

PRESBYTERIAN HOMES

THE MEASURE OF A GREAT ORGANIZATION

STRATEGIC PLAN 2022-2024

PERFORMANCE



EXPERIENCE



GROWTH



VISION



MISSION



IT ALWAYS BEGINS WITH OUR MISSION AND VISION

MISSION STATEMENT

PRESBYTERIAN HOMES

As a faith-based, not-for-profit, we create vibrant communities for older adults that inspire wellness, independence, joy and security – enriching the lives of residents and their families.



The Geneva Foundation transforms lives by enhancing Presbyterian Homes' communities through generous and responsible philanthropy.

VISION STATEMENT

We will reimagine our Life Plan Communities for the future, transforming the organization with innovative thinking, bold leadership and dynamic strategies that will anticipate the needs of those we serve. We will strive to be a nationally recognized leader among these communities, and we will invest in opportunities for growth to ensure our communities are secure, strong and vibrant.



A DIFFERENT KIND OF MISSION.

A DIFFERENT BOTTOM LINE.

A DIFFERENT MEASURE FOR A GREAT ORGANIZATION.

Founded in 1904, Presbyterian Homes has been the measure of what an extraordinary senior living organization should be.

Certainly, careful fiscal stewardship and long-term stability have allowed us to keep our communities vibrant. Without question, the cultivation and nurturing of our employees translates to sustained resident satisfaction and support. Our dedication to reimagining and renewal have led to our ability to stay ahead of the industry's curve.

And yet, what has allowed Presbyterian Homes to sustain a century-old best-in-class reputation is our enduring commitment to the quality of life for all our residents. Resident independence and joy are core to our mission, and they become measures of how we look to the future.

Presbyterian Homes' Strategic Plan builds on the foundation created in our last plan, and continues to strengthen our organization for the future.

PREPARING FOR THE NEXT THREE YEARS – AND BEYOND

Presbyterian Homes saw one of the most challenging times in its 116-year history in 2020. We redefined what a life plan community meant as we drew on our resiliency and compassion to keep residents safe and secure during the COVID-19 global pandemic that continues into 2021.

Presbyterian Homes owes its unprecedented response to its leadership, employees and residents. *And it's strategic planning.* Even though the pandemic was not on anyone's radar five years ago, as an organization, we were prepared for the unthinkable because our last strategic plan created the financial strength, operational excellence and people-centric culture that allowed us to rise to the challenge.

Despite the all-consuming pandemic challenge, our team tirelessly worked on the next strategic plan, understanding now more than ever, that this powerful document is how we will continue to keep our organization prepared for the unexpected and ready to respond to the future.

WE BEGAN

We began by contemplating why Presbyterian Homes has thrived and grown as an industry leader.

THIS INCLUDED:

- Building on a tradition of excellence
- Focusing on residents first and foremost
- Sustaining and growing the vibrancy that thrives in all our communities
- Challenging ourselves to stay ahead of the curve, looking to innovations, ideas and inspiration to strengthen the lives of every resident and employee
- Sustaining financial strength

THEN WE WENT TO WORK

What is important to note about the new Strategic Plan is that it was developed by an internal team of committed individuals who believe in our mission, vision, core values – and our future.

- **The team members were from all areas of the organization:** resident services, healthcare, administration, dining service, marketing, and the foundation.
- **We took a bottom-up approach,** collecting critical information *including resident input*, then built the plan.
- **We brainstormed, challenged each other,** broke through the status quo and built on the success of the past five years to plan for the next three years.
- **The Board of Directors reviewed and approved** this plan – now it is ready to share.



WE FOCUSED ON THREE CORE AREAS:



GROWTH:

Increase the number of older adults served



EXPERIENCE:

Stakeholders will experience the organization in a fulfilling manner



PERFORMANCE:

We will execute our work in innovative, efficient and cost-effective ways

We created goals and action steps for each as part of the plan framework. You can read more about these in the following pages.

PREPARING FOR WHAT'S NEXT

Presbyterian Homes will continue to keep residents safe and secure during the pandemic. However, our organization depends on our ability to create a runway to the future. There will be exciting projects that will sustain our “best-in-class” communities and prepare us for growth. We will strengthen the “back-of-the-house” operations to create a comprehensive and more efficient approach to finance, compliance, and talent management. Our clinical services will draw on the lessons learned during the pandemic and develop innovative, responsive and holistic approaches to improving quality of care.

A strategic plan is a living document that can evolve and respond to a changing environment. Yet, one thing never changes: Our mission, vision and core values are foundational to our plan.

They remain the measure of what we aim to accomplish.



TODD F. SWORTZEL
President and CEO

STAYING AHEAD OF THE CURVE



GROWTH



GOAL

Increase the number of older adults served

ACTION STEPS

AFFILIATE. ACQUIRE. MERGE.

