

POSITION SPECIFICATION

For the position of

CHIEF EXECUTIVE OFFICER



Boulder, Colorado



**Prepared by
Deffet Group, Inc.**

This document is intended to provide information regarding Frasier and the position of Chief Executive Officer. It is designed to assist individuals in assessing their interest in the opportunity.

ORGANIZATIONAL OVERVIEW

Frasier is an independent, 501(c)(3) not-for-profit, mission-driven Life Plan Community in Boulder, Colorado. It was founded in 1958 by the Rocky Mountain Conference of the United Methodist Church on 20 acres of land donated by Elmer and Mayme Frasier. Since opening in 1960 with 100 apartments and six skilled nursing beds – and overcoming various challenges in the decades to come, including a flash flood in 2013 – Frasier has grown to a staff of 300+ dedicated individuals delivering housing and care to almost 500 seniors on a 20-acre campus. The organization grew again in 2020 with 98 new independent living apartments and several capital improvements to meet the growing needs of local seniors and families. Total revenue is approximately \$42 million.

Since 2007, Frasier has been awarded three consecutive five-year CCRC accreditations and currently is the only Life Plan Community in Colorado to hold this distinction. It takes this recognition to heart. Accreditation provides an immediate assurance of the highest quality of service. It also offers peace of mind knowing your Life Plan Community is CARF-accredited.

SUMMARY OF OPPORTUNITY

This is an outstanding leadership opportunity to envision and implement the future direction of a world-class Life Plan Community and to continue to build upon the organization's stellar reputation for providing an exceptional lifestyle in a healthy, safe, and vibrant environment. The opportunity has arisen as a result of the retirement of Frasier's esteemed CEO, Tim Johnson, after 13 years of dedicated service to Frasier and 48 years in the field of aging.

The successful candidate will be faced with an exciting opportunity to shape the future of the Frasier community. Its long decades of success have been the result of a strong alliance among the Board of Trustees, the staff, the residents and the organizational leader. Continuing in this tradition, the new CEO will establish meaningful relationships with and among all of these groups, encouraging communication, engagement and collaboration. The phrase "Frasier is Forever" is a key principle that will guide decisions made by the Board and CEO, always with an eye to maintaining the high quality of life of the Frasier community, as well as its financial sustainability.

A key challenge for Frasier, as for all CCRCs, is maintaining fiscal sustainability. In the last 26 years, monthly rate increases have not kept pace with rising operating costs. This was exacerbated following the 2013 flood, which devastated much of Boulder and demonstrated the need to buttress the fiscal health of the organization. The recent pandemic also took a toll, increasing costs and affecting Frasier's ability to staff a number of front-line positions. Fortunately, the Board and senior staff have worked together, adopting a Strategic Plan that seeks to address these challenges. It will be the job of the new CEO to lead the efforts to achieve long term fiscal health through implementation of the Plan, as well as through designing new and creative opportunities for revenue growth.

Among the strategies identified in the Strategic Plan is the investigation of the feasibility of developing new Independent Living units, either on the Frasier campus or on properties to be acquired by Frasier in the future. This will require the successful candidate to be familiar with

and comfortable in making wise business decisions that enhance the financial outlook of the organization, while at the same time continuing the high quality of life among residents on the existing campus. Among the changes envisioned by the board is the creation of a new parent organization, The Frasier Group, to undertake the investigation and possible development of new properties. Leading this change will be an opportunity and a challenge for the new CEO, who must navigate the risk associated with such endeavors, while bringing the entire community along with the vision for the future. Both the Board and senior staff will be allies in this work and look forward to supporting the CEO in these efforts.

The Frasier community prides itself on understanding the forces that shape our wider world. With that in mind, the successful candidate will work with the community to develop programs and processes that enhance a focus on diversity, equity and inclusion. This will require creative solutions that combat systemic biases at all levels of the operations. In addition, Frasier is committed in its efforts to do what it can to combat climate change. The flood of 2013 and the recent fires in the mountain backdrop of Boulder, as well as around the western United States, make it clear that climate change is real and is at our door. The successful candidate will work with the community to implement sustainability practices that enhance the safety of residents as well as engage in efforts to carry Frasier's message to the wider Boulder community.

