

The logo for SwanCare, featuring the word "SwanCare" in a white serif font. The "C" is stylized with a white bird icon integrated into its curve. The background of the entire page is a blue-tinted photograph of a modern building with large glass windows and a prominent gabled roof structure.

SwanCare

# SwanCare 2022

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## ANNUAL REVIEW

[swancare.com.au](https://swancare.com.au)

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## SWANCARE'S VISION & PURPOSE

SwanCare prides itself in the knowledge that staff are the embodiment of our values by enriching the lives of those in our community in a respectful way, every day.

### VISION

To enrich the lives of everyone in our community.

### PURPOSE

To provide a caring community where every person feels safe and has the freedom and choice to live the life they desire.



#### Client Experience

We will be known for our leading products and services and the delivery of exceptional client experiences.



#### Employee Experience

Our passionate and engaged workforce will be rewarded with an employee experience that is second to none.



#### Sustainability

By proactively managing our risks and being financially responsible we will be able to deliver on our purpose forever.

# R

RELIABLE

We are dependable, trustworthy & can be relied upon.

# E

ENTHUSIASTIC

We always try to do the best that we are able, & that we are happy & proud of our efforts.

# S

SUPPORTIVE

We will always help, encourage & support a resident or colleague that is in need.

# P

PROFESSIONAL

We maintain a high level of professionalism & integrity when dealing with all persons.

# E

ETHICAL

All our decisions & actions are based on fairness & honesty.

# C

COMPASSIONATE

Courtesy & kindness are extended to each person in every circumstance.

# T

TEAM

We are all working towards the same goal, & we are all part of the same team.



**SwanCare continues to adapt to the changing and challenging environment the aged care sector faces.**

SwanCare has endured another year under the constant veil of COVID-19 while undergoing a Federal election and becoming acquainted

to the resulting commitment to the Aged Care Royal Commission reform initiatives which are starting to take effect. The reform changes are being introduced within a backdrop of ongoing negative sentiment and perception of the sector, whilst compliance, documentation and red tape increase workload to the already demanding and vital role of providing care and support. With all this going on, it is fair to say that our sector remains seriously fatigued.

Internally, SwanCare faces the continued acute challenge of recruitment and attraction of quality aged care staff. The imposition of mandated care hours only adding further complications to a sector that is already stretched. Further, aged care reforms include the implementation of a Star Rating process and a major change to the funding model that underpins the entire operation of our aged care business.

Another important issue impacting our business environment is the increased demand for independent living product. With very little product available, we find ourselves with a burgeoning waitlist. Whilst on the surface this seems like a positive, the reality is that it can lead clients into looking elsewhere. With this in mind, we have commenced the planning for the construction of a new modern apartment complex that will provide the independent accommodation needs for retirees that are seeking high quality, safe and secure living to support their later years in life.

Currently the demand for care placement is still relatively buoyant, however we anticipate this will eventually decline as home care becomes more prevalent. Whilst this will provide a fillip for home care, the residential care centres are likely to be impacted as clients seek greater clinical and more complex care support within their residential environment.

Ultimately it will be necessary to adapt our facilities to cater for this inevitable shift in client needs. This year we have commenced preparations for the redevelopment of our SwanCare Waminda aged care centre, which will see it repositioned as a modern and contemporary centre, capable of fulfilling the

demands of clients seeking higher acuity care. These major modifications will ensure Waminda will remain a long-term viable option for quality care within an environment dedicated to the increasing complex health care needs of our current and future clients.

As an Executive and Board, we are in-tune with these changing and emerging factors and because of this we have used 2022 as a year to focus on planning for the re-shaping of the aged care and retirement market.

Our integrated business model and recent Bentley Park amenity developments place us in a good position for the short term, but it is the mid to longer term, essentially five years and beyond when the major impact of these significant environmental and client demand shifts will become most apparent.

