



LUTHERAN LIFE

COMMUNITIES

Pleasant View, Executive Director

Leadership Profile

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The Opportunity

Lutheran Life Communities (Lutheran Life), a respected senior living organization headquartered in the Chicago suburbs, seeks a visible, collaborative, and experienced leader to serve as the Executive Director (ED) of its Pleasant View community in Ottawa, IL. Reporting to Lutheran Life Communities' Chief Operating Officer, the ED will arrive at an important time in the organization's history and will be a collaborative, mission-driven leader focused on leading and coordinating operational, sales, and business development activities at Pleasant View. The new ED will prioritize business development and sales efforts to drive occupancy at the community.

Lutheran Life is a faith-based, not-for-profit, multisite system of life-plan communities and senior services. It serves the needs of residents in four communities and provides home and community-based services in Illinois. Lutheran Life's dedicated and loyal staff is privileged to serve over 2,500 seniors of all faiths across the continuum. Lutheran Life enjoys a strong reputation and competitive market position. It has annual revenues of \$138 million, high resident engagement, a strong culture program, and satisfaction, and provides outstanding quality of care and service. Lutheran Life Ministries serves as the parent organization of Lutheran Life Communities and is governed by a highly committed and passionate Board of Directors. It is the 48th-largest multisite provider in the country, as ranked by LeadingAge Ziegler 200. Lutheran Life is focused on service and performance excellence while committed to leading innovations to transform the field of aging. Lutheran Life's inspired call to serve creates an unparalleled atmosphere and delivers exceptional services desired by today's and tomorrow's seniors.

Lutheran Life has developed a legacy of always moving forward with intention, founded on the core value of their faith-based mission, while being inclusive of people of all faiths, backgrounds, and traditions. Pleasant View is the first and only Continuing Care Retirement Community in Ottawa, IL, and the area's only faith-based CCRC offering independent living, assisted living, healthcare-skilled nursing, memory support, and physical, occupational, and speech rehabilitation therapies. The ED will be expected to have superb business development, marketing, and sales expertise, coupled with strategic and operational acumen. They will ensure the overall delivery of high-quality healthcare to residents, participate in and respond to all surveys and inspections, and work with the sales and marketing team to advance occupancy numbers through new partnerships, innovation, and strategic initiatives. The ED will also ensure all policies and procedures are in line with governmental guidelines. Excellent listening and relationship-building skills, coupled with the ability to drive consensus and foster collaboration with residents, staff, and community partners, are essential for the role. Driving resident engagement and new programs will be critical. The successful candidate will have significant experience in aging services (LifePlan), Continuing Care Retirement Community, or Senior Housing (strongly preferred) and a strong track record of driving occupancy and sales. In addition, the ED will possess a passion and commitment to improving the lives of older adults, aligned with Lutheran Life's mission, vision, and values.

To express a personal interest in this position or to submit a nomination, please refer to the Procedure for Candidacy at the end of this profile.

Organization Overview

Lutheran Life Communities (Lutheran Life) has been serving older adults and their families for more than 130 years, founded in 1892 when a faithful Lutheran pastor, Rev. August Reinke, and a community of lay people responded to God's call to care for aging family, friends, and neighbors. It is a legacy of always moving forward with intention, founded on the core value of our faith-based mission while being inclusive of people of all faiths, backgrounds, and traditions. Every day is enriched with experiences for residents, families, and team members who believe life is better when living together in the community.

Mission and Core Values

Lutheran Life's heritage influences its sense of mission and purpose and serves as the foundation of its core values.

Mission

Empowering vibrant, grace-filled living across all generations.

