

Snowy Monaro Regional Council

Snowy River Hostel

Yallambee Lodge



pwc

Report date
3 September 2020



Executive Summary

As part of the \$662m aged care package to support older Australians, PwC has provided accounting and business advisory services to Snowy Monaro Regional Council (the Council). The Council submitted an application for accounting and business advisory services on 17 October 2019.

The services for the Council included the analysis of:

- the demographics of the location the Council operates in, analysing the age, income profile and median house prices of those areas to identify current and future demand, as well as to provide an indication of the competitiveness of accommodation pricing;
- the market the Council operates in, the local competitors and comparing the Government funding received;
- the operational sustainability in comparison to its competitors across Australia; and
- organisational information that was provided to us, covering: strategy and planning, financial management, marketing and sales, governance and operations.

The Council's residential care facilities have consistently been operating at a loss. The Council are in the process of undertaking several residential aged care restructuring initiatives which management have advised will yield additional cost savings and increase revenue, such as moving their clinical management system from paper based to electronic, reviewing all ACFI assessments and completing a comprehensive staffing review. Due to the lack of formalised admissions and pricing policies prior to 2019, there are a number of non-supported residents in both facilities who were charged much lower (if charged at all) than the standard room price, resulting in revenue foregone as long as these residents stay at either facility. This appears to have been remedied in 2019, with non-supported residents being charged more consistently. Until the Council is able to increase the number of residents on the newer pricing policy, the facilities are unlikely to be able to achieve financial viability.

As part of the Council's consideration of whether the residential care facilities can achieve financial viability, the Council should consider whether it intends to continue in the aged care market or not. Based on the layout and number of beds at Yallambee Lodge and Snowy River Hostel, identifying and achieving optimal staffing ratios is difficult. Similarly, given the Council has a total of 54 beds, there are unlikely to be any economies of scale to be achieved. The Council should identify some of the strategies that can be pursued to increase the facilities' likelihood of achieving financial viability. This should be done in the form of a restructuring plan, which should consider options such as selling the residential facilities, transitioning facilities to other services, or amalgamating facilities.

The Council has recently implemented Person Centred Software (PCS) as its care management software, and is looking to implement a medication management system (MMS). By reviewing existing IT infrastructure, determining system requirements and applying appropriate solutions, the Council will be able to identify the IT requirements to operate more efficiently. This would be supported by the development of a strategic IT roadmap, an IT architecture map, a systems requirements listing and a business case to present to the section 355 Committee (s355 Committee).

The Council does not have an ACFI manager who is responsible for coordination of the ACFI process. As part of the restructure of the residential aged care portion of the business, an ACFI and Admissions Lead role will be implemented. Until the implementation of that role, to assist and improve the ACFI review process and to allow for accurate assessments to be completed, the Council should continue to engage an external ACFI consultant to review their current processes. The Council have seen a number of ACFI uplifts over the last year. External consultants can also assist with conducting staff training, uplifting skill and knowledge within the organisation. There is also an opportunity for the Council to implement a targeted training pack to provide all care staff with further background on the purpose of ACFI and why it is important to the organisation. This will also assist staff in identifying the traits and behaviours associated with the different levels specified in an ACFI assessment, which can provide for real-time identification of reassessment requirements.

Executive Summary

The s355 Committee are responsible for governing the Council's key strategies and are required to have a good understanding of their roles and responsibilities. Delivering governance training to s355 Committee members will allow members to be more confident in making decisions that are in line with the Council's strategic direction and also specifically around the provision of residential aged care.

While the Council are in the process of updating their base rosters as part of a broader restructure, they are yet to perform a roster costing exercise. By costing rosters, this will give the Council full visibility of the financial impacts in real time if changes were required to be made to the base roster. This would also assist management when preparing budgets and reviewing any variances.

Moving forward, it will be important to ensure that there is formalised succession management in place. This will help mitigate the risks associated with a loss of corporate knowledge, potentially not being able to execute the goals and objectives of the Council, or ensuring staff are able to take leave.

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Background

Program Overview

In February 2019, the Commonwealth Government announced, as part of the \$662m aged care package to support older Australians, the provision of accounting and business advisory services to approved providers of residential and home care services to review and assess their organisation, provide advice, business management and financial strategies to support their operations.

PwC was commissioned by the Commonwealth Department of Health to provide accounting and business advisory services to aged care providers that are experiencing financial stress or are concerned about their viability.

Snowy Monaro Regional Council (the Council) submitted an application for accounting and business advisory services on 17 October 2019. The requested services were to focus on the two residential facilities, Snowy River Hostel and Yallambee Lodge.

