

13 Initiatives

Initiative	Description
(1) Modify Mission Statement, Add Vision Statement	May include: Change mission statement to broaden desired impact in community; not limit structure to a Life Plan model
(2) Centennial	May include: arranging a sale/partnership, figure out timing, define structure and parameters that protect and help sustainability of RVM, etc.
(3) Business Plan for Vacant Manor Apartments	Includes specific tactics and timetable to accelerate sales for vacant Manor apartments including possible changes to price, agreement structure, service provision, CapEx investments, etc. factoring in overall economic impact to RVM

13 Initiatives (cont.)

Initiative	Description
(4) New Business Plans for Health Care Business Lines	Includes each of RVM's health care business lines, inc. P&L analysis; outlining what's necessary to maintain promise to residents and level of quality commensurate with RVM reputation; explore shifting to more long-term care provision in a low regulated/non-gov't reimbursement solution; future of outpatient clinic; outpatient support in general; account for durable pipeline of labor, etc.
(5) Capital Budget/Master Planning	Identify (a) non-revenue enhancing additions, such as new amenities (inc. wellness facilities), restructured use of centralized spaces (waste implications, labor, etc.), etc., (b) planning for replacement of facilities, inc. an assessment of useful life across campus, and (c) revenue enhancing spaces, inc. additional units
(6) Enhance Labor Recruitment & Retention	May include: best practices to be implemented; specific ways to address workflow/compress timeline for a new hire; bigger ideas such as on campus/nearby housing and day care; formally establishing RVM as an employer of choice

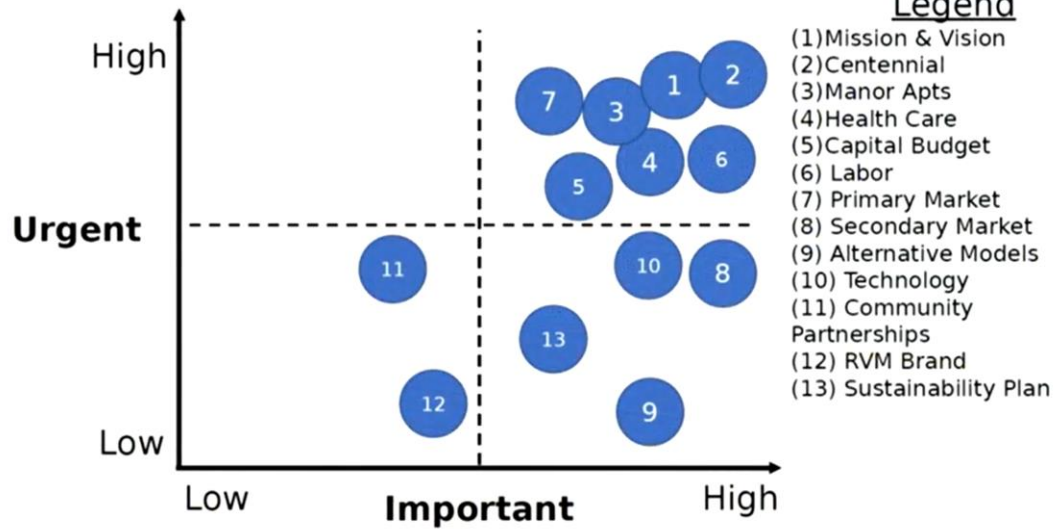
13 Initiatives (cont.)

Initiative	Description
(7) Opportunities for Primary Market	May include: Market study to identify depth of market; specific ideas of housing options to match market opportunity, community relations
(8) Opportunities for Secondary Market	May include: Identification of potential markets based on a criteria; outline marketing approach; consider need for alternative contracts
(9) Explore Alternative Model(s) to Reach Mid-Market Consumer	May include: Modification to existing model through service provision, bundling of services, structure of contract, use of technology, lower cost methods of construction, etc.
(10) Explore & Implement Innovations to Improve Operations	May include: Workflow changes; use across enterprise, inc. and beyond health care; identify areas where potential ROI is particularly high

13 Initiatives (cont.)

Initiative	Description
(11) Community Partnerships	May include: finding partners to create unique relationships to improve RVM (such as through housing options for employees, special health care partnerships, etc.)
(12) Research Possible Need/Opportunity to Change/Augment Rogue Valley Manor Brand	May include: eliminating or deemphasizing "manor" in the brand, etc. to help stimulate demand, particularly from out-of-area, younger prospects
(13) Create a Sustainability Plan	May include: identifying specific ways that RVM can be more sustainable

