

AGED CARE FINANCIAL PERFORMANCE SURVEY

MARCH 2022 (NINE MONTHS) SUMMARY RESULTS



StewartBrown

Integrity + Quality + Clarity

RESIDENTIAL AGED CARE FINANCIAL SUSTAINABILITY

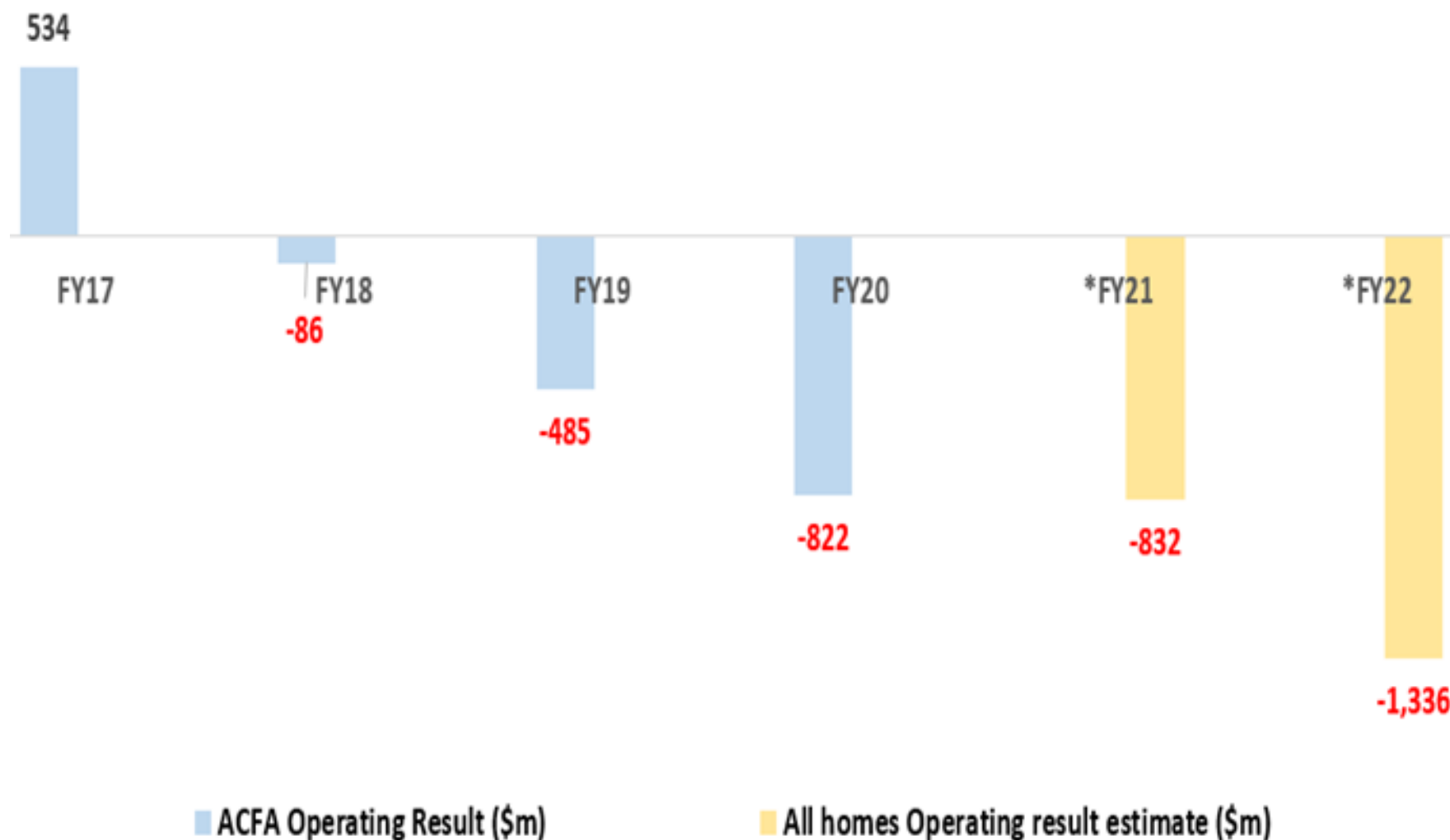


RESIDENTIAL CARE - SECTOR AGGREGATE OPERATING RESULTS (\$M)

Sector Aggregate Operating Result - FY17 to FY22 (estimate)

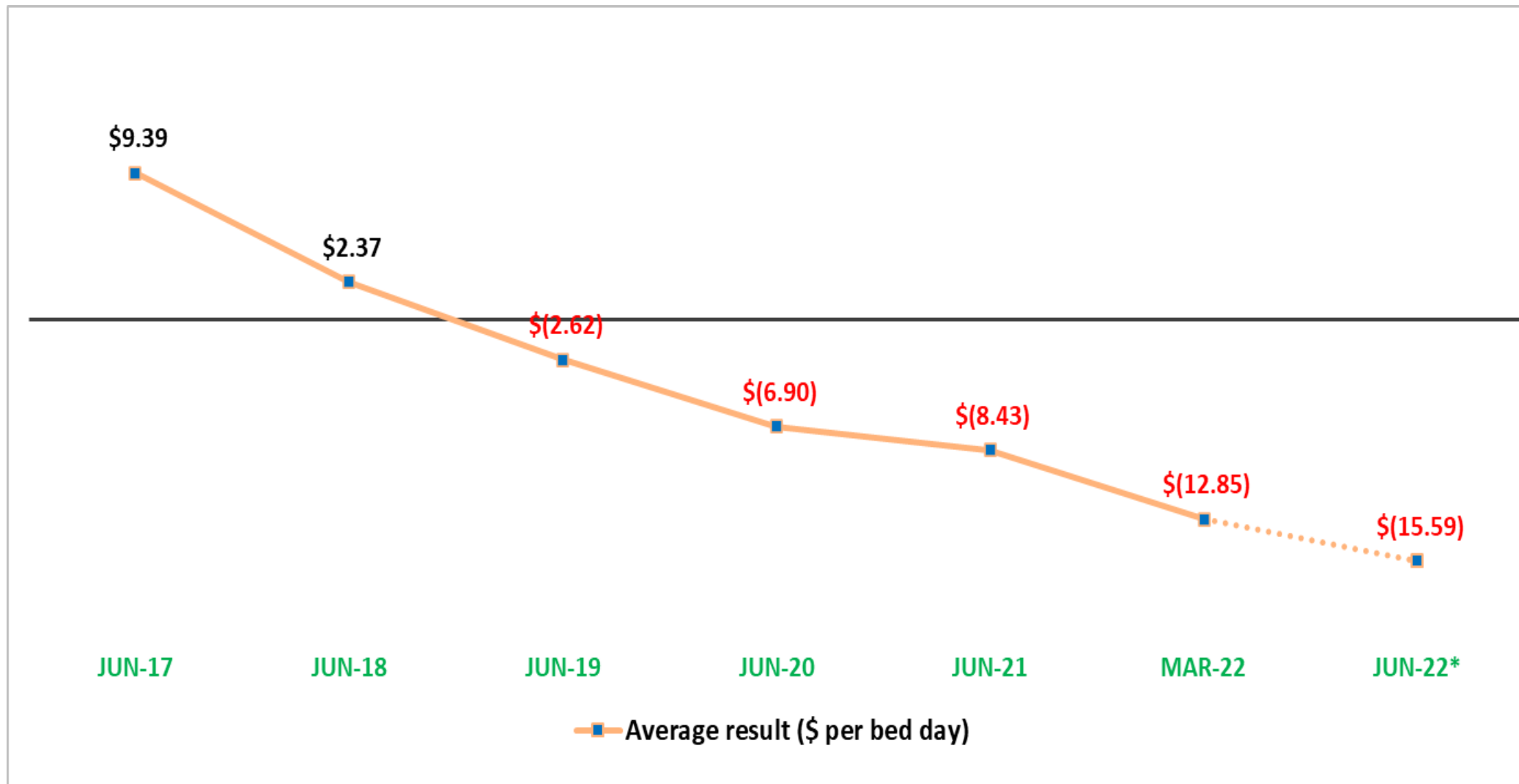
The operating result excludes all non-recurrent revenue (investment income; donations; gains on sale of assets; revaluations) and non-recurrent expenses (finance costs; impairment losses; loss on sale of assets) to show the actual operating performance of the sector.

With the sector having significant losses from FY18 (\$3.56 billion) (and an estimated aggregate loss of \$1.336 billion for FY22) financial reserves have been eroded, resulting in the ongoing financial sustainability has reached a critical point



* estimate based on StewartBrown Survey results

RESIDENTIAL CARE OPERATING RESULTS - FY22 PROJECTION

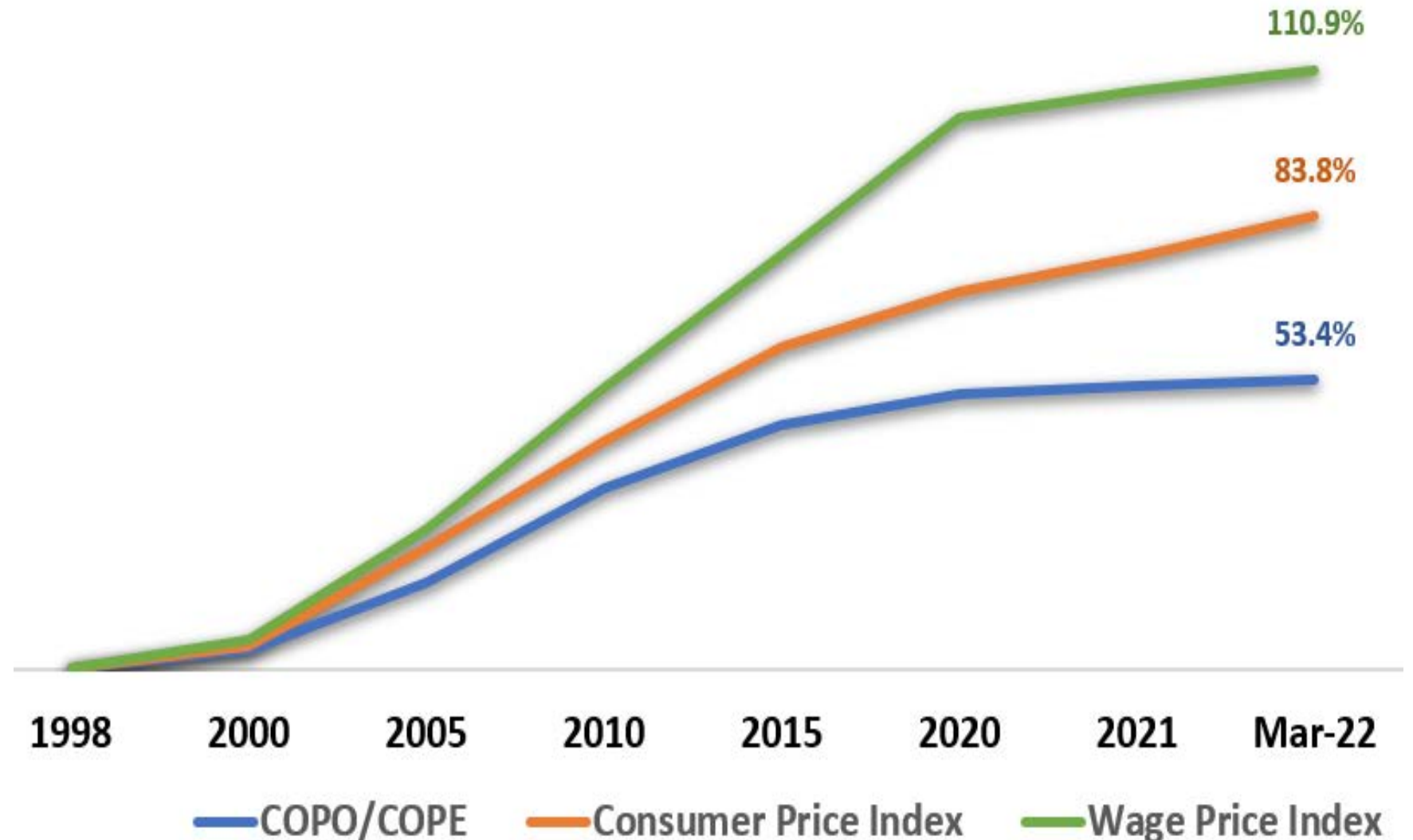


RESIDENTIAL CARE - COPE SUBSIDY INCREASE COMPARISON

Cumulative Trend year-on-year from 1998 to Mar-22

This graph shows the cumulative increase on COPE (subsidy indexation) since 1998 (53.4%) as compared to cumulative CPI (83.8%) and cumulative Wage Price Index (110.9%)

Staff cost represent in excess of 75% of all residential aged care costs and the COPE increase has not matched the other indices, resulting in the deteriorating financial performance



AGED CARE FINANCIAL PERFORMANCE SURVEY
MARCH 2022 (NINE MONTHS)
RESIDENTIAL RESULTS

RESIDENTIAL CARE RESULTS - SUMMARY

- 64% of mature aged care homes recorded an operating loss for the nine months to Mar-22
- 38% of mature aged care homes recorded an EBITDAR loss (operating cash loss) for the nine months to Mar-22
- Average ACFI (including supplements) per bed day (pbd) for Survey participants increased by \$3.97 pbd to \$191.90 pbd (2.11% pa) (this excludes the additional covid-19 funding received in the Mar-21 period)
- ACFI direct care services costs increased to \$174.82 pbd (year-on-year) (6.76% pa) (excluding covid-19 related expenditure)
- Occupancy levels for all Survey participant homes decreased to 90.1% average occupancy (90.8% Mar-21)
- Occupancy levels for mature homes decreased to 91.4% average occupancy (92.5% Mar-21)
- Total direct care minutes per resident per day increased by 2.65 minutes to 179.00 minutes (Mar-21: 176.35 minutes)
- Costs for providing indirect care (everyday living) services exceeded revenue by \$3.67 pbd (including administration) (after \$10 pbd BDF Supplement)
- Average Operating Result for aged care homes reduced by \$2,227 per bed per annum (pbpa) to a loss of \$4,287 pbpa (year-on-year)
- Average EBITDAR for aged care homes reduced by \$2,054 pbpa to \$2,679 pbpa
- Supported ratio was a slight decrease of 0.8% to 45.8%
- Average full RADs taken in the March 2022 six months increased to \$456,288 (nationally) an increase of \$9,731 in the period from Mar-21 (\$446,288).

