

Chief Financial Officer

of Menno Haven and Messiah Lifeways®



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Chief
Financial
Officer

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Position Announcement

Chief
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As the shared Chief Financial Officer, you will be joining a team of two thriving, faith-based providers of senior care services who have announced their intent to explore the possibility of joining forces.

Chambersburg, PA-based Menno Haven and Mechanicsburg, PA-based Messiah Lifeways share Christian roots that are grounded in the Anabaptist faith. They also share similar missions, have aligned core values focused on serving the 55+ population, and they both recognize the opportunity to be *Stronger Together*.

In this position, you'll have the opportunity to work directly with the executive teams to help provide thoughtful insight for both organizations to make the most informed and strategic financial decisions. Your expertise and guidance will set Menno Haven and Messiah Lifeways up to span a broader reach and more efficiently and effectively accomplish their missions to serve older adults.



Mission Statement

We will be an innovative organization that nurtures the human spirit, is passionate about service, and demonstrates God's love, one person at a time.

Core Values

Belief | Integrity | Teamwork | Excellence | Service



Mission Statement

We are a ministry that responsibly enhances the lives of older adults with Christ-like love.

Core Values

Act Courageously | Live Responsibly | Decide Collaboratively | Speak Kindly | Love Generously

What Makes this Position a Unique Opportunity?



It's more than just a job.

Join a team of like-minded people,
working together toward a
meaningful mission.

Both organizations are currently utilizing the services of an interim Chief Financial Officer (CFO). Advancing their desire to work together, the organizations have agreed to jointly hire a permanent CFO. This position will oversee both organizations. The CFO is the architect that designs a combined fiscal team to serve both organizations. The CFO will be part of the executive team and report to the CEOs. This is an exceptional opportunity for a performance-driven strategic leader that embraces growth and aligns with the culture and core values of both organizations.



Organizational History and Background

| Menno Haven

In the early 1960's, a great need for additional long-term nursing care existed in Franklin County, PA. Two members of the Mennonite faith, David H. Lehman and Norman Martin, were the first to identify this need and to envision the building of a Christian nursing facility in the Chambersburg, PA, area. They approached the ministerium of the Franklin County Mennonite Churches with their idea of building a nursing facility for the aging.

The ministerium appointed the first Board of Directors for the nursing facility in 1962, with the Board's 16 members representing the Mennonite Churches of the Franklin County Conference. David H. Lehman, having served on many Boards of Directors including those of the Maugansville, MD, Nursing Home, and the Chambersburg Hospital, was appointed Chairman of the Menno Haven Board of Directors in 1962 and served until 1981. Fundraising and building quickly began on the Menno Haven project. In September of 1964, the first resident moved into the 56-bed nursing center.



Organizational History and Background continued



By early 1965, 44 more beds and a physical therapy wing were added. As lifestyles changed in the early 1970s, the idea of a "Retirement Community" became an attractive option to retiring adults. Recognizing this upcoming need, the Menno Haven Board of Directors created independent living in 1974.

By 1977, it became apparent that an even more specialized service for the aging was needed. Many individuals did not want full independent living, nor did they require skilled care as was provided in the nursing center. To meet this unique need, 29 residential apartments were added to the south end of the nursing center. Construction continued at Menno Village through the 1970's and early 1980's with the addition of more cottages and nursing beds. A new chapel and administrative wing were added in 1984.

An adult day care center was added in the summer of 1985. In 1988, 35 residential living, one-bedroom apartments, and 78 personal care rooms, along with a community center, were added with the addition of the Village Square. Walden Place was opened in 1989 and was created by remodeling the main level of the residential wing of the nursing center. This area provides specialized care for persons with Alzheimer's disease and other dementias.

By the end of the 1980s, Menno Haven had a growing waiting list and its facilities were filled to capacity. The solution to the problem came with the purchase of Penn Hall on November 5, 1991.

