



The Council for Health &  
Human Service Ministries  
United Church of Christ

# Developing Inclusive and Mission-Driven Strategic Planning for Your Organization

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5W

COMP

MIRROR



# Strategic Objectives

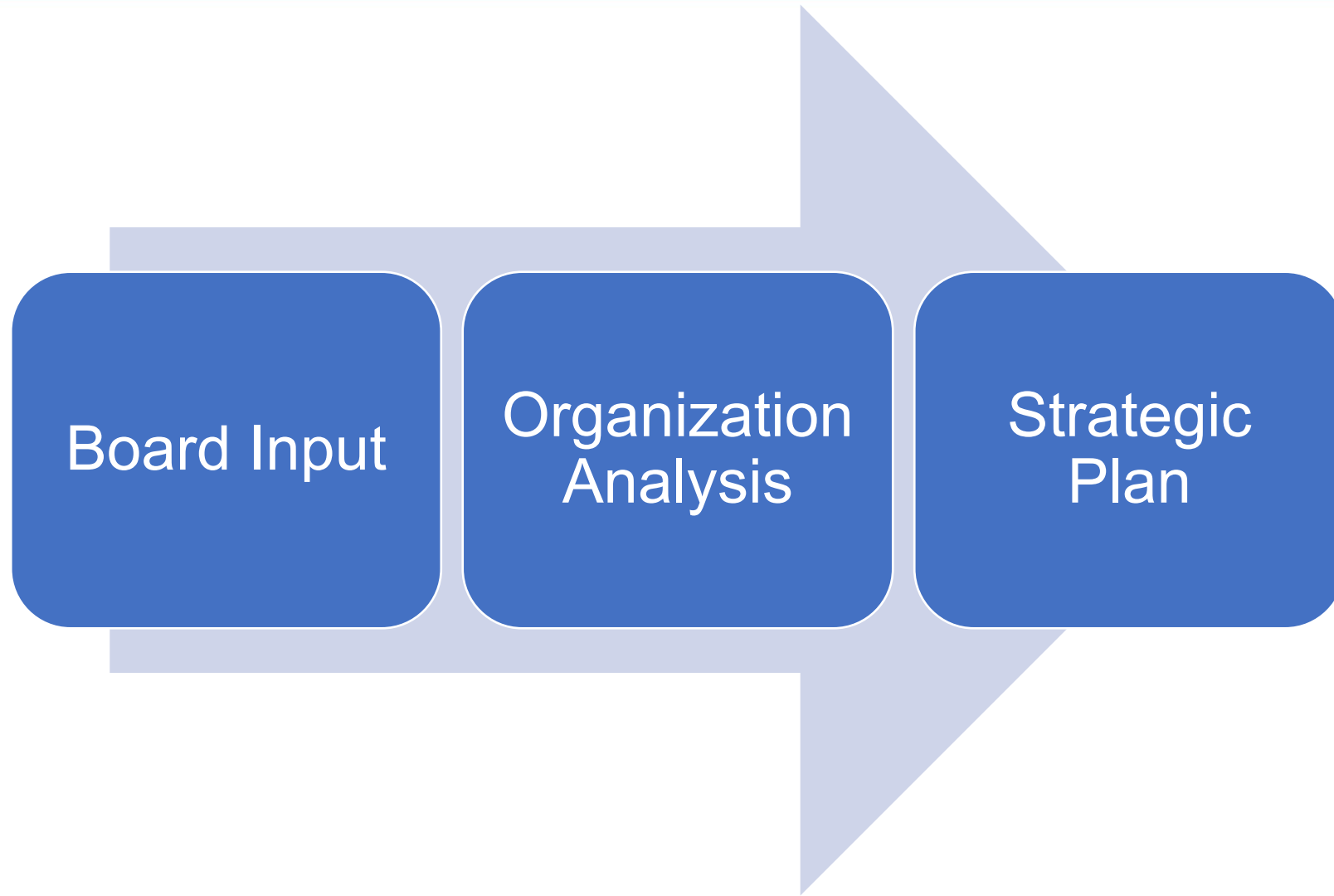
(Board of Directors; 3-5 year horizon)



