



# HOLLENBECK

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## PALMS

### Chief Operating Officer Opportunity Presentation



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



An executive recruiting firm dedicated exclusively to the SENIOR LIVING industry for over 20 years.

## Table of Contents

**Opportunity Summary ..... 3**

**About the Community ..... 3**

*Overview .....3*

*History .....3*

*New Development .....4*

*Mission Statement.....5*

*Residential Living Options .....5*

*The Hollenbeck Endowment fund .....5*

*Why Residents want to live here .....5*

*Why employees want to work here .....6*

**The COO’s Key Responsibilities ..... 6**

*Operational Leadership .....6*

*Strategic Planning .....7*

*Vision.....7*

*Financial Management.....7*

*Team Leadership .....7*

*Process Improvement .....7*

*Compliance and Risk Management .....8*

*Stakeholder Communication .....8*

**Qualifications..... 8**

REQUIRED QUALIFICATIONS.....**Error! Bookmark not defined.**

**Organizational Chart ..... 9**

**Process for Consideration ..... 10**

## 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 166 residential apartments, and approximately 222 residents. The campus boasts three beautiful dining venues, wellness programs, activities, transportation to doctors, and numerous amenities.

### *History*

John Edward Hollenbeck, an entrepreneurial young adventurer, left the United States in 1846 at age twenty with \$1.50 in his pocket to make his fortune. After a number of adventures, he found himself in Nicaragua, and there he met the equally gutsy Elizabeth Hatsfeldt. The two married and ran a hotel and trading post. They eventually returned to the United States, settling in Los Angeles in 1876. John Edward became a wealthy financier, property developer, and philanthropist in the then prosperous Boyle Heights and downtown Los Angeles area.

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 city's most respected establishments of the period. He died 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.

Five years after her husband died in 1890, Elizabeth made the compassionate decision to convert the family estate into Hollenbeck Home, a community for older adults. Later, in 1926, this became California's first-ever

licensed nursing home. 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 September 6, 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 Greytown, now known as San Juan de Nicaragua.



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 August 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 has allowed us to provide our patients with a more comfortable and updated setting while ensuring them the highest quality of care. Our new Memory Enhancement Center is providing 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.

## ***Mission Statement***

To enrich the quality of life for our residents by providing comfortable, enjoyable, and secure retirement living 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
- Newsweek rated Hollenbeck Palms #62 out of over 2000 CCRCs in the USA!
- US News Rates Hollenbeck Palms Nursing Facility a 5 out of 5 for Best Nursing Homes
- One of 21 communities in LA that earned Assistedliving.org's seal of approval
- More than 130 years of rich history
- A range of options, including Independent Living, Assisted Living, Memory Care, and Skilled Nursing
- 24-hour skilled nursing on one campus
- High quality of service and care as evidenced by great state surveys
- The friendly staff of long-term employees who provide familiarity and continuity
- Wellness Programs and activities
- Three activity directors
- First licensed retirement home in California
- Hollenbeck is proud to be one of just ten 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, fountains, and onsite chapel
- Proximity to freeways and downtown LA for visitors
- Relationship with USC Dental helps provide dental services for residents in the community
- Marketing and Activity Events in conjunction with organizations like the 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
- 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 team's incredible longevity and low turnover at Hollenbeck are a testimony to what a great work-life culture they have.

- CEO/President – 39 years
- CFO – 38 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 COO's Key Responsibilities**

Reporting to the President/CEO, the COO is responsible for ensuring the execution of the organization's strategic plan, including the accomplishments of key strategic goals and coordination of cross-departmental senior management group activities. The COO is responsible for the overall operational efficiency and effectiveness of Hollenbeck Palms. The interpersonal connection between the COO and CEO must be such that it fosters a deep trust and an intense commitment to sharing responsibilities, accountability, and control.

