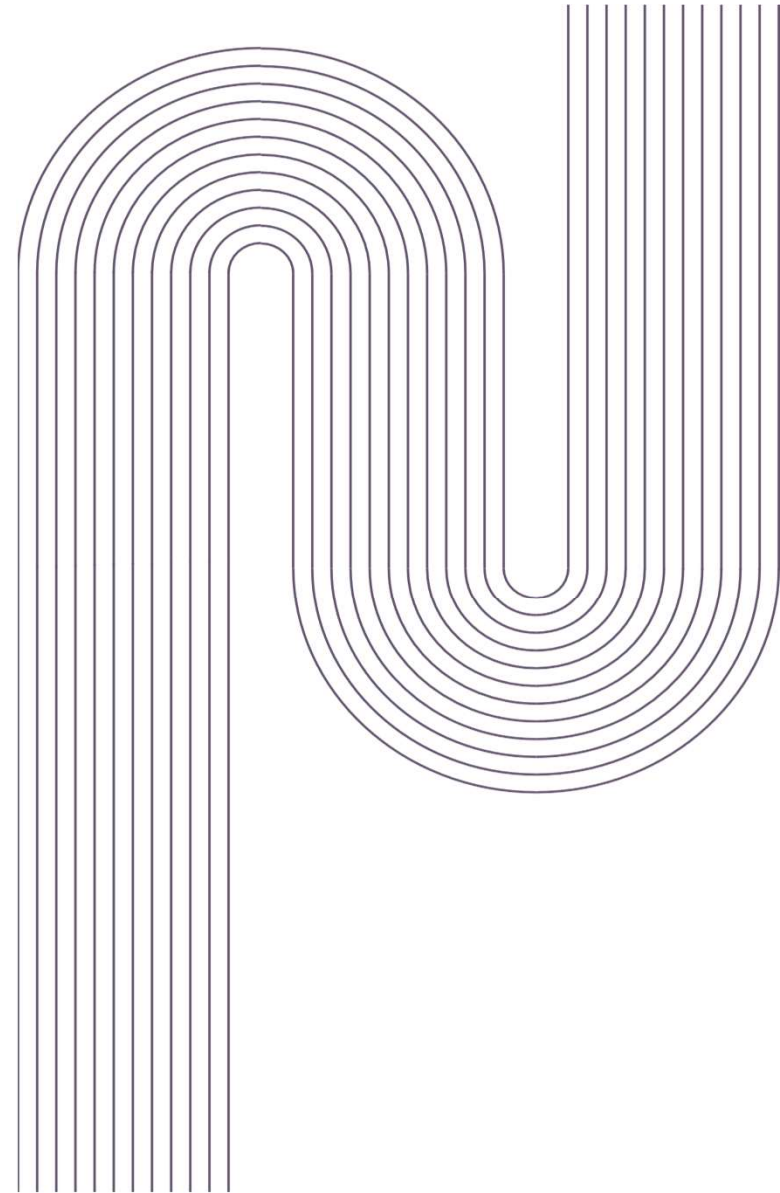


Murray House 3-Year Strategy to 2026



Summary

OUR VISION

To be the preferred provider of aged care services in the region, grounded in rural values and a strong community-first ethos.

OUR MISSION

To provide high-quality, integrated care and accommodation that supports the dignity, independence, and quality of life of each resident.

3Y STRATEGIC GOALS

FINANCIAL STABILITY

Break-even by 2026

BRAND AND REPUTATION

Improve and maintain brand and reputation

TECHNOLOGY AND INNOVATION

Customer satisfaction

EMPLOYEE ENGAGEMENT

Engagement 75%

QUALITY

Meet standards as minimum

STRATEGIC PILLARS

SUSTAINABILITY

Providing services that:

- Are financially sustainable
- Meet community needs
- Provide 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
- Provide 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

3Y STRATEGIC INITIATIVES

1. RESOURCE OPTIMISATION
2. EFFICIENT RESOURCE UTILISATION
3. NEW REVENUE STREAMS

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

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



OUR VISION

To be the preferred provider of aged care services in the region, grounded in rural values and a strong community-first ethos.

