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Country Villa Service Corporation

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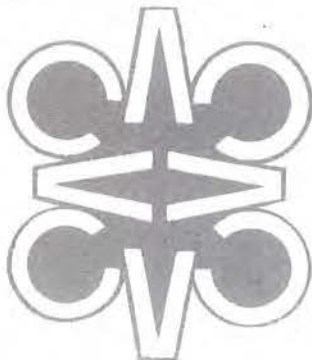
Skilled Nursing Centers • Retirement Residences
Management and Consulting

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Vice President, Managed Care



Country Villa

Skilled Nursing Centers • Retirement Residences • Management and Consulting

**PHOTOCOPY
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Country Villa Service Corporation

Corporate Offices
11266 Washington Place
Culver City, California 90230
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**PHOTOCOPY
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Country Villa Service Corporation

Country Villa Service Corporation (CVSC) has been a leading healthcare provider for over 25 years. CVSC manages hospital-based skilled nursing and subacute units, as well as specialty programs, and is the largest operator of free-standing skilled nursing facilities in the City of Los Angeles.

Stephen Reissman, President of Country Villa Service Corporation, developed the program after assessing the needs of the community. Country Villa South's 30-bed unit, which is located at 3515 Overland Ave. in West Los Angeles, California, is capable of providing all services offered in a traditional hospital AIDS/HIV unit except extensive diagnostics and invasive surgical procedures. The unit's hospital-trained staff offers technologically advanced therapies. The program also offers a more homelike environment with flexible visiting hours.

This program provides a cost-effective alternative to hospitalization. If you would like more information on this program or our other facilities, please contact Laura Hyatt, V.P. Managed Care at Country Villa's Corporate Offices (310) 390-8049.



Country Villa Service Corporation

Creative Health Care Services

11266 Washington Place

Culver City, CA 90230

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A CORPORATE GUIDE

THE FOLLOWING GUIDE PORTRAYS A COMPOSITE PICTURE OF COUNTRY VILLA SERVICE CORPORATION'S INTERNAL PROFESSIONAL STANCE. ONE FINDS A BUSINESSLIKE STRUCTURE TEMPERED BY AN ENTREPRENEUR'S FLEXIBILITY TO ACT IMMEDIATELY. COUNTRY VILLA CONSIDERS THIS FLEXIBILITY A KEY ASSET IN THE CURRENT CHANGING HEALTH CARE ENVIRONMENT. THE 25 YEAR HISTORY OF COUNTRY VILLA REFLECTS A DELIBERATE, CONTROLLED GROWTH - A VITAL INGREDIENT IN MAINTAINING A HIGH QUALITY OF LIVING FOR THE RESIDENTS AND PATIENTS ENTRUSTED TO ITS CARE. WE BELIEVE THAT ORGANIZATIONS WHO ARE MOTIVATED TO UTILIZE OUR SERVICES WILL FIND COUNTRY VILLA CAPABLE OF MEETING CURRENT AND FUTURE LONG-TERM CARE NEEDS WITH PROFESSIONALISM, PRIDE, AND PRECISION UNMATCHED BY OUR PEERS. COUNTRY VILLA SINCERELY APPRECIATES THE INTEREST OF OTHER PROFESSIONALS AND INSTITUTIONS IN FORMULATING AGREEMENTS TO USE ANY OR ALL OF COUNTRY VILLA'S EXPERTISE FROM DESIGN AND CONSTRUCTION TO MANAGEMENT OR OWNERSHIP.

COUNTRY VILLA SERVICE CORPORATION

Country Villa was founded approximately twenty five years ago by Stephen Reissman after four years experience as Administrator of Sun Ray Convalescent Hospitals. Country Villa has continued to grow and expand over the years, and now operates several facilities for the care of the elderly in the greater Los Angeles and Orange County areas.

