



**transforming  
age<sup>®</sup>**

**Culture of Excellence<sup>©</sup>**

Connecting the dots to our mission & values

**Transforming the perception of age is at the core of everything we do.**

## **We Are Transforming Age.**

Our mission is to build a successful aging and longevity solutions ecosystem across the socio-economic spectrum that puts the older adult at the center. Our One Customer philosophy aims to enable successful aging and advance healthy longevity. We advance our mission through our five mission spheres of housing, community services, partnerships, technology, and philanthropy. Our integrated and person-centered solutions meet people where they are and support them throughout life.

Our logo represents this mission, bringing our five spheres together around the One Customer at the heart of everything we do.



# Our vision is to enable successful aging & advance healthy longevity.

We believe that older adults enrich society, and across our network of affiliates we work to expand what's possible as lifespans grow longer. We champion dignity, connection, and purpose so that longer lives are better lives. Through our services, communities, and partnerships, we create environments where older adults can thrive with whole-person wellbeing, belonging, and joy.



"Together, as one network serving one customer at a time, **we help people create meaningful years**, not just more years."

"**Transforming the perception** of age is our daily practice and our long-term promise."

"Aging is not a problem to solve. **It is a transformation to harness.**"

– **Torsten Hirche**  
*President & CEO*

# Our 5 Mission Spheres



## Housing

We provide housing that supports safety, comfort, purpose, and connection—creating communities where older adults can age in place with autonomy and belonging.



## Community Services

We help older adults stay independent and engaged by meeting daily needs and strengthening social connections for better health and resilience.



## Philanthropy

We expand access and reduce inequities by funding stronger caregiver training, better resident experiences, and more resilient and affordable communities.

**“We choose to be a positive force** at work and on our team, to support each other, and to do our best work each day and with each interaction.”



## Partnerships

We collaborate with mission-aligned partners to expand resources, improve services, and deliver innovations that enhance quality of life for older adults.



## Technology

We make care more personalized, accessible, and efficient through technology that supports safety, independence, and better caregiving.



# Culture of Excellence

**Culture** is the collection of shared beliefs, values, norms, and behaviors that characterize and help define a group of people.

**Excellence** means striving to be the best. It also means improving and learning over time with better outcomes.



“As we create **unlimited possibilities** for our clients and residents, each of us creates unlimited possibilities to influence our team.”

## COE-nnecting the Dots

**Culture of Excellence (COE)** connects the dots to our mission, values and goals.

**Each and every one of us** contributes to our mission and our goals by delivering excellence and demonstrating our values.



## Our Values

**Creating a great experience** for our team members and residents/clients, we have a chance to live our values. How we greet people, how we care for and uplift people, how we do the right thing — every day.

### ● Integrity

- We act honestly and do the right thing.
- We are dedicated and truthful.
- We work hard to earn trust and demonstrate that we are trustworthy.

### ● Teamwork

- We work together and support each other.
- We value each team member's contribution.
- We lead by example to serve our residents and clients.

### ● Respect

- We honor and accept the value of each person.
- We recognize and appreciate the diversity of our team, our residents, and our clients.

## ● **Grace**

- We show kindness, empathy, and compassion to all.
- We celebrate and accept differences in each other.
- We care for our team and those we serve.

## ● **Fun**

- We have fun.
- We bring joy to our work, our team, our residents, and our clients.
- We know a positive attitude contributes to excellence.

## ● **Innovation**

- We identify opportunities to improve each day.
- We share ideas to improve how we operate.
- We work together to create new solutions.

## ● **Accountability**

- We take responsibility for our actions.
- We let our supervisor know if we make a mistake, so it can be fixed quickly.
- We maintain high standards.

## Our Strategic Goals

Every day, the work we all do is key to advancing our mission and strategic goals.

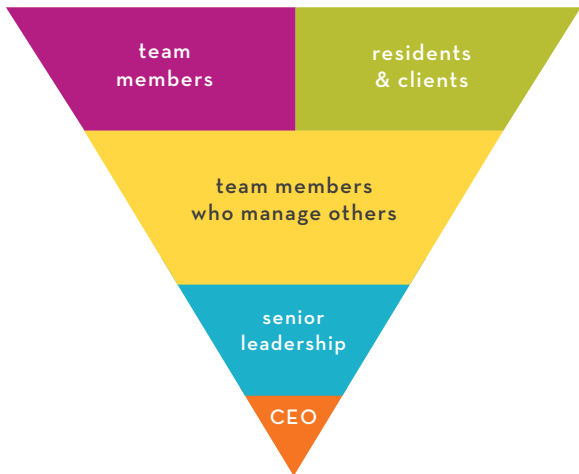
- **Be the leader in successful aging and longevity** by living our Culture of Excellence every day.
- **Grow and innovate** as we reinvest in programs and initiatives to expand our impact.
- **Be exceptional. Create solutions & services** that delight people, enrich experiences, and enable a successful aging journey—while remaining affordable and accessible.
- **Be the employer of choice and lead by example** through our Culture of Excellence, setting high standards for people, products, and processes.
- **Be a data and knowledge driven organization** by using outcomes and insights to make decisions quickly and effectively.
- **Maximize our triple bottom line.** People, Margin and Planet. We tackle hard problems head on with operational efficiency and environmental sustainability, reinvesting and expanding our impact.



# The best idea wins, not the rank in the organization.

## One Team

Our time, effort, energy, and attitude shape our Culture of Excellence. Each day, you contribute to a movement that enhances lives, guided by our belief in servant leadership and our commitment to serve with purpose and humility.



