



2025 Strategic Plan

Adopted January 2025

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INTRODUCTION

In alignment with our mission, LeadingAge PA is focused on getting to the future of aging services. In some ways, that will mean supporting the current long-term care infrastructure so that providers can thrive in the short term. In other ways, this will mean that we'll be out there, looking further into the future and helping guide the way toward promising new innovations, out-of-the-box solutions, and connections with changemakers to ensure a bright future for the sector.

This strategic plan builds on the momentum from the past two years while reaching toward “three big things.” Our 2023-2024 strategic goals have truly become who we are and how we operate. So as not to lose sight of this, we have transitioned them to “operational goals” in 2025 and will focus strategically on priorities that will stretch us as an Association in 2025 and set LeadingAge PA up to be strong leaders well into the future.

Operational Goals

WE ARE COMMITTED TO...

- **Increasing value to our members** and other stakeholders by leading the way to the future of aging services through advocacy, education, data, and business solutions.
- **Reducing reliance on provider dues revenue** by improving the organization’s operational efficiencies, engaging value-driven partnerships, and connecting members to business solutions
- **Lightening the lift for members** by fortifying the organization’s systems, operations, and resources to improve efficiency, reporting capabilities, and member services.

3 Big Things

What's Ahead in Aging Services: A Strategic Plan for Sustainability

1. LTSS Evolve

LeadingAge PA will be the leading force in modernizing, organizing, and energizing the aging services ecosystem in PA by removing regulatory and policy roadblocks.

Our goal is to become a catalyst that:

- Enables providers to play an active role in determining how they care for and engage with older adults
- Positions members to leverage innovation
- Promotes the value of providers in their local communities and across the commonwealth

2. Ignite Exponential Change

LeadingAge PA will ignite exponential change to impact the future of aging services by:

- Creating a board appointed innovations committee
- Forming a LeadingAge PA innovations network
- Developing a forum to connect providers with innovators (developers, researchers, investors, and payors)

3. Organizational Growth

LeadingAge PA will position itself for organizational growth by:

- Seeking opportunities to grow via affiliations, acquisitions, and/or mergers
- Providing necessary resources to members in order to create operational efficiencies and economies of scale