

SOPHIA SNOW PLACE STRATEGIC PLAN

Mission: Sophia Snow Place empowers older adults to live purposefully, with dignity and wellbeing in a comfortable community at a reasonable cost. We strive to be the residence of choice for our elders and the employer of choice for our caregivers.

Vision: In partnership, the Board of Directors and staff will create a living environment that promotes a focus on individual needs and capabilities to achieve the highest quality of life as we age in the community.

Core Values:

- We value a dynamic and collaborative relationship among residents, families, staff, our Management Agency, and our Board of Directors.
- We value a safe and respectful environment for all.
- We value innovative and effective care which results in a high quality of life for residents.
- We believe that a successful living community is based on relevance and relationships.
- We strive to achieve an environment that places cultivating a purpose in Life mentality as one of our highest objectives as it gives support to individual relevance and enhances community relationships.
- We believe and understand that a Purpose in Life mentality has been associated with positive health outcomes among older adults, including fewer chronic conditions, less disability, and reduced mortality.
- We believe aging is a process, and that extending support, encouragement, and accommodation to achieve a Purpose in Life mentality leads to personal growth and satisfaction.
- We support staff development toward a defined purpose, with goals and objectives clearly delineated and support available to staff to enrich education and training.
- We honor everyone's journey, residents and staff, to personal achievement and acknowledge different pathways to individual success.
- We believe a diversity of ideas, backgrounds, working, and living styles enriches our community for everyone.

Theory of Action:

If Sophia Snow Place provides meaningful experiences and care that support varied paths along the aging process, as well as opportunities for staff training and advancement that support a high quality of care, the Sophia Snow Place community will achieve high standards of living necessary to be a healthy, happy, and productive community of older adults.

Strategic Objectives:

1. To create a Stakeholder Caregiving Community in which Sophia Snow Place is oriented to serve the interests of our stakeholders – residents, families, staff, allied health professionals, Priority Depositors, the Board of Directors, and our local community of older adults.
2. To meet residents where-they-are in the aging process to facilitate their successful engagement in our community.
3. To enhance the Purpose in Life for residents through meaningful projects and activities that engage and challenge their capabilities with a separate focus for Supportive and Independent Living.
4. To understand the challenges and conditions that SSP has encountered in its residents and physical plant throughout the past few years to better define our future needs and capabilities.
5. To provide a safe and engaging physical environment, and to ensure that the facilities are operating efficiently and are effectively supporting resident needs and staff development.
6. To strengthen staff recruitment and retention by designing initiatives that encourage creativity, provide opportunities for feedback, foster respect, and provide opportunities to grow.
7. To increase staff development by identifying and supporting engagement in training and other enrichment activities.
8. To nurture a culture of inclusion, collaboration, and communication by recognizing and celebrating the uniqueness of all individuals (residents and staff alike) and by cultivating sustainable practices and socially responsible behavior.

Strategic Initiatives:

Financial, Facilities, Fundraising

1. To secure and maximize resources to meet the needs of Sophia Snow Place by providing a sound, informed and transparent budget process.

2. To protect the long-term safety, security, and of residents and staff by developing a comprehensive facilities maintenance plan that catalogues by apartment and suite replacement needs, and building-wide system upgrade needs. This includes a resident-friendly operation plan for the HVAC upgrades planned for 2022.
3. To identify and implement advancements in technology to assist residents and staff, as well as to keep competitive in the senior living marketplace
4. To encourage a Culture of Giving that increases our donor base, extends the platform of our “ask,” and includes more grant applications.
5. To enhance our marketing potential by at least doubling the number of our Priority Depositors, and creating a Marketing Strategy with defined timeline, benchmarks, and targeted referral sources.

Residents

1. To continue development of the Healing Garden to provide residents with a focal project to engage in as a significant source of purpose, satisfaction, and achievement. To create other opportunities for similar engagement
2. To develop the Healing Garden to provide additional space for exercise, meditation/refection, and community sharing
3. To develop Activity Care Plans for Supportive Living residents and targeted Independent Living residents that are goal-oriented when it comes to therapy and care needs, as well as revolve around keeping older adults physically and mentally active or to fill our days productively and meaningfully
4. To explore the feasibility of expanding to provide dementia care
5. To promote the Sophia Snow Place’s housing business model’s success for middle-income seniors, and to explore the need and feasibility of expansion

Staff

1. To do a comprehensive evaluation of resident needs over the past two-to-three years to identify trends, new challenges and changing demographics to better plan for budget and staff needs going forward
2. To establish a tiered system of staffing connected to training, performance, and other enhancement characteristics to encourage better performance and staff retention by rewarding goal achievement through greater responsibility and compensation
3. To develop a Nursing and Allied Health Plan to identify methods and practices to enhance service delivery and resident life quality, including continuing to implement a “Chore Schedule” that engages the Supportive Living staff with

residents to identify needs and to enhance individual-centered care, and to support more interaction from the Nursing Director and her Leads to encourage feedback and discussion

4. To provide more staff training, including dementia care, customer service, and other areas as needs are identified

Evaluating Outcomes: Process Benchmarks

What will be done, when, why, and by whom.