



# 2020 Annual Review

SwanCare

# 2020 in Review



This year started out with such heightened optimism based on the back of the three major transformational construction projects that were due to open in 2020, namely the Leisure Precinct, SwanCare Ningana and our new Main Production Kitchen.

These projects equate to a capital investment of some \$65M and provide a significant shift in the landscape that is our Bentley Park campus.

The world class design of these projects sets SwanCare on the pathway to securing its long-term future as one of Australia's leading providers of Aged Care and Accommodation for not only the current group of residents but for many future generations to come.

However, COVID-19 arrived and became a dark cloud which has hung over 2020, and continues to be a constant force impacting upon the economic and health status across the world.

Whilst WA, and therefore by association, SwanCare, is slightly isolated from the absolute severity of COVID-19, there has never been any thoughts of complacency or failing to ignore the potential impacts that this virus could impart on our SwanCare community.

It is for this reason that 2020 has become a year of careful, risk adverse and responsive management as we slowly emerge from the worst of COVID-19 and adapt to a new way of operations.

Despite COVID-19 and its negative impacts, we have still managed to achieve numerous positive outcomes, we have: -

- remained financially sustainable,
- kept our occupancy above industry averages,
- increased services within care and hospitality,
- increased occupancy for independent living to its highest level in several years,
- achieved growth in our home care business to achieve a new record high,
- been nationally recognised for our urban design initiatives, and
- appropriately dealt with numerous obstacles during the year.

All of the above have cemented our position as a top quartile performer within a sector which is facing enormous government scrutiny and community oversight.

I am very proud of all SwanCare staff and how they handled this challenging year. Our staff deliver day in and day out in an industry that demands so much responsibility and compassion. Every day our staff are changing our resident's lives for the better as they seek to enrich the lives of everyone in our community.

The successful outcomes of 2020 would not have been possible without the Board of SwanCare who have provided wonderful guidance, strength and governance support throughout 2020 to myself and my Executive Team. This support and encouragement has enabled the continued execution of strategic goals within an environment facing increased external pressures and heightened compliance.

2020 was certainly a tough year for all, and I want to thank everyone for their patience and understanding. We feel that 2021 is a year to refresh and we look forward to it with hope and optimism!

*Graham Francis,*  
*SwanCare CEO*



# Corporate & Administration

## Major achievements

- SwanCare Bentley Park master plan was endorsed by Town of Victoria Park, providing an overarching plan that reflects SwanCare's strategic plan and clear direction in relation to vision, development direction and staging
- SwanCare Ningana opened with 124 aged care rooms, along with the new SwanCare laundry which is capable of processing SwanCare's current and future laundry needs
- A remodelled Spritz re-opened providing an amenity able to be shared by both SwanCare Kingia and SwanCare Ningana, breathing life back into the facilities with more people visiting and using the area
- The Main Production Kitchen (MPK) re-opened which can produce in excess of 1,200 meals per day, along with the opening of 5 rooms above the kitchen, multiple offices below, and a front entry upgrade at SwanCare Tandara
- A cybersecurity review was completed, recommendations applied and ongoing with a new team member employed to focus on company cybersecurity
- Commenced planning for an Environmental Sustainability Plan, likely for launch in early 2021 including recommendations for waste, energy, water, product sourcing, transport and more
- Prof. Robin Watts, Julie Brunner & Evan Nunn all completed their nine-year tenure on the Board
- SwanCare Charity Golf Day raised \$15,739. The 13-year total is now \$170,000
- 152 registered volunteers worked tirelessly throughout the year, equating to approximately \$5,000 of work per volunteer





# Community Living

## Major achievements

- Activation of the new Leisure Precinct, including pool, gym, activity rooms and surrounding areas
- Integration of the SwanCare At Home and Resident Support Services teams into the same office to create a seamless approach to in home care
- Opening of HALO (Home Assisted Living Options) Technology Hub, showcasing assistive technology and equipment for residents to remain independent in their homes for longer
- Creation of new clubs including chess, language club, fellowship group, craft groups and more
- Continuation of partnership with Curtin University including autonomous bus research, Curtin Rehab Centre and School of Physiotherapy and Exercise Science
- Highest number of operational home care packages since SwanCare At Home began
- Highest level of occupancy for 'Lease for Life' units since 2016



