



Our journey continues

The clear and consistent message we get from our clients is that they value how we help them make decisions with confidence through genuine industry insights.

As we navigated our clients through another year of challenges and opportunities, we are even more convinced the most critical consideration for every Approved Provider is whether to:



STAY

Maintain the status quo, strengthen current operations, holding tight to good processes as a foundation for success.



GROW

Build on your market position by actively seeking new partnerships, opportunities and service offerings.



GC

Understand that not everyone will find the new aged care paradigm fits their strategic and financial plan and pro-actively address how you restructure your involvement in the sector.

Pride Living wants to make sure our clients stay ahead of the pack. To assist providers, we have a service offering for every phase of your business need. Whatever path you explore, we urge you to:

Act confidently! Choose Pride Living

Our operational landscape

We see the need for objective, quality advice and support intensifying in 2019-20 as the Aged Care Quality and Safety Commission, the findings of the Royal Commission into Aged Care, the new Aged Care Quality Standards and continued financial pressures exert increasing influence on the providers.

Pride Living's core service offerings are:



FINANCIAL AND OPERATIONAL MANAGEMENT

Working with aged care providers to understand their business better while supporting them to maximise returns and consumer outcomes.



QUALITY MANAGEMENT AND CLINICAL GOVERNANCE

Working with senior management to understand their quality and compliance requirements and build best practice systems.



STRATEGY AND CORPORATE GOVERNANCE

Working with senior management and their Boards to understand their governance responsibilities, the environment as well as to build effective strategic plans.

The following are observations from each of our services.

Additional services a pathway to increased revenue

Pride Living's Additional Services Suite (PASS) supports providers implement additional services. PASS offers over 160 additional services to choose from including; market analysis, financial modelling, training, contracts and promotional materials to assist with your transition to CDC.



UNDERSTANDING THE CONSUMER IS EVERYTHING

We noticed that new or recently refurbished facilities have fewer problems introducing additional service fees whereas it is much harder for older style facilities to compete. It is therefore vital for Providers to understand their market position and consumers needs.



EDUCATION IS THE KEY

When we start to implement the program there is occasionally an expectation that staff will see additional services as an attempt to gouge consumers for fees. With proper engagement of the staff, we have found most to be enthusiastic supporters as advocates for consumers and their freedom to choose.



MARKET ACCEPTANCE

When we started the service, the initial focus was to identify services already provided but not required under the Aged Care Act. Increasingly we are now seeing more innovation as market segmentation drives demand similar to the consumer driven improvements in the travel industry and premium seating.

For more information, contact James.

New standards program

Our coaching program was designed to provide support to key personnel enabling them to gain understanding and equip them with tools to implement a robust methodology to transition to the Aged Care Quality Standards. We have assisted providers from NSW to WA on the transition to the new standard.



DISTANCE PROVES NO BARRIER

Our program subscribers have confirmed virtual meetings are now the norm.

This enabled us to deliver meetings throughout Australia no matter how remote.



SUCCESS DELIVERED

Our program achieved its purpose assisting providers manage the transition at their own pace with the flexibility to focus on services of interest. Our email alerts and monthly catch ups were highly valued and regarded. One early client has achieved full re-accreditation presenting a self-assessment tool to the new standards.



CONFIDENCE AHEAD

While the new Aged Care Quality Standards are now in force, the compliance environment continues to be flux. Anecdotal evidence from our clients suggests there is a variation in compliance thresholds among quality assessors. Our clients tell us they feel more confident knowing Pride Living will help navigate these challenges.

For more information, contact Katrina.

Mergers and acquisitions



SETTING THE GROUND RULES

We managed programs that resulted in the sale of two facilities and two parcels of licences. Our service goes far beyond finding a buyer. We provide a comprehensive service that generally commences with identifying what we call the "non-negotiable outcomes" for the vendor.

In the Church and Charitable sector, this typically includes significant non-financial considerations and in the case of for-profit providers includes us working through the net after tax outcome, so our clients know where it is all likely to end. In all cases, our service includes managing the obligations under the Aged Care Act.



