



**MEADOWOOD**

**Chief Executive Officer**

**Leadership Profile**

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**WittKieffer**

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## The Opportunity

Meadowood, located in Worcester Township, Pennsylvania (approximately 25 miles northwest of Philadelphia), seeks an innovative and accomplished executive to serve as its next Chief Executive Officer (CEO). This is a rare opportunity to lead a highly regarded Life Plan Community with an outstanding reputation and a 37-year legacy of service and excellence. Situated on 135 acres, Meadowood is home to approximately 450 Independent Living residents, including more than 120 Healthcare Residents (including assisted living and memory care), fostering a vibrant and diverse community. With annual revenues approaching \$50 million, Meadowood is a well-established organization positioned for continued growth, innovation, and mission-driven leadership.

The next Chief Executive Officer will be a highly visible, resident-focused, and influential leader within Meadowood and across the broader region. An unwavering commitment to the organization's mission, coupled with the ability to anticipate, shape, and lead the future of Meadowood and the evolving aging services sector, will be key to the individual's success in the role. The CEO will offer exceptional strategic and operational expertise and foster a culture of collaboration and trust. Inspiring resident and staff engagement and supporting a shared vision aligned with Meadowood's mission and values will be key priorities for the new leader.



Meadowood's next Chief Executive Officer will lead the continued implementation of the organization's Master Plan, a defining roadmap for Meadowood's next phase of growth and innovation. Priorities of this plan include building additional independent living residences, expanding and redesigning the Health Center, and improving other community infrastructure.

The new leader will be a committed and ethical steward of Meadowood's strong finances and continue to provide the highest level of engagement and service excellence for residents. Excellent listening and relationship-building skills are essential for this role, as Meadowood was founded on a "three-legged stool" philosophy that recognizes the collaboration of the Board, residents, and staff. Each plays a vital role in shaping, sustaining, and enriching the life of the community, and maintaining this balance must be a priority for the new CEO.

Reporting to the Chair of the Board of Directors, Meadowood's next CEO will be regarded as a thought leader in aging services and participate in local and regional advocacy efforts. The successful candidate will have significant experience in aging services or a related field and a strong track record of leadership. In addition, the CEO will be passionate and committed to improving the lives of seniors.

## Organization Overview

Meadowood is a nonprofit Life Plan Community that has served older adults for more than 37 years. Founded on a “three-legged stool” philosophy, Meadowood emphasizes collaboration among residents, Board members, and staff in shaping decisions that guide and strengthen the community.

Meadowood’s origins are deeply intertwined with the heritage and community of the Schwenkfelder Church. The land on which Meadowood stands descended through generations of the Schultz family—direct descendants of Christopher Schultz, the 1734 immigrant who helped establish the Society of Schwenkfelders—and this lineage shaped both the location and spirit of the community. Bill and Sylvia Strasburg envisioned Meadowood following the death of Sylvia's parents, Malcolm and Blanche (Schultz) Schweiker. Bill and Sylvia founded Meadowood on her parents' land, which is adjacent to the Central Schwenkfelder Church, drawing on the church’s longstanding values of compassion, mutual support, and service. Although Meadowood was created as an independent, non-church-governed organization, many of its founders and early board members were Schwenkfelders, including the Rev. Dr. Jack Rothenberger, who served as vice chair of the founding Board of Directors for many years. As a result, Meadowood reflects the Schwenkfelder tradition of caring, fellowship, democratic participation, and respect for individual dignity—values that continue to influence its mission and culture today.

Meadowood demonstrates strong financial stewardship, with Fitch Ratings affirming a “BBB” rating on \$58.2 million in Series 2018A revenue bonds issued through the Montgomery County Industrial Development Authority, as well as assigning Meadowood a “BBB” Issuer Default Rating with a stable outlook. The community offers flexible residency options, including Life Care and Fee-for-Service contracts, supported by a choice of Conservative Declining Balance, 50% Refundable, or 90% Refundable pricing plans, allowing residents to select arrangements aligned with their financial and lifestyle preferences. Meadowood even offers an At Home option - an all-inclusive plan to promote independent aging at home.

