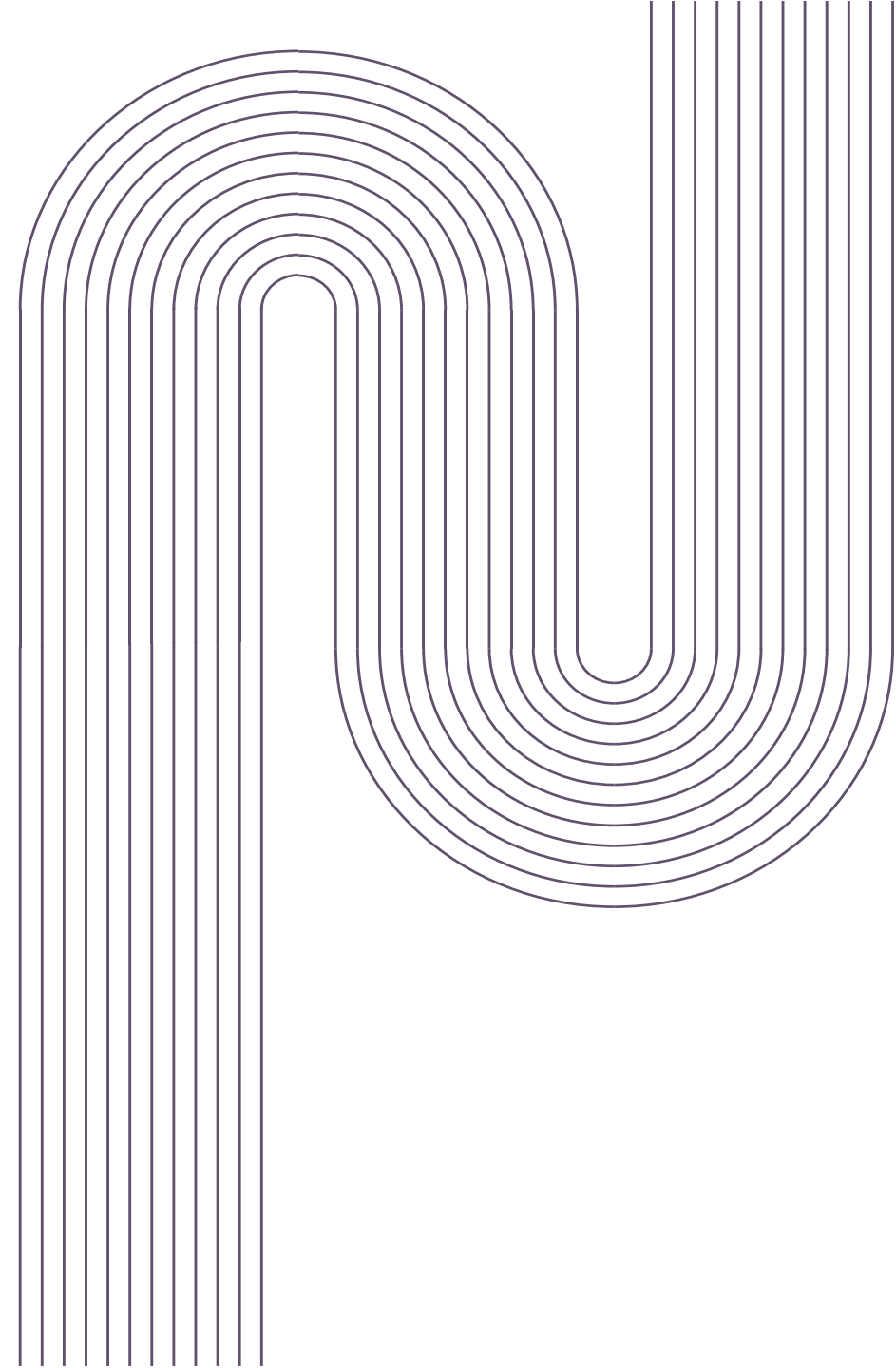


Ashleigh Community Ltd 5-Year Strategy to 2030



About Ashleigh Community

Ashleigh Community is a community owned not for profit aged care and retirement living provider located in Sale, Gippsland. It is one of the largest aged care and retirement living providers in Sale, and a significant employer. Ashleigh Community has 3 sites – an 80-bed aged care facility, including 20 beds for memory support (dementia) and two retirement villages, namely, Eastwood Park Village with 52 Independent Living Units (ILUs) and Northwood Park Village with 36 ILUs.