# Marketing

## Major achievements

- Appointed new contract for website hosting and maintenance
- Appointed new contract for media opportunities and story writing
  - Media coverage listed on right
  - Journalist working with marketing team to consistently publish fresh content
- Continued relationship with SEO & Keywords team, adding an additional contract for Adwords
  - Website Sessions:  
67,316 (2020) v 46,344 (2019)
  - Website Goal Completions:  
4,717 (2020) v 2,048 (2019)
  - Currently ranking #1 on Google for 7 keywords
- Prepared communication plan for potential COVID-19 crisis

## Major PR achievements

- February 2020 – Leisure Precinct – Featured on Channel 7 news segment spiking web traffic and creating inquiry
- May 2020 – Perth 105-year-old celebrates with wine and a Whopper – Featured on PerthNow, The Daily Mail, 10 Daily, The Women Journal
- June 2020 – Leisure Precinct Architecture Award win – Featured in Canning Gazette, Business News, and Inside Ageing
- July 2020 – Town of Victoria Park Hall of Fame – Featured in Canning Gazette, Southern Gazette, and front page of local TOVP Vibe Magazine
- October 2020 – Mark McGowan address with happy birthday to 100-year-old at SwanCare Waminda – Featured on ABC, TV and online news websites
- October 2020 – Paris and Yan Melbourne COVID-19 Nurse – Featured in Canning Gazette, 6PR, West Live, Perth Now, The West Australian





# People & Culture

## Major achievements

- Staff have been kept informed and aware of COVID-19 pandemic as developments occurred. Practical scenario run throughs have allowed adjustments to be made in our processes to ensure the highest state of readiness is maintained
- Appointment of a Manager Training and Development. This appointment adds to the overall clinical strength of SwanCare, as the staff member is a registered nurse, as well as an accredited trainer
- Staff Service Awards celebrated nine staff totalling 135 years' combined service
- New care facility, SwanCare Ningana, opened and ongoing recruitment is being conducted to ensure that the staffing grows as the residents are admitted
- Feathers program is still working well with nominations coming in from all areas of business. The winners each month reflect this with a wide variety of staff and roles being recognised, as well as being popular on social media
- Implementation of a new rostering system, Optima, due to a forced software upgrade. All the roster coordinators assisted in the testing and checking of the new program to make sure that we had everything working well for the transition



# Residential Care

## Major achievements

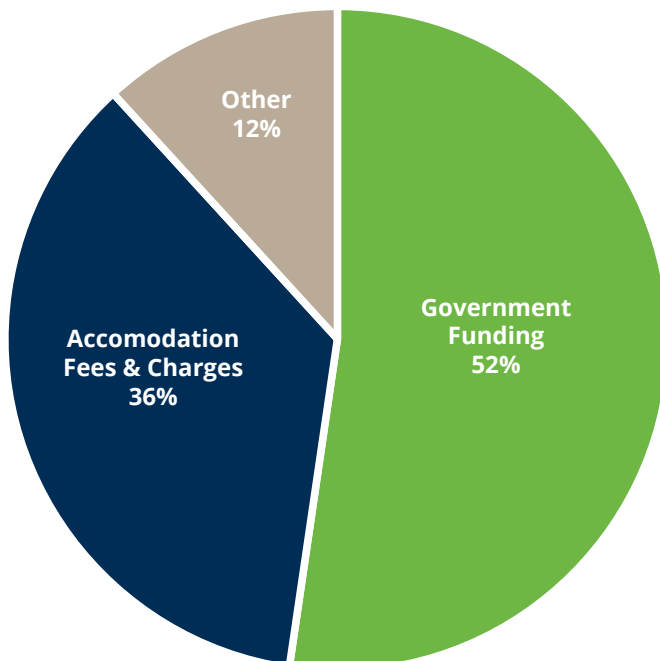
- Prepared management plan and COVID-19 response team in preparation for potential COVID-19 outbreak, as well as keeping staff well informed
- Contact maintained with residents and families through skype during lock down periods
- Achieved 50% occupancy at SwanCare Ningana ahead of schedule
- Graduate nurse program has been well received and will be continued in 2021
- Senior citizens program had to adapt to using technology due to COVID-19 restrictions, most adapted very well with staff help and program was able to continue as a 'new normal'. Hoping to continue program in person in 2021, situation will be closely monitored
- Clinical Nurse Managers have gathered many positive stories and decreased hospitalisations due to high level of training and knowledge within our current staffing team
- Restructures and role appointments have seen an uplift in morale, improvements in care, and policy updates
- SwanCare Ningana saw the inclusion of bedrooms for couples to be in care together, a unique selling point within the industry
- More support seen from external services such as psychology services, allied health, dietician and speech pathologist working closely to review our residents where required
- Staff development continued online and through on the job training
- Team building exercises introduced including lunches, holiday celebrations etc.
- High level of compliments and great feedback received from resident families using Palliative Care services