### *Operational Leadership*

- Oversee and direct daily business operations to ensure company efficiency.
- Prioritizing resident well-being and creating a fulfilling living environment.
- Plan, coordinate, and oversee the day-to-day resident care, services, and programs.
- Responsible for managing day-to-day operations, working closely with the CEO and other executives to develop and implement strategies that align with the company's goals and objectives.
- Working closely with the CEO to fulfill the CCRC's mission, vision, and values.
- The COO will work closely with the CEO and other leaders to contribute to the development and execution of Hollenbeck Palms's strategic plan.
- Foster a culture of excellence and continuous improvement.
- Implementing systems and processes to maximize resource utilization and minimize costs.
- Identify opportunities for operational efficiencies and cost reductions.
- Oversee the development and implementation of quality improvement initiatives.
- Lead and manage all assigned operational departments

### ***Strategic Planning***

- Collaborate with the CEO and executive team to develop and implement the company's long-term strategy.
- Develop and implement strategic, operational plans aligned with the organization's mission and goals.
- Work closely with the CEO and other executives to develop and implement business strategies that align with the company's goals and objectives.

### ***Vision***

- Must have a vision that aligns with the organization's overall strategic goals and drives operational excellence.
- The COO's vision aligns with the overall CCRC's mission and should focus on operational excellence and resident satisfaction. It should emphasize creating a thriving, supportive community that provides exceptional care and services.
- Create a seamless and enriching living experience for our residents by optimizing operational efficiency, enhancing service delivery, and cultivating a strong sense of community.

### ***Financial Management***

- Manage budgets, optimize resource allocation, and ensure financial targets are met.
- Oversee and implement the annual budget process with the CFO and promote efficient and effective resource management in day-to-day operations to continually strengthen the organization's financial performance by maximizing reimbursement, generating revenue, and containing costs while driving high-quality care.
- Oversee the community's financial performance, including budgeting, forecasting, measuring revenue streams, and financial reporting.
- Manage capital projects and facilities maintenance.
- Develop sound financial strategies to ensure the long-term viability of the CCRC.

### ***Team Leadership***

- Lead, mentor, and develop the management team to achieve high performance.
- Acknowledge Hollenbeck Palms's culture and understand the impact culture has on operations.
- Demonstrate ethical leadership by modeling integrity and transparency in all interactions.
- Investing in employee training and growth to enhance service quality.
- Effectively work cross-functionally, building consensus, coaching and developing staff, managing performance, and supporting morale.
- Foster a collaborative and supportive culture of teamwork and accountability within the organization.
- Leading the organization through transitions and innovations.
- Lead and inspire organizational change through transitions, innovations, and pursue expansion

### ***Process Improvement***

- Identify areas for operational improvement and implement best practices to drive efficiency.
- Establish, facilitate, coordinate, and monitor quality standards and improvement processes for each service and department and promote the continuous advancement of performance excellence in all areas as measured by organizational key results and quality measures.

- Drive service excellence across campus by aligning employee actions to achieve exceptional customer experiences and further Hollenbeck Palms as the provider of choice in the community.

### *Compliance and Risk Management*

- Ensure the company adheres to legal guidelines and in-house policies to maintain legality and business ethics.
- The COO role is responsible for identifying and mitigating potential risks to the business, including developing and implementing risk management strategies.
- Ensure compliance with all federal, state, and local regulations.
- Identifying and mitigating potential risks to protect the organization.

### *Stakeholder Communication*

- Act as a point of contact for operational matters with internal and external stakeholders.
- Support and work in partnership with the CEO in communications and preparing reports for the Board of Directors. Represent the organization in board committee meetings as assigned, as well as special task forces.
- Develop and maintain strong relationships with residents, families, and staff.
- Represent the organization in community and industry relations.