Ashleigh Community is locally managed with over 45 years of experience in providing quality aged care services and accommodation to older people in our community. Ashleigh Community was founded in the 1970's by local philanthropists, the Catholic Church and Sale Rotary Club. Ashleigh Community is a registered company, governed by a Board of Directors made up of committed community minded professionals. Daily operations are managed by our CEO and the leadership team.

This strategic plan has been developed to guide Ashleigh Community in 5 years, 2026 - 2030, and will be reviewed annually.



Summary

OUR VISION

To be a welcoming and inclusive community for older people in Gippsland and beyond

OUR MISSION

To create a safe and supportive community for older people by providing affordable accommodation and high-quality integrated care services

5Y STRATEGIC GOALS

FINANCIAL STABILITY

5% NP Margin by 2030

GROWTH

110 ILUs by 2030

QUALITY

Exceed standards expectations

CUSTOMER EXPERIENCE

Customer satisfaction NPS 0 as minimum

EMPLOYEE ENGAGEMENT

Engagement 75% minimum

STRATEGIC PILLARS

SUSTAINABILITY

Providing services that:

- Are financially sustainable
- Meet community needs
- Offer choice in pricing and style, with accommodation suited to needs and specialist areas
- Improve the lifestyle of our residents and the ability to make decisions and choices
- Incorporate technology-enabled homes to improve staff productivity and the resident experience

SPECIALISED SERVICES

Investing in and becoming known for enabling quality of life and specialised services, including:

- Providing excellent care and support services, clearly packaged to meet customer needs
- Providing a continuum of care from low needs through to high needs
- Leading in assisted living, dementia support, and palliative care services
- Continuous innovation and improvement

PEOPLE AT THE HEART

Continuing to invest in our people as a core strength, including:

- Developing specialist skills and expertise
- Providing support and development with career pathways
- Building our culture of community
- Enabling our staff to add to our residents' lives
- Investing in technology to help staff in their work and reduce time spent on admin

