

Richard A. Curtis

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SUMMARY

Senior Executive with a strong background in strategic planning, business development, and operational management. A proven leader with the demonstrated ability to inspire individuals and teams, effectively manage organizational operations, lead business development initiatives, and successfully achieve goals and objectives.

Excellent communicator . . . Astute financial manager . . . Confident, Approachable Leader . . . Thinks outside the box . . . Grasps the big picture . . . Creates cohesive teams . . . Civic-minded . . . Family-oriented . . .

PROFESSIONAL EXPERIENCE

Hearthstone Communities, Woodstock, IL Feb 2010 to Present
Not-for-profit continuing care retirement community: Independent Living Duplex Homes, Congregate Apts., Assisted Living, Memory Care, Sheltered Care, and Skilled Nursing (Medicare and Medicaid Certified)

Executive Director of Senior Services

Responsibilities include campus operations, strategic growth initiatives, financial management, Assisted Living Mgmt, Nursing Home Administration, and organizational strategic planning as part of the corporate Senior Management Team.

Good Samaritan Home, Flanagan, IL April, 2005 to Feb 2010
Not-for-profit retirement community providing Independent Living Cottages, Congregate Apts., and Skilled Nursing and Rehab Care. Medicare and Medicaid certified.

Executive Director

Responsibilities include campus operations, strategic planning, growth initiatives, financial management, marketing, fundraising, and board development.

- Completed Medicare Certification of the facility within 6 months.
- Developed a comprehensive marketing program increasing average occupancy from 70% to 96%
- Developed expense control strategies reducing costs: labor by 11%, food by 17%, and other by 8%
- Successfully created and implemented strategic planning and Board development programs.
- Engineered restructure of the organization and created growth plans including an acquisition project.
- Won bid to acquire County Home, then completed Change of Ownership with IHFPB approval.

Curtis Consulting, Grayslake, IL 2003 to 2005
Business consulting in Senior Housing and Healthcare. Projects included: Interim management, census-building, marketing, regulatory compliance, financial management, and strategic planning for various clients.

Franciscan Communities, Inc., Homewood, IL 2000 to 2002
Broad-based, not-for-profit organization with multiple locations throughout the Midwest, providing many-faceted services to the senior market that includes Independent Living, Assisted Living, and Skilled Nursing facilities.

Regional Vice President

Responsibilities involved the oversight of regional operations which included skilled nursing facilities (671 beds), assisted living facilities (146 units), independent living apts. (150 units), and new development projects.

- Directed regional growth initiatives that included feasibility studies and development planning/implementation.
- Created and implemented a plan to revamp the fundraising foundation for a retirement community.
- Provided operational leadership in two turnaround situations, improving bottom-line by 50% and 105%.
- Managed an Assisted Living building project, reducing overall cost by 12%, completing the project on time.
- Direct reports included Regional CFO and facility Executive Directors to achieve corporate goals.

Covenant Retirement Communities, Chicago, IL, 1998 to 2000
Broad-based, not-for-profit organization with multiple locations throughout the U.S, providing senior housing services that include retirement communities, assisted living facilities, and skilled nursing facilities.

Campus Administrator

Responsibilities included the operations of a skilled nursing facility and a congregate living facility as well as a corporate project to develop a regional in-house rehab program.

- Implemented a new marketing program resulting in 100% occupancy of all Congregate Living.

- Founded an in-house rehab service for four facilities, maintaining a high standard of service while reducing therapy labor costs by approximately 15%.
- Developed a fundraising/development team to expand the fundraising programs for the campus in order to continue providing services to the community.

UNICUS, Inc., Northfield, IL, 1997 to 1998
Professional services firm specializing in the management of senior residential communities. The services provided include development project management, as well as marketing, financial, and facility management.

Associate Management Consultant

Responsible for operations and marketing consulting as well as site search for development projects. Projects included the management of the marketing and pre-sales for a large retirement community development project, the expansion of the firm’s site search program for future projects, and feasibility studies for proposal decisions.

Fairview Ministries, Inc., Downers Grove, IL, 1996 to 1997
Multi-faceted, not-for-profit organization involving seven subsidiaries providing senior housing, assisted living, skilled nursing, home health, contract management, and development services.

Chief Operating Officer:

Responsible for three subsidiary corporations: Fairview Baptist Home, a 232-bed skilled nursing facility; Fairview Village, a 274-unit Independent Living Apartment and Garden/Town Home complex; and Fairview Home Health Services. Corporate Officer responsibilities included strategic planning, yearly goals/objectives, and budgeting.

Covenant Retirement Communities, Chicago, IL 1990 to 1996

Administrator

Started as an Assistant Administrator at Covenant Village of Northbrook (CCRC with 550 residents); then became part of the Administrative team at The Holmstad (CCRC with 600+ residents) as the Health Care Administrator (1991 – 1996). Responsible for Michealsen Health Care Center (127-bed skilled nursing facility and 27-bed sheltered care facility) and the Wellness Clinic (serving 500 residents in Independent Living).

EDUCATION

Master of Business Administration, Northern Illinois University Graduate School, DeKalb, IL

Bachelor of Science, Business Management, Northern Illinois University, DeKalb, IL

LICENSURE / CERTIFICATION

Licensed Nursing Home Administrator (IL), 1991 – present

Certified Evaluator, Continuing Care Accreditation Commission of AAHSA, 1996 – 2001

INDUSTRY INVOLVEMENT

Life Services Network of Illinois, Various Task Forces, 1992-2003; Assisted Living Cabinet, 1999 – 2002

American College of Health Care Administrators, 1996-2001; Chapter President, 1998 -2000

COMMUNITY INVOLVMENT

The Ricky Byrdsong Foundation, Board of Directors, 2003 – 2005

Promotes reconciliation and champions diversity to arrest hate and violence

Chicago Anti-Hunger Federation, Board of Directors, Treasurer, 2001 – 2003 (Member, 2000-2003)

Distributes fresh food and dried-good products to agency food pantries

Covenant Enabling Residences of IL, Board of Directors, Chair, 1999 – 2001 (Member, 1998 – 2001)

Provides residences for developmentally-disabled adults