



Adventist<sup>®</sup>  
Senior Living

## POSITION DESCRIPTION

### Position Details

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Position Title:	General Manager - Lifestyle Communities
Team/Business Unit:	Lifestyle Communities
Location:	Cooranbong
Reports to:	Chief Executive Officer

### Position Purpose

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Manage lifestyle communities in the Lake Macquarie region to meet organisation goals and provide continuum of care options for ASL consumers. Provide strategic oversight of the organisation's lifestyle communities to ensure consistency across the independent living function of the business. Provide strategic oversight of the organisation's sales and marketing strategy to ensure delivery of the organisation's business plan.

### Organisation Environment

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Adventist Senior Living is a ministry of the Seventh-day Adventist Church (North NSW Conference) seeking to enhance the physical, spiritual, social and emotional wellbeing of older Australians through Christ-centred care. The organisation has three service offerings: residential aged care, home care and retirement living. Facilities are located in the Lake Macquarie and North Coast regions of NSW.

The organisation employs approximately 350 employees that support 3 residential aged care facilities, 5 lifestyle communities and a home care service in both the North Coast and Lake Macquarie regions of NSW.

The Lifestyle Communities business unit supports the organisation with:

- Operational management of Lake Macquarie lifestyle communities.
- Maintenance services to Lake Macquarie residential aged care facilities (RACF) and lifestyle communities.
- Development and strategic oversight of lifestyle communities.
- Strategic oversight of sales, marketing and branding.

## Key Accountabilities

Area of Accountability	Major Activities	Performance Measures
Leadership	<ul style="list-style-type: none"> <li>a. Setting an appropriate spiritual context so that the organisation can represent the Seventh-day Adventist Church effectively.</li> <li>b. Ensure the development and implementation of business plan objectives for the business unit that align with the overall strategic plan.</li> <li>c. Provide clear direction and resourcing to the departments within the lifestyle communities business unit to ensure they can deliver on their business goals balancing financial results, consumer needs and the organisations risk appetite.</li> <li>d. Ensure a positive workplace culture that reflects the organisations signature behaviours.</li> <li>e. Participate in the development of and ensure the use of systems and processes to support leadership, staffing, and other people and culture related issues across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>a. Always represent the organisation in a way that is aligned to the mission, vision and values of Adventist Senior Living and the broader church organisation</li> <li>b. Annual Business Plan approved and in place.</li> <li>c. Annual Business Plan delivered with quarterly reports to the CEO.</li> <li>d. Positive net culture scores.</li> <li>e. Legal and reputational risk reduced through good management of people related issues.</li> </ul>
Lifestyle Communities	<ul style="list-style-type: none"> <li>a. Manage the Lake Macquarie lifestyle communities to deliver service, sales and financial goals set by the organisation.</li> <li>b. Site Manager for the Avondale Lifestyle Community to ensure village sales goals and resident needs are met.</li> <li>c. Manage building development projects to deliver buildings that meet quality, budget, compliance and sales goals.</li> <li>d. Provide social worker services to consumers to assist them in the continuum of care.</li> </ul>	<ul style="list-style-type: none"> <li>a. Financial return of 10-15% on revenue per year.</li> <li>b. Occupancy at better than Budget</li> <li>c. Development projects delivered on time and on budget</li> <li>d. Social worker services available 4 x days per week</li> </ul>

	<p>e. Provide strategic oversight of the management all lifestyle communities in both regions to ensure consistent service, systems and processes are delivered across the organisation.</p>	<p>e. Provision of timely and appropriate advice to management of lifestyle communities</p>
Maintenance Services	<p>a. Provide preventive and breakdown maintenance services to RACFs and lifestyle communities in the Lake Macquarie region to ensure consumer care and compliance are achieved.</p> <p>b. Assess and renovate villas as needed in consultation with buyers/owners to support sales and customer service goals.</p> <p>c. Ensure statutory compliance for building and maintenance requirements to support accreditation and licensing requirements.</p> <p>d. Manage contractors to ensure quality of service delivery and compliance are achieved.</p> <p>e. Provide IT systems to track and manage maintenance jobs (CRM).</p>	<p>a. Work orders at or better than benchmark</p> <p>b. Villas renovated, priced and available for resale in a timely manner</p> <p>c. No non compliances</p> <p>d. Work completed on time and on budget to customer expectations and building standards</p> <p>e. 99% availability for CRM and system modification requests completed on time and on budget</p>
Financial Management	<p>a. Participate in the annual budget process and ensure financial sustainability of the Lifestyle Communities business unit and delivery of the regions Business Plan objectives.</p> <p>b. Ensure communication with residents and compliance on financial aspects of the lifestyle communities.</p> <p>c. Support Department Heads with budget setting and accountability.</p>	<p>a. Budgets in place and approved.</p> <p>b. Budgets achieved with variations approved by CEO.</p> <p>c. Accurate annual financial reports provided on time.</p>
Compliance	<p>a. Ensure continued compliance with the Retirement Villages Act, 1999 (NSW) for Lake Macquarie lifestyle communities.</p> <p>b. Ensure a WHS Management System is utilised to support compliance with the WHS Act.</p> <p>c. Ensure appropriate contract administration is in place for contractors and building developments/refurbishments.</p> <p>d. Support the CEO with compliance activities as required from time to time.</p>	<p>a. Accreditation maintained.</p> <p>b. Development of action plans arising from audits and ensuring these are addressed within timeframes</p>

