



Adventist<sup>®</sup>  
Senior Living

2025–28

# STRATEGIC PLAN

Commercial – In – Confidence | Board and Executive Team Use Only

NOTE: The Strategy and associated Strategic Plan is the Board's document as is the Strategic Priorities and associated Investments.





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# WHY WE EXIST

## Our Mission

We serve and support our community through Christ-centred care, empowering seniors to live with dignity, purpose and connection while nurturing faith and spiritual development.

## Our Vision

To cultivate ASL as a community where every individual is given the opportunity to encounter and grow in Christ.

### **"We serve and support communities"**

We care for our team, residents, clients and families, meeting both practical and emotional needs.

### **"With Christ-centred care"**

We are guided by Adventist Christian values.

### **"Seniors"**

We respond to the changing needs of older people at every stage of ageing.

### **"Empowering seniors to live"**

We promote independence and active living.

### **"With dignity, purpose, and connection"**

We help seniors maintain self-respect, find meaning and stay connected.

### **"Nurturing faith and spiritual development"**

We support each person's spiritual journey, helping them grow in faith to find peace and purpose.

### **"Cultivate a community"**

We aim to build a caring, inclusive environment where people feel supported and valued.

### **"Every individual"**

We welcome and respect all people, recognising their unique journey and worth.

### **"Opportunity to encounter Christ"**

We create spaces and moments where people can experience God's love and presence.

### **"Grow in Christ"**

We encourage ongoing spiritual growth, helping individuals deepen their faith and live with purpose.



# ASL STRATEGIC PLAN 2025–28

## ASL Values



### Courage

*We lean in and on*



### Commitment

*We show up in every moment*



### Leadership

*We all lead, we all serve*



### Respect

*We treat others as we would like to be treated*



### Honesty

*We are open and honest*







# STRATEGIC PRIORITIES 2025–28

- Establish a dynamic workforce plan (incl learning and dev plan) encompassing traineeships, partnerships and retention.
- Redirect and renovate the older villages based on identified consumer decision drivers in selecting an Independent Living Unit.
- Establish a 5-year capital plan covering all assets.
- Develop a marketing plan that ensures the brand message is consistent and relevant.
- Adopt commerciality based on agreed measures and grounded in benevolence.
- Identify and adjust key levers that drive performance.
- Examine options for Deferred Management Fee and potential rent models for the individual village.
- Continue the review/redirect In-home care operations.
- Continue to refine board reporting.
- Develop board capability & sector knowledge.
- As part of the Information Communication Technology upgrade, enhance the reporting of key measures to enable timely reaction to lead indicators.
- In-home care to grow to 500-700 participants.
- ILU to focus on small developments and reinvestment.

**We serve people through  
Residential Care, Support at  
Home Care and complemented by  
Independent Living Communities.**

# STRATEGIC INITIATIVES

Initiative	Action	Accountability	Timeframe
<b>Review and restate Mission and Values</b>	Board committee formed to review current Mission/Values and reinvent which makes it more action filled and true to core values.	Board	August Board meeting
<b>Following completion of the IHC business model implement new model grounded in commerciality</b>	Home care growth target >500	GMHC	Within 3 years
<b>Enhance board knowledge and performance</b>	Review available reporting templates, establish L & D expectations and budget. Annual review through annual Board self assessment.	CEO/Board	Annual review with action plan
<b>Articulate a concept of commerciality grounded in benevolence as a model to ensure financial sustainability</b>	<ul style="list-style-type: none"> <li>• Balance mission and margin</li> <li>• Goals in financial accountability</li> <li>• Reassess current Financial Models and future opportunities</li> <li>• Organisations' efficiencies – agency reduction, sick leave, inventory opportunities</li> <li>• Explore additional revenue opportunities</li> </ul>	Board Exec with external input GM Finance	Annually review to align with new budget
<b>Refine operational reporting to support proactive approach to commercial benevolence</b>	Balance mission and margin. Redefine data with Humanforce to support trends, identify risk and future-proof through data driven decisions in: <ul style="list-style-type: none"> <li>• Resident care metrics</li> <li>• Staffing levels and performance</li> <li>• Staff metrics – leave, sick, OT, agency, etc</li> <li>• Financial performance</li> <li>• Compliance and risk indicators</li> <li>• Revise Delegation Manual and Corporate Risk Management Framework.</li> </ul>	CEO/Board/Exec	June 2026 and monitor monthly/annually
<b>Review/revise accommodation models for RACF</b>	Implementation of HELF in RACF Consider tier model in RACF for rooms (standard, premium)	GM of Resi	November 2025 June 2026
<b>Review DMF models for ILU "Sale" contracts and "rental" contracts</b>	Evaluate the current DMF model, compare pro's & con's with alternative models used by NFP operators.	GMILC	November 2025



