

Givens COMMUNITIES



OUR MISSION: Creating Community, Empowering Lives

OUR VISION: Endless Possibilities, Vibrant Aging

2023

STRATEGIC PLANNING REPORT

THE PROCESS

Givens Leadership and members of the Executive Committee of the Board of Directors embarked on a new strategic plan beginning in March 2023 with a retreat facilitated by John Franklin, Pearl Creek Advisors, LLC. Pearl Creek Advisors, a municipal advisory firm, provides services that empower non-profit organizations to fulfill their missions. Prior to forming Pearl Creek Advisors, LLC, Mr. Franklin spent 30 years as an investment banker, completing over \$10.0 billion in financing. In addition to developing capital formation strategies, Mr. Franklin also provides education in the areas of Affiliation, Governance, Leadership, and overall Enterprise Strategy.

THE PILLARS

The Strategic Planning Committee formulated six pillars of the overall plan: Individual & Community Experience focused on the value proposition of Givens campuses; Teams focused on team members; Finance focused on funding activities; Technology & Innovation focused on bring technology into operations and services for operational improvements in the lives of residents and team members; Outreach focused on the collaborative partnerships Givens can participate in the greater community; and Growth focused on the access and reach to expand our mission internally and beyond the current organizational framework. Each pillar leader was selected from the Givens Leadership Team to chair a pillar taskforce which was comprised of residents, team members, and board members.



2023 STRATEGIC PLAN

Our Mission		Our Core Values		Our Vision	
Creating Community, Empowering Lives		People Passionate, Make a Difference, Power of Community, Do What's Right		Expanding Possibilities, Vibrant Aging	
Key Objectives					
INDIVIDUAL & COMMUNITY EXPERIENCE	TEAM	FINANCE	TECHNOLOGY & INNOVATION	OUTREACH	GROWTH
Create, communicate, and deliver unique and relevant experiences	Develop team positive strategies and systems to create a culture that advances and aligns the organization	Grow and leverage financial strengths to empower the organization and further our strategic initiatives	Pursue and deploy innovative solutions to empower residents. Team members, and operation efficiency	Collaborate to expand and enhance programs and services	Expand access and reach to grow the organization both internally and externally
Initiatives					
Culture - Significant and intentional transformation of our value to residents and team members.	Foster a culture where team members are engaged and thrive.	Maintain a strong, stable, and profitable financial position that supports sustainable growth and the ability to withstand economic fluctuations	Improve the health and well-being of individuals and communities by fostering continuous innovation and collaboration in healthcare and wellness	Create an awareness campaign that captures attention, educates, and incites action.	Further develop and expand Home and Community Based Services & Givens Choice
Purpose - Purpose gives significance and direction to a person's life, providing a sense of fulfillment, motivation, and focus.	Create a growth and development strategy to meet the needs of team members and the organization.	Achieve operational efficiencies and enhance productivity to maximize resource utilization and improving overall performance	Automated solutions focused on continuous improvement, integrating technology and process enhancements to improve efficiency, quality, and agility.	Increase external resources to create a framework that integrates with internal strengths to foster an adaptable workforce.	Explore sustainable growth opportunities for Givens to optimize economies of scale while advancing our mission
Social Connection - The sense of belonging and meaningful relationships with others to better their emotional health, mental health, and overall happiness.	Recruiting & retention strategies	Plan and prepare for potential acquisitions and affiliations in order to capitalize on strategic growth opportunities	Transforming staffing practices and enhancing the overall team member experience.	Promote community engagement and strengthen connections within the greater area through a variety of events and activities.	Develop and implement strategies that positively impact low and middle income communities
Empowerment - Enable individuals to gain control over their own lives, make decisions, and take actions to achieve their goals and fulfill their potential.	Promote diversity, equity, inclusion and belonging.	Engage and educate stakeholders regarding financial matters	Elevate resident interactions, communication, and lifelong learning	Foster collaboration with partners, with an emphasis on Healthcare, Health Services, and Life Enrichment for Affordable Communities	Strategically manage and grow communities for accessibility, sustainability, and longevity
Navigation & Coordination - Directing, assisting and harmonizing elements to reach programs and goals effectively.	Adaptation and Innovation to changing landscape as it relates to our industry and finances		Future proofing infrastructure and threat abatement		
Key Performance Indicators					
Resident Engagement Scores Team Member Retention	Team Member Engagement Scores Turnover % # of Open Positions	Days Cash on Hand DSCR Net Operating Ratio Gross Operating Ratio	User Usage/Adoption Technology Spend/Value Assess. Failure Rate	Foundation Increased Partnerships Fundraising \$ People served	# of Units/Residences % of Units by Affordability HCBS Revenue Givens Choice Revenue

INDIVIDUAL & COMMUNITY EXPERIENCE

KEY OBJECTIVE(S):

Create, communicate, and deliver unique and relevant experiences.