	e. Present to Board of Director meetings as required.	c. Timely and accurate information provided to the CEO to ensure compliance.
Sales and Marketing	<p>a. Partner with senior managers to develop and implement sales and marketing strategies to support sales goals for lifestyle communities, residential aged care and home care. This includes:</p> <ul style="list-style-type: none"> <li>○ Promotions and customer attraction</li> <li>○ Sales events</li> <li>○ Developing sales pipelines</li> <li>○ Sales conversions</li> </ul> <p>b. Development and governance of corporate branding to ensure consistent branding across the organisation.</p> <p>c. Management of public relations strategies and activities to ensure a strong external reputation.</p> <p>d. Oversight of the organisation's web site and social media sites.</p>	<p>a. Market and sales advice is timely, relevant and effective with events well managed and assessed for effectiveness</p> <p>b. Corporate branding remains current and used in accordance with the Corporate Style Guide</p> <p>c. Provide advice and assistance as needed in relation to public relations strategies</p> <p>d. Website current and upgrades and content changes effected in a timely manner</p>
Workplace Health and Safety (WHS)	<p>a. Ensure management of WHS system including:</p> <ul style="list-style-type: none"> <li>○ WHS management system planning;</li> <li>○ Identification and management of hazards and risks;</li> <li>○ Staff consultation on WHS matters;</li> <li>○ WHS compliance in procurement and ensuring goods are fit for purpose;</li> <li>○ Compliance with the Contractor WHS management system;</li> </ul> <p>b. Take immediate and appropriate steps to investigate and rectify any risks to health and safety arising from work activity.</p> <p>c. Ensure all near misses/incidents/accidents/injuries are properly recorded and reported, and an investigation is carried out to determine causal factors.</p>	<p>a. Continued participation in the Retro Paid Loss Workers Compensation Scheme.</p> <p>b. % compliance with WH&amp;S regulations.</p> <p>c. 100% safety incidents reported/investigated. And corrective actions implemented.</p>

	d. Actively support return-to-work programs.	
Infection Control – All Staff	a. Ensure compliance with ASL infection control policies and procedures. b. Ensure compliance with management directives during outbreak situations.	a. % compliance with WH&S regulations.

## **Position Characteristics**

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### **Key Relationships/ Communications**

#### ***External Relationships***

- Resident Committee members
- Key stakeholders/thought leaders in lifestyle communities
- Key contractors and suppliers
- Managers of other villages in the local area
- Prospective residents/consumers and/or their representatives
- Peak Bodies such as ACSA
- Local councils and utilities

#### ***Internal Relationships***

- Chief Executive Officer
- Executive management team
- Receptionist
- Site Managers
- Maintenance Supervisor
- Social Workers

### **Decision Making and Judgement**

The role makes decisions on major renovations of villas, selling and vacating of villas, research and design of new developments, significant maintenance jobs, marketing strategies and branding decisions.

The CEO is consulted on decisions that involved variations to sales arrangements or goals, major capital works, public relations issues and staffing/performance matters.

The role makes decisions within existing governance requirements and frameworks. Policies and procedures exist for many administrative processes. Guidance is available from the CEO.

Interactions with potential consumers and their families requires additional judgement to balance the responsibilities of providing organisational services, the needs of vulnerable elderly and sensitivities of family dynamics.

### **Challenges**

Major challenges currently facing the position include:

Developing business cases and identifying funding options can involve detailed and complex work.

