

Alice Peck Day Lifecare

Executive Director

Lebanon, NH

Position Specification



ALICE PECK DAY
MEMORIAL HOSPITAL

A Dartmouth-Hitchcock Affiliate

October, 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 in Lebanon, NH. The new Executive Director (ED) will align operations in a way that is strategically and operationally optimal. Lifecare is affiliated with Alice Peck Day Memorial Hospital, which is part of the Dartmouth-Hitchcock Health (the parent organization of Dartmouth-Hitchcock Medical Center, the nationally-recognized academic medical and research institution).

The next ED of APD Lifecare must have strong strategic and operational leadership skills, demonstrate exceptional interpersonal skills, good financial sense, and be an effective, resourceful, *bona fide* leader of a senior care organization. The next ED will have the opportunity to truly create, configure, brand, and market a newly configured organization that is supported by a well-respected community hospital and affiliated with a highly regarded health organization.

The Organization

Alice Peck Day Memorial Hospital (PDMH) is a 25-bed critical access hospital in Lebanon, New Hampshire. APDMH sees more than 90,000 patients annually and assists with approximately 275 births each year. Its 500 staff members provide services in Dermatology, Family Medicine, General Surgery, Geriatrics, Orthopedics, Pediatrics, Pain, Physiatry, Plastic Surgery, Podiatry, Neurosurgery, Occupational Health, Radiology, Rehabilitation, Physical Therapy, Sleep Health, Urology, and Women's Care. For more information, please visit the hospital's website (www.APDMH.org).

Situated on the same campus as 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 with a positive bottom line. APD Lifecare has its own community Board of Directors and over 100 employees. Through a management services agreement, the hospital provides executive leadership, human resources, information systems, and other services to APD Lifecare. While APD Lifecare is a separate legal entity today, the expectation is that APD Lifecare will become a wholly owned subsidiary of APMDH in 2018.

- **Harvest Hill** is an independent and assisted living retirement community located on the beautiful campus of the Alice Peck Day Memorial Hospital. It has 69 assisted living units and 7 memory care units (the Elizabeth Hughes Care Unit). Opened in 1996, this building also has a dining room, library, activity rooms, common living rooms, a large conference room, and a board room. Most of the apartments are 1-2 BR units with a handful of studio and deluxe units.
- **The Woodlands** offers 62 spacious, luxurious apartments attended by a warm and friendly staff, dedicated to providing the highest quality of service. 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 the CEO of Alice Peck Day Memorial Hospital, the Executive Director will lead 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 trusted, 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 Health, 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 this highly visible role. S/he must be a trusted and natural leader, at ease in ambiguous situations, and able to engage gracefully with different types of people at varying socioeconomic and business levels. Passion for and some experience (personal or professional) with senior living is a must. 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 senior leadership experience working in an organization that provides or supports residential living, ideally with experience roles in Senior 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
- Work collaboratively, cooperatively, and respectfully with colleagues at all levels of the organization
- 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
- 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 Health, 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, the Geisel School of Medicine, and Dartmouth-Hitchcock Medical Center. Outdoor enthusiasts will find countless opportunities for biking, running, swimming, 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.

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate.

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.