Provider Overview

The Council is a local government entity operating residential care in Berridale and Cooma, New South Wales (NSW). The Council was established in 2016, through the merger of the former Bombala, Cooma-Monaro and Snowy River Shire Councils, as a local council for south-east NSW. Today, the Council provides a range of services from management of roads, traffic and maintenance, to youth services, to aged and community care and has since grown to employ 434 staff and total revenue of \$81.4m in FY2018/19. The Council currently operates two residential aged care facilities, community home support programme and approximately 48 home care packages.

In its application for services, the Council indicated that the residential facilities have been operating at a loss in one or more of the last three financial years and are expecting a loss this financial year.

As part of the the business advisory services, PwC delivered a desktop review of the Council's financial and operational documentation in relation to residential aged care. Specific areas of focus included strategy and planning, cash flow management, and governance.


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Insights

Demographics


Set out below are a number of population insights for the location/s you operate in (this area is defined by a 10km radius of all postcodes you operate in). The results are presented on an aggregate basis. Age profiling of the surrounding area provides an indication of current and future demand. Income profiling and median house prices for the surrounding area provides an indication of the competitiveness of accommodation pricing. The data for the demographic analysis has been sourced from the Australian Bureau of Statistics (ABS) 2016 Census.

female
48.6%




male
51.4%

gender split




211

individuals requiring care
above 75+ *



81

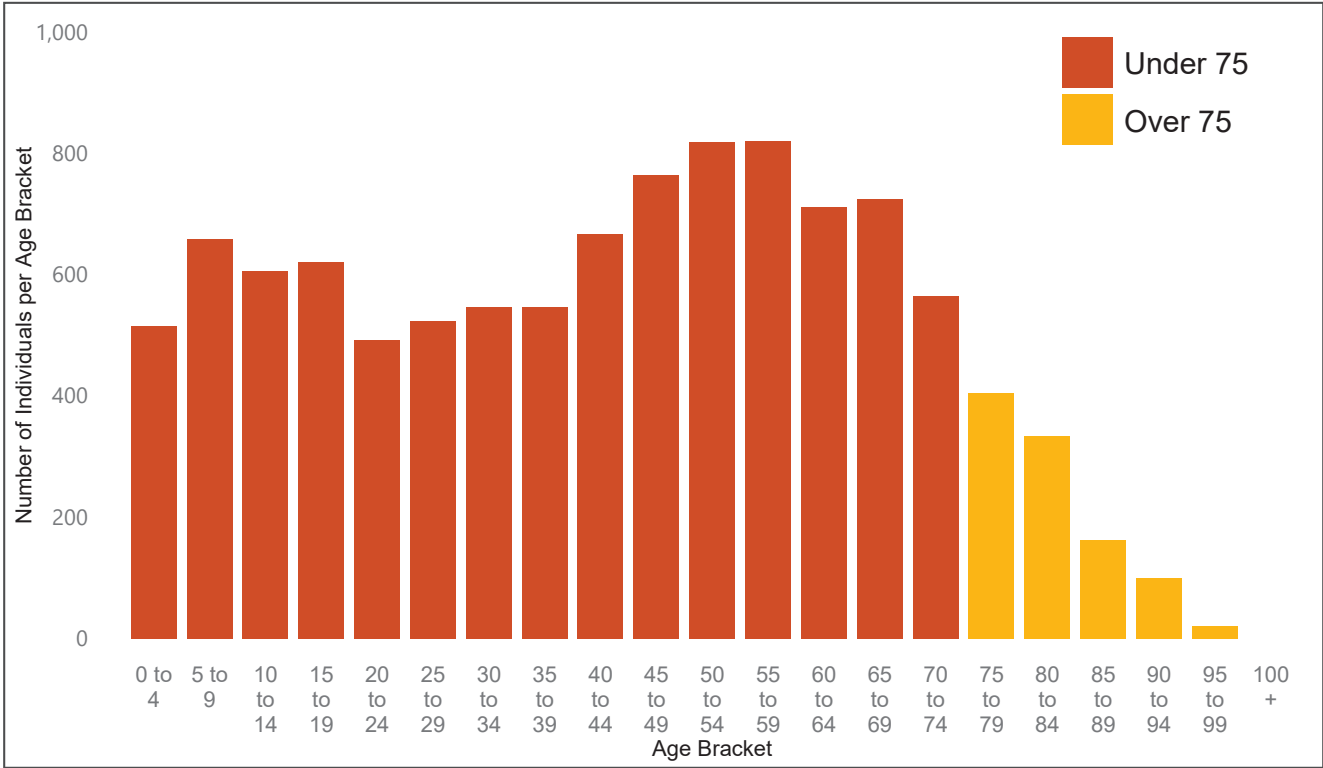
years average life
expectancy



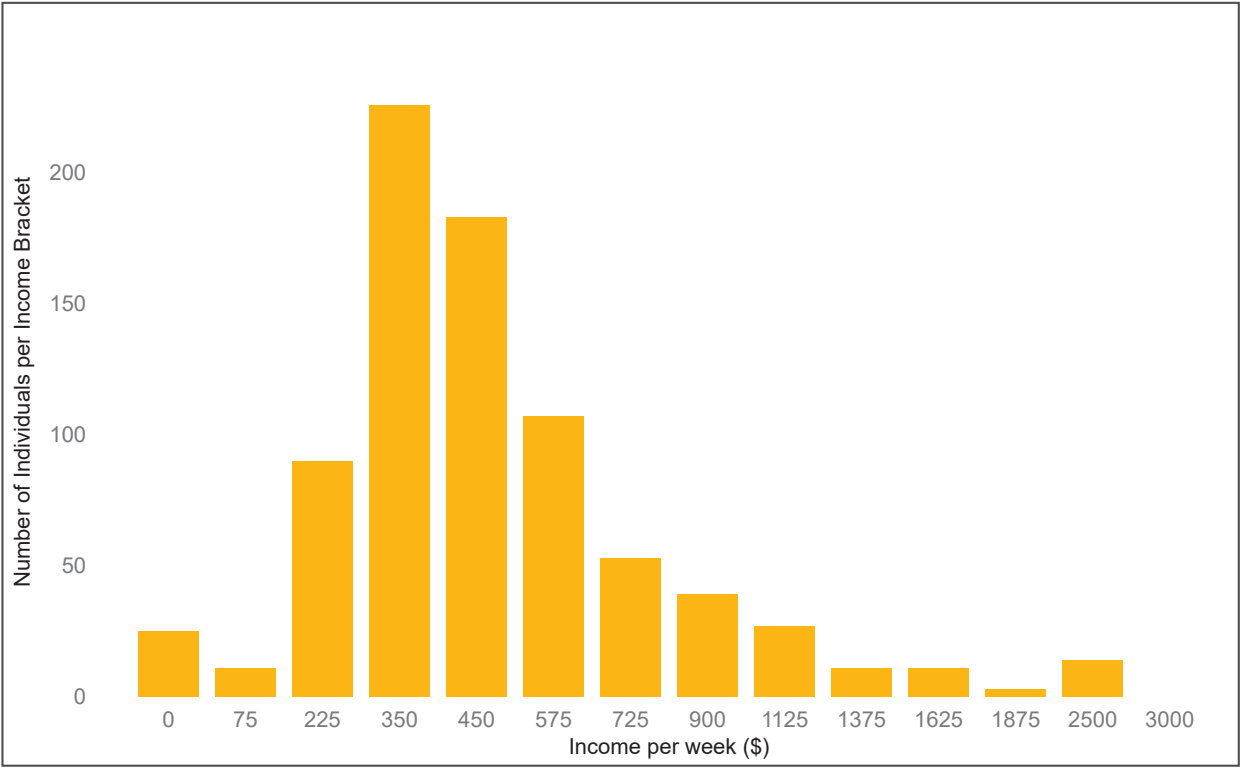
1,023

persons above 75+

Age profile of area





Age income profile - individuals 75 years and over





Residential Care Market Analysis


Set out below are a number of market insights for the location/s you operate in (this area is defined by a 10km radius of all postcodes you operate in. The scatter plot highlights the relationship between government funding and number of beds operated by providers in the surrounding area. Your position in relation to the trend line indicates whether you are receiving more or less funding on average per bed than other providers in your surrounding area. This is driven by a combination of occupancy, resident acuity and access to supplemental funding. The data for the market analysis has been sourced from the ABS 2016 Census and Department of Health Aged Care Financial Reporting Data.