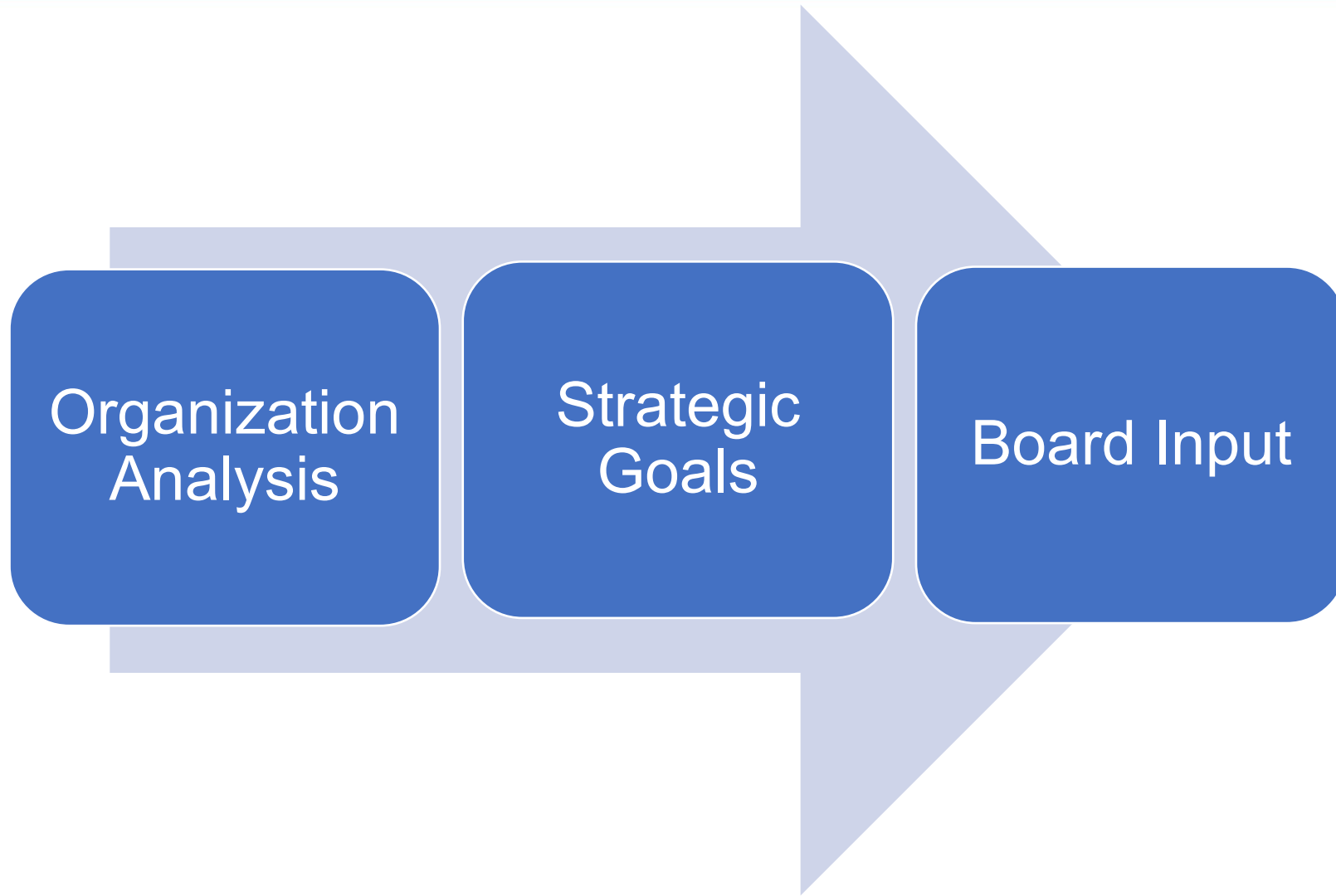
- Meeting budget & census goals
- Debt covenants
- Compliance and quality metrics