# 2019 - 2020 Financial Year

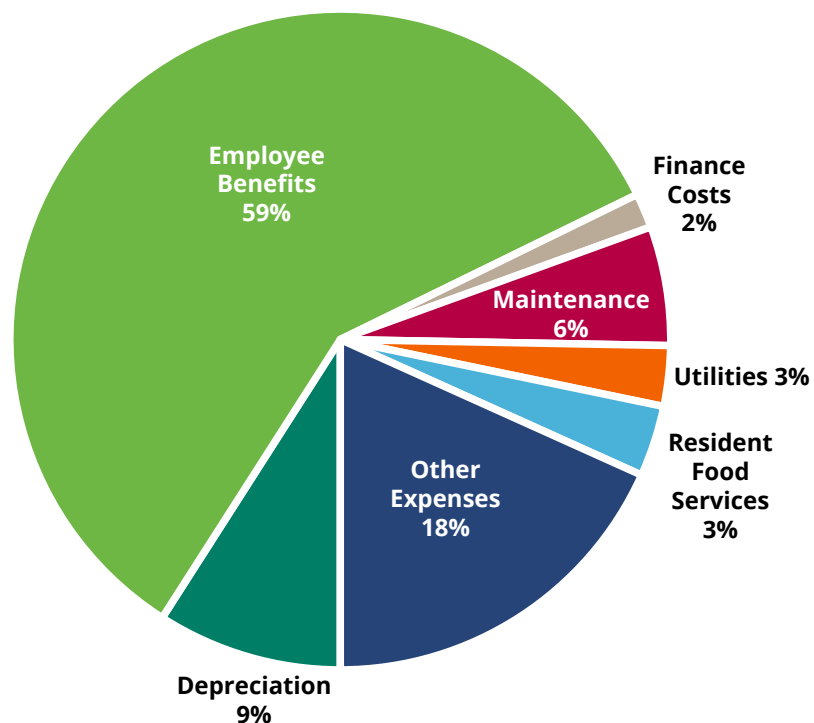
## Profit & Loss Statement

	2020 (\$'000)	2019 (\$'000)
<b>Income</b>		
Government Funding	20,348	20,622
Accommodation Fees & Charges	13,961	13,895
Other	4,583	1,884
<b>Total Income</b>	<b>38,892</b>	<b>36,401</b>
<b>Expenditure</b>		
Depreciation	3,402	3,152
Employee Benefits	22,050	20,578
Finance Costs	638	552
Maintenance	2,190	2,008
Utilities	1,111	1,061
Resident Food Services	1,307	1,228
Other Expenses	6,862	4,107
<b>Total Expenses</b>	<b>37,559</b>	<b>32,685</b>
<b>Net Underlying Surplus</b>	<b>1,333</b>	<b>3,715</b>