 **\$48,278**
average annual government funding per bed

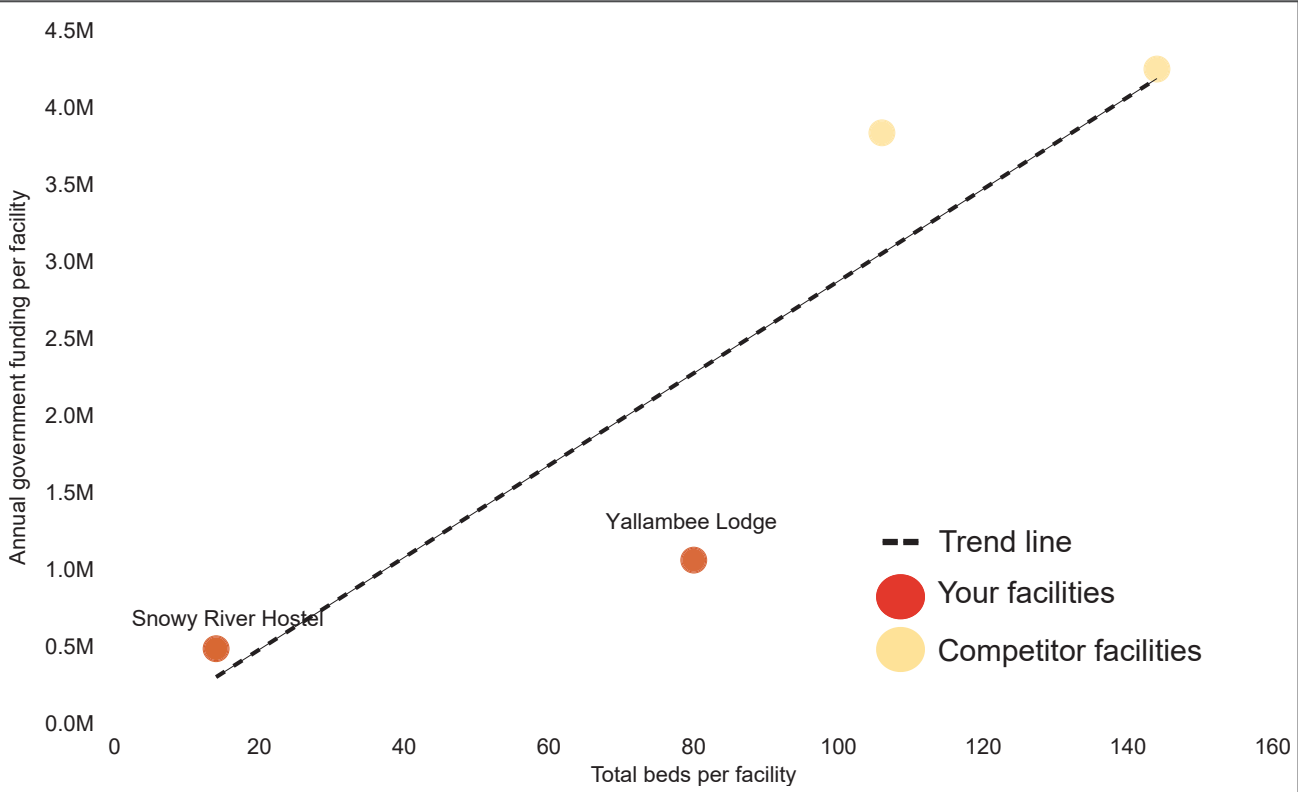
 **179**
beds within the surrounding area