- Increase the number of Life Plan Communities in the organization
- Our goal is one transaction within 3 years

EXPAND EXISTING COMMUNITIES

- Increase the number of older adults we serve
- Promote additional community services

MEASURABLE BENEFITS

- Strengthen the financial position and health of the organization
- Sustain and grow “Best-in-Class” reputation
- Continue to respond to evolving needs of residents

BEST-IN-CLASS

LEADERSHIP

FINANCIAL SECURITY

GROWING INTO OUR FUTURE

Throughout its history, Presbyterian Homes has made several strategically bold moves to strengthen the financial position and health of the organization.

We developed the extraordinary new community Lake Forest Place. We recently developed the remarkable memory care center and chapel at The Moorings of Arlington Heights. We revitalized lifestyle programs with CHOICES, an innovative approach to addressing the seven dimensions of wellness. Today, all our activities – physical, social, spiritual – are guided by this philosophy.

And each time we reimagined senior living and created a stronger Presbyterian Homes.

As we look to the future, we will continue this strategic approach to growth. This means keeping our communities responding to market expectations and the needs of residents, current and future. It means continuing to build on best practices in senior living to strengthen our “best-in-class” reputation. It means increasing living options at our communities.

It also means we will identify strategic opportunities to increase our footprint in the senior living industry. Without question, we will be highly selective about potential partners. Be assured there will be a shared mission, vision and values.

These will be the measures by which we evaluate new partners to become part of the Presbyterian Homes family.



STAYING AHEAD OF THE CURVE



EXPERIENCE



GOAL

Stakeholders will experience the organization in a fulfilling manner

ACTION STEPS

RESIDENT SATISFACTION

- We will develop strategies targeted to improve the current and future resident and family experience at the communities through hospitality and resident-focused services.

EMPLOYEE CULTURE

- We will enhance the organization to foster talent, diversity and inclusion, and develop staff to position ourselves for success.

COMMUNITY RENEWAL

- We will reimagine the communities and commit to interior renewal to meet the evolving needs of those we serve.

MEASURABLE BENEFITS

- Develop a comprehensive, multi-layered approach to improving resident life
- Renew the communities to stay ahead of the curve
- Strengthen the talent, skills, and culture of the workforce to elevate our performance and reputation

REINSPIRING EMPLOYEE CULTURE

The success of Presbyterian Homes is in the hands of employees. It is critical to our future that we continue to stay ahead of the curve in recruiting and retaining top talent in a competitive healthcare labor market. We are enhancing employee communication, recognition and engagement programs. We are building talent development strategies to create a culture in which people in our diverse workforce are supported to advance in their careers, are appreciated and respected. Strategies include strengthening our friendly, diverse and inclusive work environment, training, leadership development and providing competitive pay, benefits and perks.



WHAT DISTINGUISHES PRESBYTERIAN HOMES?

The joy and vibrancy of residents. The deep commitment of employees. The gracious warmth and state-of-the-art spaces that inspire a community for residents and employees alike.

With more than 100+ years in senior living, we are leaders in the art and science of creating an unparalleled experience for residents. We understand the importance of listening to residents *and* employees. Because, if we've learned anything in the past 100 years it's that an engaged staff equals satisfied residents.

REVITALIZING THE RESIDENT EXPERIENCE AT EVERY LEVEL

We continue to pay careful attention to every detail of resident life at every level from best-in-class dining to purposeful engagement opportunities. Everything will be reevaluated: volunteering, life-long learning, community programs and activities. Technology will play a critical role in supporting communication and independence. We will continue to explore health care resources across our levels of living: clinic, telehealth, specialists, and counselors.

RENEWING OUR COMMUNITIES

We are coming to the end of our first round of community renewal. In our next 8-10 year cycle we will reimagine spaces to meet the functional requirements of residents now and in the future. This is not just a "fresh coat of paint," but a strategic look at everything from exploring changes in dining behavior, renovating fitness centers to responding to evolving wellness programs and reinvesting in "interior renewal programs" that update old mechanical systems. In the next few years we will focus on:

Lake Forest Place

Completion of the lower-level interior renewal plan.

Westminster Place

Elevate the independent living product, including renovating Kimball Fitness and Therapy Center, reposition and right-size healthcare, and strengthen operational and mechanical systems throughout the community, including updating One Calvin Circle.

The Moorings

Reposition and right-size healthcare and improve dining options and communal space in the Midrise apartment building.

Ten Twenty Grove

Continue investment in community renewal.

REINSPIRE

RENEW

REVITALIZE

STAYING AHEAD OF THE CURVE



PERFORMANCE



GOAL

We will execute our strategies in innovative, efficient and cost-effective ways

ACTION STEPS

BEST-IN-CLASS SUPPORT SERVICES

- We will implement new strategies to support operations at our communities.

INNOVATION

- We will elevate our service delivery model through technology and system redesign.

PANDEMIC RESPONSE

- We will continue to collaborate in our crisis response and prioritize the health, safety and wellbeing of all stakeholders during and following the crisis.

