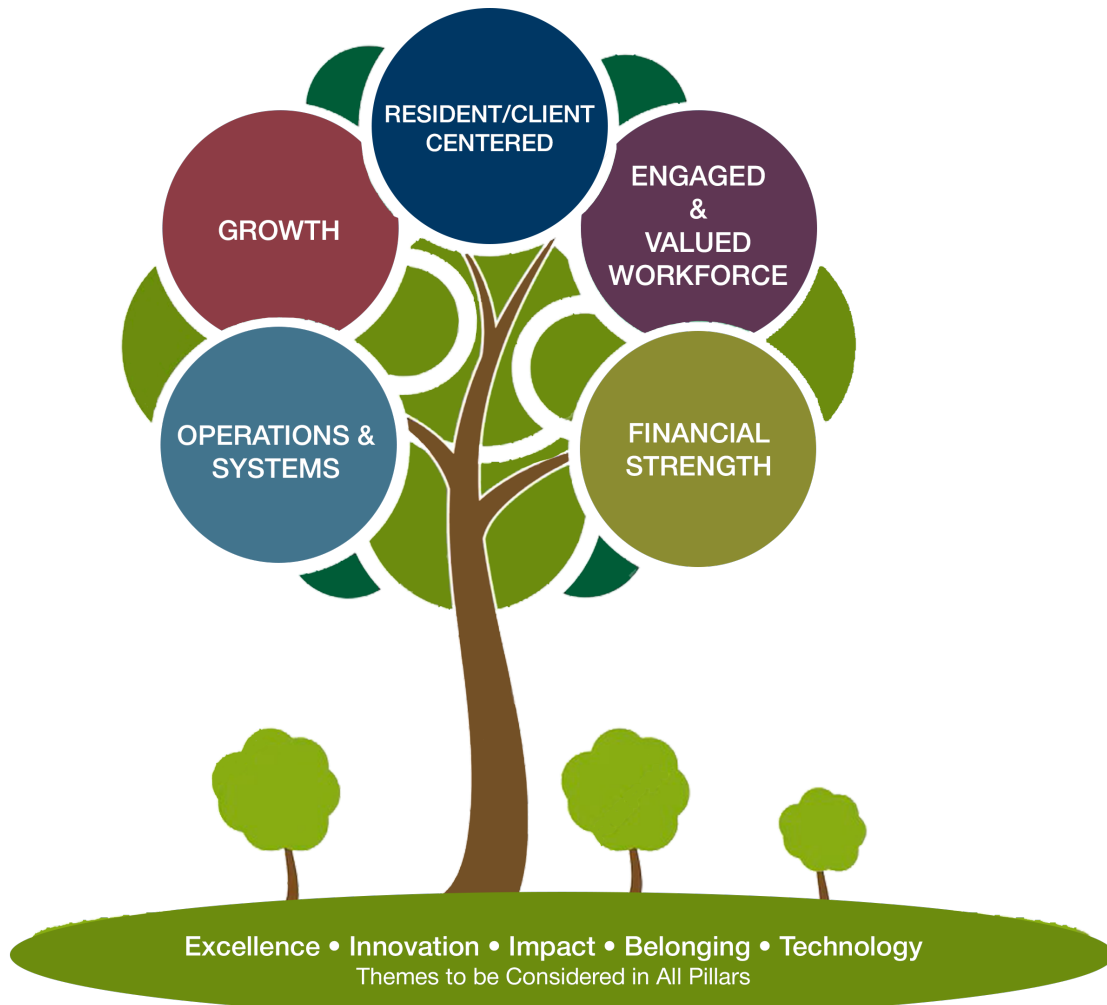


The Landis Communities Board of Directors has adopted five broad **Strategic Pillars**. Each individual Board will develop a **Descriptive Statement** indicating what each pillar means to them. This will become the basis for their **Strategic Priorities** within each pillar. Staff will develop, and Board will affirm **Goals** that align with each **Strategic Priority**. These elements will produce a **Strategic Plan** for the next three years.

Strategic Pillars



LANDIS COMMUNITIES MISSION

Following God's call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.

VISION STATEMENT

Enriching Lives

VALUES

Guided by Joy, Compassion, Integrity, Stewardship, and Community

Descriptive Statement of each strategic pillar

- **Resident/Client Centered** – Actively listen to those we serve in order to identify current and future needs. Remain committed to the vision of Enriching Lives.
- **Engaged & Valued Workforce** – Strengthen team through commitment to their growth and wellbeing. Stay focused on culture, values and belonging.
- **Operations & Systems** – Pursue operational excellence and efficiency in existing practices, workflows, and standards.
- **Financial Strength** – Operate with margins beyond industry norms.
- **Growth** – Existing Affiliates “work as one” toward common mission while seeking growth opportunities through partnerships and affiliation.

Strategic Priorities within each pillar

Resident/Client Centered

- Support expansion and implementation of Dementia Friendly Experience
- Support the development and implementation of a Vitality Model that includes Care Navigation, supports belonging and social connectivity, encourages wellness, and empowers agency
- Enhance spiritual wellbeing, recognizing individual faith perspectives, and including End of Life planning
- Utilize continuous feedback cycle that helps to provide range of options, resources, and care - “place for everyone” in scope of what we do

Engaged & Valued Workforce

- Provide professional development of staff and leaders at all levels
- Offer meaningful and competitive Compensation and Benefits Package (Total Rewards), including flexibility
- Leverage existing strengths in belonging, service and values

Operations & Systems

- Utilize standards, benchmarks, and metrics to measure performance
- Create more efficiency in governance
- Be progressive and wise in our use of technology

Financial Strength

- Deliver positive operating income
- Maintain better than industry standard margins
- Establish pace of major growth targets
- Grow contributions to support expansion of the mission

Growth

- Position us as an attractive partner and be ready to form affiliations
- Explore partnerships to expand capabilities, share expertise, and achieve desired impact
- Pursue growth intentionally, not growth for the sake of growth