



**Presbyterian
Living** PEOPLE.
COMMUNITY.
MISSION.

Executive Director Lake Forest Place

Leadership Profile

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WittKieffer

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The Opportunity

Presbyterian Living is seeking a mission-driven, resident-centered, and operationally disciplined leader to serve as the Executive Director of Lake Forest Place. This is an opportunity to lead one of the organization's flagship Life Plan Communities during a pivotal time. The role requires a leader who can lead with clear accountability and a renewed focus on operational consistency and performance. The Executive Director will be a visible and engaged leader who will build trust, foster a culture of ownership, drive innovation, and guide the community through its next stage of growth and organizational maturity.

Lake Forest Place is part of Presbyterian Living, a faith-based, not-for-profit senior living organization serving communities across the Chicagoland area. As a Life Plan Community, Lake Forest Place offers independent living, assisted living, memory care, and healthcare services, and requires a leader adept at managing a complex, multi-level environment. Reporting to the Chief Operating Officer, the Executive Director will oversee all aspects of community operations and will be accountable for delivering exceptional resident experiences while ensuring operational excellence, financial sustainability, regulatory compliance, and strong team performance. This leader will work closely with corporate partners to implement the organizational strategy and translate enterprise priorities into clear, measurable community-level goals. Success in the role will require the ability to balance resident-centered hospitality with disciplined execution, leveraging data, key performance indicators, and financial metrics to drive results and continuous improvement.

A central responsibility of the Executive Director will be to build and lead a high-performing leadership team grounded in transparency, communication, operational excellence, and collaboration, while transitioning the organization to a more scalable operating model that supports future growth. The successful candidate will establish clear expectations, proactively address performance issues, and ensure timely decision-making and consistent follow-through. They will foster a culture that emphasizes visibility, service excellence, employee engagement, and responsiveness to residents and families, ensuring that systems, processes, and leadership practices are positioned to sustain long-term success and organizational expansion.

The Executive Director will also play a key role in strengthening financial and operational performance. They will lead efforts related to budget development and management, census growth, and market positioning. This includes partnering with sales and marketing to drive occupancy, improving operational consistency across departments, and advancing key initiatives that enhance both resident satisfaction and organizational sustainability. Additionally, the leader will support clinical excellence by collaborating with healthcare and corporate clinical teams to ensure quality outcomes, patient safety, and regulatory adherence.

The ideal candidate will have a proven track record of leading in a complex aging service organization with success in driving performance improvement, change management, and team development. The new leader will have strong financial and analytics acumen, exceptional communication skills, and the ability to navigate difficult conversations with professionalism and clarity. Lake Forest's next Executive Director will be a values-driven leader who supports and empowers team members and remains committed to delivering exceptional care and service for residents.

Organization Overview

Since 1904, Presbyterian Living has been a leader in senior living. As an independent, not-for-profit, and faith-based family of retirement communities near Chicago, Presbyterian Living is open to all seniors, regardless of religious affiliation, with communities in Evanston, Lake Forest, and Arlington Heights, Illinois.

With a best-in-class reputation and an enduring commitment to the quality of life for all residents, Presbyterian Living offers Life Plan Communities with a full continuum of healthcare services. Each location offers access to independent and assisted living options, rehabilitation services, memory support, skilled nursing, and more for as long as residents live at the community. In addition, Presbyterian Living offers a unique rental option that provides residents with priority access to a continuum of care at one of the Life Plan Communities.

Presbyterian Living is financially healthy, with approximately \$135 million in operating revenue and nearly \$790 million in assets. The capital structure of the organization includes \$185 million of long-term debt.

Presbyterian Living is governed by one ex-officio and 16 elected members. The COO serves as an ex-officio member of the Board.

Throughout its history, Presbyterian Living has made several strategically bold moves to strengthen the financial position and health of the organization. Looking to the future, Presbyterian Living is committed to furthering this strategic approach to growth by increasing their footprint in the senior living industry, while being highly selective about potential partners assuring a shared mission, vision and values.

Purpose Statement

Creating pathways for vibrant aging

What we're all about

People

- Prioritizing well-being, confidence, and positivity
- Building trust and mutual respect
- Honoring our differences and embracing diversity

Community

- Creating connections, shared experiences, and meaningful relationships
- Promoting independence, joy, and security through our residential living options
- Instilling a sense of pride and fellowship

Mission

- Fostering a sense of belonging by welcoming individuals of all faiths and backgrounds
- Making a positive impact in each other's lives through empathy and care
- Upholding responsible stewardship and fiscal integrity



Presbyterian Living Locations

With three full Life Plan Communities, The Moorings of Arlington Heights, Westminster Place, and Lake Forest Place, including one rental offering, Ten Twenty Grove, each community offers a distinctive lifestyle with access to an outstanding continuum of healthcare services. Each unique campus shares a few common attributes. All are well-appointed and designed for residents' convenience with upscale amenities and tasteful details throughout every building. The locations are also in close proximity to attractions like Northwestern University, golf courses and country clubs, places of worship, museums, shopping, dining, and more.