Five levels of care are currently offered by the Country Villa facilities: Retirement Residences (gracious living with supportive services); Skilled Nursing Facilities (expert round-the-clock licensed nursing care); Hospital-based Skilled Nursing Units (sub-acute care); a Secure Facility for Alzheimer Patients (a more intense protective environment); and our newest focus - HIV Positive Care Units dedicated to a caring, sensitive environment with options to provide flexibility in service delivery. Provided on all levels, as appropriate, are medical supervision, careful dietary planning, stimulating activity programs, daily hygiene, and physical-occupational-speech therapy as ordered by the physician.

Most importantly, all of Country Villa's services are laced with attentive, individual caring for each of its patients and guests. Country Villa has chosen its medical, dietary, social and recreational staff for its high caliber abilities, professionalism, warm manner, and concern in creating the warmest home-like atmosphere for permanent and short-term residents.

"Country Villa Service Corporation" serves as the management company for each of the facilities on the following page.

COUNTRY VILLA SERVICE CORPORATION

HEALTH CARE FACILITIES

COMMUNITY SKILLED NURSING FACILITIES

Country Villa East Nursing Center
2415 South Western Avenue
Los Angeles, CA 90018
(213) 734-1101 (99 Beds)

Country Villa Mar Vista Nursing Center
3966 Marcaseel Avenue
Los Angeles, CA 90066
(213) 870-3716 (68 Beds)

Country Villa North Nursing Center
3233 W. Pico Boulevard
Los Angeles, CA 90019
(213) 734-9122 (99 Beds)

Country Villa Nursing &
Rehabilitation Center
340 S. Alvarado Street
Los Angeles, CA 90057
(213) 484-9730 (154 Beds)

Country Villa Plaza Nursing Center
1209 Hemlock Way
Santa Ana, CA 92707
(714) 546-1966 (145 Beds)

Country Villa Sheraton Nursing
& Rehabilitation Center
9655 Sepulveda Boulevard
Sepulveda, CA 91343
(818) 892-8556 (138 Beds)

Country Villa South Nursing Center
3515 Overland Avenue
Los Angeles, CA 90034
(310) 839-5201 (87 Beds)

Country Villa Westwood Nursing Center
12121 Santa Monica Boulevard
Los Angeles, CA 90025
(310) 826-0821 (93 Beds)

Country Villa Wilshire Nursing Center
855 No. Fairfax Avenue
Los Angeles, CA 90046
(213) 653-1521 (81 Beds)

RETIREMENT RESIDENCE

Country Villa West
10955 W. Washington Boulevard
Culver City, CA 90232
(213) 870-9885 (110 Beds)

HOSPITAL BASED SERVICES

* The Chalet (Est. 7/85)
Queen of Angels/Hollywood Presbyterian
Medical Center
1300 N. Vermont Avenue
Los Angeles, CA 90027
(213) 913-4830 (89 Beds)

