

ANTONY PAUL HOLLINGS

64 Wendell St.
Cambridge, MA 02138
(617) 423-0718 (W)
(617) 876-1750 (H)

OBJECTIVE: A career in management of not-for-profit homes and services for older people.

PROFESSIONAL QUALIFICATIONS

Nursing Home Administrator Licenses:

Massachusetts	#1974
Virginia	#1177
Maryland	# 984

WORK EXPERIENCE

DIRECTOR OF PUBLIC POLICY August 1987 - Present

Association of Massachusetts Homes for the Aging

- Direct and coordinate public policy activities of 125 member statewide association of not-for-profit homes for the aging. Lobby legislators and regulatory agencies on behalf of the association. Write and present testimony. Write public policy bulletins for members. Staff public policy committee of the association. Coordinate work of several association committees. Organized statewide coalition of provider and advocacy organizations to successfully challenge state government policy toward residential care facilities. Organized first and second annual New England Conference of Not-For-Profit Providers.

ADMINISTRATOR July 1984 - July 1987

Genesis Health Ventures (GHV)/Health Care and Retirement Corporation (HCR)/Health Group Care Centers (HGCC)

Served as administrator of three nursing homes between 120 and 170 beds and as assistant administrator of a 211 bed nursing home. Promoted twice and transferred once after the sale of the company. Experience with turning around a home threatened with decertification, opening a new facility, and working with unions. Possess strong financial management, communication, and leadership skills. Supervised multi-cultural work force in each position. Left position to return to not-for-profit work.

ADMINISTRATIVE RESIDENT January - December 1983

Handmaker Jewish Geriatric Center, Tucson, AZ

Completed one year internship for Master's degree. Performed work in each department of the Center. January - December 1983-

EDUCATION

George Washington University, 1981-1984
Master's Degree, Health Services Administration, awarded February 1984

Haverford College, 1976-1980
B.A. awarded May 1980, Major: Political Science

PROFESSIONAL AND VOLUNTEER ACTIVITIES

Member, Board of Directors, Massachusetts Chapter, American College of
Health Care Administrators

Treasurer and Trustee, Cambridge Cooperative Club Trust, Cambridge, MA

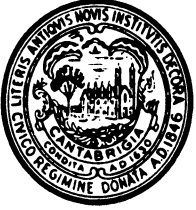
Volunteer Big Brother, Big Brother Association of Cambridge, MA

Member, Board of Corporators, The Baptist Home of Massachusetts

INTERESTS AND HOBBIES

Travel, Cooking, Building, Ice Skating, Writing, Reading

References available on request



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

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FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

January 28, 1991

To The Honorable, The City Council:

I am delighted to announce that Paul Hollings has accepted the position of Neville Manor Administrator. Paul has a unique combination of experience and skills that make him an excellent "match" with Neville Manor. His first day will be February 18, 1991.

Paul's interest in geriatrics began in high school and college as a volunteer with elderly people, and continued in his role as a VISTA volunteer. In that position Paul developed a patient advocacy program to create a safe environment for patient complaints in long term care facilities. He has been the administrator of three large nursing homes, and has administrative experience in multicultural workplaces.

Paul has a B.A. from Haverford College and a Master's Degree in Health Services Administration from George Washington University.

Paul's most recent position was as Director of Public Policy for the Association of Massachusetts Homes for the Aging, an advocacy group for not-for-profit nursing homes. This position afforded him the opportunity to be involved with the public policy forces that will affect Neville Manor and all nursing homes in the coming years.

Paul's excellent leadership skills, "hands on" experience, personal commitment to geriatrics, and public policy background make him a superb choice for the Administrator of Neville Manor. My thanks to the Search Committee of Neville Manor Board members and Hospital representatives. I am very pleased to welcome him!

Thank you.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev

Agenda # 6

A-21

Appointment of the Administrator of the
Neville Manor Nursing Home.

In City Council,

January 28, 1991

Placed on file