Core Values

- **Compassion:** The compassion of Christ is taught and exemplified throughout Lutheran Life Communities.
- **Excellence:** The quality of communities and services honors Jesus Christ and the dignity of all we serve.
- **Learning and Innovation:** Organizational learning and staff growth result in innovation and improvement in all that we do.
- **Stewardship:** The wise investment of resources honors God and benefits all whom we serve. Communities and Services

For over 100 years, the organization's senior living options grew at one location, the Lutheran Home in Arlington Heights, Illinois. Today, the system has grown to include four campuses and is the 48th largest multisite provider in the country, ranked by *LeadingAge Ziegler 200*. Lutheran Life offers independent living options in spacious single-family villas and apartment homes. Assisted living, short-term rehabilitation, memory care, skilled rehabilitation, and residential skilled healthcare round out the on-campus continuum of care options. Lutheran Life Communities also operates a home care service, adult day club, and an intergenerational childcare program.



Community Services

Shepherd's Flock Day Care & Preschool - Shepherd's Flock

Intergenerational Child Care Center provides childcare and developmental education for children ages six weeks to kindergarten. On the campus of Lutheran Home in Arlington Heights, Shepherd's Flock offers a unique opportunity for children to interact with nearly 500 "grandmas and grandpas" in a full calendar of special events and programs. Shepherd's Flock is proud to offer a developmental childcare program designed to build a positive self-image in children. Emphasis is placed on developing spiritual, social, emotional, physical, and cognitive skills through self-led play. Low, open shelving is used to spark inspiration and imagination, creating learning centers of art, blocks, science, math, manipulative games, dramatic play, music, books, and language. We encourage children to freely explore and then initiate their own activities. A Christian Education is provided as part of the daily curriculum through Bible stories, related music, and crafts. Teacher-child relationships are geared to provide an atmosphere of love and understanding, while emphasizing the welfare and personality development of each child and their family.



Cherished Place Adult Day Club - Cherished Place is a unique adult day club that offers therapeutic activities and individualized services in a group setting for older adults with a variety of care needs. One of the few programs of its kind in Arlington Heights, Cherished Place focuses on each club member's individuality, tailoring activities to their abilities and interests. Programs include healthy and therapeutic activities, excursions, games, art, and peer engagement - all at a convenient location on the Lutheran Home campus. Transportation services are also offered to pick up clients, providing even more convenience to spouses and family members caring for their loved ones.

MySolutions

Provides Home Care support services in the Arlington Heights, IL area, and explores expansion opportunities to other Lutheran Life communities and their surrounding campuses.

Community Impact

Lutheran Life is proud of its legacy of volunteerism, both internally and externally. In 2018, 500 volunteers contributed over 41,000 hours of volunteer service. Additionally, Lutheran Life has been a long-standing and dedicated corporate sponsor of Honor Flight Chicago.

Lutheran Life Communities Foundation

Founded in 1993, the Lutheran Life Communities Foundation is a 501(c)(3) public charity and the philanthropic organization of Lutheran Life Communities, a faith-based nonprofit providing residential, health, and spiritual care for seniors. The Foundation functions as a supporting organization, directing donor generosity to strengthen the residents and operations of each Lutheran Life community. Its purpose is to empower vibrant, grace-filled living for every resident-funding benevolent care for those who have exhausted their financial resources, as well as chaplaincy programs, campus renewal, and caregiver support. Working in close partnership with Lutheran Life Communities, the Foundation ensures that philanthropy directly sustains both immediate resident care and the long-term vitality of its communities.

Philanthropy is especially critical in today's environment. With increasing longevity, rising health care costs, and greater numbers of residents outliving their financial means, donor support fills the gap between what fees can cover and what compassionate, comprehensive care truly requires. The Foundation also supports wellness initiatives, memory support, and intergenerational programs. In fiscal year 2023, the Foundation raised more than \$2.4 million and managed nearly \$12 million in assets, demonstrating strong stewardship and the vital role of giving. The Foundation is governed by a dedicated Board of Directors that provides oversight, accountability, and strategic guidance. The CEO of Lutheran Life Communities also serves on the Board, ensuring close alignment between the Foundation and its parent organization.