 **4**
facilities within the surrounding area

 **30%**
of beds in the surrounding area are provided by you

 **6 : 1**
proportion of persons over 75 to beds available

Government funding per residential facility



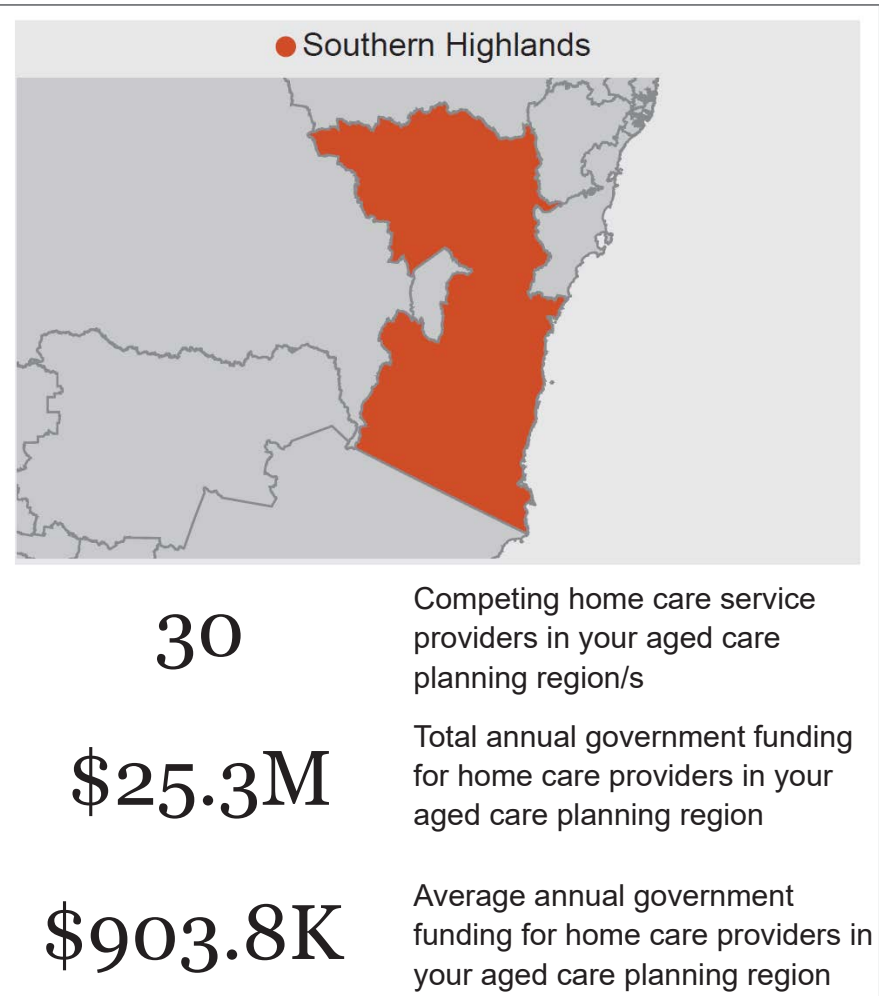
Competitor facilities



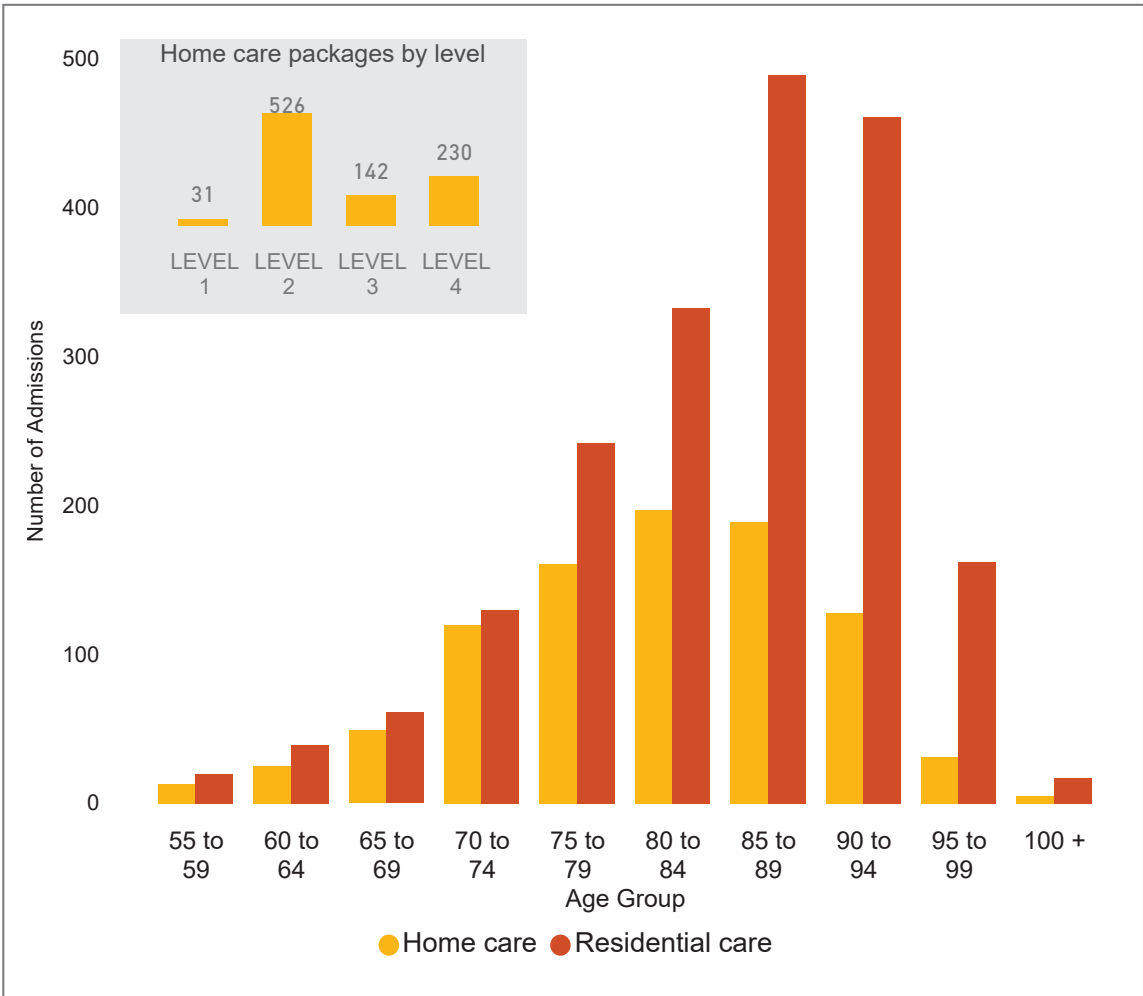
Home Care Market Analysis

Set out below are a number of market insights for the Aged Care Planning Region (ACPR) that you operate within. All aged care services in Australia are funded and delivered in an ACPR. The boundaries of your ACPR are based on statistical regions from the Australian Bureau of Statistics. The bar chart provides insight into aged care admissions in your ACPR across both home and residential care. The inset column graph indicates the level of home care package for admissions in your ACPR. The scatter plot displays the total amount of government funding home care providers in your region receive and indicates whether your total funding is more or less than the ACPR average. The data for the market analysis has been sourced from the Department of Health Aged Care Financial Reporting Data and 2018 People Using Aged Care Data.