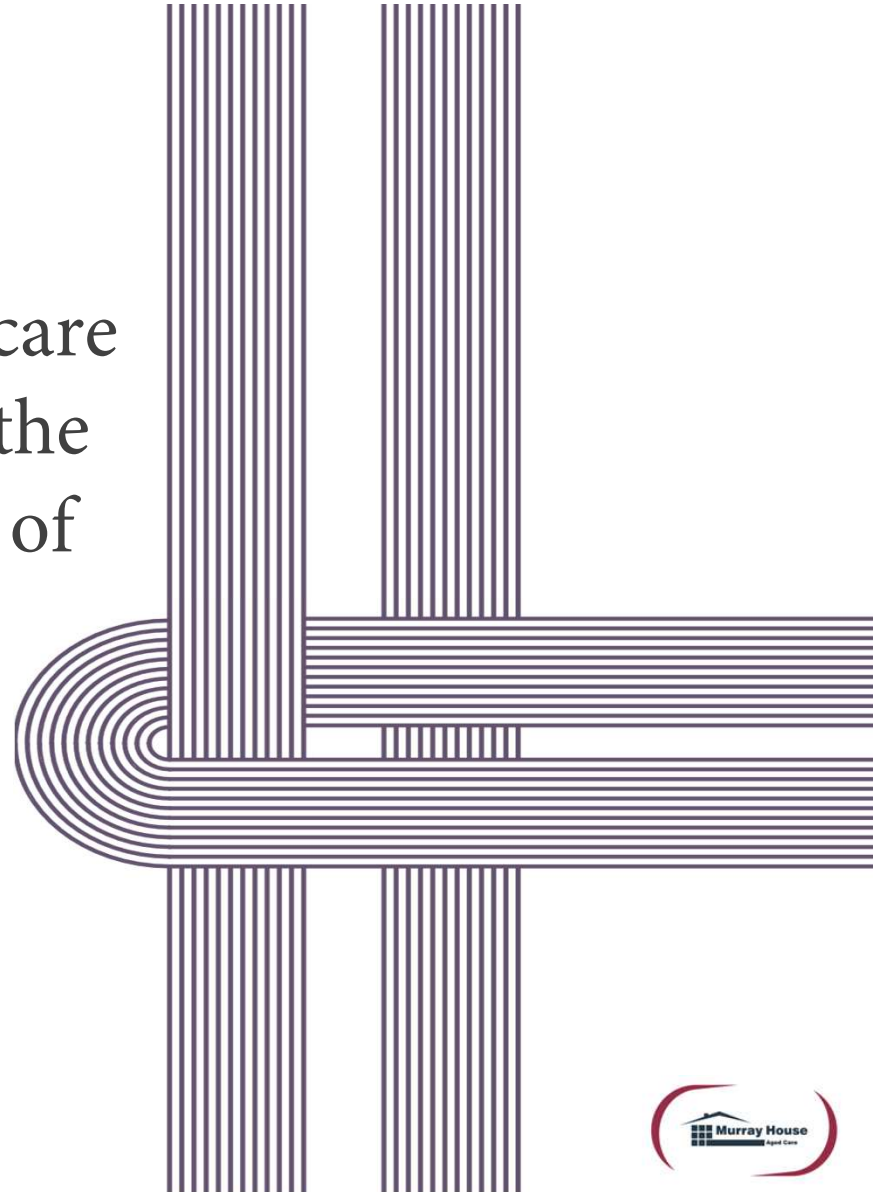
We believe seniors deserve the best and our vision is to set the path to achieve excellence. We want everyone to have quality of life, as it means to them - where people are loved and supported, no matter what their needs are. We will experiment and innovate to lead by example, always in service of our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