Priority of Initiatives



Initiatives in Greater Detail

Initiative	Timeline	Key Goals & Notes	Human Capital (Low/Med/High)	RVM/PRS (%/%)
1 <i>Mission and Vision</i>	3 months	- Re-evaluate appropriateness of current mission - Create vision statement - Consider using an outside facilitator	Low	80/20
2 <i>Centennial</i>	9 to 12 months	- Determine ownership and RVM buyout structure. RVM does not want to continue partial ownership of the Centennial property and would prefer to sell it to PRS who has expressed interest. PRS would develop project to support RVM with continued occupancy; Hope to arrive at a verbal agreement in advance of timeline.	High	50/50
3 <i>Manor Apartments</i>	6 months	Evaluate market study for market depth; evaluate move-in readiness, pricing, contract offering, current demand for all MM residences; conduct preliminary research to better understand the desired services within the MM building. If this effort fails, a different and more radical approach will likely be necessary - one that may involve a more significant change to the business and operating model.	Med	50/50
4 <i>Business Plans for Health Care: Phase 1 Residential Living and In Home Care</i>	6 months	Phase 1: Residential Living and In Home Care Programs - Retrospective analysis of financial performance and loss history (for In Home Care). - Develop a sustainable plan for in-home care services in which the program revenues cover program expenses by evaluating the financial impact of Residential Living (aka "AL") program restructuring. Consider re-thinking potential role of AL for space.	Low	70/30
4 <i>Business Plans for Health Care: Phase 2 Memory Support</i>	6 months	Develop a business plan for alternative approaches to short-term support for residents with memory-impairing illnesses; Executing on the business plan	Low	90/10

Initiatives in Greater Detail (cont.)

	Initiative	Timeline	Key Goals & Notes	Human Capital (Low/Med/High)	RVM/PRS (%/%)
4	<i>Business Plans for Health Care: Phase 3 Skilled Nursing</i>	6-12 months	Strategic Plan Goal: Financial Performance Improvement for a Skilled Nursing Facility Objective: To enhance the financial performance of the skilled nursing facility by optimizing revenue generation, cost management, and financial sustainability, while maintaining high-quality care for residents. By implementing this strategic plan goal, we aim to optimize the financial performance of the skilled nursing facility, ensuring its long-term sustainability, while providing high-quality care and services to residents within the retirement community. Begin with a retrospective analysis of financial performance and loss history. Develop business plan for additional revenue-building opportunities: •Hospice Respite Admissions •Additional public beds •Long Term Private Pay admissions	Med	70/30
4	<i>Business Plan for Health Care Phase 4: Manor Terrace Care Suites 2nd floor expansion</i>	18-24 months	Strategic Plan Goal: Manor Terrace Care Suites 2nd Floor Expansion Objective: To successfully plan and execute the expansion of the Manor Terrace Care Suites on the 2nd floor, providing enhanced healthcare services and accommodations to meet the growing needs of residents within our retirement community.	Med	50/50
5	<i>Capital Budget / Master Planning - Phase #1 - Complete Analysis</i>	6 to 9 months	Hire and retain a "reserve study" consultant to evaluate all community physical assets for anticipated usefull life and time adjusted replacement costs. RVM will utilize report to reserve and allocate funds to maintain property appropriately. This effort will likely help make a distinction between reserve needs and strategic investment opportunities.	Low	90/10
5	<i>Capital Budget / Master Planning - Phase #2 - Operationalization of Plan</i>	6 months	This will help create opportunities to institutionalize the execution of the Master Planning and will involve the participation of multiple groups.	High	90/10

Initiatives in Greater Detail (cont.)

	Initiative	Timeline	Key Goals & Notes	Human Capital (Low/Med/High)	RVM/PRS (%/%)
6	<i>Labor: Recruitment & Retention</i>	6 months	Strategic Plan Goal: Improving Recruitment and Retention of Staff for RVM Objective: To enhance the recruitment and retention strategies for staff members, ensuring a highly qualified and engaged workforce that supports exceptional resident care and satisfaction. By implementing this strategic plan goal, we aim to attract and retain a highly skilled and engaged workforce, create a positive work environment, and ultimately enhance the quality of care and services provided to our residents in the retirement community. This step is to create strategies and tactics that are then executed as part of the primary business.	Low	70/30
7	<i>Opportunities for Primary Market</i>	3 to 6 months	Evaluate market study for market depth; evaluate ways to continue and grow our local market exposure and connections; launch new campaigns / tactics to grow connections with local market	Med	50/50
8	<i>Opportunities for Secondary Market</i>	12 months	Evaluate secondary market areas that we visit to evaluate penetration; evaluate other markets to understand how our secondary markets may grow; re-envision all the ways we reach and interact with secondary markets (in person, virtually) throughout the sales process; launch new creative campaigns and tactics to existing and current markets	Med	25/75
9	<i>Alternative Models for Mid-Market Consumer</i>	12 months	Industry is fully aware of significant market opportunity for the mid-market priced product. RVM needs to study alternative contracts and construction methods to determine if RVM has the desire and capacity (both physical and financial) to offer a mid market product. Define "middle market" consumer and application to geography (i.e., primary vs. secondary market).	High	30/70