MANAGING RUMOURS

A significant challenge in changing the ownership of a facility is to manage the rumours. Because we are integrally involved with our clients in managing the whole process, we provide advice and support in this critical area. The result is that in all the transactions Pride has handled there have not been any issues with the Dept. or any anxiety for consumers or staff.



NO SALE IS THE SAME

Both the sale transactions we managed last year had unique characteristics. In one, it was the relocation of places including PA's which resulted in very significant positive outcomes for both the vendor and the purchaser. In the second, prior to embarking on the sale program, we advised the owner to acquire an adjoining site. This turned a tired nursing home into a fantastic redevelopment opportunity for a new owner resulting in a premium price being achieved for the vendor.



EXPERTS MAKE THE DIFFERENCE

With the unrelenting pressure on operating revenues in the residential sector, we anticipate an increase in merger and acquisition activity. Pride Living provides a comprehensive service to help those exiting the sector or restructuring their continued participation. While only licenced Business Agents can provide merger and acquisition services, our absolute focus on the aged care sector, our strong background in tax law and our experienced aged care team provide the expertise you need to achieve the outcome you desire.

For more information, contact Bruce.

Our team

Our success starts and finishes with our experienced team of aged care leaders and consultants. Each brings with them many years of working within the sector and as such a uniquely insightful approach to developing solutions for our clients. I am delighted to introduce you to them individually.

BRUCE BAILEY MANAGING DIRECTOR



CONTACT BRUCE

As the founding Director of Pride Living, Bruce's focus and commitment is in working with aged care providers to find practical and commercial solutions that assist them remain sustainable, focussed and financially viable in a complex environment. His expertise and passion are recognised nationally by providers, industry peaks and government.

Bruce is ready to support your organisation through:

- Governance and strategy development
- Review and develop sustainable operational models
- Understanding and applying evidence-based industry insights to your unique setting
- · Optimising growth or divestment opportunities.

JAMES SAUNDERS OPERATIONS CONSULTANT



CONTACT JAMES

For over 30 years James has been a leader in the aged care industry working to ensure providers maximise their operations and profitability. As former CEO of a well-regarded aged care group, he has genuine insight into all aspects of aged care operations and is called upon by company directors, CEO's and senior aged care managers to provide strategic advice.

James is ready to support your organisation to:

- · Develop sustainable resourcing solutions
- Maximise revenue through roster management and ACFI review
- · Design, implement and market additional services
- Optimise your services operations to ensure profitability while meeting the expectations of todays aged care consumer.

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KATRINA ONG QUALITY AND COMPLIANCE CONSULTANT



CONTACT KATRINA

With substantial experience in clinical practice within aged care as registered nurse, Katrina has worked to transform the way in which consumer care is delivered in aged care services. In 2019 Katrina took up a honorary role at Eastern Health as a community representative.

Katrina is ready to support your organisation:

- · Implement the new suite of aged care standards
- Maximise your ACFI revenue
- Prepare for a successful accreditation
- Provide support with compliance or perform an internal audit
- Develop a robust clinical governance framework
- Respond to clinical or quality issues that move beyond the every day.

KAYE MANN QUALITY AND COMPLIANCE CONSULTANT



CONTACT KAYE

Kaye is a registered nurse with highly developed clinical governance, leadership and operational experience. She has assisted providers in the areas of; acquisitions and mergers, expansion and renovation, commissioning new aged care facilities, quality and compliance. She is a specialist in policy analysis, policy writing, policy implementation and training.

Kaye is ready to support your organisation:

- Implementing the new suite of aged care standards
- Developing a robust clinical governance framework
- · Supporting approved providers through unmet accreditation status
- Managing and overseeing facility operations
- Mentoring incumbent facility managers.

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JOSEPH ZHANG STRATEGY CONSULTANT



CONTACT JOSEPH

Joseph is a well-regarded industry leader in the aged care environment. He is committed to building financial and business structures for providers that respond to legislative as well as consumer pressures. Joseph is a current member of Chartered Accountants of Australia and New Zealand and holds a Bachelor of Commerce (International).

