

Invites Nominations and Letters of Application for

President and Chief Executive Officer

Virginia Lutheran Homes, Inc., a social ministry agency of the Virginia Synod of the Evangelical Lutheran Church in America, invites nominations and letters of application for the position of **President and Chief Executive Officer of the Corporation**.

Reporting to the Board of Trustees, the **President and CEO** is responsible for the performance and operation of Virginia Lutheran Homes, Inc., a non-stock, not-for-profit, 501(c)(3) corporation, established in 1967, that develops, owns, and manages long-term care facilities for the elderly throughout Virginia. Currently, the corporation serves more than 550 seniors through residential and special care facilities in three locations across the state.

The **President and CEO** provides thoughtful and effective leadership, demonstrating and promoting a

daily commitment to the mission, and values the VLH staff and residents. This executive works with and assists the Board in the formulation of business and strategic plans for the corporation, and recommends objectives and plans for future growth through new service offerings, potential acquisitions, and expansions into new markets. A priority of the **President and CEO** is to ensure that VLH continues to provide high-quality service in a caring community while positioning the corporation for growth.

Additionally, the **President and CEO** participates in Lutheran church-related organizations, programs, activities, and initiatives to promote goodwill and positive relations, and professionally assists such organizations in attaining their goals and missions.

Responsibilities of the President and CEO

Executive Reporting – VLH is governed by a Board of Trustees that is composed of up to 18 members. The President and CEO keeps the Chairman of the Board of Trustees informed on all pertinent matters and collaborates with the Chairman in the development, redevelopment, and construction of all facilities. Between meetings of the full Board, the President and CEO consults with members of the Executive Committee. The executive presents regular reports on the performance of all areas of the organization.

Planning, Organization, and Management – The President and CEO ensures an organizational structure that provides for maximum resource utilization and limits exposure to threats, risk, and liability. The executive serves as the organization's budgeting authority, conferring with the CFO and Executive Team to coordinate and prioritize planning. The officer oversees the management of the corporation's assets and its capital needs, including equity and debt financing. The executive coordinates with the CFO the investment of short-, intermediate-, and long-term funds.

Human Resources and Risk Management – The President and CEO coordinates with the Human Resource Officer the staffing, training, hiring, and,



when necessary, the discharging of employees, as well as the administration of the compensation and benefit functions. In collaboration with the Human Resource Officer, the executive selects insurance advisors and brokers.

Public Relations and Marketing – The President and CEO serves as a spokesperson for VLH, promoting and maintaining positive relationships with donors, significant constituents, politicians, and civic representatives. The executive establishes and maintains professional associations with governmental authorities as well as legal firms representing the

MISSION OF VIRGINIA LUTHERAN HOMES

To value and serve seniors

GUIDING PRINCIPLES & VALUES

- *A Judeo-Christian tradition that places compassion, caring, and tolerance above personal belief and respects the dignity of each person.*
- *A sense of community that cultivates well-being and peace of mind in a safe and secure environment.*
- *Quality of care and services to provide residents with the best possible lifestyle and experience.*
- *The highest possible level of personal independence for each resident.*
- *Accountability at every level of our organization.*
- *Employee acknowledgement, to recognize and value every employee's contribution to VLH and provide opportunities for growth and development.*

corporation. The President and CEO reviews for approval the marketing plans developed by the Executive Team and Marketing staff.

Fund-raising – The President and CEO oversees and guides the work of the Director of Development to increase private, charitable, and corporate contributions to VLH. The executive coordinates the development of an annual giving program and VLH's relation to the Synods Mission for Planned Giving office. The officer seeks to educate members of the Board of Trustees regarding their role in promoting the mission of VLH and participating in its fund-raising campaigns.

Ethical Management Accountabilities – The executive maintains certification as a Certified Aging Services Professional (CASP) and conducts all business in accordance with VLH policies and procedures as well as appropriate laws and regulations pertaining to employer and long-term care industry. The officer participates in seminars, workshops and conferences to continue professional growth and development and establishes relationships with peer groups statewide and nationally.

