudsman, and other governing authorities
    - Financial statements

### ***Leadership***

- Work with executive and administrative management to plan, develop, implement, evaluate, and direct: facility committees, e.g., Interdisciplinary Team, Continuous Performance, and Quality Assurance Performance Improvement (QAPI), Human Resources, Safety/Risk Management.



- Chair and serve on committees as appropriate, and ensure communications of progress/issues with President.
- Review reports submitted by staff members to recommend approval or to suggest changes
- Implement corrective action plans to solve organizational or departmental problems.
- Direct Human Resource activities, including the approval of human resource plans or activities, the selection of directors or other high-level staff, or establishment or organization of departments.

### ***Organizational Design and Systems***

- Analyze operations to evaluate the CCRC's performance, its staff in meeting objectives and determine areas of potential cost reduction, program improvement, or policy change.
- Direct, plan, or implement policies, objectives, or activities of organizations or businesses to ensure continuing operations, maximize returns on investments, or increase productivity.

### ***Financial and Budgetary***

- Coordinate with President and CFO in preparation of fiscal year budget
- Authorize payments (including signing checks) for various accounts, including the operating fund, agent's account, and payroll account
- Prepare budgets for approval, including those for funding or implementation of programs.
- Coordinate the development or implementation of budgetary control systems, recordkeeping systems, or other administrative control processes.

### ***Communications and Public Relations***

- Coordinate with President to ensure appropriate representation of Hollenbeck Palms with:
  - External agencies, including governmental agencies and third-party payers
  - Families and residents, including ensuring that public information (e.g., policies, manuals) on the facility is accurate and fully descriptive
  - Other top-level meetings
- Serve as a management liaison to:
  - President, medical staff, and other professional and supervisory staff
  - Families and residents

### ***Regulatory Compliance and Risk Management***

- Review and analyze legislation, laws, or public policy and recommend changes to promote or support the interests of the general population or special groups
- Work with executive and administrative management to plan, develop, implement, evaluate, and direct:
  - Written policies and procedures that govern operations of the facility to ensure continued compliance with applicable regulations, including:
    - Interpretation/communication to employees, residents, family members, visitors, and governmental agencies
    - Annual reviews/updates, or as necessary to meet changing regulations
    - Routine inspections of the facility
    - Safety regulations, e.g., fire protection/prevention, smoking regulations, infection control
    - Confidentiality of all resident information as required by law and facility policies and procedures

### ***First Year Goals for New VP***

- Develop an in-depth understanding of Hollenbeck business departments, including management and services
- Earn the trust and respect of management, staff, and residents at Hollenbeck
- Demonstrate ability to provide executive back-up support, if necessary, for multiple key functions/resources such as finance/accounting, marketing, RCFE, SNF administration, fundraising
- Demonstrate ability to support the opening success of the new Memory Enhancement Center
- Successfully execute assignments as assigned by the President
- Provide support to the President and other executives on compliance issues and coordinate with various external stakeholders
- Communicate effectively with the Board of Trustees, as appropriate

