



OUR MISSION Empowering individuals with choices in purposeful living.
OUR VISION Vibrant living where faith, wellness and community flourish.

2023 - 2027

STRATEGIC PLAN

INTRODUCTION

LIFESPIRE OF VIRGINIA'S 2018 STRATEGIC PLAN PROVIDED A STRONG FOUNDATION FOR THE ORGANIZATION TO ADVANCE GOALS AROUND SIX Pillars:

Investing In The Future
Strengthening Finances

Employer Of Choice
Excellence In Health Care

Technology
Strategic Alliances

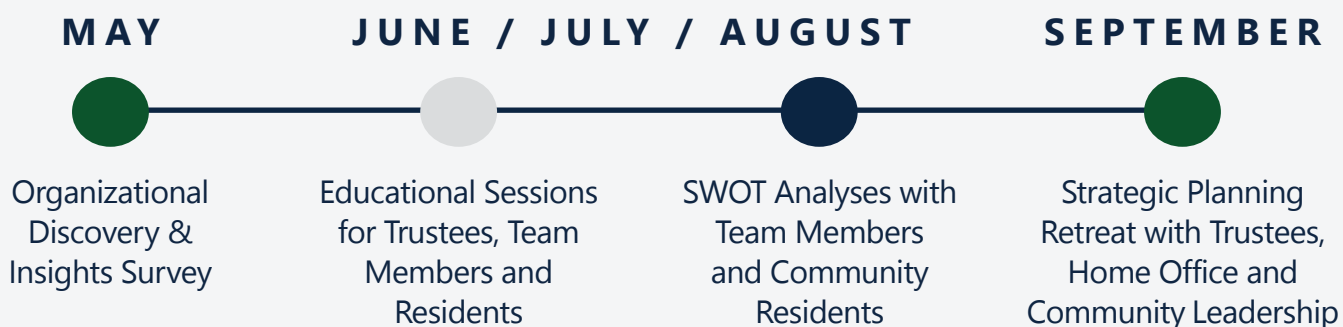
By 2022, LifeSpire was positioned for growth. It was time to refresh our strategic plan and refine our vision for the next three to four years based on the accelerating pace of change in the world and in the environments in which we operate.

The process began in May with an Organizational Discovery & Insights survey of Trustees, home office leadership and team members, LifeSpire community leadership and business partners. The purpose of this research was to gain a foundational understanding of our current state and future aspirations.

During the summer, we delivered a series of educational sessions for Trustees, team members and residents on a variety of topics impacting our business:

- **THE STATE OF SENIOR LIVING**
- **WORKFORCE**
- **HEALTH CARE**
- **THE CONSUMER**
- **BUSINESS INTELLIGENCE**

IN THE FALL OF 2022, TRUSTEES AND HOME OFFICE AND COMMUNITY LEADERSHIP PARTICIPATED IN A RETREAT. WE'RE EXCITED TO SHARE OUR PLANS FOR THE FUTURE.



OUR FUTURE STATE

LIFESPIRE'S ENVISIONED FUTURE STATE IS WHAT WE'LL BE KNOWN FOR BY 2027:



HAVING EYES TO THE HORIZON

We identify and adopt technologies and practices that help us lead and adapt to change while maintaining our reputation as a leading provider of senior living options.



BUILDING WITH INTENT

As One LifeSpire, we invest in creating environments unified by a strong culture that prioritizes people and ensures exceptional experiences for all.



GROWING WISELY

We exercise discipline to discern how we can best expand our mission, diversifying who, how and where we serve, whether it be in our operating entities, opportunity focus areas, or our philanthropic efforts.



BEING A SUCCESSFULLY INTEGRATED SYSTEM

We are united by a common mission, equipped with shared services and standards and unique in our local expressions.