Organizational History and Background continued

By 1994, Menno Haven’s skilled nursing capacity was expanded with a new 60-bed nursing center at Penn Hall. In April 2002, ground was broken signifying the continuation of Menno Haven’s mission at Northfield. This tract of land is licensed through the Menno Village campus but is marketed as Menno Haven’s third campus, as it presents an additional independent living option for retirees.

The campus was developed in phases over the next several years to include spacious villas, apartments, and a full-service community center. Effective January 1, 2017, Menno-Haven, Inc. completed a rebranding project, and through this project, undertook several name changes with all offerings falling under its “Brookview” or “Chambers Pointe” campus.

Additional campus reinvestment, and both Brookview and Chambers Pointe, occurred in 2019, 2020, and 2021. A Menno-Haven, Inc. master plan committee continues to update future plans for the Menno-Haven, Inc. communities. Future trends and needs are continually identified and addressed in Menno-Haven, Inc.’s master plan.



Organizational History and Background

| Messiah Lifeways

Messiah Lifeways had its beginnings in 1896 as Messiah Rescue and Benevolent Home and was first located on Bailey Street in Harrisburg, PA. The Home was started by a group of concerned Brethren in Christ church members wishing to provide a place for the elderly, and at its maximum capacity was able to house 60 individuals. When the need arose for a larger facility, a new home was built at 2001 Paxton Street in Harrisburg, and in 1936, Messiah Home moved to its new location. The program at the Paxton Street site included 25 nursing beds and 82 residential rooms.

In 1964, the name was officially changed to Messiah Home. Recognizing the need to expand and to bring their Paxton Street facilities into compliance with code and other contemporary standards of construction, the Home began a planning process for renovating and expansion during the early 1970s.

Due to the costs and limitations of the facility and site, Messiah Home developed a plan for a new facility at a new location, the present Mt. Allen Drive site in Mechanicsburg, PA. The present site was developed as a retirement community, providing varying levels of service for the elderly. The initial segments of construction included 90 nursing care beds and 101 sheltered care residential units, coupled with appropriate administrative and support facilities. These facilities were occupied during 1978 and are now part of the Village Center building.



Organizational History and Background continued



Since the opening of the campus in 1978, Messiah Village has also undertaken a phased development of residential living units in a clustered cottage arrangement on the perimeter of the campus. Each residential living unit cottage is complete with a living area, kitchen, bathroom, bedroom, and garage. At the time, the on-campus services that were provided to the residents of the nursing care residents were also available to the residents of the clustered cottages.

The phased development of 148 cottages began in 1979 and continued through 1990. A new 400-seat chapel was also dedicated in April of 1984 and is connected to the Village. In addition to the chapel, this wing also includes an arboretum and offices. The lower level of the chapel houses U-GRO, a child care center, which opened in 2011.

In order to expand its services, Messiah Village implemented home care services in 1984. These home care services are available to Village residents and to the general surrounding community. In Residential Living, the 64-unit Allegheny building was completed in 1987, along with Village Commons. The 60-unit Tuscarora building was completed in 1990. A 53-unit memory care center and a 51-unit personal care unit were opened in 1988. The Ministries building includes 71 personal care units, a nursing care dining room, main entrance lobby, administrative offices, home care services, Adult Day services, and the UPMC Clinic. The new personal care units replaced the 51 beds built in 1988, which were converted to nursing care. The geriatric clinic opened in November 1992, and Adult Day opened in September 1993.

Organizational History and Background continued

In early 2012, Messiah Village broadened its name to Messiah Lifeways to better reflect the depth and breadth of the options it provides as a continuing care retirement community, including residential living, enhanced living, and nursing care. Its official name is "Messiah Lifeways at Messiah Village."

Today, Messiah Lifeways offers:

- Messiah Lifeways at Messiah Village
- Messiah Lifeways at Mount Joy Country Homes
- Messiah Lifeways At Home
- Messiah Lifeways Adult Day
- Messiah Lifeways Wellness

In 2015, Project Envision broke ground and construction began for the Hopewell personal care neighborhood, Village Square, and the Engle and Greenwood nursing neighborhoods.