5Y STRATEGIC INITIATIVES

1. EFFICIENT RESOURCE UTILISATION
2. RESOURCE OPTIMISATION AND NEW REVENUE STREAMS
3. GROWTH IN INDEPENDENT LIVING

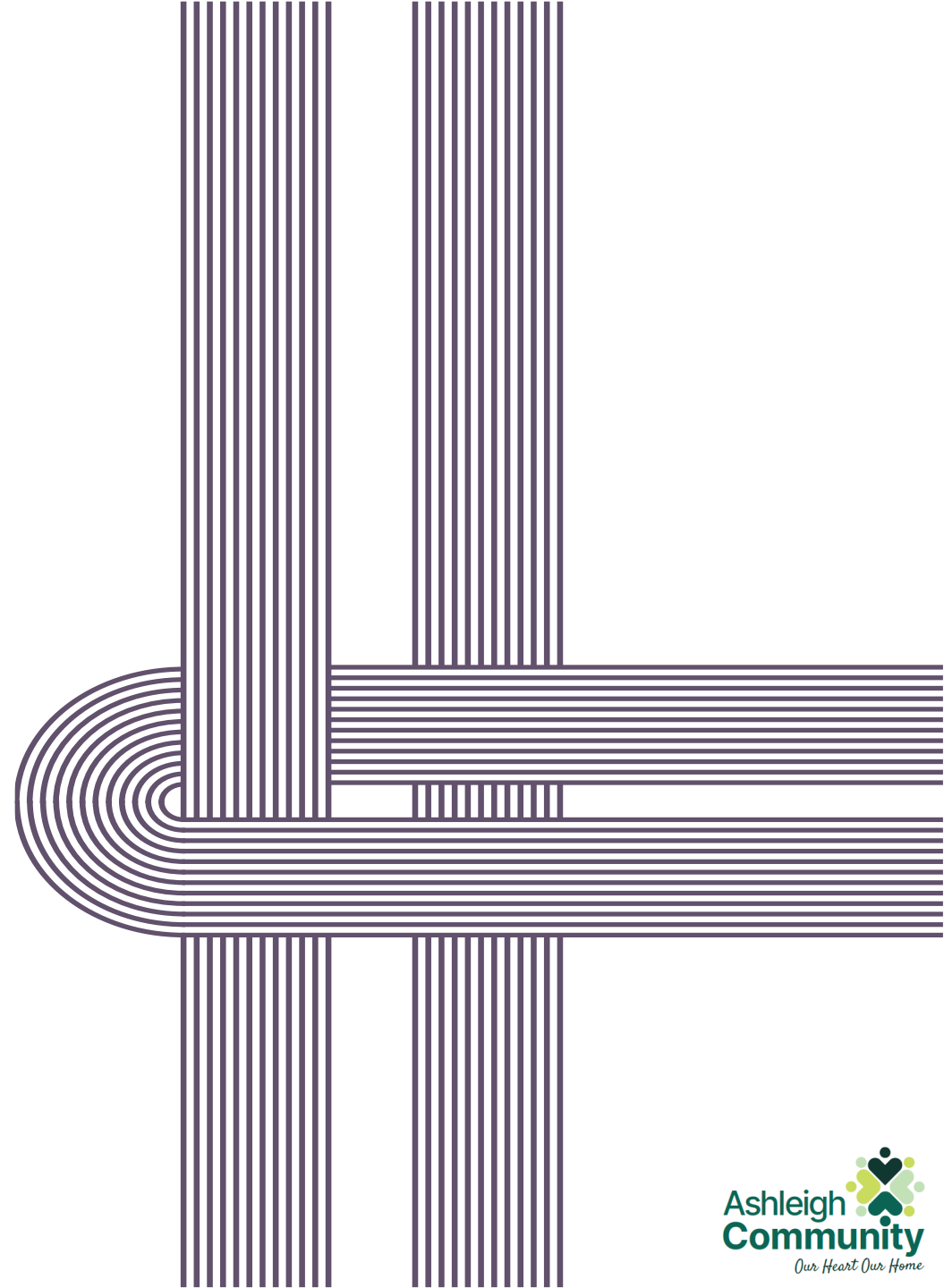
1. CLINICAL GOVERNANCE
2. MODEL OF CARE
3. TECHNOLOGY AND INNOVATION

1. CULTURE AND ENGAGEMENT
2. WORKFORCE STRATEGY
3. VOICE OF THE CUSTOMER

Our Vision

To be a welcoming and inclusive community for older people in Gippsland and beyond.

We believe seniors deserve the best and our vision is to set the path to achieve a welcoming and inclusive community. We want everyone to have quality of life, as it means to them - where people are loved and supported, no matter what their needs are. We will experiment and innovate to lead by example, always in service of our residents.



Our Mission

To create a safe and supportive community for older people by providing affordable accommodation and high-quality integrated care services

We exist to enable seniors to thrive, as part of a connected community. We provide contemporary, quality homes, with support and services to enable people to live with as much independence, freedom and choice as possible, no matter what their needs are. We provide affordable accommodation and quality services to support residents at their home.

