VALUES

TO ENHANCE THE QUALITY OF LIFE AND ENVIRONMENT OF THOSE WE SERVE AND TO FOSTER A sense of community, we value mutual respect, understanding, and cooperation.

TO PROMOTE ENGAGEMENT AND LEARNING, encouraging the growth of staff, community members, board, and volunteers.

TO DISCLOSE AND WELCOME ALL PEOPLE without regard to sex, color, gender, sexual orientation, religion, national origin, race, or age.

TO ENHANCE THE QUALITY OF LIVING, providing physical settings that are sensitive to the needs of people living, working, and serving together, and that foster a culture of generosity and mutual respect in our relationships and decision-making. We will be a place where people of all ages are welcome.

TO STRENGTHEN OUR RESOURCES to provide excellence in the Collington experience.

TO ENRICH COLLINGTON CULTURE & STAKEHOLDER ENGAGEMENT, fostering a sense of pride in what we do and who we are.

TO CREATING COMMUNITY FOR OLDER ADULTS and all who care about inspired by their vision for creating community for older adults and all who care about one another.

In 1967, Henry Gaddie, an accomplished real estate developer, gave a gift of 126 acres of land to the Episcopal Diocese of Washington, DC, with the instruction that something be built to serve older adults. With this charge, what's been created is Collington.

Collington wishes to thank each and every one of you for the time, talent, and resources you have contributed to helping make this vision a reality.

The planning committee liked the design, values and idea that something be built to serve older adults. With this charge, what’s been created is Collington.

Collington’s vision is to thrive as a community of older adults and all who care about one another, where they care about inspired by their vision for creating community for older adults and all who care about one another.

Collington is, as an affiliate of the Kendal System, has a shared set of values. In carrying out our mission, our primary objectives to establish and maintain a community of older adults. We believe successful delivery of the larger community, the sustainability of relationships and decision-making. We will be a place where people of all ages are welcome.

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Collington, as an affiliate of the Kendal System, has a shared set of values. In carrying out our mission, our primary focus is to provide a balance of care and support to our residents’ unique needs while fostering an environment where everyone feels welcome and valued. We strive to maintain a sense of community, and our values are guided by the principles of excellence, integrity, and commitment to our residents, staff, and partners.

In 1981, Homer Gudelsky, an accomplished real estate developer, gave a gift of 120+ acres of land to the Episcopal Diocese of Washington, DC. With the instruction that something be built to serve older adults. With this charge, a planning committee—one member of which now lives at Collington—set out to consider what kind of model and model positions in aging services. They came to a town known as1160 1st Street Apartments, the future of the first Kendal community, Kendal at Longwood. The planning committee built the design, values and ideals of so much that they decided to immortalize the model. At the time, however, Collington broke ground in 1986 and opened its doors to its first residents in 1988. Fast forward nearly 30 years to 2011 and Collington, seeking to be a part of the active and vibrant life at the fore. A natural! Because of the original ideals both organizations shared and the foresight of Homer Gudelsky, Collington is the 47th site of Kendal and is a testament to the future of aging services. This strategic plan, vision and mission solidifies our values for decades to come.

GOALS

1. Deliver Excellence in Health & Wellness
2. Strengthen Collington Community & Engagement
3. Engage Our Resources to Provide Excellence in the Collington Experience
4. Serve Our Boarder Community as an Outstanding Leader & Partner

VISION

Collington wishes to thank each and every one of our stakeholders.

Strategic Plan | 2018-2023

Delivering a roadmap for the future of our community.
VALUES

Cultural awareness and understanding; treating each person as a valued individual and in an atmosphere of respect, dignity, and confidentiality;

To encourage lifelong growth for staff, community members, and residents;

To promote physical settings that are sensitive to the health care services, treating each person with dignity;

To provide physical settings that are sensitive to the health care services, treating each person with dignity;

To foster a culture of ownership and development that is fair, just, and accountable;

To enhance the quality of life and vitality of those we serve, to a range of economic capabilities;

To engage in practices that sustain and improve our environment and our planet;

To ensure our successful strategic future.

GOALS

To deliver excellence in health & wellness;

To enrich Collington culture & stakeholder engagement;

To foster our communities and to serve on our staffs and boards;

To provide physical settings that are sensitive to the health care services, treating each person with dignity;

To engage in practices that sustain and improve our environment and our planet;

To enhance the quality of life and vitality of those we serve, to a range of economic capabilities;

To promote physical settings that are sensitive to the health care services, treating each person with dignity;

To foster a culture of ownership and development that is fair, just, and accountable;

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To foster a culture of ownership and development that is fair, just, and accountable;

To enhance the quality of life and vitality of those we serve, to a range of economic capabilities;

TO MAINTAIN INTEGRITY AND HIGH ETHICAL STANDARDS in everything that we say and do.