The addition of the Greenwood and Engle neighborhoods to the Village Center increased the community's nursing bed count, providing a home to 32 nursing residents. The addition of the Hopewell neighborhood also introduced 26 additional enhanced living beds.

Village Square was constructed as a separate building to include 84 independent living apartments, two additional dining spaces, and the Center for Vitality & Wellness. The amenities in this building were created to be used by all levels of living on the Messiah Village campus and the surrounding community. This project was completed in 2017.

In 2020, we worked hard to develop a new strategic plan built around three areas of focus: Build, Improve and Grow, which we often refer to as B-I-G.

- Build or "B" signifies our goal to build a culture that sincerely cares for all team members through meaningful relationships and supportive resources.
- Improve or "I" represents our goal to enhance quality and value by continuously improving the organization's technology, processes, and physical space.
- Grow or "G" speaks to our need to continually look for opportunities to grow and expand our mission to serve older adults through partnerships and development, in order to thrive as an organization.

Why We are Coming Together

Project Branches: Stronger Together

The Steering Committee, consisting of leaders from both organizations, has spent time discussing the case for affiliation—referred to as “Project Branches.” The Steering Committee also discussed the consequences, if any, of not affiliating. There were general concerns that the fast pace of change and increasing complexity of the senior living and care sector in many respects necessitate partnerships at some level.

| The Benefits of Coming Together |



The Steering Committee spent time focusing on the fact that by coming together, a combined organization needs to create greater possibility than a simple 1+1=2 outcome. The two organizations would need to be able to be stronger, more innovative, and better off on various accounts because they have come together. The following list outlines the key sentiments of the Steering Committee in regard to the benefits that an affiliation would bring:

- Coming together will provide greater scale than what each organization currently has. For each organization to essentially double in size on their own, would be a much longer and complex process.
- The ability to create greater efficiencies, such as deploying a variety of centralized services, will streamline current operations.
- Together, there is a greater ability to thrive rather than survive. Both organizations agree that in many ways, surviving is equal to failing in today’s complex environment. It is a difference of being “great” versus “middle of the road.”
- The two organizations would have the ability to move forward at a faster pace than would be able to do individually.
- Ultimately, the benefits that would be garnered (scale, strength, stability, etc.) will lead to better services for residents and greater financial security by coming together.
- Given increasing workforce pressures, the ability to create stronger workforce models with increased professional development opportunities and career ladders will be a meaningful differentiator. The increased scale will provide greater ability to take workforce goals to the next level.
- The combined balance sheet shows a financially strong organization. Scale matters as it relates to greater access to capital for future initiatives.
- The alignment of mission and values is evident. The philosophies and heart of each organization are very much in sync.
- Both organizations could benefit greatly from increased intellectual capital. This is the ability to tap into the talents and breadth of the respective leadership teams. Individually, often feel they are spread too thin.
- A larger organization will create greater incoming opportunities. This would include both attracting talent as well as others approaching the organization with growth opportunities.

Why We are Coming Together

Project Branches: Stronger Together continued

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| Affiliation Statement |

“Together, we will have an enhanced ability to thrive and be successful for many more years to come. A combined organization will not only provide greater strength today, but will also foster additional possibilities for mission expansion at a pace greater than would be feasible otherwise. The mission and cultural alignment, both rooted in an Anabaptist expression of the Christian faith, is palpable and will serve to enrich those who are served by, work for, and partner with each organization.”



Candidate Profile

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The Chief Financial Officer is responsible for effectively operating in an organizational culture characterized by teamwork, openness, engagement, challenges, and deliverable results. The ideal candidate will possess the following attributes / characteristics.

→ Strategist

The CFO needs to understand the organizations' perspectives broadly, as the role of Chief Financial Officer is not confined to the finance department only. The ideal candidate will be strategic and act as a business partner in assisting the Presidents/CEOs. The CFO will have a seat at the strategic planning table and help influence the future direction of the organization. They will be vital in providing financial leadership and aligning business and finance strategy to grow the mission and accomplish the strategic plan. They will play an integral role in supporting other long-term investments of the organizations.