Pleasant View - Ottawa, Illinois



Pleasant View is the first and only Continuing Care Retirement Community (CCRC) in Ottawa, and the area's only faith-based CCRC offering independent living, assisted living, healthcare-skilled nursing, memory support, and physical, occupational, and speech rehabilitation therapies. The continuum of care includes:

- Residential Healthcare, Short-Term Rehabilitation, and Memory Support: 90
- Assisted Living: 41
- Independent Living: 34



Position Summary

Pleasant View's Executive Director is responsible for developing sales, marketing, and business development strategies and meeting financial goals to ensure ongoing growth and financial stability. The Executive Director is responsible for oversight of all operations across the full continuum, including resident and team member programs and services with quality and satisfactory outcomes, regulatory and licensing outcome measurements (e.g., CMS Star Ratings, ACO/Insurance Requirements), and promoting the organization's mission, vision, and values. The Executive Director will be an experienced and committed leader with an active Illinois Nursing Home Administrator's license or eligibility to obtain one, who embraces the organization's distinct culture and fosters an environment of enthusiasm, collaboration, transparency, and respect.

Reporting Relationships

Reporting to Amy LaCroix, Chief Operating Officer of Lutheran Life Communities, the Executive Director of Pleasant View will lead a team of approximately 180 full-time, part-time, and on-call team members. Direct reports to this role will include:

- Director of Nursing
- Assisted Living Nurse Manager
- Director of Sales
- Director of Social Services
- Director of Building Services
- Sr. Life Enrichment Director
- Community Operations Coordinator
- Chaplain
- Director of Contracted Services:
 - Culinary
 - Therapy

Responsibilities

The successful Executive Director candidate will:

- Provide the overall direction and leadership of Pleasant View's community operations, including sales/business development, finance, clinical, dining, building services, chaplaincy, and occupancy goals. Develop new strategies that will ensure the organization's financial stability.
- Develop strong and productive working relationships with Lutheran Life's and Pleasant View's leadership teams, residents, guests, and team members.
- Maintain effective relationships with residents; communicate the activities of the organization and be aware of their interests and engagement to positively impact resident satisfaction.
- Partner with Lutheran Life's leadership to develop annual operating and capital budgets.
- In partnership with Lutheran Life's leadership and outsourced HR/TA partner (ProcareHR), develop human resource programs that build culture, recruitment, retention, professional development, and training.
- Review current policies and procedures to ensure compliance with all applicable state and federal regulations and standards.
- Serve as a visible advocate and spokesperson for Pleasant View, within the organization and in the broader community of Ottawa/LaSalle County and its surrounding communities and counties.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position within the first 12 months:

Leadership, Purpose, Culture, and Governance

- Establish personal and professional credibility, build strong relationships, and gain the trust and respect of the residents, Leadership Team, staff, industry peers, and external constituents.
- Model Lutheran Life's Mission, Vision, and Values. Lead in a manner that creates a culture of transparency, collaboration, and excellent communication with residents, staff, and senior leaders. Encourage and welcome diverse opinions and perspectives.
- Promote a culture of respect and professional opportunity among associates and the Leadership Team.
- Inspire a commitment to ongoing performance improvement, resident engagement, team member engagement, service excellence, and operational improvement efforts.
- Develop a vision for the Pleasant View organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are well articulated and supported.

Strategic Vision and Implementation

- In partnership with Lutheran Life leadership, lead the development of ongoing growth and business development strategies that will ensure the organization's success.
- Educate staff on Lutheran Life's current and prospective markets, including knowledge of current and emerging competitors and opportunities to grow census and programming. Continue to identify opportunities for healthcare and industry partnerships and alliances.
- Build value-based partnerships with community-based providers.
- Promote Pleasant View's internal and external brand in alignment with Lutheran Life's strategic priorities.

