

Asbury's Strategic Plan through 2022

Asbury's strategic plan has been developed to assure it supports our Mission; *"To do all the good we can by providing exceptional lifestyle opportunities to those we serve."*

The objectives of the plan helps our system work toward our Vision; *"As a nationally recognized leader in senior lifestyle opportunities, Asbury continually redefines the expectations of aging."*

The plan is supported by our core values:

- Commitment to residents, associates, volunteers and partners
- Stewardship and financial strength
- Quality and innovation
- Integrity

Strategic Goals

Our three strategic goals are intended to bridge the distance between our current position (considering our strengths and weaknesses) and our aspiration for 2022, while advancing the organization toward fulfillment of the greater, far-reaching vision. They are both inter-related and inter-dependent. We have established three strategic goals which are fundamental to achieving our Vision:

- 1) Be the provider of choice in every market we serve
- 2) Be the employer of choice within those markets
- 3) Build financial strength

When we successfully fulfill our strategic plan it will have positioned our communities as the ***high quality, competitively priced provider*** in each of the markets we serve, established each of our entities as an ***employer of choice*** within the markets we serve while ***building financial strength*** that enables flexibility, innovation and the ability to evolve and change.

We define each strategic goal as follows:

Provider of Choice

To be the ***provider of choice*** means that our communities and our services will be preferred by prospective residents, families, health systems, strategic partners, investors, operators seeking a quality provider to affiliate with and payors seeking the best value for their subscribers. This is demonstrated by maintaining the highest occupancy levels within the individual market areas; by the active cultivation of excess demand for certain services and/or living accommodations; and by maintaining a high reputation in the community and approval in social media and through rigorous accreditations, higher Star ratings and person-centered care designation.

Current residents/clients will experience Asbury as their *provider of choice* and hold our communities in high regard and reflect that through a sustained or increased level of resident/client referrals and satisfaction/engagement scores.

Provider of Choice Organizational Performance Metrics and Targeted Results/Outcomes for 2022:

- Achieve top quartile performance for resident engagement. (Independent Living and Clinical measurement)
- Achieve EAGLE/CARF re-accreditation for each of our eligible communities. (Independent Living and Clinical Measurement)
- Attain preferred provider status with a Health/Hospital system in each of our markets. (Clinical Measurement)
- Achieve person-centered care (Planetree®) certification in Maryland, Pennsylvania and Oklahoma CCRCs, and an equivalent level of achievement in Tennessee CCRCs.
- Sustain and/or exceed 4-Star overall rating in skilled nursing in Maryland, Pennsylvania Tennessee, and Oklahoma. (Clinical Measurement)
- Achieve top quartile rating on social media sites when referring/endorsing our communities.

Employer of Choice

To be the *employer of choice* means that all business lines in the Asbury Communities family attract, retain, develop, engage and empower talent who outperform others in the market and who choose (and are chosen) to remain with the organization for a significant stint or even an entire career.

Employer of choice status is demonstrated by low vacancy and turnover rates, higher performance on indicators of engagement and greater staff performance as measured through nationally recognized benchmarking and survey data.

Employer of Choice Organizational Performance Metrics and Targeted Results/Outcomes for 2022:

- Create and execute a plan for each campus to achieve *employer of choice* status through local or national workplace recognition.
- Achieve top quartile performance in the following indicators of engagement:
 - trust
 - manager effectiveness
- Double the proportion of highly accountable staff within the workforce to 25 percent of the total workforce.
- Retain staff at a rate consistent with top quartile performance in organizations that compete for a similar workforce.

Build Financial Strength

*By continuing to focus on **building financial strength** it enables our organization to evolve and change based on market conditions and to invest in innovation and the evolution of our business model. It will sustain the organization through economic challenges and afford the organization the opportunity to engage in new business lines and invest in activities (i.e. start-ups, repositioning) with longer timelines to achieve appropriate rates of return. Financial strength is demonstrated by maintaining sufficient days cash on hand, appropriate leverage ratios while reinvesting in our infrastructure.*

Build Financial Strength Organizational Performance Metrics and Targeted Results/Outcomes for 2022:

- Achieve a consolidated OR of 97% for our core business of CCRC's
- Asset Integrity: Our communities will sustain their position in the market by ensuring appropriate capital investment.
- Leverage Ratio: Maximize cash to the amount of debt we have through a strong cash to debt ratio.