MEASURABLE BENEFITS

- Establish a comprehensive, integrated approach to improving operations
- Strengthen use of data analytics and reporting to accelerate informed decision-making
- Enhance the resident experience through technology
- Create a more holistic approach to clinical services
- Build on financial strength for future growth
- Reengage the community through philanthropy

BEST-IN-CLASS SERVICES

SALES AND MARKETING

The industry is evolving and we need to stay ahead of the curve as we tell our story, understand the durability of our brand, and consider alternative financial models to expand the market. We will continue to optimize marketing strategies to maximize lead generation and promote healthcare services

FINANCE AND ACCOUNTING

In order to preserve the financial strength of the organization, we will monitor critical analytics and benchmarks. Our focus includes managing our growth strategy, enhancing reporting to support operational financial forecasting, and increasing the financial acumen of our leaders. We will continue to leverage technology to improve efficiencies and effectiveness.

CLINICAL

The strength of our organization at every level – clinical, financial, and operational – led to our extraordinary response to the pandemic. Thanks to the amazing collaboration of employees and residents, we have endured.

We will build on the learning from this experience to enhance clinical operations and gain efficiency through technology integration (telehealth). We will optimize quality of care, exceed satisfaction expectations and develop programs to address resident mental, spiritual and emotional health.

RISK MANAGEMENT AND COMPLIANCE

We will continue to look at root causes of injuries, create risk profiles and work to mitigate risk through education and community engagement. We will expand our compliance program and established benchmarks.



A HIGH-PERFORMANCE APPROACH TO SENIOR LIVING

In the next few years, we aim to redefine “Best-in-Class” services in senior living. We will be accelerating our “back of the house” performance through a strategic alignment of technology, data, management systems, marketing, financial planning and cost containment.

We continue to embrace technology and innovation to strengthen the connectivity of residents, systems and employees. Moreover, our pandemic response will have our undivided focus as we collaborate on keeping each community healthy and safe.

INNOVATE

CONTINUITY

GENEROSITY



INNOVATION

Organizational best practices demand seamless continuity among operations, communications and stakeholders. To stay ahead of the curve we will continue to embrace innovation throughout the organization.

- Introduce technology to enhance resident connectivity to their community
- Develop data management/integration and informatics systems for better decision support
- Prioritize systems and solutions that reduce physical data center dependency
- Enhance network and data security in line with evolving cybersecurity risks
- Implement environmental initiatives to drive quantifiable reduction in resource use

PANDEMIC RESPONSE

The pandemic has had a dramatic impact on the lives of residents, employees and our surrounding communities. Until there is an “all clear”, we will continue to be vigilant in our approach to managing the health and safety of the Presbyterian Homes family.

This includes implementing new strategies to support our safe operations at all our communities including clinical, telehealth and dining options. We will also create hybrid community programming to promote virtual or in-person participation.



This Strategic Plan outlines the action steps our organization will take to stay ahead of the curve in the senior living industry. There is continuity and alignment among the various best practices in operations, programs and community renewal projects. However, if there is a seam that runs throughout Presbyterian Homes – connecting the heart and soul of all our communities – it would be the Geneva Foundation.

The Geneva Foundation harnesses the generous spirit of residents, their families, employees and other supporters and infuses it into the life of every community. The Geneva Foundation includes volunteers sewing masks, residents sharing their spaces with community groups, and residents supporting scholarships for employees. It’s a community of support for a fellow resident who becomes financially vulnerable. The Geneva Foundation deploys philanthropy to keep Presbyterian Homes strong and vibrant.

As we look to sustaining the future of the Geneva Foundation, we will take steps to measure our work, including the value of volunteer participation, social accountability and community engagement. We will continue to be good stewards of the generosity that prevails in our communities. This includes:

- Inspiring donor engagement to impact each community’s needs and effective programming decisions
- Bringing greater awareness to our charitable mission in daily operations
- Evolving and strengthening Presbyterian Homes’ social accountability

STAYING AHEAD OF THE CURVE REAFFIRMING OUR CORE VALUES



PEOPLE

Every member of Presbyterian Homes' communities, including residents, employees, volunteers, families and visitors, is treated with dignity and respect. We embrace diversity and recognize that our differences can empower us to grow. The health, safety and well-being of our community members will remain a priority for the organization.

GROWTH

We will strive for growth which furthers the mission, embraces innovation, and enriches the lives of the individuals we serve.

LEADERSHIP

We are called to excellence and integrity in our service. We strive to be transparent. We will approach the future with vision, vigor, cooperation and dedication to each other and those we serve.

FINANCIAL RESPONSIBILITY

We commit to sound fiscal management and careful stewardship of our gifts, assets and resources.

FAITH BASED

We welcome all as we embody our Christian heritage by serving one another with compassion, dignity, and respect.

EMPOWERING A CONTINUUM OF JOY AND INDEPENDENCE.

Driven by our mission and vision,
Presbyterian Homes has thrived as a leader in senior living.
Throughout the organization, we draw on our commitment to residents and employees as we continue to build stronger, more vibrant communities. Our experience informs our performance which guides our growth as we move toward the future.



PRESBYTERIAN HOMES

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