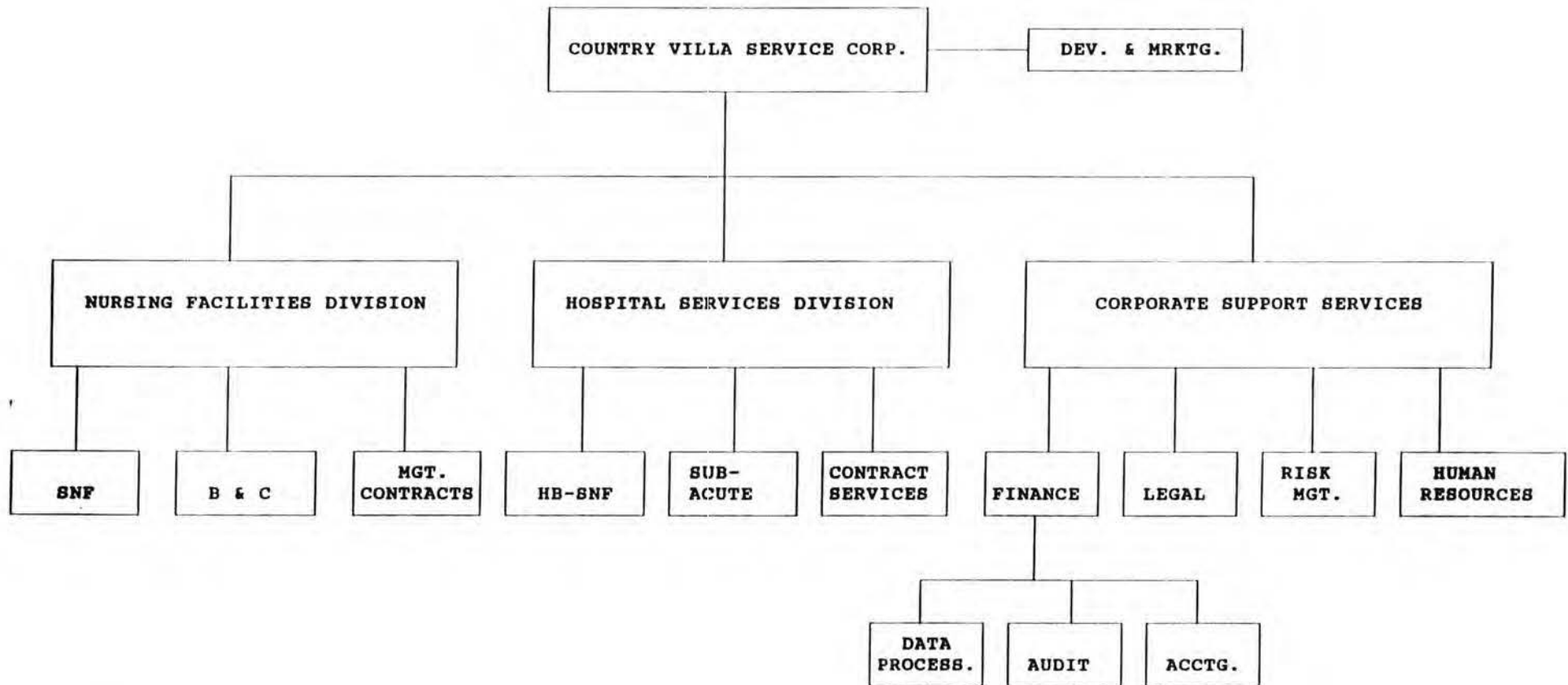
* Doheny Villa (Est. 8/90)
St. Vincent Medical Center
2131 W.3rd Street
Los Angeles, CA 90057
(213) 484-7016 (24 Beds)

* Transitional Care Unit
Fountain Valley Regional Hospital
17100 Euclid Avenue
Fountain Valley, CA 92708
(714) 435-1362 (26 Beds)

* Transitional Care Unit
Humana Hospital-West Anaheim
3033 West Orange Avenue
Anaheim, CA 92804
(714) 229-4014 (22 Beds)

* Villa del Sol (Est. 7/88)
White Memorial Medical Center
1720 Brooklyn Avenue
Los Angeles, CA 90033
(213) 268-5000 (41 Beds)

ORGANIZATIONAL CHART



COUNTRY VILLA SERVICE CORPORATION

REFERENCES

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800 So. Commonwealth Ave.
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West Anaheim Medical Center
3033 West Orange Ave.
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(714) 229-4062

Mr. Richard Booth

Vice President Development
St. Vincent Medical Center
2131 West 3rd St.
Los Angeles, CA 90057
(213) 484-7111

Mr. Stephen W. Gamble

Mr. James Barber
Hospital Council of So. California
210 No. Figueroa St., 4th Floor
Los Angeles, CA 90012
(123) 250-5600

A STRATEGIC PLAN

Country Villa Service Corporation's mission serves as an expression of the Reissman family commitment to quality health care services in every level of our delivery system as we seek to expand our leadership in the health care profession in southern California.