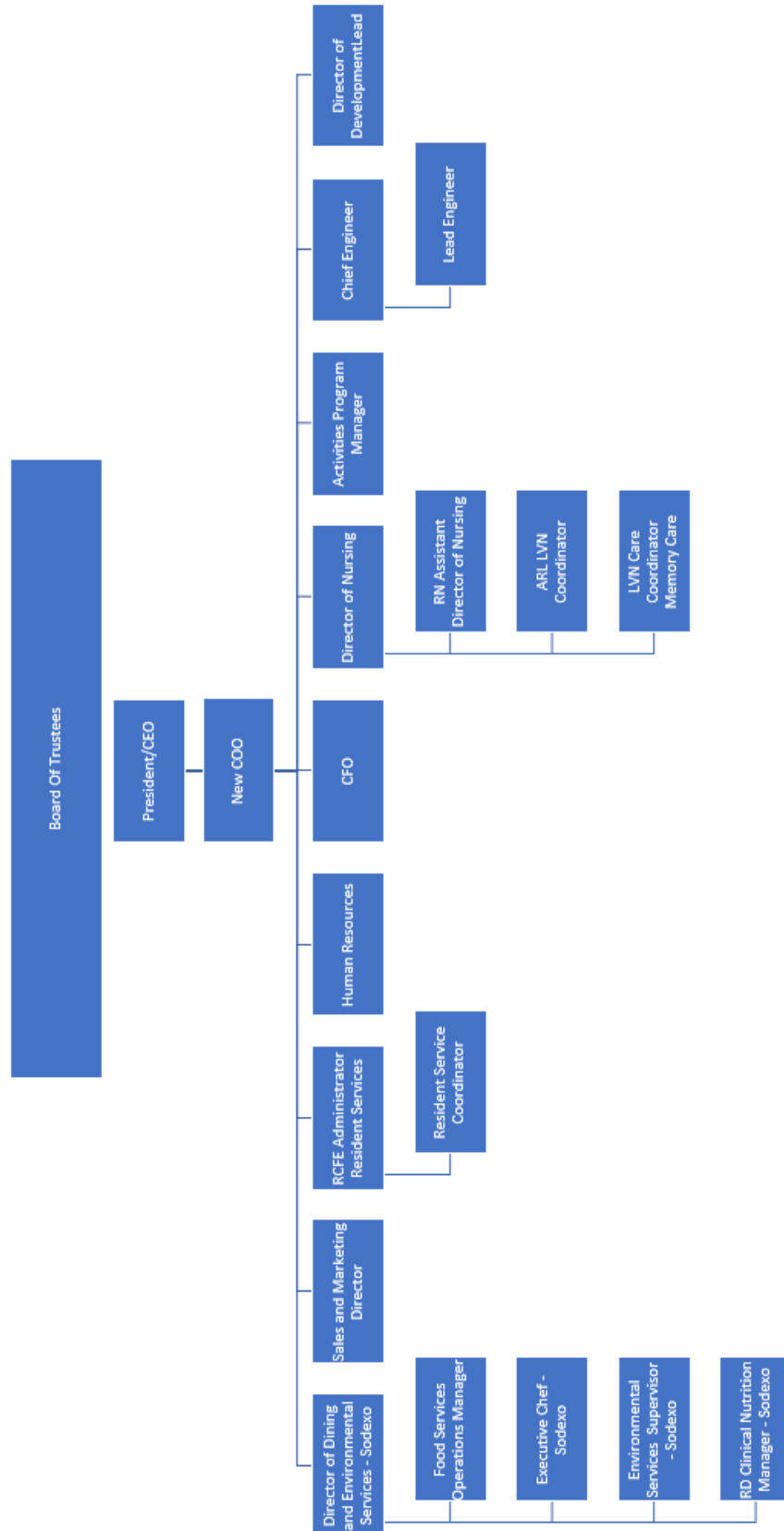
## Qualifications

- **Education:** BA required. Master's degree (M.A.) or equivalent preferred; or four to ten years related experience and/or training; or equivalent combination of education and experience.
- **Experience:** Minimum of 5 years of experience in leadership roles within a combination of CCRC, SNF, assisted living, memory care, and/or senior housing communities. Experience in a not-for-profit environment is a plus.
- **Licensure:** RCFE and/or Skilled Nursing Home Administrator License is a plus.
- **Background:** Clear criminal background with DOJ.
- **Skills:** Strong interpersonal relations skills.
- **Technical Proficiency:**
  - Proficient with Microsoft Office Suite or related software
  - Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community; Ability to write speeches and articles for publication that conform to prescribed style and format; Ability to effectively present information to top management, public groups, and/or boards of directors.
  - Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply fractions, percentages, ratios, and proportions to practical situations.
  - Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret various technical instructions in written, mathematical, or diagram form and deal with several abstract and concrete variables. Ability to deal with a variety of abstract and concrete variables.



# 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, interests, 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 partly 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.