



# Homer Senior Citizens, Inc. Strategic Plan & Envisioned Future (2025) with Strategic Priorities (FY 2020 – FY 2021) v1

## VISION

## CORE PURPOSE

## CORE VALUES

All Homer Senior Citizens have opportunities to live life to its fullest!  
Independence and a healthy continuum of care for seniors  
Respect ♦ Accountability ♦ Trust & Integrity ♦ Quality

### ENVISIONED FUTURE – By 2025, Homer Senior Citizens, Inc. envisions a future in which we:

- *Have a highly efficient operation, with automated processes where they make sense, effectively minimizing our energy use and reducing environmental impact*
- *A safe, secure, energy-efficient campus that better meets community needs*
- *Continue to grow financial stability, self-sufficiency, resilience and accountability*
- *Have a highly professional, fulfilled, well-supported staff – HSC is “THE PLACE” to work in Homer*
- *Enjoy a stellar community reputation, with growing awareness of HSC and support for the mission*
- *Are governed by a high-forming board operating under a strong, robust governance structure*

### STRATEGIC PRIORITIES (FY 2020 – FY 2021)

#### **PRIORITY: *Highly efficient operation, with automated processes where they make sense, effectively minimizing energy use and reducing environmental impact***

- Develop an Emergency Communication Plan
- Identify necessary steps to begin decreasing energy use, landfill impact, and environmental footprint
- Research use of scan capability in Abila to cut down on copies in accounting

#### **PRIORITY: *A safe, secure, energy-efficient campus that better meets community needs***

- Determine a process for naming the Alzheimer’s Unit
- Finalize a five-year Capital Improvement Plan for a safe, secure, energy-efficient campus
  - Adding independent living rentals, with at least an additional 25 Alzheimer’s beds
  - Reduce waiting list for housing by at least 10%
- Revisit easement for Henderson Drive and explore conversion of all facilities to natural gas

#### **PRIORITY: *Continue to grow financial stability, self-sufficiency, resilience and accountability***

- Pursue a line of credit
- Implement an administrative plan to maximize Medicaid/Medicare billing, therefore maximizing revenue
- Develop a financial dashboard, training so all board members can be strong fiscal stewards of HSC
- As part of an overall Outreach Plan, more actively advertise and market meeting/event space rental
- Board to identify a second annual event to enhance fundraising effectiveness

#### **PRIORITY: *Highly professional, fulfilled, well-supported staff – HSC is “THE PLACE” to work in Homer***

- Explore fully reinstating health insurance coverage for staff
- Identify a process, and necessary changes, to significantly improve “mandatory training” attendance
- Engage in more focused staff development/policy development for management/supervisory staff
  - Supervisor training; Conflict Management; Anti-bullying/harassment
- Formalize a consistent process throughout the organization for staff evaluation
- Develop and implement a comprehensive Staff Development Plan
  - Improved onboarding; supervisory training, incorporate regular performance evaluation; conflict management and anti-bullying training

#### **PRIORITY: *Stellar community reputation, with growing awareness of HSC and support for the mission***

- Develop and implement comprehensive Community Outreach and Marketing Plan

#### **PRIORITY: *Governed by a high-forming board operating under a strong, robust governance structure***

- Board to develop 60-second speech as an active part of meeting their outreach/advocacy role
- Incorporate quarterly strategic plan check-in to board meetings
- Pursue effective board development, including Board Recruitment Matrix; Board Member Job Descriptions; Review Committee Structure; Improve orientation process for new board members