



Strategic Plan 2017-2021

Today's Driving Forces

Changing, Diverse Consumers: California's over-65 population will nearly double over the next two decades. These seniors will be more racially, ethnically, and socially diverse than ever before—and will demand specialized lifestyle options in their housing and care.

Ubiquitous, Instantaneous Information: Technology now permeates all aspects of life for seniors as well as the young. Today's tech-savvy older adults expect high-speed internet access wherever they go, creating new opportunities for senior living organizations to stay in touch and help residents stay connected. Tech is revolutionizing senior care, from electronic medical records to "smart home" apps. Keeping up with business software systems is also critical for success.

Pathways to Healthy Aging: Advances in health care, technology, pharmaceuticals, and biologicals enable seniors to live longer, but often with chronic conditions that affect their independence and quality of life. Each person's pathway to healthy aging will be different, challenging senior

living organizations to meet their diverse needs.

Bay Area Tech Boom:

Economic growth in the Bay Area has yielded high employment, which makes recruitment more challenging and increases pressure on wages. As the gap between high- and low-wage earners grows, local residents struggle to find affordable housing and tensions rise over changing neighborhoods. In this time of transition, keeping the Bay Area a senior-friendly place to live remains a priority.

Staying Financially Strong in a Competitive Market:

Nonprofit senior living providers face an increasingly complex and dynamic landscape. To remain competitive, senior care organizations must innovate while maintaining sustainable, sound financial performance.



GOAL #1

Promote Service Excellence and Innovation in Our CCRCs

Today's seniors value lifelong learning, physical activity, and social engagement. Responding to these needs is an essential part of providing excellent service. Using resident surveys, polls, and digital marketing, we will continue to provide the highest quality of service while meeting our financial goals.

OUR PLAN

Innovate to deliver exceptional resident services while maintaining sound financial performance.

- Implement a resident satisfaction and service feedback system.
- Enhance communications to residents and families.
- Maintain robust Quality Assurance and Performance Improvement initiatives and risk management programs.
- Invest in capital projects to position CCRCs for the next 20 years.
- Continue innovation at Viamonte.
- Develop a new, improved branding strategy for NCPHS.
- Migrate sales and marketing efforts towards digital media, and use online metrics to track their effectiveness.

GOAL #2

Increase Affordable Housing and Services

As California's aging population continues to increase, more lower- and middle-income older adults will need affordable housing. We are committed to serving this population by increasing the number of affordable housing communities we own and operate.

OUR PLAN

- Develop a pipeline of renovated and new affordable housing projects.
- Focus on San Francisco, San Mateo and Santa Clara counties.
- Cultivate partnerships with organizations and individuals who add value to the project team.



GOAL #3

Expand Service Coordination to Help More Seniors Thrive at Home

Many older adults want to stay in their own homes or apartments for as long as possible. As their health needs change, they may need services to help them remain independent and safe. Through our service coordination programs, seniors in affordable housing can access programs and services that support their physical, social, and spiritual well-being.

OUR PLAN

- Grow the Living at Home Program, which helps seniors and adults with disabilities access supportive services.
- Strengthen existing partnerships and build new collaborations with organizations serving vulnerable older adults.
- In San Francisco, leverage our reputation for providing resident services for formerly homeless seniors.

GOAL #4

Explore Sustainable Business Models for Our Senior Centers

Thousands of older adults from all walks of life visit our senior centers for socialization, companionship, and intellectual, physical, and emotional stimulation. We will continue to adapt our senior centers' programs and services to meet the needs of those we serve, and will explore business models that reach beyond traditional funding sources.

OUR PLAN

- Explore innovative business models for senior centers that support long-term financial sustainability.
- Tailor senior centers' programming and services to meet the needs of diverse communities.





Our Mission

Provide Homes and Services for Healthy Aging

Our Core Values

Excellence - Everything we do is of the highest quality

Integrity - Being honest, responsible, and ethical

Respect - Honoring each person as unique and special

Service - Meeting needs and exceeding customer expectations

Stewardship - Using our resources wisely and well

Teamwork - Accomplishing our goals together

Our Core Behaviors

Compassionate

Attentive

Resourceful

Engaged

