

## **MASONIC HALL AND HOME**

**(Masonic Care Community; Masonic Hall; George Washington Historic Site  
at Tappan; Camp Turk)**

Utica, New York  
---and ---  
New York, New York



### **CHIEF EXECUTIVE OFFICER**

### **POSITION SPECIFICATION**

**December 2011**

**WITT/KIEFFER**

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Senior Care, Home Care and Community-Based Services**

**--- and ---  
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*This position specification is intended to provide information about Masonic Hall and Home and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest in this position.*

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## **I. INTRODUCTION**

Witt/Kieffer has been retained by the CEO Search Committee of Masonic Hall and Home (MHH) in Utica, New York, and New York, New York, to assist in the search for the Chief Executive Officer (CEO) of MHH.

This report represents the results of our discussions with the key members of the MHH Senior Management Team, the MHH Board of Trustees, the Deputy Grand Master of the Masons of New York State, and the MHH CEO Search Committee, as well as written materials provided to us regarding Masonic Hall and Home. These discussions allowed us to:

- Gain a full knowledge and understanding of the organization, the entities that comprise MHH and the position of CEO, as well as the organization's expectations of the goals and objectives to be achieved by the CEO;
- Prepare the specifications of the background, experience and type of person ideally suited for the position of CEO;
- Make appropriate recommendations regarding the search effort.

We are pleased to be working with MHH on this important engagement. We wish to express our appreciation for the courtesies and hospitalities extended to us during our interviews. The candid input, cooperation and willingness to assist on the part of the MHH Senior Management Team, MHH Board of Trustees and MHH CEO Search Committee has been most helpful.

## II. PERSONS INTERVIEWED

### Masonic Care Community (MCC) Management Team

Rob Raffle	Interim Executive Director
Nancy Herringshaw	Director of Wiley Hall
Susan Keeler	Director of Patient Services - Acacia Home Care
Randy Bogar	Director of Human Resources
Florin Olteanu, MD	Medical Director
Sharon VanKuren	Social Services Mentor
Jill Wynne	Controller
Amy Falvo	Director of Acacia Village

### MCC Residents

Julie Carroll	Wiley Hall Resident Council President
Carolyn Santoro	MCC Health Pavilion Resident Council President

### Masonic Hall Management Team

Denise Wight-Scott	Management Team Member
Nikole Kniesel	Management Team Member
Harold Wissing	Management Team Member

### Masonic Hall and Home CEO Search Committee

Donald Darrohn	Board of Trustees President
Werner Kniesel	Member
Keith Heinrich	Search Committee Co-Chair
Griffith Jones III	Search Committee Co-Chair

**Board of Trustees**

Manuel Abad	Vice-President
George Blasch	Treasurer
Don Darrohn	Board President
David Stoy	Secretary
John Fuller	Member
Keith Heinrich	Member
Werner Kniesel	Member
Griffith Jones III	Member
Paul Rosen	Member

**Deputy Grand Master**

James Sullivan

### III. DESCRIPTION OF THE ORGANIZATION

#### **Masonic Hall and Home**

Masonic Hall and Home (MHH), based in Utica, New York, and New York, New York, is a highly respected network of nonprofit entities serving members of the Masonic Fraternity, Seniors, Youth and individuals across New York State who seek to learn more about Masonry in New York. MHH includes a residential Senior Living community and home health agency; the New York State Masonic lodge headquarters with meeting spaces for members, as well as adjacent real estate holdings; a Masonic history museum and library; a youth camp in the Adirondacks sponsored by the Masons of New York State; and an affiliated endowment fund dedicated to supporting the member entities of MHH and the audiences they serve.

#### **Mission Statement**

Masonry in New York State, through its Masonic Hall and Home enterprise, is committed to successfully advancing its five important mission-driven initiatives – providing for the support and growth of its membership in New York State through the effective stewardship of its headquarters building and adjacent real estate holdings (*Fraternity*); offering healthcare and residential living opportunities and services for older adults (*Seniors*); providing recreation to kids through its summer camp program (*Youth*); offering a history of Masonry in New York through its history museum and library (*Historic Preservation*); and building endowment funds to effectively support the work of all MHH enterprises (*Philanthropy*).

MHH is an independent, nonprofit corporation providing outstanding meeting facilities for its current and future members statewide; the highest level of quality residential communities and health care services for older adults; summer recreation opportunities and educational assistance to youth with limited financial resources; a distinctive historic preservation site dedicated to Masonry in New York; and endowment funds to advance the work of its MHH enterprises.