Qualifications:

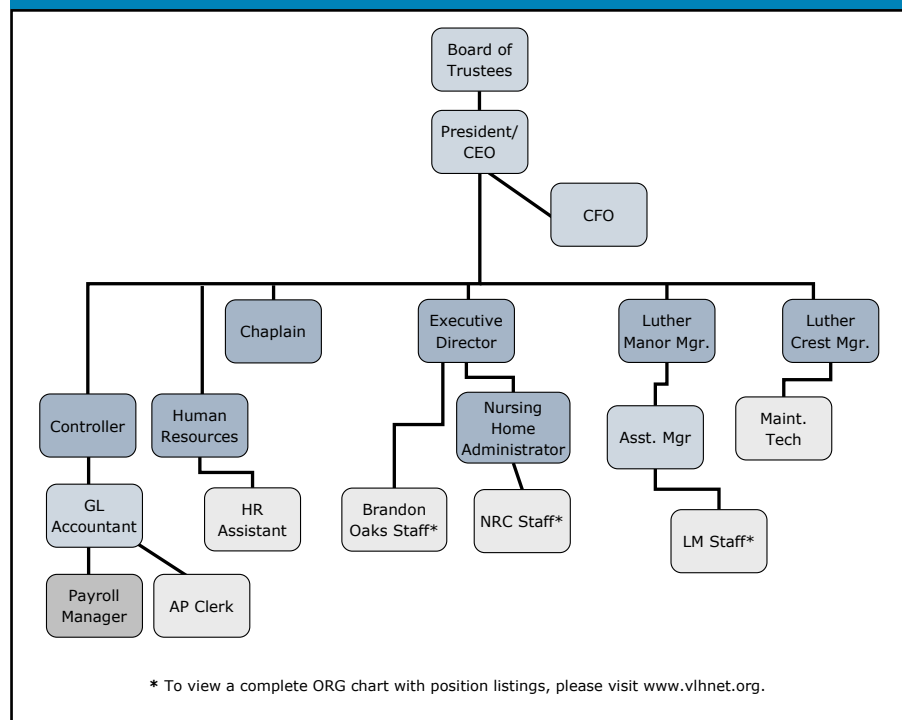
The President and CEO will be, or will become after accepting the position, **an active member of a congregation of the Evangelical Lutheran Church in America within the Virginia Synod**. This executive will support the mission and values of the ELCA and the Virginia Synod. Other required qualifications include:

- A bachelor's degree, ideally in business and/or health care and/or gerontology, with a master's degree preferred.
- Certified Aging Services Professional (CASP) certification or the ability to acquire certification within the first six months.
- Five to ten years of upper-level management experience in a service industry and preferably a not-for-profit organization.
- Knowledgeable, or ability to learn quickly, about retirement communities, HUD, senior services, nursing home regulations, 501(c)(3) tax exempt status, CASP, Medicare/Medicaid, and other regulations

surrounding senior care and residential communities.

- Demonstrated understanding of accounting and financial management, business policies, business technology and information systems, and facility operations.
- Demonstrated ability in fund-raising from private and public sources to implement successfully VLH's plans and objectives for resource development.
- Knowledge of the legal aspects of business, particularly in the areas of residential services, facility management, government regulations, and financial issues.
- Experience in a leadership position within the church and in

ORGANIZATIONAL CHART



community and volunteer organizations would be beneficial.

Qualities and Attributes:

The President and CEO demonstrates integrity and maintains high credibility. This executive exhibits the qualities to serve people that set the personal tone and high quality of business performed throughout the organization. This chief officer has a servant leadership work style that places the corporation's focus on people and community and contributes to the well-being of both through responsible, attentive action, service, and stewardship.

Other qualities of the VLH President and CEO:

- Promotes a professional, yet comfortable and friendly, organizational environment through a thoughtful, approachable management style for both employees and residents.
- Understands and demonstrates the importance of the individual in a service-centered organization.
- Casts a vision and develops and implements short- and long-term strategic goals to accomplish it.
- Values and encourages the role of ministry in residents' lives and the VLH communities.



- Communicates effectively and inspires confidence.
- Is team-oriented, while demonstrating authority, accountability, self-confidence, and decisiveness.
- Recognizes the importance of quality services in the lives of VLH residents and makes VLH's reputation for quality a daily priority.

About Virginia Lutheran Homes:

Established in 1967, Virginia Lutheran Homes serves the physical, emotional, and spiritual needs of more than 550 residents in facilities in three locations - Roanoke, Virginia Beach, and New Market.

Deeply rooted in the Lutheran tradition, VLH welcomes people of all faiths. The majority of its residents are from other denominations.