Our Values

Trust

Value confidence in each other

Compassion

Value making a difference with authenticity

Integrity

Value honesty, sincerity and commitment

Respect

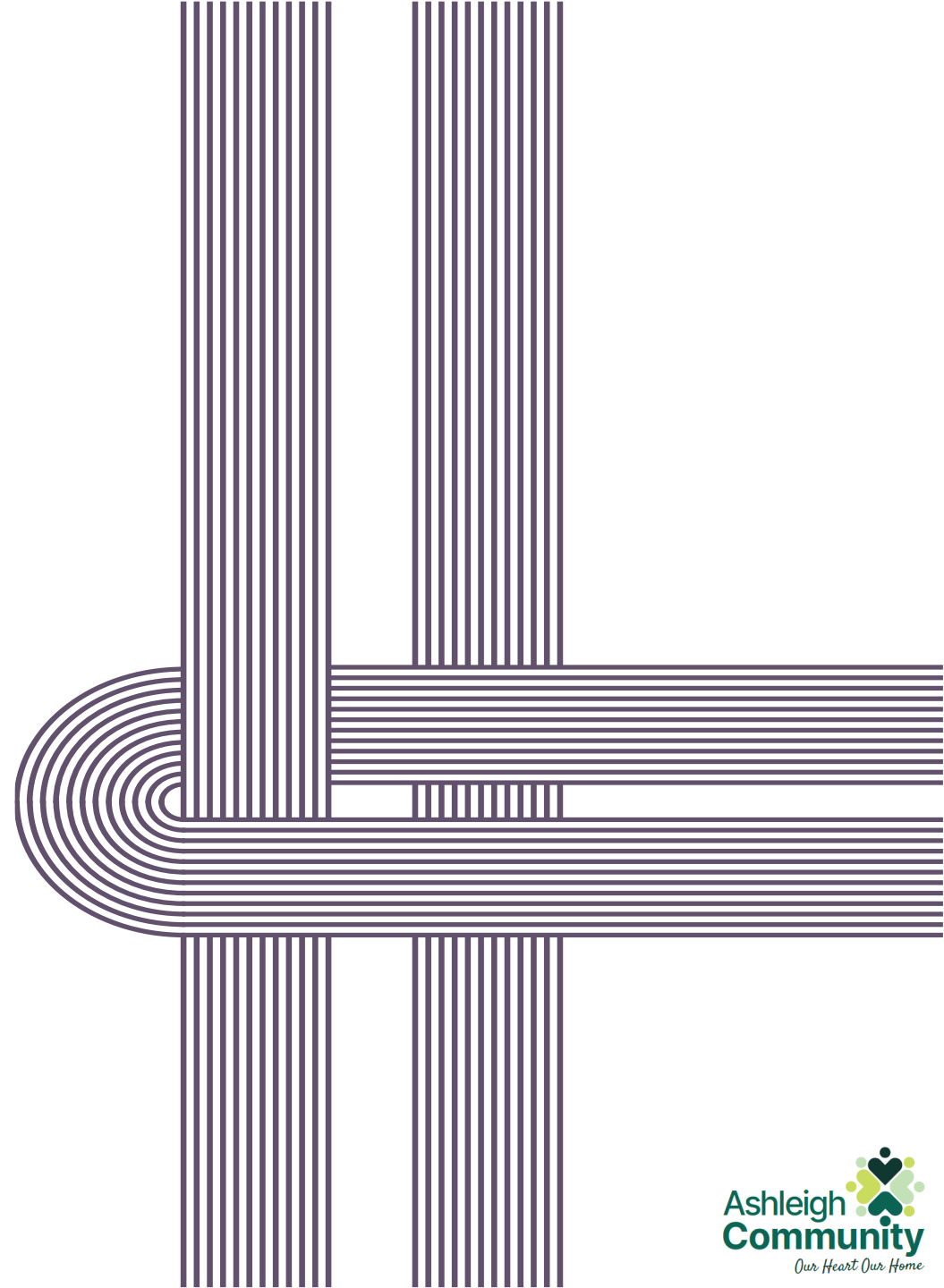
Value individuality and uniqueness

Inclusiveness

Value diverse opinions and backgrounds

Innovation

Value new ideas and concepts



Strategic Pillars and Initiatives

To achieve our vision, Ashleigh Community will focus on the following strategic pillars over the five years, prioritizing strategic initiatives aligned to each pillar. Alongside these pillars and embedded within each one is a focus on the customer and using technology to support how we operate into the future.

5Y STRATEGIC INITIATIVES

1

SUSTAINABILITY

1. EFFICIENT RESOURCE UTILISATION
2. REVENUE OPTIMISATION & NEW REVENUE STREAMS
3. GROWTH IN INDEPENDENT LIVING



2

SPECIALISED SERVICES

1. MODEL OF CARE
2. QUALITY EXCELLENCE
3. TECHNOLOGY AND INNOVATION



3

PEOPLE AT THE HEART

1. CULTURE AND ENGAGEMENT (EVP)
2. WORKFORCE SUSTAINABILITY
3. VOICE OF THE CUSTOMER

Sustainability – Efficient resource utilisation

Objective

To create a well-designed roster which meets resident care needs and exceeds the care minutes target for each resident. This results in ★★☆☆☆ staffing rating as minimum.

The following points will be considered in achieving a roster design that ensures efficient resource utilisation:

- The change in funding instrument from ACFI to AN-ACC on 1 October 2022 with funding based on each resident AN-ACC classification.
- Required care minutes that became mandatory on 1 October 2023, roster needs to be designed according to the funding and care minutes requirement according to care needs of each resident.
- This will ensure resources are allocated according to care needs as measured by the care minutes and, according to the allocated funding. The average required care minutes from October 2024 is 215 including 44 RN care minutes.
- It is also important to note that roster flexibility is necessary in adapting to resident movements and changing care needs.
- A well designed flexible roster will reduce the need for overtime and avoid the use of agency staff.

Sustainability – Revenue optimisation

Objective

Maintain occupancy above 95% with optimum resident mix to improve financial performance.

Strategies:

Maintaining high occupancy is key to optimising revenue. Occupancy above 95% can be achieved through networking and keeping in close contact with key stakeholders for both Ashleigh House and Eastwood Park and Northwood Park Villages.

Responsible personnel: BSM, CCM & CEO.

Another approach to maintaining and improving high occupancy is taking a proactive approach in managing occupancy. Work closely with key stakeholders in planning for potential movements. Further, introduction of Home Care will build a client base in the wider community.

Responsible personnel: BSM, CCM & CEO.

It is also important to have the right resident mix. Maintain supported ratio above 40% with partially supported residents. Further, have the right mix with RAD and DAP residents. RAD to provide cash flow for operation and DAP for profitability due to high Maximum Permissible Interest Rate (MPIR). AN-ACC assessment is also important to optimise revenue.

