



### MEETING THE NEED

The Wesley Woods' Board of Directors and Executive Leadership are deeply committed to:

- Addressing the pressing need for high-quality eldercare services,
- To assure that Wesley Woods will be there to serve Georgia's older adults – expanding our scope and reach to serve these ever-increasing numbers of elders,
- To ensure that all, regardless of income or circumstances are able to age with grace, dignity and purpose while living independently and well for as long as possible.

With the support and expertise of Deloitte Consulting, Wesley Woods Board members, key staff and industry experts recently participated in a rigorous strategic planning process. The exercise highlighted short- and medium-term priorities for Wesley Woods to be a key player in addressing the escalating needs facing older adults, their families and communities.

### The final priorities are:

#### Managing and Developing

The need for more housing and services in the Atlanta market is clear. Building on our success of creating person-centered communities that help older adults to thrive, we will seek opportunities to manage and/or develop additional Independent and assisted living communities. With our 60 years of experience owning and managing senior living communities, we are well qualified to help others solve the challenges unique to this industry.

#### Adult Day Programs

Wesley Woods will pursue the opportunities of partnering with local churches to provide Adult Day Programs. Such programs provide safe, supportive environments for seniors while allowing their caregivers needed respite and support.

#### Home Care

Wesley Woods will invest in the expansion of its current homecare program. We will build upon our existing homecare program with the goal of quickly layering onto existing capacity. Providing homecare will allow Wesley Woods to use its expertise in providing eldercare services in a setting that is convenient and cost-effective for an expanding group of older adults and their families. Our homecare offering will also link seniors living in their own homes with the services and community offerings of Wesley Woods's existing residential independent living facilities.

#### Wellness

We will continue to expand our Wellness Programming through collaborative partnerships with healthcare providers as a means to expand services and create opportunities for residents to remain living independently for as long as possible. We have a proven track record in doing so, having provided outcomes-based, age-specific wellness programming in our communities for several years.

**In summary,** Wesley Woods is committed to meeting the changing and growing needs of today's older adults and to assuring them lives of high quality and contribution, regardless of their financial circumstances. Our board, executive leadership and staff are passionate about our ministry to serve our state's elders and their families. In partnership with generous and caring stakeholders, we will continue to be the trusted, experienced and caring source for Georgia's older adult population.



WESLEY WOODS  
SENIOR LIVING

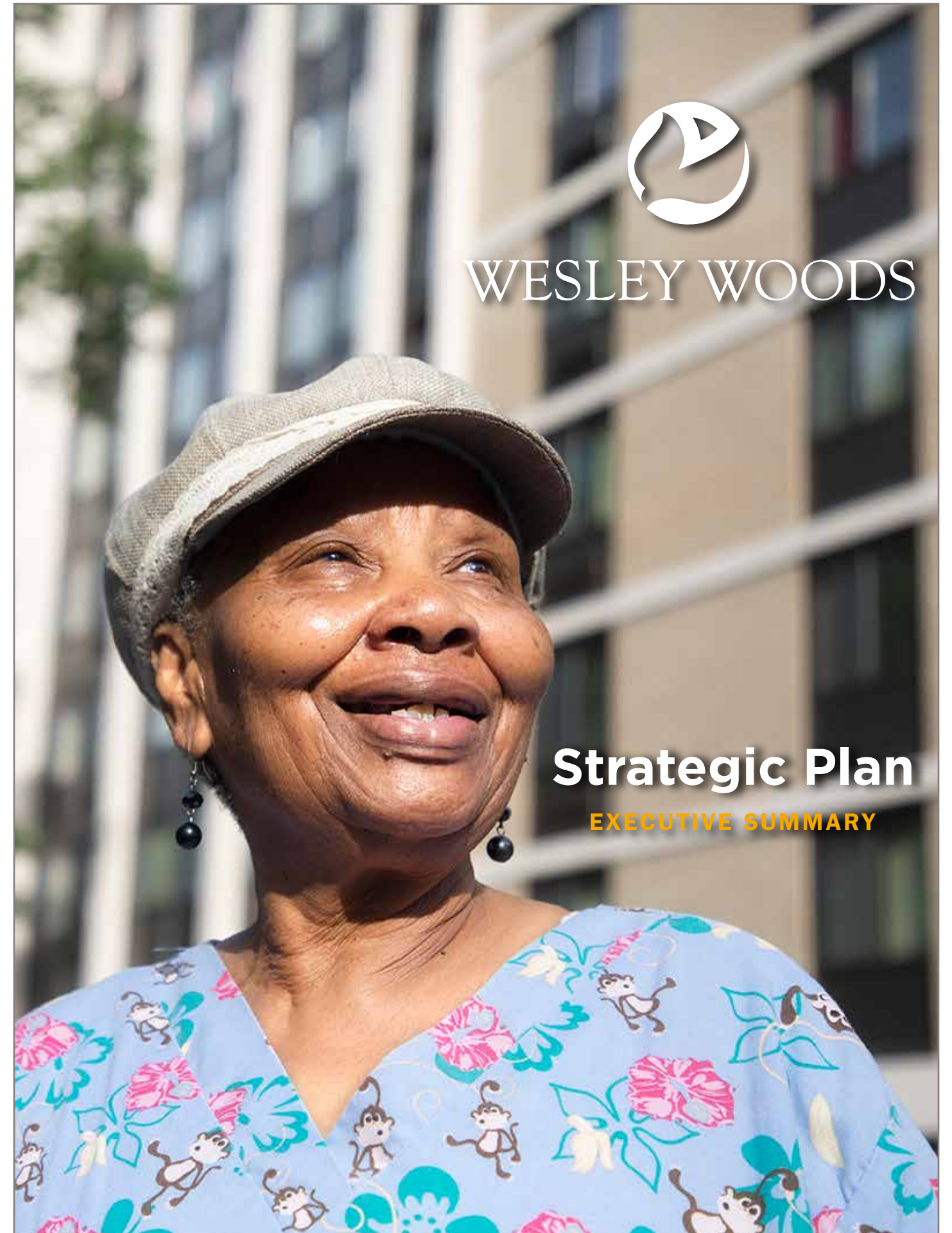
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WESLEY WOODS