### What We Earned - Income



### What We Spent - Expenditure

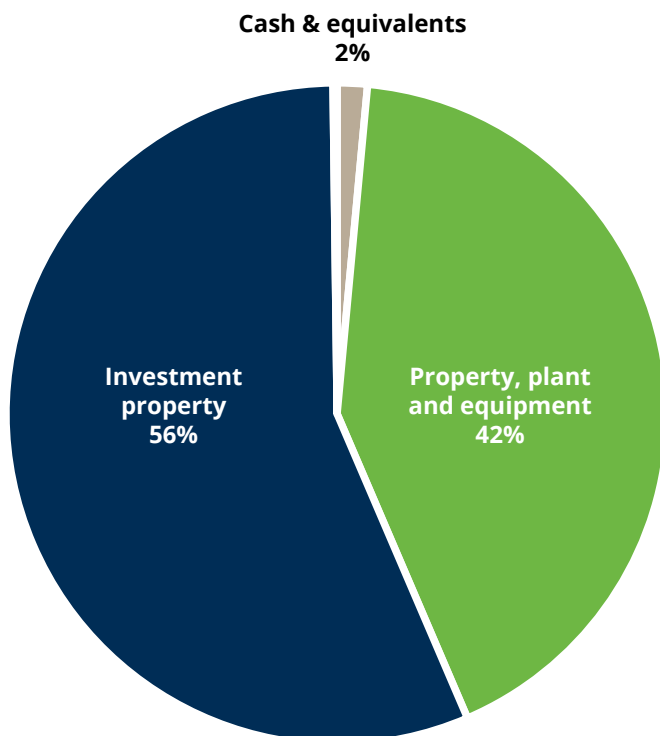




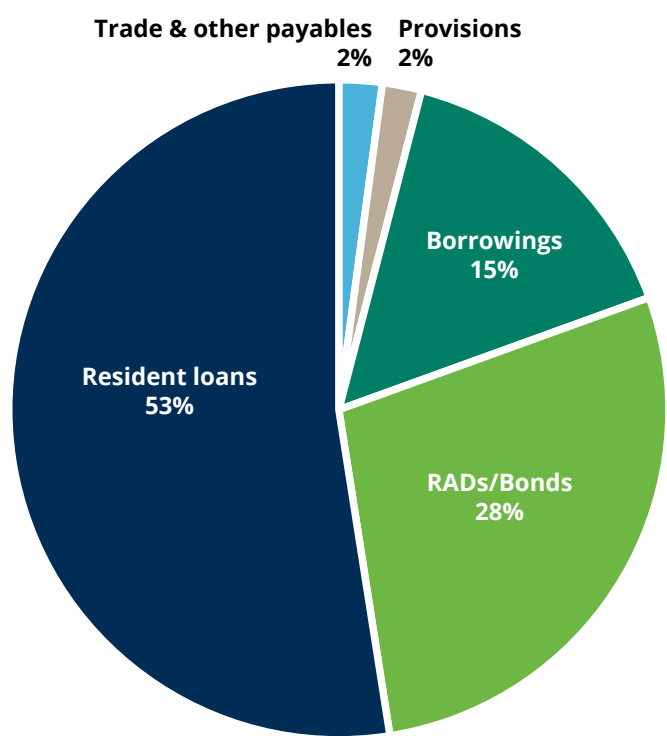
## Balance Sheet

	2020 (\$'000)	2019 (\$'000)
<b>Assets</b>		
Cash & Equivalents	4,717	8,886
Property, Plant and Equipment	134,673	113,615
Investment Property	180,004	173,311
Other	638	1,320
<b>Total Assets</b>	<b>320,032</b>	<b>297,133</b>
<b>Liabilities</b>		
Trade & Other Payables	3,864	7,336
Provisions	3,510	3,137
Borrowings	28,203	10,000
RADs/Bonds	51,237	47,836
Resident Loans	95,856	92,792
<b>Total Liabilities</b>	<b>182,670</b>	<b>161,101</b>
<b>Total Equity</b>	<b>137,363</b>	<b>136,031</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