→ Ethical Rigor

In the early stages of the relationship between the two entities, and during due diligence, the CFO will focus on providing unbiased advice on financial matters to each organization, at the same time creating value as the two entities work towards becoming a single entity. Once the affiliation becomes a reality, the CFO is expected to maintain the ethical financial standards of the organization.

→ Financial Operations

The CFO will operate an efficient and effective finance organization, providing a variety of services to the organizations such as accounting, financial planning and analysis, treasury, and other finance operations. It will be important that the CFO develops a financial services team that supports directors and leaders in financial management and other operations.

→ Translator

The CFO must be able to translate financial KPIs of the organization into useful information for the CEOs and Leadership Team, and turn strategy into a financial number that can be shared with the public or across the organizations. The CFO must provide results to management and suggest ways to enhance them.



Candidate Profile continued

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→ Spokesperson

The CFO is responsible for the internal and external communication of financial information, as deemed necessary.

→ Risk Manager

The CFO needs to be a trusted advisor regarding risk, especially as businesses become more complex. Not only do they need to identify, assess, and respond to ongoing and emerging risks to the organization, but they also need to ensure compliance with a growing number of regulations and laws.

→ Steward

Our CFO will work to protect the vital assets of the organizations, ensure compliance with financial regulations, close the books correctly, and communicate value and risk issues to senior leaders and board members.

→ Catalyst

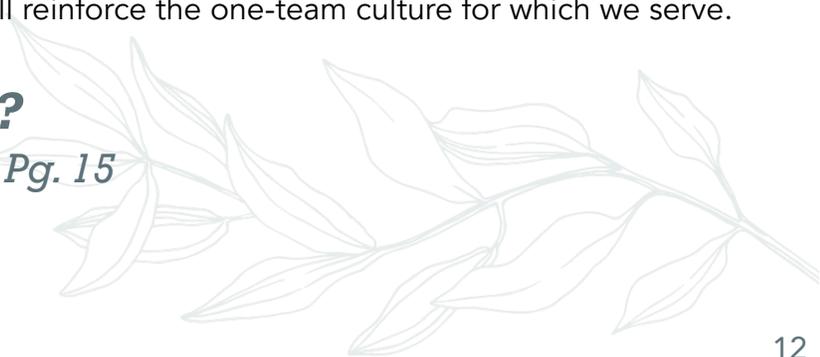
Our CFO will stimulate and drive the timely execution of change in the finance function. Using financial intelligence, they will selectively drive business improvement initiatives such as cost reduction, procurement, pricing execution, and other process improvements and innovations that add value to the organizations.

→ Team Builder

Beyond just our financial health, our CFO will be a key partner in creating a great culture for residents, clients, and team members and will work with a spirit of collaboration in creating a united organization from two. Their actions will reinforce the one-team culture for which we serve.

Does this sound like you?

Learn about the hiring process on Pg. 15



Position Overview



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The Chief Financial Officer (CFO) is responsible for securing, managing and planning for the current and future financial and informational resources necessary to fulfill the mission of Messiah Lifeways, its subsidiaries, and Menno Haven (collectively). This senior executive position, reporting to the CEOs of both Menno Haven and Messiah Lifeways, is responsible for managing the financial actions of the organizations. The CFO will develop a cadence for serving two organizations efficiently and effectively during the affiliation exploration period, and once affiliated.

This position is in charge of tracking cash flow, analyzing strengths/weaknesses in the company's finances and overseeing all aspects of its financial success. The CFO provides management, guidance, and direction regarding financial areas of the organizations. The CFO is expected to perform effective risk management and plan the organization's financial strategy. A CFO must be well-versed in all aspects of fiscal management ranging from simple accounting to broad investment and banking operations.

