

Board Planning Session – March 29

Desired Outcome: Establish goals and clarify the direction of the Emmanuel Seniors Living Society for the next 3-5 years.

Format: Darren will facilitate a one-hour conversation, inviting Board member input on a number of questions. The discussion will be capped to one hour and it is very possible that the discussion continues at a meeting in April/May. All opinions are welcome.

Questions to consider:

1. What are the strengths of the Society? What do we do well?

- a. Stakeholders share a common faith and worldview
- b. In general, our stakeholders are satisfied
- c. Good visibility in the Christian community
- d. The Board make-up represents the Society well, is a unified group, and works well together
- e. Outstanding staff who care for the residents
- f. Our housing product is below market
- g. Great culture throughout the organization
- h. High quality health care as a contracted service provider with AHS
- i. Church partnerships
- j. Long term staff
- k. Strong leadership
- l. Financial viability
- m. Quality buildings/accommodations
- n. Choice in service offerings and resident experience
- o. Resident focused care that includes family members

2. What are the gaps? What needs to be addressed?

- a. We could be doing a better job of communicating with current and potential stakeholders.
 - i. Effective marketing would increase financial support and build the volunteer base
 - ii. Raising our public profile would help address occupancy challenges, increase engagement from community members, and bolster efforts to focus on resident & family centered care.
 - iii. Society membership isn't attracting any new people. We need to be aware of this trend and creatively address it
- b. We do not meet the needs of those who are in need of Long Term care. We do not support couples who currently need to be separated due to varied care needs
- c. The ESLS should explore and define its role in chaplaincy/spiritual care
- d. We have a heavy reliance on debt

- e. What, exactly, is our charitable purpose? We are not clear on how we are fulfilling our role as a charity
- f. Our prices have risen over the past year. We need to ensure that we remain affordable

3. *What should the priorities be for 2023-2026?*

- a. Reduce our overall debt
- b. Communication Strategy, with a focus on:
 - i. Marketing, resource development, & fundraising
 - ii. Increased engagement with stakeholders
- c. Stabilize leadership in a time of transition. We need to make sure we stay efficient
- d. Focus on quality operations.
 - i. Continue the good start to the accreditation process and ensure that the process is completed properly
 - ii. Focus on maintaining high occupancy levels

****What is NOT a priority?**

- 1. No new buildings/physical growth**
- 2. Expanding Health care programs (This could be a longer term goal, but not for 2023-2026)**