



Chief Operating Officer

Aviva Senior Life

Sarasota, FL

July, 2017

The Opportunity

Aviva Senior Life, a Senior Living Community in Sarasota, FL associated with the Association of Jewish Aging Services, seeks a Chief Operating Officer to be part of the team that will drive its aggressive growth plans in the coming years. This is an opportunity to assume a highly visible position reporting directly to the CEO of a successful and uniquely well-positioned organization that is poised for significant growth. The Chief Operating Officer (COO) is a newly created position that will be a key driver of the organization's growth plans.

The Organization

Founded in 1993, Aviva Senior Life (Aviva) is a primarily Jewish retirement community spread over 26 acres on a beautiful campus located central to many amenities. Originally developed by the Sarasota-Manatee Jewish Housing Council, Aviva offers the very best to seniors in:

- Independent Living (the 187-unit Kobernick House)
- Assisted Living (the 70-unit Anchin Pavilion, half of which is committed to memory care)
- Nursing/Rehabilitation care (the 45 bed Benderson Skilled Nursing & Rehab Facility)
- Outpatient Rehabilitation
- Aviva 4 Life, an integrated wellness program for Seniors

Aviva enjoys a stellar reputation in the profession and with the communities it serves. It has strong support from the Sarasota/Bradenton area Jewish Community, which numbers between 18,000 and 20,000. Its culture embodies excellence and customer service, and a warm, familial setting. Most of the residents are thrilled to reside at Aviva. Its mission-driven culture is committed to quality and care of its residents, and features a "scholarship" program that covers the costs for long term residents whose assets become depleted; Aviva does not turn out to the street residents who run out of money. See www.avivaseniorlife.org.

A free-standing, independent, not-for-profit organization with annual revenue of about \$18 million, Aviva has operated at a surplus for several consecutive years and expects to continue doing so. Occupancy continues to be high, reflecting ongoing market need and supporting their growth plans. Aviva enjoys having a sizable endowment through its Foundation, which is primarily used to fund capital improvements. The organization has undergone significant physical renewal and upgrade in recent years, and more is scheduled. Aviva also has its own on-site pharmacy, and employs its own full time Rabbi. The board of Aviva is highly engaged, sophisticated, and strategic.

There are several unique strengths to Aviva's current market position:

- It is the only Jewish senior housing/skilled nursing facility in a community providing significant and generous Jewish support;
- Located in central Sarasota, Aviva is in a rapidly growing, upscale community that is the epicenter of cultural and recreational activities for primarily affluent retirees;
- It is the only senior care organization of its type in the area operating under a *rental* business model, not requiring residents to make significant investments to live there;
- The Sarasota area is one of the most rapidly "graying" areas in the country, providing Aviva with exceptional growth opportunities;
- About half of Aviva's 26 acres remain undeveloped, providing ample room for development of new facilities and/or services;

- Aviva is located adjacent to a community called the Meadows, with a population of 6,000 and an average age of 72.

Aviva is now involved in or planning several operational or strategic initiatives involving the COO:

- Housekeeping and Dining are in the process of being taken in-house from a contractor;
- A new HRIS system is being implemented;
- An organization-wide cultural planning effort is underway;
- New services are being planned and/or operationalized;
- Branding and marketing efforts will be initiated due to the organization's new name.

While the COO is primarily an operational role, s/he is expected to be highly engaged in strategic planning and decisions.

The Position

Reporting to the CEO and serving as a key member of the Senior Management Team, the COO is responsible for ensuring the operational execution of Aviva's strategic plan, including the accomplishments of key strategic goals, operation of the organization's business entities, and coordination of cross-departmental senior management group activities. The COO oversees about 220 employees in Kobernick, the Anchin Pavilion, the Benderson Care unit, outpatient Rehab, and Aviva 4 Life, as well campus-wide Plant and Facilities, Dining, Housekeeping/Laundry, and Volunteers. Specific responsibilities include to:

- Plan, coordinate, and oversee the day-to-day resident care, services, and programs in each residence on the campus.
- Establish, facilitate, coordinate, and monitor quality standards and improvement processes for each service 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 the organization as the provider of choice in the community.
- Implement the annual budget process with CFO and promote efficient and effective management of resources 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 of care.
- Participate in strategic planning and development of new services to residents and in the extension and advancement of services beyond the immediate campus.
- Effectively work cross-functionally, building consensus, coaching and developing staff, managing performance and supporting morale.
- 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.

The COO will be responsible for Customer Satisfaction, Quality Improvement, and Quality Assurance in all functional areas. S/he will regularly review Quality Indicators, departmental audits, and incident reports for follow-up items. The COO will partner with others in the senior management team and be responsible for all program planning, organizing, operating, and staffing.

The Candidate

The right candidate must be a highly credible business builder and operations leader with excellent business acumen and a warm, highly engaging personal style. Aviva's next COO will have demonstrated a track record of achieving operational results and quality improvement, ideally in a faith-based or mission-driven setting. He or she must have a passion for Aviva's mission, acknowledge the organization's culture, and understand the impact their culture has on business operations.

He or she must hold a Bachelor's degree and seven to ten years' experience leading day-to-day operations in a Senior Care facility, ideally incorporating skilled nursing, assisted living, memory support, and independent living in a multi-location setting. A nursing home administrator license is essential, and graduate education highly desired. S/he should be familiar with the trends in the rapidly changing health care environment, and be able to transfer this knowledge for proactive (not reactive) use by Aviva. Prior experience working with Community Boards and volunteers is helpful. Experience managing construction projects and experience overseeing IT are desirable.