## **Qualifications**

### ***Experience and Education***

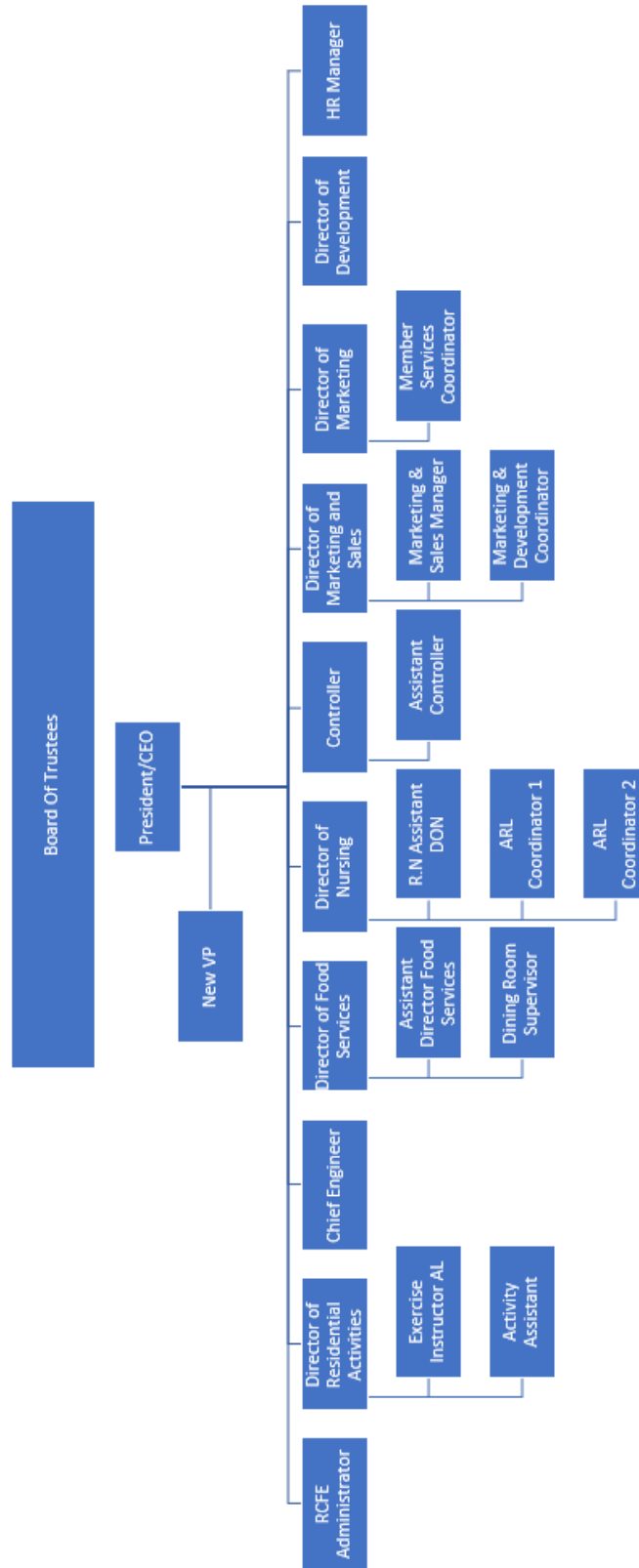
- Bachelor of Arts/Science in Public Health Administration, Business Administration, Psychology or another health-related degree, at a minimum.
- Senior Living experience with sufficient duration, and at the level, to demonstrate the management and administrative capability to meet the job duties, qualifications, key attributes, and physical requirements of this position
- Minimum five years in a supervisory capacity
- Promotes a culture that reflects the organization's mission, encourages good performance, and rewards productivity.
- Possess (or have the ability to secure within 60 days) a current, unencumbered Residential Facility for the Elderly license, or meet the license requirements of the California Department of Social Services

### ***The successful candidate will bring***

- Passion for working with seniors and commitment to providing exceptional services
- A positive attitude, including patience, tact, and enthusiasm
- **Attention** to detail, even with frequent interruptions
- Advanced personal computer skills to format reports, develop presentations, review/edit spreadsheets, create graphics, etc.
- Ability to interact positively with residents, staff (professional and non-professional), family members, visitors, and the general public at all times
- Ability to work independently and plan/manage short-term projects
- Commitment and ability to work positively and constructively with ill, disabled, elderly, emotionally upset, and (as circumstances may require) hostile people within the facility
- Growth mindset and commitment to continuous improvement for the facility and all programs

# Organizational Chart

## Hollenbeck Palms Organizational Chart





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## Process for Consideration

This search is being managed by Frank Duncan, Principal Consultant, of LM Hurley & Associates. *Please direct all questions, interest, nominations, and resumes to [Frank.Duncan@LMHurley.com](mailto:Frank.Duncan@LMHurley.com)*

LM Hurley & Associates is an award-winning executive search firm that has worked exclusively in senior living for over 20 years. We are strategically positioned to meet the talent needs of senior living organizations ranging from C-Level to facility-level management. We conduct retained searches for senior-level management positions and engagement searches for mid-level management. Visit [www.lmhurley.com](http://www.lmhurley.com) to learn how we excel in the senior living space.

*The information contained in this opportunity presentation should be relied on for informational purposes only. This information has been copied, compiled, or quoted in part from Hollenbeck Palms documents and personal interviews and is believed to be reliable. While every effort has been exerted to ensure the accuracy of this information, the original documents and factual situations govern.*

Hollenbeck Palms provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.