

Whitestone Strategic Planning Update

Board Handout | Executive Summary

Purpose

- Completed a strategic planning session with LCS to align **Whitestone's** long-term vision with market realities, financial sustainability, and operational priorities.
- **Outcome:** a focused, integrated strategic framework to guide **short-and long-term decision making**



Current Position

- 95–97% occupancy with a strong waitlist
- Solid reserves and acceptable debt coverage
- 100+ years of mission-driven service
- Favorable demographic trends
- Recent campus investments



Key Risks & Pressures

- Workforce shortages & retention
- Aging infrastructure challenges
- Healthcare margin pressures
- Rising construction costs

Strategic Framework



Master Plan Execution



Financial Optimization



Revenue-Generating Healthcare



Workforce Strategy



Fundraising for Future Development

Near-Term Focus

- Update master plan & feasibility study
- Improve operating margins & efficiency
- Optimize healthcare services
- Address workforce constraints
- Enhance fundraising model

Board Role & Next Steps

- Guide master plan & capital decisions
- Support workforce & fundraising initiatives
- Review feasibility findings & strategic recommendations