Key stakeholders:

- Central Gippsland Hospital & Latrobe Regional Health
- Aged Care providers in Gippsland
- Australian Healthcare Associates (AN-ACC assessment)
- Gippsland Home Care providers

Key stakeholders:

- Clinical team
- Environmental services team
- Catering services team
- Home Care clients

Key stakeholders:

- Centrelink
- Services Australia
- Australian Healthcare Associates
- Consultants such as Next Force and Provider Assist

Sustainability – New revenue streams: Home Care

Objective

Introduce new revenue streams to improve services and provide additional revenue.

Ashleigh Community will launch **Ashleigh Home Care** to deliver flexible, personalised in-home support for older adults.

Services will initially focus on existing retirement village residents and the local community, enabling clients to maintain independence while accessing tailored care and domestic support.

The program will operate under the My Aged Care framework, with approval already secured for Home Care Package delivery. Initial rollout will begin with a small client base and expand as demand and workforce capacity grow.



SERVICE OVERVIEW

A successful Home Care service will be client focused, compliant and continually improved. Clients to Ashleigh Home Care will benefit from:

1.

Personalised care planning aligned with client needs, preferences, and goals

5.

Assistance with daily living activities, (meal preparation, cleaning, personal care, transport)

2.

Health and wellbeing support, including coordination with GPs and allied health

6.

Social connection programs to reduce isolation and promote community engagement

3.

Professional, trained care staff with ongoing skills development

7.

Compliance with Aged Care Quality Standards and Home Care Package guidelines

4.

Transparent monthly statements and fee structures

8.

Ongoing program evaluation and quality improvement initiatives

Sustainability – New revenue streams: HELF

Objective

Introduce new revenue streams to improve services and provide additional revenue.

Explore new revenue streams such as Home Care package offerings and Higher Everyday Living Fee (HELF). Exploration into Home Care is already underway, and HELF will also be explored. These services will improve the lifestyle and experience of our residents and additional revenue.



Sustainability – Growth in Independent Living

Objective

Grow Eastwood Park and Northwood Park villages to 110 units by 2030 to address the affordable housing crisis in the community and operational sustainability challenge.

Strategies:

Construction of eight one-bedroom units is underway at Eastwood Park, with completion anticipated by September 2026. This project is considered stage 1.

Responsible team: Building Committee and Legend Homes.

Stage 2 is considering construction of four two-bedroom units at Northwood Park.

Responsible team: Building Committee and Legend Homes.

Stage 3 is considering a further ten two-bedroom units at Northwood Park.

Responsible team: Building Committee and Legend Homes.



Specialised services – Model of care

Objective

Create a clear framework for a thriving environment which enables people to live with dignity and respect, freedom and choice. We aim to see improved quality indicators and increased customer satisfaction as a result.

A “Model of Care” broadly defines the way health services are delivered. It outlines best practice care and services for a person, population group or patient cohort as they progress through the stages of a condition, injury or event. It aims to ensure people get the right care, at the right time, by the right team and in the right place.

Strategies:

- Implement and maintain a strong and clear clinical governance framework to enable a thriving environment
- Upskill staff in all departments to support residents in living with dignity and respect, freedom and choice through regular and consistent education
- Build and strengthen multi-disciplinary networks which effectively impact a thriving environment



- Implementation of effective handover procedures to enable strong communication and accountability
- Foster the workforce culture to work as a team with the residents at the center of care
- Ensure preparedness for the new Aged Care Strengthened standards that will come into effect November 2025