The central elements of our strategic plan have a number of components which our senior management team integrates into each of our operating units.

The cornerstone of this plan is our management resource element, the "human capital" around which we have centered the building of our company. The attraction and retention of qualified senior health and business professionals have afforded Country Villa a strong foundation from which we have structured a vertical integrated health services continuum. The key players on this team have been selected because of their extensive background in health services management and demonstrated abilities to combine an efficient daily oversight with the flexibility to push for the cutting edge of change and vision. This approach receives support from a strong quality assurances team which reviews every level of our operation to insure that each element is meeting the daily high standard of today's need while focusing upon the horizon of innovation and opportunity.

A second element central to Country Villa Service Corporation's strategic plan is the "linkage" or "vertical integration" of each operating level. The control point of institutional health care in today's structure is the local community hospital. Country Villa recognized in the mid 1980's the strong forces for change as fiscal resources from both federal and state governmental agencies became constrained resulting in the now famous "DRG" Medicare system and state controlled "CAPS" for Medicaid. Country Villa then pursued the new horizons for the Hospital-Based SNF thereby affording the acute hospital a "step down" level of care, thus relieving the DRG fiscal constraints while meeting the needs of patients still requiring involved nursing and therapeutic support.

Country Villa's more than twenty-five years of experience in skilled nursing operations provides extensive knowledge and resources on how to integrate a very specialized level of nursing care within the hospital-based environment. This understanding has helped Country Villa become recognized as the preeminent operator of hospital-based skilled nursing units in southern California.

A natural flow from these hospital-based units led to Country Villa's position as the largest operator of community based free-standing skilled nursing beds in the Los Angeles community. These facilities have long been the mainstay of the Reissman family as delivery of long term care becomes a greater concern to our society at large. The demographics of an aging population coupled with shrinking resources of public and government funds requires that a business philosophy include a high sensitivity toward a quality care environment balanced with skillful use of both financial and human resources to meet the public expectation and support.

Two recent developments in long term care have focused on "target market delivery systems" which require that the provider community pay special attention to specialized programs which are separated from the general delivery of long term care services.

Country Villa recognized this need early on and has developed specialized units in the Alzheimer Disease category. The Corporate decision to separate this special disease element and target program enhancements for this exclusive diagnosis allows for concentrations of energies which will benefit a quality of care and efficiencies of operation which would not be available within a general delivery system.

The evolution of the HIV Positive elements into the health care compendium has brought tremendous focus into a truly difficult and critical part of our society's long term care system. Mr. Reissman and Country Villa have committed to bringing resources and leadership to this care delivery system as evidenced by our pioneering efforts at The Chalet, our unit in Queen of Angels/Hollywood Presbyterian Hospital. We have current plans for a number of community based free-standing facilities to provide understanding, professional environments to ease the stress and complexities of this difficult problem.

Our vertical continuum offers residential care facilities which provide the social support of congregate living, a rapidly expanding component for our senior population. An experienced, well reputed company like Country Villa has spent years gaining knowledge of this specialized living environment and earning community respect for its success.

The building and management of a strategic plan becomes the framework around which a progressive company operates and grows. Recognizing the changing needs of the marketplace coupled with fiscal and regulatory parameters through an evolutionary mix of public policy priorities gives an edge to a company like Country Villa who "focuses on managing change".

Experience, knowledge, energy, and vision all closely relate to a mission of quality care in a very competitive environment. Country Villa will continue to lead the way, ever sensitive to new horizons and challenges.

MANAGEMENT PROFILE

STEPHEN E. REISSMAN

Stephen Reissman is the President and Chief Executive Officer of Country Villa Service Corporation.

Prior to creating Country Villa, Mr. Reissman attended the University of Miami, USC, and UCLA. He received early management training as a Nursing Home Administrator from his family who were the sole proprietors of one of Country Villa's current Los Angeles Nursing Homes. In 1986 Mr. Reissman completed the "Executive Program in Management" at the UCLA Graduate School of Management.