Operations, Process, and Performance

- Measure and assess key workforce, clinical, and operational metrics. Offer recommendations as needed to optimize process and service delivery across the care continuum.
- Create and implement sales, marketing, and brand initiatives that will boost occupancy across the community. To include the potential expansion of independent living cottages on-site.
- Work with Lutheran Life's leadership to reposition healthcare in conjunction with the strategic plan.
- Ensure continued service excellence and innovative programming for residents; continually prioritize the interests of residents and staff.
- Serve as an ethical steward of Pleasant View's financial resources.
- Assess current team member programs and identify opportunities to improve workforce engagement, with a focus on service excellence. Prioritize staff development, learning, collaboration, and superb team engagement.

Community Engagement and Presence

- Highlight Pleasant View's services in the community and serve as the organization's key community liaison.
- Serve as a visible and collaborative spokesperson of Pleasant View at the local, state, and national levels.
- Attend leadership meetings (as required) and present materials to Lutheran Life's Executive Leadership Team as needed.
- Knowledge of key policy and advocacy issues at the federal, state, and local levels.
- Be visible and present within LeadingAge and other organizations that advocate for older adults at the local, state, and national levels. Be regarded as a thought leader and innovator.

Candidate Qualifications

Education/Certification

- Bachelor's Degree in marketing, business, or related field
- Licensed nursing home administrator with the ability to gain licensure in the State of Illinois.

Knowledge and Work Experience

- Minimum of five (5) years of leadership experience in a LifePlan, Continuing Care Retirement Community, skilled nursing, and/or senior housing is required for the role. Demonstrated progressive leadership experience in a similar setting, including retirement community operations, financial management, regulatory compliance, business development, sales, and program development.
- Thorough knowledge of financial and legal best practices and requirements with a proven ability to provide sound and ethical financial counsel to executive leadership.

Leadership Skills and Competencies

- Outstanding oral and written communication skills, including active listening, excellent presentation skills, and a transparent style. Possesses a persuasive and passionate communications style and exceptional public speaking skills. Seeks input and ideas from others.
- Strong work ethic, including demonstrated self-initiative and self-confidence. Demonstrates resourcefulness and exhibits intellectual curiosity.
- Ability to drive alignment and accountability to establish a culture of performance and service excellence.
- Strategic mindset, focused on driving integration of care and care coordination across the healthcare continuum.
- Strong business acumen with a proven history of making good decisions to promote growth. Demonstrates intellectual horsepower and nimbleness in leading and adjusting strategies to overcome unexpected market challenges and achieve goals.

- Leads with conviction and makes the right decision for the organization while upholding ethics, values, and adhering to regulations and legislation. Hires top talent and develops high potential for succession planning.
- Empowers team to deliver, stay current without micromanaging. Creates a diverse environment of openness, honesty, respect, fairness, and inclusiveness where others are encouraged to share feedback and ideas and are motivated to do their best.
- Inspires others to persevere, troubleshoot, find solutions, and overcome challenges. Creates a culture where others collaborate to meet or exceed performance expectations and measurable organizational goals.
- Understands budgeting, proformas, net operating margins, and other financial tools, as well as financial elements of resident agreements, to best support and align foundation strategy with internal business needs and internal resident and responsible party philanthropic goals.
- Authentic and ethical leader. Displays gravitas and humility while being driven to succeed. Models the values and exhibits a demonstrated commitment to the mission.
- Visionary forward thinker who is intentional and intrigued by potential growth possibilities.
- Approachable and visible leader committed to engagement with the leadership team, staff, residents, and other key internal and external partners.
- Possesses change management expertise; knows how and when to introduce change. Communicates the reasons behind decisions transparently and collaboratively. Not afraid to tackle big issues.
- Passion for working with older adults.

The Community

Ottawa, IL



Ottawa is the largest town in LaSalle County, with a population of around 18,840. But a few centuries ago, the site was home to the Illinois tribe of Native Americans. This American Indian Confederation inhabited what is now Southern Wisconsin, Northern Illinois, and parts of Missouri and Iowa. These tribes included Cahokia, Kaskaskia, Michigamea, Peoria, and Tamaroa. Ottawa occupies a place on the Illinois River that has long been one end of a portage trail between the Mississippi River and Lake Michigan. Here, the river was reliably deep enough for canoes. The North Portage Trail connected the site over land and water to the Chicago River. Because of numerous silica sand deposits, Ottawa has been a major sand and glass center for more than 100 years.

