



JOURNEY
to 2035

STRATEGIC PLAN

2021-2023



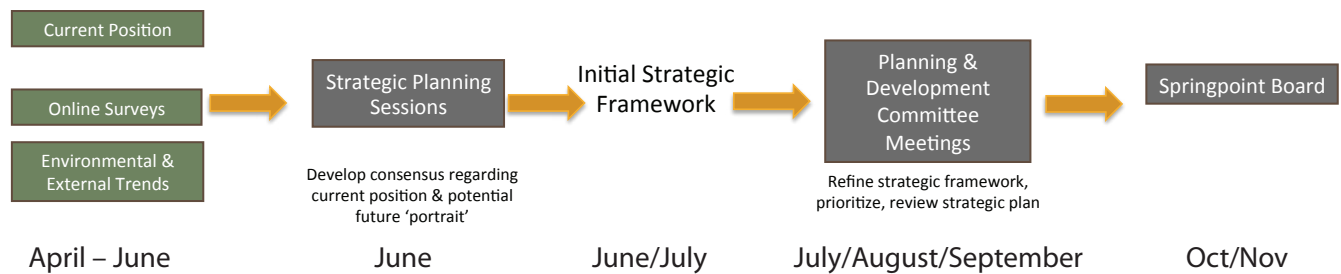
SPRINGPOINT®



STRATEGIC PLANNING PROCESS

The Strategic Planning process was dynamic and interactive. It began with an assessment of Springpoint’s current position and the external environment. Surveys were conducted, offering all stakeholder groups a voice. Senior leadership worked with our consultant to shape the strategic plan and then worked with the Planning & Development Committee to finalize. The process is illustrated below.

2020



OUR MISSION

To inspire our family with endless opportunities

OUR VISION

To be the premier provider, offering exceptional services and innovative programs that empower those we serve and those who serve them to experience the best that life has to offer



IN 2035, SPRINGPOINT . . .

Delivers on the promise of empowering thousands of seniors and employees living in the Mid-Atlantic region to “experience the best that life has to offer”, as a result of:

- A commitment and investment in innovation
- Sustained focus on employee engagement through the *Springpoint Experience*
- Springpoint’s seamless wellness and care coordination service-line, offered in all types of settings – campuses, affordable housing, home and community based settings, etc.

Is a sophisticated user of technology–enhancing resident and staff life while supporting efficient, effective operations and leadership

Is offering product and service lines that:

- embrace and enable broad application of whole-person wellness programming (*LivWell*)
- expand and broaden Springpoint’s services to upper, middle, moderate and lower income seniors
- increase depth in markets where Springpoint chooses to invest

Is recognized as a rewarding place to work – providing ongoing opportunities to grow, learn and lead

Benefits from innovative approaches to leveraging and accessing capital

In order to achieve the 2035 'portrait', during the next 3 to 5 years we will continue to provide exceptional service, grow revenue, sustain financial strength and invest in our people – while we pursue the following strategic directions

EXPECTATIONS

“RAISE THE BAR”

Realign Springpoint's product offerings with consumer expectations—moving from what may be acceptable to what is valued

- Invest in innovation
 - Develop a refined, documented approach to wellness and care coordination that can be delivered across all Springpoint business lines and beyond
 - Develop and fund actionable consumer research
 - Enhance resident and employee engagement
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RESOURCES

“FEED THE BEAST”

Develop an educated, engaged, and exceptional workforce; effective and impactful technology/analytics; and a broader capital base

- Fully implement the *Springpoint Experience*
 - Advance the integrated short-term and long-term plan for electronic technology
 - Accelerate and increase the use of enhanced dashboards and data analytics
 - Collaborate with the Springpoint Foundation Board to develop an integrated strategic plan
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NEW APPROACHES

“CHANGE THE CHANNEL”

Establish new approaches to care, consumer, and community – while developing a proficiency in transient advantage

- Evaluation of alternative approaches to accessing capital and increasing liquidity
- Develop organizational priorities for growth
- Define an updated Springpoint campus continuum of care
- Create a Springpoint Community 'Signature'

2021 STRATEGIC INITIATIVES

- COVID-19 protection and recovery
- Occupancy and resource management
- Fully implement the *Springpoint Experience* and provide exceptional service
- Grow revenue and sustain financial strength
- Workforce development
- Conduct actionable consumer research
- Evaluate capital access options
- Develop organizational priorities for growth
- Technology planning, enhanced analytics
- Develop Springpoint Foundation Strategic Plan
- Sustain Affordable Housing mission
- Diversity, Equity, and Inclusion
- Succession Planning - Phase 2



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