Currently, Mr. Reissman is a fellow of the American College of Nursing Home Administrators, and was nominated 1993 "Man of the Year" by the National Council On the Aging and serves on their Board of Overseers. Mr. Reissman has served as Chairman of the Western Region United Jewish Welfare Fund. He is a past president of the Los Angeles Chapter of the California Association of Health Facilities for whom he currently serves as a PAC Board Member. Politically active, Mr. Reissman maintains regular contact with legislators in California and Washington, D.C., and is recognized in southern California as a moving force in the evolution of health care delivery systems.

Mr. Reissman's vision and leadership has led to the development of Country Villa's vertical continuum of service from the hospital-based distinct part units through HIV and Alzheimer specialty units, to sub-acute rehabilitation units, to long term care and finally residential care facilities.

This insight has established a structure which affords our patients, residents, families and the health care marketplace a variety of options which focus on both quality and economic efficiency and will serve as the model delivery system during the decade of the 90's.

Management Profile

JOHN H. LIBBY

Mr. Libby is Executive Vice President of Country Villa Service Corporation and President of H.P. Skilled Nursing Management, Inc., a subsidiary of Country Villa Service Corporation which manages hospital-based skilled nursing facilities.

Mr. Libby joined Country Villa in 1980, as Director of Operations of five free-standing SNF's and three residential care facilities. During this period, he participated in a Federal Demonstration Program which became the model for most HMO senior plans in existence today. In 1985, he was directly involved with the development of our first hospital based skilled nursing facility. We have since opened a total of seven of these units totaling over two hundred and seventy-three beds. Mr. Libby's responsibilities include new contracts, special projects and liaison with hospital senior management.

A native of Louisville, Kentucky, Mr. Libby is a 1966 graduate of Western Kentucky University with a BS degree in Accounting. After spending two and a half years in public accounting, he joined the Humana organization in 1968 as Controller of its nursing home division, which encompassed 50 facilities throughout the U.S. He moved into operations in 1972 as Director of Operations for the Western Region which had 2300 beds. He has served in similar capacities with Continental Care Centers in Omaha, Nebraska and Manor Care in Silver Springs, Maryland. Mr. Libby has been a health care consultant, and immediately prior to joining Country Villa, opened the Pritiken Longevity Center in Santa Monica.

Mr. Libby has been a board member of the Senior Health and Peer Counseling Center in Santa Monica for ten years, three of which he was President. This is a nationally recognized organization that has appeared on "60 Minutes" twice, "20/20", and is one of the "1000 Points of Light".

Management Profile

JOEL SALTZBURG

Joel Saltzburg is the Chief Financial Officer and Vice President of Administration of Country Villa Service Corporation.

Mr. Saltzburg joined Country Villa in 1987. Prior to his arrival at Country Villa he served in various capacities ranging from Controller, Chief Financial Officer, Administrative Vice-President and President of several hospitality and retail enterprises located in Southern California. Mr. Saltzburg brings a wealth of experience from diverse institutional services companies.

Mr. Saltzburg attended the University of California at Los Angeles and graduated in 1962. He is licensed in the State of California as a Certified Public Accountant and as an Attorney. He also maintains a Real Estate Broker's License. His varied background and strong leadership talents with multiple capabilities have added a new dimension to our organization as growth continues under his prudent management and control.

Management Profile

LAURA HYATT

Laura Hyatt is Vice President of Managed Care for Country Villa Service Corporation. She is responsible for identifying and developing service and contractual opportunities.

Ms. Hyatt has over 15 years of experience in the healthcare industry including acute, subacute, long-term and community services. She has extensive knowledge in development, program delivery and managed care. In addition, she created and directed an IPA, and while at Lifetime Television was part of the team directly responsible for the development of the "Physician's Journal Update" program.