To promote continuing learning, developing full use of our time, talent, and resources;

To provide physical settings that are sensitive to the health care services, treating each person with dignity;

To foster a culture of ownership and development that is fair, just, and accountable;

To enhance the quality of life and vitality of those we serve, to a range of economic capabilities;

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To foster a culture of ownership and development that is fair, just, and accountable;

To enhance the quality of life and vitality of those we serve, to a range of economic capabilities;
Collington is not just a place or a program, but a community comprised of residents, staff, board members and others who support us. This plan continues to provide for those who come to live, work, serve and partner with us with a shared vision in relationships, collaboration, interaction, connectivity, mutual respect and shared values, talents and experiences.

Our objectives are to:
1. Foster relationships among our residents, staff, board members and partners that are marked by shared values, shared visions and a spirit of diversity, industry and open communication.
2. Build the links of residents and staff to create an environment of mutual growth, diverse and mutually beneficial relationships that connect the community through informal partnerships and more formal programs, policies and resources.
3. Through innovative partnerships, efforts, support and opportunities for moderate- and low-income older adults to live at Collington.
4. Promote and enhance social interaction, emotional support and private security, safety and self-determination within a framework of continuous care.

“...this plan makes clear our commitment to holistic health and wellness services, providing residents with as much support as they desire with all the independence they deserve.”

— Kay Laughton, Collington Board Secretary & Resident Engineer

Delivering on that promise requires collaboration, creativity, determination within a framework of continuing care.

Our holistic health approach fosters and supports residents in achieving their own personal goals for living well, with coordination of services and partnerships on and off campus. Delivering on that promise requires collaboration, creativity, determination within a framework of continuing care.

Our objectives are to:
1. Provide sustainable, flexible and innovative financial platforms to support and enable Collington’s mission, strategic vision and culture.
2. Develop and implement a long-term master plan for Collington’s infrastructure and physical environment that improves our facilities to meet the needs of current and future residents, increases energy conservation and ecological sustainability, and enhances and sustains our natural environment as a unique asset.
3. Position Collington to be recognized and competitive in the marketplace and labor market, while promoting strategies that take what we do well to enhance the well-being of all adults who live, work, learn and play in our region and our state.
4. Foster relationships, partnerships and joint ventures to access expertise and resources that will enhance strategic partnerships and joint ventures to access expertise and resources that will enhance Collington’s primary commitment is to the well-being of its current and future residents and staff. We have an obligation to ensure that we are a strategic partner, economically ensuring changes we envision and values to live.

Our objectives are to:
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Our objectives are to:

1. Foster partnerships among our residents, staff, board, partners and other stakeholders that strengthen shared values, shared revenue and spirit of diversity, industry and open collaboration and communities.
2. Build the base of residents and staff by creating an environment of value, generational, diverse and mutually beneficial relationships that connect the community through shared partnerships and overview of our programs, facilities and resources.
3. Through our strategic objectives, efforts, support opportunities for moderate- and low-income older adults at Collington.
4. Maintain and improve the Internal Revenue Service 501(c)(3) status, which is a measure of our success.
5. Foster innovation, new programs and services, and continue to explore and implement new ways to benefit and maintain our service and financial commitments to Collington residents.

Collinor is not just a place, or a program, but a community comprised of residents, staff, board members and others who support us. It is everyone’s commitment to foster pride in those who came to live, work, serve and partner with us with a shared vision to achieve success in industries, collaboration, interactions, communication, mutual respect and shared values, talents and experiences.

Partnerships and engagement beyond our four walls are the keys to staying vibrant, innovative and competitive in a changing environment. Part II: The Kendal Corporation

— Sean Kelly, President & CEO

Follow your dreams, own your responsibilities, be part of the problem solving, be part of the change, and be part of the solutions. It’s how you dream, how you feel, how you think, how you communicate, how you interact, and how you make decisions that will be the single most important thing in your life.

— Sean Kelly, President & CEO

We have an opportunity to create a community where everyone has equal opportunity and where we can work together to make this community a better place for everyone.

— Sean Kelly, President & CEO

Delivering on that promise requires us to make timely decisions now about our structure, practices and creative use of our programs, facilities and resources.

Collinor’s primary commitment is to the well-being of its current and future residents and staff. We have an obligation to ensure that we are a dynamic organization, actively seeking to change our mission and vision to meet the standard of excellence that we define, vision and values to life.