Brandon Oaks in Roanoke, Virginia

Brandon Oaks is an award-winning Lifecare community surrounded by the beautiful Blue Ridge and Allegheny Mountains. The continuing care retirement community (CCRC) has three distinct levels of care: independent living with three styles of residences - Apartment Homes, The Cottages, and Village Homes; assisted living residences, and the nursing and rehabilitation center



The Pines is VLH's first green retirement residence, located in its Brandon Oaks community.

with specialized nursing care and therapy. Resident transfers between the levels of care are typically based on the ability of residents to perform certain activities of daily living and a multidisciplinary team meets regularly to review the residents. The community offers a full-range of amenities, including a greenhouse, woodworking shop, art studio, walking paths, and library.

Luther Manor in Virginia Beach, Virginia

Luther Manor is a three-story building with 123 apartments and provides housing and services to the very low-income elderly and mobility impaired. The

facility seeks to maximize independence in a setting that offers security and recognizes the individuality of each resident. It is open to men and women regardless of race, nationality or religion. A daily meal is provided, as well as transportation and activities. A part-time health clinic operates to monitor resident's health. This facility participates in the Section 8 Senior Housing Assistance Payments program from HUD. No expansion of the physical facility is contemplated at this time. Luther Manor received an above average rating (one of the highest possible) on its latest Managerial and Occupancy review on February 10, 2011.

Luther Crest in New Market, Virginia

Luther Crest is a 39-apartment, three-story building and provides housing and services to the very low-income elderly and/or those who are mobility impaired. The facility seeks to maximize independence in a setting that offers security and recognizes the individuality of each resident. It is open to men and women regardless of race, nationality, or religion. This facility participates in the Section 8 Senior Housing Assistance Payments program from HUD. No expansion of the physical facility is contemplated at this time. Luther Crest received a satisfactory rating on its latest Managerial



and Occupancy Review on February 17, 2011.

Virginia Lutheran Homes is an agency of the Virginia Synod. Luther Manor and Luther Crest have separate 501(c)(3) status and ID numbers. Brandon Oaks and Virginia Lutheran Homes derive their 501(c)(3) standing from the Virginia Synod.

The Chaplaincy Program

The Chaplaincy Program at Virginia Lutheran Homes is an essential part of the corporation's holistic approach to resident care and comfort. Through the program, VLH offers the services of a full-time Lutheran chaplain, who provides a full-range of chaplaincy services including worship, Holy Communion, hospital visits, Bible study, prayer gatherings, help with end-of-life issues, and grief counseling.

Additionally, Brandon Oaks assists in training future pastors and chaplains through a seminary internship program. Each year, a third-year student from the Lutheran Theological Southern Seminary serves in a joint internship program between Brandon Oaks and a local Lutheran congregation in Roanoke.

About Salem, Virginia:

The corporate office of Virginia Lutheran Homes is located in Salem, Virginia. Situated in the Shenandoah Valley between the Alleghany and Blue Ridge Mountains on the Roanoke River in southwest Virginia, Salem has a strong and diverse economy that is conducive to business and industry.

Adjacent to the city of Roanoke, Salem is 189 miles southwest of Richmond, the state capital, and 250 miles southwest of Washington, D.C. The Roanoke Regional Airport has more than 60 scheduled flights daily, with dozens of non-stop flights to major cities.

Residents of Salem can pursue numerous recreational and cultural activities throughout the Roanoke Valley. The Jefferson National Forest and the Appalachian Trail extend over the northern edge of Roanoke County and provide excellent opportunities for hunting, fishing, camping, and hiking. The Roanoke Valley offers a



variety of cultural opportunities, including the Science Museum of Western Virginia and Hopkins Planetarium; the Taubman Museum of Fine Arts; the Mill Mountain Theater, and the Roanoke Performing Arts Center. Roanoke is also the home of a thriving symphony, opera, and institutions of higher education.

Roanoke is a regional health care center with a medical school and two major hospitals - Carilion Clinic and Lewis-Gale Hospital. The area also offers a number of specialty and sub-specialty medical services.

Virginia Lutheran Homes is an Equal Opportunity Employer.

To Apply or Nominate:

Applications, including a cover letter, resume, and references, and nominations **must be submitted to:**

VirginiaLutheranHomes@myersmcrac.com

Myers McRae Executive Search and Consulting is assisting Virginia Lutheran Homes with this search.

David Gring, Ph.D., Senior Vice President, is the consultant and is available to answer any questions.

Contact him by email at **davidgring@myersmcrac.com** or by phone at **(540) 797-2520**.



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