Ottawa was the site of the first of the Lincoln-Douglas debates on August 21, 1858. During the Ottawa debate, Stephen A. Douglas, leader of the Democratic Party, openly accused Abraham Lincoln of forming a secret bipartisan group of Congressmen to bring about the abolition of slavery. The John Hossack House was a "station" on the Underground Railroad, and Ottawa was a major stop because of its rail, road, and river transportation. Citizens in the city were active within the abolitionist movement.

Ottawa has many historic homes and registered historic landmarks. Recent additions to Ottawa have included renovations to its historic mansion, the Reddick Mansion, and artistic murals throughout the central business district. Ottawa is known as the scenic gateway to Starved Rock State Park, Illinois' most popular state park, attracting some two million visitors per year. The Fox River, which flows through communities like Elgin and Aurora, empties into downtown Ottawa. The Ottawa Historical and Scouting Heritage Museum honors Ottawa resident William D. Boyce, founder of the Boy Scouts of America. Ottawa is also home to one of the largest skydiving operations in the country, Skydive Chicago.

For more information, visit [City of Ottawa, IL](http://www.cityofottawa.il.us).

Procedure for Candidacy

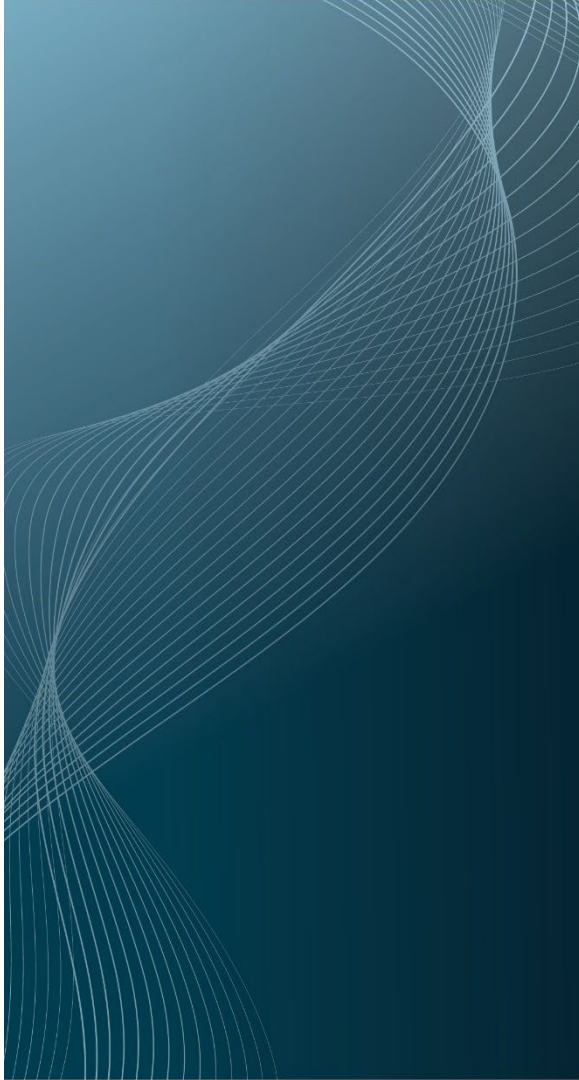
Please direct all inquiries, nominations, and applications to WittKieffer Consultants Lisa DeSimone, Arthur, and Roxana Woudstra through the WittKieffer Candidate Portal or via email to RWoudstra@wittkieffer.com.

Lutheran Life Communities 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 anticipated salary range for this role is \$175,000-\$200,000 plus benefits and bonus, commensurate with experience.

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 Lutheran Life Communities 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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