FRASIER'S MISSION, VISION AND VALUES

Our Mission

An active retirement community helping seniors enjoy independent and fulfilling lives.

Our Vision

Frasier strives to be the first choice for those seeking residential and healthcare services and for the employees committed to serving them. Frasier will continue to contribute to seniors' health, happiness, and well-being through innovation, expansion of quality care, and support for its members and the greater community in Boulder.

Frasier is a Life Plan Community, meaning it offers seniors a full continuum of housing and care options. The organization is an inclusive and welcoming community and does not discriminate on the basis of race, color, religion, gender, age, physical or mental ability, sexual orientation, gender expression, military or familial status, ethnicity, or national origin.

Community Core Values

(adopted and annually affirmed by the board of trustees)

- We act at all times ethically and with integrity, transparency and accountability.
- We treat everyone with respect, civility and compassion.
- We promote wellness, independence and engagement.
- We honor human dignity, privacy and comfort in all phases of a person's life.
- We strive to excel in all areas.
- We believe in the spirit of community, collaboration and inclusiveness.
- We assure spiritual and religious freedom for everyone.
- We conduct all activities without regard for race, religion, color, national origin, gender, sexual orientation, gender orientation, age or disability.
- We represent Frasier in a friendly, service-oriented and professional manner.

- We actively contribute to the greater community.
- We value responsible stewardship of our financial, physical and human resources.

THE FRASIER COMMUNITY

Overview

As a resident-centered retirement community, Frasier's amenities reflect what residents desire: attractive grounds and gardens, community rooms that come to life each day, apartment features that support a relaxed lifestyle, and specialty programs and services that make life easy.



Resident well-being is supported through many facility features, including numerous resident elevators with emergency generators, covered parking, walkways around the community, wide hallways, and leading technology to support safety, entertainment, communications, storage areas, concierge, and transportation services.

Frasier offers residents access to supportive amenities on its campus, including a hair salon, notary service, newspaper delivery, priority access to assisted living or skilled nursing services, overnight guest rooms, meal plans, housekeeping, health clinics, and on-campus facilities for medical visits. Additionally, Frasier is committed to sustainability and environmental awareness, including, but not limited to, its recycling and composting program.

Residents speak highly of Frasier, which contributes to its robust waiting list (525 individuals or households as of April 6, 2023). When asked to describe why they moved to the campus, residents often cite two reasons:

- ◆ The distinctive culture that surrounds Frasier's independent living opportunities, which contributes to the social, cognitive, and physical wellbeing important to a rewarding older life.
- ◆ The guaranteed option of moving to assisted living, memory care and/or skilled nursing as needed into facilities that are known for exceptional services and care provided by competent and devoted staff.

Frasier's residents are—in general—liberal, open-minded and accepting of differences. They come from a variety of national, racial/ethnic/cultural and religious backgrounds. Many are aware of and engaged with diverse issues and organizations outside Frasier's own campus. Commonly, they are in their 60s and 70s when joining Frasier; some come as couples with a spouse or partner.

There is a high level of good will and mutual support among the residents and between them and Frasier's warm and helpful staff. Sociability is encouraged, but residents are free to find their own level within a spectrum of interactions, ranging from a great deal of contact to a high level of privacy. Residents look out for each other but are not intrusive.

Frasier stresses wellness—physical, social, cognitive, and through self-expression—with a range of activities and trained staff in all areas. Residents can make use of Frasier’s two pools and exercise equipment and classes. They are able to take part in a vigorous and varied program of presentations, films, performances, religious services, and opportunities to engage in creative work, as well as trips to places of interest in Denver and the surrounding area. The food at Frasier is of high quality and available in multiple settings on a flexible schedule. Frasier is committed to sustainability and environmental protection, as seen in extensive recycling and composting among its efforts to “Live Our Values.”