OUR MISSION

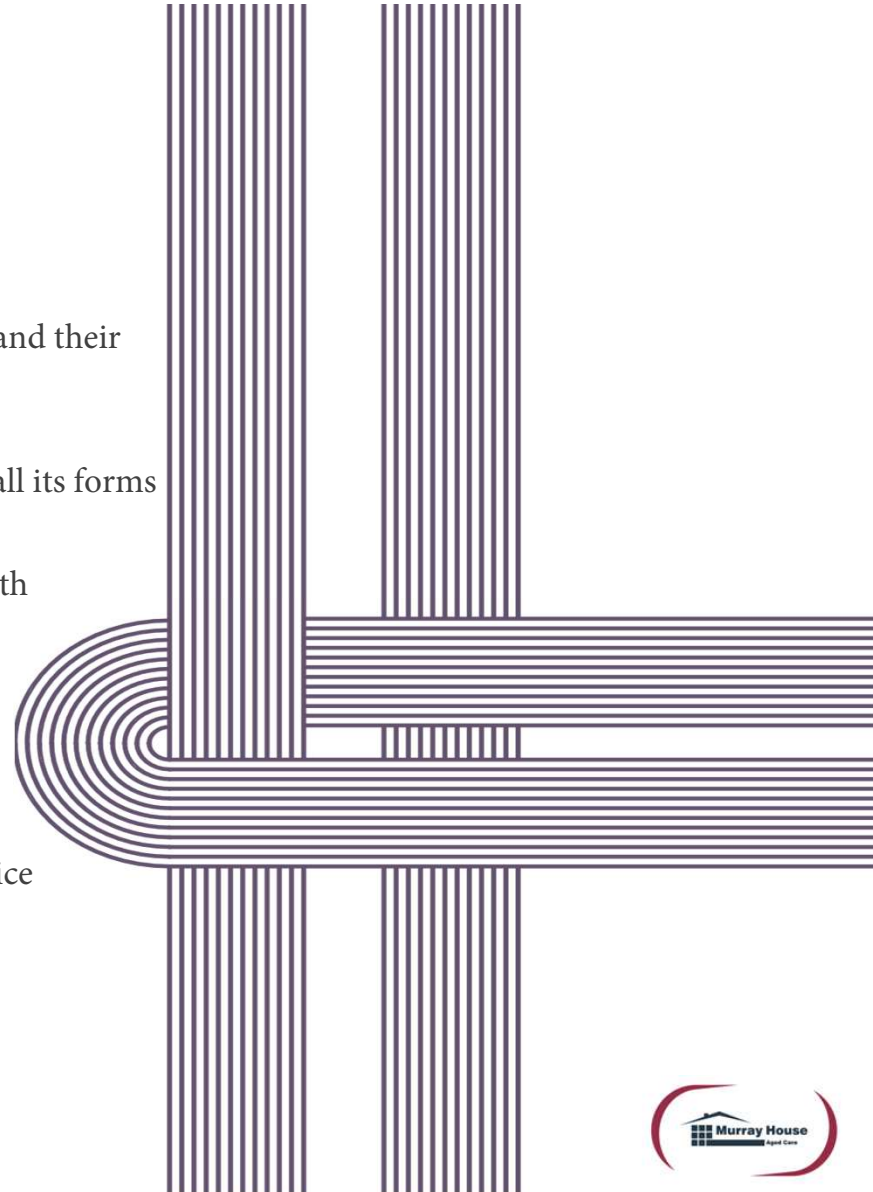
To provide high-quality, integrated care and accommodation that supports the dignity, independence, and quality of life of each resident.

We exist to enable seniors to thrive, as part of a connected community in places of natural beauty. 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 celebrate diversity and we bring the beauty of Murray House's spirit and people to make each day a joy.



OUR VALUES

- **Compassion** – Listening and caring deeply for our elders and their life stories
- **Inclusiveness** – Embracing and celebrating diversity in all its forms
- **Dignity & Respect** – Upholding the inherent worth of every individual.
- **Integrity & Quality** – Acting with honesty and striving for excellence.
- **Hard Work** – Committing ourselves to high standards of service
-



Strategic Pillars and Initiatives

To achieve our vision, Murray House will focus on the following strategic pillars over the three years, with these underpinning strategic initiatives as the priority. 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.

3Y STRATEGIC INITIATIVES

1

FINANCIAL SUSTAINABILITY

1. RESOURCE OPTIMISATION
2. EFFICIENT RESOURCE UTILISATION
3. NEW REVENUE STREAMS

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

Financial sustainability – Resource optimisation

Objective

Maintain occupancy above 95% with optimum resident mix to improve financial returns through increased revenue.