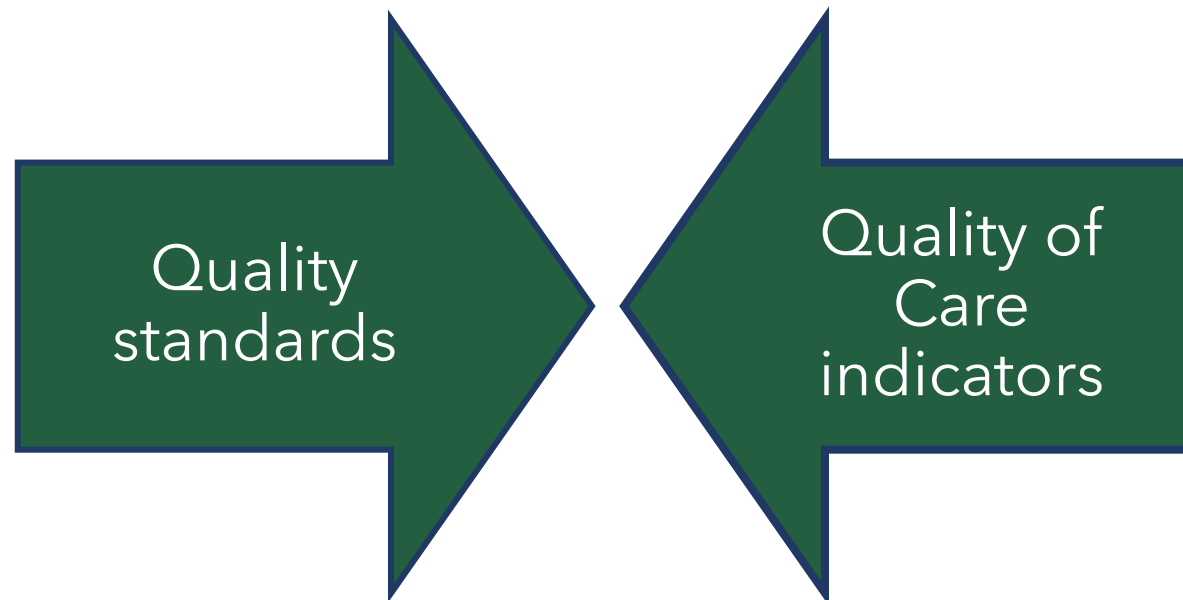
Specialised services – Quality excellence

Objective

To embed excellence across all services, resulting in improved quality, compliance and clinical outcomes.

Strategies:

- Implement and maintain strong and clear policies and procedures to embed excellence across all departments
- Foster a culture that encourages continuous improvement to excel at the application of the quality standards
- Maintain sufficient resources to adapt to changing care needs, and higher occupancy, so quality and safety are not compromised.



- Improve quality of care indicators through a multidisciplinary approach embedding best practice and proactive systems such as:
 - Multidisciplinary meetings
 - Clinical care reviews
 - Care conferences
 - Customer communication and engagement
 - Balancing customer choices with clinical implications through education and informed decision-making processes

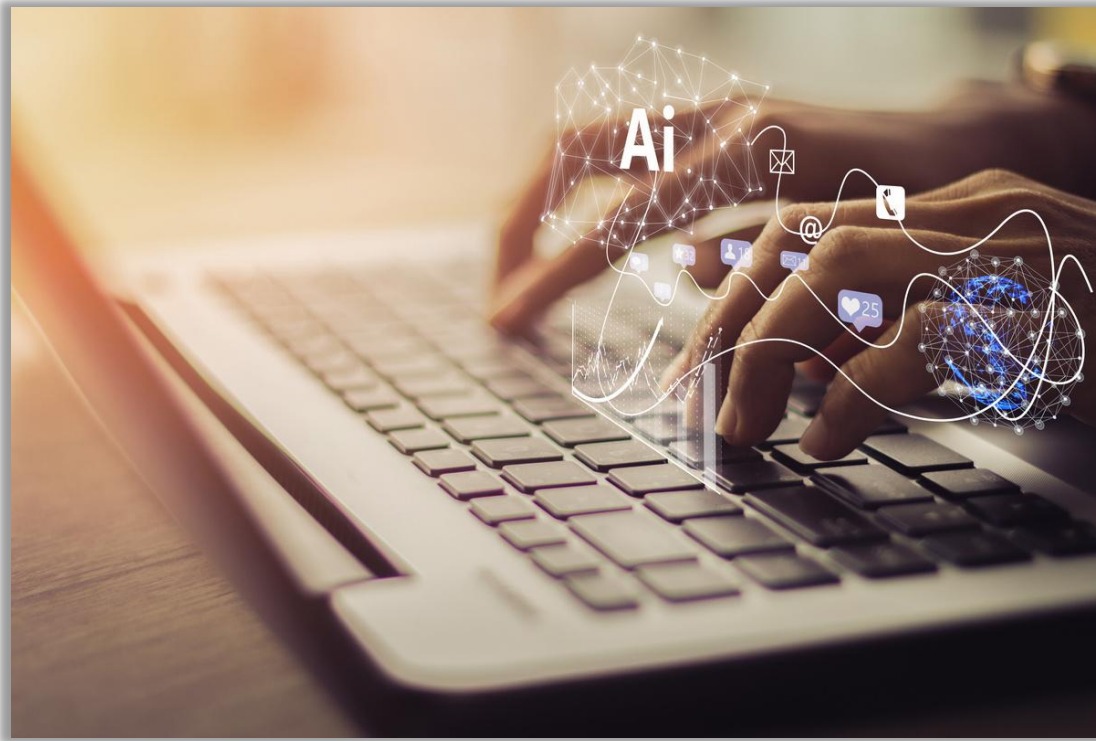
Specialised services – Technology

Objective

To embed and integrate technology across Ashleigh Community that improves the customer experience, enables effective service delivery, and frees up staff time from administrative tasks.

