

Steve Anderson
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Employment History:

Bonaventure Senior Living: January 2009 – Nov. 2009

Regional Director of Operations/WA/ID/Nevada - Interim

Responsible for the daily operations of six Retirement/Assisted Living communities in three states. Community sizes range from 126 units to 289 (Sparks Nevada – currently under development). Agreed to come on board with Bonaventure on an interim basis until growth could warrant Divisional V.P. position and/or COO. Duties include but are not limited to: Budget development, expense control, start up development of 2 properties under construction, development and implementation of strategic marketing plans, maintaining regulatory compliance, reducing turnover, establishing a positive working culture in communities, stabilizing/increasing revenue stream.

Reason for Leaving: Interim position. Resigned effective November 1st.

Eskaton, Sacramento California: January 2007 thru August 1st, 2007

Senior Director - Operations/Marketing

Eskaton is a non-profit senior service organization based in Sacramento, California. They own/operate:

- 20 Affordable Housing (HUD) senior properties
- 11 owned/managed assisted living communities
- 2 CCRC's/villages
- 4 skilled nursing facilities
- Adult day health operation
- Home Healthcare

During the sale of S.L. Starts' senior division, I was recruited to work for Eskaton. Trevor Hammond, Senior Vice President/COO for Eskaton announced his plans for retirement. I was hired as part of his retirement succession plan, with board approval.

Annualized Revenues over \$100 million

- Oversaw the daily operations for the above healthcare agencies/services which were located in Sacramento/Northern California and Nevada.
- Communicated the status of healthcare, HUD and Retirement operations monthly to advisory board
- Developed, implemented and coordinated safety outcomes with corporate risk management
- Responsible for the ongoing plant operations of all communities including the allocation of capital resources to address ongoing physical plant needs.
- Collaborated with external healthcare and service agencies, creating strategic partnerships.
- Maintained/enhancing contractual relationships with hospitals, pharmacies and managed care organizations.
- Partnered with corporate Directors, Board Members and managers in a participative management style to achieve quality outcomes and reduce employee turnover.
- Oversight and accountability for achieving regulatory performance standards.
- Promoted strong employee /department relationships through ongoing employee partnership meetings
- Participated with Eskaton foundation for philanthropy fundraisers
- Hired, supervised operations personnel. Direct reports: Four Directors of Operations, Marketing manager & support staff, Healthcare Quality Coordinator, Centralized Scheduling manager and office support staff.
- Eskaton employed approximately 1500 employees.

Reason for leaving: A significant downturn in the California real estate market delayed the retirement of Trevor Hammond., COO. Board requested Trevor to postpone his retirement indefinitely. Trevor Hammond is still the COO of Eskaton. A corporate re-structure occurred and my position was eliminated.

Reference available from Trevor Hammond, COO.

S.L. Start/Start Communities: June 1999 through Dec. 2006. Spokane, Washington.

Executive Vice President of Operations, Start Communities

Owned/operated/management contracts with a total of 8 retirement communities in three states.

Operational Responsibilities: Manage the daily operations for these communities.

- Annualized revenue over \$50 million.. Directly supervised Executive Directors, V.P. of Sales/Marketing , nurse and dietary consultants.
- Senior Division employed nearly 600 employees in three states. Responsible to meet the lifestyle needs of approximately 650 seniors.
- Actively work with staff, residents and family members in all communities. Responsible to ensure all aspects of regulatory compliance are met.

Development Responsibilities:

- For three years I functioned in the capacity of V.P. Development for Start Communities (2002 -2004). Responsible for startup/development of communities in WA/CA.
- Completed Northpointe, Harbor Crest, Arbor View and San Jose/Sunnyvale California development projects. San Jose site purchase/plans/entitlement process for a \$40+ million CCRC project. Responsibilities included but were not limited to: Site location, pre-marketing competitor analysis, demographic analysis utilizing Claritas Senior Life reports, penetration analysis, entitlements, site plan, facility layout development, interior design, facility design/needs analysis, completion/filing of RCFE/Boarding Home applications in WA/CA, public testimony in public hearings and local political involvement. Developed relationship with business partner Barry Swenson builders.

Marketing Responsibilities.

- Work directly with the V.P. of Marketing to meet/exceed budgeted occupancy goals at each community. Routinely conducted tours with prospective residents in each community. Actively participated in marketing training workshops, utilizing REPS customer software. Regularly assisted in communities when occupancy goals fell below budgeted targets.

Program Initiation/Implementation:

- Transitioned communities to REPS software. Developed standardized community operations manuals, Initiated/Developed two years Tailored Life™ Pathways for Start Communities. Developed Tailored Life Library (website posting for all Operational Policy/Procedures/Forms/Training materials).