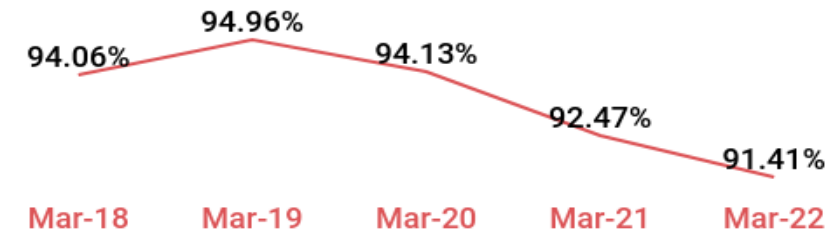
RESIDENTIAL CARE RESULTS SNAPSHOT



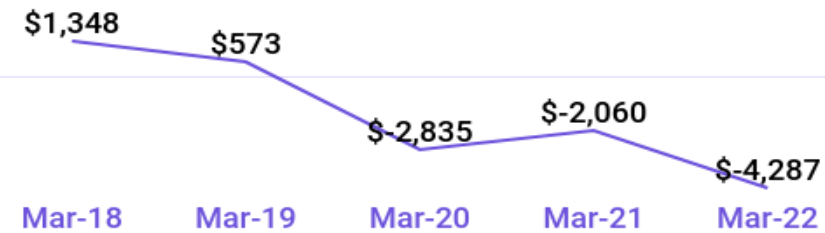
Operating Result per bed day



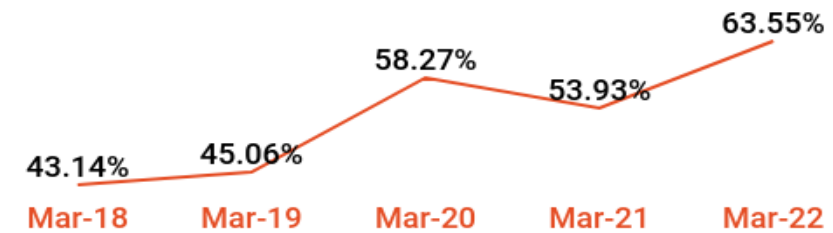
Occupancy Rate



Operating Result per bed per annum



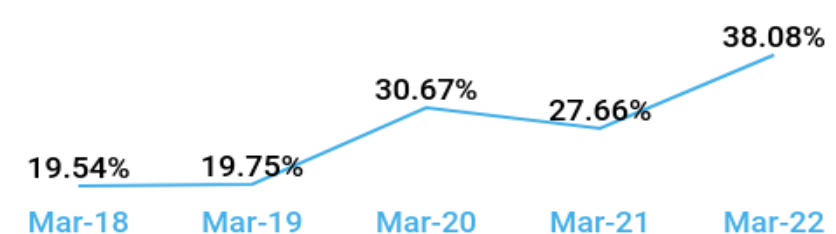
Homes with Operating Loss



Operating EBITDAR per bed per day



Homes with Operating EBITDAR loss



RESIDENTIAL CARE FACILITY RESULT - MARCH 2022 (\$ PER BED DAY)



Direct Care Result

Revenue	\$192.80
Direct Costs	
Wages	\$163.48
Other	\$12.06
Total Direct Costs	\$175.54
Administration Overhead	\$14.74
Total Costs	\$190.28
Result	\$2.52



Indirect Care Result

Revenue	\$65.97
Direct Costs	
Hotel Services	\$47.99
Utilities	\$7.21
Other	\$1.04
Total Direct Costs	\$56.24
Administration Overhead	\$13.40
Total Costs	\$69.64
Result	\$(3.67)

Care Result
\$(1.15)



Accommodation Result

Revenue	\$32.70
Direct Costs	
Depreciation & Amortisation	\$19.65
Property Maintenance	\$10.11
Other	\$2.94
Total Direct Costs	\$32.70
Administration Overhead	\$11.70
Total Costs	\$44.40
Result	\$(11.70)

Operating Result
\$(12.85)

RESIDENTIAL CARE - SUMMARY RESULTS

Residential Care Summary Results

Surplus and EBITDAR by facility has further deteriorated year-on-year (Mar-21 to Mar-22)

*The **operating deficit was \$4,287 pbpa** for the Mar-22 YTD (Mar-21 \$2,060 deficit) and the operating EBITDAR declined by \$2,054 pbpa for the nine months period*

The operating result included the \$10 pbd BDF Supplement (approximately \$1.85 pbd was spent on additional costs)

Summary KPI Results

Operating Result (\$pbd)

Operating Result (\$pbpa)

EBITDAR (\$pbpa)

Average Occupancy (all homes)

Average Occupancy (mature homes)

Average direct care subsidy & supplements (\$pbd)

Total care minutes per resident per day

Direct care services costs as a % of direct care revenue

Supported Ratio %

Average Full RAD/Bond held

Average Full RAD taken during period

Mar-22
1,166 Homes

(\$12.85)

(\$4,287)

\$2,679

90.1%

91.4%

\$191.90

179.00

91.1%

45.8%

\$422,935

\$456,288

Mar-21
1,081 Homes

(\$6.10)

(\$2,060)

\$4,733

90.8%

92.5%

\$187.93

176.35

85.4%

46.7%

\$402,557

\$446,558



Difference
(YoY)

(\$6.74)

(\$2,227)

(\$2,054)

(0.8%)

(1.1%)

\$3.97

2.65

5.7%

(0.8%)

\$20,378

\$9,731

FY21
1,163 Homes

(\$8.43)

(\$2,832)

\$3,924

90.2%

92.0%

\$187.12

175.81

86.2%

47.0%

\$408,359

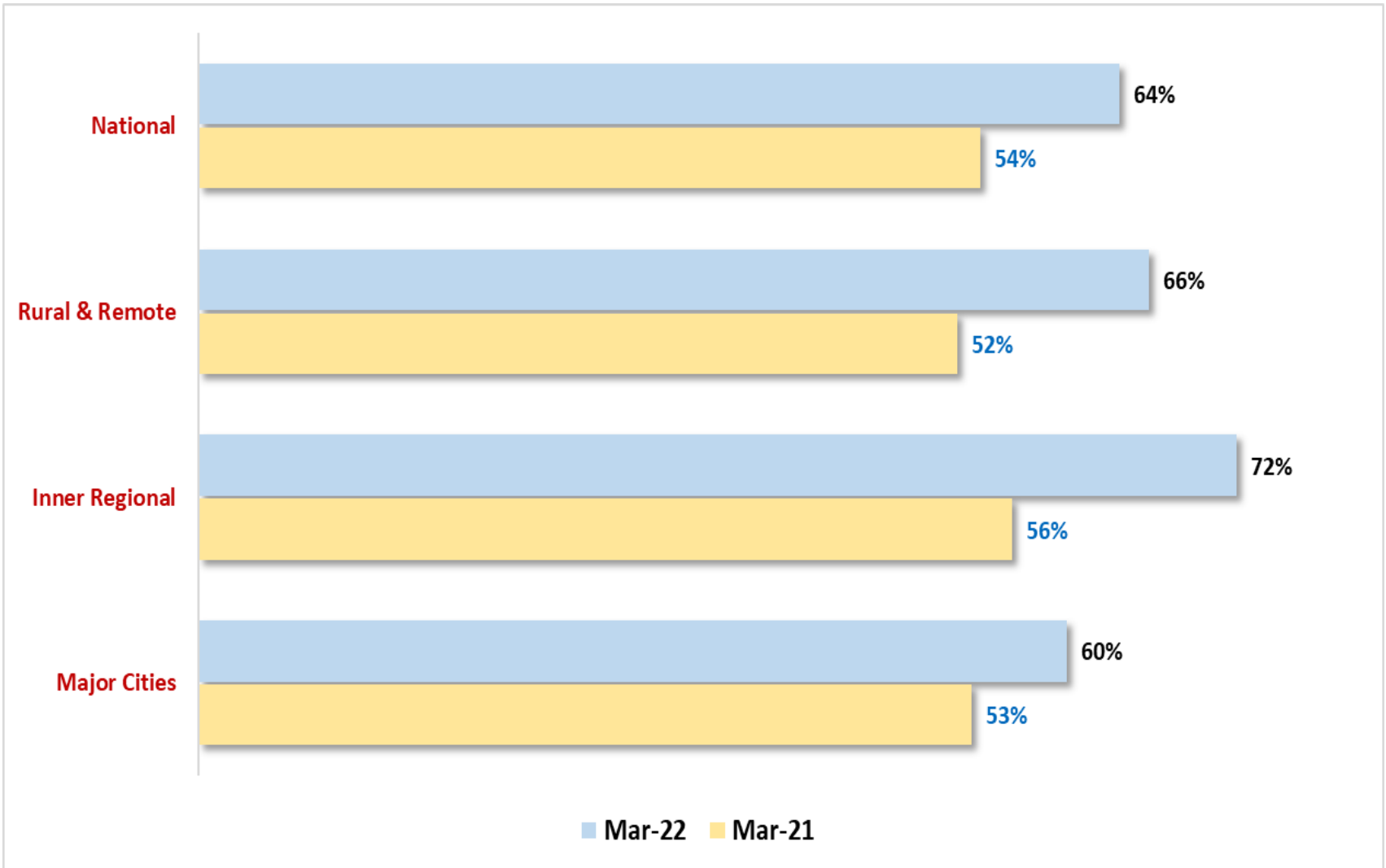
\$448,532

RESIDENTIAL CARE - % HOMES MAKING AN OPERATING LOSS

Homes making operating losses across the regions

(Mar-22 operating result includes \$10 BDF Supplement)

- Nationally 64% of homes are making a net operating loss. This is an increase from Mar-21 with 51% of homes making a operating loss
- 66% of rural and remote homes are making an operating loss. This is an increase from 52% from Mar-21.
- The Mar-21 results included a covid-19 funding surplus in addition to regional homes receiving the 30% increase in viability supplements

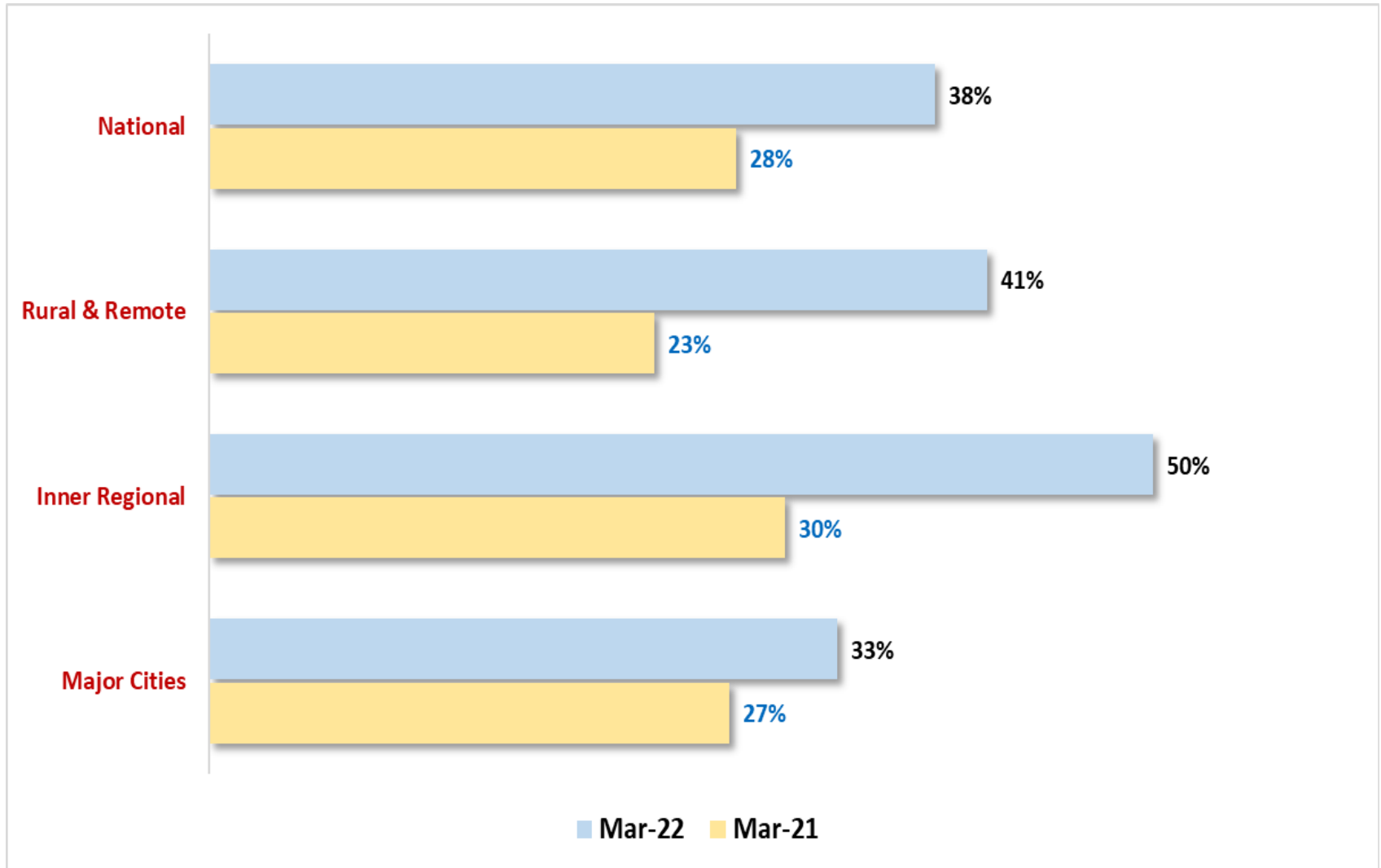


RESIDENTIAL CARE - % HOMES MAKING AN EBITDAR (CASH) LOSS

Homes making operating EBITDA losses across the regions

(Mar-22 operating result includes \$10 BDF Supplement)

- **Nationally 38% of homes are making a net operating EBITDAR loss.** *This is an increase from Mar-21 with 28% of homes making an operating EBITDAR loss*
- 41% of rural and remote homes are making an operating EBITDAR loss. This is a large increase from 23% for Mar-21
- The increased percentage of homes making an EBITDAR loss is despite the additional \$10 pbd BDF Supplement



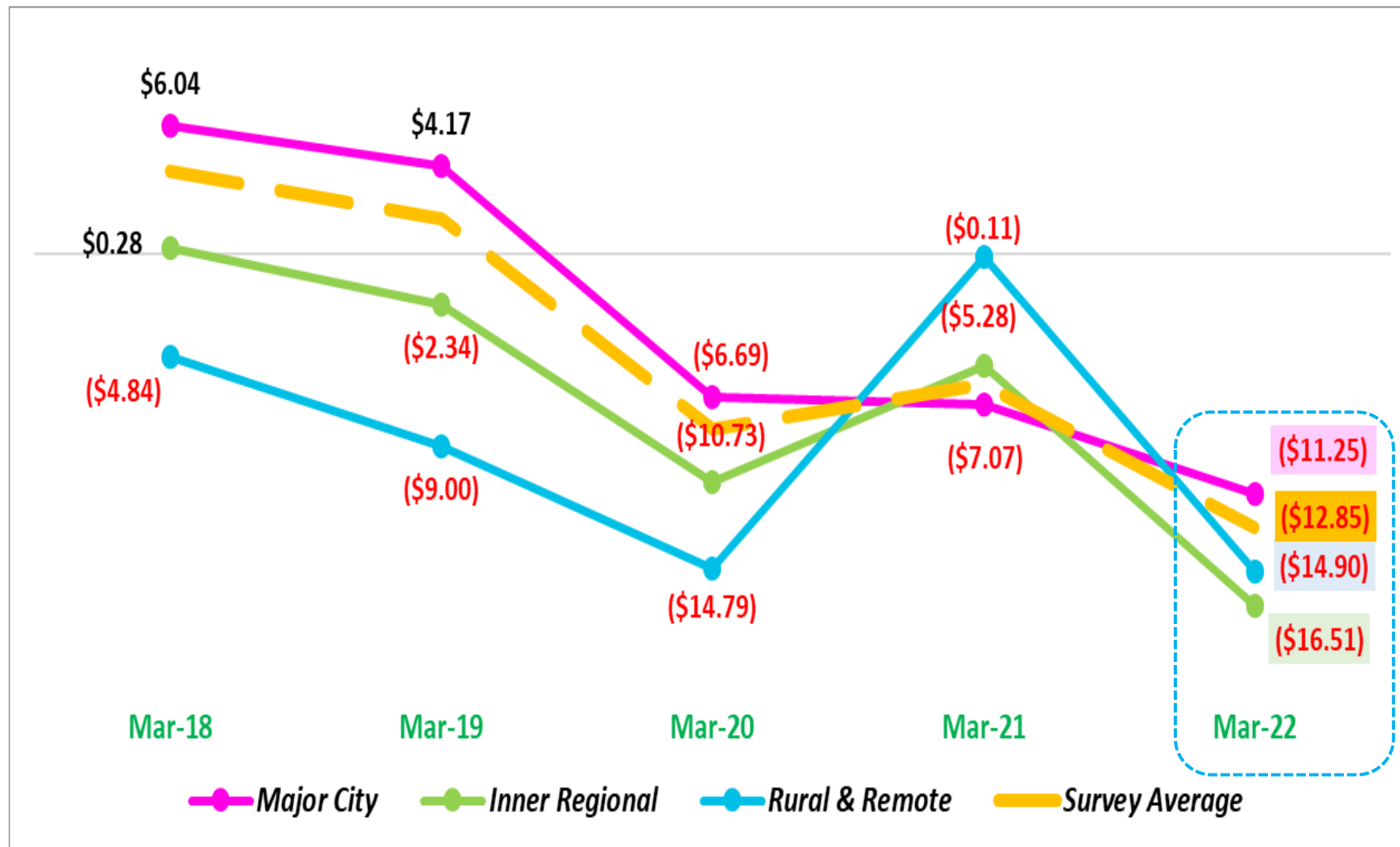
RESIDENTIAL CARE OPERATING RESULTS - TREND ANALYSIS (\$ PER BED DAY)

Operating Result Trend year-on- year from Mar- 18 to Mar-22

(Mar-22 operating result includes \$10 pbd BDF Supplement)

The graph shows the operating result by ABS remoteness (each region is making an operating loss)

Survey Average (All) homes recorded an overall **deficit of \$12.85** pbd (Care + Accommodation revenue streams - Mar-21 included Covid-19 net funding)



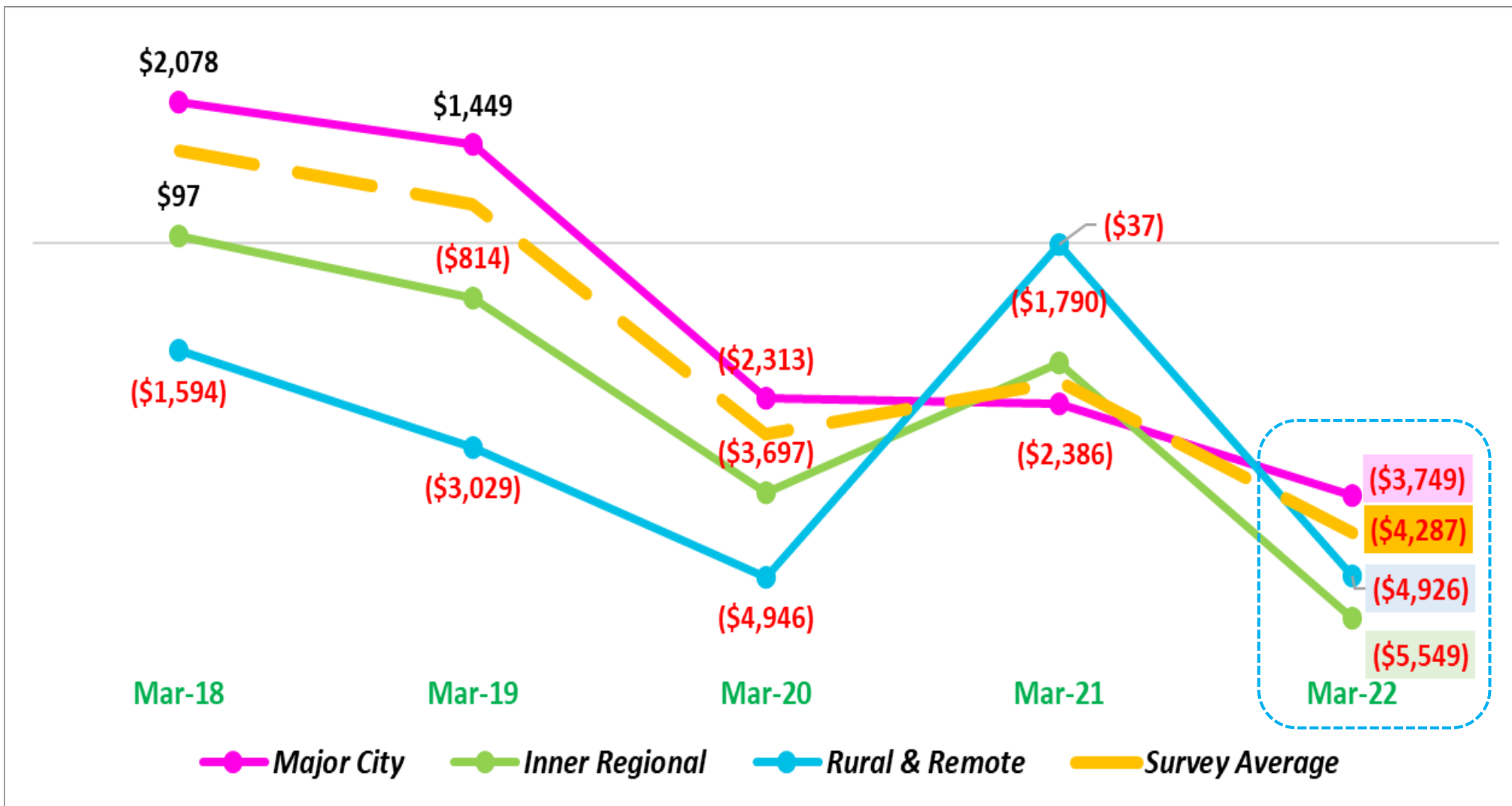
RESIDENTIAL CARE OPERATING RESULTS - TREND ANALYSIS (\$ PER BED PER ANNUM)

Operating Result Trend (\$ per bed per annum) year-on-year from Mar-18 to Mar-22

(Mar-22 operating result includes \$10 pbd BDF Supplement)

Survey Average (All) homes recorded an Operating result of **\$4,287 deficit per bed per annum**

All regions have experienced significant deteriorating results since Mar-18 (Mar-21 included net covid funding)



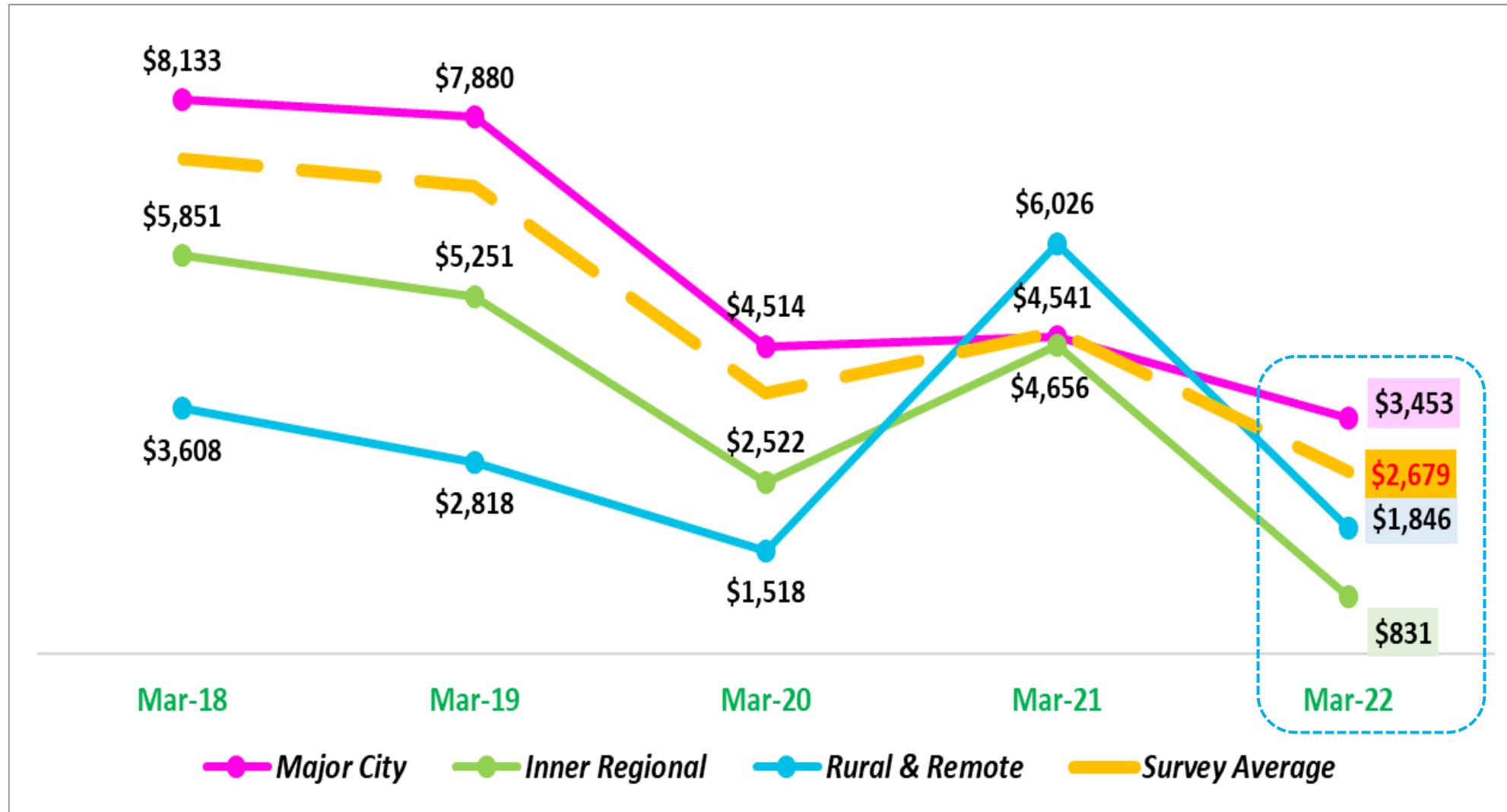
RESIDENTIAL CARE EBITDAR RESULTS - TREND ANALYSIS (\$ PER BED PER ANNUM)

EBITDAR Result Trend year-on- year from Mar-18 to Mar-22

(Mar-22 operating result
includes \$10 pbd BDF
Supplement)

Survey Average (All)
homes recorded an
EBITDAR result of
**\$2,679 per bed per
annum**

*All regions have
experienced significant
deteriorating EBITDA
(cash) results since
Mar-18. An EBITDAR
result of \$2,679 per
bed per annum
represents a cash
return of 1.49% on the
average WDV of an
aged care home*

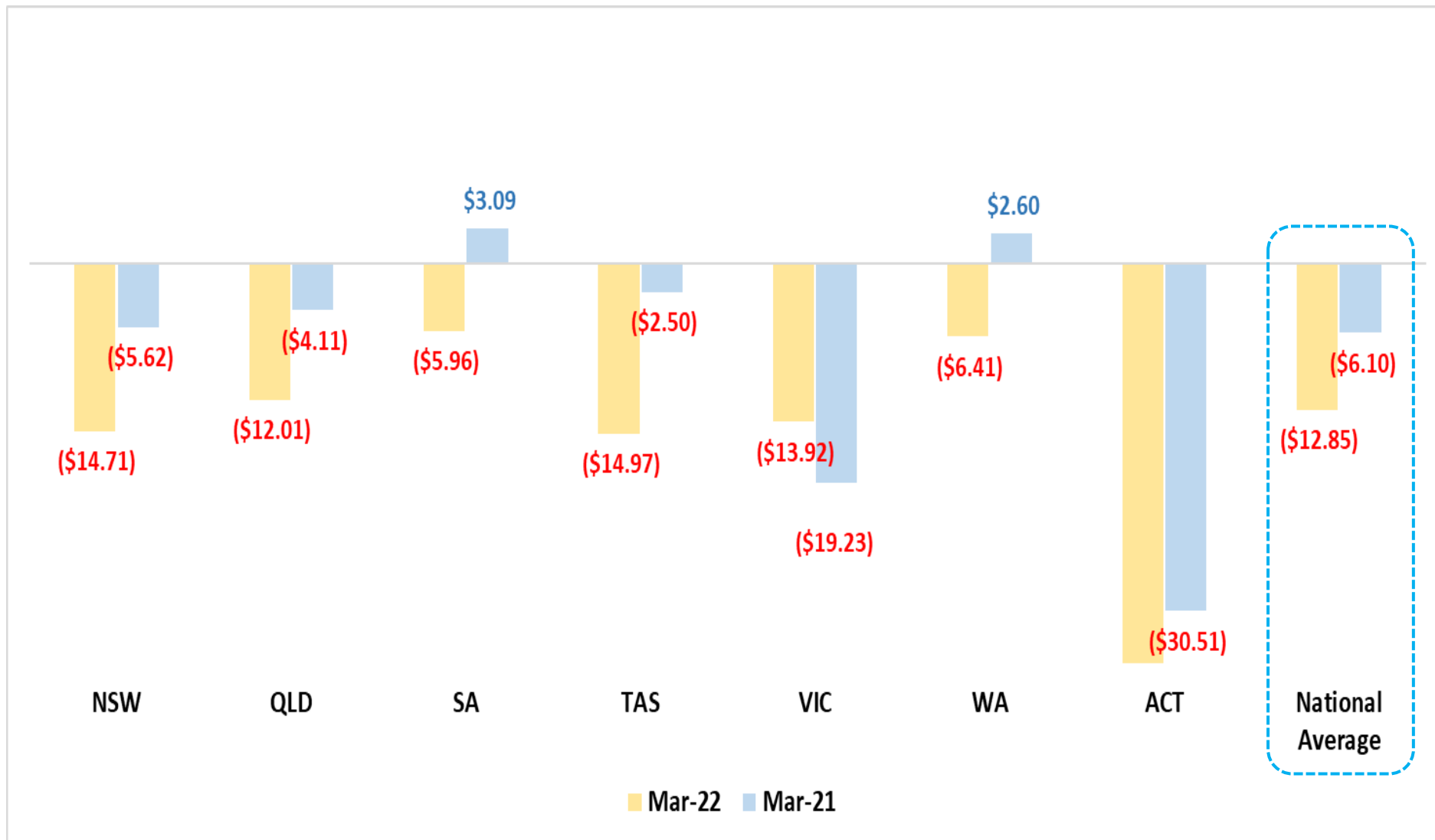


RESIDENTIAL CARE - OPERATING RESULT (BY STATE/TERRITORY) (\$ PBD)

Operating Result
(\$ per bed day)
by State/Territory
for nine months
to March 2022

All States and ACT
have reported
average operating
losses for the nine
months to Mar-22.

*Staffing costs, and
in particular
Agency costs and
overtime, have
contributed
significantly to the
poor results
together with
declining
occupancy*

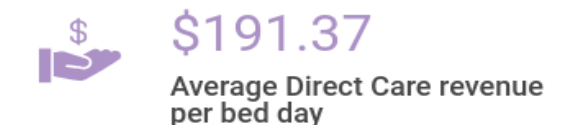
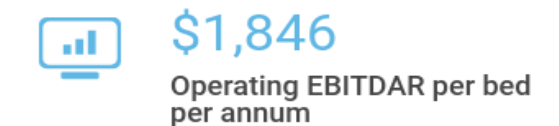
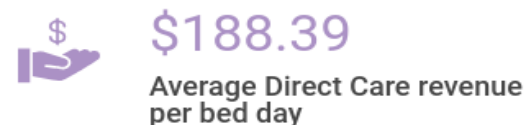
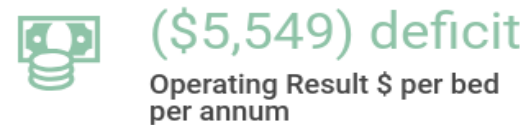
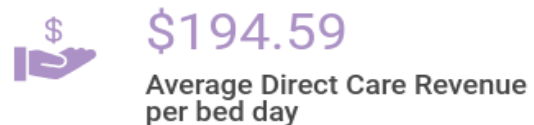
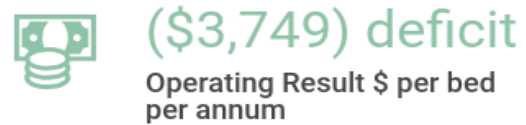
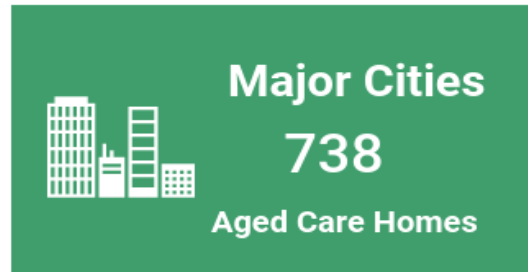


RESIDENTIAL CARE - SUMMARY RESULTS BY REGION

Residential Care Summary Results by Region - Survey Average (All)

Operating Surplus average for aged care homes is an average deficit for all ABS remoteness regions

A large number of homes are in a very vulnerable financial position irrelevant of the regional location



RESIDENTIAL CARE - SUMMARY RESULTS BY REGION (CONTINUED)

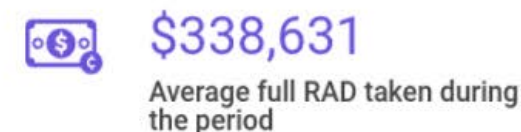
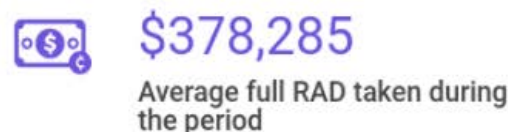
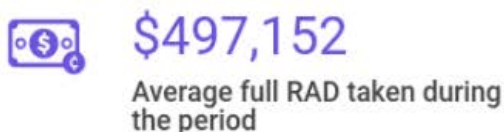
Direct Care minutes are as follows:

Major City: 179.1
Inner Regional: 177.3
Rural/Remote: 183.9

Average occupancy gap has lowered between regions

Rural/Remote have significantly higher % of supported residents

Average RAD taken during the period is substantially higher in Major Cities

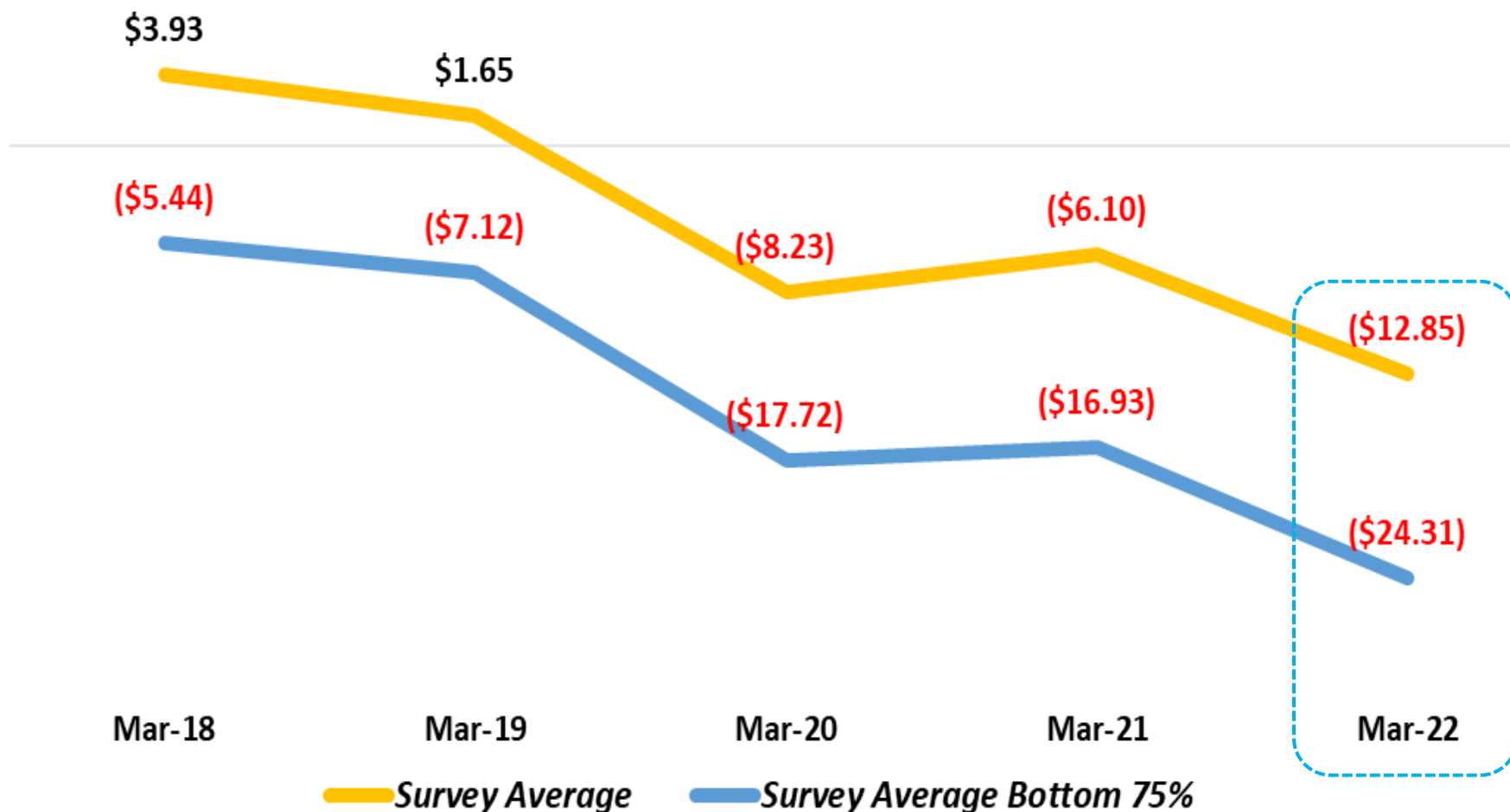


RESIDENTIAL CARE OPERATING RESULTS - BOTTOM 75% TREND (\$ PER BED DAY)

Aged Care Home
Operating Result
Trend year-on-year
from Mar-18 to
Mar-22 comparing
Average (all
homes) to *Bottom
75%*

Survey *Bottom 75%*
had an average result
of a **deficit of \$24.31
per bed day** (this
represents the
average of over 900
mature homes
nationally)

*Note: The Mar-22
results include the
\$10 pbd BDF
Supplement*



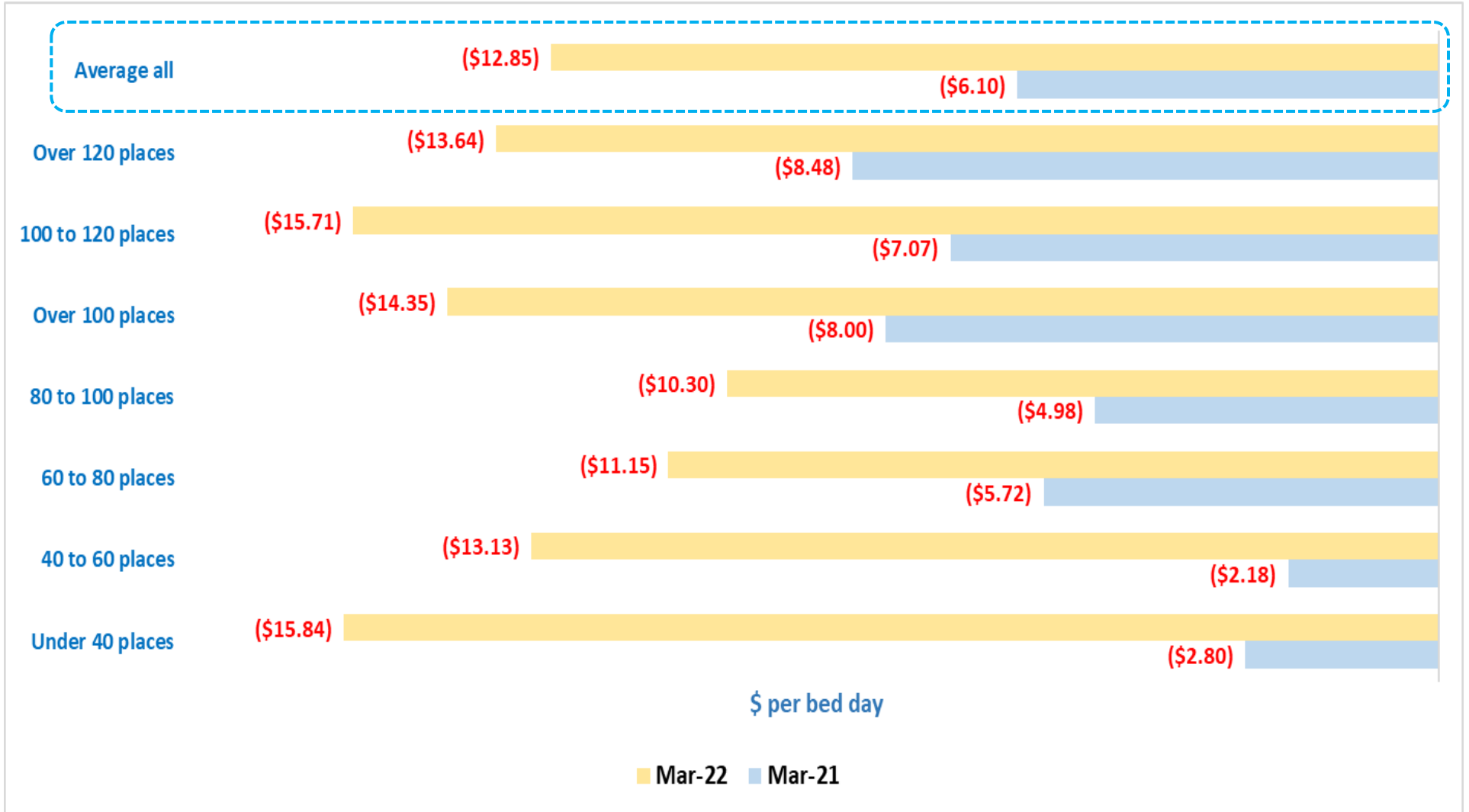
RESIDENTIAL CARE OPERATING RESULT BY HOME SIZE (\$ PER BED DAY)

Aged Care Home Operating Result by size of aged care home

The trend has been for smaller homes (and multi-level where appropriate) to be built or reconfigured to replace the larger homes.

Homes in the 80 to 100 places and then 60 to 80 places have performed better than the other size ranges

Note: The Mar-22 results include the \$10 pbd BDF Supplement

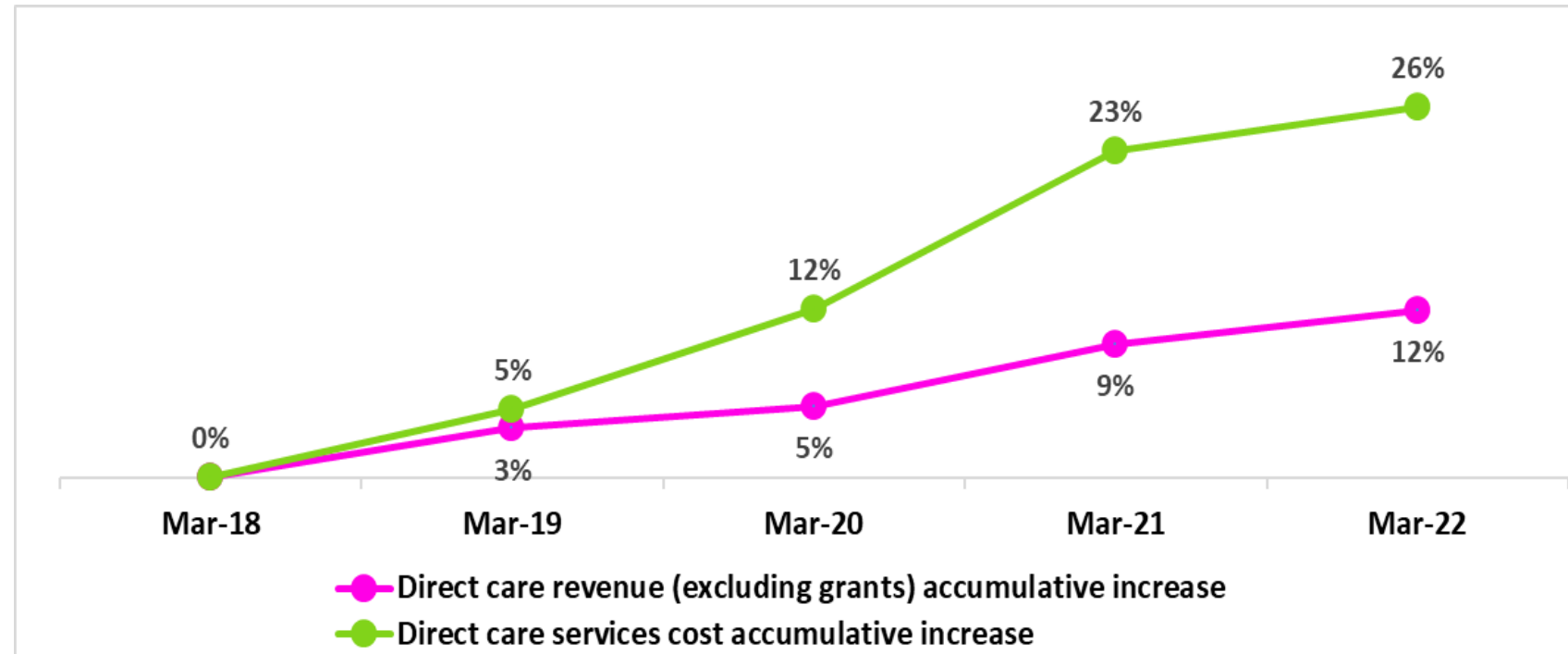
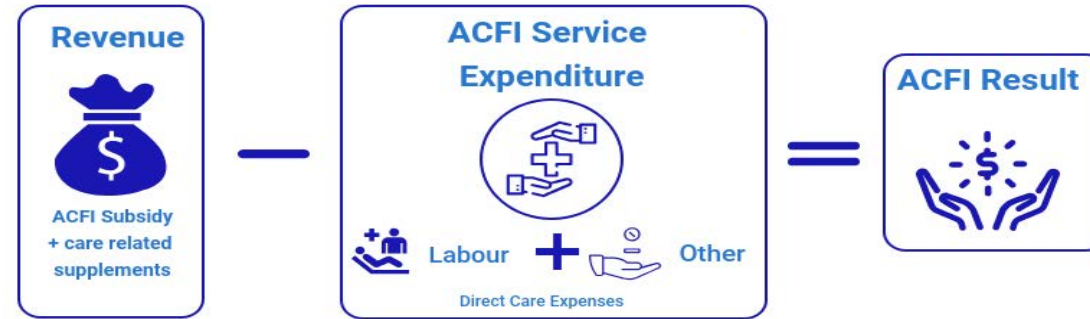


RESIDENTIAL CARE - ACFI (DIRECT CARE) REVENUE TREND

Cumulative
Trend year-on-
year from Mar-
18 to Mar-22

Survey Average (All)
surplus for Direct
Care (ACFI) (including
administration) has
**reduced to \$2.52
pbd**

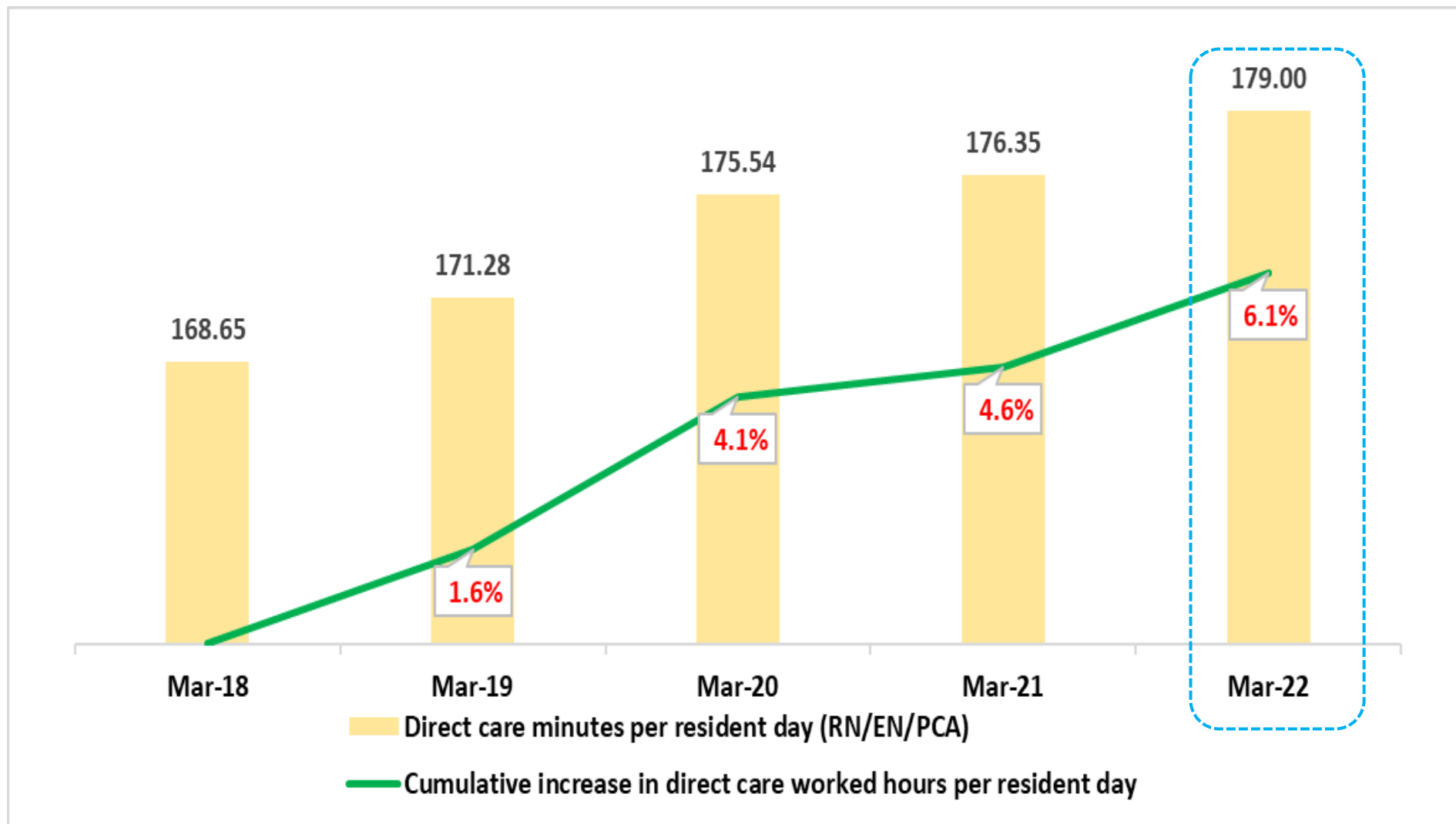
*ACFI has had an
accumulated
increase of **12%** over
the 4 years, however
direct care costs have
increased by **26%***



RESIDENTIAL CARE - DIRECT CARE STAFF MINUTES TREND (PER RESIDENT DAY)

Direct Care Staff Minutes Worked (per resident per day) Trend

Total direct care staff hours worked per resident per day has had a cumulative increase of 6.1% since Mar-18 (to 179 minutes per day)

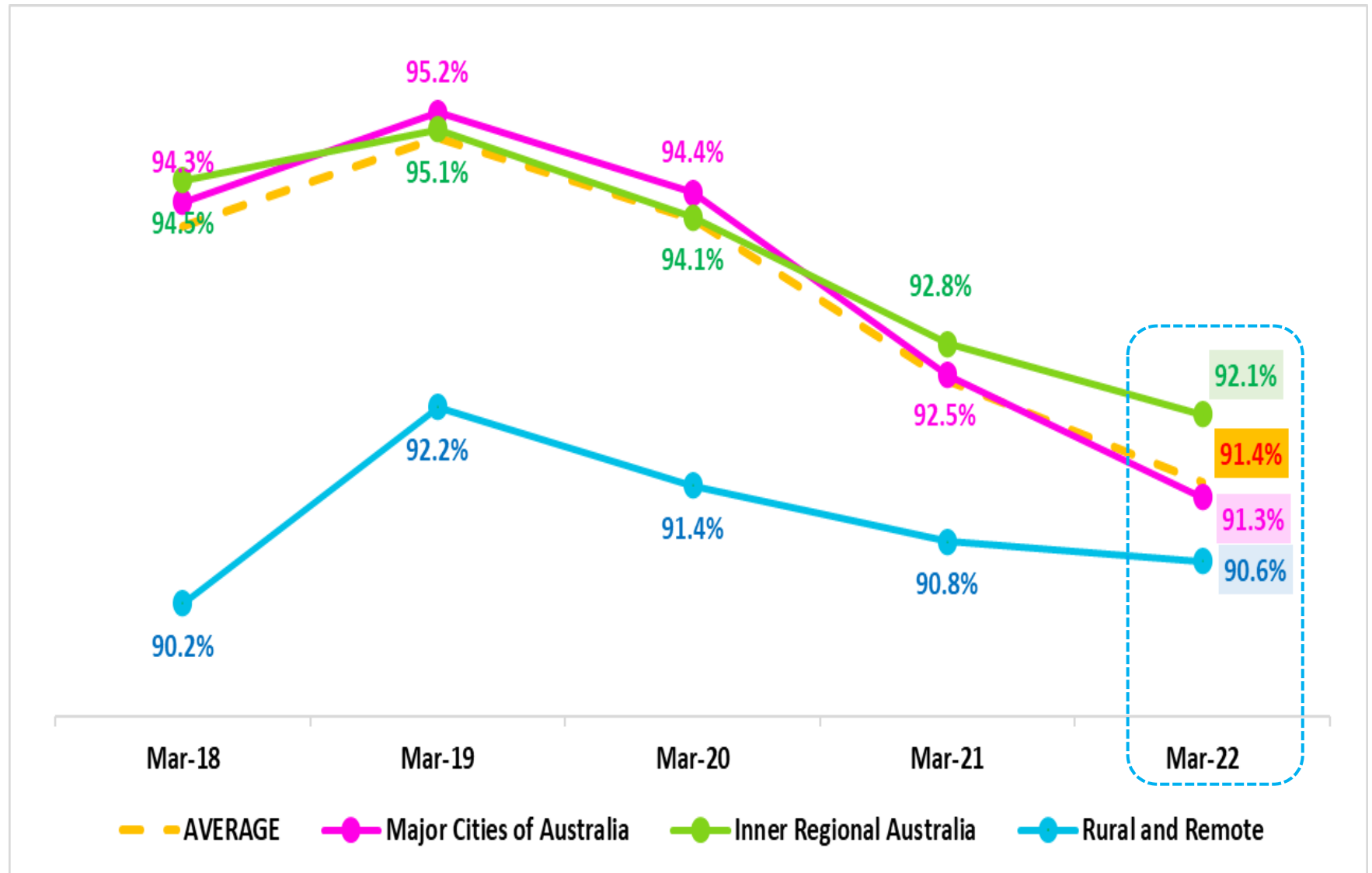


RESIDENTIAL CARE - OCCUPANCY TRENDS

Occupancy Percentage by ABS Remoteness trend from Mar-18

Homes in the Major City and Inner Regional areas have seen occupancy remain lower than pre-Covid levels

Homes in all regions have seen a decline in occupancy part of which can be attributed to the effect of COVID-19 (Omicron) and, importantly, due to the impact of increased Home Care packages

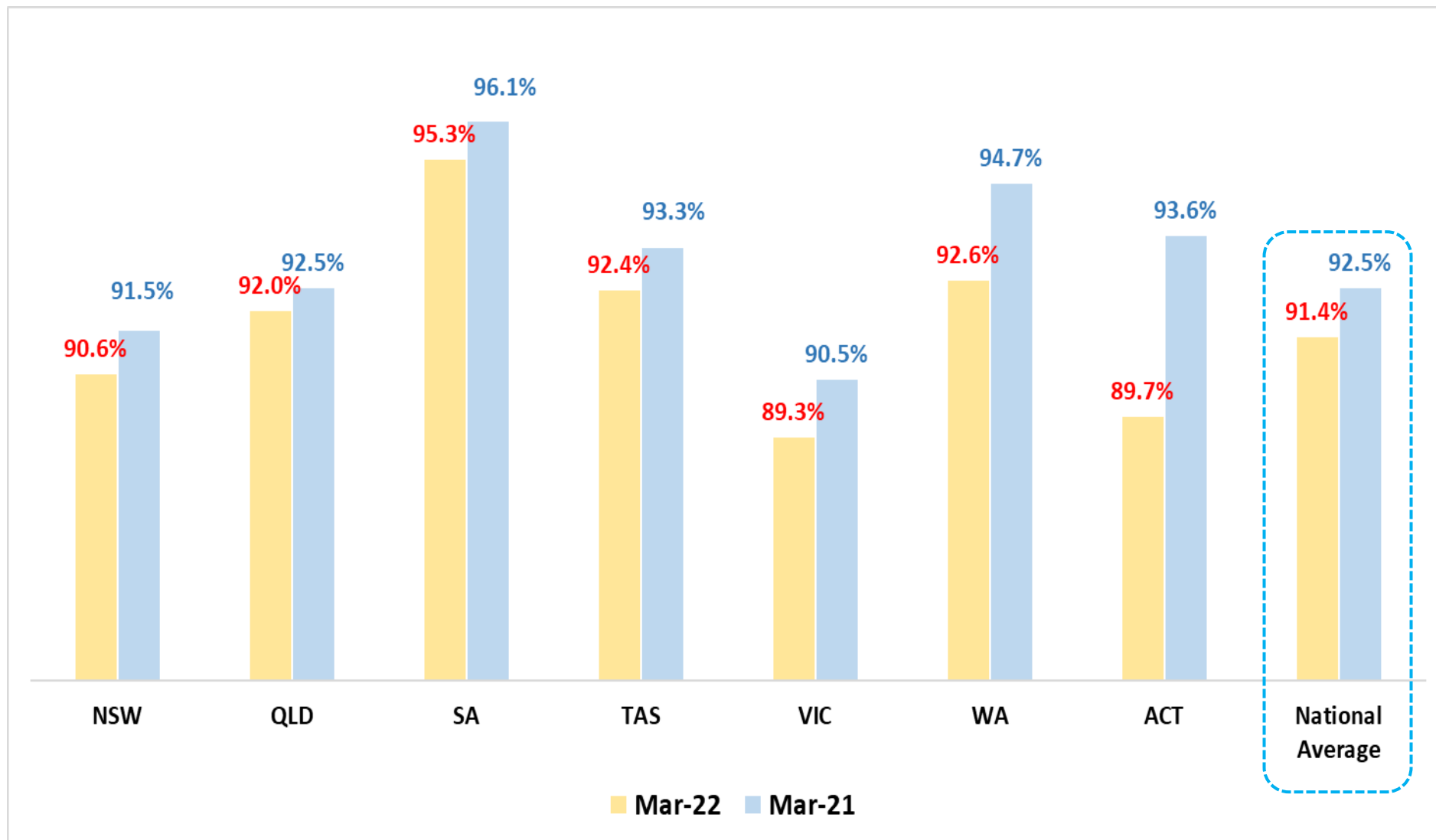


RESIDENTIAL CARE - OCCUPANCY TRENDS (BY STATE/TERRITORY)

Occupancy Percentage by State/Territory for nine months to March 2022

Victoria remains as having the lowest occupancy in the Mar-22 nine months due in part to the effects of Covid-19 and higher percentage of increase home care packages.

South Australia, Queensland and Tasmania are trending toward pre Covid-19 occupancy levels

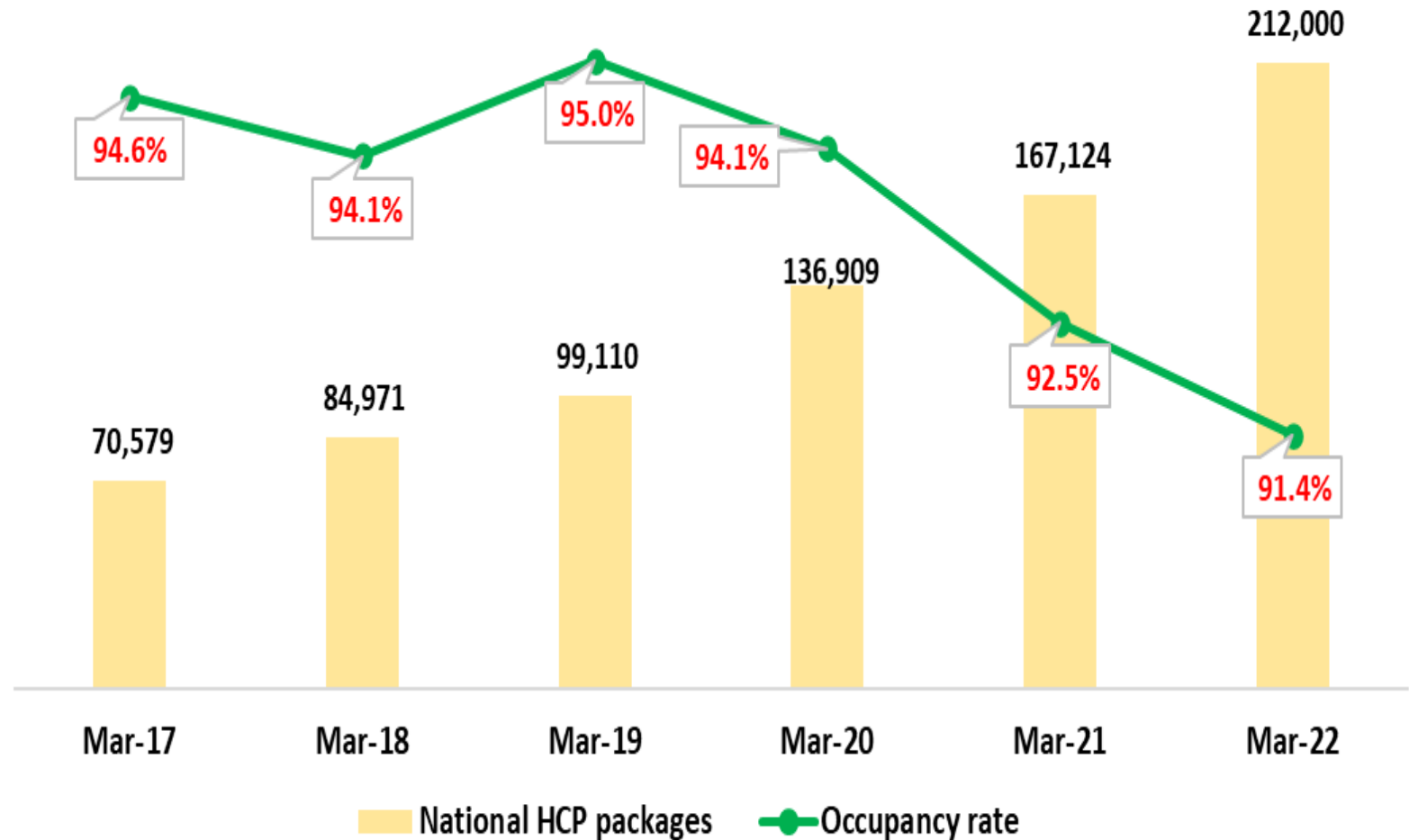


RESIDENTIAL CARE - OCCUPANCY TRENDS (ANALYSIS BY HCP INCREASE)

Occupancy Percentage trend compared to increased number of Home Care Packages

A clear trend has occurred whereby residential occupancy percentage has been negatively influenced by the increase in home care packages

The effect of covid-19 also forms part of the declined occupancy, however this was minimal in WA, SA, Tasmania and to a large extent Qld



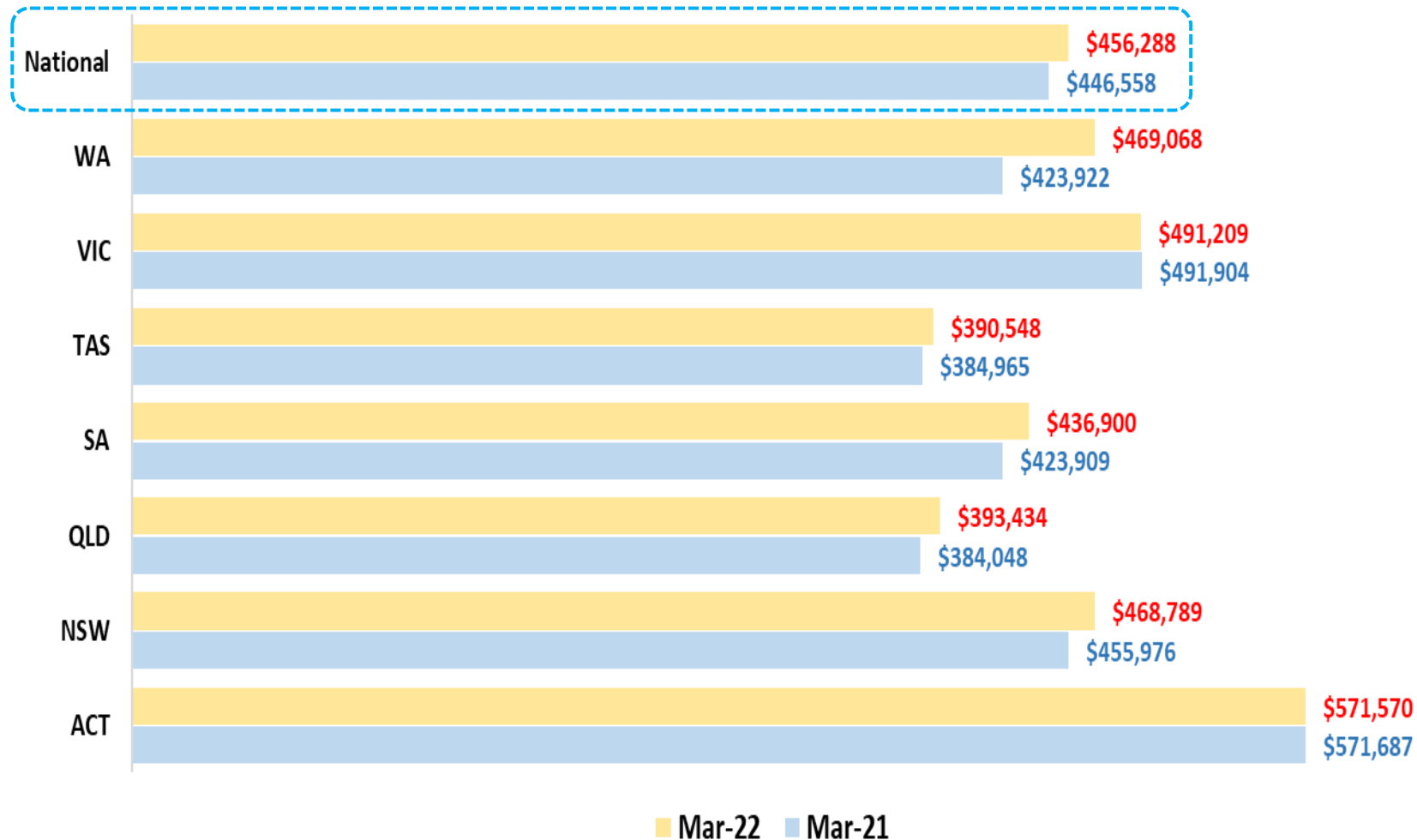
RESIDENTIAL CARE - ACCOMMODATION PRICING: AVERAGE FULL RAD TAKEN

Assuming the average full RAD received by a home was \$456,000 and invested at 1.10% - this represents a **weekly return of \$96.50 per week** (if the full RAD was able to be invested)

If a DAP was agreed, that represents a weekly return of **\$357 per week**

The average weekly unit rent nationally is **\$525 per week**

The net return for homes in receiving a RAD is not sustainable in relation to the cost of providing the accommodation



RESIDENTIAL CARE - FOOD AND PREPARATION COSTS

The Facts

Fact 1 - Survey Average



The **average total spend** on food and food preparation per resident per day across all homes in the Survey (contract and in-house service delivery) for six months to Dec-21 (\$32.65 in Dec-20 - Increase of 4.2%)

Fact 2 - Spend/Revenue






The **proportion of Everyday living revenue** (including basic daily fee supplement) that is spent on food and food preparation.

Fact 3 - Food Costs Deep Dive



Average spend per resident per day on **food, supplements and cooking ingredients** for six months to Dec-21 (\$12.58 FY21).

Based on 549 homes that deliver catering services in-house and provided additional data. Includes \$0.43 pbd in supplements (FY21 \$0.43).

	Break down of In-House food and food preparation costs (all homes in survey who are providing in-house catering service)	Survey Average	
		Dec-21 (782 Homes)	Dec-20 (793 Homes)
	Staff costs	\$22.46	\$20.85
	Consumables (food and other consumables - does not include supplements)	\$12.13	\$11.84
	Contract catering costs	\$0.00	\$0.01
	Total costs on food and food preparation	\$34.58	\$32.71

Fact 4 - Service Delivery



62% of homes that provided additional data operate their **own kitchen**. A further 8% have a contract service model but use their own site kitchen for meal preparation.

AGED CARE FINANCIAL PERFORMANCE SURVEY
MARCH 2022 (NINE MONTHS)
HOME CARE PACKAGE RESULTS

HOME CARE PACKAGE (HCP) RESULTS - SUMMARY

Survey Average (all) (Year-on-Year)

- Revenue per client per day (pcpd) average for Survey participants (\$68.38 pcd) decreased by 3.0% (being a \$2.15 pcpd decrease)
- Average operating profit per client day decreased by \$1.38 pcpd to \$4.29 pcpd (*Mar-21 \$5.67 pcpd*)
- Direct service costs decreased by \$2.06 pcpd (*5.0% reduction*)
- Revenue utilisation has decreased by 2.4% to 85.% (Mar-21 87.9%)
- The average unspent funds per client has increased to average \$10,690 per client (*total unspent funds nationally is in excess of \$1.9 billion*)
- Staff hours per client per week reduced by 0.20 hours (average 5.31 hours per week)
- Case management cost as a percentage of revenue has increased (12.0% of revenue for Mar-22 YTD compared to 10.5% of revenue for Mar-21)
- Administration and support costs represent 23.6% of revenue which is an increase from Mar-21 at 22.2% of revenue

HOME CARE PACKAGE (HCP) - RESULTS SNAPSHOT



Operating Result per client day



Care Management as % of Income



EBITDAR per client per annum



Administration as % of Income



Unspent Funds per Package



Revenue Utilisation



HOME CARE PACKAGE (HCP) - SUMMARY RESULTS

Home Care (HCP) Summary Results

Surplus and EBITDA per package (client) declined since Mar-21 period (FY21 \$6.05 per client per day)

Revenue utilisation has also declined to 85.5%

Average revenue per client per day has also declined to be to \$68.38 pcd

Unspent funds has increased to \$10,690 per client

	Mar-22 (52,202 Pkgs)	Mar-21 (43,210 Pkgs)		Difference (YoY)	FY21 (50,567 Pkgs)
Total revenue \$ per client per day	\$68.38	\$70.53	↓	(\$2.15)	\$72.08
Operating result per client per day	\$4.29	\$5.67	↓	(\$1.38)	\$6.05
EBITDA per client per annum	\$1,754	\$2,237	↓	(\$483)	\$2,362
Average total Internal Staff hours per client per week	5.31	5.51	↓	(0.20)	5.36
Median growth rate	11.79%	9.80%	↑	2.0%	13.82%
Revenue utilisation rate for the period	85.5%	87.9%	↓	(2.4%)	87.3%
Average unspent funds per client	\$10,690	\$9,871	↑	\$819	\$9,855
Cost of direct care & brokered services as % of total revenue	57.4%	58.6%	↓	(1.2%)	58.4%
Care management & coordination costs as % of total revenue	12.0%	10.5%	↑	1.5%	10.5%
Administration & support costs as % of total revenue	23.6%	22.2%	↑	1.3%	22.0%
Profit Margin	6.3%	8.0%	↓	(1.8%)	8.4%

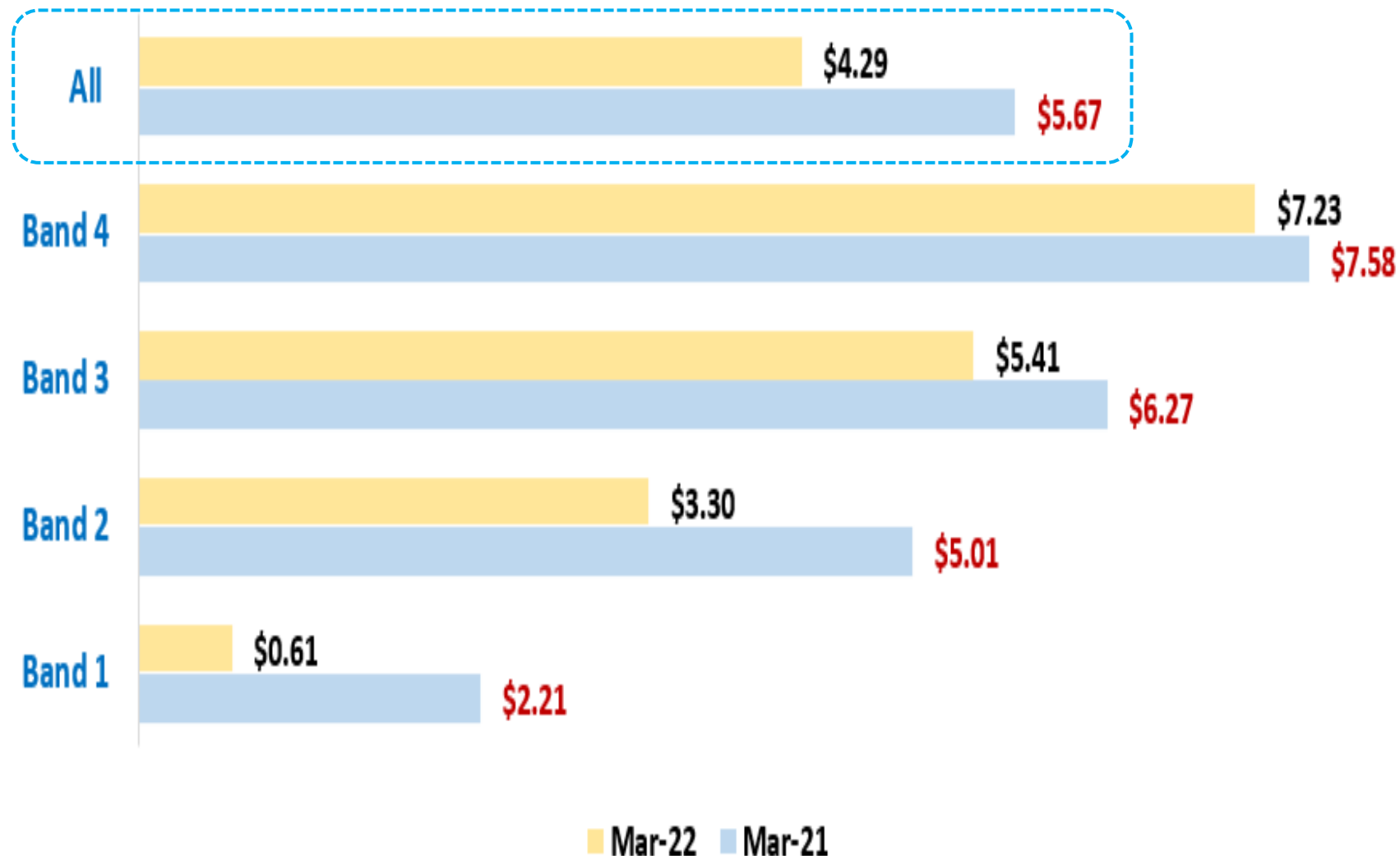
HOME CARE PACKAGE - OPERATING RESULT (\$ PER CLIENT DAY)

Operating Surplus per HCP Program Revenue Band

All revenue Bands (Levels) decreased their operating results for Mar-22 YTD. Bands 3 and 4 continue to have the higher financial performance.

The factors affecting sector results can be attributed to:

- Decrease in client revenue per client day, in conjunction with a slight reduction in staff hours per week
- Declining revenue utilisation (85.5% aggregate)
- Care Management costs have increased to 10.5% relative to revenue
- Unspent funds have further increased (\$10,690 per client) despite the changes due to Improved Payments Arrangements from 1 September



HOME CARE PACKAGE - REVENUE UTILISATION (BY BAND)

Home Care Revenue Utilisation by Band

Home care revenue utilisation (the amount of funding where services have been delivered) has improved in the March 2022 nine month period.

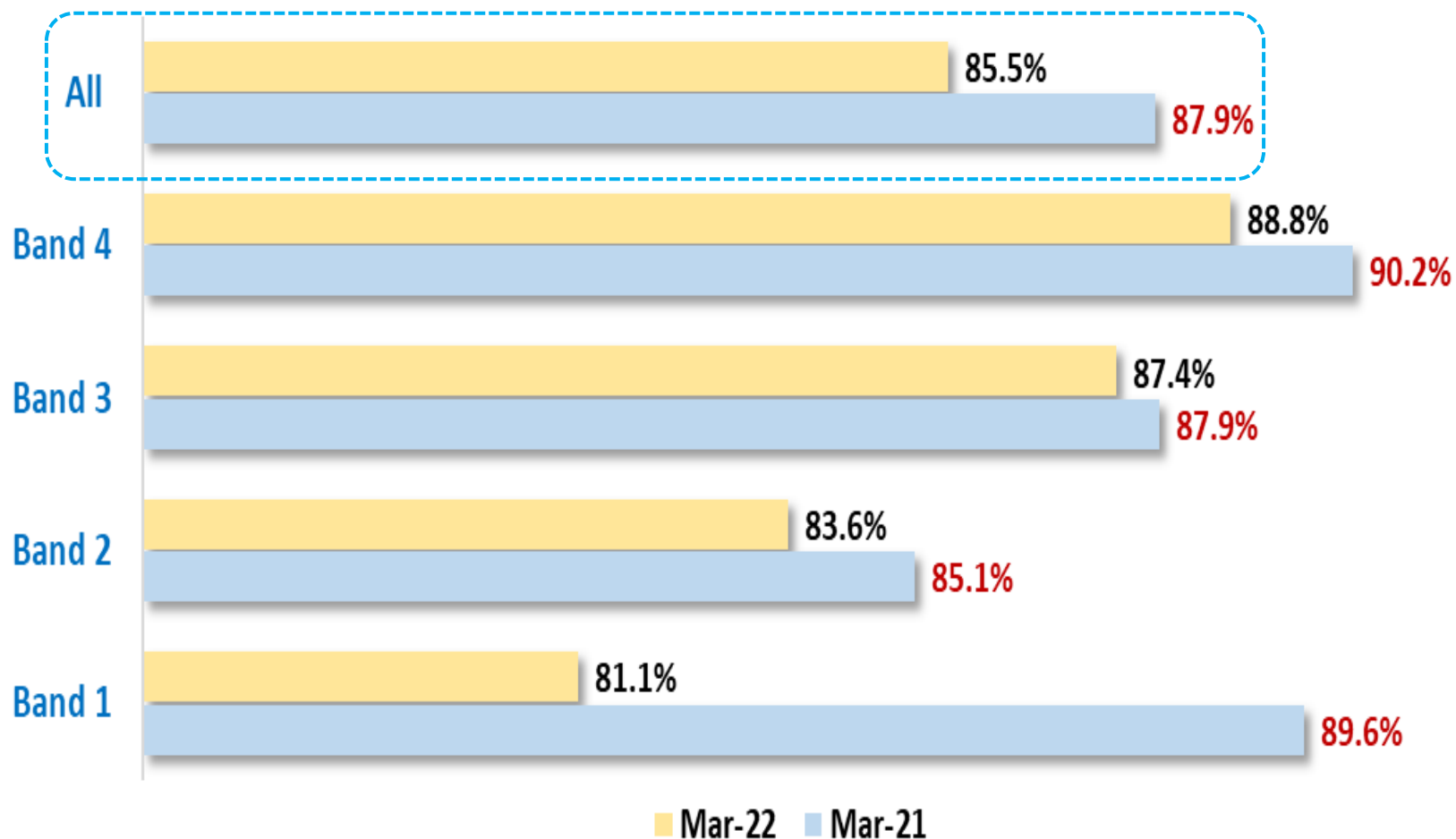
The revenue bands (\$ per client per day) are as follows:-

Band 1: Under \$47

Band 2: \$47 - \$67

Band 3: \$67 - \$87

Band 4: Over \$87

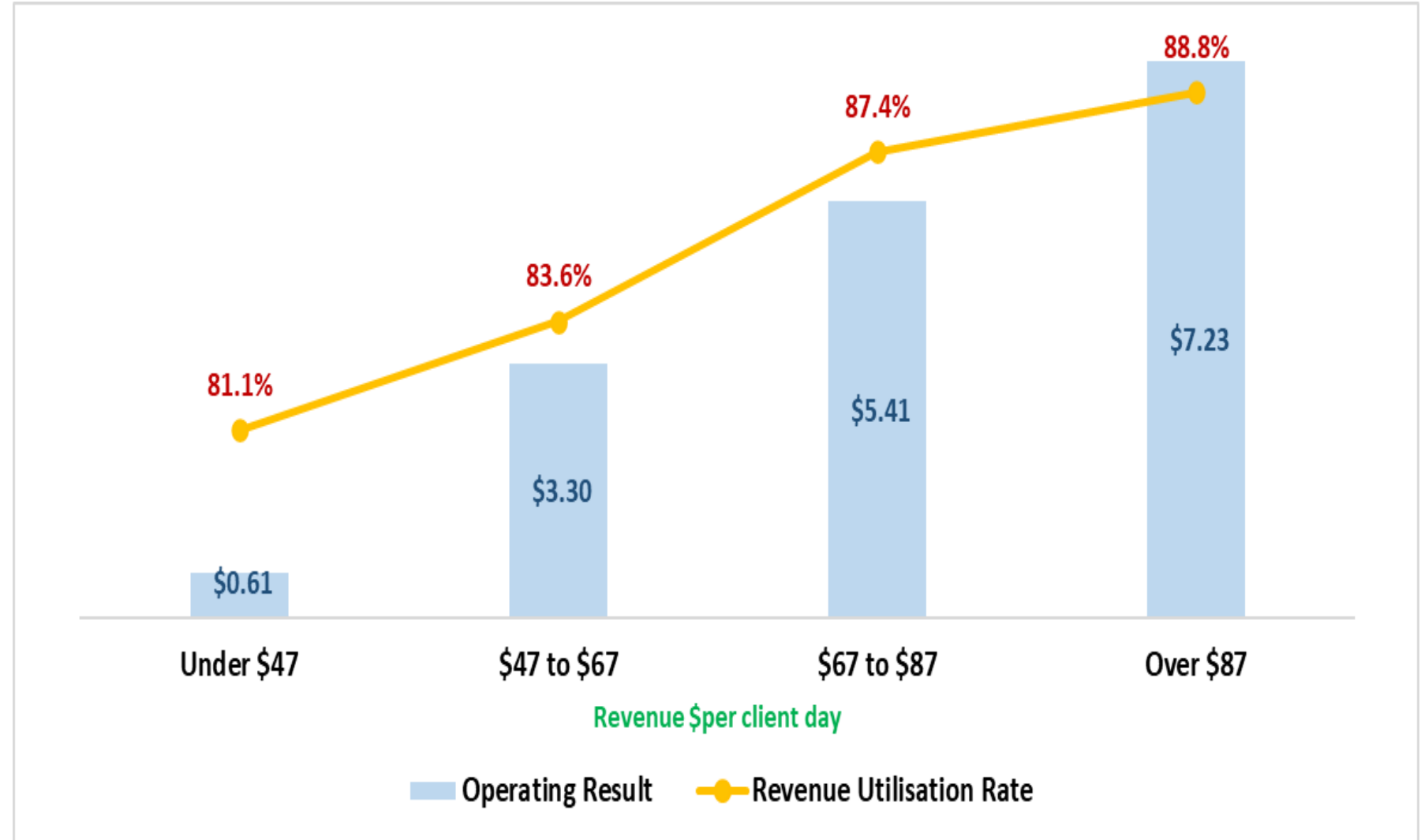


HCP OPERATING RESULT COMPARED TO REVENUE UTILISATION

Analysis of Operating Result relationship to Revenue Utilisation

The graph highlights that where the average revenue per client per day increases (higher level of clinical and allied health service delivery) there is also has a higher revenue utilisation

Providers should be ensuring that they charge an appropriate fee for services provided (not reduce price primarily to increase number of clients)



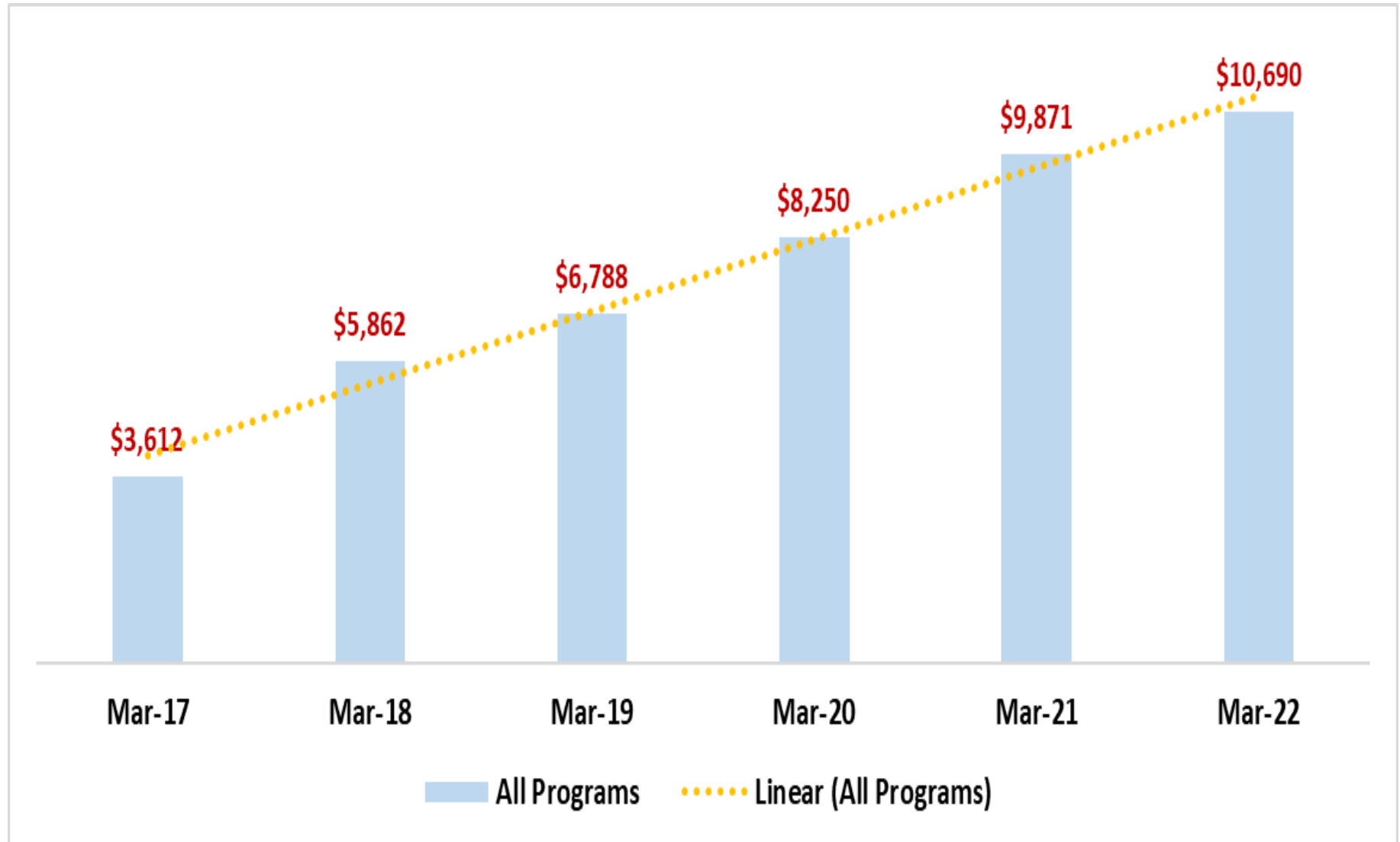
HOME CARE PACKAGE - UNSPENT FUNDS TREND ANALYSIS

Average Unspent Funds per care recipient

Unspent Funds per client increased substantially year-on-year for the Survey Average

Note - the amount of unspent funds per package (\$10,690) is likely understated due to some amounts held by Services Australia not being included

The proposed funding reforms and Improved Payment arrangements are intended to reduce the impact of unspent funds but we shall not see the effect of this until the full financial year



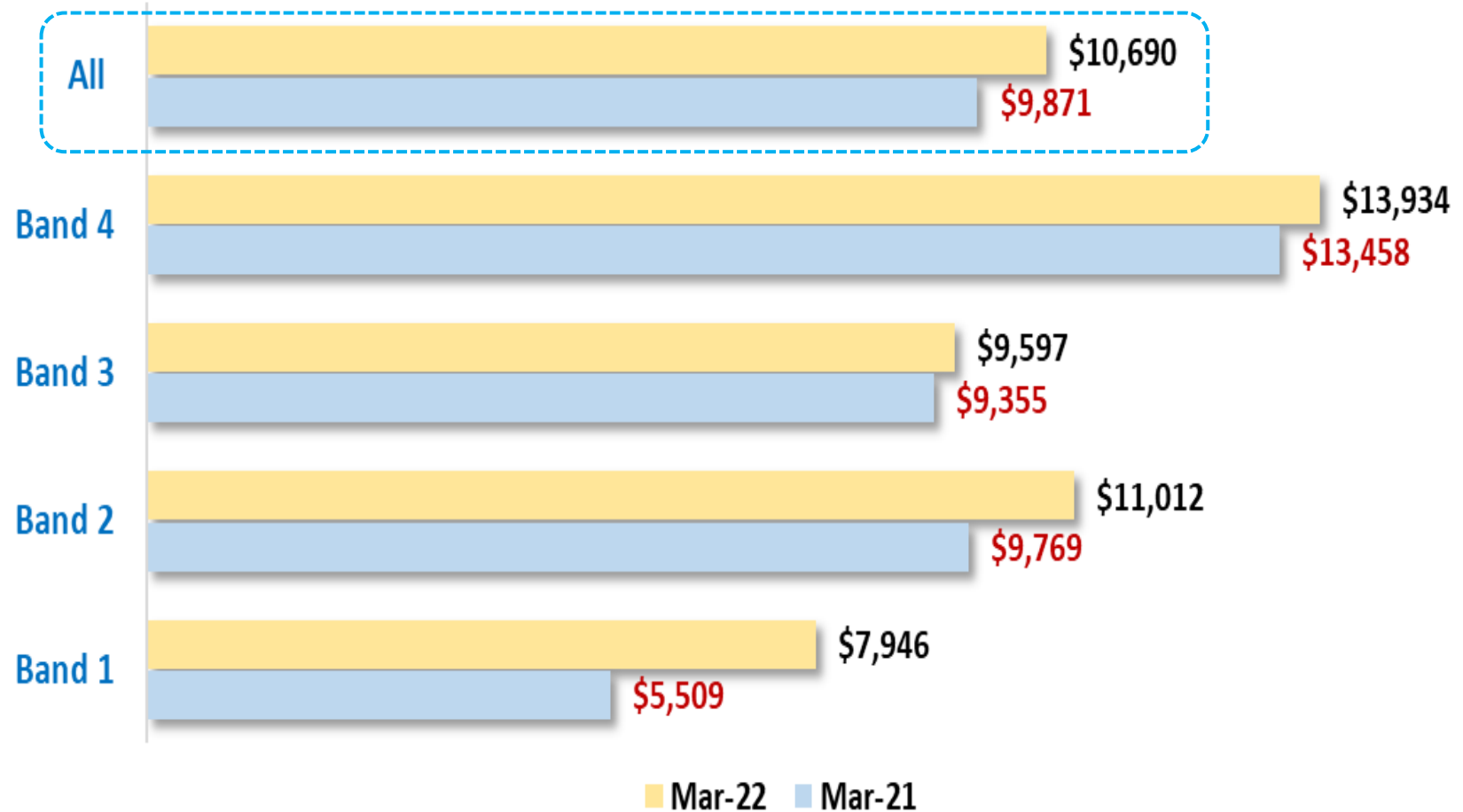
HOME CARE PACKAGE - UNSPENT FUNDS TREND ANALYSIS

Average
Unspent Funds
per care
recipient (by
package level)

Unspent Funds per
client has
stabilised year-on-
year (still likely to
be in excess of
\$1.9 billion)

Note - the amount
of unspent funds
per package
(\$10,690) is likely
understated due
to some amounts
held by Services
Australia not being
included

*Each package level
has maintained
existing unspent
funds (funding
utilisation)*



HOME CARE PACKAGE - STAFF HOURS PER CLIENT PER WEEK

Survey (Average)

Internal staff hours worked per client week

Direct service provision

Agency

Care management & coordination

Administration & support services

Total Staff Hours

Mar-22	Mar-21		Difference
3.62	3.94	↓	(0.32)
0.11	0.10	↑	0.01
1.05	0.99	↑	0.05
0.54	0.48	↑	0.05
5.31	5.51	↓	(0.20)

Staff Hours per client per week for Survey Average (All Programs)

The *Average* direct care hours per client per week have slightly declined from the levels in Mar-21 to Mar-22 (noting the slight decline in client revenue). The impact of the decrease in direct service hours accounts for the overall decrease in staff hours. It should be noted that Care Management has increased to over 1 hour per week (including Levels 1 and 2 care recipients).

It is important to note that the staffing hours are for direct care service delivery by providers to clients (care recipients). These hours do not include sub-contract services which may include home maintenance, cleaning, social support and allied health.

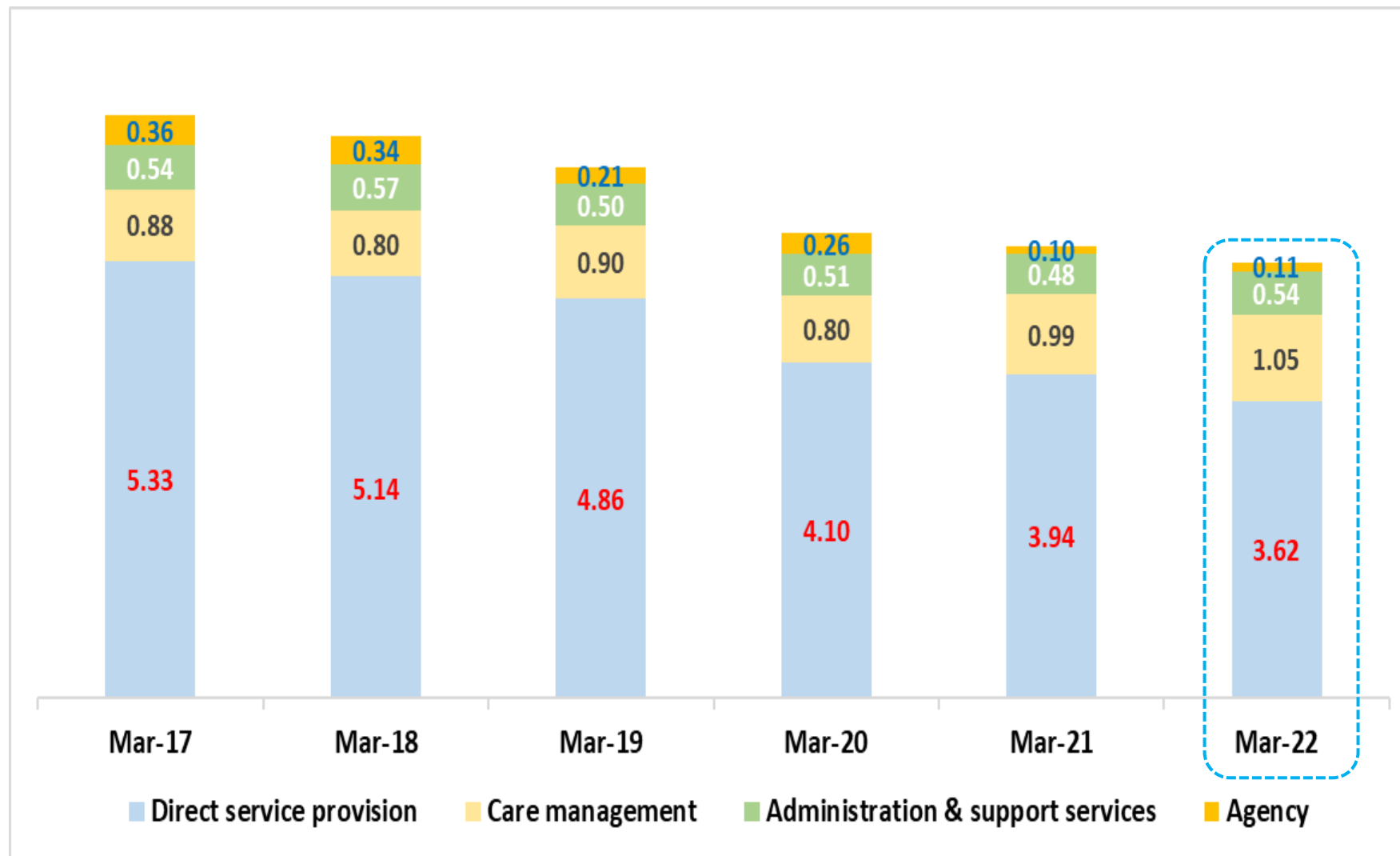
HOME CARE PACKAGE - STAFF HOURS PER WEEK TREND

Staff Hours by Category Trend Analysis

There has been a consistent decline in the number of direct service staff hours, some of which has been replaced by tele-health services.

Brokerage (sub-contract) hours has increased proportional to the decrease in internal staff hours

As with all aged care services, staffing has become the most critical issue – finding new staff and staff retention in line with the increased package numbers

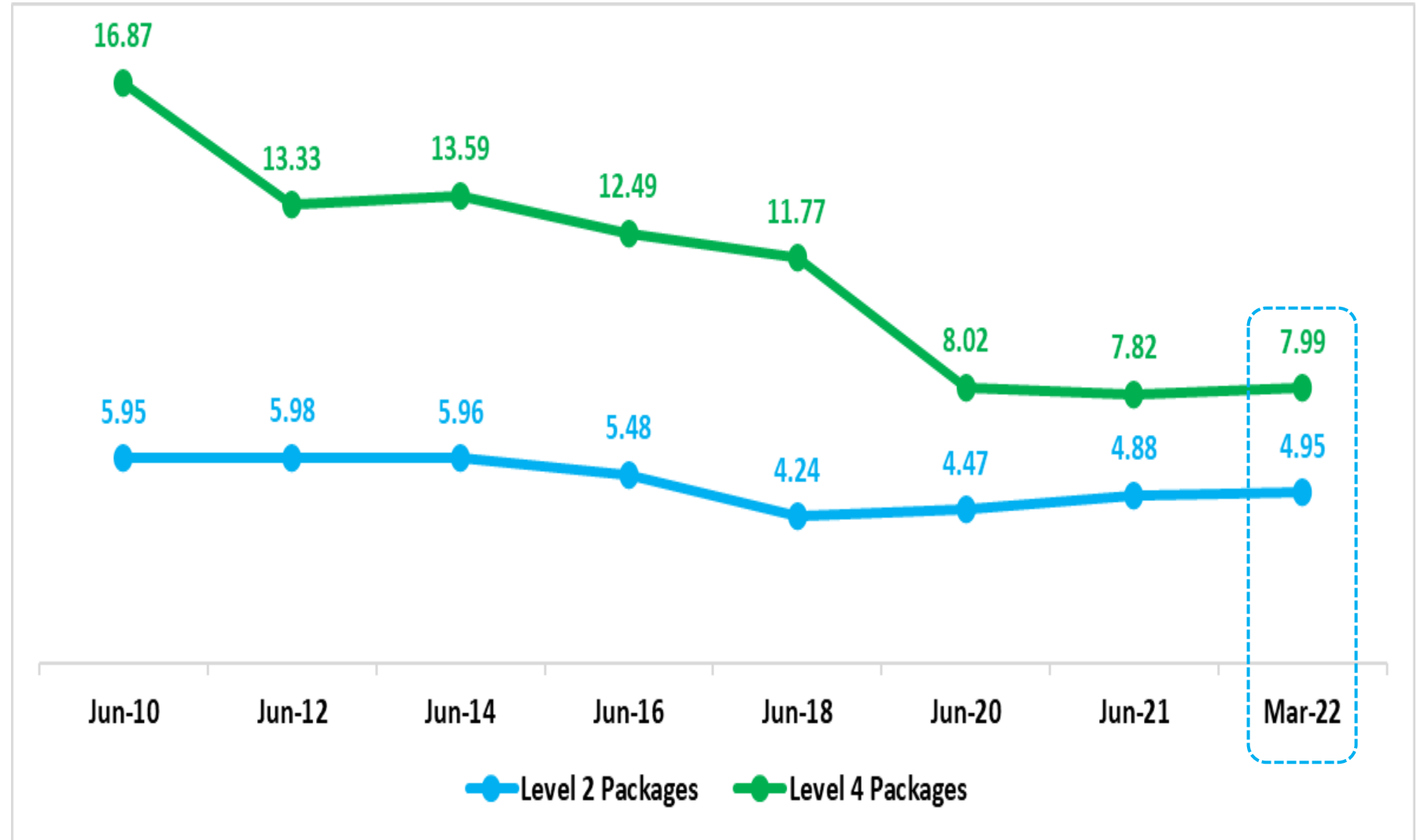


HOME CARE PACKAGE - STAFF HOURS HISTORICAL TREND ANALYSIS

Staff Hours Historical Trend Analysis

The graph depicts the total number of direct care service delivery hours per client per week from June 2010 to March 2022

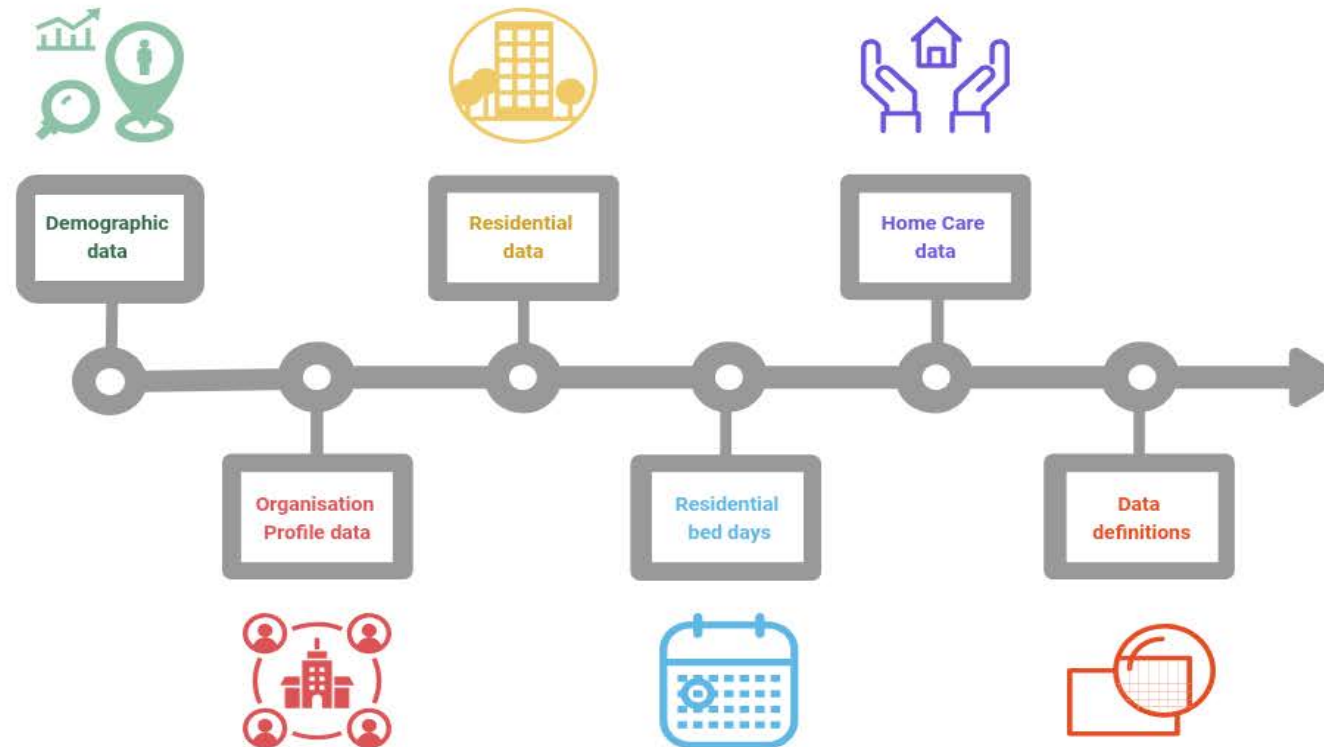
Level 4 packages (highest care needs) has reduced significantly in that period whereas the lower client packages (level 2) has remained fairly consistent.



AGED CARE FINANCIAL PERFORMANCE SURVEY METRICS AND DATA SET COVERAGE

STEWARTBROWN - AGED CARE SURVEY METRICS

Data Collection Process



Each tab (spreadsheet) requires an extensive level of input

Each row must be completed
The only tabs not completed are where it is not applicable

There is a significant amount of non-financial data collected, including staff hours worked

The Organisational Profile data are cross referenced to the audited General Purpose Financial Statements

The Data Definitions are important - these must be strictly adhered to as it ensures accurate comparability

STEWARTBROWN - AGED CARE SURVEY METRICS

Data Cleansing Process



All data fields are entered



Missing data is requested from the participants)



The \$ dollar data fields are converted in \$ per bed day and \$ per client day



The results are compared to the previous 4 quarters



All outliers are then referred back to the providers



The data tables are then uploaded to the software



The software program performs a further cleansing process



Any further outliers are referred back to the participant(s)



All results outside the range that have abnormal results are excluded



Each participant receives their individual reports



One week allows any participant to advise of any potential omission



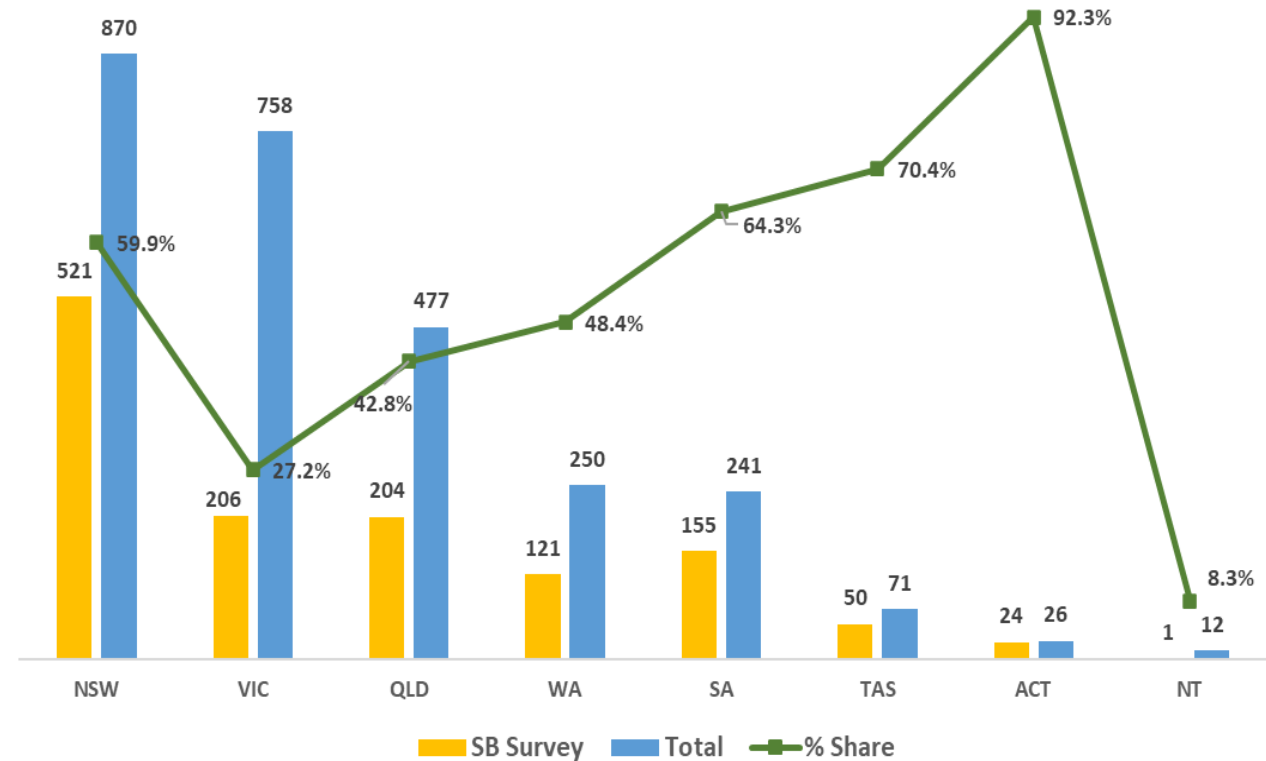
The Sector and Participants reports are then prepared

RESIDENTIAL SURVEY METRICS

Number of Residential homes in Survey	Total
<i>StewartBrown Residential Survey</i>	
Homes included	1,166
Homes excluded	116
Survey total	1,282
<i>GEN Aged Care Data Service Listing (30 June 2021)</i>	
Total	2,705
Coverage % = (A)/(B)	47.4%

Number of Residential Places in Survey	Total
<i>StewartBrown Residential Survey</i>	
Places included	94,198
Places excluded	8,817
Survey total	103,015
<i>GEN aged care Data Service Listing (30 June 2021)</i>	
Total	191,029
Coverage % = (A)/(B)	53.9%

StewartBrown Survey Aged Care Homes Representation by State



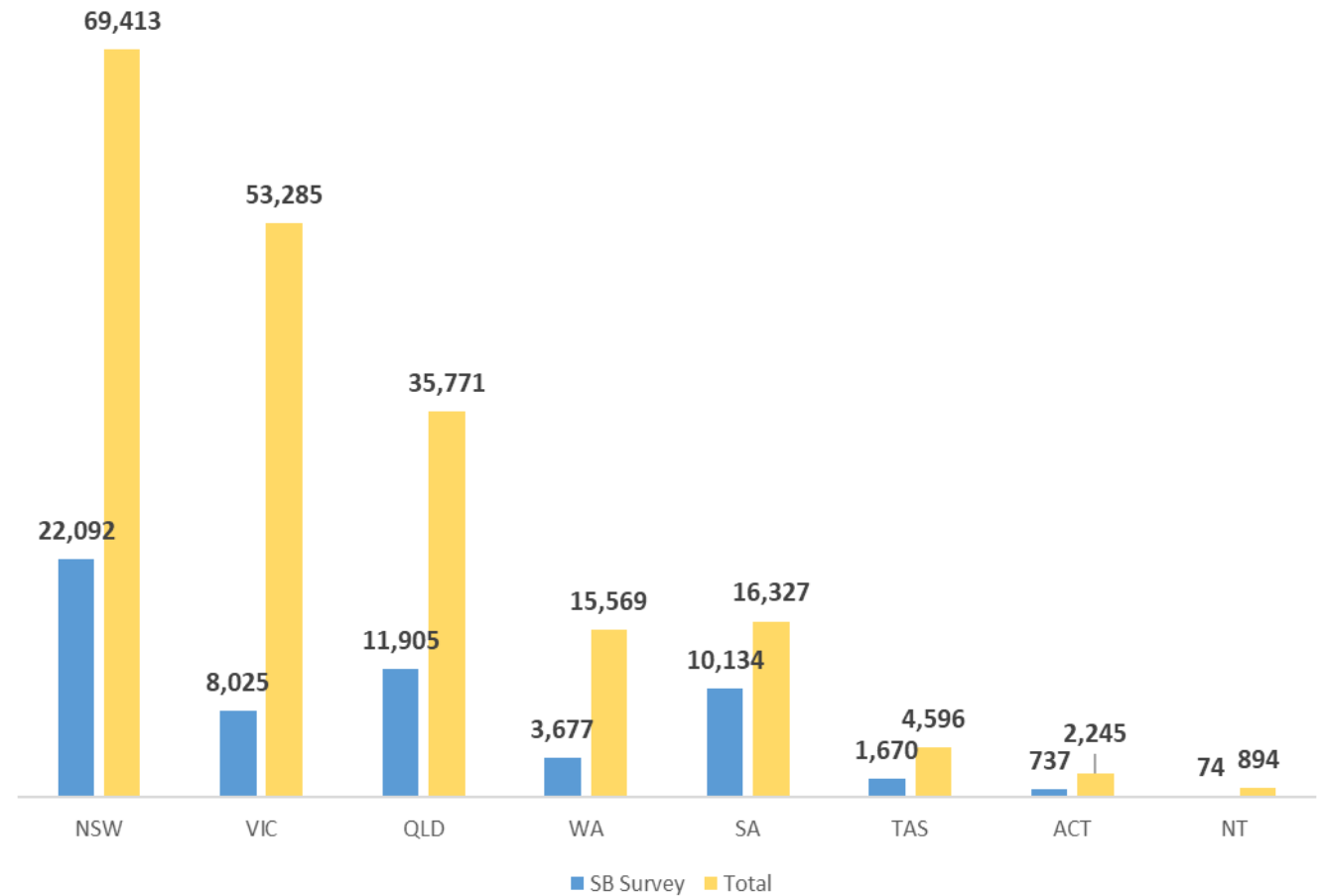
State/territory	NSW	VIC	QLD	WA	SA	TAS	ACT	NT	Total
SB Survey	521	206	204	121	155	50	24	1	1,282
Total	870	758	477	250	241	71	26	12	2,705
% Share	59.9%	27.2%	42.8%	48.4%	64.3%	70.4%	92.3%	8.3%	47.4%

HOME CARE SURVEY METRICS

Number of Home Care Packages in Survey	Total
<i>StewartBrown Home Care Survey</i>	
Package included	52,202
Package excluded	6,112
Survey total	58,314
<i>GEN Aged Care Data Service Listing (31 December 2021)</i>	
Total	198,109
Coverage % = (A)/(B)	29.4%

State/Territory	SB Survey	Total	% Share
NSW	22,092	69,413	31.8%
VIC	8,025	53,285	15.1%
QLD	11,905	35,771	33.3%
WA	3,677	15,569	23.6%
SA	10,134	16,327	62.1%
TAS	1,670	4,596	36.3%
ACT	737	2,245	32.8%
NT	74	894	8.3%
Unknown	0	9	0.0%
Total	58,314	198,109	29.4%

SB Survey Package Representation vs Total Packages by State



StewartBrown Contact Details

For further analysis of the information contained in the Survey report please contact our specialist analyst team

StewartBrown Aged Care Executive Team

Grant Corderoy

Senior Partner - Consulting Division

Grant.Corderoy@stewartbrown.com.au

Stuart Hutcheon

Partner - Audit and Consulting Divisions

Stuart.Hutcheon@stewartbrown.com.au

David Sinclair

Partner - Consulting Division

David.Sinclair@stewartbrown.com.au

Steff Kearney

Director - Consulting Division

Steff.Kearney@stewartbrown.com.au

Andrew Coll

Director - Aged Care Division

Andrew.Coll@stewartbrown.com.au

Office Details.

Level 2, Tower 1

495 Victoria Avenue

Chatswood NSW 2067

T: +61 2 9412 3033

F: +61 2 9411 3242

benchmark@stewartbrown.com.au

www.stewartbrown.com.au



Analyst, IT and Administration Team

Tracy Thomas

Senior Manager

Chris Parkinson

Senior Manager

Jimmy Gurusinga

Senior Manager

Robert Krebs

Manager

Keiron Brennan

Business Analyst Team Leader

Vega Li

Business Analyst

Ritika Lall

Business Analyst

Alic Zhang

Business Analyst

Cassie Yu

Business Analyst

Joyce Jiang

Business Analyst

Vicky Stimson

Survey Administrator

Steven Toner

Survey Administrator

Rachel Corderoy

Media and Marketing

Reece Halters

IT Director

Annette Greig

Systems Accountant

Rhys Terzis

Systems Analyst

Min Joo Kim

Data Analyst