
Westbury World

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A Life Plan Community*

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Summary of Strategic Planning Retreat

On February 21 and 22 approximately 45 Board members (Corporate and Foundation), residents, and staff met at Lord Fairfax Community College in Middletown, VA, to strategically plan for the future of SVWC. Plante Moran Living Forward (PMLF) facilitated the retreat.

After introductions, PMLF reviewed the results from the survey that was sent out in January to residents, future residents, staff, Board members, and community partners. There were 337 individuals who opened the survey and completed at least one question while 213 individuals opened the survey and completed more than one question.

identified as strengths with the opportunity to leverage this expertise to enhance both staff and residents' experience.

PMLF shared the results of the market analysis and reviewed future demographics as they related to the Baby Boomers. There was also an interesting conversation of how senior living may evolve for the residents of the future and what services and models are being developed or provided. Throughout the day, possible strategic priorities were discussed and added to those identified through the survey.

Day two started with a great overview of not-for-profit board governance to include roles and responsibilities and best practices. PMLF said that 25 percent of each Board meeting should look in the rearview mirror while 75 percent should look through its front windshield.

The state of senior living was the next topic and included the impact of covid-19, five areas of focus for senior living leaders, industry dynamics and market realities, and growth strategies for senior living providers.

A forced ranking exercise followed. Each participant was given 25 dots. The task was to place the dots on the strategic priorities that you felt SVWC should consider as part of a new strategic plan. The focus areas included Governance, Technology, Future Consumer Preferences and Workforce Solutions. The exercise's purpose was to start creating alignment around the priorities that had been discussed. PMLF then summarized the exercise results so the group could start to see how a plan was starting to form.

After lunch, the participants were divided into residents, staff, Corporate Board and Foundation Board, and each group had to prioritize

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Photo by Sue McKenzie



Those that took the survey found that SVWC's reputation and financial soundness are its strengths while staff recruitment and retention were identified as major weaknesses/threats. Suggested opportunities as they related to this topic included flexible work schedules, partnering with universities/schools for internships and training, as well as a strong internal development program for staff. A strong IT Department and knowledgeable staff were also

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growth, profitability, and predictability over the next five, then 10 years. Each then reported how it came up with its ranking for these areas.

PMLF will take all this information and put together a framework for a new strategic plan. It will be vetted through the Property and Planning Committee before being presented to the full Corporate Board for approval. Once approved, the plan will be shared with the Foundation Board, residents, future residents, and staff. It will serve as our road map for the next three to five years

Jeannie Shiley



It is Survey Time

SVWC will again partner with Holleran to conduct our bi-annual resident engagement survey. The survey measures how well a community supports the successful aging of its residents. It is not about the preferences of each resident (like satisfaction), but rather the degree to which a community creates an environment that promotes and facilitates residents' investments in themselves, the organization, and the community.

This year, residents will have the option of completing a paper survey or completing the survey online. Director of Resident Services Donielle Palmer will again head up this project. The survey will be open from March 14 to April 4. Donielle will be giving updates and promoting the survey at our weekly Coffee with Administration meetings.

Administration encourages all residents to participate. The results will assist SVWC in setting goals and promoting programs and services that will allow residents to live their lives fully and richly and to enjoy with dignity the years God has given them (this is directly from our Mission Statement). Survey results will be shared with residents, staff, and Board members during May.

Jeannie Shiley

Thursday Night Programs

March 3. Letters from the War. Kay Jones will read letters from her surgeon father Gwin Mounger, written when he was serving in a Portable Surgical Hospital behind the front lines in the Philippines during the war in the Pacific. (rescheduled)

March 10. A Western Adventure. Dr. George White takes us on a journey from Utah's national parks to President Reagan's ranch in California.

March 17. Penguins, Guanacos, Mountains, and Malbec. Bill and Ann Cook's video of their three-week tour of Chile, including Santiago, the capital, Patagonia, with its unique animals and spectacular glaciers, and a trip across the towering Andes to Mendoza, Argentina's wine-growing region.

March 24. Le Havre. A refugee story from Europe. A film in French with subtitles.

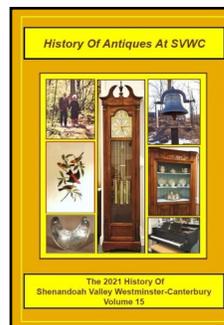
March 31. Miracle on the Hudson, Was It the Only One? Join retired Air Force engineer and glider pilot Jim Anderson as he considers the flying skills necessary to land an aircraft without power. (rescheduled)

Marjorie Prochaska

SVWC's 2021 History Is Available

The beautiful, photo-filled edition features "Artifacts and Artwork" and "Antique Furniture and Gifts - Past and Present" in the "History Of Antiques At SVWC" feature section; "Art At SVWC," "Residents Volunteering For Nature;" resident activities, resident and staff reports, and more.

The History Committee, with staff support, has again made arrangements to deliver the History Book to your door for a \$10.00 gift to the Fellowship Fund. Look for order forms and directions for ordering in your mailbox. Copies are also available in the Gift Shop and at Executive Assistant Sue McKenzie's office.



Residents Association History Committee

Chaplain's Message

C. S. Lewis has written extensively on the topics of pain, suffering, and grief. He says, "There is nothing easy about pain and there's nothing easy about its instruction." Lewis shares his own experiences of deep grief and the pain and suffering it brings in the deaths of his mother and wife. There is not an alternate route around it. One must journey straight through, even if on our knees (or maybe especially on our knees) to reach that place where we will find wholeness, hope and a future.