Our objectives are to:

1. Provide sustainable, flexible and innovative financial platforms to support and enable Collinor’s mission, strategic vision and culture.
2. Expand strategic partnerships and public/private investment in Collinor, its infrastructure and physical environment that will improve the quality of life for current and future residents, increase energy conservation and ecological sustainability, and enhance and sustain our natural environment and campus grounds as a unique asset.
3. Develop and implement a long-term master plan that addresses Collinor’s infrastructure and physical environment that will improve the quality of life for current and future residents, increase energy conservation and ecological sustainability, and enhance and sustain our natural environment and campus grounds as a unique asset.
4. Foster relationships among our residents, staff, board, partners and other stakeholders, and position Collinor as an employer of choice in the field.
5. Provide a wide range of living opportunities, with accompanying medical, nursing and psycho-social support to optimize aging in place for Collington residents, and provide security, safety and self-determination within a framework of continuing care.

Our objectives are to:

1. Provide quality, preventive, resident-focused, integrated health and wellness services across all environments at Collington, through strategic design of staffing programs and partnerships.
2. Develop the facility and technology infrastructure to support excellence in Collington’s health, wellness and fitness programs.
3. Adopt and implement model practices to provide full-spectrum wellness for all opportunities for volunteerism, philanthropy and leadership, both within and outside of the Collington community, that will enrich a sense of community and personal fulfillment among residents and staff.
4. Expand strategic partnerships and public/private investment in Collinor, its infrastructure and physical environment that will improve the quality of life for current and future residents, increase energy conservation and ecological sustainability, and enhance and sustain our natural environment and campus grounds as a unique asset.
5. Cultivate opportunities for volunteerism, philanthropy and leadership, both within and outside of the Collington community.

Collinor has much to contribute toward shaping the context in which all older adults find fulfillment in their lives.

Collinor has much to contribute toward shaping the context in which all older adults find fulfillment in their lives.
DELIVER EXCELLENCE IN HEALTH & WELLNESS

Our objectives are to:
1. Foster relationships among our residents, staff, board members and partners that are grounded in shared behaviors, shared values and a spirit of diversity, inclusivity and open communication.
2. Develop and implement key long-term strategic initiatives that improve our facilities to meet the needs of current and future residents, increases efficiency, ensures safety and security, and provides effective programming.
3. Leverage Collington’s values and vision into a strategic human resources model to provide an outstanding experience for residents, staff and other stakeholders, and position Collington as an employer of choice in the field and community.
4. Commit to and deploy a technology infrastructure that is designed to meet the current and ongoing needs of our residents, staff and campus grounds as a unique asset.
5. Cultivate opportunities for volunteerism, philanthropy and leadership, both within and outside of the Collington community, through strategic design of staff, board members and other stakeholders, and position Collington as an outstanding leader & partner.

THE PLAN MAKES CLEAR OUR COMMITMENT TO BOLSTER HEALTH AND WELLNESS SERVICES, PROVIDING RESIDENTS WITH AS MUCH SUPPORT AS THEY DESIRE TO ENSURE A FULFILLING LIFESTYLE.

— Kay Laughton, Collington Board Member & Resident

This plan makes clear our commitment to bolster health and wellness services, providing residents with as much support as they desire to ensure a fulfilling lifestyle.

— Jay Laughton, Collington Board Member & Resident

Health and wellness programs use a critical component of the Collington experience and inspire factors in residents’ decisions to move here. Our bold health approach focuses on the spaces and places that encourage the practice of personal goals for living well, with coordination of services and partnerships on and off campus. Delivering on that promise requires us to make timely decisions now about our structures, practices and creative use of our programs, facilities and resources.

Our objectives are to:
1. Foster relationships among our residents, staff, board members and partners that are grounded in shared behaviors, shared values and a spirit of diversity, inclusivity and open communication.
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The Kendal Corporation

Collington has innumerable cultural and creative programs and partnerships that provide a full spectrum of wellness opportunities for residents with as much support as they desire. We have an obligation to ensure that we are doing everything we can to make changes in our environment and organization that will improve the standard of living of our residents, staff and other stakeholders.

Our objectives are to:
1. Provide sustainable, flexible and innovative financial platforms to support and enable Collington’s mission, strategic vision and culture.
2. Leverage Collington’s mission resource railheads provide an outstanding experience for residents, staff and other stakeholders, and position Collington as an employer of choice in the field and community.
3. Develop and implement a long-term strategic initiative for Collington’s infrastructure and physical environment that integrates the needs, strategic priorities and values of Collington, with maximum flexibility for the future.
4. Develop and implement a long-term master plan for Collington’s infrastructure and physical environment that integrates the needs, strategic priorities and values of Collington, with maximum flexibility for the future.
5. Cultivate opportunities for volunteerism, philanthropy and leadership, both within and outside of the Collington community, that result in resources needed, strategic planning and culture diversity.
6. Leverage Collington’s cultural and creative programs and partnerships, the facility’s technology and infrastructure to support excellence in Collington’s health, wellness and fitness programs.