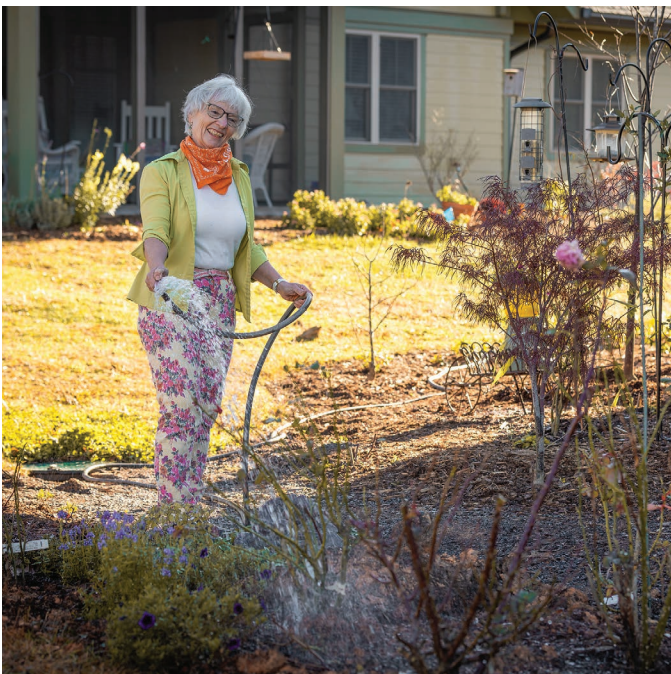
INITIATIVES:

- Culture - Significant and intentional transformation of our value to residents and team members.
- Purpose - Purpose gives significance and direction to a person's life, providing a sense of fulfillment, motivation, and focus.
- Social Connection - The sense of belonging and meaningful relationships with others to better their emotional health, mental health, and overall happiness.
- Empowerment - Enable individuals to gain control over their own lives, make decisions, and take actions to achieve their goals and fulfill their potential.
- Navigation & Coordination - Directing, assisting and harmonizing elements to reach programs and goals effectively.

KEY PERFORMANCE INDICATORS:

Resident Engagement Surveys

Team Member Retention



TEAMS

KEY OBJECTIVE(S):

Develop team positive strategies and systems to create a culture that advances and aligns the organization

INITIATIVES:

- Foster a culture where team members are engaged and thrive.
- Create a growth and development strategy to meet the needs of team members and the organization.
- Recruiting & retention strategies
- Promote diversity, equity, inclusion and belonging.

KEY PERFORMANCE INDICATORS:

Team Member Engagement Scores

Turnover Percentage

Number of Open Positions



FINANCE

KEY OBJECTIVE(S):

Grow and leverage financial strengths to empower the organization and further our strategic initiatives.

INITIATIVES:

- Maintain a strong, stable, and profitable financial position that supports sustainable growth and the ability to withstand economic fluctuations.
- Achieve operational efficiencies and enhance productivity to maximize resource utilization and improving overall performance.
- Plan and prepare for potential acquisitions and affiliations in order to capitalize on strategic growth opportunities.
- Engage and educate stakeholders regarding financial matters.
- Adaptation and Innovation to changing landscape as it relates to our industry and finances.

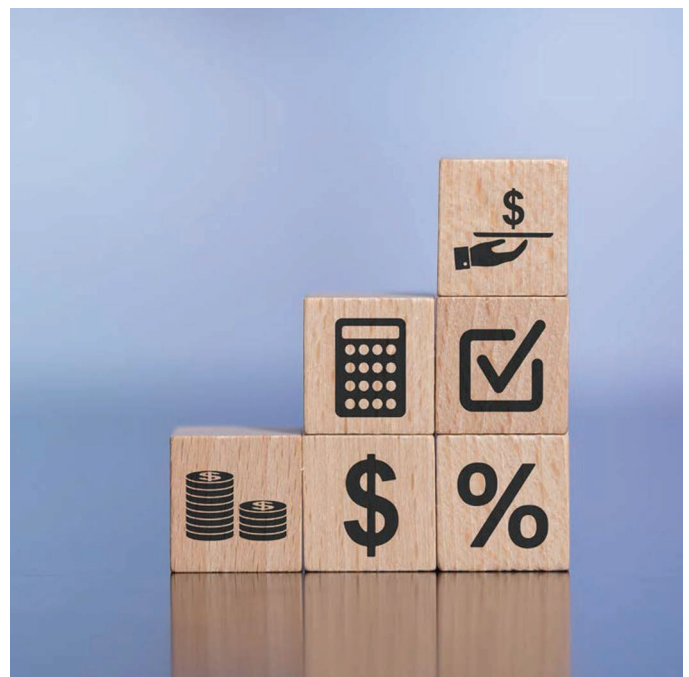
KEY PERFORMANCE INDICATORS:

Days Cash on Hand

Debt Service Coverage Ratio

Net Operating Ratio

Gross Operating Ratio



TECHNOLOGY AND INNOVATION

KEY OBJECTIVE(S):

Pursue and deploy innovative solutions to empower residents, team members, and operation efficiency.