ORGANIZATIONAL PRIORITIES

FOR THE NEXT 12-18 MONTHS, WE WILL CONTINUE TO FOCUS ON GROWING REVENUE AND IMPROVING OPERATIONAL PERFORMANCE TO SUSTAIN OUR FINANCIAL STRENGTH WHILE WE PURSUE THE FOLLOWING ORGANIZATIONAL PRIORITIES:



PEOPLE

We will continue to emphasize team member experiences that support their learning, growth and personal lives because we understand that their success is critical to LifeSpire's success in achieving and maintaining operational excellence.

CORE ACTIVITIES

- Create a standard onboarding experience for team members
- Develop a comprehensive Learning & Development Program to provide education and growth opportunities for team members
- Formalize our succession planning program to prepare for continued growth
- Integrate our culture of One LifeSpire to create energy and behaviors needed to achieve and sustain our strategy

OUTCOMES

- Strong team member engagement as evidenced through reduction in turnover and stronger Organizational Culture and Organizational Advocate scores
- Increased team member retention
- Recognition as an employer of choice that attracts individuals looking for purpose in their work, trusted leadership and meaningful growth in their careers



OPERATIONAL EXCELLENCE

We will continue to focus on operational performance as we move toward our integrated operating model. In the integrated model, each community maintains its unique brand and personality while supported by LifeSpire's centralized operating systems that deliver consistency, efficiency and cost savings.

CORE ACTIVITIES

- Define and optimize the LifeSpire Operating System
- Advance the use of data analytics and dashboards for performance improvement and decision making
- Implement the LifeSpire Policy Management System
- Reinvigorate our resident engagement and hospitality program to meet evolving consumer expectations

OUTCOMES

- Exceed peer benchmark scores for resident engagement through overall satisfaction and likelihood to recommend and promote LifeSpire communities
- Achieve annual goals for key performance indicators (occupancy, consolidated operating budget, community budgeted net operating income, lending covenants)
- Programs and services are recognized for excellence in the markets we serve



GROWTH & MISSION ADVANCEMENT

It is our duty to ensure the long-term viability of LifeSpire of Virginia through deliberate growth and diversification.

CORE ACTIVITIES

INTERNAL GROWTH

We will continue to invest in our programs and communities through renovation and expansion of residential options, amenities and services.

EXTERNAL GROWTH

We will grow the LifeSpire system through affiliation, acquisition and/or new community development and through strategic partnerships.

MISSION GROWTH

Through the Virginia Baptist Homes Foundation, we will expand mission impact supporting residents, team members and the communities where we serve.

OUTCOMES

INTERNAL GROWTH

- Advance master plans for each LifeSpire community
- Expand our At Home program to other LifeSpire community markets

EXTERNAL GROWTH

- Grow strategic partnerships to develop new business lines
- Affiliate, acquire or begin development of at least one new community

MISSION GROWTH

- Meet yearly resident benevolent need through the Annual Fund
- Demonstrate impact and social accountability by tracking, measuring and sharing stories related to volunteer impact and investment in both our communities and the geographic areas we serve
- Support team members through philanthropy in times of crisis and emergency; assist team members to fulfill education goals and help grow and retain excellent service providers

GUIDERAILS

GUIDERAILS ARE THE DECISION-MAKING GUIDELINES THAT KEEP US FOCUSED ON THE STRATEGY AND DEMONSTRATE OUR PROGRESS TO THE BOARD OF TRUSTEES AND OTHER STAKEHOLDERS.



GROWTH & MISSION IMPACT

Any venture, partnership, development, and/or initiative must be demonstrably tied to the advancement of LifeSpire of Virginia's mission.

FINANCIAL STEWARDSHIP & PERFORMANCE

The financial wellbeing of the organization will be prioritized through consistently effective operating performance and careful allocation of resources.

MISSION

EMPOWERING
INDIVIDUALS
WITH CHOICES IN
PURPOSEFUL
LIVING

VISION

VIBRANT LIVING
WHERE FAITH,
WELLNESS AND
COMMUNITY
FLOURISH

VALUES

FAITH
SERVANT-LEADERSHIP
STEWARDSHIP
INTEGRITY
PEACE OF MIND
INNOVATION
JOY



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