



PRESBYTERIAN SENIOR LIVING



Strategic Plan

2022
2026

OUR VISION

Build a culture of aspirational aging that inspires people to live their best life, harnesses the energy of our similarities and differences, and supports a joyful aging experience.

OUR MISSION

Guided by the life and teachings of Jesus, the mission of Presbyterian Senior Living is to provide compassionate, vibrant and supportive communities and services to promote wholeness of body, mind and spirit.



OUR VALUES

- **Mutual Respect**
Listen to others' voices. Seek to understand different perspectives. Champion individual choice.
- **Connectedness**
Create community. Value the collective power of teamwork. Enrich through common experience.
- **Integrity**
Garner trust through our interactions. Be accountable for our work. Steward our resources wisely.
- **Creative Curiosity**
Discover what's possible. Be leaders in our changing world. Create a better way.



OVERVIEW

Living in Possibility

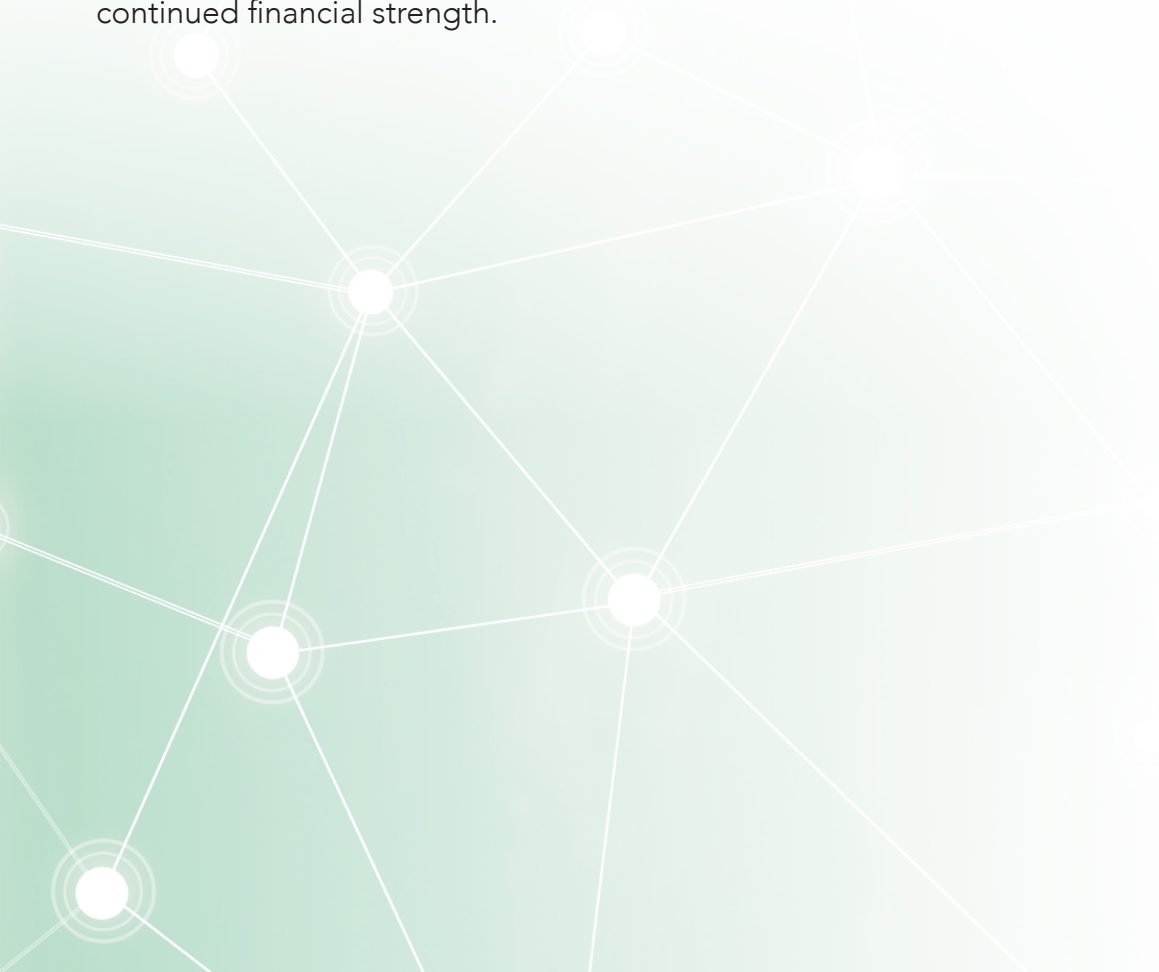
This strategic plan was created at a unique time in our history. During an unfolding pandemic, PSL Trustees reflected on personal and societal notions of aging to craft a vision that is alive with possibility.

Life is a journey, and everyone's path is distinct. PSL endeavors to be a trusted partner; not to prescribe but to be an available and optimistic guide through the steppingstones of choice.

From re-imagining structures born in a different era to adopting advances in aging science, PSL's transformation will strengthen our foundation while moving toward possibilities not yet imagined. We invite partners to join us in translating our vision into reality, living out a view of aging that each of us can call our own.

Our Direction

Three strategies drive PSL toward strong outcomes in products and services, at the community level, and for overall organizational health and sustainability. These strategies are designed to engage our individual and collective perspectives and talents. They are customer-centered and innovative. An adaptive culture will strategically position a stable and committed workforce to thrive and ensure continued financial strength.



OUR DIRECTION

Strategy #1: Respecting the Individual

Enlightened awareness of personal differences and biases stimulates a culture of understanding, acceptance, support, and respect. An environment that lifts up people and amplifies their voices enables all stakeholders to feel valued and that they belong.

| Goals | |
|-------|---|
| 1.1 | Ingrained culture of aspirational aging through the development of organizational approaches that engage and empower individual perspectives and talents. |
| 1.2 | Systemic and organizational change that reflects our commitment to Diversity, Equity and Inclusion. |

Strategy #2: Unlocking our Creativity

A new-product-development mindset stimulates continuous evolution to ensure quality and consistency. Partnerships and technology enable and accelerate meeting the needs and interests of our customers.

| Goals | |
|-------|---|
| 2.1 | Excellence in service and quality through the lens of our consumer. |
| 2.2 | Innovation in product and service design informed by data analysis and enhanced integration capabilities. |
| 2.3 | Ingenuity in the use of technology in customer connections and product offerings through targeted investment. |
| 2.4 | Options for people across the economic spectrum through repositioning and new product development. |
| 2.5 | Extension of our mission beyond traditional bricks and mortar. |

OUR DIRECTION

Strategy #3: Investing in Transformation

A strong financial foundation and robust resource development fuel a more diversified product offering. Investment in people, relationships, and systems is key to facilitating a sustainable future.

| Goals | |
|-------|---|
| 3.1 | Transformation of our organization through strategic investment in new and existing products and partnerships that provide value to the customer. |
| 3.2 | Success and growth of our team members and the organization through development of a dedicated, purpose driven workforce. |
| 3.3 | Redesigned business and service systems that provide efficiency and effectiveness to internal and external customers. |
| 3.4 | Advancement of our strategic direction through the generation of greater philanthropy. |





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