Frasier residents are informed about the operation of the institution, including its finances and governance. Members of the management team give regular presentations to the residents, with Q&A, such as “Numbers with Nikki,” the CFO, who explains recent developments in Frasier’s financial situation and how they may affect residents. The Board of Trustees includes two voting resident members. Board meetings are Zoomed for residents and posted on Frasier’s internal TV channels. To an atypical degree, the residents have input about what happens at Frasier and participate in its operation. Many residents are willing to contribute their expertise and time to Frasier; many were leaders in their own fields before retirement. A few might be proud to be called “feisty”. An elected Resident Council coordinates the system, holding monthly meetings open to all residents. Monthly meetings of 10 “neighborhoods” share information and bring concerns to the Resident Council. Advisory Committees carry out many aspects of Frasier’s resident activities, working with staff (e.g., Art, IT, Public Spaces, Spiritual Life, Dining, Community Life, and publishing the “Facets” literary/art magazine and a monthly newsletter). More than 150 residents help to run Frasier’s various activities.

Frasier’s membership in Novare joins it with other Life Plan Community providers to collaborate, innovate, and enhance the world of senior living through shared best (“next”) practices. The consortium represents communities nationally and focuses on an open exchange of ideas and philosophies. To learn more about Novare, visit www.novare.org.

Living Choices

Frasier is not short on living options: It offers independent and assisted living along with memory care and skilled nursing. Many living options are available at each level, tailored to all of its residents’ needs.

Independent Living



Before residents enter into Frasier’s independent living community, they must sign a membership agreement, which confers privileges such as the use of campus facilities, services and onsite healthcare. This membership also includes priority admission to assisted living, memory support and skilled nursing care.

The independent living community consists of two major areas on campus, The Peaks apartments on the western side of campus and The Prairies, a new building located on the northeastern side of campus. The Peaks 208-unit campus includes three named areas, starting with the Peaks Central buildings, currently configured for 101 mostly one-bedroom apartments, averaging 880 square feet. The other two areas include The Peaks North, with 68 mostly two-

bedroom apartments, averaging 1,295 square feet, and The Peaks South, with 34 mostly two-bedroom apartments, averaging 1,451 square feet. The Prairies includes 98 apartments featuring mostly two-bedroom apartments, averaging 1,483 square feet.

Frasier's independent living apartments are spacious, modern and elegantly appointed. Choose from studio, one- and two-bedroom apartments with a den that come with exceptional services and amenities, such as those below:

- ◆ Mountains or courtyard views
- ◆ Security and emergency call systems
- ◆ Individual climate control
- ◆ Cable television/high-speed Internet
- ◆ Wheelchair accessibility
- ◆ Smoke alarms/sprinkler systems
- ◆ Fully electric kitchens
- ◆ Patios on garden level
- ◆ Housekeeping services
- ◆ Pets allowed (some restrictions)

Assisted Living

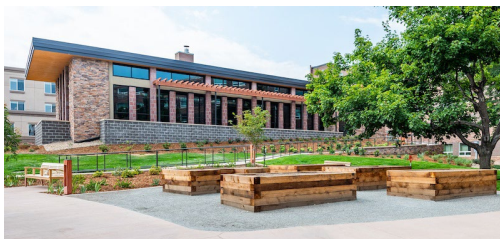
The Meadows Assisted Living at Frasier, which features 38 total private rooms (19 in assisted living and 19 in memory care), allows residents to live their lives fully with the care they need when they need it. Frasier's assisted living community is known for its attentive care and close-knit family atmosphere. A variety of stylish studio and one-bedroom apartments with access to courtyards and gardens are offered. Apartments can be custom furnished and decorated with personal touches.



Both residents and families gain peace of mind, knowing their care needs are being addressed by staff they know and trust, in a safe, nurturing environment. Frasier focuses on holistic wellness, thanks to a caring staff that works with residents and their families to create a care plan tailored to the individual needs of each resident. Amenities and services feature:

- ◆ 24-7 on-site staff and daily duty nurse
- ◆ Medication management
- ◆ Scheduled group transportation to special events
- ◆ Security and emergency call systems
- ◆ Assistance with bathing, dressing and meals
- ◆ Delicious dining options all day long
- ◆ Emergency Response System
- ◆ Weekly housekeeping, ironing and laundry
- ◆ Nightly room checks

Memory Care



For each individual in Frasier's memory support residences at The Meadows, staff and the care team—which includes families—develop a personal and holistic care plan. Frasier's approach is centered around understanding resident concerns and issues, affirming each resident, and using appropriate communication techniques to reduce stress and focus on empathy. Its main goal is to promote cognitive and physical stimulation each day.