Currently, Ms. Hyatt serves as Executive Director for the American Subacute Care Association. This is America's leading trade association for subacute providers, payors and professionals. She is often called upon by local, state and federal administrations to provide expert testimony for healthcare reform.

Ms. Hyatt is a featured speaker at conferences, has authored numerous articles and is credited as Technical Consultant for the college textbook: Chemistry for the Allied Health Sciences published by Harper and Row. Ms. Hyatt has a registered nurse degree and is a certified case manager. She attended Los Angeles Valley College, Mount St. Mary's College and the University of Southern California's Graduate program in Healthcare Management.

Other affiliations include the American Congress of Rehabilitation, Medicine - Legislative Committee, the Case Management Society of America - Legislative Committee, the Individual Case Managers Association, the Hospital Council of Southern California, the Healthcare Public Relations and Marketing Association and the Managed Care Planning Subcommittee - California (part of President Clinton's referendum on healthcare).

Management Profile

EDDIE D. ROWLES

Eddie D. Rowles serves as the Vice President-Controller for Country Villa Service Corporation. He joined Country Villa in 1985.

Mr. Rowles is responsible for the General Accounting, Finance, Data Processing Departments and other support elements of the finance base for the company which has annual revenues in excess of 60 million dollars.

Mr. Rowles' accounting experience commenced in the United States Marine Corps in which he served for three years during the Vietnam era. Following an Honorable Military Discharge, Mr. Rowles returned to his home State of Missouri where he joined the Accounting Department of the Veteran's Administration Medical Center.

While working full time for the V.A., Mr. Rowles attended classes at the University of Missouri and Columbia College where he received his Bachelor of Science in Business Administration/Accounting. During his pursuit of his college degree he contracted as a tutor for accounting students. He received his Missouri Real Estate License in 1983. Furthermore, he developed and controlled two viable real estate investment companies for which he still serves as Chief Financial Officer.

Management Profile

JUNE SILVER

June Silver currently serves Country Villa as the Director of Long Term Care Services and heads up the Skilled Nursing Facility Division.

This Division is the central focus of the Country Villa organization with over 50 Million Dollars of revenues generated annually in its eleven facilities and 1,100 beds of service.

Ms. Silver has over 25 years of experience in the long term care field and is widely recognized for her management skills and problem solving "can do" attitude which has carved a critical niche in the growth of the Country Villa story.

Mr. Reissman quickly recognized June's skills and applied her talents to each of his newly acquired properties which in time has lead to the evolution of the "Country Villa culture" of quality care with individual respect.

The Country Villa quality reputation with both residents-families and the Department of Health is due in large part to the daily management skills and leadership of June Silver.

Management Profile

BETH A. FREEDMAN

Beth A. Freedman is the Director of Hospital Services for Country Villa Service Corporation.

Ms. Freedman joined Country Villa in 1987 as an Administrator in two of the hospital-based skilled nursing facilities. Since that time she has been involved in opening new hospital-based units and expanding the scope of services in these units. In her present position as Director of Hospital Services, Ms. Freedman oversees the operation of all hospital-based services. She works with the hospitals' executive teams and the units' Administrators to insure that each unit is meeting the needs and priorities of the hospital.

Ms. Freedman has a extensive background in healthcare from both the clinical and management perspectives. A Registered Nurse, she has worked in a variety of settings including Intensive Care, Hemodialysis and Skilled Nursing Facilities. As an Administrator, Ms. Freedman has experience in multi-level facilities and free-standing skilled nursing facilities, both proprietary and non-profit.

Ms. Freedman received her Bachelor of Arts degree from Boston University in Political Science. She later earned her degree in nursing at Pima College. While working as a nurse, she returned to graduate school at the University of Arizona where she was awarded a Masters in Public Administration with a specialty in Gerontology.