Geneva Foundation

The Geneva Foundation of Presbyterian Living was formally incorporated on March 24, 2003. The Foundation's purpose is to carry out charitable and educational activities, and its Mission Statement reads: *"The Geneva Foundation transforms lives by enriching Presbyterian Living's communities through generous and responsible philanthropy."* The Foundation raises, on average, \$2.5 million per year for operations at the facilities, charity care, support services, and capital improvements.

Presbyterian Living Strategy

The current strategic plan for Presbyterian Living focuses on three core areas:

- Growth – increasing the number of older adults serviced
- Experience – All stakeholders experience the organization in a fulfilling manner
- Performance – Execution through innovative, efficient, and cost-effective ways

Their strategic plan focuses on building on a strong tradition of excellence while challenging themselves to stay ahead of the curve by drawing on innovations, ideas, and inspiration to strengthen the lives of every resident and employee.



Lake Forest Place

Located on a beautiful 60-acre wooded campus, Lake Forest Place is a sought-after retirement community on Chicago's North Shore. Lake Forest Place is designed to offer a lifestyle of luxury and convenience, providing residents with a range of amenities to enhance their well-being and continue finding purpose and making meaningful connections. From spacious, thoughtfully designed residences to carefully curated activities and programs, every aspect of Lake Forest Place is geared toward fostering a sense of community and well-being. Residents enjoy chef-prepared meals in the elegant dining spaces, stay active with fitness programs, and engage in a variety of social events that cater to diverse interests.

On more than 60 gorgeous, tranquil acres, Lake Forest Place offers the perfect balance of tranquility and accessibility. A prime location puts residents close to everything they love about Chicago while still offering the serenity of a picturesque suburban setting. Residents can explore cultural attractions, attend world-class performances, and savor diverse culinary experiences—all while coming home to the serenity and comfort of Lake Forest Place.

Lake Forest Place includes:

- 279 independent living apartments and cottage homes
- 31 studio and one-bedroom assisted living apartments
- 50 skilled nursing/rehab beds
- 20 memory care beds

Services include:

- Flexible dining program with discretionary spending plan
- Choices wellness program focused on seven dimensions of wellness
- Community programs and outings
- Weekly housekeeping
- Indoor and outdoor maintenance
- Scheduled transportation
- Emergency call systems
- All utilities
- 24-hour EMP-trained public safety staff



Amenities include:

- 60 acres of beautifully manicured lawns and planting areas
- Winding walkways, shaded seating areas
- Bird sanctuary
- Community garden
- Wetlands area and 2-acre lake stocked with fish
- Dog park
- Fitness center with pool and exercise room
- Club-level and Bistro dining
- Outdoor dining terrace
- Private dining rooms for special occasions
- Arts and crafts studio
- Town Center with library, gathering places, and chapel
- Woodworking shop
- Community auditorium
- Card room
- Bank
- Hamilton marketplace
- Resident Resource Center with computers, fax, and copy machines
- Full-service salon and spa

Position Summary

Presbyterian Living seeks a mission-driven, resident-centered Executive Director to lead Lake Forest Place, a premier Life Plan Community, through its next phase. This leader will provide a visible, operationally focused leader who is accountable for delivering exceptional results and resident experience. Priorities for the Executive Director include financial sustainability, regulatory compliance, and strong overall performance. The Executive Director will translate organizational strategy into measurable results, balancing a culture of hospitality and service with disciplined execution and accountability.

The Executive Director will oversee all aspects of community operations, including independent living, assisted living, and healthcare services. The role requires a seasoned operator capable of leading a complex, multi-level organization, while fostering strong alignment with corporate partners. This leader will establish clear expectations, utilize data and key performance indicators to drive decision-making, and ensure consistent follow-through on strategic and operational priorities.

Reporting Relationships

The Executive Director reports directly to the Chief Operating Officer. Direct reports include:

- Community leadership group, including Administrator of Community Life
- Administrator of Health Services
- Director of Facilities Management
- Director of Sales
- Director of Human Resources
- Business Office Manager

These administrators/directors/managers have delegated authority for Healthcare, Activities, Assisted Living, Housekeeping, Laundry, Dining Services, Social Services, and all other community programs and services.