By successfully offering a comprehensive set of well-managed, financially-viable and innovative enterprises serving Masons, Seniors, Youth and those who wish to learn more about Masonry, MHH affords those they serve an opportunity to experience the fullness of life with dignity and joy. The leadership of MHH is “Dedicated to Teamwork and Continued Excellence”.

#### **MHH Entities**

MHH is comprised of a Senior Living residential community and home care agency in Utica, NY (Masonic Care Community); Masonic headquarters building with meeting rooms, and adjacent real estate holdings, in New York, NY (Masonic Hall); a summer youth camp in the Adirondacks in Woodgate, NY (Camp Turk); a unique history museum

and library dedicated to Masonry in New York State in Tappan, NY (Tappan Washington Memorial Corp.); and an endowment fund.

### **Masonic Care Community - Utica, New York**

Masonic Care Community (MCC) is a high-quality, multi-level nonprofit senior living residential community with a certified home health care agency, situated on a beautiful and well maintained 400-acre campus in Utica, New York, a city in Central New York, located between Syracuse and Albany, NY, and 240 miles from New York City. The Masonic Care Community complex also includes other Masonic facilities. The MCC campus was established in 1893, originally as an orphanage, and today stands as a testament to the Masonic Fraternity of New York State, which has provided guidance and support for over 119 years.

MCC is comprised of an attractive, newly-built and well-appointed 135-unit independent living complex, Acacia Village; an 80-unit residential adult care/assisted living community, Wiley Hall; the MCC Health Pavilion, a 320-bed skilled nursing facility designed around the neighborhood model of care and offering a range of specialized services including short-term rehabilitation; and a licensed, certified home health care agency, Acacia Home Care, an agency of MCC. Masonic Care Community is home to 500 individuals who are supported by a dedicated and hard-working team of more than 850 employees.

Acacia Village, offering 135-units of independent living, is a sought-after community where active, independent seniors embrace life and cultivate a friendly and welcoming environment. Acacia has long been a favorite among people who value fellowship and gracious living. Spacious floor plans are thoughtfully designed for comfort and style, offering a range of sizes from one bedroom with bath to two bedrooms with two baths and a den. A variety of appealing features includes kitchens furnished with polished wood cabinetry and full-size appliances, washers and dryers, ample closets, large windows, patios or balconies, and beautiful scenic views.

Wiley Hall, an 80-unit residential adult care community, is designed to provide the perfect mix of services and activities to meet an individual's moderate health care needs. Residents are offered as much freedom and independence as possible. The Wiley Hall staff provides close, personal attention, mindful of the needs of residents who seek a supportive yet independent lifestyle. Wiley Hall offers attractive, furnished rooms to which residents may add favorite personal items such as furniture, art and other brought-from-home touches; a gift shop staffed by residents; a beauty and barber shop; a nourishing meal program supported by a dietary team which addresses special dietary needs of residents; an emergency call system in each room; and general medical care administered by the MCC full time Medical Staff.

Masonic Care Community also provides Wiley Hall residents with on-the-premises services in ophthalmology, dentistry, podiatry, speech and hearing services as well as physical and

occupational therapy. Wiley Hall has medication assistance provided by personal care aides who are on duty 24-hours a day. In the event residents' medical needs change, Wiley Hall residents have priority access to the MCC Health Pavilion on the MCC campus.

MCC Health Pavilion, a 320-bed skilled nursing facility, is recognized as a leader in innovative, cutting-edge care for residents, and is among the most progressive health care facilities with its adoption over a decade ago of the “neighborhood model” of care delivery. The Health Pavilion provides 24-hour skilled nursing care in an environment that puts the resident first. In the Health Pavilion, residents are referred to as neighbors and live in households of 8 to 16 individuals. Each household has a shared and comfortable living space where neighbors can meet each other, as well as family and friends. There are private and semi-private rooms complete with a bathroom facility.

The Health Pavilion’s Short and Long Term Rehabilitation Program offers complete and comprehensive rehabilitation services to every resident. Directed by highly skilled professionals and supported by experienced assistants, the Rehabilitation Program offers cutting-edge treatments. Short-Term Rehabilitation is an intensified, comprehensive program with the goal of returning individuals back into the community following an injury, accident or elective surgery. Long-Term Rehabilitation is focused on assisting individuals with achieving and maintaining their functional abilities, accomplished through specific individual treatment, staff education and training, and special consultations.