Strategies:

Maintaining high occupancy is key to optimizing revenue. Occupancy above 95% can be achieved through networking and keeping in close contact with key stakeholders.

Responsible personnel: CEO and Finance Officer.

Key stakeholders:

- Mildura, Wentworth and Broken Hill hospitals
- Aged Care providers in Sunraysia
- Mildura and Buronga Aged Care Assessment Teams
- Sunraysia Home Care providers

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.

Responsible personnel: CEO and Finance Officer

Key stakeholders:

- Clinical team
- Environmental services team
- Catering services team

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:

- Centrelink
- Services Australia
- Buronga Aged Care Assessment Teams
- Consultants such as Provider Assist



Financial sustainability – Efficient resource utilisation

Objective

To create a well designed roster to meet each resident care needs and measured at 215 (including 44 RN) care minutes per resident per day by 2025.

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 required care minutes that became mandatory on 1 October 2023, roster needs to be designed according to the funding and care minutes requirement.
- 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 flexible roster is necessary in adapting to resident movements and changing care needs.
- Well designed flexible roster will reduce the need for overtime and agency staff.

Financial sustainability – New revenue streams

Objective

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

Explore new revenue streams such as additional services and home care package offerings. Exploration into additional services is already underway with Pride Additional Services Suite (PASS). This will provide additional resources, but also improve lifestyle and experience of our residents.

Service Overview

A successful Additional Services offer must remain relevant and be continually developed and improved. Subscribers to PASS receive:

- | | |
|--|--|
|  Support and advice in developing your suite of Additional Services |  Integration of the service into your Resident contracts |
|  Advice on pricing structure |  Integration of the service into your administration procedures |
|  Provision of all marketing materials including brochures |  Innovations by other members |
|  Staff training in the promotion of the service to Residents |  Program auditing and compliance monitoring |
|  Business hours support line |  Ongoing support, advice and refinement of your Additional Services offer |



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



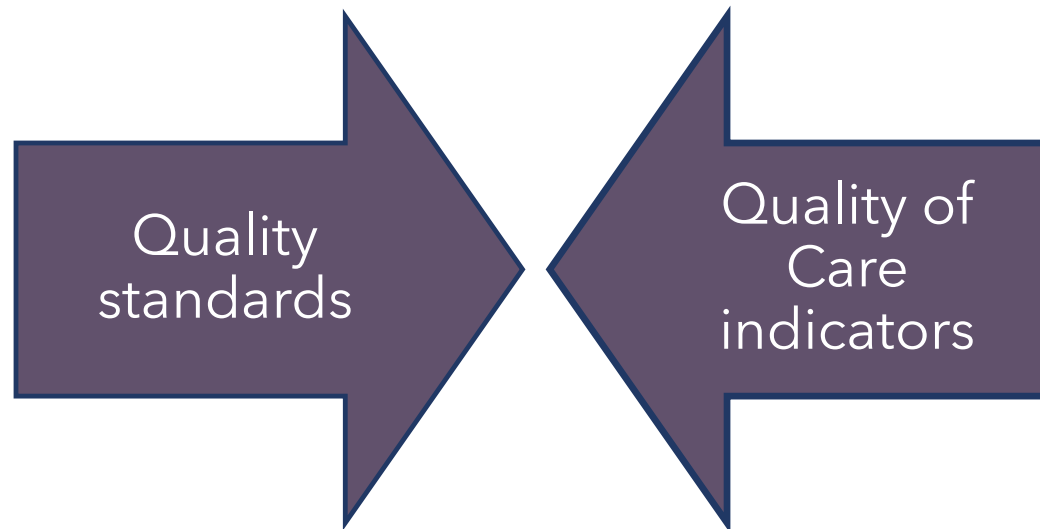
Specialised services - Quality excellence

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 Murray House's organisation 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 – Xero, Lightyear & Tanda, CompliCare & Assurance
- 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:

- Restructure in the administration team resulting in role alignment and consolidation. Examples, CEO & CFO combined, DCS & Quality Mgr combined, and reduce finance team from 3 to 1.
- Restructure in the clinical team resulting in role alignment and consolidation. Examples, removal of PCA Team Leader week days and increase of RNs through offering rate above market



- Assess RN demands in the industry and adjust recruitment incentives accordingly in a sustainable way. This includes monitoring and reporting of mandatory care minutes and 24/7 RN onsite requirements.

