

# Daniel Robert Ruth

## B.A., M.H.Sc., C.H.E., LNHA, RCFE

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### **A Multi-Decade Visionary, Transformational and Entrepreneurial Leader of Senior Living Services and Care**

*30+ years' success of creative leadership and visionary capacities in Senior Living/Skilled Nursing Care, Life Plan Care & CCRC Services, Post-Acute Rehabilitation Program Development, Acute Hospital Care focused on Behavioral Health, Home and Community Based Services and Adult Day Services Programming.*

## President / CEO - Introduction

Daniel Ruth is a high-profile executive and influential leader who is known for transforming end-to-end performance and repositioning communities to spur growth, profitability, and resident satisfaction. He is a strategic thinker with a proven ability to turnaround organizations by implementing growth and business development initiatives. He has a proven track record of leading and ensuring that the community is providing outstanding service and care, operational efficiency, strong financial results, high quality, and sustained resident satisfaction. In addition to this, he also excels at associate engagement which leads to superior workplace culture.

Daniel drives quantitative success by devising innovative systems & processes and delivers significant impact on the organization's financial growth and stakeholder satisfaction. With a motivational management style and a proven history of building, guiding, and motivating teams to develop and implement strategies for accelerated growth, Daniel is the perfect leader for your organization and its next project. He has a knack for seeing the potential in people and businesses alike and knows how to guide them towards success. His enthusiasm is infectious, his determination unwavering, and his passion for assisting residents and staff is unmatched.

### **Highlights of Career Expertise:**

- Life Plan/CCRC Communities Start-Up & Stabilization
- Skilled Nursing Units (SNF) and Memory Care Development
- Home & Community-Based Services Start-Up
- Five Tax-Exempt Project Financings
- Hospital, Rehab & SNF Operations Management
- Process Improvement
- Executive Leadership
- Fund Raising – Capital & Annual Operating Campaigns
- Governance & Board Development
- Strategic Planning w/Board of Trustees
- Charitable Foundation Management & Growth
- Construction Project Management
- Community & Public Relations
- Sales & Marketing Management
- Mergers & Acquisitions
- Operational Cost Controls & Revenue Cycle Management
- Budget Development, Financial Analysis & Weekly/Monthly Management
- Initiated Strategic Acute Hospital Systems Alliances, Collaborations & Partnerships
- Government Advocacy

## Professional Career Experience

### **PRESIDENT & CHIEF EXECUTIVE OFFICER**

**2002 - 2022**

#### **Jewish Senior Living Group (JSLG - Bay Area)**

Led the overall operations of the corporate Jewish Senior Living Group, including regulatory compliance, new business development, clinical, and financial control while managing the supported operating entities that had, in aggregate, budgets more than ~\$110 million. Oversaw the delivery of quality care in accordance with residents' needs, government regulations the communities' policies, and procedures.

#### **San Francisco Campus for Jewish Living (San Francisco, CA)**

**2002 - 2022**

Provided executive-level leadership to effectively re-position and grow the SFCJL which includes a 375-bed licensed skilled nursing facility, 13-bed acute psychiatric hospital, 190-Unit Assisted Living, and Memory Care (Frank Residences) delivering multiple levels of care and service. Managed ~\$85 million annual operating budget and a

union/non-union shop, that in aggregate, had staff of over 750+ FTEs while ensuring clinical excellence, operating efficiency, and financial strength. Launched and led a \$110 million fundraising campaign in support of the campus redevelopment and re-branding. Implemented Residential Care Facility for the Elderly objectives (Frank Residences), vision, operating philosophy, and tone of the residence.

### **Jewish Home & Senior Living Foundation (Bay Area)**

**2002 - 2022**

Led the successful growth of the Foundation with ~\$100 million in assets.

### **Moldaw Residences (Palo Alto Life Plan Community/CCRC)**

**2002 - 2022**

Drove design, development, and operations of a 193-unit Life Plan community with ~\$20million annual operating budget and ~120 FTEs through leading the profit and loss, financial performance, employee leadership, and resident satisfaction. Developed and managed multi-level ~\$170+ million continuum of care retirement community sponsored by the JSLG located on an intergenerational campus in Silicon Valley including the Oshman Jewish Community Center.