Strategic Plan

EXECUTIVE SUMMARY



The reality of our aging population ...



By 2030, one in three Georgians will be over the age of 65.



### INTRODUCTION

The need to assure our older adults have the highest quality of life possible is of vital importance to our society and is only becoming more so as our nation experiences the “silver tsunami” of population growth of senior citizens. In fact, this is an especially critical problem in Georgia because we rank as the state with the fastest growing population over 65, coupled with the fact that sadly, Georgia is also one of the lowest-rated areas for aging well.

While aging could be seen as a time of isolation, loneliness, loss, or lack of purpose, there is actually much room for optimism as both national research and Wesley Woods’ own experience tell us: older adults who are living lives of connection, contribution and wellness are proven to experience greater joy, happiness and relevancy. Assuring this quality of life comes through a caring community where older adults can thrive surrounded by health and wellness support, engaging activities, compassionate staff, needed services and companionship – that’s the mission of Wesley Woods: to help people age with grace, dignity and purpose. All that we do is motivated by our desire to enable older adults to live independently for as long as possible, postponing or possibly even

eliminating the need to move to more costly and more restrictive levels of care such as skilled nursing or hospitalization.

### HOW WESLEY WOODS SERVES

To meet our mission and this critical community need, Wesley Woods today provides affordable residential and healthcare services across north Georgia in 10 residential communities. We offer different levels of care including Independent Living, Personal Care (assisted living), Memory Care, Home Healthcare and Skilled Nursing. We serve over 1,800 older adults annually, 75% of whom require financial assistance to remain in their homes and 40% of whom are living below the poverty line.

Wesley Woods is well positioned to meet the dramatically growing need for eldercare services because of our long history and national recognition of providing the highest quality health and residential care services for older adults. Founded in 1954 by leaders of the North Georgia Conference of the United Methodist Church and Emory University, Wesley Woods has grown and adapted through the years to meet the ever-increasing needs and opportunities to serve our senior population.



### CHANGING NEEDS OF OLDER ADULTS

Demographic shifts and changing consumer preferences are reshaping the eldercare industry. Disruptive trends include:

- Steady growth in adults aged 65 and older will increase demand for long-term care services over the next decade and put tremendous pressure on the system.
- The rise of home health as an alternative to long-term assisted living will shift the mix of patients at long-term care facilities and impact the demand for services.
- Shifting consumer preferences towards affordable options that emphasize value, choice and lifestyle amenities will lead to increased pressure on long-term care facilities to fine tune their value propositions to customers.
- Demographic shifts that increase demand for care are not necessarily supported by corresponding increases in government funding of need-based assisted living.
- At-risk populations who need assisted living services but cannot independently afford them will increase over time, putting greater stress on the system.

Atlanta is the fastest aging city in the country and is already experiencing a housing shortage for this vulnerable population.

57% of metro Atlanta renters aged 65+ spend more than 30% of their income on housing.



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