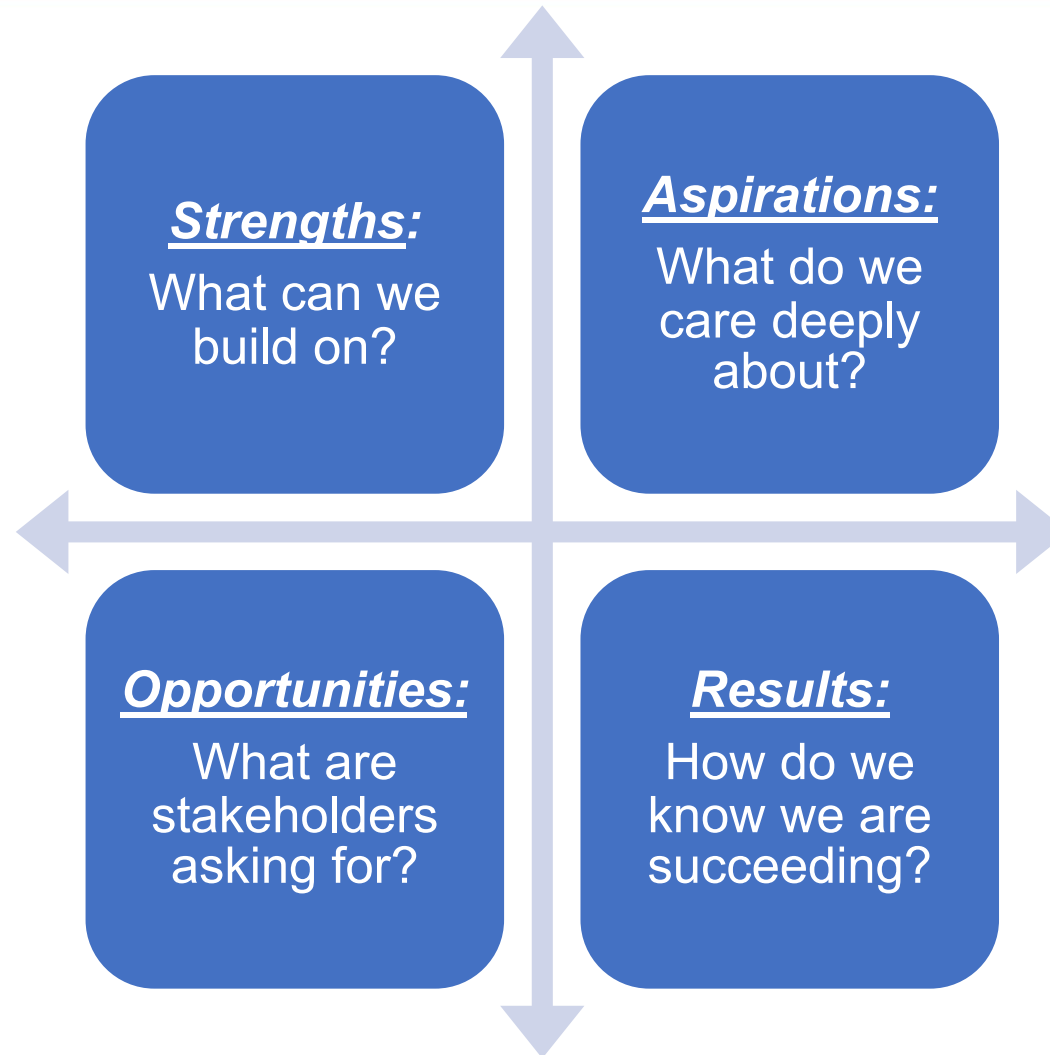
# Process for Strategic Planning



# Process for Strategic Planning



# SOAR Analysis



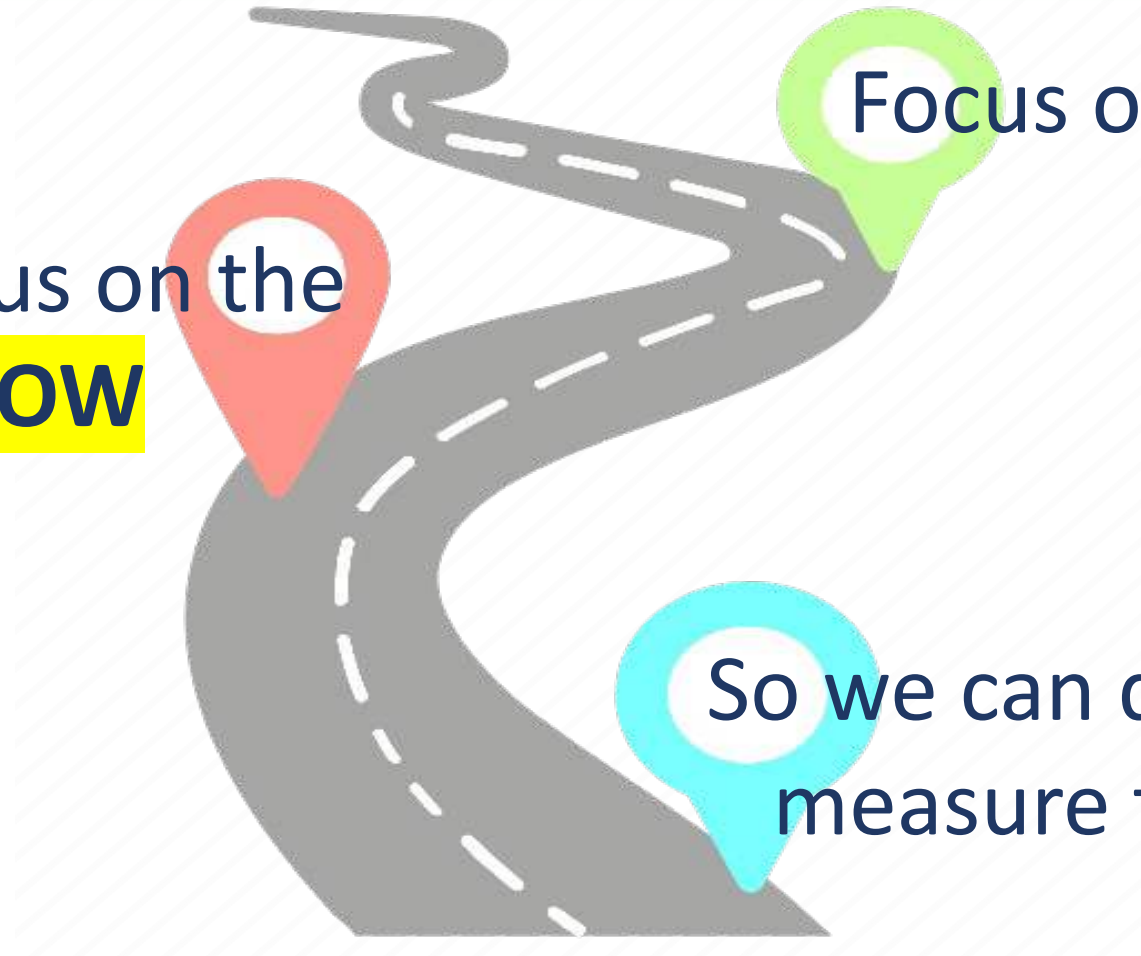


# What We Asked of our Board

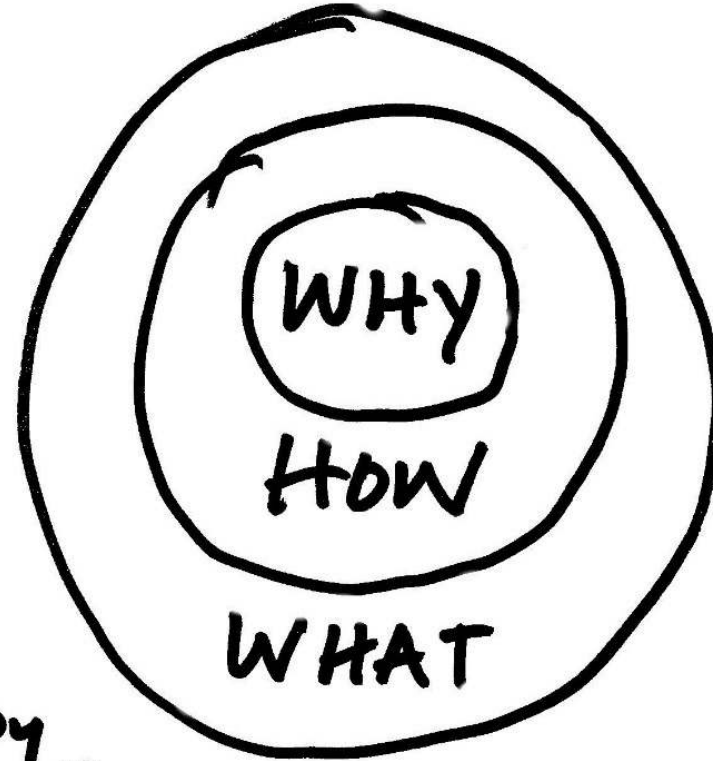
Guide us on the  
**HOW**

Focus on our **WHY**

So we can develop and  
measure the **WHAT**



# THE GOLDEN CIRCLE



by  
SIMON SINEK

WHAT'S  
YOUR  
WHY?

The image features the text "WHAT'S YOUR WHY?" in a bold, blue, sans-serif font. The text is arranged in three lines: "WHAT'S" on the top line, "YOUR" in the middle, and "WHY?" on the bottom. The letter "O" in "YOUR" is replaced by a magnifying glass icon, with the handle pointing towards the bottom right. The background is a light, textured surface, possibly concrete or stone, with some minor discoloration and shadows.

# Two Initiatives Running Concurrently

Strategic  
Planning

The diagram consists of two blue, arrow-shaped boxes pointing towards each other, meeting at a central point. The left box is labeled 'Strategic Planning' and the right box is labeled 'DEI Task Force'. The boxes are filled with a solid blue color and have white text. The overall shape formed by the two boxes is a horizontal hourglass or a double-headed arrow.

