



Adventist[®]
Senior Living

2022–2025

STRATEGIC PLAN

ADVENTIST SENIOR LIVING'S CORE BUSINESS AND MISSION

The Core Business of Adventist Senior Living, or put another way, the foundation for everything we do, is to care for our Clients and Residents, striving to meet their physical, spiritual, social and emotional needs through a Christ centered approach which is anchored in our organisations signature behaviours and the **ASL Way 2.0**.

Our mission put simply is *servicing people*.

THE ASL WAY 2.0

The ASL Way 2.0 is our approach to building and maintaining an intentional culture that is aligned to our Core Business and Mission. It's **"the way things are done around here"** and we start by

Remembering Why – We all know why we choose this work and who we do it for.

We try to always remember that Aged Care is never just a job, and that we're never just Aged Care Workers.

We remember why. So:

- 1 We show up for every moment.
- 2 We all lead. We all serve.
- 3 We treat others as we'd like to be treated.
- 4 We lean in and on.
- 5 We find the fun.

VISION STATEMENT ADVENTIST SENIOR LIVING 2012 – 2025

Adventist Senior Living (NNSW); enhancing the physical, spiritual, social and emotional wellbeing of older Australians through **Christ Centred Care.**

HOW WE WILL DELIVER THE VISION

By June 2025

- > All our Residential Aged Care Services will be returning between 5% and 7% on revenue
- > Our self-care business will have grown (or have planning permission in place to grow) from 595 units to circa 700 units
- > Our Home Care services will be providing at least 1000 hours of care/ services per week

OUR STRATEGIC INTENTIONS

Services	Improve our capacity and effectiveness to support older Australians in innovative ways to live their lives to the full.
Capacity	Engage and equip our workforce, management team and Board with the necessary skills and resources to succeed in our current dynamic and evolving environment.
Sustainability	Increase our capacity to resource growing the Adventist Senior Living brand, support service innovation, ongoing improvement and the growth of socially responsible, client focused services.
Positioning	Be recognised as a trusted organisation that is innovative, nimble and client focussed. An organisation that effectively supports older Australians with relevant and timely client focussed services.

SERVICES

Adventist Senior Living is to explore opportunities to use new ways of working with and supporting older Australians and their families. It will do this by developing, trialling and evaluating innovative approaches to integrated and specialised holistic person-centred services that offer flexibility, choice and add value to client quality of life.

ADVENTIST SENIOR LIVING STRATEGIC INTENT

By 2025 Adventist Senior Living will:

Improve our capacity and effectiveness to support older Australians in innovative ways to live their lives to the full.

Strategic priorities 2022 – 2025

1. Build our knowledge and evidence base to inform service design, delivery and investment in infrastructure that achieves long term impact.
 2. Invest in innovative, integrated service models that meet and respond to clients changing expectations and needs.
 3. Build our relationships with key stakeholders and local communities to enhance Adventist Senior Living's opportunities for growth and impact.
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CAPACITY

Our success depends on our staff having the relevant skills, tools and other resources to meet and exceed client expectation. We need to attract and retain the right people and give them the skills, knowledge and the right tools to do great work.

ADVENTIST SENIOR LIVING STRATEGIC INTENT

By 2025 Adventist Senior Living will:

Attract, engage, and equip our workforce, management team and Board with the necessary skills and provide the resources and infrastructure to succeed in our current dynamic and evolving environment.

Strategic priorities 2022 - 2025

1. Build an outcome oriented, client focussed, values-based culture by recruiting, developing and retaining exceptional staff.
 2. Invest in systems, technology and infrastructure that supports the efficient delivery of high-quality services that meet the expectations and needs of our residents and clients.
 3. Develop the capacity to understand changing client needs and expectations, to evaluate performance and support innovation and building relationships.
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SUSTAINABILITY

Improve the operational and financial viability of Adventist Senior Living in an environmentally and socially responsible and sustainable way. We will increase work opportunities and engagement with the communities we serve to support our capacity to grow the Adventist Senior Living brand and its capacity to innovate and improve services.

ADVENTIST SENIOR LIVING STRATEGIC INTENT

By 2025 Adventist Senior Living will:

Increase our operational and financial capacity to resource and grow the Adventist Senior Living brand, support service innovation, ongoing improvement and the growth of socially responsible, client focused services.

Strategic priorities 2022 - 2025

1. Develop a Brand strategy to grow the reach, value and impact of Adventist Senior Living.
 2. Improve efficiency and quality outcomes through smart systems, best practice models of resource utilisation and management.
 3. Establish a discretionary program to support innovation.
 4. Responsibly grow revenue through growth in client numbers and service utilisation, new funding models and other opportunities.
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POSITIONING

Develop effective partnerships with stakeholders and the communities we serve to better support current and future clients, meet emerging and future needs and build our ability to attract and retain high calibre and quality staff.

ADVENTIST SENIOR LIVING STRATEGIC INTENT

By 2025 Adventist Senior Living will:

Be recognised as a trusted, innovative, nimble and client focussed organisation that works with communities and its stakeholders to effectively support older Australians with relevant and timely client focussed services.

Strategic priorities 2022 - 2025

1. Actively seek opportunities to engage with government, complimentary service providers, likeminded for purpose organisations and businesses, philanthropists, advocacy and the communities we serve to expand Adventist Senior Living's capacity for influence and impact.
 2. Expand our use of data and analysis to understand and articulate outcomes achieved and the impact of our activities to our clients, potential funders, stakeholders, and the wider community.
 3. Analyse client need and expectations in each region and the communities we serve to build and grow effective responses, take advantage of new opportunities, be a voice to those we serve and support marketing strategies.
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