Desired Outcomes:

- i) Staff productivity
- ii) Staff education
- iii) Resident independence
- iv) Resident experience



Strategies:

- i) Handheld devices
- ii) Integrated systems – Inerva, Lightyear, Acredia & Souped-up and governance system
- iii) Virtual reality
- iv) Voice activated devices
- v) Apps to order services

People at the heart – Culture & engagement

Objective

Enhance culture and engagement to improve employee engagement, attraction and retention, reduce turnover and grievances, and positively impact our customers and community.

Strategies:

- EBA involving staff and unions to ensure competitiveness and fairness in a sustainable manner.
- Annual staff engagement survey with a 75% response rate as minimum.
- Assess RN demands in the industry and adjust recruitment incentives accordingly in a sustainable manner. This includes monitoring and reporting of mandatory care minutes and 24/7 RN onsite requirements.



- Align resources and adapt to changes in the industry. This includes, understanding the new standards and the impact on staffing needs and funding drivers.
- Promote a positive and vibrant corporate environment through the leadership team leading by example. This may result in movements voluntarily or through the disciplinary process.

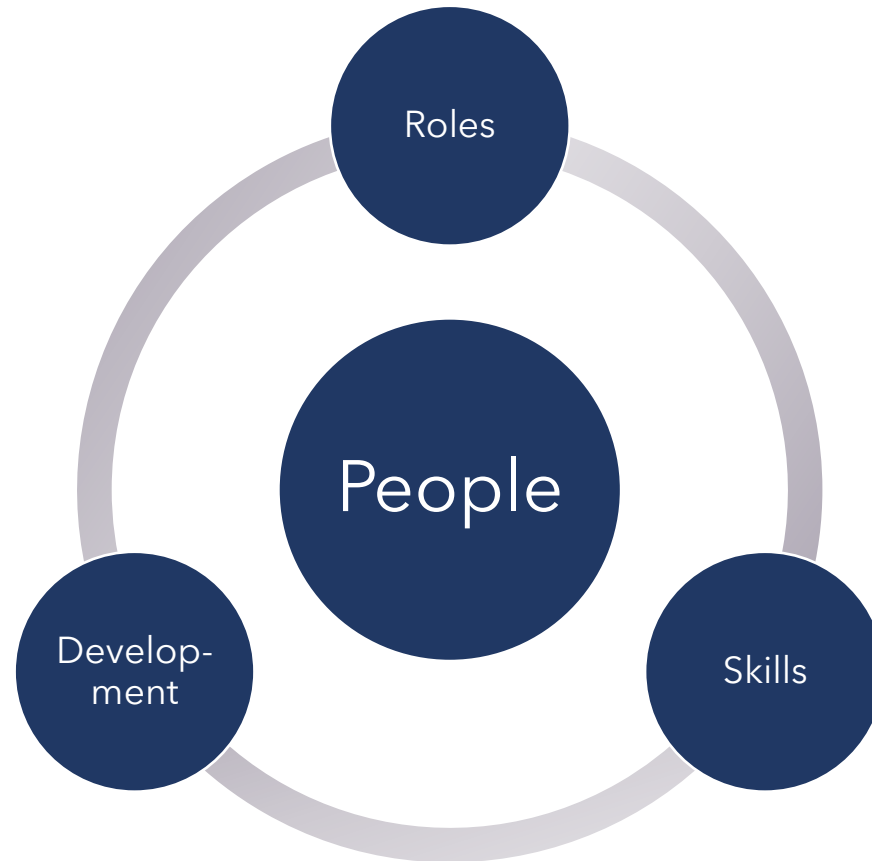
People at the heart – Workforce sustainability

Objective

To ensure that Ashleigh Community is properly resourced with the right people and skills, including reducing risk of staff shortages and to balance resourcing levels in a financially sustainable manner.

Strategies:

- Recruitment based on merit with proper due diligence process in place.
- Probational period of 6 months is well utilised and allows for growth and development. Candidates that do not fit the Ashleigh Community culture are addressed within the probational period.
- Maintain and improve on Ashleigh Community's reputation as an employer of choice.