Set on a scenic 135-acre campus, Meadowood is distinguished by its award-winning grounds, walking trails, flower and vegetable gardens, and the Meadowood Nature Preserve—a 35-acre site containing environmentally sensitive lands, reflecting the organization’s commitment to environmental stewardship and community engagement.

Meadowood offers a robust array of active-adult amenities and wellness-focused programming, supporting all seven dimensions of well-being. The campus features multiple dining venues, two indoor pools, extensive fitness facilities, creative studios for woodworking and ceramics, and a wide range of recreational offerings, including billiards, bocce, croquet, shuffleboard, a putting green, and a bark park.



Nationally recognized, Meadowood has earned a number of honors demonstrating its commitment to excellence. Its short-term rehabilitation and long-term care services have been designated as U.S. News & World Report “Best Nursing Homes” for 2024–2026. Meadowood has also been recognized by WeCare Connect as a Best Place to Work in Senior Care and, in 2022, was ranked among the Top Five Senior Living Communities for Wellness in North America. Meadowood also earned the Pinnacle Customer Satisfaction Award for six consecutive years (2019–2024).

## Mission

Provide the highest quality of life for all who experience the Meadowood Community.

## Vision

Meadowood will continually evolve to remain the vibrant community of choice to live and work, inspired by a culture of transformation, hospitality, and inclusion, integrating all the dimensions of wellness.

## Core Values

- Board, staff, and residents working in harmony.
- Service excellence and the highest quality health care in a safe, secure, and comfortable environment.
- Team member engagement through a positive employment experience, with high levels of satisfaction and retention, to position Meadowood as the Employer of Choice in their region.
- Maximum personal independence and well-being according to individual choice through a wide variety of possibilities.
- Financial strength to ensure a thriving culture through long-term success as a self-sustaining, independent, not-for-profit life plan community.
- High moral and ethical standards.

## Meadowell – Culture of Well-Being

Meadowell is Meadowood’s award-winning wellness culture, built through a collaborative partnership among residents, team members, and families. Rooted in a shared commitment to lifelong well-being, Meadowell extends beyond traditional senior living models to foster a vibrant, inclusive community where every individual contributes their unique strengths and experiences. While centered on the Meadowood campus, Meadowell’s philosophy reaches beyond its borders, reinforcing meaningful connection, purpose, and engagement at every level of community life.



**MEADOWELL**  
OUR CULTURE OF WELL-BEING

Guided by a person-centered approach, Meadowell is grounded in the seven dimensions of wellness—physical, emotional, social, vocational, intellectual, environmental, and spiritual. This multidimensional framework supports aging with purpose and vitality, regardless of ability or

level of care. Programs and experiences are thoughtfully tailored to reflect individual goals and interests, ensuring that each person can pursue lifelong learning, personal growth, and well-being in meaningful, sustainable ways.

## Residents Association

All Meadowood residents are members of the Meadowood Residents Association (MRA), a vital contributor to community life that sponsors more than 60 resident-led activities and programs. Organized and directed entirely by resident volunteers, these offerings span arts and crafts, gardening, fitness and sports, educational and study groups, publications, choral and performing arts, entertainment, and travel opportunities. Working in partnership with leadership and staff, the MRA plays a central role in shaping and evolving the Meadowood lifestyle, fostering a rich, engaging, and fulfilling community for residents of all ages. Their purpose is:

- To promote the common interest and well-being of its residents.
- To communicate and coordinate with the CEO, the Board of Directors, and the staff of its community to create an enriching, financially sound community life.
- To promote resident involvement in the greater Worcester Township, PA community by providing various services and programs to schools and other community organizations.



