



2024 Strategic Plan

Adopted January 2024

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INTRODUCTION

In alignment with our mission, LeadingAge PA is focused on getting to the future of aging services. In some ways, that will mean supporting the current infrastructure so that providers can thrive in the short-term. In other ways, this will mean that we'll be out there, looking further into the future and helping guide the way toward promising new innovations, out-of-the-box solutions, and connections with changemakers to ensure a bright future for the sector.

This strategic plan carries over the three primary goals from 2023 and focuses on going deeper with those goals in 2024. In addition, we felt it was important to identify "three big things" that would stretch us as an Association and set LeadingAge PA up to be strong leaders well into the future.

Strategic Goals

Increase Value to Members

We are committed to increasing value to our members and other stakeholders by leading the way to the future of aging services through advocacy, education, research, and business-driven solutions.

Reduce Reliance on Provider Dues Revenue

We will reduce reliance on provider dues revenue by improving the organization's operational efficiencies, engaging value-driven partnerships, and connecting members to business solutions.

Lighten the Lift for Members

We will strive to "lighten the lift" for members by fortifying the organization's systems, operations, and resources to improve efficiency, reporting capabilities, and member services.

3 Big Things

What's Ahead in Aging Services – A Plan for Sustainability

1. LTSS Evolve

LeadingAge PA will be a leading force in modernizing, organizing, and energizing the aging services ecosystem. Our vision for **LTSS Evolve** is to lay a new foundation for long-term care and senior services in Pennsylvania – one which allows providers to play an active role in evolving how they care for older adults, with the goal of spending more time directly engaging with care recipients and being valued in their local communities and across the Commonwealth.

2. Improve Value to Members

Develop and demonstrate an enhanced membership model:

- Ensures inclusivity of multi-system organizations affiliates, single system and single site providers and membership categories.
- Simplifies the dues process for members and prospective members.
- Optimizes value for members' dues expenses; accounting for non-dues revenue generated through business solutions, event attendance and educational offerings.
- Seeks a balance between LeadingAge PA financial strength and providing a strong sense of member value.
- Is in alignment with LeadingAge National's membership model(s).

3. LTSS Care Delivery Model(s)

Develop and demonstrate alternative LTSS care delivery model(s) that:

- Optimize health benefits for residents in provider communities.
- Employ current, evidence-based population health principles.
- Align incentives for all stakeholders (residents, providers, payors).
- Afford providers the opportunity to engage in shared savings arrangements by assuming risk.

Departmental Goals

Education & Conferences

- Develop new partnerships to offer education.
- Develop new education events.
- Develop additional revenue-generating events.

Government Affairs

- Increase member value by:
 - Building/enhancing relationships with key decision-makers
 - Expanding use of and creating new advocacy tools/resources
 - Identifying and removing administrative barriers through LTSS Evolve
- Develop and market webinars and resources to members and non-members.
- Enhance and expand member engagement and increase personal touch points - meeting members where they are.

Member Excellence

- Achieve Provider Member net growth and retention goals.
- Increase and further develop Workforce Solutions: Careers to Love, Workforce Development Board relationships, Higher Education Partnership Program.
- Improve member engagement scores.

Strategic Partnerships

- Achieve Business Member net growth and retention goals.
- Increase utilization of LAPA's business solutions suite.
- Develop and strengthen partnerships for the financial and/or operational success of the association.

Marketing & Communication

- Equip LAPA departments and LAPA members to tell their stories more consistently and effectively.
- Develop marketing plans for non-provider dues revenue sources.
- Optimize digital assets (Email, Website, Social Media) to ensure reliable analytics and increase member value and engagement.

Operations

- Continue to manage overhead costs as a % of revenue
- Improve operational efficiency in collecting and reporting data by increased Nimble utilization