Responsibilities

The successful Executive Director candidate will:

- Partner with corporate leadership to execute mission, vision, and strategic priorities.
- Set and deliver annual goals aligned with growth, operational excellence, and resident satisfaction.
- Build and lead a high-performing team, fostering accountability, collaboration, and leadership development.
- Oversee financial performance, including budgeting, revenue/expense management, and KPI accountability.
- Drive occupancy growth through close partnership with sales/marketing and streamlined admissions processes.
- Ensure operational excellence, regulatory compliance, and consistent execution of policies and standards.
- Collaborate with clinical leadership to advance quality outcomes, safety, and integrated care delivery.
- Champion a culture of hospitality and service excellence to elevate resident and family experience.
- Ensure a safe, well-maintained, and high-quality environment for residents and staff.

- Serve as Lake Forest's community ambassador within Presbyterian Living and in the broader community.
- Drive all risk management, regulatory, and performance outcomes.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

Leadership, Purpose, Culture, and Governance

- Strengthen leadership accountability, establishing clear expectations and performance standards across the community leadership team.
- Build, develop, and retain a high-performing team through coaching, performance management, and succession planning.
- Foster a culture grounded in service excellence, engagement, integrity, and accountability.
- Promote effective communication, transparency, and trust among residents, families, staff, and corporate partners.
- Serve as a visible and credible leader, reinforcing mission, values, and organizational priorities.

Strategic Vision and Implementation

- Align community operations with organizational strategy, mission, and evolving market demands.
- Lead strategic planning efforts, translating priorities into actionable annual and long-term plans.
- Implement key performance dashboards and measure performance outcomes.
- Utilize data, analytics, and key performance indicators to guide decision-making and strategic direction.
- Adapt strategies in response to market trends, occupancy shifts, and competitive positioning.

Operations, Process, and Performance

- Improve operational consistency and execution across all functional areas.
- Advance financial performance through disciplined budget management, revenue growth, and expense control.
- Achieve census and occupancy goals across all levels of care.
- Ensure regulatory compliance, quality standards, and a strong culture of safety and risk management.
- Drive continuous quality improvement initiatives to enhance resident outcomes, satisfaction, and efficiency.
- Establish performance accountabilities through the creation of dashboards and performance metrics.
- Partner with clinical leadership to ensure high-quality care, safety, and wellness integration.
- Responsible for all facilities, maintenance, infrastructure, and management.

Community Engagement and Presence

- Maintain and enhance resident satisfaction through responsiveness, service excellence, and meaningful engagement.
- Build strong relationships with residents, families, staff, and external stakeholders.
- Represent the organization within the broader community, enhancing reputation and market presence.
- Support sales and marketing efforts to drive occupancy, engagement, and community visibility.
- Remain active in local and regional advocacy organizations such as LeadingAge.



Candidate Qualifications

Education/Certification

- Bachelor's degree is required.
- Master's degree in healthcare administration, business administration, or related field preferred.
- Licensed nursing home administrator with the ability to gain licensure in the State of Illinois.

Knowledge and Work Experience

- Minimum of five years of progressive leadership in aging services, healthcare, hospitality, or related field.
- Demonstrated success leading high-performing teams that provide multiple levels of care.
- Proven ability to drive measurable operational results.
- Experience managing operating and capital budgets.
- Experience leading change-management and organizational transformation initiatives.

Leadership Skills and Competencies

- Demonstrated strong analytical and financial acumen, with the ability to align operational decisions with fiscal performance.
- Proven experience leveraging data, metrics, and key performance indicators to inform strategic and operational decision-making.
- Ability to effectively balance hospitality, resident satisfaction, and service excellence with operational efficiency and financial outcomes.
- Successful leadership of a large, multi-level aging service organization that provides independent living, assisted living, and healthcare services.
- Track record of operational excellence and experience translating strategic priorities into actionable plans and ensuring disciplined execution.
- Expertise in financial management, including the development and oversight of operating and capital budgets.
- Capability in building, developing, and holding teams accountable through clear expectations, coaching, and performance management practices.
- Experience leading organizational change and driving continuous improvement while sustaining high levels of resident and employee engagement.
- Exceptional communication and interpersonal skills, with the ability to navigate complex and sensitive situations with professionalism, clarity, and timeliness.
- Collaborative leadership style with the ability to partner effectively with corporate teams while fostering local accountability, grounded in integrity, humility, and commitment to organizational mission and values.