DEI Task  
Force

# Strategic Planning:

## **Mission**

To model Christ's love for humanity by creating life-enhancing relationships, services, and environments.

## **Vision**

To be a community where individuals live with purpose and dignity.

## **Values**

Love, Integrity, Vitality, Excellence



Are our Mission /  
Vision/ Values  
statements inclusive?  
Do they explain our  
WHY?

# Jesus' love:

**Compassion:** the community we create for older adults, who can be unseen or disregarded by the communities around them

**Empathy:** the care we demonstrate when supporting residents and clients in vulnerable places of illness, loneliness, and loss

**Grace:** our commitment to continue caring for people beyond their capacity to pay

**Kindness:** the dignity and respect we offer, and the little things we do to honor and celebrate individuals

**Hospitality:** our openness to people of all faiths and no faith

**Justice:** our work to become more intentional and supportive of diversity, equity and inclusion

**Empowerment/Engagement:** our efforts to attract, develop, and support passionate and committed team members

“To model Jesus’ love by creating  
life-enhancing relationships,  
services, and environments”



# Priorities: WHY

## COMMUNITY

*We create a sense of community where residents, families, and partners can thrive with purpose, dignity, and joy.*

## TEAM

*We nurture a culture of purpose, excellence, and belonging.*

## QUALITY

*We challenge ourselves to be exceptional in everything we do.*

## RESPONSIBILITY

*We steward our resources wisely.*

# Priorities: HOW

## COMMUNITY

*We create a sense of community where residents, families, and partners can thrive with purpose, dignity, and joy.*

**We do this by building respectful relationships, creating welcoming environments, and fostering wellbeing of body, mind, and spirit.**

## TEAM

*We nurture a culture of purpose, excellence, and belonging.*

**We do this by respecting, appreciating, and valuing every team member while fostering engagement, wellbeing, and growth.**

## QUALITY

*We challenge ourselves to be exceptional in everything we do.*

**We do this by delivering compassionate healthcare, life-enhancing programs, and best-in-class services.**

## RESPONSIBILITY

*We steward our resources wisely.*

**We do this by honoring our commitments to our stakeholders, fulfilling our fiduciary obligations, and respecting our environment.**