A successful CFO must see risks and opportunities behind financial data and act as a strategic business partner for the CEOs. To do this, the CFO needs to possess strong leadership skills, excellent communication skills, and is an expert on current financial topics related to aging services. In this role, the CFO will perform an initial gap assessment of each organization's finance function and develop a strategy for a combined finance function. In the early stages of the relationship between the two entities, and during due diligence, the CFO will focus on providing unbiased advice on financial matters to each organization, at the same time creating value as the two entities work towards becoming a single entity. Beyond just our financial health, the CFO will be a key partner in creating a great culture for residents, clients, and team members and will work with a spirit of collaboration in creating a united organization from two. Their actions will reinforce the one-team culture for which we serve.

This position will be held accountable for overseeing and providing vision to ensure the ongoing development of strategic planning, budgetary leadership, performance improvement, and customer satisfaction in the areas supervised. The CFO is directly responsible for the Fiscal Services Department and the Information Technology Department. The CFO works closely with the President, senior officers, department directors, the Board of Directors, and external partners.



Position Overview

continued

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| Candidate Leadership and Professional Attributes:

- Professionally and personally uphold our core values of respect, integrity, collaboration, commitment, and stewardship.
- Proven leadership in financial management, high-level accounting, budgeting and forecasting, auditing, and financial reporting.
- Able to build and lead a collaborative team with confidence and humility.
- Organized and detailed-oriented with demonstrated ability to follow through on commitments.
- Success working with a non-profit board of directors and finance committees. Attend Board and subcommittee meetings regularly and provide useful/necessary financial inputs on various parameters.
- Thorough knowledge of nonprofit financial and accounting practices and procedures.
- Participate in developing new business and determining the cost-effectiveness of future service delivery. This will include working with other key senior persons of the organization to ensure financial and operational success
- Training and increasing awareness and knowledge related to fiscal management matters across the organization.
- Developing and maintaining a check of internal controls to safeguard the organization's financial assets.
- This position will direct the financial affairs of the organization using generally accepted accounting principles, including accounting, business office, purchasing, billing and reimbursement, credit and collections, and other financial matters directed by the CEOs.
- The CFO will interact with trustees, bankers, external auditors, governmental regulatory agencies, vendors, and other members of the executive team. The CFO oversees the finance / fiscal services department.

| Education and Experience:

- Bachelor's of Science degree in Accounting or Finance
- CPA, CMA, and / or MBA Required
- 10 years in progressively responsible financial leadership roles, preferably with non-profit life planned communities, in aging services, or other related health care organizations
- Experience with strategic and operational planning execution
- Knowledge of contracting, negotiating, and change management
- Knowledge of systems evaluation, integration, implementation, and adoption
- Experience in partnering with an executive team and have a high level of written and oral communication skills

Position Overview

continued



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| Compensation

Compensation will consist of a competitive salary and executive incentives which will recognize the experience, accomplishment, and ability of the finalist. The candidate will be eligible for enrollment of benefits, which include health, dental, short term and long-term disability insurance, life insurance, paid annual leave, and a retirement program.

| Hiring Process

Applications will be accepted until the position is filled. An application includes both a letter of interest, salary expectations, and a resume. Inquiries, and nominations for the position should be emailed to Admin@kairoshealthsystems.com.

Qualified candidates will be contacted for further interviews with representatives of both organizations. A multi-step process of interviews, assessments, and site visits will take place over several months. The two CEOs of the two organizations will work collaboratively to make a final selection decision.

Karl Brummer, CEO
Messiah Lifeways
717-796-8141
kbrummer@messiahlifeways.org

Hugh Davis, CEO
Menno Haven
717-262-1001
hugh.davis@mennohaven.org

Messiah Lifeways and Menno Haven both are equal opportunity employers. All applicants will be considered for employment without regard to race, color, gender, citizenship, ancestry, genetic information, religious creed, sex, sexual orientation, gender identity, national origin, age, and veteran or disability status. Menno Haven and Messiah Lifeways do not tolerate discrimination or harassment based on any of these characteristics.