The Health Pavilion’s Dialysis Center, in conjunction with the Mohawk Valley Network, provides 16 chair stations and 4 bed units after a recent expansion of this vital service. The Health Pavilion’s Dialysis Center at MCC is of great benefit to residents, allowing them to receive their medical care while maintaining their home on the campus. Residents do not need to go outside to receive treatment.

The Health Pavilion offers generous space and attractive surroundings. In the center of the Health Pavilion is the Atrium, which offers a sun-filled natural environment complete with an indoor plant arboretum. The ceiling of the Atrium is glass which allows for an abundance of natural light and a wonderful environment for visiting and enjoying neighbors, friends and family. Another popular spot is the Winter Garden, which has a waterfall and indoor pond with fish and glass ceiling, another ideal place to entertain guests or just relax with a cup of coffee.

The MCC Information Technology initiative involves a total revamping of the information technology system, including the implementation of Caretracker software designed to gather information on each resident in the skilled nursing facility regarding their daily care and activities. After the Acacia Home Care agency’s computer system is fully operational using the new Answers On Demand (AOD) software, the remainder of the MCC campus will be brought into the conversion process of implementing the AOD computer software package to obtain an integrated, fully functioning and state-of-the-art software computer system for MCC. The organization is moving towards paperless technology that will include an EMR (Electronic Medical Record).

The MCC Medical Staff, under the leadership of a full time Medical Director, includes two (2) Board Certified geriatricians and provide residents of Masonic Care Community with high-quality, state-of-the-art medical services. MCC Medical Staff work closely with Nursing, Dietary, Rehabilitation, Social Services, and Activities Staff to ensure the highest level of care is provided to residents. The MCC Health Pavilion is one of the few skilled nursing facilities in the Central New York region to have three full time physicians on staff.

MCC Acacia Home Care, a licensed and certified home health care agency, provides care to Acacia Village residents and to those in the wider community who are recovering from an illness, injury or surgery. Acacia Home Care is committed to helping residents preserve their quality of life, maintain their dignity and ensure the maximum independence their health will allow.

In terms of utilizing cutting-edge information technology, Acacia Home Care has begun the implementation of the Answers On Demand (AOD) software, which will provide a complete, comprehensive software package to include general ledger, billing, accounts payable and Electronic Medical Records (EMR) functions.

### **Masonic Hall (71 West 23<sup>rd</sup> Street, NY, NY) and Adjacent Real Estate Holdings**

Masonic Hall, with its magnificent interior and historic furnishings, is the headquarters for the New York State Masons and serves as a critically important meeting place for lodges. The Masonic Hall has twelve lodge rooms and the Grand Lodge, which had undergone a recent renewal and repair initiative, befitting one of the most striking fraternal buildings in the United States. In 2010, Masonic Hall celebrated its centennial with much fanfare and a rededication by the Grand Master of Masons in the State of New York.

Masonic Hall, one of two 19-story buildings connected to one another at 71 West 23<sup>rd</sup> Street, has over 85 lodges and utilizes the 12 lodge rooms in the hall. In the remaining portion of the building, commercial space provides 19 floors of rentable space to commercial tenants generating income for the maintenance and care of the complex and sends significant dollars to Utica, NY, for the multiple operations the Trustees support there.

Masonic Hall represents one of the premier office buildings in the Chelsea neighborhood of New York City, which has seen continuous growth in both Chelsea area residential as well as retail development. A variety of home improvement stores, new businesses and restaurants have been established in the last several years, making Chelsea a highly attractive community in which to live and work. This consistent growth, and the limited amount of real estate available in Chelsea and in New York City overall, has helped to improve the property values for all buildings in the area, including Masonic Hall.

Masonic Hall, among the most attractive and historic buildings in Chelsea, enjoys 97% occupancy with quality tenants. This favorable position illustrates the wisdom and judgement of the Mason's forefathers, who built this building at this location 100 years ago.

Adjacent Real Estate to Masonic Hall, which represents the *New York City portion* of the Mason's valuable real estate portfolio across New York State, includes 3 Parking Lots at the corner of 24<sup>th</sup> Street and 6<sup>th</sup> Avenue. In addition, the Masons own a Sub Shop at 67 West 23<sup>rd</sup> Street and 6<sup>th</sup> Avenue, and a Restaurant, the Limerick, at 69 West 23<sup>rd</sup> Street and 6<sup>th</sup> Avenue.