## Residential Living

### The Grove

The Grove offers light-filled, open-plan residences designed for active senior living, featuring luxury apartments with corner views of Meadowood's park-like campus in Worcester Township, PA. Ranging from 1,300 to 1,800 square feet, the homes include contemporary features, balconies or patios, covered, ground-level parking, and maintenance-free living. Comprising four green-designed residential buildings, each floor includes a central gathering area for social connection. Celebrated for its thoughtful master planning, innovative design, landscaped stormwater pond, and new trail connections, The Grove received a 2022 Montgomery Award recognizing excellence in vision, environmental stewardship, and community design.

### Apartments and Courtyard Homes

Meadowood offers a diverse selection of independent housing designed for active seniors. Residents may choose from seven apartment and courtyard one-floor home layouts, all thoughtfully designed to provide bright, spacious, and comfortable living environments ideal for both relaxation and entertaining. Each residence includes generous living space and carefully selected finishes, delivering a high-quality, maintenance-free living experience.

### Carriage Homes

Meadowood's single-family carriage homes offer distinctive private residences with a choice of four thoughtfully designed floor plans. These two-bedroom homes, ranging from 2,300 to 2,750 square feet, feature ground-floor living with two bathrooms, gourmet eat-in kitchens, spacious walk-in closets, and attached two-car garages. A flexible second floor provides additional storage or can be finished as a home office or guest space, with select models also offering finished basements, delivering generous space and comfort within an engaging, active community setting.

## Health Center

### Personal Care – Laurel House

Licensed by the Pennsylvania Department of Human Services, Laurel House is a Personal Care residence serving individuals who require assistance with activities of daily living, including bathing, dressing, and medication

management. Resident care is overseen by licensed nurses under the leadership of a licensed Personal Care Home Administrator. Laurel House staff work closely with residents and their families to develop individualized support plans that reflect each person's unique needs, preferences, and goals, ensuring compassionate, safe, and person-centered care.

### **Skilled Nursing – Holly House**

Holly House is a highly regarded skilled nursing facility serving the region. The facility provides compassionate, 24-hour skilled nursing care for individuals requiring short-term rehabilitation or long-term clinical support. Care is delivered by a team of licensed nursing professionals who collaborate closely with residents, their families, and interdisciplinary team members to develop and implement individualized care plans that address each person's medical needs, preferences, and goals. The skilled nursing program prioritizes exceptional care in an environment that upholds dignity, respect, and comfort. Residents are accommodated in private nursing suites, each featuring an in-room shower to enhance privacy and ease of daily living. Meals are served in an inviting dining room designed to encourage connection, camaraderie, and a sense of community, reinforcing a warm and supportive atmosphere for all residents.

### **Rehabilitation**

Meadowood offers short-term skilled nursing rehabilitation for individuals recovering from a hospital stay, surgery, or illness, serving both Meadowood residents and the broader community. The program provides specialized post-acute care, including rehabilitation for stroke, cardiac conditions, orthopedic injuries, infections, and other medical needs, with physical, occupational, and speech therapy delivered per physician orders. Meadowood's short-term rehabilitation services are recognized by U.S. News & World Report as High Performing, earning a 3-out-of-3 rating for quality post-acute care.

### **McLean Memory Center**

McLean Memory Care is a secure, homelike, 20-room neighborhood within Meadowood dedicated to memory care. Designed specifically for individuals living with Alzheimer's disease and other cognitive impairments, the community provides a safe, supportive environment focused on dignity and quality of life. Care is delivered by specially trained staff who develop individualized, person-centered support plans based on each resident's interests, abilities, and cognitive and physical needs, ensuring compassionate and tailored memory care. Meals are served family-style, and the residence is connected to secure outdoor gardens with a walking path and benches.



For more information, please visit: [www.meadowood.net](http://www.meadowood.net)

## Position Summary

The Chief Executive Officer of Meadowood, in partnership with the Board of Directors and Management Team, is responsible for setting and advancing the organization's strategic, marketing, financial, and operational goals, while ensuring sustained growth and long-term financial viability. The CEO is accountable for ensuring all programs and services align with and advance Meadowood's mission, vision, and values, and effectively meet the evolving needs and expectations of residents. An experienced and dedicated leader, the CEO will embrace Meadowood's distinct culture and cultivate an environment characterized by enthusiasm, collaboration, transparency, and mutual respect across the organization.