The Community

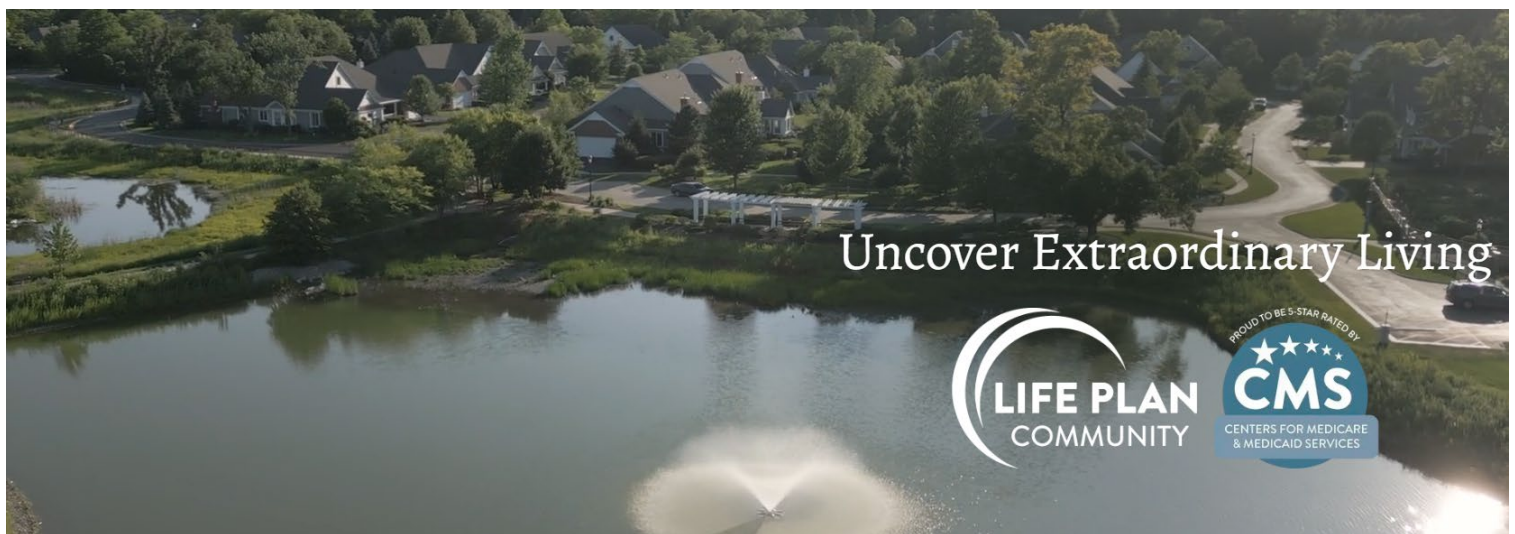
Lake Forest, Illinois

Approximately 30 miles north of Chicago, Illinois, along the shore of Lake Michigan, Lake Forest was founded in 1857 as a planned community centered on educational institutions. The city retains a strong historical identity and is known for its carefully preserved architecture, landscaped environment, and distinctive suburban design.

With a population of just under 20,000 residents, Lake Forest is a relatively small and stable city characterized by a mature demographic profile and exceptionally high levels of educational attainment. The median age is about 46, notably higher than regional and national benchmarks, and a significant share of residents are seniors.

Economically, Lake Forest ranks among the most affluent municipalities in the Midwest. The local economy is primarily residential in nature, with many residents commuting to executive, financial, healthcare, and professional roles in the broader Chicago area, while local activity is supported by retail, education, and service sectors. The city's identity is closely tied to its educational institutions, including Lake Forest College and the Lake Forest Graduate School of Management, as well as its strong public and private K–12 systems. This educational foundation dates back to the city's origins and continues to shape its reputation as a community that values intellectual engagement and academic excellence.

Lake Forest is also distinguished by its historical and physical character. Originally designed as a “garden suburb,” the community features a scenic layout, extensive green space, and notable architectural works by prominent designers such as Frank Lloyd Wright. The city has maintained a commitment to historic preservation and controlled development, contributing to its quiet, residential atmosphere and high quality of life.



Procedure for Candidacy

Please direct all nominations and resumes to Lisa DeSimone Arthur and Roxana Woudstra, preferably via e-mail, to rwoudstra@wittkiewer.com

Presbyterian Living values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The compensation for this position includes a salary in the range of \$200,000 - \$250,000 annually, dependent on relevant experience, plus additional incentive-based compensation and benefits commensurate with the position.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Presbyterian Living documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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