

# MICHAEL A. BRODIE

10977 Northwest 12th Drive ■ Coral Springs, Florida 33071  
H (954) 341-3544 ■ C (305) 542-6303 ■ ambrodie@aol.com

## SUMMARY

A dynamic and highly accomplished LONG TERM CARE EXECUTIVE with profit and loss responsibility and extensive experience in senior health care facility administration. A highly motivated and energetic leader who is driven to achieve the highest measurable standards. An inspiring leader who motivates and mentors teams to exceed expectations. An outstanding communicator and administrator who excels at planning as well as implementation. A forward thinker with a passion for industry leadership.

## KEY ACCOMPLISHMENTS

- Achieved continuous improvement year after year, increasing cash flow and raising EBIDTA from 0% to 30% of gross revenue over time despite recessionary pressures and declining occupancy rates, surpassing budgeted goals in FY 2009 and 2010..
- Improved occupancy by 5% during FY 2010.
- Represented company in multiple peer groups and professional associations, including board and committee membership in local, state and national organizations.
- Created strategic plan for FY 2011, including SWOT analysis, alternative marketing, new marketing methods, investment into physical plant, coordination of contact with direct referral contacts, to improve occupancy and contribution margin.
- Established a record of sustained excellence in state and local inspections.
- Served corporation on key committees including: strategic planning, corporate compliance, safety, and employee relations.

## EXPERIENCE

MIAMI JEWISH HEALTH SYSTEMS, Miami, Florida  
**Executive Director of Residential Living**

2008-2010

Held responsibility for six businesses in four locations, with combined budget of \$10,000,000, including Hazel Cypen Tower, 100-unit luxury assisted living facility (ALF); Irving Cypen Tower, Independent Living Facility (ILF); 25 units of hotel operations; Alzheimer's Day Care; HUD facility of 145 units plus management contract for another 280-unit facility; as well as 40-unit Alzheimer's Assisted Living. Held wide-ranging executive duties including strategic planning, marketing/PR, budgeting, and business development as well as direct management of Irving and Hazel Cypen Towers. Directed a staff of seven managers and directors. Ensured corporate compliance and adherence to state and local rules and regulations/license requirements.

- Met budget standards for ILF and ALF buildings in FY 2008/2009 and surpassed in FY 2009/2010, achieving EBIDTA of 30% and cash flow of over \$1,500,000 per year over last two years.
- Implemented key performance indicator measurements across organization to highlight issues as well as measure progress and resolution.
- Changed management at HUD housing division, improved staff morale and tenant satisfaction at housing facilities, and coordinated business plan for aggressive growth.
- Implemented corporate decision and directed closure of Alzheimer's AFL, including counseling for families and staff, maintaining morale, and providing responsive PR.
- Contributed at corporate-level in corporate compliance, strategic planning, strategic marketing and branding, and training,

**Director of Assisted Living**

1999-2008

Facilitated four business units in two side-by-side buildings on main campus, independent and assisted living, Alzheimer's Day Care, hotel operations, with operating budget of \$7,000,000.

- Opened Hazel Cypen Tower, 100-unit, \$15,000,000 facility, including secured unit for memory disorders in 1999, creating original marketing programs, hiring staff, establishing policies and procedures, and securing ALF operating license.
- Achieved full occupancy within two years and maintained 90 – 100% census level over a ten year period.
- Achieved complete turnaround on independent and assisted living bottom line, over a seven year period beginning in 2003, improving profitability by \$2,000,000 per year and attaining 10% profit and 25% EBIDTA.
- Achieved a record of zero lawsuits in facility for nine years.
- Served as the interim Nursing Home Administrator for 10 months.

## ADDITIONAL EXPERIENCE

**Expert Witness:** 2003 – present: Provided expert witness services for law firms defending ALF communities in several cases in Florida, California & Colorado, including writing expert opinions, depositions and court testimony.

**Administrator of Irving Cypen Tower,** 1992-1999. Assumed responsibility for building experiencing conflict between staff, management and residents, with low satisfaction in quality and consistency of services. Gained trust of parties, including Chairman of Board and built a team of staff capable of providing services and fulfilling resident needs. Increased pricing significantly over time to raise standards of building and meet resident expectations. Continued to plan for expansion of services, building new facility for assisted living, providing lay leadership with operational expertise and industry knowledge. Headed employee activities committee and campus-wide customer relations program, among with other projects.

**Administrative Fellow,** 1991. Performed wide-ranging internal consulting and administrative tasks in 486-bed geriatric institute, while performing administrator-in-training requirements for Florida NHA examination.

NEOT PE'ER, INC., Herzlia, Israel, **Co-Owner/Manager,** 1986-1990. Took over run down, partially vacant 25-bed assisted living with partner, bringing occupancy from 35% to 95% within 12 months. Redecorated and rehabilitated facility, opening new ten-bed wing in June 1989 and achieved 95% occupancy. Served as operations partner, with responsibility for accounting, revenue and expense, human resources, programs and services. Increased to 35 beds and 95% occupancy.

KUPAT HOLIM HAKLALIT, Tel Aviv, Israel, **Senior Economist,** 1984-1987. Analyzed costs of services in comparative health care delivery systems as well as compiled studies which eliminated effect of rampant inflation on health financing statistics for 3,200,000-member HMO in Israel.

KLEARFOLDBOX, Warrington, Pennsylvania, **Information Center Manager,** 1979-1982. Responsible for cost accounting and pricing of jobs, production variance analysis and development of new computer program to automate pricing in growing packaging corporation.