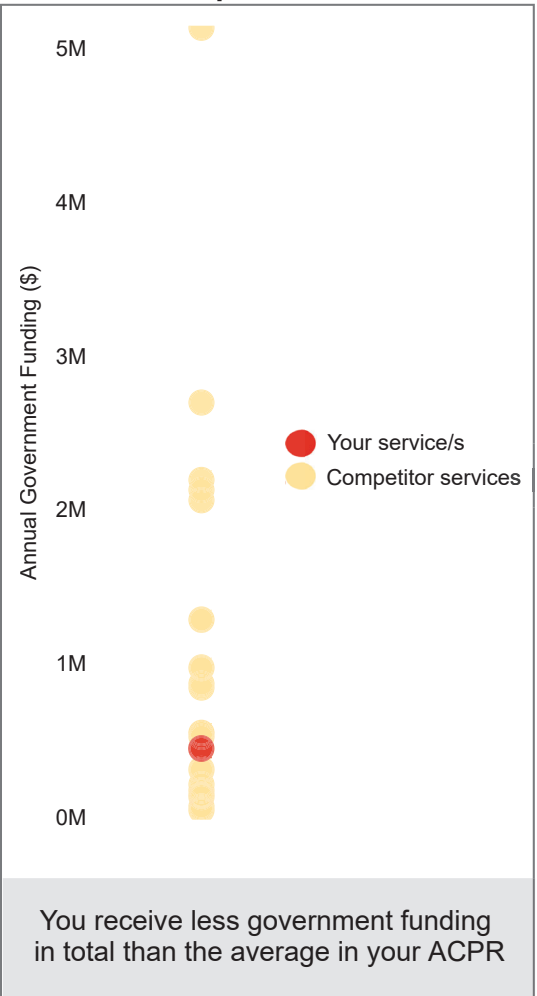
Your Aged Care Planning Region/s



People using aged care services in your ACPR



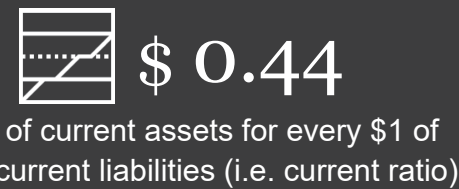
Annual government funding of home care providers in ACPR



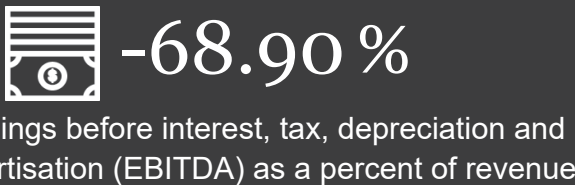
Organisational Sustainability

Below is an overview of your organisation's comparative operational sustainability. In this instance, we have measured operational sustainability as a combination of profitability (EBITDA) and liquidity (financial assets to debt). Your measure of operational sustainability is mapped in 1 of 4 quadrants as defined below. The data for operational sustainability analysis has been sourced from the financial statements.