## Culture of Excellence in Action

Excellence isn't just what we strive for. It's who we are. Every day, we bring our mission to life by serving with heart, leading with integrity, and creating safe, thriving communities and spaces. Together, we set the bar high and rise to it with a positive, can-do spirit. These actions define us and inspire us to deliver our very best for residents, clients, and each other.

## Excellent Service

### We Make an Excellent Impression:

- **We treat everyone** with kindness, compassion, and respect—always.
- **We are fully present:** we greet those around us and give our full attention to the person in front of us.
- **We communicate** with professionalism and warmth in every interaction.
- **We follow** grooming and attire standards to reflect excellence.
- **We limit** personal electronics to breaks and keep mobile use minimal around others.
- **We keep** conversations professional and at an appropriate volume.

## We Work with an Owner Mindset:

- **We take responsibility** for great results and make empowered decisions.
- **We demonstrate** our values with passion and purpose in all we do.
- **We commit to the success** of our mission, our team, and those we serve.

"I've learned that people will forget what you said, people will forget what you did, but people will never forget **how you made them feel.**"

- Maya Angelou



## We Provide an Excellent Experience:

- **We offer solutions** to questions or concerns—never leave someone without an answer.
- **We ask**, “Is there anything else I can do for you?” before ending every conversation.
- **We escort clients and residents** when giving directions or find someone who can.
- **We own questions or concerns** by using H.E.A.R. (Hear, Empathize, Apologize, Resolve).

H

### **Hear the issue.**

Listen carefully to ensure we understand.

E

### **Empathize.**

Show we understand their viewpoint and how they feel.

A

**Apologize.** For the issue and for any inconvenience this may have caused them.

R

**Resolve.** Do your very best to resolve the issue or find someone who can solve it.

“Because of  
your smile, you  
make life more  
beautiful.”

- Thich Nhat Hahn

# Excellent Leadership

## We Lead by Example:

- **We are all leaders.** We do what's right and serve each other.
- **We are curious and nimble.**
- **We respect cultural differences** and embrace diversity, equity, and inclusion.
- **We support team members** and assume best intentions.
- **We speak up** for improvement opportunities.
- **We contribute** to a positive, healthy work environment—especially under stress.
- **We hold ourselves** and others accountable.
- **We ensure** the best idea wins—not rank.
- **When a decision is made**, we commit to it and move forward.
- **We resolve conflict quickly** and professionally.
- **We welcome** new team members with warmth and inclusion.

## We Achieve Results:

- **We accept responsibility** for actions and outcomes.
- **We do our best** and we have a can-do attitude.
- **We do our jobs accurately and thoroughly**, and fully perform the responsibilities within our job description.

- **We deliver** high-quality results for maximum impact.
- **We move with purpose** and take action without procrastination.
- **We anticipate needs** and consider multiple unexpected outcomes.
- **We practice frugality** and we minimize expenses. We're not wasteful.
- **We strive for financial sustainability**—with no margin, there is no mission. Each affiliate must be financially strong to meet mission impact.
- **We continuously** improve skills and make daily progress.
- **We manage** meetings efficiently to maximize time serving residents and clients.
- **We keep things** simple and focused.

## We Provide Great Communication:

- **We recognize** jobs well done and express gratitude.
- **We are transparent** and welcome open discussion—even in disagreement.
- **We address disagreements** directly with those involved.
- **We honor confidentiality** and use judgment when documenting or sharing information.
- **We do not gossip**—ever.

- **We speak in a professional tone** and only raise our voices for safety.
- **We communicate concisely** using 5Ws and 1H (Why, What, Who, When, Where, How).
- **We respond to messages** (email, text, voicemail) within 24 hours whenever possible.

## Excellent Safety & Compliance

### We Promote Excellent Safety:

- **We report and address** unsafe conditions or actions immediately to protect everyone.
- **We stay current** on safety equipment and assist residents and clients in its proper use.
- **We remind** others of safety procedures and actively participate in drills and trainings.
- **We follow all guidelines** for work computer systems, and devices to maintain security as well as safety drills and trainings.

### We Create a Safe Environment for Everyone:

- **We stay aware** of our surroundings at all times.
- **We keep** work areas neat, clean, and professional.
- **We pick up** and dispose of trash promptly.
- **We report** broken furniture, fixtures, or equipment without delay.

## We Ensure Compliance:

- **We protect** confidentiality—never share resident, client, business, or team member information without approval.
- **We know** and follow compliance and legal requirements for our role.
- **We report** suspected violence, elder abuse, neglect, harassment, bullying, theft, or fraud immediately.
- **We report** suspicious activities or items without delay.
- **We use** the Compliance Hotline (1-800-275-9575), [transformingage.org](https://transformingage.org), or the QR code for concerns we're uncomfortable reporting to management.



“People don’t care how much you know until **they know how much you care.**”

- Theodore Roosevelt

## COE-nnecting the Dots

Since everyone plays a part in our mission of serving older adults, we encourage you to think about these questions and connect the dots between mission, values and goals.

- **What does Culture mean to you?**
- **What does Excellence mean to you?**
- **How do you connect with our mission and our values?**
- **What quotes inspire you to do your best?**





# THANK YOU

Thank you for joining the Transforming Age family, supporting our mission and improving the lives of older adults. I would love to hear from you. I welcome your ideas, big or small, criticism or feedback, just email me at [ideas@transformingage.org](mailto:ideas@transformingage.org)

**Together we can change the world!**



**Torsten Hirche**

President & Chief Executive Officer

[TransformingAge.org](https://transformingage.org)  
425-559-6301  
© 2026 Transforming Age  
Version 7.0 2026