Our objectives are to:
1. Foster relationships among our residents, staff, board members and other stakeholders that are grounded in shared behaviors, shared values and a spirit of diversity, inclusivity and open communication.
2. Build the base of residents and friends creating an environment of multi-generational, diverse and mutually beneficial relationships that support the vision of the Collington community through formal partnerships and informal networks of our programs, facilities and resources.
3. Leverage Collington’s values and vision into a strategic human resources model to provide an outstanding experience for residents, staff and other stakeholders, and position Collington as an employer of choice in the field and community.
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6. Leverage Collington’s cultural and creative programs and partnerships, the facility’s technology and infrastructure to support excellence in Collington’s health, wellness and fitness programs.
Collington is not a place, or a program, but a community comprised of residents, staff, Board members and others who support us. This world is a wonderful place to provide to others who came to live, work, serve and partner with us with a commitment to relationships, collaboration, interaction, connectivity, mutual respect and shared values, talents and experiences.

Our objectives are to:
1. Foster relationships among our residents, staff, Board and other stakeholders that energize and celebrate shared values, shared beliefs and a spirit of diversity, industry and openness.
2. Build the foundation for planning and creating an environment of multi-generational, diverse and mutually beneficial relationships that can comprise our Collington community through formal partnerships and review of our program, policies and resources.
3. Through a renewed emphasis on: efforts, support, supportive care model, and low- and moderate-income and/or social housing for residents.
4. Pursue partnerships and joint ventures as a way to leverage resources and improve Collington’s financial transactions.
5. Make Collington a world-class standard for living well, with coordinated services and partnerships on and off campus.

We have mapped out an impressive strategic vision for its future success that is equally ambitious and tactical. Oh, and by the way, we would have nothing less than this amazing group of residents, staff and board members.

— Sam Kelly, President & CEO
The Kendal Corporation

“Collington has mapped out an impressive strategic vision for its future success that is equally ambitious and tactical. Oh, and by the way, we would have nothing less than this amazing group of residents, staff and board members.”

Our objectives are to:
1. Provide sustainable, flexible and innovative financial platforms to support and enable Collington’s mission, strategic vision and culture.
2. Leverage Collington’s resources, relationships and resources to provide an outstanding experience for residents, staff and other stakeholders, and position Collington as an example of best in the field and community.
3. Develop and implement a long-term strategy for Collington’s infrastructure and physical environmental investments that will position Collington for residents, increase energy conservation and ecological sustainability, and enhance and sustain resource management and campus growth as a unique asset.
4. Create strategies that take what we do well to enhance the well-being of older adults in the wider community (including low- and moderate-income seniors and others who choose to stay at home) in challenging times.
5. Create strategies that take what we do well to enhance the well-being of older adults in the wider community (including low- and moderate-income seniors and others who choose to stay at home) in challenging times.
6. Position Collington to be a resource and inspiration to others, and sharing them is part of our values.

Collington’s primary commitment is to the well-being of its current and future residents and staff. We have set an objective to ensure that we are a living organization, continually searching for changes in our environment and looking out the standard of excellence that we pass on, mission and vision to life.

Our objectives are to:
1. Provide high-quality, preventive, resident-focused, integrated health and wellness services across all environments at Collington, through strategic design of staffing, programs and partnerships.
2. Develop the facility, technology and infrastructure to support excellence in Collington’s health, wellness and service programs.
3. Adopt and implement model practices to provide full spectrum of wellness opportunities for staff and residents at Collington.
4. Provide a wide range of living opportunities, with accompanying medical, nursing and psycho-social resources.

Collingonsaryy
1. PLAN DELIVERVEL DELIVERY EXCELLENCE IN HEALTH & WELLNESS
2. STRATEGIC VISION FOR ITS FUTURE SUCCESS THAT IS EQ
3. STEWARDSHIP OUR RESOURCES TO PROVIDE EXCELLENCE IN THE COLLINGTON EXPERIENCE
4. PARTNERSHIP ENGAGEMENT
5. ENRICH COLLINGTON CULTURE & STAKEHOLDER ENGAGEMENT
6. SERVE OUR BROADER COMMUNITY AS AN OUTSTANDING LEADER & PARTNER

Collington has much to contribute toward shaping the context in which all older adults thrive and live. Our learning and successes should be a resource and inspiration to others, and sharing them is part of our values.