## Reporting Relationships

The CEO reports to the Meadowood Board of Directors. Direct reports to the CEO include:

- Chief of Staff
- Vice President of Finance/Chief Financial Officer
- Vice President of Health Services/Chief Clinical Officer
- Vice President of Facilities Services
- Vice President of Home and Community-Based Services
- Vice President of Human Resources & Organization Development
- Vice President of Marketing and Sales
- Senior Director of Dining Services

## Responsibilities

The successful Chief Executive Officer candidate will:

- Guide the Strategic Team to ensure Meadowood's Vision for the Future is fully integrated into the community's organizational strategy.
- Set the strategic framework and priorities for annual operating and capital budgets, ensuring fiscal decisions support Meadowood's long-term vision and comply with all policies, procedures, and regulations.
- Lead the execution and continual review of the Master Plan.
- Inspire visionary thinking and model strategic agility to ensure the organization's long-term independence.
- Foster open communication with residents while addressing concerns with compassion, transparency and clarity.
- Ensure resident surveys are conducted consistently.
- Evaluate feedback, and guide the implementation of meaningful, responsive improvements.
- Cultivate a high-performing leadership team by empowering directors to lead their teams and set mission-focused goals.
- Create an exceptional workplace culture through recognition, professional development, and inclusion.
- Oversee marketing and outreach to achieve full occupancy.

- Build community partnerships, advance philanthropic initiatives, and represent Meadowood with integrity and enthusiasm in all external engagements.
- Oversee all department operations, ensuring alignment with long-term goals and mission.
- Update the Board of Directors on operational performance, financial health, and progress toward strategic initiatives.

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## Goals and Objectives

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

### Leadership, Mission, Culture and Governance

- Establish personal and professional credibility, build strong relationships, and gain the trust and respect of the Board of Directors, residents, management team, staff, industry peers, and external constituents.
- Model Meadowood's Mission, Vision, and Values. Lead in a manner that creates a culture of transparency, collaboration, and excellent communication with residents, staff, and the Board. Encourage and welcome diverse opinions and perspectives.
- Inspire a culture of continuous improvement, strengthening resident and employee engagement, service excellence, and operational performance—while fostering innovative thinking to ensure Meadowood remains poised to deliver the highest quality of care and service into the future.
- Actively engage with the Board of Directors to address issues, celebrate successes, and prepare Meadowood for future opportunities and challenges, while promoting robust discussion, ongoing education, and continued Board development.

### Strategy and Vision

- In partnership with the Board of Directors and management team, lead the development of ongoing strategies that will ensure the organization's continued success and fulfillment of mission.
- Develop and implement a strategy that positions Meadowood as the Employer of Choice among life plan communities in southeastern Pennsylvania.
- Evaluate and pursue innovative care delivery models across the continuum to position Meadowood as a premier provider of high-quality, five-star healthcare with state-of-the-art facilities and person-centered care.
- Ensure that Meadowood will maintain the financial strength to remain a self-sustaining, independent, not-for-profit community through revenue growth and operating efficiency.
- Establish a relationship with local government officials to foster anticipated changes for the advancement of the community.

### Performance, Service and Quality Excellence

- Sustain Meadowood's reputation as a vibrant organization delivering unparalleled services, exceptional quality, and distinctive programming for residents.
- Guarantee continued service excellence, improved programming and innovation for enhanced resident and staff engagement.
- Guide the implementation and ongoing review of the Meadowood Master Plan. Communicate with residents, board members and staff to ensure ongoing planning needs are met.