Both assisted living and memory care communities are “intentionally social” units. The 38 total residents in both communities enjoy an array of group activities, entertainment, and trips, which are organized by two full-time activity coordinators. Some residents also join friends or relatives in the independent living communities for meals and events; others are escorted as part of a group.

Skilled Nursing

Long considered one of Boulder’s premier skilled nursing centers, The Summit Care Center at Frasier totals 54 residents, housed in 22 private rooms and 16 shared dual rooms (32 residents), and combines attentive, around-the-clock care with modern technology. The care center team creates a warm, inviting atmosphere, where residents live in close-knit “houses” that foster a strong sense of community. Many services are provided to support residents:

- ◆ Private or semi-private rooms
- ◆ Separate short-stay rehabilitation unit
- ◆ Bathing rooms with walk-in showers
- ◆ Security call system
- ◆ Housekeeping/laundry services
- ◆ Move-in assistance
- ◆ Fully stocked kitchen pantries
- ◆ Outdoor balcony/patio

A defining feature of all Meadows and Summit facilities is the remarkably affectionate and personalized care residents receive from the staff. One member of this committee said she appreciated “the kindness and love that were shown to my husband in his last weeks in skilled nursing.”

Rehabilitation Care

Frasier contracts with a professional interdisciplinary team to support residents’ overall medical, health, and independence goals as part of their recovery from a multitude of conditions, including orthopedic, medical, neurologic and other illnesses in a sub-acute setting.

The key therapy services Frasier provides include the following:

- ◆ **Occupational Therapy** is designed to promote and improve quality of life through self-care, education, adaptive equipment fitting, home visits, and community reintegration.
- ◆ **Physical Therapy** restores and maximizes mobility, balance, strength and safety related to personal needs and functional skills using a multitude of techniques and programs.
- ◆ **Speech Therapy** is available to treat areas of speech, language, cognition, and voice to help one communicate with their environment. Speech therapy also treats dysphagia or swallow disorders.

The collaborative approach of Frasier’s therapy team involves education and training of the client and/or family about residents’ conditions and care needs as a part of the individualized plan of care and discharge planning process. The team bases residents’ goals on individual need and potential to achieve a customized, confident, compassionate experience, and positive results.

For additional information on the organization and other services it provides, please visit <https://www.frasiermeadows.org>.

BOULDER, COLORADO

Boulder provides a perfect balance of urban and outdoor environments. Boulder is renowned for its natural beauty, outdoor recreation opportunities, stellar food scene, diverse cultural offerings, healthy economy and vibrant downtown. Boulder's major industries reflect the high education level of its citizens and are on the cutting edge of the aerospace, biotech, information technology, renewable energy, natural and organic products, and outdoor recreation industries.



Boulder is home to the University of Colorado's flagship campus (2023-24 student enrollment: 36,000). The integration of the university and its students into the community infuses Boulder with youthful energy, innovative thinking and a strong commitment to the future. And there are more than 20 federal scientific and research institutions in Boulder.



Boulder has one of the healthiest and most active populations in the nation and attracts world class athletes in a variety of disciplines, from running and skiing to rock climbing, mountaineering and mountain biking. Featuring 300 days of sunshine annually, more than 300 miles of bike and multi-use trails, more than 45,000 acres of public open space containing more than 150 miles of hiking trails, a healthy lifestyle is just one of the reasons Boulder is recognized as one of the best places to live in the country. Consistent with its healthy lifestyle and active population,

Boulder is recognized as having exceptional health care, from general practice to world class sports medicine programs. Boulder Community Health's Foothills Hospital was named the nation's top hospital for Outstanding Patient Experience in 2023.