- Accessing PCA through the PALM scheme either through agency or MH to be an approved employer. Selection will be on the basis of positive culture fit.
- 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.

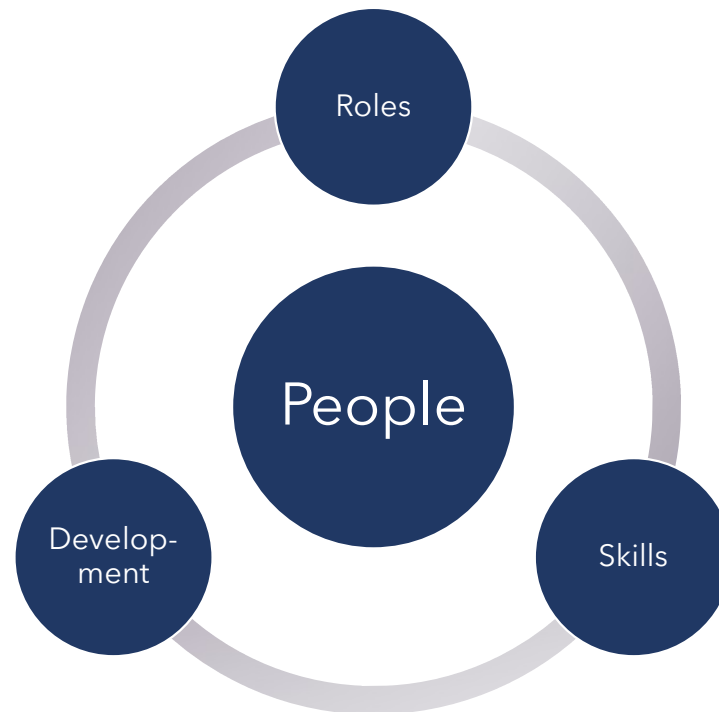
People at the heart – Workforce sustainability

Objective

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

Strategies:

- Recruitment based on merit and proper due diligence recruitment process in place.
- Probational period increase from 3 to 6 months to allow time for growth and development. Candidates are not culturally fit are addressed within the probational period.



- Roster review and roster design in response to AN-ACC requirements, and flexible and fairness. Examples, review length of morning, afternoon and night shifts, and weekend shifts on rotational basis.
- Ensure role alignment and suitable skilled candidates are selected with provisions for growth and development.

People at the heart – Voice of the customer

Objective

To improve Murray House's understanding of current and future customer needs so that it can take considered action and decisions, as well as enabling staff to be able to tailor how they work with customers, resulting in an improved customer experience.

Strategies:

- Engagement with PHU/ community networks regarding future customer needs and take considered action and decisions
- Implementation of Resident Advisory Body to have a clear voice from the customer regarding tailored care and services
- Implementation of care conferences to seek individualised current customer needs, enabling staff to tailor how they work with customers



- Complete consistent customer surveys to understand current and emerging customer needs
- Enhance communication within the workforce to tailor customer care and services in a timely manner through handover and communication applications
- Strategic employment of the workforce which have the ability to tailor their performance in how they work with customers to meet their individuality and uniqueness

Strategic Goals and Outcomes

By 2026, Murray House aims to have achieved the following strategic goals and outcomes through the successful delivery and completion of its strategic initiatives.