Despite the challenges ahead, we are very well placed to adapt and deal with these issues. Our foundations and framework are strong and this year we have once again maintained numerous positive outcomes, well above those of our industry peers and National benchmarks. During the year we have:

- Remained financially sustainable, and grown our cash reserves to over \$23m
- Kept our occupancy within the care centres above the industry averages
- Maintained a continued high level of retirement village occupancy, above anticipated target levels
- Have grown our home care business despite the labour challenges
- Continued our commitment to quality hospitality services across the Bentley Park campus
- Thwarted off COVID-19, whilst still allowing controlled visitation throughout the year

All of which has ensured that we have retained our position as a top performer within a sector which is facing enormous government scrutiny and community oversight.

Graham Francis  
SwanCare CEO

## Major Achievements

- SwanCare appoints JBWere to manage and oversee the Investment Portfolio and Investment Strategy for the management of the organisations cash liquidity – goal to achieve CPI + 0.25%
- Judd Dyer departed as Director after having served a term of three years. Anna Ciffolilli, Brad Harvey, John McLean and Scott Waters were appointed as non – executive Directors of SwanCare Group
- Asset Management Plan approved providing a 10-year guiding framework for the long-term development and management of our infrastructure and assets. Links with the strategic plan and is also a primary input for future budget processes
- Annual Charity Golf Day held in November and raised \$17,500
- Achieved an NPS of 55 – above 50 is considered outstanding
- 9 out of the 11 STIP targets were achieved and considering the significant disruptions and external climate that prevailed during the past year, the Board recommended that the full STIP of 10% be granted
- Tender issued for Project Management Services to oversee and manage the major AMP (Asset Management Plan) Infrastructure development projects
- Reduced our debt down to \$7M – paid \$3M off the balance
- The new strategic plan – Our Vision, Our Future, and the associated initiatives road map. Received full support and approval from the Board
- The budget for 2022/23 was approved by the Board – a modest surplus of \$397K targeted, major challenges noted as SwanCare Ningana, staffing, COVID-19 and the introduction of the AN-ACC funding model
- The Board approved the appointment of Bridge42 to the project management contract(s) with a total contract value of \$721,500 for the following projects spanning the next 5 – 10 years
- The Board approved the Risk Management Policy and Risk Management Appetite and asked that the item remain under the constant surveillance and oversight of the Audit Risk and Finance Committee
- The new Work Health and Safety Act 2020 (WA) and Regulations came into effect from the 1st of April. This brings WA into line with the national harmonised system established in all other Australian states and territories, excluding Victoria
- Paul Fry commenced his year-long internship program with SwanCare. This program is a component of SwanCare's on-going relationship with the Emerging Leaders in Governance Program, of which we are a community partner
- Veritruss Builders were appointed by the Board to commence the refurbishment and modification works to Administration building Level 2 for a contract value of \$817K
- The Board approved the appointment of iredale pedersen hook to undertake the architectural works for the new apartments project with a total contract value of \$564,000
- The Board approved the appointment of MKDC to undertake the architectural works for the SwanCare Waminda refurbishment project with a total contract value of \$799,500
- The Board approved the appointment of Altus Group as the Quantity Surveyors for the SwanCare Waminda refurbishment and new apartments projects with a total contract value of \$183,600
- The Board approved the strategic KPI's for 2022/23 and their inclusion as Annual STIP KPI's for the 2023/23 financial year
- AN-ACC transition team in full swing and gearing up for the commencement on the 1st of October
- SwanCare Kingia/Tandara received a full re-accreditation for three years

## Major Achievements

Financial year 2022 was primarily a year of planning for future projects and asset renewal while also preparing and responding to the impacts of COVID-19. Ongoing improvements and repairs to building, facilities and technology assets was a key focus of the Building and Facilities and Information Technology Teams.

### Major Projects & Planning

- Commenced planning for a full refurbishment of SwanCare Waminda aged care centre
- Commenced planning for new independent living apartments at Bentley Park
- Commenced planning for Administration building level 2 refurbishment
- Launched the Environmental Sustainability Plan
- Completed a new Asset Management Plan to guide future developments and asset renewal
- COVID-19 preparation and response

### Building Improvements

- Upgraded and extended the SwanCare Kingia dementia garden (Stage 1)
- Retrofitted external security lighting within older areas of the Bentley Park village with LED lighting
- Modernised Administration building lifts
- Commenced planning improvements to Richard Cleaver Lodge common areas and fire services
- Installed new drainage to Hawthorn Crescent

