

# SwanCare 2021 Annual Review



SwanCare

# 2021 in Review



*Since October 2020 (our last AGM), SwanCare has continued to adapt to the changing and challenging environment that our sector is facing.*

*We have endured another year under the constant veil of COVID-19, while we also experienced an*

*extensive and somewhat anti-climactic Aged Care Royal Commission report backed up by a lacklustre response from the Government. Negative perception of the sector continues to prevail, whilst compliance, documentation and red tape impose an additional workload to the already demanding and vital role of providing care and support.*

*Internally SwanCare has had its own challenges, none more acute than the recruitment and attraction of quality aged care staff. This was due to the inability to source migrant intake due to closed borders and the requirements of staffing an entire new aged care facility at SwanCare Ningana.*

*We are currently in the midst of a property boom, and with this comes increased demand for our retirement village product – eventually causing a shortage.*

*While in our aged care facilities the demand for care placements is still relatively buoyant, however this will eventually decline as Home Care slowly eats its way into this market. This will provide a boost for home care, but we foresee the residential care facilities will be impacted as clients will demand greater clinical and more complex care support within the residential care environment. Ultimately it will be necessary to adapt our aging facilities to cater for this inevitable shift in client needs.*

*As an Executive and Board, we are in-tune with these changing and emerging factors.*

*We used 2021 as a year to focus on detailed strategic thinking and planning for the re-shaping of the aged care and retirement markets.*

*Our current 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 (5+ years), when the major impact of these significant environmental and client demand shifts will appear.*

*The challenges ahead are immense, but we are well placed to adapt and deal with these. 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 \$24m;*
- Kept our occupancy within the care facilities well above industry averages;*
- Achieved our highest level of retirement village occupancy for over a decade;*
- Increased our commitment to quality hospitality services across the Bentley campus;*
- Opened SwanCare Ningana and achieved almost full occupancy within 12 months;*
- Achieved NPS scores well above industry average;*
- Avoided COVID-19 in our community, whilst still allowing controlled visitation throughout the entire year.*

*All of which has cemented our position as a top quartile performer within a sector which is facing enormous challenges.*

A handwritten signature in blue ink that reads "Graham Francis".

Graham Francis  
SwanCare CEO



# Corporate & Administration

## Major achievements

- Kim Hocking was appointed Chairperson and Rob Wilton as Deputy Chair. John Bardwell and Judd Dyer resigned from the Board. New Directors appointed including Pam O’Nions, Anna Ciffolilli and Brad Harvey.
- SwanCare’s Board endorsed an Environmental Sustainability Plan that endeavours to deliver 44 programs and strategies with initiatives to reduce waste, energy and water consumption. We also endeavour to enhance village amenity through improved built form, tree planting and other environmental considerations.
- Residents Advisory Council established three new sub-committees including Environment & Sustainability, Infrastructure & Maintenance, and Transport.
- Implementation of Asset Management Plan to guide the life cycle management of existing assets, planning of major refurbishments and redevelopment projects over the next 10 years.
- Completion of Lift Upgrade to Admin including new hydraulic system and lift car interior.
- Garden upgrades to rear of Kingia which will see an increase in the size of the existing dementia garden at Kingia, including new pathways, trees, plants and artificial turf.
- Exterior street and bollard lighting upgraded to LED in problematic areas. Currently completed through Phillips, Pugh etc. Looking to get Hawthorn, Clayden etc completed by end of 2021.
- SwanCare Charity Golf Day 2021 raised \$17,266.38, total now \$180,000 over 14 years.
- 2021 Staff Service Awards celebrated 16 staff totaling 255 years of service between them.
- 130 registered volunteers worked tirelessly throughout the year.
- Jarrah Café opened in June 2021.
- Containers for Change program has collected \$420.10 which equates to 4,201 cans recycled.
- On average, the Lions Club is collecting 100 – 110kgs of newspapers from us each week for recycling. Our current record is 135kg’s.