### ***San Francisco/Bay Area Notable Contributions:***

- Achieved Board and Community support for the development of a regional senior living network supported by the Jewish Senior Living Group by creating a vision and plans.
- Led governance and fund development re-structuring resulting in corporate identity, positioning, and branding.
- Instrumental as the primary solicitor in the successful completion of three Capital and Endowment Enhancement Campaigns totaling ~\$310 million.
- Provided hands-on oversight to two SFCJL Construction Programs, including a \$56 million Silver Avenue Infrastructure Construction Program, and a \$176 million campus re-development that included the creation of Frank Residences (190-unit Assisted Living & Memory Care) and Byer Square (Programmatic Resource for community-residing older adults).
- Managed multiple tax-exempt revenue bond issues for the SFCJL and Moldaw Residences.
- Expanded average daily SFCJL's and Moldaw's pre-Covid19 census to above ~98% through implementing new sales and marketing programs.
- Instituted a 120-bed Post-Acute Short Stay Rehab Unit, recognized as the largest single-site post-acute center in California. The Post-Acute Short Stay Rehab Unit is the economic driver for the SFCJL.
- Directed efforts to the successful expansion of an acute psychiatric hospital census and negotiated HMO contracts (e.g., Kaiser Permanente).
- Established business plan, functional program, capital, and operating pro formas for the launch of Moldaw Residences (Life Plan Community) co-located with the Oshman Jewish Community Center.
- Master-planned the Moldaw Life Plan Community to co-locate with Palo Alto Jewish Community Center.

### **PRESIDENT & CHIEF EXECUTIVE OFFICER**

**1997 - 2002**

#### **Village Shalom Inc., Overland Park, KS**

Founded and developed a multi-level \$60+ million continuum of care senior living community, sponsored by the Jewish Community. Participated in all aspects of campus master planning and design, land acquisition, negotiations, and construction of a \$50+ million multi-leveled care campus on 27 acres. Led governance re-structuring and completed initial Medicare and Medicaid licensure for the campus.

#### **Village Shalom Charitable Supporting Foundation Inc., Overland Park, KS**

Managed a ~\$30+ million charitable foundation and led donor solicitations during capital campaign. Raised \$19.3 million on Capital and Endowment fundraising campaign vs. on original goal of \$12 million. Received major local and national grants including the first-ever Weinberg Foundation grant to the Kansas City Area.

### ***Village Shalom Notable Contributions:***

- Formulated finance structure for the community, floating \$46+ million on tax-exempt revenue bonds, \$23.695 million in variable-rate bonds, and \$23.315 million in fixed-rate bonds (5.7%).
- Exceeded revenue targets and all rate of fill assumptions identified in Official Statement Pro Forma projections in less than one year.
- Led the successful simultaneous launch of *Enhanced Living* (Assisted Living Apartments); *Weinberg Health Center* (Medicare, Medicaid, and Private Pay Skilled Nursing); *Shalom Suites* (Three levels of Dementia Care); *The Villas* (Independent Life Lease Homes); *ElderSpa Wellness Center* (Community Fitness Facilities for Older Adults); *Great Days* (Adult Day Services); *Specialty Health Clinics & Rehabilitation Services*; *Museum-Quality Art Gallery*; and *Rachel's Café* – Kosher Food Restaurant for the community.
- Received state award for innovation in resident care in zero deficiency state survey – 2001.
- Contributed significant efforts to the effective negotiation of Shalom Geriatric Center and Shalom Plaza --- two predecessor organizations to Village Shalom.

### **ADDITIONAL SKILLED NURSING FACILITY HOME & COMMUNITY-BASED SERVICES EXPERIENCE: 1984-1997**

#### **Executive Vice President & CEO:** The Sharon Home Inc., Winnipeg, MB

*Created innovative plan for expansion of facilities/services of a 229-bed licensed and fully accredited unionized personal care home onto second site. Improved the level of direct care personnel while turning around operations from a \$250,000 loss to a \$100,000 surplus.*

#### **Vice President & COO:** CAPS Professional Health Care Services, Home Care & Home Health Company

*Led an \$11+ Million Licensed Home Health Care Company, overseeing the development of initial business and marketing plans and corporate marketing. Elevated revenue base by six-fold during the 4+ years of leadership.*

#### **Senior Consultant:** Peat Marwick Stevenson & Kellogg

*Contributed to the preparation of functional programs, role studies, government planning documents, and organizational reviews.*

#### **Vice President & COO:** Personicare Corp. (Dynacare Health Group) Home Care & Home Health Company

*Led acquisition of two related companies, merging of a third company, and awarding of major government home care contracts in Toronto, Region of Peel, London, and Ottawa.*

## **Residency**

#### **Mount Sinai Hospital**

**Administrative Resident**

#### **West Park Hospital**

**Administrative Internship**

## **Education**

University of Toronto, Toronto, ON

**Master's Degree in Health Administration, specializing in hospital/health administration**

York University, Toronto, ON

**Specialized Honors Bachelor of Arts Degree in Sociology & Physical Education**

## **Professional Memberships & Board Leadership/Participation**

- California Hospital Association DPNF (Board)
- LeadingAge - California (Board) & LeadingAge (US)
- American College of Health Care Executives
- American Hospital Association
- Hospital Council Northern & Central California (Board)
- Society for Advancement in Gerontological Design