

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Advancing Mission and Growth Using the Adaptive Strategic Planning Model

Wednesday, August 31, 2022
2:00PM-3:15PM

Presented By: Richard Boyson, CEO Eliza Jennings, Sr Care Network
Joan Lampe, Strategy Lead, Aspire Consulting Partners

1

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Our Time Today:

- Experience With Strategic Plans
- Adaptive Strategy Framework
- Business Case
- Adapting Your Strategic Plan

2

2

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Experience With Strategic Plans

3

3

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Experience with Strategic Plans

- Various Models
- Self-Guided Plans
- One-Page Strategic Plans
- Time Frame Varies 3 to 12 Months
- Levels of Complexity
- Leadership, Board and Consultants' Opinions




4

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Experience with Strategic Plans

Approach Can Be Hindered By:

- Fixed Mindset- Set it/Forget it
- Status Quo- What is, Not What if
- Assume without Testing
- Role Confusion B/T Board and Leadership




5

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 **LeadingAge Ohio**

Shift to Adaptive Strategic Planning

- Changing Market Conditions & Operating Environment
- Declining Net Operating Margins
- Labor and Wage Pressures
- Supply Chain
- Regulatory Challenges
- Governing Boards are/should be asking Questions
- Defining "Growth"



6

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Adaptive Strategy Framework™

7

7

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Aspire | Adaptive Strategic Framework |

8

8

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Business Case: Eliza Jennings Senior Care Network

9

9

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Business Case: Eliza Jennings

- Renaissance – Olmsted Township, Ohio
 - 176 apartments and villas
 - 90 bed skilled nursing facility
 - 48 unit assisted living units
- EJ Home – Cleveland, Ohio
 - 126 bed licensed nursing care facility
- Devon Oaks – Westlake, Ohio
 - 66 assisted living facility



10

10

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Business Case: Eliza Jennings

- Eliza Jennings Senior Care Network
- Legacy NFP Organization in the Cleveland Area- Evolving to its Preferred Future State
 - A Standalone Skilled Community with Adult Day Services
 - A Life Plan Community
 - An Assisted Living Community
 - Management Company with Home Office Support
 - Home Health and Hospice Joint Venture
- Known Provider for Quality Care and Services in Northeast Ohio

11

11

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Business Case: Eliza Jennings

Strategy Process

- Organizational Research, Sector Updates and Stakeholder Insights
- Board Strategy Committee
- Board Retreat –Preferred Future State
- Work Group Sessions- Develop Framework
 - PFS
 - Organization Levers
 - Opportunity Pipeline
 - Guidrails

12

12

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 *LeadingAge Ohio*

Guideline: Preserve Reputation with Strategic and Mission-Driven Growth

Pilot	Focus Area	Market Leader
New Startup Businesses Palliative Care	Home Health & Hospice Tech Shared Services	The Renaissance Devon Oaks Eliza Jennings Health Campus

Preferred Future State

In 2025, Eliza Jennings will be known as:

- Integral Partner that uses data and insights to drive efficient, timely, and high-quality care.
- Trusted Provider, preferred by residents and clients for creating avenues of wellness and care.
- Destination-Employer, known for the quality of its teams, its preferred employee experience, and ability to promote thriving individuals.

Growth & Scale **Partnerships** **People & Culture**

Outcomes: 2, 7 Outcomes: 2, 7 Outcomes: 2, 7

Guideline: Preserving Reputation for Financial Performance, Stewardship & Excellence

13

13

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 *LeadingAge Ohio*

Business Case: Eliza Jennings

Key Discussion Points:

- Align Management and Governance Roles
- PFS Provides Clarity to Stakeholders
- Must be Adaptive
 - Waypoints Review



14

14

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 *LeadingAge Ohio*

Business Case: Eliza Jennings

- Final Strategic Plan Draft
 - Reviewed with Board Strategy Committee
- Board Review and Approval
 - By Leadership and Board Strategy Comm Chair
 - Establish Reporting Process

15

15

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Adapting Your Strategic Plan

16

16

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Waypoints: Review & Renew

Adaptive Strategy Framework™ | © 2022 Aspire Consulting Partners, Inc. All rights reserved. 17

17

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Reporting Process and Structure

Governance Structure:
Board Strategy Committee Role....

- Works with Executive Team
- Monitors Progress
- Reviews Strategic Plan
- Provides Updates to the Board of Directors

18

18

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Reporting Process and Structure

Governance Structure:
Board of Directors:

- Consent Agenda
- Monitors Plan Via Board Strategy Comm.
- Board Work is Performed Through Committees

19

19

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Aspire's Safeguarding Principles



- Leverage Sector and Organizational Research - Stakeholder Insight.
- Establish a Preferred Future State.
- Use Waypoints to Review and Renew the Plan.
- Create "Role Clarity" Through Structures and Processes.

20

20

MOMENTUM 2022 Annual Conference and Trade Show - August 30 - September 1, 2022 LeadingAge
Ohio

Creating a Successful Strategic Plan Needs.....

- Adaptive Model
- Generative Process
- Clarity
- Clear Expectations
- Data
- Accountability
- Measurements to Track Progress

21

21

MOMENTUM 2022 Annual Conference and Trade Show August 30 - September 1, 2022

LeadingAge
Ohio

Closing Thoughts

22