Collington’s strength as an organization through changing times ahead.

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2. Develop the facility, technology and infrastructure to support excellence in Collington’s health, wellness and service programs.
3. Adopt and implement model practices to provide full spectrum of wellness opportunities for Collington residents—including physical, social, emotional, intellectual, financial and spiritual well-being.
4. Provide a wide range of living opportunities, with accompanying medical, nursing and psycho-social resources.

Collington is a place, or a program, but a community comprised of residents, staff, Board members and others who support us. This world is a wonderful place to provide to others who came to live, work, serve and partner with us with a commitment to relationships, collaboration, interaction, connectivity, mutual respect and shared values, talents and experiences.

Our objectives are to:
1. Foster relationships among our residents, staff, Board and other stakeholders that energize and celebrate shared values, shared beliefs and a spirit of diversity, industry and openness.
2. Build the foundation for planning and creating an environment of multi-generational, diverse and mutually beneficial relationships that can comprise our Collington community through formal partnerships and review of our programs, policies and resources.
3. Through a renewed emphasis on: efforts, support, supportive care model, and low- and moderate-income and/or social housing for residents.
4. Pursue partnerships and joint ventures as a way to leverage resources and improve Collington’s financial transactions.
5. Make Collington a world-class standard for living well, with coordinated services and partnerships on and off campus.

The Kendal Corporation
Collington, an affiliate of the Kendal System, has a shared set of values. In carrying out our mission, our primary goal is to emulate the model in Mitchellville, Maryland.

GOALS

• Deliver Excellence in Health & Wellness
• Engage Collington Communities & Stakeholder Engagement
• Sustain Our Leader & Partner Relationships

VISION

Collington strives to achieve a community of purposeful lives. This includes designing meaningful programs and activities, bringing people together in a spirit of collaboration, and being a leader and exemplary model for the vitality that comes from embracing the environment and innovation in community. The Kendal System represents the heritage of the past and the potential for the future. With dedication, pride, and the support of our residents, staff, and volunteers, we strive for excellence in all we do.

Social Services
Linda Dellert, Director
Sandra Walker, Associate Director
PLANNED GIVING
Diana Newhart, Director
Pam Truex, Development Officer
NEW HOME COMMUNITIES
Lois Barlow, Director
Karen Boyce, Development Officer
PHYSICAL PLANNING & DESIGN
Karen Boyce, Director
Sara Case, Development Officer
COMMUNITY SERVICES
Sue Embree, Director
Nora Adelmann, Development Officer
COMMUNITY HEALTH
Karen Boyce, Director
Sara Case, Development Officer
COMMUNICATIONS
Sue Embree, Director
Nora Adelmann, Development Officer
TREASURY OFFICE
Karen Boyce, Director
Sara Case, Development Officer
INFORMATION TECHNOLOGY
Nora Adelmann, Director
Sara Case, Development Officer
Cafeteria
Karen Boyce, Manager
Sara Case, Assistant Manager
Housing
Ken Burton, Director
Karen Boyce, Development Officer
Finance
Ken Burton, Director
Karen Boyce, Development Officer
CELEBRATING 30 YEARS OF COMMUNITY

Cafe at Collington
OPEN HOUSE, Sat., Oct. 20, 2:00 - 4:00 pm

Each goal has several supporting objectives that strengthen our assets and culture and establish a beacon of outstanding performance, empowerment of residents, staff and board members and continual dedication to the pursuit of better ways.

Collington celebrates its 30th Anniversary on October 20, 2018.

Collington’s mission is to build on our history as an affiliate of the Kendal System, an innovative,600-acre retirement community, located outside of Washington, D.C. with the mission to provide a place that is the best it can be for older adults. This charge, a planning committee—some members of which now live at Collington—and the current board, took on the challenge to model positions in aging services. They came to a unique vision: Kendal Spires philanthropically establishes the first Kendal community, Kendal at Longwood.

The planning committee laid the design, values and ideals so far as they thought it needed to consider the people needed for the facility. Collington broke ground in 1986 and opened its doors to its first residents in 1990. A second building nearly 25 years to 2011 and Collington, seeking to emulate the model in Mitchellville, Maryland.

THE KENDAL SYSTEM

Each goal has several supporting objectives that strengthen our assets and culture and establish a beacon of outstanding performance, empowerment of residents, staff and board members and continual dedication to the pursuit of better ways.

Collington breaks ground in 1986 and opens its doors to its first residents in 1990. A second building nearly 25 years to 2011 and Collington, seeking to emulate the model in Mitchellville, Maryland.

THE KENDAL SYSTEM

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THE KENDAL SYSTEM