

Alice Peck Day Lifecare

Executive Director

Lebanon, NH

Position Specification



ALICE PECK DAY
MEMORIAL HOSPITAL

A Dartmouth-Hitchcock Affiliate

June 2017

The Opportunity

This is an opportunity for an experienced executive to lead, brand, and perhaps reorganize Alice Peck Day Lifecare (APD Lifecare), a senior care organization consisting of two facilities incorporating Independent Living operations, an Assisted Living business, and a sub-acute care unit. The new Executive Director (ED) will align their operations in a way that is strategically and operationally optimal. Lifecare is affiliated with Alice Peck Day Memorial Hospital in Lebanon NH, which is part of the Dartmouth Hitchcock Health (the parent of Dartmouth Hitchcock Medical Center, the world renowned academic medical and research institution).

The next ED of APD Lifecare must be a capable leader both strategically and operationally, demonstrate exceptional interpersonal skills, good financial sense, and be an effective, resourceful, *bona fide* leader of an independent senior care business. The next ED will have the opportunity to truly create, configure, brand, and market a newly configured organization that enjoys the autonomy of being independent yet is supported by a well-respected community hospital and an affiliated world-class academic health organization.

The Organization

Alice Peck Day Memorial Hospital (APDMH) is a 25-bed critical access hospital in Lebanon, New Hampshire, that has recently become part of Dartmouth Hitchcock Health. APDMH thrives in its own right, however it now enjoys the benefits of being part of an organization with the resources and reputation of Dartmouth Hitchcock Health. See www.APDMH.org.

Situated on a hillside adjacent to the hospital, APD Lifecare is a supported senior community nestled in a vibrant New England setting. See www.APDLifecare.org. APD Lifecare consists of two facilities: *Harvest Hill*, which is licensed for Independent and Assisted Living, and *The Woodlands*, which is licensed for Independent Senior living. Both are 95 percent occupied and operating at a surplus. APD Lifecare has its own community Board of Directors and over 100 employees. APD Lifecare operates in close affiliation with the hospital, however it is actually a separate legal entity.

- ***Harvest Hill*** is an independent and assisted living retirement community located on the beautiful campus of the Alice Peck Day Memorial Hospital. It is a unique place where those 62 years and older enjoy a thriving environment in peaceful surroundings; where there are nearly endless opportunities to socialize, yet privacy is valued; where independence is encouraged, yet assistance is always available.
- ***The Woodlands*** offers spacious, luxurious apartments attended by a warm and friendly staff, dedicated to providing the highest quality of service. Their goal is to give residents the peace of mind and greatest level of flexibility possible to continue an independent lifestyle. These state-of-the-art residences are attractive and comfortable, ranging in size from 800 sq. ft. to 2,200 sq. ft. with the finest of amenities including indoor swimming pool and spa, underground parking, fine dining, a fitness center, art and theater rooms, walking and hiking trails.

The Position

Reporting to both the APD Lifecare Board of Trustees and the CEO of Alice Peck Day Memorial Hospital, the Executive Director of Lifecare is expected to provide true leadership to an organization that is at an important point in its history. The next ED will must provide visionary leadership in branding, marketing, and enhancing the profile of APD Lifecare, as well as better integrating the operation of the two adjoining facilities.

He or she must work well independently and without close supervision as a thoughtful and highly engaged advocate for APD Lifecare. S/he must have the interpersonal and political savvy to integrate working with staff at all levels, residents and their families, and community stakeholders such as Alice Peck Day Memorial Hospital, Dartmouth Hitchcock, a community Board of Trustees, local and state government, regulators and other professional community constituents. The next ED has financial accountability for APD Lifecare and must therefore possess those skills. Specific responsibilities include:

- Working with the Board of Trustees, as well as key stakeholders from the APDMH and the Lifecare community, to create and implement an overall strategy for the organization;
- Providing effective leadership to ensure overall operational excellence with specific attention to:
 - Strengthening the financial performance of the organization;
 - Maintaining, updating and modernizing the physical plant as needed;
 - Increasing the strength of the brand in the community and maintaining occupancy levels in an increasingly competitive market;
 - Standardizing policies and procedures across the two facilities.
- Understanding and articulating the elements of the culture at each facility, and:
 - Working to achieve a balance between the identity of the overall organization and the identity of each individual facility (i.e.; Harvest Hill and the Woodlands);
 - Strengthening those elements of identity that add value while mitigating or eliminating those elements that detract from the culture of the individual facility or the united community.
- Recruiting, developing, and retaining a robust workforce that lives the organization's values and reflects its culture of caring.

The Candidate

The right candidate for the ED position will be comfortable in a highly visible, leadership role. S/he must be a natural leader, at ease in ambiguous situations, and able to engage gracefully with different types of people at varying socioeconomic and business levels. A love of seniors is an absolute. The next ED must have exceptional communication skill, and be a critical thinker with good judgment who can work independently and deal gracefully with a wide range of challenges. The next ED should:

- Have a background in leadership roles in Senior Living or Hospitality, ideally with experience in independent and assisted living
- Demonstrate success in working with a Board and with other community stakeholders
- Have solid experience in marketing, strategic planning and branding activity
- Show a credible track record of financial skill and human resource management
- Be an outgoing, sociable person who builds relationships easily and quickly; is a person of high integrity who commands respect
- Enjoy building friendships with residents and their families

- Be an organized person with excellent time management skills and the ability to multi-task and often juggle priorities
- Show excellent written and verbal communication skills with ability to lead groups through complex decision-making processes
- Work collaboratively, cooperatively, and respectfully with colleagues at all levels of the organization
- Be flexible and adaptable in dealing with new challenges

Critical Success Factors

Evidence of success of the new ED in the first year includes:

- Greater unity of both identity and operational procedures between *Harvest Hill* and *The Woodlands*
- Maintenance of high occupancy and robust waiting lists for new residents
- Effective management of the evolving relationships between APD Lifecare and APDMH, Dartmouth Hitchcock, and the community
- Skilled management of the Board of Trustees of APD Lifecare
- Development of long-range marketing and facilities plans for the entity
- Effective management and retention of staff

The Location

Lebanon, NH and the Upper Valley are known for their many unique academic, recreational, cultural and artistic opportunities as well as the natural beauty of rural New Hampshire. A wonderful place to raise a family, it is a bucolic setting featuring low crime, low cost of living, strong school systems, minimal commuting times, and world class academic and medical resources through Dartmouth College and the Dartmouth Hitchcock School of Medicine and Medical Center. Outdoor enthusiasts will find countless opportunities for hiking, boating, camping, mountain climbing, skiing, ice skating and snowmobiling. The area provides easy access to metropolitan hubs such as Boston and Hartford, and to mid-sized communities such as Burlington, VT and Concord or Manchester, NH. More information on the area can be achieved through examining the web site of the Upper Valley Chambers of Commerce at <http://uppervalleynhvt.com>.

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. The ideal candidate will be drawn to the opportunity to assume a highly visible leadership role in this thriving organization.

For More Information

We welcome applications, referral of potential candidates and networking sources, or other suggestions. Interested parties please send cover letter and resume to APDED2214@ZurickDavis.com. For additional information, please contact **Janet Clifford** or **Jeffrey Zegas** at 781-938-1975. All contact with **ZurickDavis** will remain confidential.

Alice Peck Day Lifecare provides Equal Employment Opportunities to all qualified applicants and employees irrespective of race, color, national origin, sex, gender identity or expression, religion, age, disability or veteran status.