COUNTRY VILLA SERVICE CORPORATION

PROFESSIONAL SERVICE OPTIONS

I. Development

- A. Concept**
- B. Site Selection**
- C. Functional Design**
- D. Architectural Design**
- E. Zoning Approval**
- F. Certificate of Need (if applicable)**
- G. Engineering**
- H. Landscape Design**
- I. OSHPD or Local Building Approval**
- J. Fire and Life Safety Approval**

II. Construction

- A. Project Management**
- B. General Contractor**
- C. Interior Design**
- D. Furnishings and Equipment Procurement**

III. Operations

- A. Personnel Recruitment**
- B. Personnel Training**
- C. Marketing Management**
- D. Information Systems Management**
- E. Patient Care Management**
- F. Food Service Management**
- G. Building Management**
- H. Institutional Management**
- I. Cash Management**
- J. Licensing**
- K. Certification for Reimbursement (XVIII and XIX)**

Country Villa South (CVS) is a unique alternative to the traditional health care model in caring for individuals infected with AIDS. We have implemented an intensive nursing and psycho-social support program, consisting of a 30 bed special care unit within a skilled nursing facility, to care for persons infected with HIV. The concept was developed to provide a less expensive alternative to acute care, hospital based skilled nursing units, and community based care. This coupled with the ability to provide high-tech skilled nursing services that is comparable to care in many acute care settings, yields a cost effective system that maintains quality of care individualized to meet each patient's nursing and psycho-social needs. The population we serve varies from those who are stable enough for alternative placement, but not well enough to go home, to those who need intensive/subacute services.

Some estimate that at any given time between 10 to 25 percent of persons with AIDS may not need hospitalization, but rather require a level of care that can be provided in skilled nursing facilities (SNFs) (Mason, 1992; Benjamin, 1988). Our experience has shown that many of our admissions come directly from home, bypassing expensive hospitalization. This is not possible under Medicare, which requires a three day hospital qualifying stay before a person can be considered for Medicare SNF coverage. Therefore, an individual must be hospitalized first. This is a costly step to an already burdened system.

As the number of new cases of AIDS grows and long-term survival increases, more demands will be made on the long term care system (Gentry, Fogarty & Lehrman; 1993). Unfortunately one of the biggest hurdles is reimbursement especially for persons with AIDS (PWAs).

PWAs can only become eligible for Medicare two years after the time they become disabled. But in many cases PWAs do not live long enough to use these benefits. Private insurance coverage in most cases runs out due to expensive hospitalizations, and Medicaid does not even consider the cost differential in caring for PWAs; in California Medicaid reimbursement is a flat rate of \$71.16 per day, while our cost to care for PWAs runs approximately four times that per day.

Skilled nursing facilities are already considered one of the most cost effective health care providers in the health care delivery system. Today skilled nursing facilities are providing more intensive subacute care than ever before with well trained and skilled staff. Our experience with our subacute program has shown us that we are providing health care at one-third the cost than that of acute hospitals. Our unit is able to do this through intensive skilled nursing without expensive technological overhead. We have received positive feed back from case managers of insurance companies. They have become eager to use our services, rather than acute care facilities as a result of cost and quality of care we provide. Additionally we have received positive feedback from patients and families.

With national health care reform before us several things can be done. Waive the three day hospital stay allowing PWAs to be admitted directly from home. Eliminate the two year waiting period for Medicare eligibility and establish an even playing field in Medicaid reimbursement between hospitals and subacute care programs. A demonstration project could be done illustrating cost savings can be achieved through subacute care without sacrificing quality of care.

References

Benjamin, A.E. Long-term care and AIDS: Perspectives from experiences with the elderly. The Millbank Quarterly, 66(3): pp 415-439. 1988.

Gentry, D., Fogarty, T. and Lehrman, A. *Providing Long-Term Care for People with AIDS: Results from a survey of Nursing Homes in the United States*. Ninth International Conference on AIDS. 1993.

Mason, K. Caring for people with AIDS. Provider, May: pp 31-44. 1992.