# Community Living

## Major achievements

- Continued activation of the new Leisure Precinct, including pool, gym, activity rooms and surrounding areas.
- Weekly pool and gym group classes are held in partnership with Curtin University, Curtin Rehab Centre, and School of Physiotherapy and Exercise Science.
- Expansion of partnership with the Town of Victoria Park including hosting a dance for Seniors Week and participation in the Purple Road project.
- Creation of new clubs and groups for residents including philosophy, craft groups and more.
- Highest number of operational home care packages since SwanCare At Home began.
- Highest level of occupancy for Lease for Life units since 2016.
- Leisure Precinct Open Day was held in conjunction with the Bentley Park Show and SwanCare's 60th anniversary celebration. The day was a success in attendance and sales for clubs.



# Marketing

## Major achievements

- Appointed full time Brand and Marketing Manager, Nancy Kingston.
- Appointed new web development consultants to research and build new website.
- Engaged external consultants for a full brand awareness survey to help drive marketing goals.
- Continued work with all departments on COVID-19 communications plan.
- Continued relationship with SEO & Keywords team, key figures include:
  - Website Sessions: 150,136 sessions (2021) v 69,493 sessions (2020);
  - Website Goal Completions: 5,836 (2021) v 4,920 (2020);
  - Currently ranking #1 on google for 8 keywords (2021) v 8 keywords (2020).

## Major PR achievements

- January 2021
  - Driverless Bus by Have a Go News.
- April 2021
  - Cycling Without Age by Canning Gazette.
- May 2021
  - Senior's Ballet by Canning Gazette.
  - Beatrice 106 years old by Canning Gazette.
- July 2021
  - Zonta House Donation by Canning Gazette.
- September 2021
  - Village Recycling Program by Have a Go News.
  - 98% of staff double vaccinated Graham (Chief Executive Officer) on The West Live & Fiona (General Manager People and Culture) on Channel 7.



# People & Culture

## Major achievements

- Increased staffing levels from 399 to 532 which is 33% increase overall (mainly new hires for SwanCare Ningana) in a very tough market.
- 100% compliant with staff dose two of COVID-19 vaccinations.
- Appointed a new Manager OSH, Risk and Compliance – Jason Barlow.
- Implemented a major project which was a new recruitment program that delivers faster, more effective and interactive recruitment experience for applicants and managers.
- SwanCare’s unique rewards and recognition program, referred to as Feathers, has had:
  - 59,201 Feathers awarded over this year to date (\$41,440) over 9 categories;
  - 25,486 Feathers redeemed (\$36,408).



# Residential Care

## Major achievements

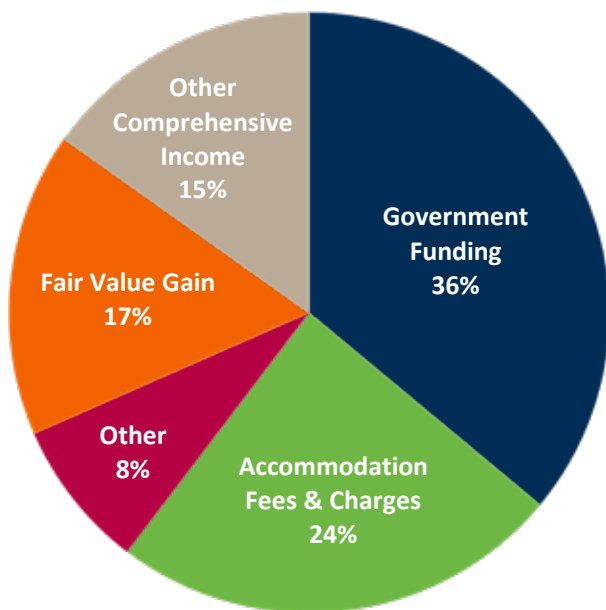
- SwanCare Ningana accreditation gained.
- SwanCare Ningana one year anniversary and full occupancy.
- Introduced a social engagement program which has received outstanding support and compliments.
- Infection control lead staff completed infection control certificate.
- COVID-19 response team formed.
- Conducted clinical audits to maintain enough PPE if outbreak occurs.
- Curtin Senior Partnership Program continued telephonically during COVID-19 – first medical students graduated in November 2021.
- Food Service Dietitian appointed to provide high standard of meal delivery, review menu, and provided training support to hospitality and care staff.
- Food Service Dietitian working to support Masters Dietetic Students from Curtin Uni
- Received recognition as a NDIS provider
- Post Grad Nurses to complete their graduation certificate with potential to gain employment at SwanCare.
- Duska Bodegrajac (Manager Clinical Operations) and Julie Atkinson (General Manager Health and Aged Care Services) are involved in ECU research study which was on exercise during COVID-19 for aged care residents.
- Preetha Thamilaraser (Coordinator Quality and Compliance) completed Masters of Mental Health Nursing to supports NDIS clients.
- Partnership with Curtin Nursing School to develop graduate and post graduate courses especially for aged care.
- Met with Boronia Pre-Release Centre for Women for potential work placements during completion of hospitality courses.
- Spritz Café re-opened after renovation.
- Staff managed the COVID-19 uncertainty with good humour and professionalism.