## EDUCATION

UNIVERSITY OF PENNSYLVANIA, Philadelphia, Pennsylvania

**M.B.A., Healthcare Administration,** 1984 (Kaiser Foundation Award for outstanding contribution to the health care program)

**B.A., Political Science,** 1978

**B.S., Finance and Accounting,** 1978

## LICENSES

*Licensed Nursing Home Administrator,* 1992

*Certified Assisted Living Administrator,* 1992

## AFFILIATIONS

***Elder Service Resource Network***

*President, Vice President Membership, Co-Chair Conference Committee, Board Member,* 1999-2010

***Association of Jewish Aging Services***

*Board Member, Treasurer, Conference Committee Chair, Strategic Planning,* 2001-2010

***Alzheimer's Association South Florida***

*2001 Education Conference Co-Chair, Speaker at Support Groups and Conferences,* 2001-2010

***Leadership Broward Foundation***

*Graduation Committee, Health and Human Services Day Committee Co-Chair, Member,* 2003-2010

***Jewish Family Service Broward County***

*Board Member, Executive Board, Secretary,* 2009-2010

## MICHAEL A. BRODIE

10977 Northwest 12th Drive ■ Coral Springs, Florida 33071  
H (954) 341-3544 ■ C (305) 542-6303 ■ ambrodie@aol.com

### SPEAKING ENGAGEMENTS

Speaker on Aging with Humor, Managing with Humor since 1991, including: Brooklyn College Alumni Association, 10/96, Atlanta Regional Assisted Living Association, 8/98, Baptist Health Systems, 10/98, Florida Assisted Living Association, 8/91, Dade County Guardianship Association, 4/04, Alzheimer's Dementia Initiative Conference, 6/04 & 4/10, Men's Club of Douglas Gardens, 10/05, Association of Retired Rabbis, 1/08, Chaplain Course @ Miami Federation 1/10, Jackson School of Nursing Alumnae 5/10 and at various other clubs, groups and organizations throughout South Florida.

Trainer for Sensitivity to the Elderly at Hillel Community Day School 4<sup>th</sup> & 5<sup>th</sup> Grade volunteer program, 2001 – 2007, at Youth Leadership Broward 2003 & 2005, at United Synagogue Youth (teenagers) and Kadima (pre-teens) Tamarac Jewish Center Branch.

National Council on Community and Justice, 2003 – 2004, Trainer/Facilitator of High School Students in Confronting Racism and Prejudice, Trainer/Facilitator for Diversity for Youth Leadership Broward, 8/04,

Speaker on How to Care for Aging Parents, Future of Home and Family for the Elderly, Speaking to your Elderly Parents: Ministering to the Elderly, 2001, FAU retiring employees 2003, Broward Office of Env. Services, 2003, Ntl. Council of Jewish Women, 2003

Guest Relations Trainer and Speaker, Miami Jewish Home 1991/1992, Problem=Opportunity Training for Nursing Staff, 1998

Panel Speaker: Diversity in the Elderly, Dade County Social Work Seminar, 9/2005

Senior Living Radio Talk Show Interview with host Alan Corbett, 1998

### COMMUNITY INVOLVEMENT

**Leadership Broward Foundation**, Graduate Class XXI, 2002/3, Graduation Committee, 2003, Health and Human Services Day Committee Member 2003, 2004 and Co-Chair 2005, Originator of "Health Fair with a Twist" combining Health Fairs and Role Playing, Young Leadership Broward Health and Human Services Day Committee, 2003, 2004

**Elder Service Resource Network**, Vice President 2004 – 2006, President, 2006 – 2008, ESRN Expo Health Fair Committee 2003 – 2008, ESRN Swinging Singers, 2005 - present

**Jewish Family Services of Broward**, Brd. of Directors, Events and Fund Raising Committee, 2009, Executive Board Secretary, 2010

**Alzheimer's Association**, Greater Miami Area Chapter Education Conference co-chair, 4/01

**Employee Relations Committee** of Douglas Gardens 1991, 1992. Chairperson 1992-1993, emcee of events 1995-2010

**Temple Beth Torah**, Men's Club V.P Activities, 2003 – 2006; Golf Tournament Committee 2001-2005 & Chairperson, 2006, 2007; Treasure Hunt Co-Chair, 2004

**Association for Jewish Aging Services**, Brd. of Directors 2002 – 2006, Treasurer, 2007 - 2009, Conference Committee 2002 – 2005, Conference Co-Chair 2004, Awards and Recognition Committee 2005 – 2008, Strategic Planning Committee, 2005 – 2006.

**Florida Association of Homes for the Aging**, Public Policy Committee, 1998 - 2005

**Sun-Sentinel Diversity Venture Fund Committee**, 2003, Team Leader 2004, 2005

### PUBLICATIONS

Contributor: Caregiver Magazine – What to look for when choosing an Assisted Living Facility

Contributor: Briefings on Assisted Living: Creative Writing Activity, 1999

Contributor: Lifestyles of the Rich in Years, Jewish Image of Florida, 10/03

Contributor: Mature Resources (Web Site): "Who Let The Centenarians Out? (The Magnificent Seven, 1/05)

### WRITING & DIRECTING

Writer, Head Writer: Wharton Follies, 1983, 1984

Writer, Director: A Miami Purimspiel for Mosaic - the Jewish Museum of Florida, 3/2001;

Writer, Co-director, Producer: Bali-Chai – A Purim Play based on the songs of South Pacific;

Co-Producer, Director: Temple Beth Torah Talent Show, 2006, 2008