Boulder has cultural and entertainment choices that rival any comparably-sized city in the nation. Art and history museums, historic and exceptional music venues, the acclaimed Pearl Street Mall, Colorado Shakespeare Festival, the Colorado Music Festival, the Boulder Philharmonic and the Colorado Chautauqua National Historic Landmark all contribute to Boulder's vitality. Boulder is known as a haven for artists and contains numerous studios and galleries. The local food scene includes highly acclaimed restaurants, natural and organic restaurants and one of the highest concentrations of brew pubs in the nation, led Bon Appétit to designate Boulder "America's Foodiest Town". For these reasons and more, National Geographic named Boulder "The Happiest City in America".



In addition to the natural, cultural and historic amenities and opportunities found within the city, Boulder provides easy access to Denver, Denver International Airport, Colorado Springs, mountain towns, Rocky Mountain National Park and thousands of acres of wilderness. Boulder

truly is Colorado at its best: small town feel, big city amenities and unparalleled natural splendor and an energetic and engaged population.

CEO RESPONSIBILITIES and REPORTING RELATIONSHIPS

Reporting to the Board of Trustees, the CEO is responsible for the overall performance of the Frasier organization and for developing and executing its strategic vision within budgetary and operational guidelines. The CEO ensures that the Frasier management team understands and complies with business, professional, ethical, and continuing care operational/healthcare requirements and regulations.

The CEO will work collaboratively with an outstanding leadership team and ensure the organization maintains its high level of employee engagement and satisfaction. In addition, the CEO will establish a positive and interactive relationship with an active and involved resident population to enhance communication and support ongoing resident satisfaction. Serving as Frasier's liaison to the external community and industry through active engagement in civic life and professional-related associations (LeadingAge, etc.), the CEO will be an innovative, creative thinker with a deep commitment to the organization's mission, vision, and values. The ideal candidate will recognize Frasier's unique stature in the community and will continue and enhance a positive role and image for Frasier within the surrounding outside community, promoting outreach and cooperative engagement with local organizations.

The CEO's direct reports include the Chief Financial Officer, Vice President of Operations, VP of Human Resources, VP of Marketing & Adv., VP of Support Services, Director of IT and Executive Assistant to the CEO.

Key Duties and Responsibilities

- ◆ **Organizational Leadership** - Establishes the organizational structure; selects, develops and provides guidance and support to senior management staff, and through them establishes a mission-driven positive environment for staff throughout the organization; manages and supports the professional leadership growth and development of team.
- ◆ **Strategic Planning** - Keeps abreast of industry trends and changing market conditions; provides direction and participates in the organization's strategic planning process; acts as an advocate for change to fulfill Frasier's mission and strategic initiatives. Develops and oversees implementation of needed operational plans.
- ◆ **Organizational Development** - Continually evaluates the structure, operation and performance of the Frasier organization and makes recommendations to the Board where appropriate to further strengthen and enhance the performance of the organization. Ensures continuity and depth within management structure.
- ◆ **Internal and External Relationship Management; Community and Public Relations** - Creates and manages effective relationships with and among residents and their families, employees, trustees and volunteers. Supports and promotes a sense of community within and across Frasier. Supports and models Frasier's values. Communicates clearly, often and openly with key stakeholder groups. – Creates and strengthens a positive role and image for Frasier as an eldercare campus within the surrounding community and marketplace, promoting outreach and cooperative engagement with local organizations. Develops and manages effective relationships with civic, service and business leaders in the Boulder area;

colleagues in the elder care industry; local, state and national regulators and legislators; United Methodist Church leaders and officials. Represents Frasier outside the organization; actively engages with leaders of organizations to address elder care needs.

- ◆ **Financial, Tax, Risk and Facilities Management** - Develops and recommends yearly operational and capital budgets for Board of Trustee approval. Prudently manages Frasier resources within budget and policy guidelines and according to current laws and regulations. Responds to emergency situations in a timely manner. Because “Frasier Is Forever,” works to create financial and environmental sustainability at Frasier.
- ◆ **Human Resources Management** - Effectively develops and manages a high-performance team of managers and staff who are deeply committed to the core values of the organization. Oversees development and maintenance of HR systems and ensures that staff is managed according to authorized personnel policies and procedures that fully conform to current laws and regulations; develops and promotes a positive working environment, supporting staff at all levels, encouraging their education and professional development. Establishes performance standards and ensures staff accountability. Develops a team spirit, a sense of working together toward shared goals.
- ◆ **Program and Service Delivery** - Oversees needs assessments/market studies and the design, implementation and delivery of programs and services. Ensures appropriate quality standards, controls and documentation are in place to monitor the efficient, seamless delivery of all major programs and services. Supports continuous quality improvement and accreditation.
- ◆ **Development** - Oversees development/fundraising planning and implementation.
- ◆ **Board Support** - Supports operations and administration of the Board of Trustees, including Board standing and *ad hoc* committees. Advises and informs Board members, interfaces between Board and staff and supports Board's evaluation of chief executive.