INITIATIVES:

- Improve the health and well-being of individuals and communities by fostering continuous innovation and collaboration in healthcare and wellness.
- Automated solutions focused on continuous improvement, integrating technology and process enhancements to improve efficiency, quality, and agility.
- Transforming staffing practices and enhancing the overall team member experience. Elevate resident interactions, communication, and lifelong learning.
- Future proofing infrastructure and threat abatement.

KEY PERFORMANCE INDICATORS:

User Usage

Adoption Technology Spend

Value Assess

Failure Rate



OUTREACH

KEY OBJECTIVE(S):

Collaborate to expand and enhance programs and services.

INITIATIVES:

- Create an awareness campaign that captures attention, educates, and incites action.
- Increase external resources to create a framework that integrates with internal strengths to foster an adaptable workforce.
- Promote community engagement and strengthen connections within the greater area through a variety of events and activities.
- Foster collaboration with partners, with an emphasis on Healthcare, Health Services, and Life Enrichment for Affordable Communities

KEY PERFORMANCE INDICATORS:

Foundation

Increased Partnerships

Fundraising Gifts

People Served



GROWTH

KEY OBJECTIVE(S):

Expand access and reach to grow the organization both internally and externally.

INITIATIVES:

- Further develop and expand Home and Community Based Services & Givens Choice
- Explore sustainable growth opportunities for Givens to optimize economies of scale while advancing our mission
- Develop and implement strategies that positively impact low- and middle-income communities
- Strategically manage and grow communities for accessibility, sustainability, and longevity

KEY PERFORMANCE INDICATORS:

Number of Units/Residences

Percentage of Units by Affordability

Home & Community Based Services Revenue

Givens Choice Revenue



TRACK SUCCESS

Givens is committed to the success of the initiatives outlined in the strategic plan. The Givens Leadership team reviews the plan target activities to discuss any item that is unable to move forward and requires adjustment or removal from the plan due to changing circumstances. Our CEO reports to the Board at each quarterly board meeting, updates on the progress of the strategic plan, from successes to challenges. These discussions and reviews helps Givens leadership stays on track and accountable for the successful implementation of the 2023 strategic plan.

STRATEGIC PLAN PROCESS TIMELINE



FROM APRIL THROUGH JULY, PILLAR TASK FORCE LEADERS ASSEMBLED THEIR TASK FORCES MADE UP OF BOARD MEMBERS, RESIDENTS, AND TEAM MEMBERS. EACH PILLAR TASK FORCE CREATED A SERIES OF INITIATIVES FOR THEIR PILLAR OF FOCUS TO SUPPORT THE STRATEGIC PLAN.

MISSION-VISION-CORE VALUES

In tandem, Kevin Schwab launched a task force, in conjunction with Given's Culture taskforce, to update the mission, vision, and core values of the organization. John Franklin met with the pillar leaders periodically to answer questions and address any issues the pillar leaders experienced with their group. The day before the July Board meeting, the Executive Committee of the Board and the Givens leadership met with John Franklin to review the pillars and the initiatives created by each of the pillar task forces since the March 2023 strategic pillar retreat.

At the July 2023 annual board meeting, the new mission statement, Creating Community, Empowering Lives, and new vision statement, Endless Possibilities, Vibrant Aging, were presented to the Board of Directors and were approved by the Board.

On October 20, 2023, the strategic plan was presented to the Board of Directors during the quarterly meeting, and the Board voted to approve the new strategic plan. Moving forward the progress of the strategic plan initiatives will be monitored closely by the Givens Leadership team and Kevin will update the board on the progress of the pillar initiatives during each quarterly meeting.

Finally, the new core values were presented to the Board in January 2024, and the Board approved the new core values for the organization: People Passionate, Do What's Right, Make a Difference, and Power of Community.

MISSION STATEMENT

CREATING COMMUNITY, EMPOWERING LIVES

VISION STATEMENT

ENDLESS POSSIBILITIES, VIBRANT AGING

CORE VALUES

PEOPLE PASSIONATE

We value every person. We strive to respect, support, enrich, and empower one another.

MAKE A DIFFERENCE

We honor our legacy of making a difference in the lives of others. We see opportunities in challenges, seek creative solutions, and work tirelessly to ensure that we are improving and innovating to be a positive force in our community.

POWER OF COMMUNITY

We are better and more creative when we work together. We harness the power of community for the greatest possible impact through collaboration, strong relationships, and embracing diversity.

DO WHAT'S RIGHT

We act with integrity and accountability, recognizing what is right is not always easy or popular. We take responsibility for our decisions, persevere through challenges, and are good stewards of our resources.

Givens
ESTATES

Givens
HIGHLAND
FARMS

Givens
GREAT
LAURELS

Givens
GERBER
PARK

Givens
CHOICE

Givens
HOME FIRST

Givens
PHILANTHROPY

Givens
LIFEMINISTRIES

Givens
COMMUNITIES

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