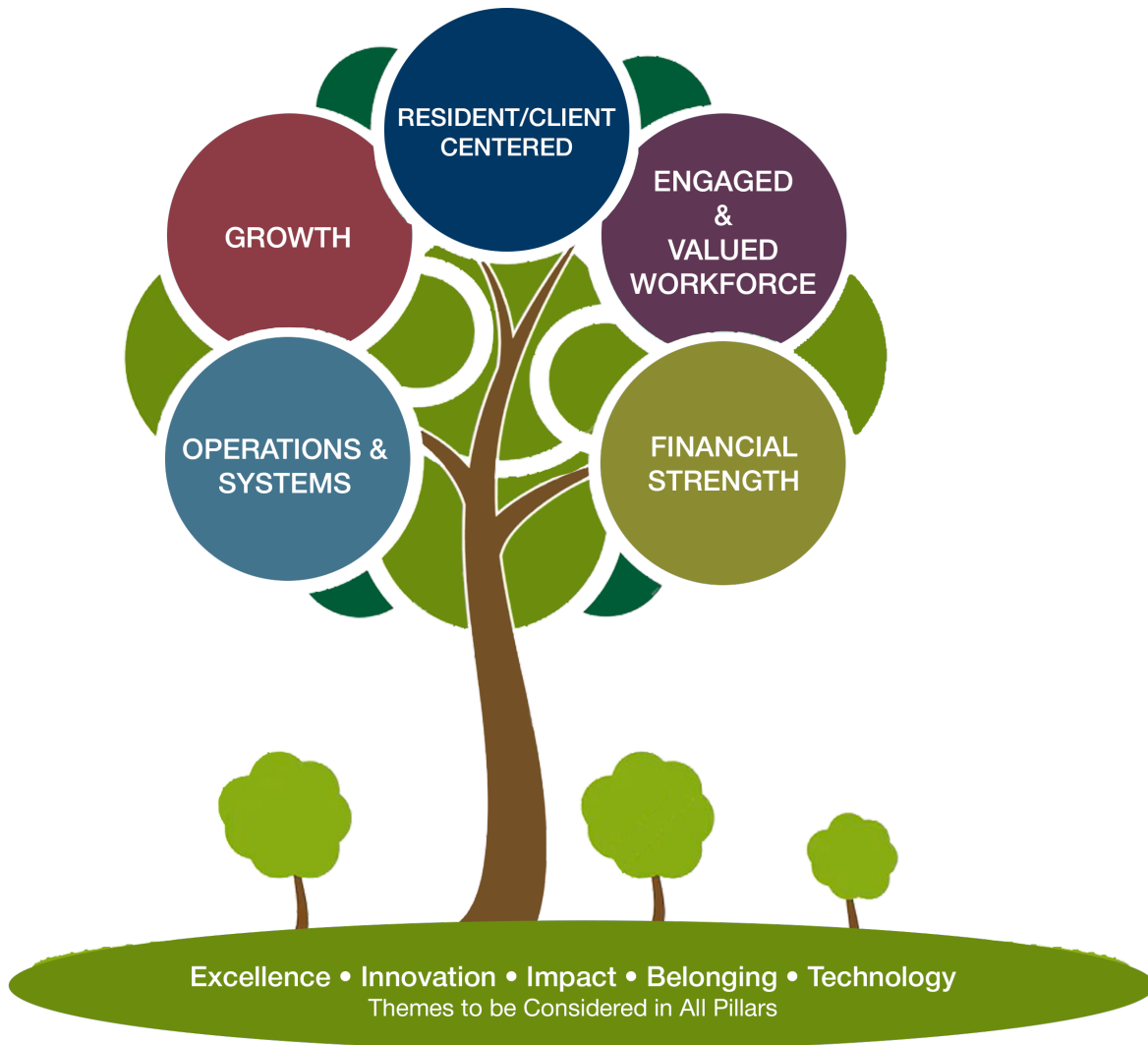


The Landis Communities Board of Directors has adopted five broad **Strategic Pillars**. Each individual Board will develop a **Descriptive Statement** indicating what each pillar means to them. This will become the basis for their **Strategic Priorities** within each pillar. Staff will develop, and Board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

Strategic Pillars



WELSH MOUNTAIN HOME MISSION

Serving adults from diverse backgrounds and income levels by enriching the quality of life and maintaining the dignity of those we care for with Christ-like love.

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 to identify current and future needs. Provide quality services with Christ-like love to support residents and help them to live with dignity.
- **Engaged & Valued Workforce** – Strengthen team through commitment to their growth, engagement, and empowerment. Stay focused on mission, values and belonging while seeking input and feedback.
- **Operations & Systems** – Insure operational excellence and efficiency in practices. Leverage Landis Communities expertise and Centralized Services.
- **Financial Strength** – Operate with a positive cash flow.
- **Growth** – Explore growth that supports long term sustainability of WMH and expands groups served.

Strategic Priorities within each pillar

Resident/Client Centered

- Prioritize spiritual well-being of residents, includes providing End of Life care and support of their journey through death
- Maintain resident dignity and respect through compassionate and age-friendly care
- Deliver Dementia Friendly care
- Develop and deliver an impactful volunteer program

Operations & Systems

- Design and utilize spaces, implement activities to support social connectivity
- Maximize expertise through Landis Communities
- Fully integrate all Landis Communities Centralized Services

Growth

- Explore growth with diverse populations, including aging and IDD
- Explore viable growth through an addition
- Explore industry trends to serve the needs of future residents including those with dementia

Engaged & Valued Workforce

- Meaningful and competitive Compensation and Benefits Package (Total Rewards), including flexibility
- Robust training on conflict resolution and emotional intelligence
- Relationship building, employee recognition, & engagement. Include recognition by peers. Understand and respond to dynamics of a small team within a larger organization. Seek opinion and give decision-making power, as appropriate.

Financial Strength

- Maintain positive cash flow
- Maintain 50% Private Pay and 50% low income
- Cultivate relationships with supporting congregations & grow the donor base