

# Strategic Plan | 2018-2023

*A roadmap for the future of our community.*



# GOALS

In April 2016, the Collington Board of Directors charged its Strategic Planning Committee, a resident, staff, board collaborative, with developing a new strategic plan using a structure designed to engage and solicit input and insights from multiple stakeholders.

Each goal has several supporting objectives that strengthen our assets and culture and establish a beacon of outstanding characteristics to guide us through change while remaining true to who we are as a community. This plan is the mechanism through which we will continually fulfill our mission.

On October 26, 2017, the Collington Board of Directors reached consensus on this 5-Year Strategic Plan, inclusive of four fundamental goals.

- 1 Deliver Excellence in Health & Wellness
- 2 Enrich Collington Culture & Stakeholder Engagement
- 3 Steward Our Resources to Provide Excellence in the Collington Experience
- 4 Serve Our Broader Community as an Outstanding Leader & Partner

## VISION

Collington's vision is to thrive as a community of people living, working and serving together, bringing alive a spirit of collaboration, generosity and mutual respect in our relationships and decision-making. We will be a leader and exemplary contributor to the vitality of the larger community, the sustainability of the environment and an innovator in serving older adults. We believe successful delivery of the Collington experience must include seamless integration of health and wellness services, strong financial and operational performance, empowerment of residents, staff and board members and continual dedication to the pursuit of better ways.

## MISSION

Creating community for older adults and all they care about inspired by their vision for purposeful lives.

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# VALUES

Collington, as an affiliate of the Kendal System, has a shared set of values. In carrying out our mission, our primary objective is to establish and maintain integrity and excellence in all aspects of our work.

TO ENHANCE THE QUALITY OF LIFE AND VITALITY OF THOSE WE SERVE AND TO FOSTER A SENSE OF COMMUNITY, treating each person as a valued individual and in an atmosphere of mutual respect and caring;

TO PROMOTE AN ENVIRONMENT OF CONTINUING LEARNING, encouraging lifelong growth for staff, community members, boards, and volunteers;

TO ENCOURAGE AND WELCOME ALL PEOPLE without regard to race, color, gender, sexual orientation, religion, national origin, or any other characteristic protected by law, to live in our communities and to serve on our staffs and boards;

TO PROVIDE HIGH QUALITY WELLNESS PROGRAMS AND HEALTH CARE SERVICES, treating each person with dignity;

TO PROVIDE PHYSICAL SETTINGS THAT ARE SENSITIVE TO THE AGING PROCESS and that enhance quality of life, security, and wellness;

TO ENGAGE IN PRACTICES THAT SUSTAIN AND IMPROVE OUR ENVIRONMENTS and our planet;

TO EMPLOY FINANCIAL DESIGNS THAT CONTRIBUTE TO SECURITY AND SERVE OUR SOCIAL OBJECTIVES to make our services and communities affordable, to the extent possible, to a range of economic capabilities;

TO FOSTER A HIGH QUALITY WORK EXPERIENCE FOR STAFF, recognizing that Kendal must be a good place to work if we are to offer good places to live and to provide high quality services;

TO STRIVE FOR EXCELLENCE IN MANAGEMENT AND GOVERNANCE, seeking and developing board and staff dedicated to our mission and values, and building partnerships with those we serve;

TO VALUE PARTICIPATION, TRANSPARENCY, AND CONSENSUS BUILDING by nurturing careful listening and effective decision making;

TO TAKE RESPONSIBILITY IN THE LARGER COMMUNITY, maintaining extensive and mutually supportive relationships and sharing our resources and experience;

TO CONTINUE TO GROW by engaging in ongoing evaluation and staff development, and by seeking and responding to new opportunities to further our mission;

TO TAKE AN ACTIVE ROLE IN AGING ISSUES through professional dialogue, research, public policy, and other means, thereby contributing to improved services for all older people;

TO FOSTER A CULTURE OF GENEROSITY, encouraging and developing full use of our time, talent, and resources;

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





## DELIVER EXCELLENCE IN HEALTH & WELLNESS

Health and wellness programs are a critical component of the Collington experience and a major factor in residents' decisions to move here. 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 us to make timely decisions now about our structure, practices and creative offerings.