FINANCIAL STABILITY

Break-even by 2026

BRAND AND REPUTATION

Zero complaint & 50%
admission referrals

TECHNOLOGY AND INNOVATION

Customer satisfaction

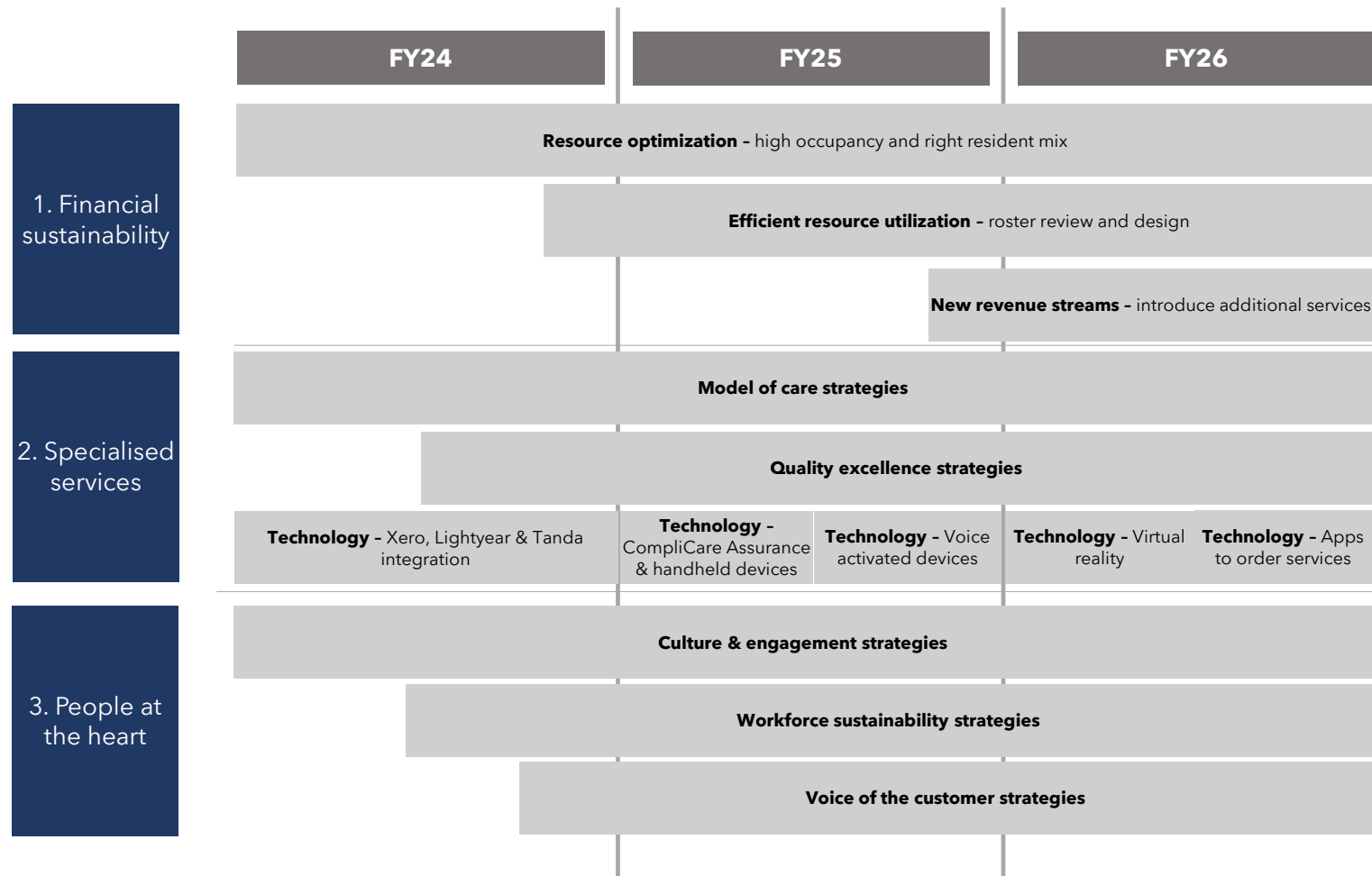
EMPLOYEE ENGAGEMENT

Engagement 75%
minimum

QUALITY

Meet quality
standards as
minimum

3Y Strategy Implementation Roadmap



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 Murray House (MH) in achieving the five strategic goals. It’s not about how hard MH competes by tearing and discrediting others in the course of delivering services to the community. It’s about how MH is strategically positioned in a competitive Sunraysia environment to weather the internal and external pressures and keep moving forward. It’s about working collectively with stakeholders in providing excellent services to the Sunraysia region and beyond.