# 2020 - 2021 Financial Year

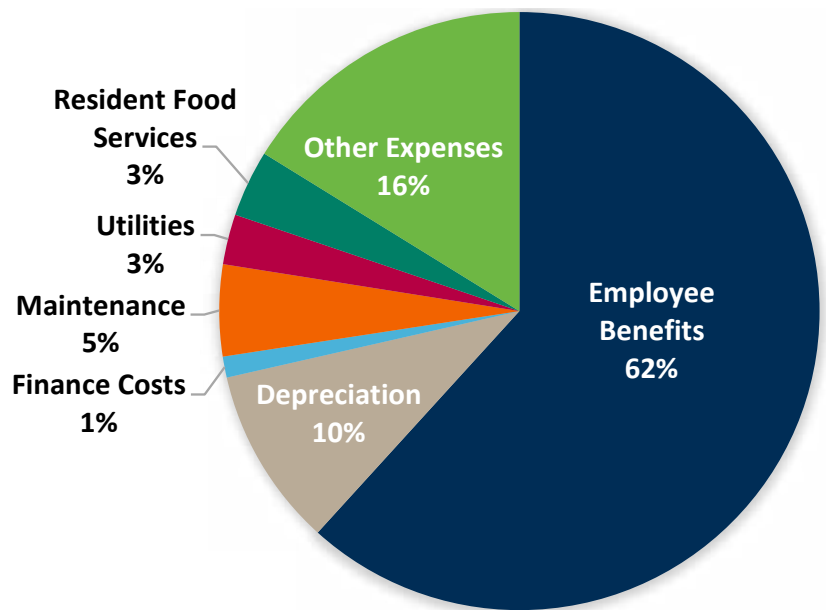
## Profit & Loss Statement

|                               | 2021 (\$'000) | 2020 (\$'000) |
|-------------------------------|---------------|---------------|
| <b>Income</b>                 |               |               |
| Government Funding            | 24,497        | 20,348        |
| Accommodation Fees & Charges  | 16,527        | 13,961        |
| Other                         | 5,474         | 4,583         |
| Fair Value Gain               | 11,139        | -             |
| Other Comprehensive Income    | 10,321        | -             |
| <b>Total Income</b>           | <b>67,958</b> | <b>38,892</b> |
| <b>Expenditure</b>            |               |               |
| Depreciation                  | 4,442         | 3,402         |
| Employee Benefits             | 28,260        | 22,050        |
| Finance Costs                 | 520           | 638           |
| Maintenance                   | 2,265         | 2,190         |
| Utilities                     | 1,240         | 1,111         |
| Resident Food Services        | 1,651         | 1,307         |
| Other Expenses                | 7,404         | 6,862         |
| <b>Total Expenses</b>         | <b>45,782</b> | <b>37,559</b> |
| <b>Net Underlying Surplus</b> | <b>22,176</b> | <b>1,332</b>  |