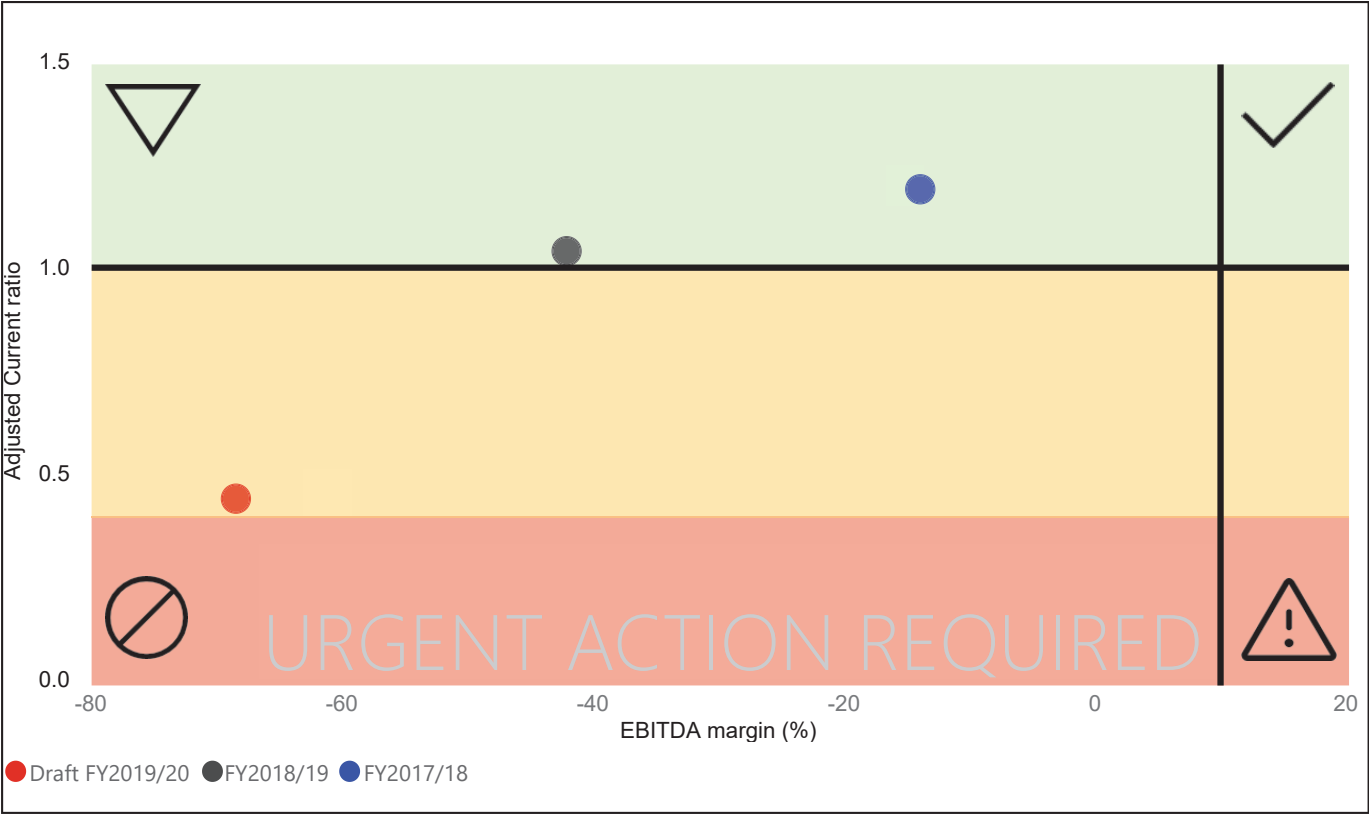
Adjusted current ratio for last financial year



EBITDA margin for last financial year



Organisational sustainability



Quadrant definitions



Tick quadrant

You are generating positive earnings from operations and can meet your liabilities as they fall due. You are operating a sustainable service cost structure.



Liquidity concern quadrant

You are generating positive earnings but your ability to pay your liabilities as they fall due is not ideal. You will need to consider implementing strategies that improve your ability to meet ongoing commitments and also put you in a position to invest in your business.



Profitability concern quadrant

You are currently sufficiently funded and are able to meet your liabilities as they fall due. You will need to consider whether improvements can be made to marketing and pricing of your service offerings and also whether cost management strategies need to be pursued.



Unsustainable quadrant

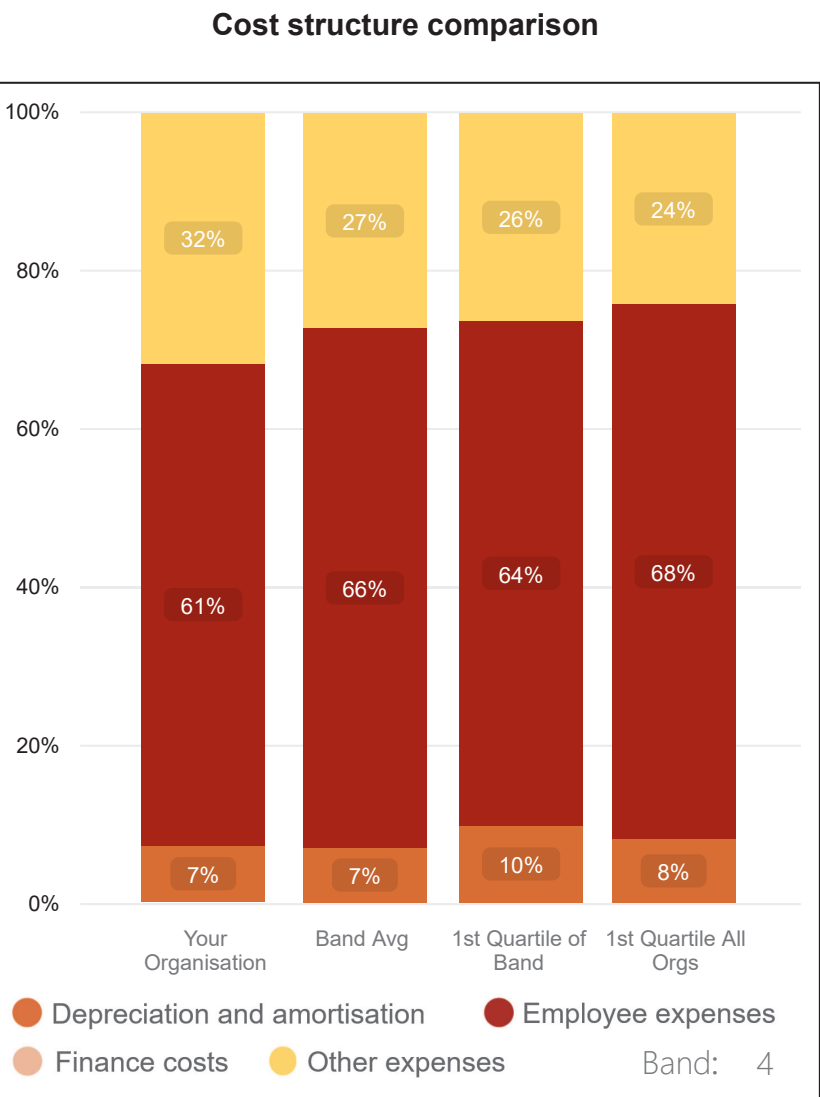
Your net working capital position and financial performance are unsustainable. Your liquidity position and service cost structure will need to improve significantly to remain viable.