- Roster review and roster design in response to AN-ACC requirements, and flexible and fairness. Example, this may include reviewing the length of morning, afternoon and night shifts, and weekend shifts on rotational basis.
- Ensure role alignment and consider future growth and development potential when assessing a candidate's suitability. That is recruitment by our values, retention by our values and terminate by our values.

People at the heart – Voice of the resident

Objective

To improve Ashleigh Community's understanding of current and future resident needs so that it can take considered actions and decisions. Further, staff are enabled to be able to tailor how they work with residents, resulting in an improved resident experience.

Strategies:

- Engagement with CGHS and community networks, including First Nations, regarding future customer needs and take considered action and decisions
- Utilise the monthly residents meeting to have a clear voice from the customer regarding tailored care and services
- Implement care conferences to understand individualised needs, enabling staff to tailor service delivery



- Complete consistent resident surveys to understand current and emerging needs
- Enhance communication within the workforce to tailor resident care and services in a timely manner through handover and communication applications
- Strategic employment of a workforce where staff have the ability to tailor their performance in how they work with residents to meet their individuality and uniqueness
- Promote fundraising and philanthropic support as a not-for-profit community-based organisation.

Strategic Goals and Outcomes

By 2030, Ashleigh Community aims to have achieved the following strategic goals and outcomes through the successful delivery and completion of its strategic initiatives.

FINANCIAL STABILITY

5% NP Margin by
2030

GROWTH

110 Independent
Living Units by 2030

QUALITY

Meet quality
standards as
minimum

CUSTOMER EXPERIENCE

Customer satisfaction
NPS 0 as minimum

EMPLOYEE ENGAGEMENT

Engagement 75% as
minimum



5Y Strategy Implementation Roadmap

	FY26	FY27	FY28	FY29	FY30
1. Sustainability	Resource optimization - high occupancy and right resident mix ----->>>				
	Efficient resource utilization - roster review and design				
	New revenue streams - introduce Home Care ----->>>			New revenue streams - introduce Higher Everyday Living Fee (HELFF) for service	
	Growth in ILUs - 8 EWP ILUs stage 1 ----->>>	Growth in ILUs - 4 NWP ILUs stage 2 ----->>>		Growth in ILUs - 10 NWP ILUs stage 3 ----->>>	
2. Specialised services	Model of care strategies ----->>>				
	Quality excellence strategies ----->>>				
	Technology strategies ----->>>				
3. People at the heart	Culture & engagement strategies ----->>>				
	Workforce sustainability strategies ----->>>				
	Voice of the customer strategies ----->>>				

MOTIVATION

“It’s not about how hard you hit. It’s about how hard you get hit and keep moving forward”.

Motivational quote by Rocky Balboa (2006) that defines the focus for Ashleigh Community (AC) in achieving our five strategic goals. It’s not about discrediting other providers, but about staying true to our mission and values. It is about being well-positioned in Gippsland to adapt to challenges, embrace opportunities, and continue moving forward with strength and resilience.

Most importantly, it is about working hand in hand with our residents, families, staff, and community partners to deliver high-quality services that enrich the lives of older people in Gippsland and beyond.

Glossary

- AC – Ashleigh Community
- NP Margin – Net Profit Margin that measures AC's financial performance
- ILU – Independent Living Unit usually in retirement villages
- NPS – Net Promoter Score, a customer loyalty metric
- EVP – Employee Value Proposition, a consistent message about AC that attracts, engages and retains staff
- ACFI – Aged Care Funding Instrument, former funding instrument for aged care
- AN-ACC – Australian National Aged Care Classification funding model, the new funding instrument for aged care
- RN – Registered Nurse
- Care minutes – mandatory to ensure older people in aged care homes, such as AC, receive the dedicated care time they need. On average 215 including 44 RNs
- BSM – Business Services Manager
- CCM – Clinical Care Manager
- CEO – Chief Executive Officer
- Supported Ratio – residents who receive government assistance. That is residents who are pensioners. A ratio of above 40% AC receives higher government supplements.
- DAP – Daily Accommodation Payment, an option for accommodation payment
- RAD – Refundable Accommodation Deposit, another option for accommodation payment
- MPIR – Maximum Permissible Interest Rate, a government set interest rate to calculate DAP for residents in aged care
- Home Care – provisioning of mobile services to Eastwood Park and Northwood Park villages and the wider community
- HELF – Higher Everyday Living Fee, provisioning of additional services in aged care homes as fee for service
- EBA – Enterprise Bargaining Agreement for AC
- 24/7 RN onsite – requirement that comes with the AN-ACC funding model together with the care minutes
- CGHS – Central Gippsland Hospital Services
- Legend Homes – appointed local builder for ILU development stage 1