Joseph is ready to support your organisation to:

- Provide comprehensive strategic reviews of either your business or operating environment
- Conduct market research analysis to underpin investment, development or strategic decision making
- Undertake financial modelling and data analysis
- · Prepare successful government tenders and grant applications.

DENISE BRADSHAW CLIENT SERVICE COORDINATOR



CONTACT DENISE

From a blank screen and with good humour, Denise has systematically built the systems and processes that underpin our operations. We are grateful for this support which has meant that we are now running like a well-oiled machine. Denise is often one of the first people our clients speak to, and their feedback in respect of her assistance matches our own experience of her work. Most commonly we hear "Denise is awesome" or "We just love Denise".

Pride and purpose

Last year we committed to financially support a number of causes by donating 1% of our revenue. The following organisations were the beneficiaries in 2019, each of them had a special reason for being included:



DEMENTIA AUSTRALIA

it fits within our focus on aged care



BLACK DOG INSTITUTE

we understand how prevalent mental illness is



THE HOSPITAL RESEARCH FOUNDATION (SA)

providing relief to those in extreme stress (Charity bike ride and General fundraiser)



GREENFLEET AUSTRALIA

trying to offset some of the carbon we create jetting around Australia



MULTICULTURAL AGED CARE SERVICES FOUNDATION

supporting a respected client

Pride and purpose

We are committed to partnering with the industry peak bodies to support their position in the sector. In 2018/19 we were proud to support:







Our contribution included providing feature articles and presenting across forums and conferences.

Finally, we believe we can provide thought leadership in the policy debate last year we were active in;

- Developing a response to the call for increased <u>regulation of Lump sum</u> <u>accommodation payments</u>
- · Katrina took up a honorary role at Eastern Health as a Community Representative
- Bruce assumed the role of Chairman of ACAN.

Is now the time to stay, grow or go?

As an industry, we are all aware of the increased incidence of unmet outcomes, serious risk and sanctions. While these outcomes are part of the regulatory framework, in reality, they are a reflection of the rising consumer expectations.

While we do support our clients through these challenging situations, our preference is to work proactively to prevent their occurrence.

As the complexity of operating and providing oversight of regulated services to older Australians continues the best outcome or some providers is to leave the industry.

Due to client demand, Pride Living has invested significant resources in developing our Merger and Divestment Management Service. During 2018-19 we assisted four providers either rationalise their operations or exit the sector altogether.

Our services are tailored to the specific and distinct needs of providers in the church or charitable and government sectors or the for-profit sector.

If you are struggling with what direction to pursue, we encourage you to <u>contact us</u> to discuss how we work with clients make decisions confidently.

Closing remarks

The team at Pride Living believe in what we do and feedback suggests our clients value what we do and how we do it. We are committed to delivering more services in 2020 and will have the capacity to work with more providers. Based on our expertise, clients nationwide are seeking our services... we are especially encouraged by demand from Queensland providers where our newest consultant Kaye Mann is based.

Recently, I heard someone say, "the future is all fiction" and while this seems obvious, the power in this statement is that it allows us all to dream and create our own future. In 2016, Joseph and I had a vision of what a dedicated consultancy to the aged care sector would look like. In Denise, James, Katrina, Kaye and Nik we found people who share our passions and views on what great client value and service looks like. During 2018/19, we received a number of testimonials and the two below have filled me with Pride!

"Working with Pride has many benefits, one of which is the accessibility of their consultants; they will always take calls if they can and they promptly respond. Their availability is an indicator of the way they work and value their clients" CEO of a regional operator of RACF and ILU Community based organisation

"Hi Katrina, always love speaking to people in the sector. I see that you are with Pride Living. What an amazing organisation. I heard Bruce Bailey speak at LASA and recently James Saunders. Thought they were both brilliant."





BRUCE BAILEY MANAGING DIRECTOR

CONTACT BRUCE

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