### Technology Improvements

- Continued the staged roll out of additional CCTV cameras in key locations
- Installed a new access control system to SwanCare Waminda and Richard Cleaver Lodge
- Trialled phone system upgrade options for future implementation
- Implemented new visitor check-in kiosk to all aged care centres and Administration building



## Major Achievements

- Expansion of partnership with Curtin increasing numbers for Curtin Medical School Senior Citizens Program and new addition of Intergenerational Service Learning with OT students
- Creation of new groups and activities for residents including Friday Night Chase, Qigong, Board Game Group and Fourth Saturday Quiz
- Concerts with Rossmoyne Community Choir and Fiona Mariah (Opera singer)
- Hosted a reflexology and healthy eating seminar to promote good health practice
- Continued expansion of weekly exercise class with Curtin School of Exercise including gym, pool and balance classes
- Worked with Residents Council on creation of sub committees to really focus on topical issues such as environmental sustainability, transport and infrastructure
- Highest number of operational home care packages since SwanCare At Home began and highest level of staffing
- Maintained highest level of occupancy for Lease for Life units since 2016



## Major Achievements

- The 2022 Brand Health review and Brand Awareness survey was completed, and the results presented to the Board
- Commenced major review and development of a new website. User experience and accessibility being the primary focus bringing swancare.com.au now in line with government accessibility standards of WCAG 2.1 AA compliance
- The appointment of a new Senior Graphic Designer, Sean Le
- SwanCare brand evolution – major review and updates to brand and style guidelines
- Shifted focus towards using residents and staff in Marketing photography. Undertook second lifestyle photoshoot for the retirement village and new hospitality photoshoot for use on digital and print collateral
- Continued relationship with Search Engine Optimisation partner, increased keyword terms and rankings while preparing for new website migration
- Website sessions increased 7% YOY, Website goal completions increased 4% YOY. #1 search ranking positions on Google increase from 7 keywords to 11 keywords LFY
- Provided regular, real time COVID-19 updates to residents and families

## Major PR Achievements

- Since SwanCare's first confirmed COVID-19 case on the 23rd of February 2022, a total of 68 COVID-19 related communication emails were sent to resident representatives with relevant statements made available online
- 75 COVID-19 related communications were sent to all staff in the preparation of and during COVID-19 outbreaks from February to June 2022



## Major Achievements

We have had a small team restructure to better assist with the increase in staff numbers. We now have two teams that focus on specific areas for employees.

### Employee Services

Focuses on the services for employees such as rostering, pay, and leave

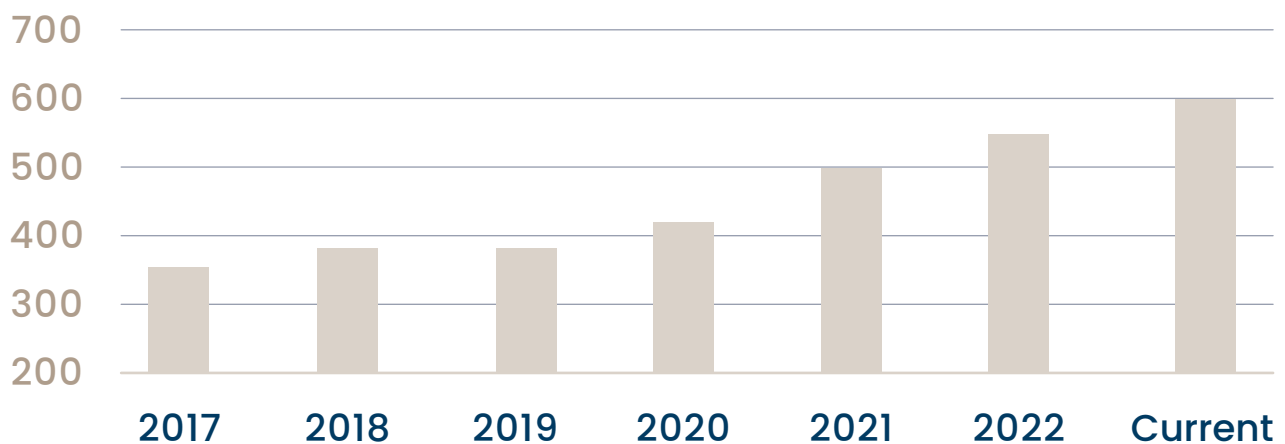
- Undergone upgrades to our systems to assist in compliance with AN-ACC
- Continued work on various projects with ICT team to get current systems to connect better with each other
- Upgrades have been performed on all software this year

### People & Performance

Primarily focused on the areas that assist our employees in their daily work such as recruitment, reward and recognition, and managing work expectations.

