



ASBURY COMMUNITIES

STRATEGIC BLUEPRINT

2022 - 2024

Strategic planning consulting services
provided by ForgeWorks
Lancaster, PA



MISSION STATEMENT

Exploring possibilities to live your best life

GUIDING PRINCIPLE STATEMENT

Doing all the good we can with **integrity, transparency, and grace**

ENVISIONED FUTURE

In seven years, Asbury has redefined well-being, growing into one of the most innovative and technology-centric organizations.

VIVID DESCRIPTION

In seven years, Asbury has changed lives for the better every day. It is a place where anticipate more is a promise. Well-being is a driver and outcome of all that we do. Through the intersection of impassioned people, a shared Mission, and cutting-edge innovation, people feel inspired and supported. Technology enables associates to think big and accomplish more. Those we serve are energized through meaningful, personal experiences. Collaborations with world-class organizations foster programs and services that outstrip our competition. Whether it is through technology or its people, Asbury can confidently call itself a leader in its field and beyond.

VALUE PROPOSITIONS

ASSOCIATE

Caring for you so you can serve others

ORGANIZATIONAL

Creating inspired connections and experiences

FOUNDATION

Aligning donor passion with transformational opportunity

CCRC DIVISION

Creating memorable experiences through a resident-centered approach

INTEGRATED SERVICES DIVISION

Working in partnership to diversify revenues and improve services and outcomes

THRIVEWELL TECH

Delivering disruptive technology solutions

FOUNDATIONAL PILLARS

- » **Customer-centricity**
- » **Diversity, equity, and inclusion**
- » **Energized culture**
- » **Engaged associates**
- » **Leading edge technology**
- » **Long-term financial success**
- » **System mindset**



STRATEGIC FOCUS AREA

Asbury CCRCs are “well-being” destination communities

VALUE PROPOSITION

Creating memorable experiences through a resident-centric approach

STRATEGIC PRIORITIES

- A** Reposition CCRC business model
- B** Design and integrate contemporary “well-being resident” model
- C** Foundational Imperative: Address aging infrastructure

CCRC “Desired Resident Profile”

- » Middle class consumer
- » “Well-being” mindset and lifestyle is important to them
- » Diversity (race, ethnicity, sexual orientation)
- » Couples (more financially viable)
- » Technology savvy
- » Embrace innovations

SUCCESS INDICATORS

1. Licensed beds reduced by a total of 187 beds at AMV, RW, and AP by 2024. (100 AMV, 50 APM, 37 RW)
 2. Fully reviewed & updated contract/pricing models at all CCRCs by 1Q 2023.
 3. CCRCs have the systems to serve increased customers residing outside the campuses.
 4. Asbury system “well-being” model serving all levels of living integrated by the ED and community team by 2023.
 5. By 2024, increase the current 11% resident referral rate to 20% of resident referrals due to the well-being model. (The data will be drawn monthly from the lead inquiry report in the Sherpa system.)
 6. Borrowed at least \$50M and completed identified prioritized infrastructure projects as identified in 10-year capital plan by 2024.
 7. Resident satisfaction, validated by third party data, is in the top 25% of like sized CCRCs by 2024.
 8. Have implemented wellness program and cognitive impairment program at each community based on external market driven data and resident focus group approaches that are market differentiators by 2023.
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CRITICAL MILESTONES

Design and integrate contemporary “well-being resident” model

1. Designed an Asbury system “well-being” model serving all levels of living.
2. Funded \$3 million in special programs, via the 100-year anniversary campaign, that meet lifestyle and programming desires.

Foundational Imperative: Address aging infrastructure

3. Updated 10-year Capital Plan for each community in 2022.
4. Created financial vehicles to address aging infrastructure with large scale strategy in 2022.
5. IT services are provided at all communities based on their needs. (Wi-Fi, resident engagement platforms, communication strategy in place)
6. Funded at least \$10 million in capital enhancements, via the 100-year anniversary campaign.



STRATEGIC FOCUS AREA

Asbury will become a diversified aging services organization

VALUE PROPOSITION

Working in partnership to diversify revenues and improve services.

