

Strategic Plan

July 2015 - June 2018



Our Vision, Mission Values and Core Business

Vision Statement Adventist Senior Living 2015-2018

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

The Board of Adventist Senior Living is committed to the implementation of the organisation's Strategic Plan 2015 to 2018. This plan seeks to build on the previous plan by continuing to focus on the fundamentals ensuring we undertake our work effectively, efficiently and in a sustainable manner. We will continue to grow our organisation in a way that meets the needs of both current and future customers and clients, and in particular the provision of more care into people's homes along with a focus on wellness and enablement. We believe the key to the success of this plan is an engaged and competent workforce providing innovative and tailored services within the Australian Business Excellence Framework.

Adventist Senior Living's Core Business and Mission

The Core Business of Adventist Senior Living, or put another way our reason for existing is to care for our Customers and Clients, striving to meet their emotional, physical and spiritual needs through a Christ centred approach which is anchored in our organisational values.

Put simply our mission is **servicing people**.

Adventist Senior Living's Values

The values of Adventist Senior Living provide the organisation including the Board, management, staff and volunteers with a constant reminder against which the organisations behaviours can be aligned and measured.

People First	We recognise the uniqueness of each individual, therefore we will strive to achieve the best possible outcome for each one
Integrity	We will act with integrity in all that we do and say, as individuals, as a team and as an organisation
Accountability	We will do what we will say we will do and expect to be held accountable for this.
Servant Leadership	We are here to serve others. This service will reflect Christ's own service
Learning and Excellence	We believe in the pursuit of service excellence and the professional development of our volunteers, staff, management and Board
Sustainability	We believe in the principles and practices of economic, social and environmental sustainability

Agreed Scenario and Associated Key Assumptions

We have determined the most likely scenario for the future growth and development of our existing and new services; residential care, self-care, community care (both fee for service and Government subsidised); in essence we cannot remain as a small aged care provider

The key assumptions of our new business/service modelling and our planned service, geographic and financial growth rate are:

Stakeholder Engagement:	We will need to actively seek internal and external stakeholder feedback and use this information to better help us deliver our Mission and Vision and to live our values.
Financial Model:	We will continue to develop and apply a robust financial model that underpins our new business/service model ensuring we have determined the true cost, margin and price of each service and service element.
Integrated Systems:	We will continue to obtain/develop, implement and utilise robust and integrated organisational and operational systems that will enable us to operate in a free/managed marketplace where resident/client choice and market forces will rule.
Commercial Approach:	We will continue to be commercially focused, robustly apply commercial principles and practices and ensure we meet our financial key performance indicators and industry benchmarks.
Resident/Client Approach:	An increased number of residents/clients will take up consumer directed care and/or similar models of individualised financial support, enabling them to make greater choices. Therefore our staff will need to be highly flexible and adaptable, listen to requirements and respond in a timely, caring and efficient manner.
Assistive Technologies:	The use of assistive technologies will be common place as market forces drive down costs and customers demand more services to be provided into the family home. Assistive technologies will help leverage needed efficiencies as well as provide less intrusive ways of providing care and other services.
Legislative and Quality Framework:	Legislation, standards and performance requirements will continue to increase. We believe that accreditation is a minimum requirement and not a differentiator. We will however in addition to accreditation, rigorously pursue organisational wide improvement with a continued focus on applying the principles and practices of the Australian Business Excellence Framework as the quality Framework for the organisation.
Structure and Positions:	Continuing to strengthen our organisational and service structure and positions will be crucial to the ongoing growth of the organisation. As such we will continue to develop our staff at all levels achieving measurable and demonstrable engagement to our organisational values and culture. This action will in turn create an engaged and competent workforce better equipped to continue to grow the organisation.
Brand Promise/Differentiator:	In a world of service provision to older Australians, Adventist Senior Living will need to identify it's brand promise and unique selling proposition and measure it's customer experience through this lense.

Outputs – Strategic themes

The outputs from this process have been collated into a number of organisation wide Strategic Themes and these are:

Strategic Theme One:

Operational Excellence

Adventist Senior Living will continue to apply the principles of Business Excellence to all its operations continuing to move beyond mere compliance to an environment of business excellence. We will do this by:

- Executing our mission critical processes in a timely manner.
- Always learning and improving our processes by applying the principles of continuous quality improvement to all that we do
- Being good stewards of our resources always seeking to be effective and efficient in all that we do.

Strategic Theme Two:

Sustainable Growth

Adventist Senior Living will continue to logically and sequentially research, develop and grow its existing and new services that are founded on:

- The Adventist Senior Living Way, our Mission Vision and Values
- An understanding of our current and future customers expectations and requirements
- Products and services designed to suit our customer's and client's needs.

Strategic Theme Three:

Engaged and Competent Workforce

Adventist Senior Living will develop and implement a Strategic Workforce plan that will focus on:

- The development of a workforce that will meet the future service delivery challenges in the Aged Care sector.
- A workforce that is aligned with the organisation's mission vision and values.
- A leadership team that is equipped to lead in the new world of consumer choice

Strategic Theme Four:

Customer Excellence

Adventist Senior Living will develop a model of service provision that places the customer at the centre of all that we do. We will do this by:

- Meaningful engagement with key stakeholders that will drive existing and new service provision.
- Understanding who our target market is and what their needs may be.
- Owning our mistakes and seeing them as a way to improve.

For further information on the Adventist Senior Living Strategic Plan contact:

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