- Consistently recruiting in the post COVID-19 environment. Whilst we have been competing with many other businesses for people our staff members have grown to nearly 600 strong
- The recruitment and attraction of quality aged care staff has remained a primary focus with an increase in recruitment of 10% last financial year

## Staff Numbers



2021 Feathers Nominations of the Year Award presentation was well attended by staff across all departments

## Major Achievements

### Accreditation

- SwanCare Kingia & Tandara accredited for three years. SwanCare Waminda application for re - accreditation has been submitted while SwanCare Ningana remains accredited
- SwanCare application for NDIS accreditation has been submitted
- Care minutes are required to be captured and reported to ensure best ratio per resident care

### COVID-19

All care centres have been impacted by COVID-19 outbreaks at various times throughout the year. COVID-19 was the biggest challenge for our staff, residents, and families, not only in terms of additional work involved when faced with outbreaks, but also the emotional stress it endured. Staff are very much aware of their responsibilities during outbreaks and their knowledge and skills supported a streamlined safe approach.

### Occupancy

Remains above the industry average within the care centres. As outbreaks occur the care centres continued to review how they accept admissions. There is continued demand for high dependency admissions, with dementia and challenging behaviors.

### ACFI & AN-ACC

Working groups have been set up with Mirus to transition into AN-ACC (Australian National Aged Care Classification). Managers are preparing staff of the cultural shift required to maintain high level classification.

### Hospitality

Jarrah Café is operational but unfortunately patronage is not there. Review of opening hours to commence in early 2023. Spritz Cafe is a buzz which continues to be a success.

## Projects

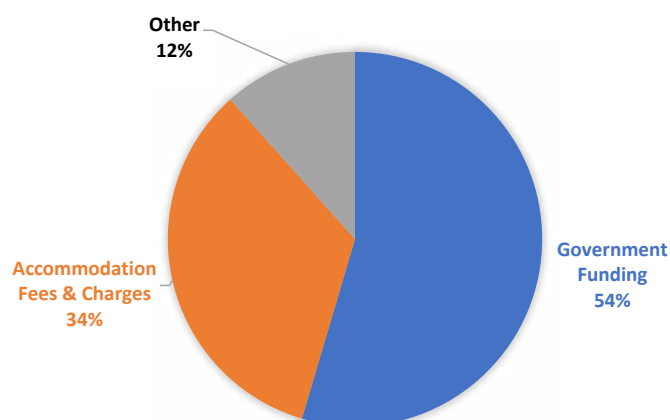
- Mental Health Working group - Bentley Hospital
- Curtin University Medical School
- Notre Dame University Grad Program 2023
- IDDSI (International Dysphagia Diet Standardisation Initiative) education across the aged care centres to all staff, clinical and hospitality
- ECU - COVID-19 impact on the elderly including socialization and exercising
- Master Dietetic students - two students supported to complete a project through the guidance of our Dietitian Food Services. Project will be presented to staff and residents

For financial year ended 30 June 2022

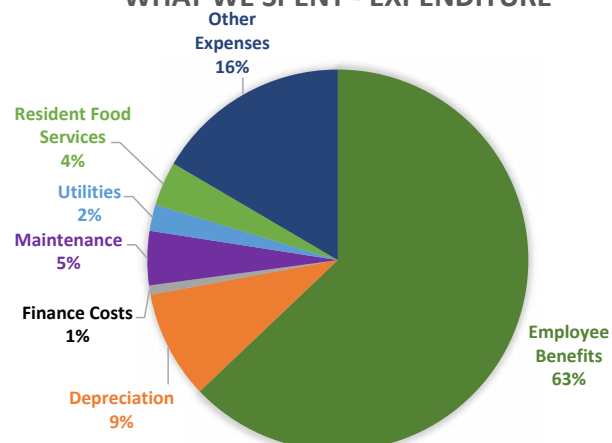
SwanCare remained financially sustainable and grew cash reserves to over \$23m.