In *Surprised by Joy*, Lewis talks about the death of his mother saying, "All settled happiness, all that was tranquil and reliable, disappeared in my life." That statement hits home for us. I've often felt like the air was knocked out of me, and I could not take another breath.

One of the themes of his work is that there are no easy answers about where God is in those times that it seems too difficult to breathe. He describes it as a "door slammed in your face, and a sound of bolting and double bolting on the inside." Even with the lack of easy answers, Lewis finds solace.

While we are down on our knees in pain wondering where God is or what God is up to, if we fall on the mercy of God we realize that pain is a "tangle of justice and mercy." Lewis found, maybe after the fact, that God is, indeed, "creating a clean heart and renewing of a right spirit within us" through the experiences of pain and suffering.

When "life shows its claws," (Anton Chekhov) and it will for all of us, our solid faith, frightening doubts, insistent questioning, and flaming anger all have the power to bring us through to hope, new grounding, and renewed life.

Elizabeth Lewis



Library News — March Acquisitions

FICTION

Violeta	Isabel Allende
The Stars Are Not Yet Bells	Hannah Lillith Assadi
Her Hidden Genius	Marie Benedict
A Man of Honor (LP)	Barbara Taylor Bradford
The Dead Will Tell	Linda Castillo
The Magnolia Palace	Fiona Davis
Small World	Jonathan Evison
The Paris Apartment	Lucy Foley
Raft of Stars	Andrew J. Graff
The Final Case	David Guterson
The Leopard Is Loose	Stephen Harrigan
The Paris Bookseller	Kerri Maher
A Crooked Tree	Una Mannion
The Paris Detective	James Patterson
The Maid	Nita Prose
Honor	Thrity Umrigar
Criminal Mischief	Stuart Woods

NON-FICTION

Bearing the Unbearable: Love, Loss, and the Heartbreaking Path of Grief

Joanne Cacciatore

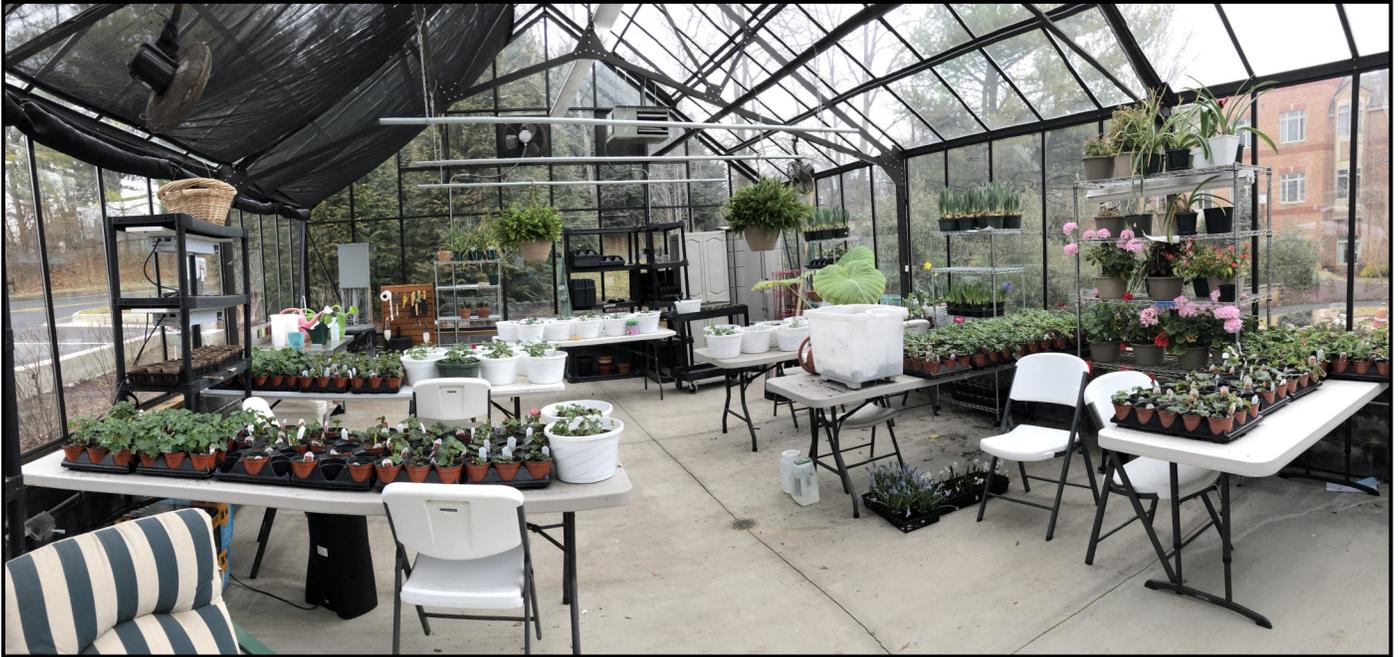
Next Lawrence Gallery Exhibit Features Students' Works

On March 14, the Lawrence Gallery will begin showing a collection of works created by residents and staff over the past two years in classes conducted by Art Instructor Gale Bowman-Harlow. She calls the exhibit "Artists in Our Neighborhood" because there are contributors from all residential areas-- apartments, cottages, Assisted Living, Health Care courts, Blue Ridge, and work places.

Gale teaches so many varieties of art it is hard to imagine what will not be there. Styles of paintings, for example, include oils, pastels, watercolors, and acrylics. There will also be sculptures and collages. The show runs through June 10.

Cari Sherwood

Photo by Bill Young



Getting ready for spring in the Greenhouse

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