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 facilities, technology and infrastructure to support excellence in Collington's health, wellness and fitness programs.
3. Adopt and implement model practices to provide a 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 support to optimize aging in place for Collington residents, and provide security, safety and self-determination within a framework of continuing 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



## ENRICH COLLINGTON CULTURE & STAKEHOLDER ENGAGEMENT

Collington is not a place, or a program, but a community comprised of residents, staff, Board members and all others who support us. We want to continue to provide all those who come to live, work, serve and partner with us with a culture that is rich in relationships, collaboration, interaction, connectedness, mutual respect and shared values, talents and experiences.

Our objectives are to:

1. Foster relationships among our residents, staff, board, partners and other stakeholders that are grounded in shared behaviors, shared values and a spirit of diversity, inclusivity and open communication.
2. Enrich the lives of residents and staff by creating an environment of multi-generational, diverse and mutually beneficial relationships on campus and in the wider community through formal partnerships and creative use of our programs, facilities and resources.
3. Through increased philanthropic efforts, support opportunities for moderate- and low-income older adults to live at Collington.
4. Nurture, utilize and value the skills, expertise, talents and assets of Collington community members as a resource on campus.
5. Cultivate 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.







## STEWARD OUR RESOURCES TO PROVIDE EXCELLENCE IN THE COLLINGTON EXPERIENCE

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 strong organization, proactively preparing for changes in our environment and living out the standard of excellence that brings our mission, vision and values to life.

Our objectives are to:

1. Provide a sustainable, flexible and innovative financial platform to support and enable Collington's mission, strategic vision and culture.
2. 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.
3. 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 and campus grounds as a unique asset.
4. Commit to and deploy a technology infrastructure that is designed to meet the current and ongoing needs, strategic priorities and values of Collington, with maximum flexibility for the future.
5. Position Collington to be recognized and competitive in the marketplace and labor market, while adapting to changing macro-economic circumstances and evolution in the aging services field.





## SERVE OUR BROADER COMMUNITY AS AN OUTSTANDING LEADER & PARTNER

Collington has much to contribute toward shaping the context in which all older adults find fulfillment in their lives. Our learning and successes should be a resource and inspiration to others, and sharing them is part of our values. Partnerships and engagement beyond our four walls are the keys to staying vibrant, innovative and competitive in a changing environment.

Our objectives are to:

1. Be at the forefront as a leader in our region and in the broader/national field of aging, by serving as a convener, partner, advocate and source of expertise to bring our values and practices to those who are aging and to the organizations that serve them.
2. Expand strategic partnerships and joint ventures to access expertise and resources that will enhance Collington's strength as an organization through changing times ahead.
3. 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 ways that benefit and maintain our service and financial commitments to Collington residents.

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

— Sean Kelly, President & CEO  
The Kendal Corporation



# Celebrating 30 years of Creating Community

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—some members of which now live at Collington—went about touring the country to find model practices in aging services. They came to a town called Kennett Square, Pennsylvania, the home of the first Kendal community, Kendal at Longwood. The planning committee liked the design, values and ideals of Kendal so much that they decided to emulate the model in Mitchellville, Maryland. Collington broke ground in 1986 and opened its doors to its first residents in 1988. Fast forward nearly 25 years to 2011 and Collington, seeking to be a part of a family of not-for-profits, joined the Kendal System. A natural fit because of the original ideals both organizations shared. As the Kendal System enters its 47th year of service and Collington its 30th, this strategic plan, vision and mission solidifies our prosperity for decades to come.



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A Not-for-Profit Life Plan Community



Collington wishes to thank each and every contributor for the hard work put into ensuring our successful strategic future.

## Board Strategic Planning Committee

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Karen Boyce	Pat Howard	Justin Reaves
Ken Burton	Kay Laughton	Richard Zorza

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## Additional Stakeholders

Nora Adelmann	Lindsey Hamilton	Christian Ramsey
Natosha Bomgardner	Mike McCulley	Rob Reigle
Karen Cheney	Lizann Peyton	Sonja Sandoval
Gene Davis	Suku Powers	Ashley Walters

## Board of Directors

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Randi Chapman	Cindy Medlock	Delphia York Ridley
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