Profit & Loss	2022 (\$'000)	2021 (\$'000)
<b>Income</b>		
Government Funding	29,187	24,497
Accommodation Fees & Charges	18,083	16,527
Other	6,205	5,474
Fair Value Gain	-	11,139
Other Comprehensive Income	-	10,321
<b>TOTAL INCOME</b>	<b>53,475</b>	<b>67,958</b>
<b>Expenditure</b>		
Employee Benefits	34,795	28,260
Depreciation	5,081	4,442
Finance Costs	433	520
Maintenance	2,541	2,265
Utilities	1,239	1,240
Resident Food Services	2,075	1,651
Other Expenses	9,154	7,404
<b>TOTAL EXPENSES</b>	<b>55,318</b>	<b>45,782</b>
<b>Total (Deficit)/Surplus for the Year</b>	<b>(1,843)</b>	<b>22,176</b>

#### WHAT WE EARNED - INCOME



#### WHAT WE SPENT - EXPENDITURE

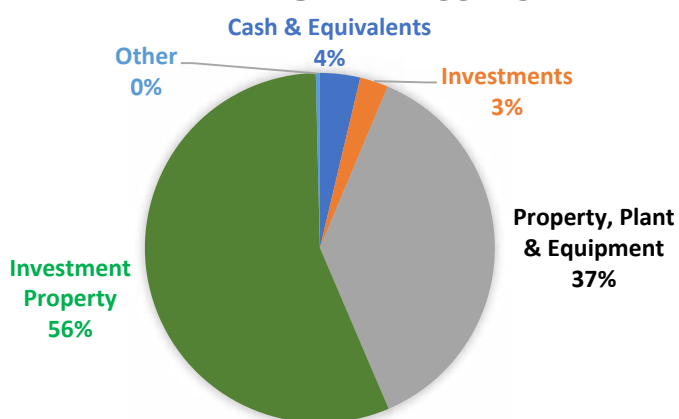




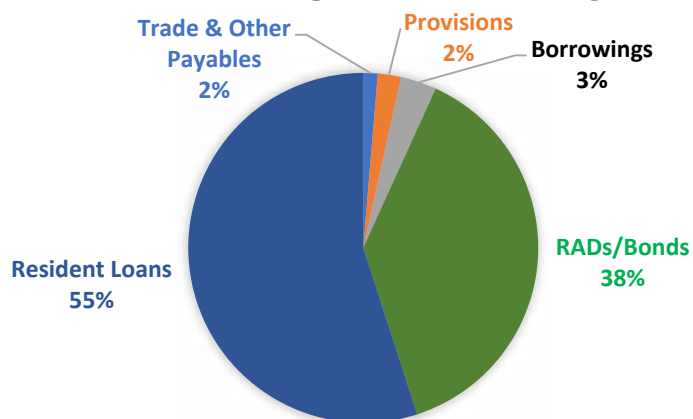
For financial year ended 30 June 2022

Balance Sheet	2022 (\$'000)	2021 (\$'000)
<b>Assets</b>		
Cash & Equivalents	13,685	15,888
Investments	9,667	–
Property, Plant & Equipment	137,281	141,396
Investment Property	206,655	203,805
Other	1,374	1,133
<b>Total Assets</b>	<b>368,662</b>	<b>362,222</b>
<b>Liabilities</b>		
Trade & Other Payables	2,810	2,374
Provisions	4,533	4,080
Borrowings	7,000	10,000
RADs/Bonds	80,605	73,931
Resident Loans	116,018	112,298
<b>Total Liabilities</b>	<b>210,966</b>	<b>202,683</b>
<b>Total Equity</b>	<b>157,696</b>	<b>159,539</b>

## WHAT WE OWN - ASSETS



## WHAT WE OWE - LIABILITIES





SwanCare

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Retirement Living | Home Care | Residential Aged Care