### **Camp Turk/Round Lake – Woodgate, New York**

Camp Turk, sponsored by the Masonic Hall and Home and Masonry in New York State, provides youth with an opportunity to enjoy the beautiful outdoors in the Adirondacks for seven weeks each summer when the camp is in session. The children and youth who attend Camp Turk learn and grow, and make lasting friendships in a safe environment with peers from all over the region, supported by a staff of US and International counselors. Camp Turk can hold up to 200 kids during each session. The Masons put a great deal of time, effort and resources into Camp Turk, and give a great number of children the opportunity to attend camp who on their own could not afford to attend camp.

### **George Washington Historic Site at Tappan – Tappan, New York**

George Washington was a Mason for forty-seven years, and this site is a memorial and tribute to him. The George Washington Historic Site at Tappan is sometimes called the DeWint House, named after the family who owned it after Washington used it as his temporary headquarters during the American Revolutionary War.

The Site has been owned and operated as a public service by the Masonic Hall and Home Board of Trustees and the Grand Lodge since 1932. Tours are offered to visitors, who include the general public, as well as large groups such as the Boy Scouts, Girl Scouts, senior citizens, elementary school children and college students.

The George Washington Historic Site at Tappan remains a popular attraction for visitors from around the world, providing an understanding of the rich history of this region of New York State. With 1,200 tulip bulbs planted for the spring when the trees bloom and the grounds become colorful, the historic site remains beautiful and is a source of pride for New York State Masons.

### **Endowment Fund**

The endowment fund is the result of contributions and bequests from members of Masonry in New York. The funds in the endowment as of 2011 total approximately \$140 million dollars.

## **Governance**

The MHH Board of Trustees is composed of leaders from across New York State who are members of Masonry of New York State. The MHH Board of Trustees consists of 9 elected board members (and 1 ex-officio non-voting member, the CEO) who collectively are responsible for the approval and regular review of the organization's mission and adherence to accepted ethical principles in fulfilling that mission. The MHH Board of Trustees meets monthly.

The Board carries out its work through board committees, including eight (8) standing committees. The standing committees of the Board include Policy and Legal Committee; Home Operations Committee; Round Lake (Camp Turk) Committee; Masonic Hall Committee; Finance Committee; Strategic Planning Committee; Public Relations and Development Committee; and Executive Compensation Review Committee. Special Committees may be appointed by the President of the Board of Trustees.

## **Financials**

The Masonic Care Community, Masonic Hall, Tappan Historic Museum and Library and Camp Turk, and related services that comprise the MHH enterprise, excluding the endowment fund, reported a total expense budget of \$53.4 million for year ended December 31, 2011.



## **The Position**

The CEO of MHH is a newly-established position with leadership responsibility for all entities of the Masonic Hall and Home enterprise in New York State. The MHH CEO is responsible for providing strategic leadership for the organization by working with the Board of Trustees and management to establish and achieve the short- and long-range goals of the Strategic Plans in order to fulfill the mission of the Masonic Hall and Home.

This leader will have an understanding of and respect for the Principles of the Masonic Community, as well as a passion and commitment to serving older adults, youth and members of Masonry across New York State. This leader will be sensitive to perpetuating the Mason's principles of serving the Brotherhood of Man under the Fatherhood of God.

The CEO will be a dynamic and compassionate leader who will provide strategic leadership for this complex multi-enterprise network of facilities and meeting spaces for members of Masonry in New York State, as well as real estate holdings; Senior residential housing and services; summer youth camp for Youth; a site of historic preservation of Masonry in New York; and an endowment

The CEO of MHH will be a leader who will provide strategic direction for and management of this complex multi-enterprise network of facilities and meeting spaces for members of Masonry in New York State, as well as its significant real estate holdings; residential housing, healthcare and home care services for Seniors; summer recreation camp for Youth; historic preservation museum and library of Masonry in New York; and endowment fund.

This leader will possess the ability to think strategically, set priorities, raise philanthropic funds, understand the rapidly expanding world of Senior Living, Home Care and Community-Based Services; Real Estate Development and Management (as it relates to MHH real estate holdings); and demonstrate a record of meeting financial targets and successfully running financially-viable, high-quality businesses with a positive bottom line. This leader will be responsive to and respected by key constituents including the MHH Board of Trustees, members of the MHH management team, Masonic Care Community residents and their families, and leaders in the outside community in each of the markets in which MHH operates.

