

Robert L. Rouse, Jr.

Contact Information

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Professional Profile

- **Credentialed, high-energy leader**
- **Proven track-record of results-oriented and successful developments**
- **Inspires staff and board members, residents and volunteers to further the corporate mission within organization's core values**
- **Utilizes detailed marketing focus in all aspects of performance**
- **Excellent communications skills**
- **Applies thorough financial understanding to assure efficient, effective day-to-day operations**
- **Articulate advocate with elected officials, regulators and the media**
- **Lifelong learner and teacher**
- **Widely regarded as entrepreneurial, creative, hard-working and personable**
- **Visionary strategic planner**

Current Work Experience

Executive Director, Presbyterian Retirement Corporation (Westminster Village), Spanish Fort, Alabama

November 2007 to Present. Directed the transition from contracted management (Life Care Services) to self-management of a 25 year-old continuing care retirement community; now strengthening financial foundation, refining operations and furthering reputation as the premier retirement community in South Alabama. Total units: 344 (IL, AL and SNF); revenues: \$14.4 million; assets: \$35.0 million. (Please see www.WestminsterVillageAL.com.) Accomplishments include:

- **Successful conversion to self management** including implementation of new financial reporting software, implementation of systems and procedures in all operating departments, training of management staff to new post-contracted-management roles
- **Effectively guiding organization through tumultuous financial environment** including negotiating with parties to complex variable rate 1998 bond transaction including municipal bond insurer providing credit enhancement, standby liquidity bank, fixed rate swap party, and refinancing of \$18.0 million bond issue
- **Coordination of complicated lease-back of 75-bed not-for-profit free-standing nursing home** from regional hospital system, including financial feasibility (profitability) study, letter of intent and communications plan, pending consummation of above refinancing
- **Careful refining, updating and streamlining operations** including reduction in base staff by 9.5% and expense rollback to 2006 levels substantially improving NOI from -\$320,000 for ending fiscal 2007 (June) to +\$485,000 ending fiscal 2009 (June), with 2% annual increase in monthly service fees
- **Refocused Marketing** to include more effective promotion, increasing new inquiries and reservations, and developed continuing care contract alternatives to existing life care agreement (including revenue neutral monthly fee only and abbreviated health care options)
- **Developed and Implemented Strategic Plan** following input from day-long retreat (February 2008) including selected residents, management staff and board

Recent

Work Experience

CEO, Methodist ElderCare Services, Columbus, Ohio

April 1991 to April 2007. Led the transformation of a declining single-site continuing care retirement community (Wesley Glen) into a state-of-the-art and financially-strong multi-facility senior housing and health care organization with three campuses and two satellite adult day care sites. Total units: 600 (IL, AL/RCF and SNF), plus 50 adult day care clients/day; revenues: \$27 million; assets: \$71 million. Accomplishments include:

- **Thoughtfully evaluated intermediate and long term corporate position and developed long range plan** to strengthen viability of a single-facility corporation by strategically improving economies of scale and broadening the customer base through the addition of multiple sites and new levels of service, including acquisition of previously stand-alone §501(c)3 adult day care provider. Conducted site search and selection, then oversaw design, HUD financing, construction, marketing, opening and operations of new \$12 million project (60-unit assisted living and 40-unit dementia care buildings) and day care operation, at new §501(c)3 corporation. Added conventionally-financed single-story independent living "ridge homes" to new facility campus and oversaw design, development, financing, construction, marketing and operation of \$16 million 89-unit premier independent living building.

- **Highly visible leadership, interactive with all constituencies and publics** Developed strong and loyal team through careful recruitment, general and specific training, supportive management style and responsive leadership of carefully-selected outstanding executive, middle management and entry-level staff members. Developed and executed successive 3-year strategic plans, to guide individual site development and over-all corporate growth to assure long-range financial stability in an increasingly competitive and very dynamic senior housing and health care environment.

- **Excellence in operations** Typically maintained greater than 96 percent occupancy in all levels of care, with high levels of resident, employee and family satisfaction, excellent state health department surveys, low turnover, no litigation, reduced general insurance and workers' compensation premiums, prudent expense management, consistently resulting in strong bottom line performance. Applied for and earned accreditation and reaccreditation by Continuing Care Accreditation Commission.

Education, Licenses and Certifications

- Concord University Law School, Executive Juris Doctor, Los Angeles, California (2002-2008)
- Capital University Law School, Columbus, Ohio (2001-2002)
- Lynchburg College, School of Business Administration, Master of Administration, Lynchburg, Virginia (1978-1980)
- Old Dominion University, College of Education, Bachelor of Science, Norfolk, Virginia (1970-1974)
- Licensed Nursing Home Administrator, Virginia #752 and Ohio #3695
- Certified Nursing Assistant, Columbus State Community College (2004)
- Site Evaluator, (single-site and corporate office) Continuing Care Accreditation Commission (1998-2002)

Prior Work History

- **Executive Director**, The Renaissance, Olmsted Township, Ohio (Cleveland metropolitan area). Opened new 252-unit continuing care retirement community, including hiring and orientation of staff, implementation of operating policies and procedures, initial licensing of nursing home and final marketing phase resulting in fill, and day-to-day operations. (1988-1991)

- **Director of Marketing and Facility Development**, Van Scoyoc Associates, Alexandria, Virginia. National consulting firm specializing in consumer research and market surveys, development and management of senior housing and health care for nonprofit sponsors; led new-project development, facility marketing and troubled-project turnaround engagements for 22 major clients (including 15-month full-time assignment to The Mayo Clinic). (1983-1988)

- **Assistant Administrator, Westminster-Canterbury**, Virginia Beach, Virginia. Opened new 388-unit not-for-profit retirement community, jointly-sponsored by the Presbyterian and Episcopal churches; responsible for personnel, purchasing and operating divisions (dining services, housekeeping, laundry and maintenance) before and during opening and subsequent operations. (1981-1983)

- **Director of Manpower and Materials Management**, Westminster-Canterbury, Lynchburg,

**Prior
Work History,
continued**

Virginia. Opened new 244-unit retirement community; responsible for all initial hiring and acquisition of pre-opening capital equipment and supplies; later additionally responsible for dining services and housekeeping operations. (1980-1981)

**Professional
Associations
and
Awards**

- Ohio Association of Philanthropic Homes and Services for the Aging (AOPHA), Board of Directors, 2004-2007; Treasurer, 2005-2007.
- Columbus Downtown Rotary Club, Paul Harris Fellow. (1995-2007)
- Senior Advocacy Political Action Committee (SAPAC), Treasurer. (2005-2007)
- Jefferson Fellow, Jefferson Center for Learning and the Arts, Columbus, Ohio. Competitively-awarded scholarship funding one-year consultant-led self-study program given annually to ten not-for-profit executives with outstanding potential to lead growth and change. (1999)
- Charter Recipient of FOPHA Executive Education Scholarship, (Foundation for AOPHA), University of Michigan, Executive Development Training, "The Leadership Engine." (2001)

Personal and professional references available upon request