- Advance the development of best practices for key quality measures through the Quality Assurance Performance Improvement (QAPI) program, prioritizing initiatives with the greatest impact on safety, quality, satisfaction, and cost effectiveness, while elevating technology optimization as a major focus.
- Function as an ethical steward of Meadowood's financial resources and reputation to maintain the organization's financial independence.
- Manage key strategic projects—including the Health Center expansion and renovations and new residential homes—while conducting a comprehensive review of dining services and implementing improvements that support Meadowood's vision for exceptional, future-focused fine dining.
- Assess existing employee programs to identify opportunities to strengthen workforce engagement and reinforce a culture of service excellence, prioritizing staff development, continuous learning, open communication, and a collaborative, team-oriented environment.
- Demonstrate a strong commitment to Meadowood—Meadowood's Culture of Well-Being—through clear communication, active staff and resident engagement, and thoughtful, supportive family messaging.

### Industry Leadership, Community Involvement, Philanthropy and Advocacy

- Act as a visible and collaborative spokesperson for Meadowood at the local, state, and national levels.
- Identify opportunities for healthcare and industry partnerships and alliances.
- Exhibit strong knowledge of key policy and advocacy issues at the federal, state, and local levels.
- Be visible in LeadingAge and other organizations that advocate for seniors at the local, state, and national levels. Be regarded as a thought leader and innovator within the industry.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree, (graduate degree, highly preferred) in business administration, health care administration, management, or related field preferred.
- NHA license preferred.

### Knowledge and Work Experience

- 10 years executive-level experience (CEO or other senior leadership role) in the senior living industry and ideally within a continuing care retirement community (CCRC).
- Demonstrates a comprehensive understanding of quality indicators and performance benchmarks within Life Plan Communities.
- Possesses a strong financial acumen, including expertise in budgeting, interpreting financial statements, and managing cash flow.
- Experience in planning, developing, and executing capital improvement initiatives and long-term master plans.
- Deep operational knowledge of Life Plan Community functions, systems, and resident-centered service delivery.
- Exhibits proven leadership capabilities grounded in emotional intelligence, team development, and collaborative decision-making.
- Communicates with clarity and confidence, effectively engaging diverse audiences.
- Leads with a servant-leadership philosophy centered on mission, ethics, and holistic wellness.
- Skilled at initiating and navigating courageous conversations, fostering transparency with residents, staff, and board members.
- Adept in community engagement, relationship building, and supporting philanthropic initiatives.
- Actively participates in professional networks within the senior living field, including LeadingAge and related organizations.

### Leadership Skills and Competencies

- Current knowledge and expertise in aging services, including an understanding of current demographic and industry trends, healthcare, and best practices serving older adults, and federal, state, and local regulations.
- Highly visible, authentic, and approachable leader who possesses strong ethics and integrity.
- Outgoing and relational style. Places a high value on building relationships and engaging others.
- Exhibits emotional intelligence and wisdom. Strives to balance long- and short-term goals.

- Welcomes and considers alternative perspectives with openness and respect.
- Exhibits a strong commitment to building consensus and incorporating feedback.
- Models transparent leadership behaviors and serves as a moral compass for the community.
- Demonstrates compassion and empathy and possesses a recognition of and respect for residents and associates as collaborative partners in the life of the community as a whole.
- Possesses superb oral and written communication skills. A leader who is intelligent, articulate, and listens well.
- A visionary leader able to conceive and implement new strategies, programs, and services. One who recognizes that the health of the community includes the holistic well-being of residents and associates.
- Possesses strong financial and analytical skills, makes clear, well-reasoned decisions, and skillfully brings diverse perspectives together to drive commitment.
- Supports community inclusivity by cultivating a sense of belonging and encouraging individuals to be their authentic selves.
- Has a clear understanding of the financial management of a non-profit Life Plan Community. Recognizes that a Life Plan Community offering a lifetime care contract is engaged in an actuarial enterprise that must be managed carefully, requiring annual audits by accounting and actuarial professionals.