### What We Earned - Income



### What We Spent - Expenditure

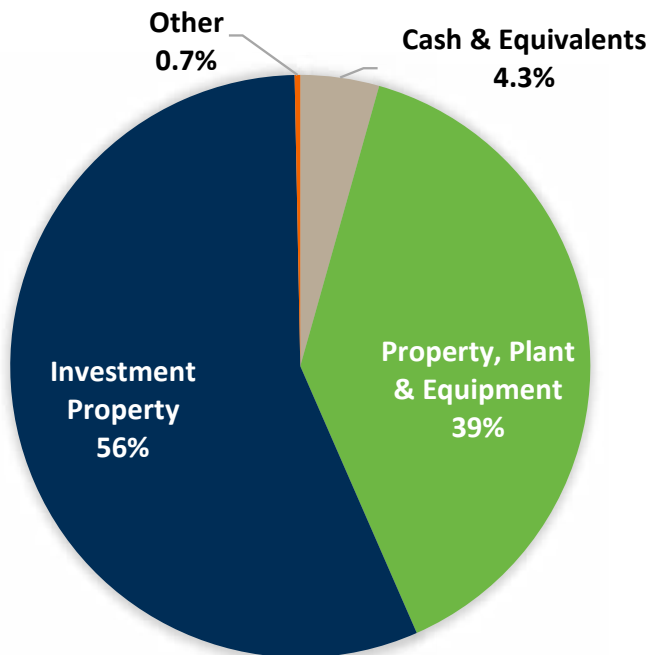




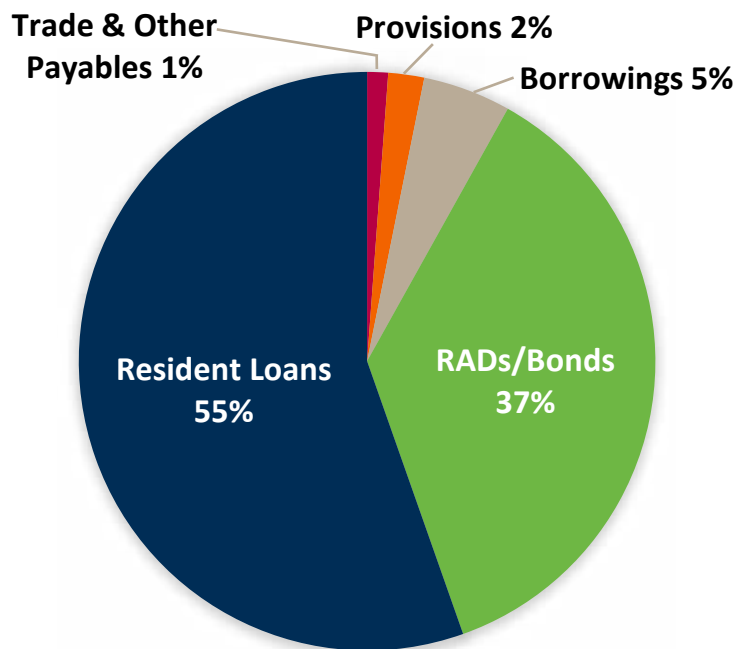
## Balance Sheet

|                               | 2021 (\$'000)  | 2020 (\$'000)  |
|-------------------------------|----------------|----------------|
| <b>Assets</b>                 |                |                |
| Cash & equivalents            | 15,888         | 4,717          |
| Property, plant and equipment | 141,396        | 134,673        |
| Investment property           | 203,805        | 180,004        |
| Other                         | 1,133          | 638            |
| <b>Total assets</b>           | <b>362,222</b> | <b>320,032</b> |
| <b>Liabilities</b>            |                |                |
| Trade & other payables        | 2,374          | 3,864          |
| Provisions                    | 4,080          | 3,510          |
| Borrowings                    | 10,000         | 28,203         |
| RADs/Bonds                    | 73,931         | 51,237         |
| Residents loans               | 112,298        | 95,856         |
| <b>Total liabilities</b>      | <b>202,683</b> | <b>182,670</b> |
| <b>Total Equity</b>           | <b>159,539</b> | <b>137,363</b> |

### What We Own - Assets



### What We Owe - Liabilities



# SwanCare

## Our Vision

To enrich the lives of everyone in our community.

## Our Purpose

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