# MISSION

*To model Jesus' love by creating life-enhancing relationships, services, and environments.*

## GUIDING PRINCIPLES AND PRIORITIES

### COMMUNITY

*We create a sense of community where residents, families, and partners can thrive with purpose, dignity, and joy.*

**We do this by building respectful relationships, creating welcoming environments, and fostering wellbeing of body, mind, and spirit.**

### TEAM

*We nurture a culture of purpose, excellence, and belonging.*

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### QUALITY

*We challenge ourselves to be exceptional in everything we do.*

**We do this by delivering compassionate healthcare, life-enhancing programs, and best-in-class services.**

### RESPONSIBILITY

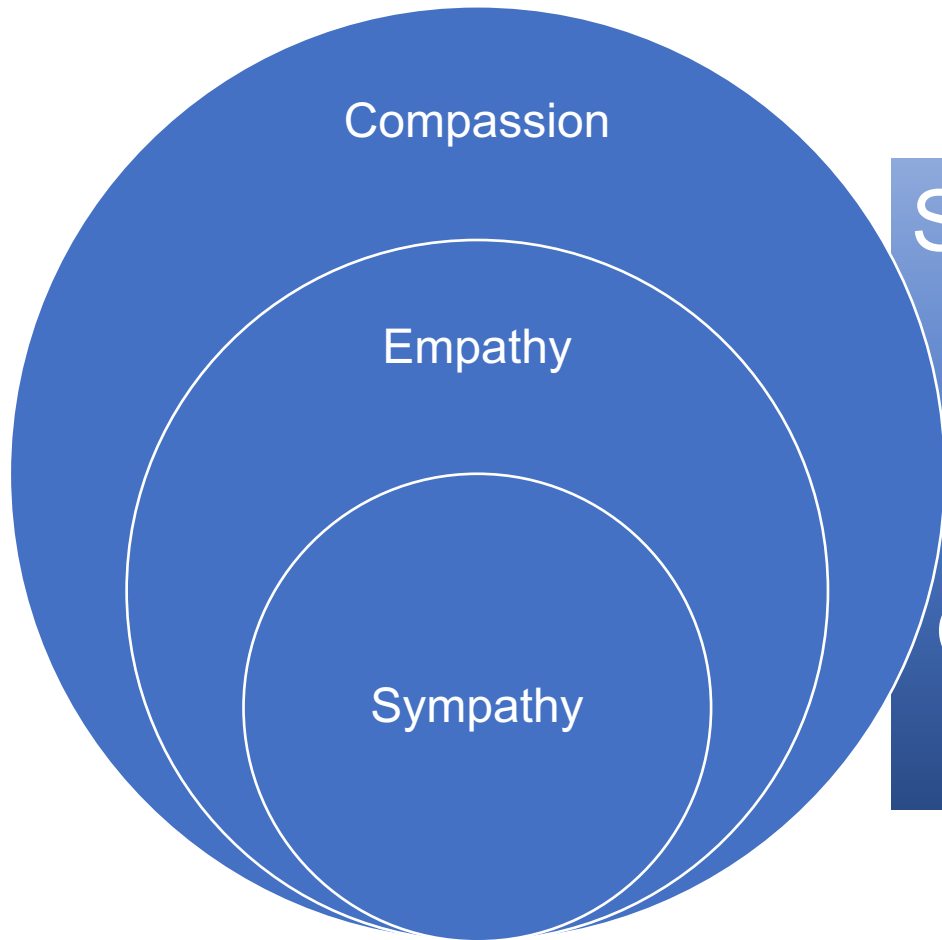
*We steward our resources wisely.*

**We do this by honoring our commitments to our stakeholders, fulfilling our fiduciary obligations, and respecting our environment.**

# Principles: Inclusion & Belonging



# Empathy: Drives Compassion



Sympathy: “I’m sorry for you”

Empathy: “I feel with/for you”

Compassion: “I am moved by you”





# Thank You!!



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