Financial Responsibilities:

- Responsible for formulating/developing annual budgets for each community.
- Presented budgets for approval to each partnership.
- Attended annual partnership meetings to establish financial and coordinate strategic planning
- Responsible to meet/exceed NOI or to communicate directly with owners/partners

Regulatory Responsibilities:

- Worked with our Executive Directors and nurse consultant to maintain regulatory compliance in California and Washington. Active with DSHS and DSS regional managers. Routinely take advantage of the informal dispute resolution process in the state of Washington.

Reason for Leaving: Start Communities was divested/sold. I chose to stay with S.L. Start to assist in coordinating the sale and transition of its senior properties until December 2006. Relocated to Sacramento after accepting a position with Eskaton. Reference available from Rick Colliton, President SL Start.

Beverly Healthcare, Inc: November 1991 – June 1999. Fort Smith Arkansas.

Administrator, Beverly Health & Rehabilitation Center, at Northpointe. November 1991 – April 1998.

- Responsible for the daily operations of a 120 bed sub acute/skilled rehabilitation center in north Spokane
- Opened the first free standing Sub Acute unit in Spokane/Eastern Washington.
- Collaborated start up effort involving Holy Family Hospital, Group Health, Premera to identify DRG outliers, partnering with referral source to achieve cost effective services and quality outcomes
- Primary care staffing model
- Supervised clinical and management staff including Sub Acute Program manager, case managers, finance, risk management and compliance officer.
- Initiated CARF certification process
- Responsible for developing annual strategic business plan to improve patient outcomes, revenue and NOI growth.
- Successfully oversaw the management of over thirty therapists and assistants.
- Exceeded NOI for every year employed

- Maintained a positive working environment with referral sources, physicians, staff, residents and family members.
- Significantly reduced staff turnover by successfully implementing a team approach to operations and care management.
- Actively participated on a variety of local healthcare advisory committee's with managed care partners.
- Demonstrated ability to successfully interact with community agencies, media, physicians and other healthcare providers
- Reviewed all incident/accident reports to ensure compliance with state/local regulatory agencies.
- Achieved three deficiency free regulatory surveys and received the Beverly Healthcare Award of Excellence all four years after its introduction.
- Consistently exceeded corporate and regulatory standards in quality of care, revenue growth, employee turnover reduction, Family/Resident satisfaction and DSO.
- Developed/implemented marketing strategy for rehab center that reflected service opportunities and maximized census/payer mix.

Reason for leaving: I left Beverly to accept a position with S.L.Start in Spokane, WA.

Objective Medical Assessments Corporation (OMAC): Oct. 1985 – Nov. 1991, Seattle Washington

Director of Sales and Marketing.

- Responsible for expanding client base and market share in Washington, Oregon and Alaska.
- Services targeted third party claims administrators, self insured companies, attorneys and insurance companies such as Boeing, Weyerhaeuser, Aetna, State Farm.
- Increased sales from 1.2 million to nearly ten million in approximately four years through aggressive clinic expansion. Sales increases came from successfully maintaining existing clients as well as strategic growth targeting new clients.
- Successfully completed a corporate re-branding along with the consolidation of clinical services into downtown Seattle along with the opening of clinics in Anchorage, Boise, Portland, Vancouver, Everett and Kent.
- Successfully maintained OMAC as the industry leaders of independent medical evaluations through ongoing public relations campaigns.
- Managed sales staff of five

Reason for Leaving: I left OMAC after accepting a position with Beverly Healthcare

Education: Masters in Health Policy Administration (MHPA)

Washington State University – Spokane, WA

Participated in graduate work from 2000 – 2005, unable to continue in graduate program due to extensive travel requirements for S.L. Start. I have approximately 12 credits left to complete my graduate degree.

B.S. Health Services Administration - Graduated May 1986, *cum laude*.

Whitworth College – Spokane, Washington.

B.S. Business Administration - Graduated May 1986, *cum laude*. Whitworth College

Professional Licenses:

Current Licensed Washington State Nursing Home Administrator #1754

Current Licensed California Nursing Home Administrator: #7077

Current Licensed RCFE Administrator California: 553403740

Professional Interests/Affiliations/Hobbies:

- ❖ Sisters of Providence/Holy Family Hospital Foundation President (approx 1999 – 2003)
Served on the HFH Foundation Board from 1995 – 2004..
- ❖ Washington Healthcare Association Board Member: 1992 – 1999.
- ❖ Washington Center for Assisted Living Board Member 2001 – 2005
Served as President/Vice President. Initiated discussions with Nor-Alfa to merge the two associations.
- ❖ AHCA Washington State PAC Representative – 1998 – 200
- ❖ Successfully completed four marathons.
- ❖ Avid Golfer
- ❖ USTA member. 3.5 rating.
- ❖ Rabid soccer fan of my daughter
- ❖ Loyal soccer, baseball, football and Tae Kwon-do supporter for my son and daughter