Developing sales leads and pipelines to support villa sales (existing and new developments).

Setting and managing expectations of residents and resident committees as well as managing complaints.

The role operates in a highly regulated sector with a high-risk profile in a pandemic. The position is required to provide strong leadership to consumers, their families and staff and the organisation navigates the required pandemic risk management.

The role supports multiple stakeholders and needs to juggle competing demands and deadlines. The role can be called on to support managers with emergent resident/family issues and is relied on during critical events such as accreditation audits and unplanned visits by auditors. Regular communication with the CEO and other members of the Senior Executive are critical to staying abreast of work demands and priorities.

The role has a key influence in the smooth running of the operations, balancing the demands of strategic and operational outcomes.

The role also requires considerable interpersonal skills to liaise effectively between staff, residents and resident representatives.

The role is geographically distant from the North Coast business unit. The role is required to promote collective achievement across the organisation by being connected and accountable to the broader organisation and working to ensure the elimination of silos.

## **Knowledge, Skills and Experience**

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- 1 Relevant tertiary qualifications
- 2 Extensive senior management experience.
- 3 Demonstrated experience in delivering positive workplace culture outcomes in line with the organisations signature behaviours
- 4 Substantial financial management skills and a practical knowledge of the relevant legislation including the Retirement Village Act 1999 (NSW) and funding processes.
- 5 Skills in data analysis and interpretation.
- 6 Good understanding of Work Health and Safety obligations of a PCBU.
- 7 Demonstrated skills and experience in the following behavioural competencies:
  - a. Leading and Supervising
  - b. Deciding and Initiating Action
  - c. Persuading and Influencing
  - d. Entrepreneurial and Commercial Thinking
  - e. Working with People
- 8 Hold a current driver's licence.

- 9 Intermediate skills in the Microsoft Office suite.
- 10 National Police Check

## Position Dimensions

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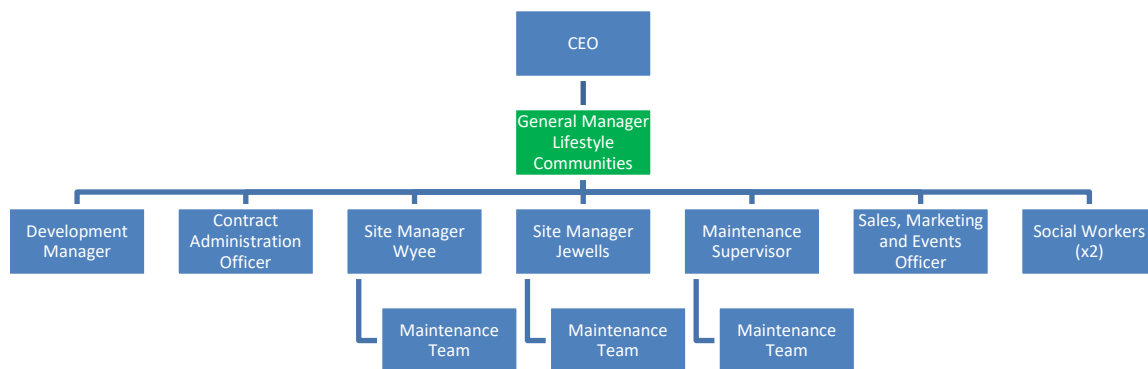
Classification: Full time permanent (76hrs/fortnight)

Direct reports: 8 Indirect reports:

Operating budget: \$687k Capital budget: \$750k + development budgets

## Organisation Chart

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## Selection Criteria

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1. Relevant tertiary qualifications
2. Demonstrated experience in a senior leadership role, particularly during periods of change or crisis response.
3. Demonstrated experience working in a highly regulated industry, ideally retirement living.
4. Sound understanding of budgets, Profit and Loss statements and experience achieving financial targets.
5. Experience in sales and customer communication
6. Computer skills in Microsoft Office Suite and basic budget and database tools (e.g. finance or maintenance management systems).
7. Demonstrated skills and experience in:
  - a. Leading and Supervising

- b. Deciding and Initiating Action
  - c. Persuading and Influencing
  - d. Entrepreneurial and Commercial Thinking
  - e. Working with People
8. Demonstrated experience in leading a positive workplace culture.
  9. Current driver's license.
  10. Current national police check clearance and flu vaccination.

Date revised: September 2020
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Name of appointed person:

Signature of appointed person:

Date: