



BENEVOLENT AGED CARE

Strategic Planning Workshop

SEPTEMBER 2016

1. KEY CONTACTS

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28 September 2016

Alison Moss
Benevolent Aged Care
60 West Street
Rockhampton, QLD 4700

Dear Alison,

Thank you for the opportunity to present a proposal to provide consulting services to Benevolent Aged Care.

Ansell Strategic has been established to provide aged care and retirement living industry leaders and their organisations access to the sector's most extensive network of the sector's professionals.

We have the skills and experience to meet the specific needs of your project, having undertaken a large number of operational reviews and assisted providers with capital development projects throughout Australia and New Zealand.

In the past year we have assisted in various elements of capital development projects for the following Australian organisations, including:

St Vincents Care Services

UnitingCare Australia

RSL Care

Mark Moran Vaucluse

Allity Group

Australian Unity

Presbyterian Care South Canterbury

We look forward to your feedback and hope that we are able to work with you on this project.

Yours sincerely,



Cam Ansell
Managing Director

3. PROJECT OVERVIEW AND SCOPE

3.1 BACKGROUND

Founded in 1866 The Rockhampton Benevolent Home Society was originally set up to support destitute women and children, including new arrived migrants and abandoned wives.

The organisation has evolved in a number of areas including a mental hospital, accommodation for unwed mothers and a hostel catering to the homeless.

The Rockhampton Benevolent Home Society now trades under Benevolent Aged Care as a 'not for profit' aged care facility.

3.2 SCOPE

The organisation has been undertaking a review of its property infrastructure and has undertaken a master planning exercise for the Rockhampton site.

At the same time, the industry has been going through major reforms. The market has responded quickly to the opportunities and threats associated with the reform process and this is driving major changes in ownership as well as innovative new service models.

Benevolent Aged Care has requested a review of their development plans in the light of market reforms. The review will encompass an evaluation of market drivers in other organisation's catchment and the alignment of its future capital plans with contemporary business practices and organisational mission.



PROPOSED METHODOLOGY

4. PROPOSED METHODOLOGY

4.1 OVERVIEW

In the context of Benevolent Aged Care's strategic direction, it will be critical that the organisations future service models are informed by the legislative changes and market reforms. To facilitate this, we have recommended the following approach:

1. Desk top review of the organisation's current operations, finances and proposed capital developments;
2. Workshop with the Board and Executive on industry developments in the context of Benevolent Aged Care's capital development proposals; and
3. Develop a strategy document to outline key initiative required to ensure alignment between the organisation's vision and future service models.

The workshop would be facilitated by our Managing Director, Cam Ansell at Rockhampton.



OUR EXPERIENCE

5. OUR EXPERIENCE

Ansell Strategic was established to enable aged care industry leaders to leverage the sector's most extensive network of aged care professionals incorporating legal, property development, banking, architectural, management and clinical specialists.

With past experience in multi-national accounting and advisory firms, we recognised the need for a specialist service that focuses on the specific needs of aged and retirement living providers.

With additional experience in the management and operation of aged care organisations, we also recognise the importance of providing customised services that meet the mission, values and aims of individual organisations in the ever changing and increasingly competitive aged care sector.

Our team of full time staff work with industry specialists to deliver a comprehensive service that is tailored to the specific needs of each organisation.

We are now recognised as one of the most eminent aged care professional firms in Australia and New Zealand. Having led many significant research studies and transactions across Australasia, we have established ourselves as an industry authority.

5.1 CAPITAL DEVELOPMENT ASSISTANCE

Ansell Strategic have provided capital development assistance to a large number of for-profit and not-for-profit organisations.

The Ansell Strategic Team has been instrumental in developing service models that deliver on consumer expectations and provider returns. This is facilitated through our network of architects, developers and planning consultants that understand the industry, but can think outside the box.

As experienced Chartered Accountants and recognised specialists in this field, Ansell Strategic is trusted by the major financiers to build and review financial models for new developments and redevelopments.

Our operations team are involved in many design and commissioning committees, providing both point in time service reviews and ongoing assistance during the design and commissioning process.

5.2 BUSINESS DIAGNOSTICS AND BENCHMARKING

We have provided services to aged care providers, industry bodies, financiers and the Australian and New Zealand Governments at facility-specific, organisation-wide and national levels. Our client base includes most large for-profit and not-for-profit providers and many smaller community, family owned providers and has include a variety of reviews, including:

- Comprehensive care and service diagnostic reviews
- Financial reviews and benchmarking
- Performance analysis and benchmarking
- Corporate services assessments
- Culture assessments

5.3 STRATEGIC PLANNING AND SERVICE DEVELOPMENT

Ansell Strategic undertake ad hoc and long term strategic planning projects with a large number of providers throughout Australasia. Strategic projects range from board and organisational projects to site based development and planning projects.

We have worked extensively in less regulated aged care/retirement living sectors overseas. This experience, coupled with our unparalleled local expertise, enables you to move forward with confidence in the more complex and competitive environment following the Living Longer, Living Better legislative changes in 2014.

5.4 TURNAROUND STRATEGIES AND CHANGE MANAGEMENT

The change management process can be particularly challenging in an aged care business. Paramount to all stakeholders is the wellbeing of the clients that rely on the delivery of quality, reliable services.

Ansell Strategic provides financial, corporate, operational and clinical advisors to ensure that this balance can be achieved. Our registered nurses have practical experience in organisational management and our consultants and accountants have extensive direct experience working in aged care.

We have worked with a large number of providers on the development of strategies that either increase service provision, improve efficiencies or ensure that services are in line with organisational goals. These include:

- Organisational structure / head office restructuring
- Information systems, communication and reporting system implementation
- Revenue maximisation, including ACFI maximisation projects
- Roster efficiency and staffing reviews
- Strategy implementation
- Facility closure and relocations

5.5 OPERATIONAL AND CLINICAL MANAGEMENT

Ansell Strategic have worked with a number of providers to provide short and medium term operational and clinical management services.

Our operations and clinical team have been involved in the management of aged care facilities during liquidation and periods of significant change, ensuring appropriate clinical governance and resident service. We have worked alongside new management teams to ensure appropriate training and support. We have also closed and relocated facilities.

5.6 MERGERS AND ACQUISITIONS

Ansell Strategic has extensive experience with expansion and rationalisation services for the for profit and not-for-profit sectors, having been involved in almost all aged care transactions over the past three years. Representing both owners and purchasers, Ansell Strategic's advisors are licenced real estate agents, ensuring our clients are represented by people who'd understand their business.

5.7 PROFESSIONAL DEVELOPMENT AND THOUGHT LEADERSHIP

As leaders in the aged care industry, Ansell Strategic have been called upon to assist in the ongoing development and education of Boards and executive groups around Australia and New Zealand.

Cam Ansell is directly involved in aged care policy setting having been appointed a member of the expert panel for policy/productivity in aged care services. Cam was integral in the establishment of Australia's largest analysis of aged care that resulted in benchmarking of almost every aged care service provider in Australia. Cam remains the project lead of the New Zealand aged care benchmarking project.

David Cox is a LASA (WA) Director and has sat on a number of industry and government boards, committees and advisory panels.

Both Cam and David are recognised speakers, having been invited to speak on contemporary aged care topics at national and international conferences.



PROJECT TEAM

6. PROJECT TEAM

6.1 OUR TEAM

Our proposed team is headed by Cam Ansell, who is responsible and the primary liaison for this project.

Other team members will be given some responsibility for different aspects of your engagement based on your requirements and their specialist skills. Our team has been recruited for specific roles and skillsets. All have unique experiences in aged care and retirement living that ensure their suitability in the role.

All team members have a strong understanding of the governance, statutory requirements and operations of aged care and retirement living. We are aware of our boundaries and will always work within regulatory and organisational frameworks. All field staff have current Police Clearances and statutory declarations on hand.



6.2 CAM ANSELL - MANAGING DIRECTOR

Background

Cam is a Chartered Accountant and Managing Director of Ansell Strategic.

With over 20 years of experience in the aged care and retirement living industries, Cam is a recognised thought leader in the sector.

Cam has undertaken comprehensive financial and operational reviews of retirement and aged care services in Australia, USA, Asia and New Zealand. He has lead major studies across Australia and New Zealand to advise Government and industry on financial viability and sustainability.

He has been integral in some of the largest transactions in aged care, having been involved in the sale of over 30 homes in the last year alone. Cam has also been responsible for a number of mergers and partnerships.



Cam has provided performance benchmarking analysis for most aged care providers in Australasia and is a recognised national and international speaker on the changing trends in seniors' accommodation and care services.

Cam has also personally managed aged care facilities and retirement villages.

Focus

- Mergers and acquisitions
- Strategic planning and service development
- Capital development planning
- Board and executive professional development

Qualifications

- Bachelor of Business (Edith Cowan University)
- Fellow, Institute of Chartered Accountants in Australia (ICAA)
- Fellow, Australian Institute of Company Directors (AICD)
- ASIC Registered Company Auditor

6.3 DAVID COX – HEAD OF OPERATIONAL STRATEGY

Background

David has close to 25 years' experience within healthcare, having previously worked in clinical and executive roles in hospital, biotechnology and aged care settings.

Most recently, David has owned and/or operated a number of aged care facilities. He has also been involved in a large number of new home developments throughout Australia and is recognised as a leader in the implementation of aged care clinical and governance systems.

David is the Chair of a not-for-profit provider of residential aged care and retirement living, a Director of one of Australia's leading providers of therapy services in the disability sector, a Director of LASA WA and a member of LASA's residential care reference group.



As a Registered Nurse with experience in operational, business development and executive roles, David has the unique ability of applying clinical, governance and business metrics to the aged care environment.

His experiences have enabled David to provide expert advice relating to clinical care, sustainability, efficiency and expansion. He provides consulting services on operations management, business planning and service delivery strategy/implementation.

Focus

- Operational strategy and management
- Funding and efficiency management
- Clinical governance
- Human resource management and culture development
- Capital development planning and commissioning

Qualifications

- Master of Business Administration (University of Western Australia)
- Post Graduate in Clinical Care (Royal Perth Hospital)
- Bachelor of Nursing (Edith Cowan University)
- Member, Australian Institute of Company Directors (AICD)

6.4 DANIEL LEE - SENIOR FINANCE CONSULTANT

Background

Daniel has undertaken a large number of strategic and organisation diagnostic reviews of aged care and retirement living organisations, working with both not-for-profit and for-profit providers, government, peak bodies and a number of service providers.

He has contributed to the development of financial benchmarking tools and uses this data in his efficiency analysis work with providers.

Daniel has also undertaken financial modelling for aged care providers and health service, and risk and assurance reviews.

Daniel is responsible for the management of market and competitor analysis, having undertaken a large number of reviews throughout Australia and New Zealand.

Daniel has been integral in the analysis of data in transactional projects and is responsible for the management of our data room.



Focus

- Financial analysis
- Feasibility and efficiency modelling
- Market and competitor analysis
- Mergers and acquisition data management

Qualifications

- Bachelor of Commerce and Economics (University of New South Wales)

6.5 AMBER CARTWRIGHT – SENIOR FINANCE CONSULTANT

Background

Amber is a Chartered Accountant with previous experience in Public Accounting Practice and Commercial Project Accounting.

As a Senior Finance Consultant, Amber has been responsible for the financial analysis and benchmarking of a number of aged care and community service providers across Australia.

She has also undertaken market feasibility analysis and financial modelling for potential residential aged care and retirement living developments.

Amber possesses experience in the review of operational effectiveness of organisations, appraisal of budgeting and financial reporting systems, systems documentation and process mapping.

Prior to Ansell Strategic, Amber has held roles as a Project Accountant at Chevron and an Experienced Analyst at Deloitte Touche Tohmatsu in the Audit & Advisory division where she was involved in the audit and other assurance engagements. During her time at Chevron, Amber was responsible for developing and implementing standardised financial reports also undertook cash flow forecasting and analysis on the Chevron Wheatstone Downstream Project. At Deloitte Touche Tohmatsu, Amber had experience working in multiple industries including aged care, mining, oil & gas, and the secondary education industry.



Focus

- Financial analysis
- Feasibility and efficiency modelling
- Market and competitor analysis
- Process mapping and improvement

Qualifications

- Bachelor of Commerce and Economics (University of Western Australia)
- Member, Institute of Chartered Accountants in Australia (ICAA)

6.6 SARA AGOSTINELLI – RESEARCH OFFICER

Background

Sara has a background in marketing and communications and has specialised in market research.

She has undertaken a number of qualitative and quantitative market reviews, including geographic and demographic population analyses, as well as comprehensive research on existing and emerging competition for residential aged care facilities and retirement villages. Sara has performed market analyses for both not-for-profit and for-profit providers as well as private service providers.

Sara is responsible for mapping market analyses geographically to be inclusive of all areas of interest surrounding the location of a site. Her research experience allows her to tailor an analysis to best suit the clients' needs.



Prior to Ansell Strategic, Sara held the role of Research Assistant at Thinkfield Intelligent Research, where she was involved in qualitative data collection, processing and reviewing for a number of private and public organisations. During her time at Thinkfield, Sara was predominantly responsible for the collection of qualitative data by conducting online and physical surveys, focus group interviews and data mining using the company's extensive database.

Focus

- Demographic and competitor analysis
- Heat mapping
- Survey construction
- Statistical data analysis

Qualifications

- Bachelor of Communication Studies (University of Western Australia)
- Master of Advanced Commerce (University of Western Australia)



FEES

7. FEES

Our fees are calculated at the following discounted rates:

Team Member	Role	Hourly Rate (Excl. GST)
Cam Ansell	Managing Director	\$580
David Cox	Head of Operational Strategy	\$440
Daniel Lee	Senior Finance Consultant	\$340
Amber Cartwright	Senior Finance Consultant	\$340
Sara Agostinelli	Research Officer	\$190
Seleka Meyers	Researcher/Project Administrator	\$190

Based on our discussions, we estimate our fee to be:

Staff	Hours	Price (Excl. GST)
Cam Ansell	18	\$10,440
Daniel Lee	8	\$2,720
Sara Agostinelli	4	\$760
Total		\$13,920

Travel expenses are charged at cost. Disbursements and other costs are not charged unless they fall outside of the scope of our agreement and is made at the specific request of the client.

Invoices will be issued on a monthly basis.

Work conducted outside of the original scope will be conducted as a new engagement and charged at our published hourly rates.

8. NEXT STEPS

We look forward to working with you on this project.

Once the scope of the project has been confirmed, we will forward you an engagement letter that outlines the specific terms of the engagement.

We will then forward you a request for a meeting and some preliminary background material that will assist us with the project



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