In 2021, Integrated Services include pharmacy, therapy, home care, home health, lab, and PACE/LIFE.

STRATEGIC PRIORITIES

| | |
|----------|---|
| A | Growth contributes to profitability of the diversified aging services organization |
| B | Integrated Services contributes to profitability of the diversified aging services organization |
| C | Innovation contributes to profitability of the diversified aging services organization |

LIFE/PACE Participant Requirements

- » At least 55 years old
- » Must meet nursing home clinical eligibility requirements determined by a third party
- » Must be able to remain safely in their home with the program's support
- » Must live in the service area (zip code)
- » No cost to the participant that meets the requirements for medical assistance (poverty level) in the community unless they're in a nursing facility for greater than 30 consecutive days

LIFE/PACE Ideal Client Profile

- » Couple at least 65 years old
- » Lives in their own home or affordable housing
- » Ambulatory
- » Have a supportive care partner
- » Compliant with medications and treatments
- » Likes other people

Integrated Services “Desired Client Profile”

- » Will open a new market and location to Asbury
 - » Will accept ownership percentage of no greater than equal
 - » Able to achieve at least 15% increase in profitability after completion of Phase One of contract
 - » Must have the required expertise in the partnered service area
 - » Must understand and support CCRC “well-being” differentiator in its services
 - » Seen as a trusted partner by Asbury SLT and practices the Guiding Principle “To do all the good that we can”
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SUCCESS INDICATORS

1. Board is provided robust study with metrics enabling them to make an informed “go” or “no go” decision as to whether to enter the lower-middle market by 4Q 2022.
 2. Integrated Services (except PACE/LIFE) are provided throughout all communities by 2024 and revenue grows 15% year over year for 2023 and 2024.
 3. PACE/LIFE programs will increase profits by 20% year over year for 2023 and 2024.
 4. Have contracted with at least one “Preferred Client” for Integrated Services programs in 2022, 2023, 2024 which achieves 15% increase in profitability year over year at the completion of the start-up process.
 5. Serve the aging population outside communities’ campuses by growing revenue from “Advantage” Program 10% year over year.
 6. Asbury Caring Network is in the market and is meeting profitability goals by 2024 (business plan to be finalized by Q1 2022).
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CRITICAL MILESTONES

1. Diversified our revenue streams with balanced business models that serve the aging population outside the CCRC campus.
2. Developed “Advantage” contract providing members with access to area CCRC and its services but do not live on the campus.
3. Developed framework for Integrated Services’ partnership growth strategy.
4. All Integrated Services are compatible with Asbury’s organizational systems.
5. A comprehensive software solution is developed providing the bridge between the clinical and the “contemporary well-being” model to promote a true resident-centric approach.



STRATEGIC FOCUS AREA

Asbury is a leader in healthcare technology solutions

VALUE PROPOSITION

Delivering disruptive technology solutions

GROWTH GOAL

Use both organic growth and an acquisition strategy to become a \$100M asset by 2031

STRATEGIC PRIORITIES

- A** ThriveWell Tech (TWT) facilitates Asbury becoming one of the most innovative and technology-centric organizations
- B** Grow TWT to become a data-driven, cloud-enabled managed services company

TWT “Desired Client Profile”

- » Healthcare related business
- » East coast focused
- » Multiple sites
- » MSA contract at least \$750k per year
- » Forward-thinking leadership team
- » Has required IT infrastructure or is willing to invest in it
- » Willingness to adopt TWT specified platform
- » Has internal project manager or will fund a PM provided by TWT

SUCCESS INDICATORS

1. TWT has grown from a \$15M asset to a \$30M asset by 2024.
 2. By 2024, improve the CAGR by 4%, increasing it from 12% to 16%.
 3. Increased profitability from \$1.5M to at least \$3.5M by 2024.
 4. 80% of contracts are with clients that align with TWT's desired customer profile by 2024.
 5. AComm has invested \$20M in Asbury technology between 2022 and 2024 to provide a robust foundation to become technology-centric by 2024.
 6. Established baseline metrics regarding Asbury's user acceptance in 2022; increased user acceptance by X% in 2023; and X% user acceptance by 2024. Note: These metrics will be added 4Q 2022
 7. Achieved internal and external customers' satisfaction scores indicating that 95% of customers are satisfied to a good or great extent.
 8. Have identified and implemented one new pilot opportunity annually that leverages new technology.
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CRITICAL MILESTONES