The strong candidate will be able to thrive leading an independent organization without support from "corporate." Well-rounded general management skills are important. The COO must incorporate financial and program management, an understanding of Medicare and Medicaid programs, reimbursement, risk management, quality improvement and quality assurance practices, strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing.

Personally, the right candidate will demonstrate the ability to build lasting and effective relationships with employees, donors, residents, and their families. If not Jewish, he or she must embrace Judaic values and learn about Jewish rituals and culture. The right candidate must be dynamic, decisive, and action oriented, and be able to motivate people and drive change. He or she will:

- Thrive in a highly visible role
- Demonstrate understanding of the culture of a faith-based, mission driven organization
- Have an unpretentious, roll-up-the-sleeves, hands-on style
- Be an excellent communicator and natural relationship builder
- Show initiative, and the ability to work without close management
- Thrive in an increasingly complex organization that will require skilled time management, multi-tasking, and juggling of priorities
- Be a truly collaborative team player
- Possess strong analytical and problem-solving skills
- Have strong communication and presentation skills
- Retain a big-picture perspective, yet not at the expense of thoroughness and attention to detail

The right candidate will be:

- Skilled at sustaining a productive team environment
- Able to both delegate accountability and remain accountable for organizational operations
- Outgoing, highly visible and accessible
- Always striving for excellence and continuous improvement

Critical Success Factors

Success after one year on the job will be determined by:

- High employee satisfaction and retention
- Development of an improved customer satisfaction program
- High engagement with residents and families, employees, and community volunteers
- Key quality measures being maintained or improved
- Financial targets being achieved or surpassed
- All the business entities continuing to operate at high census
- The relationship with the referring hospitals and community centers of influence remains strong/improves
- Organizational culture change is supported, with continued emphasis on individual accountability and identifying/achieving key strategic results
- Improved SNF Star rating

The Location

Located on Florida's west coast between Tampa and Ft. Myers, Sarasota County is between Manatee County (north) and Charlotte County (south) and is located on the Gulf of Mexico. Home to 35 miles of beaches, no matter where you are the beaches are only minutes away. Sun, sand and water are three things Sarasota has an abundance of, but not all Sarasota beaches are the same. Six islands line Sarasota's extensive coastline, each revealing its own personality, recreational options and natural beauty. Named number one in the world in 2011 by Dr. Beach, Siesta Key's beaches are the beach benchmark against which all other beaches are judged. Miles of fine white sand stretch along the calm waters of the Gulf of Mexico on Siesta's western shore, perfect for blemish-free sandcastles, long walks, or a soft place to soak up the sun.

The mainland is home to many of the attractions and activities that add depth and character to Sarasota vacations. Off the islands, Sarasota is defined by a rich and varied arts scene that belies the size of the city. There is the famous John and Mable Ringling Museum of Art, featuring an enormous selection of paintings – including one of the biggest collections of Rubens in the world. There is the vibrant gallery scene showcasing Sarasota's talented local artists, as well as visiting collections from artists around the world. There is Opera in the historic Sarasota Opera House as well as The Sarasota Ballet and Sarasota Orchestra. There are national touring shows in the Van Wezel Performing Arts Hall and three different theater companies all within a mile of each other.

Sarasota also abounds with culinary wonders. One could easily justify a culinary vacation with all the food and wine events here. Sarasota also has a thriving dining scene year-round that belies its size, ranging from dockside fish shacks to award-winning fine dining, from exacting French cuisine to vibrant Peruvian fare, and much more. With the sparkling blue waters of the Gulf of Mexico right at hand, seafood is a focus for many Sarasota restaurants.

For more information, please visit <http://www.sarasotagov.com/>.

Compensation

A compensation package will be constructed commensurate with the selected candidate's background and accomplishments. Most significant is the opportunity to assume a newly created senior management role in a healthy organization about to undergo significant growth.

For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to AvivaCOO2220@ZurickDavis.com. For additional questions please contact **Rochelle Schumer** at 646-220-9063 or **Jeff Zegas** at 781-938-1975. All contact with our office will remain confidential.

Aviva is committed to the principles of equal employment opportunity and to compliance with all federal, state, and local laws concerning discrimination in employment. To this end, Aviva ensures equal opportunity to all employees, applicants, and other individuals regardless of race, color, religion, creed, ancestry, age, gender, national origin, veteran status, marital status, sexual orientation, or other protected status. The policy of equal opportunity will be observed with respect to all employment practices including, but not limited to, recruitment, job assignment, transfer, re-employment, compensation, benefits, promotions, and terminations.

Aviva also complies with applicable federal, state, and local laws providing for non-discrimination in employment for qualified individuals with disabilities. Aviva further provides reasonable accommodations for such individuals in accordance with these laws. Qualified individuals with disabilities may make requests for reasonable accommodations to their managers, the Human Resource Manager, or Executive Director.

By virtue of this policy, the Aviva will not condone, permit, or tolerate any form of discrimination by or against any employee, manager, Resident, Resident families, vendors, independent contractors, or other individuals with whom our employees (and managers) come into contact in connection with their employment. We believe equal opportunity is not only consistent with good business practices but, more importantly, it is a moral concern and obligation for each of us.