

WILLIAM J. KOUWE

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PROFESSIONAL SKILLS

- Extensive planning, budgeting and management experience
- Strong interpersonal and team-building skills
- Project management

PROFESSIONAL WORK EXPERIENCE

The Friendly Home. Rochester, New York

Senior Vice President/Chief Operating Officer 1995 – 10/2010

- Facility Administrator of Record, reporting to the CEO and Board of Directors.
- Direct responsibility for Medical Services, Nursing, Therapies, Staff Development, Medical Records, Social Work/Admissions and Recreation, with Vice President for Services (hotel functions) reporting directly to me as well.
- Functional responsibility for all operational areas in a 200-bed facility with annual operating and capital budgets of \$19M and \$400K, respectively; capable of budget planning and financial management during times of fiscal constraint.
- Responsible for facility interaction with NYS Department of Health.
- Staff to Board of Directors' QA, Strategic Planning, Finance and HR Committees.
- Direction/oversight of facility endeavors to maximize Medicare and Medicaid revenues through coordination of subacute and LTC therapy and nursing programs, as well as the use of consultants.
- Direction/oversight of quality assurance, risk management/assessment, emergency preparedness, corporate compliance programs.
- Responsible for direction of a 1998-99 \$6M facility renovation; the project lasted 14 months (12 phases) and included the development and start up of a 14-bed Transitional Care Unit.
- Responsible for direction of a 2008-10 \$19M construction/renovation project. The scope included construction of a two-story 80-bed addition, new front addition and complete renovation of the existing facility. From strategic planning to completion the project took over five years; construction was done in eight phases covering a two-year time frame.

Vice President for Clinical Programs 1989 - 1995

- Responsible for Medical Services, Nursing, Therapies, Medical Records, Social Work/Admissions and Recreation departments. Worked to facilitate a clinical team approach among these disciplines.
- Responsible for the development of two dementia units (lower acuity - 1989; behavioral unit - 1994) including research, design, renovation, programming, staffing, budgeting and evaluation.
- Provided oversight for a newly-developed Friendly Senior Choices case management program.
- Staff to the Board of Directors' Medical Advisory and Quality Assessment and Assurance Committees. NYAHSN Nursing Facility Subcommittee member.

Assistant Administrator 1985 - 1989

- Responsible for administrative oversight of Housekeeping, Laundry, Recreation, Food Services and Maintenance, which also encompassed fire safety and security.
- Manager of the 148-unit Linden Knoll Apartments, reporting directly to its Board of Directors. Supervised and directed all functions of the operation, prepared all required NYS Division of Housing and Community Renewal submittals including the Budget/Rent Determination for the senior housing complex.
- Staff to Friendly Home Board of Directors' House and Grounds Committees.

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PROFESSIONAL WORK EXPERIENCE (continued)

DeMay Living Center. Newark, New York

Consultant/Interim Administrator 1998

- Following a situation which resulted in stringent Department of Health oversight of the facility, acted as Administrator of Record for DeMay in order for the organization to begin resolution of operational issues.
- Worked to develop and implement a Plan of Correction which was ultimately accepted by DOH.
- Consulting assignment lasted three months; reported to Ken Naples within the ViaHealth System.

Wesley On East. Rochester, New York

Director of Operations 1982 - 1985

- Provided budget projections, managed fiscal objectives and all operational aspects of Dietetic Services, Maintenance, Security, Grounds, Transportation, Housekeeping and Laundry. All employees in these departments were in the bargaining unit. Essential job functions included contract administration, reviewing union grievances and contract negotiations.
- Directed various remodeling/development projects on the four building campus; converted a HRF floor to an SNF unit.
- Served as Administrator of the 32-bed Adult Care Facility.
- Chaired the facility Safety Committee; Quality Assurance Committee member.
- Served on the Board of Directors' Property Committee and Strategic Planning Committee.

Maplewood Nursing Home. Webster, New York

Assistant Administrator 1975 - 1982

- Responsible for the operation of all service departments (Dietary, Maintenance, Housekeeping and Laundry). Trained supervisors in recruiting, hiring, progressive discipline and employee relations.
- Chaired facility Safety Committee and served as Fire Safety Training Coordinator.
- Participated on the NYSHFA Group Purchasing Committee (1979 - 1982), lowering costs by guaranteeing vendors committed volumes from multiple facilities.
- Completed weekly payroll process for 130 employees utilizing a computerized in-house system. Provided weekly and quarterly reports, labor analysis and budget projections, and statistical reporting for RHCF-4 and Workers' Compensation, Disability and Unemployment Insurance.
- Administrative contact (on-call 24 hours/7 days) for supervisors.

EDUCATION AND ACCREDITATION

- State University of New York, College at Oswego. Oswego, New York
B.A., Business Administration 1974
- Licensed NYS Nursing Home Administrator 1976
- Licensed NYS Adult Care Facility Administrator (inactive) 1984

PERSONAL INTERESTS

- Cycling, golf, snowshoeing and mandolin.

REFERENCES

- Available upon request.