ThriveWell Tech (TWT) facilitates Asbury becoming one of the most innovative and technology-centric organizations

1. Improved and developed TWT's staffing capabilities and capacities to achieve best in practice consulting performance.
2. TWT is capable of capturing and analyzing customer data to identify those critical areas where there are opportunities to make material improvements by 2023.

Grow TWT to become a data-driven, cloud-enabled managed services company

3. Have retained 90% of MSA contracts annually.
4. Have identified ways to increase TWT's staff size, with the required best practice capabilities, at a rate to meet growth requirements.



STRATEGIC FOCUS AREA

Asbury is a high-performing organization

VALUE PROPOSITION

Caring for you so you can serve others

STRATEGIC PRIORITIES

| | |
|----------|---|
| A | Develop a high performing team to create competitive advantage |
| B | Create and maintain an inclusive, engaging, and empowering culture to leverage associates' knowledge, capabilities, and gifts across the organization |
| C | Facilitate delivery of associate value proposition |
| D | Become a "Learning Organization" |

Asbury will become a learning organization by applying the principles of Just Culture, a values supportive culture of shared accountability. Just Culture requires systems thinking at all levels of the organization and evaluates incidents, regardless of the outcome, for continuous learning and improvement. The practice of Just Culture supports high performing teams and often leads to incremental and sometimes evolutionary innovation.

SUCCESS INDICATORS

1. At least 50% of leaders are considered high performers by 2024.
2. Based on established baseline data in 2022, have kept 90% of identified high performers at all levels through 2024.
3. Staff vacancy is 5% or lower (best in class) by 2024. (Current vacancy rate is 17%.)
4. Based on baseline data established 4Q 2022, year over year associate value proposition assessments show X% improvement. (The percentage improvement metric will be provided 4Q 2022).
5. Asbury's "milestone-adjusted turnover" for new hires within the first year of employment improves 10% year over year. (Current turnover is 52%.)
6. Involuntary terminations reduced by 50% by 2024.

CRITICAL MILESTONES

Develop a high performing team to create competitive advantage

1. Develop model outlining high-performance criteria and associated metrics.
2. Identify high performers in each division.
3. Fund and design a “High Performance Academy”.
4. Development of talent management and succession plan for all leaders (Director and above positions).
5. Complete the initial engagement with The Diversity Institute and determine the appropriate success indicators for racial and ethnic diversity and gender balance in leadership.

Create and maintain an inclusive, engaging, and empowering culture to leverage associates’ knowledge, capabilities, and gifts across the organization

6. Develop the people leaders to deliver the associate value proposition.
7. Address primary mental health and well-being of workforce issues.
8. Two endowed scholarships are in place at each community providing funding for associate healthcare-related education.
9. The systems with which associates interact (Electronic Medical Record & Human Capital Management Systems) are developed and trained with the user experience in mind to enable day to day activities with minimal disruption and error.
10. Develop a culture that embraces a fast-fail mentality to expedite learnings and progress.

Facilitate delivery of associate value proposition

11. Redefine and develop organizational expectations, mindsets, and capabilities of all levels of management in support of the associate value proposition.
12. Develop the people leaders to deliver the associate value proposition.

Become a “Learning Organization”

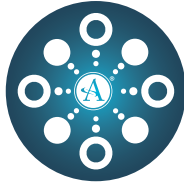
13. 95% of all managers are trained in “Just Culture”.
14. Created and established a process of self-reporting of errors and mistakes.
15. Root cause analysis and after-action learning is conducted on every significant event (need to define) and yields documented process improvements which are shared throughout the organization.

STRATEGIC FOCUS AREAS

Asbury is a...



“well-being”
destination
communities



diversified
aging services
organization



leader in healthcare
technology solutions



high-performing
organization

ASBURY'S COMPASS

