



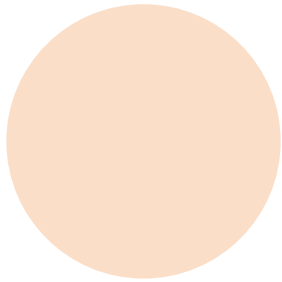
EMMY MONASH

we care



STRATEGIC PLAN

2026-2030



Caring for our community



PURPOSE

To create a positive ageing experience with our community.

VISION

An exceptional Jewish way of life where care and community thrive together.

Our focus is reflected across four pillars around the word **CARE**



COMMUNITY

We focus on building and maintaining positive connections across our community—and ensure ongoing investment in the Emmy Monash culture.



ACCOUNTABILITY

We value—and are committed to—transparency and strong governance and compliance approaches to meet industry best practices. Our people act with integrity in all they do.



RESPECT

As the needs of our residents evolve and change so do our approaches to delivering service and support. No matter how large or small the need, we strive to act within a framework of respect for others and ourselves.



EXCELLENCE

We demonstrate our commitment to excellence in the investments we make in people and in the way we deliver our services. We strive to be innovative: to look ahead and tap into what is new and better.

FOREWORD

As we celebrate our 85th anniversary of caring for the Jewish community, it is with great pride that I present the Emmy Monash Strategic Plan 2026–2030.

For generations, Emmy Monash has been a place where connection, dignity and Jewish life are upheld with purpose. The organisation you see today is the product of thoughtful leadership and ongoing engagement with the people who place their trust in us. Their insights have shaped our direction and strengthened the character of our organisation.

Recent years have seen Emmy Monash continue to grow in capability and confidence. We have sharpened our identity, expanded our offerings, and reinforced the values that sit at the heart of our work. What stands out most is not only the calibre of our services, but the clarity of our intent. We understand the rhythm of our community, we listen carefully, and we respond with a depth of experience that gives residents and families assurance and comfort. This is the strength we carry into our next chapter.

The Strategic Plan before you reflects this confidence. It sets out a clear and steady path for our future—one that builds on our achievements while positioning us to meet emerging needs with purpose and foresight. Our focus is on strengthening what we do exceptionally well, broadening the ways we support seniors as they move through different stages of life, and ensuring that every interaction with Emmy Monash reflects our commitment to quality and community.

Central to this work is our team. Their dedication, warmth and professionalism define the Emmy Monash experience. They bring consistency, care and integrity to every moment, and it is our responsibility to provide an environment in which they can continue to excel. This plan outlines how we will invest in their development, deepen partnerships and ensure we have the capability required for the years ahead.

As a Board, we remain grounded in the legacy of those who have led before us and motivated by the responsibility we hold for future generations. This plan continues that lineage—honouring our history while embracing progress with clarity and conviction.

On behalf of the Board of Emmy Monash, I commend this Strategic Plan to you. We extend our sincere thanks to all who contributed to its development, and to those who continue to support and champion our work. Under the stewardship of our CEO, Tanya Abramzon, we are confident that the implementation of this plan will further strengthen Emmy Monash's position as the premium Jewish provider of residential aged care and independent living.



ROD NIRENS
PRESIDENT



PRIORITIES 2026–2030

1 SENIOR LIVING DEVELOPMENT

Build a retirement living community.



2 SHAPING HOME SUPPORT

Deliver a range of services that support people to live well at home.



3 PEOPLE-CENTRED EXCELLENCE

Build the people, skills and partnerships that sustain the Emmy Monash way.



SENIOR LIVING DEVELOPMENT

Build a retirement living community.

- Create and deliver a clear, detailed project plan
- Confirm the project is practical and affordable
- Secure the required funding
- Promote the development and secure expressions of interest for independent apartments
- Establish strategic commercial partnerships



SHAPING HOME SUPPORT

Deliver a range of services that support people to live well at home.

- Understand who our home support services are for and what matters most to them
- Identify the services we will offer, and the skills, partnerships and infrastructure needed to deliver them well
- Develop a sustainable, fee-for-service approach
- Build the capability needed to be ready to commence service delivery
- Communicate and promote our home support services



PEOPLE-CENTRED EXCELLENCE



Build the people, skills and partnerships that sustain the Emmy Monash way.

- Identify the skills and capabilities needed now and for the future
- Strengthen the Emmy Monash way to ensure consistent, high-quality services on site and in the community
- Deliver a workforce strategy that supports recruitment, development and retention of our people
- Build effective partnerships with health and wellbeing professionals
- Grow and better support our volunteers
- Create a flexible workforce pool to respond to changing needs
- Expand the Emmy Monash Foundation to support learning, innovation and future talent





518-526 Dandenong Road
Main Reception 7 Hawthorn Road
Caulfield North VIC 3161
emmymonash.asn.au

P 03 8508 9300
info@emmymonash.asn.au
ABN 64 022 404 782

Emmy Monash acknowledges the Boonwurrung people of the Kulin Nation as the Traditional Owners and Custodians of the land on which our organisation resides. We pay our respects to their Elders past and present, and acknowledge and uphold their continuing relationship with this land.