The CEO will report directly to the MHH Board of Trustees through the Board President. Members of the management team include the following professionals:

- Executive Director, Masonic Care Community
- Administrator, Masonic Care Community Health Pavilion
- Medical Director, Masonic Care Community
- Controller, Masonic Care Community
- Controller, Masonic Hall
- Facilities Manager, Masonic Hal

### **Key functions and responsibilities:**

- Provide leadership in establishing the organization's overall strategic direction, as well as its financial turnaround plan, operating and capital budget, real estate management and development plan; and master facility planning/management.
- Provide leadership under the Masonic values and principles. Ensure that the Judeo-Christian-based nature of MHH, and its openness to individuals of all faith traditions, continues to guide policy, decision-making, and service.
- Ensure a culture of transparency, accountability and teamwork.
- Maximizing the performance of MHH real estate holdings for the benefit of the MHH enterprise overall.
- Assure that the provision of health care and housing services, home care and medical services, youth recreation services and real estate management and oversight meet the highest professional and regulatory standards.
- Achieve the budgeted net operating margins goals for MHH overall and for each of the MHH enterprises within the agreed-upon time frames set by the Board of Trustees. Lead the organization in achieving strong financial performance by meeting occupancy targets; streamlining operations and containing costs; achieving key operating ratios, financial performance; generating new sources of revenue; and spearheading the raising of philanthropic dollars.
- Ensure a high level of hospitality services across all MHH enterprises and achieve high customer service ratings from constituents.
- Ensure that Masonic Care Community clients and residents have a forum in which to verbalize and communicate their satisfaction and concerns.
- Forge excellent working relations with the Board of Trustees and ensure there is a strong sense of transparency and meaningful dialogue regarding the strategic direction for the organization. Ensure that board meetings are effectively planned, and implement ongoing education programs provided to the board regarding best practices in Real Estate Management and Development; in Senior Living, Health Care, Home Care and Community-Based Services; and on other topics related to key operations within MHH.
- Ensure the organization has established competitive, market-validated pricing structure for all its operations.
- Build and successfully implement a branding strategy as well as strategic marketing and communications plans.

- Develop and mentor Senior Management Team members and provide them opportunities to grow and assume additional responsibility. Create a culture of leadership succession.
- Build a culture of accountability and transparency across the MHH network of senior residential communities, youth recreation and historic preservation sites, headquarters building and adjacent real estate holdings --- resulting in each enterprise reporting on strategic, financial, quality and teamwork goal achievement.
- Establish a high level of visibility across the MHH enterprise. Establish positive working relations with colleagues across MHH senior living residential campus in Utica and at the MHH main headquarters Masonic Hall, as well as with leaders in the wider community.
- Be perceived as a leader who is part of the fabric of the various geographic communities MHH serves across its network.

#### **IV. CANDIDATE GOALS AND OBJECTIVES**

The CEO will be presented with a variety of challenges and opportunities in the MHH CEO leadership role. From our conversations, the goals and objectives for the MHH CEO for the first 24 months will include the following (the order of appearance is not necessarily the order of priority):

##### **Strategic Leadership**

- Establish a highly effective working relationship with the MHH Board of Trustees in carrying out the mission of MHH. Work in “partnership” with the MHH Board.
- Establish a strong, well-conceived Strategic Plan for MHH in collaboration with the Board, and ensure input is gained from the Management Team, staff and key constituents served by MHH. Carry out a visioning and strategic planning process that allows the Board, CEO and Management Team to define and communicate the vision and strategic direction for MHH. Identify, prioritize and achieve the key goals in the MHH Strategic Plan in the timeframes set out in the plan. Ensure that the Strategic Plan includes:
  - A Financial Turnaround work-plan that parallels the MHH long-range Strategic Plan;
  - A Home & Community-Based Services work-plan;
  - A Master Facility Development and Management work-plan;
  - A Marketing and Positioning work-plan;
  - A Fund-Raising and Development work-plan; and
  - A Real Estate Management and Development work-plan.
- Hold the Team accountable for the achievement of the key goals of the Strategic Plan.
- Establish a collaborative working relationship with the Board, the Senior Management Team, staff, and residents and clients of Masonic Care Community and other MHH operations. Earn the trust and confidence of key stakeholders and display a high level of professionalism and teamwork. Establish a reputation as a visionary and strategic leader with superb business skills and strong team leadership ability.
- Evaluate the organization’s structure, team, business model and overall performance to determine alignment with strategic objectives and inform the Board of specific recommended change(s) in organizational composition, structure or strategic direction that may be required.
- Ensure a culture of transparency, accountability and teamwork.

### **Real Estate Development Leadership**

- In collaboration with the Board of Trustees and Senior Management Team, develop and implement a well-conceived Real Estate Management and Development Plan as a crucial element of the organization's overall Strategic Plan.
- Ensure maximum performance of the Masonic Hall commercial real estate operation. Evaluate, develop business plans and present plans and recommendations to the MHH Board of Trustees relative to how to better leverage MHH's overall real estate holdings, including New York City real estate, unused acreage at Masonic Care Community in Utica, under-utilized property at Camp Turk in the Adirondacks, and the under-utilized property at the George Washington Historic Site at Tappan, NY.

### **Fund-Raising/Development Leadership**

- Together with the Board of Trustees and Senior Management Team, design a strong Fund Raising/Development Plan as a key part of the organization's overall Strategic Plan.
- Successfully carry out the MHH multi-year philanthropic/fundraising plan to ensure the needs of its key constituents receive cutting-edge programs and support.
- Achieve the key goal of MHH's endowment strategy, namely to significantly increase through fundraising the organization's financial reserves in order to underwrite future MHH growth and expansion.

### **Operational Leadership**

- Assure MHH's positive operational performance by achieving occupancy targets for Masonic Care Community and its Acacia Village community, designing more integrated and efficient operations and systems, maximizing Masonic Care Community Health Pavilion payor mix and reimbursement, providing programs and activities that draw interest and participation, and assuring superb quality of care and service.
- Assure high occupancy at Masonic Care Community's Acacia Village by implementing a dynamic strategic marketing campaign with aggressive advertising and outreach activities.
- Thoroughly evaluate the structure and performance of Masonic Care Community's continuum of care operation. Gain insight and expertise from members of management relative to Masonic Care Community's continuum and its operation. Make recommendations to the Board relative to strengthening and enhancing the continuum of care, re-evaluating pricing and resident contract options, and achieving strong operational performance across Masonic Care Community.

- Drive the development of MHH’s spectrum of services to meet the growing needs of current and future constituents served by MHH. Strengthen and broaden MHH, in particular the Masonic Care Community’s continuum of care (which now includes independent living, assisted living, skilled nursing, and home care) by investing further in existing services such as Short-Term Rehabilitation and Home Health Care, and explore other options, including the potential for establishing preferred provider relationships with area Accountable Care Organizations (ACOs).
- Assure that the provision of health care, senior housing as well as home and community-based services meets the highest professional and regulatory standards.
- Improve hospitality and customer service at MHH, achieving higher customer service ratings from key constituents served across MHH. Elevate the importance of providing high quality care and service excellence to all those who work within the MHH network.

### **Financial Leadership**

- Achieve budgeted net operating margin goals for MHH overall and for each MHH operation in the timeframes established in the Strategic Plan. Lead the organization in achieving strong financial performance by meeting occupancy targets; streamlining operations and containing costs; achieving key operating ratios and financial performance metrics; and generating new sources of revenue.
- Forge excellent working relations with the Board and ensure there is a strong sense of transparency and meaningful dialogue regarding the direction for the organization and the achievement of strategic plan goals, especially achieving a financial turnaround at MHH.
- Work with the Board to develop a strong, collaborative relationship with the Board Finance Committee. Ensure the Board receives comprehensive dashboard data that includes financial outcomes.
- Work with the board to help the board elevate its performance and become more of a “governance, strategy, policy, planning and oversight board”, and less an “operations driven-board”. Ensure board meetings are effectively planned, and implement ongoing education programs for the board on topics related to its operations such as Senior Living, Health Care, Home Care and Community-Based Services, and Real Estate Management and Development, among others.
- Ensure the MHH organization has established a competitive, market-validated pricing and financial structure for all its entities.

### **Relationship Development Leadership**

- Earn the trust and confidence of the MHH Senior Management Team and staff. Establish strong, positive working relations with the Senior Management Team of MHH and foster continuous communications with these colleagues.
- Develop and mentor the Senior Management Team. Provide them opportunities to grow and assume additional responsibility. Create a culture of leadership succession.
- Continue to build on the culture of accountability and transparency across the MHH network of residential communities, youth camp, historic site, headquarters building, and real estate holdings, resulting in each enterprise within MHH reporting on strategic, financial, quality and teamwork goal achievement.
- Establish a high level of visibility across all MHH operations. Establish positive working relations with colleagues in MHH's senior living communities, headquarters building, youth camp and historic museum site, as well as with leaders in the wider community in all markets served by MHH. Be perceived as a leader who is part of the fabric of the various geographic communities MHH serves across its network.
- Develop a strong leadership role as CEO. Ensure the continuation of MHH as an organization of mutual respect and dignity for all those served by the organization, including residents who make their home at Masonic Care Community, and the professionals who provide the care, service and expertise to Masonic Care Community and the other operations within MHH.
- Establish a leadership style of "consensus-building" through collaboration, cooperation and mutual respect. Create a culture of teamwork, and model the leadership style of a delegator, collaborator and partner. Focus on developing the skills of MHH managers; encourage initiative; and empower the MHH team to take ownership of their budget and goals.

### **External Leadership**

- Serve as an articulate, knowledgeable representative of MHH to all key constituents, including Masonic Care Community residents, management and staff, as well as the growing number of seniors in the Central New York region. Establish positive rapport with local hospital and health system leaders, Accountable Care Organization (ACOs), senior care and home and community-based services, officials with the City of Utica as well as County and State officials, and regulatory and healthcare accreditation agency professionals.
- Serve in the CEO leadership role on behalf of MHH with business and civic leaders throughout Central New York region. Work effectively on behalf of MHH to address the needs of older adults in the region.

## V. CANDIDATE QUALIFICATIONS

The background, experience and personal traits of the ideal candidate for the role of Chief Executive Officer in the view of the MHH Management Team, MHH Board of Trustees and the MHH CEO Search Committee:

- A proven Senior Living/Elder Care or Healthcare executive with high integrity, vision, strong interpersonal relations skills and outstanding leadership ability. This executive will bring a track record of successful multi-site operations oversight, financial management, real estate management, strategic planning, team leadership and board relations.
- A seasoned senior living management professional, or acute care management professional with long-term care experience, who brings knowledge of and experience in the operation of a complex skilled nursing facility, senior living or senior care organization. An executive who possesses well-developed leadership experience in a multi-site nonprofit or for-profit Senior Living, Continuing Care Retirement Community (CCRC) network; multi-level Senior Care organization; hospital or health care system; or captive multi-site Senior Care organization in an acute care hospital or health system. A minimum of eight (8) to ten (10) years of significant management experience will be essential.
- A dynamic management professional, capable of successfully leading an organization through a period of performance improvement and long-range growth, ensuring the achievement of excellent customer service and care delivery, strong financial performance, high occupancy, strong operational performance, high resident and customer satisfaction, and outstanding Board-CEO relations.
- A leader capable of building on and enriching a climate of cooperation and collaboration among members of the Senior Management Team. He/she will establish high performance standards for herself/himself and the Management Team, and will hold the team accountable for key goals and objective. An executive skilled at establishing positive working relations with staff and with key constituents across a multi-site network.
- A visionary, senior care/elder care leader with a caring and engaging personal style; strong interpersonal relations, and superb capability and background in operational, financial and strategic planning.
- An individual who has an understanding of and respect for the Principles of the Masonic Community, as well as one who has a passion and commitment for serving older adults. One who is sensitive to continuing the Mason's principles of serving the Brotherhood of Man under the Fatherhood of God.

- A person who demonstrates integrity in all aspects of leadership. A professional who skillfully leads and manages teams and delegates effectively. Is a consummate team player.
- A genuine and visible leader who will be accessible and present to all team members and colleagues across the organization. He/she will be a problem solver who is able to successfully address concerns and assure team cohesion.
- An executive with superb business skills, who possesses excellent analytical, financial and operations knowledge and capabilities gained in a nonprofit or for-profit skilled nursing facility, senior living, senior care organization or acute care setting. Analyzes, operates and makes decisions based on facts and data.
- An executive who can select and direct quality professionals; who can bring diverse groups together for strategizing, problem solving, and developing and implementing action plans; and who can build on an environment offering its employees a high quality of work life.
- A leader able to successfully develop and implement MHH's long-range strategic plan in collaboration with the senior management team.
- An executive experienced in and skilled at working effectively with a board, able to work in partnership with the MHH Board, including providing education and consultation to the board on an ongoing basis.
- A dynamic leader who will serve as an articulate and knowledgeable spokesperson to leaders throughout the larger region. He/she will have the requisite skills to develop key external healthcare, senior care and institutional partnerships in alignment with MHH's strategic plan.
- A leader who possesses a Bachelor's degree, with a Master's degree preferred, in Healthcare, Business, Finance, Public Health or a related discipline.

## **VI. THE COMMUNITY – Utica, New York and New York**

**Utica, New York**, located in Oneida County, is in the central portion of the state of New York. The city is part of Mohawk Valley and is situated near the Mohawk River, New York Barge Canal and the Erie Canal. The city was named after a historic North African city which had been Rome's capital in Africa.