## 2025–2028 Strategic Initiatives *continued*

Initiative	Action	Accountability	Timeframe
<b>Set KPI's for key result drivers</b>	Targets such as – revenue, occupancy, sales, packages, P&C turnover, culture plan.	All GM's	FY/Driven
	Reduce staff turnover from 24% July 2025 to 18% by June 2026. The longer-term target of <10%.	GMPC/CEO/GM's	June 2026-28
	Deliver an organisational engagement survey by November 2025.		
	Review and prepare action plan for improvement and implementation by January 2026.		January 2026
	Maintain occupancy at 95% or above for each RACF	GMAC + GMNC	Monthly
	Reduction in agency usage in RACFs by 50% from 24/25 FY and integrate into workforce plan to reduce to less than <5% total staff, while maintaining & meeting care minute requirements.	CEO/GM's	June 2026 - 2028
<b>Initiate a Cultural plan to enhance organisational effectiveness and employee engagement in line with Vision and Mission</b>	Review and implement an organisation culture plan focusing on the following core processes:	GMP&C	Culture Score November 2025
	<ul style="list-style-type: none"> <li>• Review current recognition awards and selection criteria</li> <li>• Review Service Awards process</li> <li>• Manage ongoing activities in relation to the ASL Culture Alignment Program</li> <li>• Improved culture– Culture score as baseline to be conducted</li> <li>• Reduce Staff Turnover</li> <li>• Align behaviours with values.</li> </ul>	GM's CEO Board	Culture Plan May 2026, setting out goals to be achieved towards 2028
<b>Articulate growth/consolidation goals/focus</b>	<p>Establish targeted scale by plan end and annually and develop and resource a plan to achieve this.</p> <p>Project Plan for Kressville with building commencing this FY.</p> <p>Sugar Valley 3-5 year including Detailed design phase and development plan.</p>	Board strategic growth team (to be established)	Annually and three yearly plan depending on project.
<b>Establish dynamic workforce plan</b>	<p>Develop and deliver tailored workforce planning programs for key departments, being RACF's and Home Care, by December 2025.</p> <p>These will include a review of current and future needs, gap analysis, departmental structure, enhanced data reporting and employee value proposition.</p>	People and Culture	December 2025
<b>Establish an Asset Management Plan that is compliant with RV legislation. Rollout training for all staff users, including Resi-care</b>	<p>Rollout training for all ASL staff users.</p> <p>Focus on compliance of the Lac Mac to RV reg's.</p> <p>Avondale &amp; North Coast Residential Care: Import assets into Asset Journey and implement Asset Management Plan.</p>	GMILC GMNC, GMRC	June 2026

# IMPLEMENTING AND MONITORING THE STRATEGIC PLAN

- Management will develop specific projects aligned to the Vision, Mission and Strategic priorities and initiatives outlined herein.
- Management will report quarterly to the board on progress towards priorities, initiatives and specific projects.
- The board will formally review progress against the strategic plan annually and, as appropriate, adjust or add new priorities.
- At the end of the second year, the board will undertake an exercise to update and extend the strategic plan until 2030.