Additional Duties and Responsibilities

Perform other related duties as requested by the Board of Trustees.

CANDIDATE QUALIFICATIONS

Knowledge, Experience and Skills

- ◆ A seasoned executive, with at least six years in an executive/senior leadership position in eldercare and/or health care fields.
- ◆ Sophisticated budgeting and financial management experience.
- ◆ Skilled people manager and team builder.
- ◆ Significant operations management experience.
- ◆ Strong organizational development skills/experience (ability to evaluate and prioritize organizational needs, assess staffing levels and organizational structure, job design, etc.).
- ◆ Excellent communication skills (highly articulate, excellent listener, strong writer and presenter), with exceptional interpersonal skills (ability to work well with wide range of groups and individuals; effective at delivering both good and bad news and managing conflict); focuses on how to get to yes as appropriate.
- ◆ Demonstrated ability to analyze, think strategically and make effective decisions in difficult and complex situations.
- ◆ Open to receiving and integrating feedback.

- ◆ Prior experience required.
- ◆ Experience in changing organization environment required, experience leading significant organizational change desired.
- ◆ Experience managing a multi-site organization desired.
- ◆ Relevant education should consist of a BS/BA or equivalent, an advanced degree in a related field is preferred.

Personal Characteristics

The ideal candidate will exhibit the highest level of integrity and compassion and be confident but modest. The finalist will engender trust, foster transparency in all communication, and be a consummate professional. They will be committed to equity and inclusion, regarding diversity of race/ethnicity, religion and national background as positive features in hiring and Frasier's community culture, as well as in decision-making processes. They will have sufficient presence, affability, and communication skills to serve effectively as Frasier's "public face."

They will have the desire and ability to work harmoniously with staff and will evidence a deep commitment to employee growth and development, as well as to customer satisfaction, sustainability and the concepts and practices of continuous improvement. The ideal candidate will be comfortable working in an organization with religious traditions.

The CEO will embrace Frasier's core values of resident independence, dignity and security and have the desire and ability to work harmoniously with the resident population at Frasier. They will integrate with the resident population and Frasier's highly resident-driven culture, remaining sensitive and open to resident concerns and input and responding with information and explanation.

COMPENSATION

Frasier is committed to attracting, retaining, and motivating senior executives who embrace the core values of the organization and who are able to lead Frasier in the delivery of excellence into its future. Compensation will consist of an attractive base salary which will recognize the experience, accomplishment, and ability of the finalist. In addition, the Chief Executive Officer will be eligible to participate in health, dental, life insurance, and retirement benefits as a full-time employee. If needed, the organization will provide relocation assistance which is usual and customary for this level position in the organization.

PROCEDURE FOR CANDIDACY

This is truly an excellent opportunity for individuals who desire to lead, transform and execute, grow, challenge and dedicate themselves to an already highly-regarded organization as it moves to its next level. If you have the skills, experience, personality and drive to take on the challenges and opportunities in this leadership role at this very special place, this is a premier professional opportunity.

Each member of DGI fully understands the need for maintaining confidentiality of all information regarding executives and organizations. It is our policy never to present anyone as a candidate on any search project without that individual's specific permission. For further information on this position, please contact Elizabeth Feltner, CEO at 740.666.7600.

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Frasier is an Equal Opportunity Employer

Committed to the hiring, advancement and fair treatment of all individuals without regard to race, color, creed, religion, age, sex, national origin, disability, veteran status, marital status, family status, gender identity or expression, sexual orientation, and genetic information, or any other protected status in accordance with applicable federal and state laws.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Frasier documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.