The city of Utica is part of The Mohawk Valley which covers approximately 5,882 square miles that includes six different counties and almost 200 cities, towns, and villages. The region makes up one-sixth of New York State and serves over one million residents. Situated at the base of the foothills of the six million acre Adirondack Preserve, the Mohawk Valley is only a four to five hour drive from New York City, Boston, Philadelphia, Toronto, and Montreal.

Old Fort Schuyler was the first settlement in the Utica area. It was established in 1758 and was utilized during the French and Indian War. The settlement was ruined during the American Revolutionary War by Tories and Native Americans. Companies began to build factories in Utica primarily due to the city being situated near the Erie Canal. During the late 19th Century Utica was recognized as the center of the textile industry for the country.

Local attractions include the Children's Museum of History, Natural History, Science & Technology, Munson-Williams-Proctor Arts Institute Museum of Art and the Oneida County Historical Society, as well as The National Distance Running Hall of Fame.

The area is rich in cultural pursuits as well, including The Stanley Theater which boasts a wide variety of performances and the Utica Symphony Orchestra.

The attractive city of Utica provides various entertainment options to its residents, including shopping, nature, parks and special events, such as the Boilermaker 15K Road Race. Residents and visitors may tour nearby Adirondack Park, tour the Utica March Wildlife Management Area, or visit the Historic Hotel Utica for a spa day or lunch.

Utica and the surrounding area offer many educational opportunities to its residents, including nationally respected colleges including Hamilton College in Clinton, New York and Colgate College in Hamilton, New York. Utica is home to the State University of New York Institute of Technology, Utica College, the Utica School of Commerce and the Mohawk Valley Community College.

**New York, NY** – This world-class metropolis offers exceptional attractions, as well as rich cultural, historic, and educational and entertainment opportunities. This city is legendary and provides an unmatched range of opportunities for those in this region.

**VII. SEARCH TIMETABLE**

**CEO Search  
Masonic Hall and Home  
Utica, NY and NY, NY**

<b>Start-Up Assessment Meetings</b>	December 14 and 15, 2011
<b>Introduce CEO Search Assessment Report</b>	Monday, January 9, 2012
<b>Presentation On-Paper of Slate of CEO Candidates</b>	Fri, March 9, 2102 (10:00am to 12:30pm)
<b>Round I CEO Candidate Interviews with MHH CEO Search Committee Only</b>	Tues, March 20, 2012 (9:00am to 5:30pm) --- and --- Wed, March 21, 2012 (8:00am to 3:00pm)
<b>Round II CEO Semi-Finalist Candidate Interviews at Masonic Hall in NY, NY with Masonic Hall Management Team only</b>  <b>(Part A of Two-Part Round II Meetings)</b>	Week of March 26 – meet at Masonic Hall
<b>Round II CEO Semi-Finalist Candidate All-Day Interviews at Masonic Care Community in Utica with Management Team, the Board, then Search Committee with Semi-Finalist Candidates # 1, #2, #3</b>  <b>(Part B of Two-Part Round II Meetings)</b>	<u>Board interviews w/ up to 3 semifinalists:</u> Mon April 2, 2012 – (1:30 to 2:30pm)#1 Mon April 2, 2012 – (2:30 to 3:30pm) #2 Mon April 2, 2012 – (3:30 to 4:30pm) #3  <u>Search Comm. meets w/3 semifinalists:</u> Mon April 2, 2012 – (2:30 to 04:00pm) #1 Mon April 2, 2012 – (4:00 to 05:30pm) #2 Tues April 3, 2012 – (8:30 to 10:00am) #3
<b>SC Conference Call to select Finalist</b>	Thurs April 5, 2012 (call-time TBD)
<b>Formal Job Offer Extended</b>	Mon April 9, 2012
<b>Acceptance of Job Offer</b>	Thurs April 12, 2012
<b>New MHH CEO Assumes Position</b>	Mid May or June 1, 2012

## VIII. PROCEDURE FOR CANDIDACY

Please submit resume in confidence to:

**Kathleen M. Gillespie**  
**Partner and Practice Leader**  
**Senior Care Practice**  
**Witt/Kieffer**  
**2015 Spring Road, Suite 510**  
**Oak Brook, Illinois 60523**  
**Email: [kathg@wittkieffer.com](mailto:kathg@wittkieffer.com)**  
**(recommend resume be sent via email)**  
**Office: 630.990.1370**  
**Cell: 630.215.9631**  
**(recommend use of cell number for questions)**