## The Community

### Worcester Township, Pennsylvania

Worcester Township is an attractive, semi-rural community located in the center of Montgomery County, Pennsylvania, approximately 25 miles northwest of Center City, Philadelphia. Encompassing just over 16 square miles, the township is known for its scenic landscapes, preserved open space, and thoughtfully planned residential developments, offering a high quality of life in a peaceful suburban setting while remaining well connected to the greater Philadelphia region.

Home to a population of just over 10,000 residents, Worcester Township is characterized by strong civic engagement, high educational attainment, and financial stability. The community is served by the Methacton School District, a highly regarded public school system, and features a high rate of homeownership and median household incomes well above state and county averages. Residents value the township's commitment to environmental stewardship, low-density development, and long-term planning, which has helped preserve its distinctive character.



While the township itself remains intentionally low-density, nearby SEPTA Regional Rail stations in surrounding communities offer commuter rail service to Center City, Philadelphia. Worcester Township offers an ideal balance of professional accessibility and residential tranquility. Its blend of natural beauty, strong schools, and strategic location makes it an appealing community for those seeking both connection and a high quality of life.

## Procedure for Candidacy

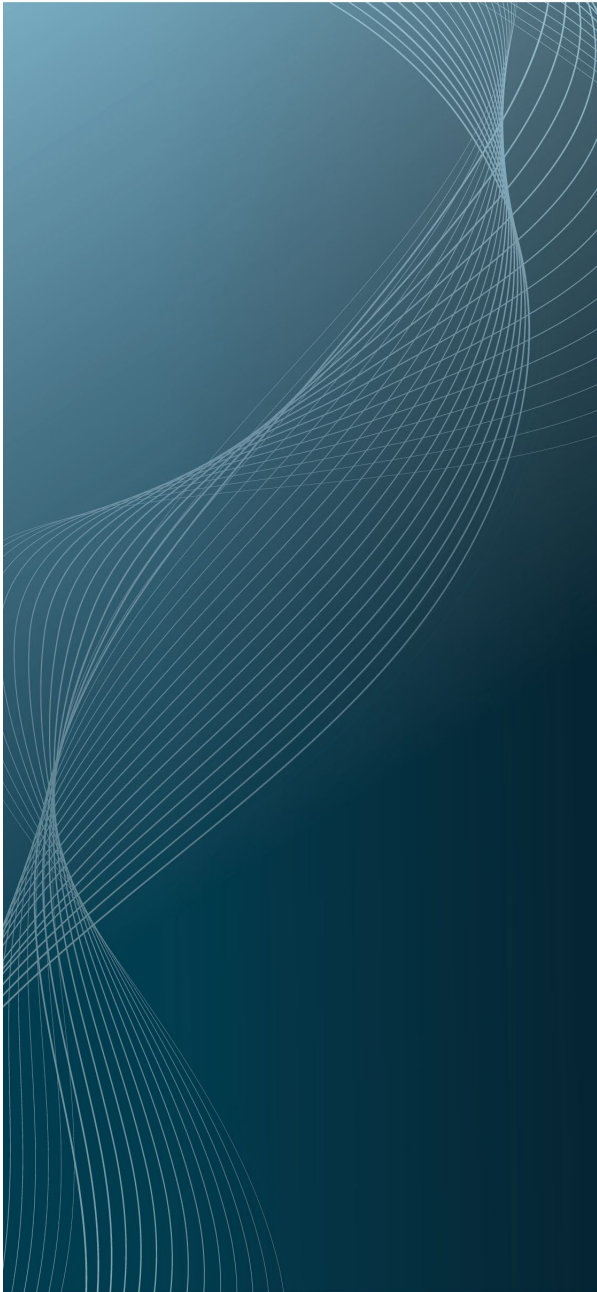
Please direct all nominations and applications to Lisa DeSimone Arthur or Courtney MacKinnon via email at [courtneym@wittkiewer.com](mailto:courtneym@wittkiewer.com).

For more information, please visit: [www.meadowood.net](http://www.meadowood.net)

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