

CORE PURPOSE

"Creating evolving, vibrant communities."

Core Purpose Characteristics:

- People want to live and work there.
- Residents are vested, engaged, and contribute to their community.
- Staff demonstrates ownership for their work and our communities' success.
- Purposely adapting to address shortcomings and to meet new needs.
- Western New York is aware of our communities' outstanding reputation.

Canterbury Woods Williamsville Grounds



ECH&A Vision

To be the preeminent organization continuously defining senior community living.



Vision Success Indicators

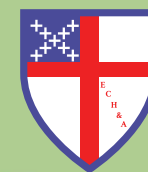
- ✓ Expanding and diversifying to meet the evolving needs of seniors now and in the future.
- ✓ Those we serve are pointing to an improved quality of life.
- ✓ Employee centric innovator.
- ✓ Financial success motivates growth.
- ✓ Recognized as an industry leader.

Core Values

- ✓ Accountability
- ✓ Passion
- ✓ Communication
- ✓ Respect
- ✓ Innovation
- ✓ Teamwork



Canterbury Woods Williamsville - Performing Arts Center



Episcopal Church Home and Affiliates, Inc.

Corporate Structure

The Episcopal Church Home and Affiliates, Inc. (ECH&A) has a distinguished history of over 150 years of mission-based service to the greater Western New York Community. From our humble beginnings in 1857 until today, our organization has been a leader in providing care and services to children, the poor, and anyone in need of long term care, retirement, and aging services.

ECH&A is the parent organization which includes:

- Episcopal Community Housing
- Episcopal Community Housing Development Organization
- Episcopal Church Home and Affiliates Life Care Community, Inc., dba Canterbury Woods
- Episcopal Church Home and Affiliates Services Organization, Inc.
- FoxWoods, LLC joint venture

We are also supported by the **Episcopal Church Home Foundation** whose sole mission is to support the Core Purpose of ECH&A.

Episcopal Community Housing was established to provide affordable housing opportunities to low income seniors and/or handicapped individuals.

Episcopal Community Housing Development Organization develops and builds affordable housing for low income individuals and families.

Canterbury Woods is the only multi-campus Continuing Care Retirement Community (CCRC) in New York State. Its Gates Circle campus is located within the city of Buffalo.



STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	SUCCESS INDICATORS
STRATEGIC GROWTH	<ul style="list-style-type: none">• Research middle-income continuum and make Board recommendation.• Construct St. Paul's low-income community.• Research additional low-income housing opportunities.• Be open and prepared to act on acquisition opportunities consistent with our core purpose <i>"creating evolving, vibrant communities."</i>• Intentionally implement purposeful ways to integrate ECH&A into adjoining communities, neighborhoods, and businesses that are mutually beneficial by leveraging the Performing Arts Center.	<ol style="list-style-type: none">1. Decision is made regarding whether to move forward with middle-income continuum community within two years.2. FoxWoods home care venture meets or exceeds home care operational plan metrics.3. St. Paul's is constructed on time and on budget.4. St. Paul's achieves stabilized occupancy.5. Provide research and updates on low-income housing growth opportunities to the Board.6. Keep Board updated on any acquisition inquiries and ECH&A's associated research.7. There is an increase of community use of the Performing Arts Center.8. There is an increase in attendance at the Performing Arts Center's programs.
WELL-BEING & QUALITY OF LIFE OF THOSE WE SERVE	<ul style="list-style-type: none">• Create companion communities to expand horizons, increasing access to new friends, experiences, and programming.• Research and implement benchmarked wellness philosophies, attendant activities, initiatives, and programs.• Research and implement systems enabling better connection between Gates Circle and Williamsville residents.• Establish a facilitated resident/staff task force to identify and help address age-related realities that people face as they age (e.g. isolation, loneliness, fear, etc.).	<ol style="list-style-type: none">1. Residents are engaged with at least one (1) Companion Community.2. Implemented a highly benchmarked wellness philosophy and its attendant programs.3. Increase in resident satisfaction with the new wellness philosophy and programs.4. The established task force focusing on age-related realities provides recommendations that are supported and implemented by or with assistance from residents.5. Residents at both communities indicate improved communications leading to better connections and relationships.
EMPLOYEE CENTRIC INNOVATOR	<ul style="list-style-type: none">• Improve employee evaluation process which our team sees as more helpful and impactful.• Establish a group of leaders who support and expand our employee centric culture.• Support a culture of fun.• Collaborate with staff to recreate areas where team members congregate to be more appealing and inviting.	<ol style="list-style-type: none">1. Engage with staff to improve PayCom performance management process.2. There is an increase in engaging employee input and ideas to improve decision making.3. Employee satisfaction survey shows improvement in employee-centric metrics over three years.4. The most used staff areas are redesigned and renovated based on team member input.
TECHNOLOGY	<ul style="list-style-type: none">• Focus on Health Center technology research, piloting initiatives, and incorporating applications to improve resident health and quality of life outcomes.• Research technology applications to identify ways to reduce staff workload and time to complete tasks.• Increase our understanding of AI and determine what AI applications can bring the most value to those we serve.• Prioritize allocating required resources for technology initiatives and AI improvements.• Enhance cyber security by implementing advanced threat detection and enhanced response measures.	<ol style="list-style-type: none">1. Experiencing positive outcomes from use of AI in the Health Center.2. Achieve "moderate extent" resident satisfaction in year one of Canterbury Woods app usage and good extent satisfaction rate in year two.3. Majority of residents are using the Canterbury Woods app by end of year two.4. Director of IT becomes ECH&A's in-house expert on AI and will recommend applications to be implemented throughout the 3-year strategic plan.5. IT and select staff collaboratively pilot, select, and recommend apps that are approved and implemented.6. Meet 90% of Technology Plan installation dates, utilization rate, and related metrics.7. Cyber security enhancements are routinely reviewed ensuring all state regulations are complied with and required threat detection measures are implemented.