Adjusted current ratio: current assets plus non-current financial assets divided by current liabilities. Refundable accommodation deposits have been included as current liabilities. Figures extracted from information provided by management.

EBITDA margin: measures profitability, indicates the ability of the organisation to generate a profit from operations and shows earnings (profit) before interest, tax, depreciation and amortisation as a percentage of total revenue. Note, this has been adjusted to reflect information provided by management.

Organisational Financial Report Card

The traffic light report card below indicates your organisation's performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your organisation are selected based on the concept of bands, which are defined based on net assets. Organisational performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).



Definitions

Net assets % total assets: indicates the assets remaining after liabilities are deducted.

Employee expenses % of operating revenue: measures a key driver of cost (i.e. employee expenses) for the organisation against operating revenues.

Tangible common equity ratio: measures capital adequacy, provides an indication of the financial strength of the organisation and approximates a percentage of total tangible assets that would remain in the event of an insolvency. The ratio compares the organisation's net assets to its total assets (excluding intangible assets).

Debt to equity: measures the extent to which management funds operations with debt, rather than equity. The ratio compares the organisation's borrowings to net assets.

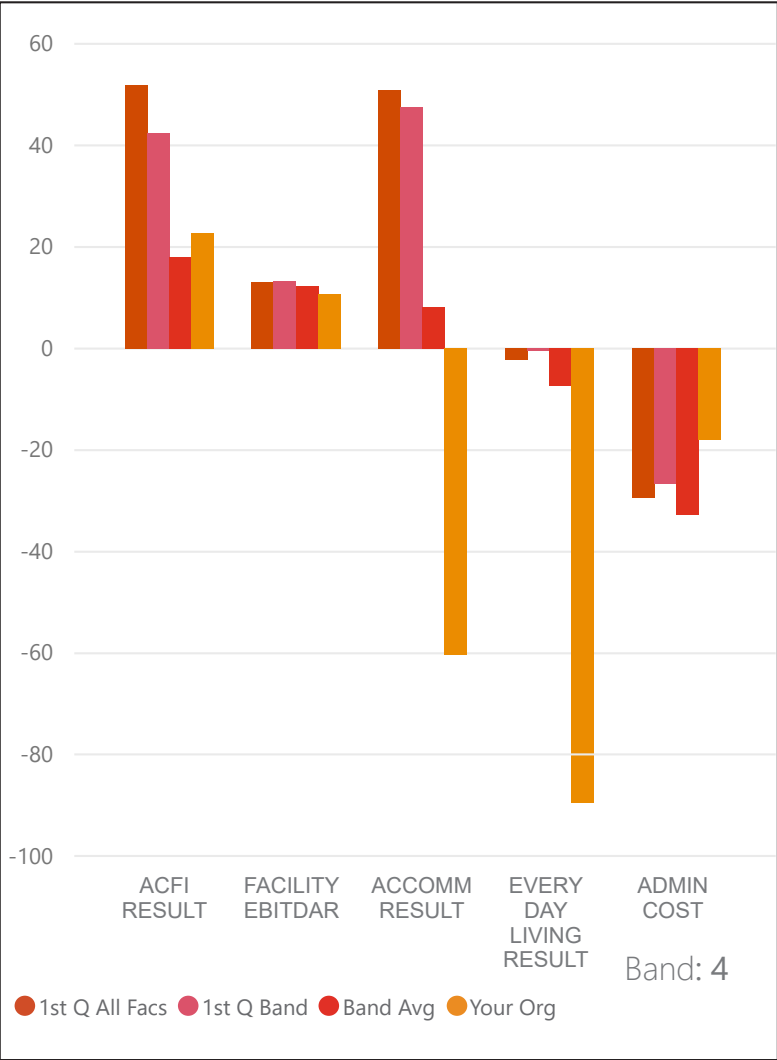
Return on assets: measures profitability and shows net profits as a percentage of fixed assets and net working capital.

Net profit ratio: measures profitability and shows net earnings of the organisation.

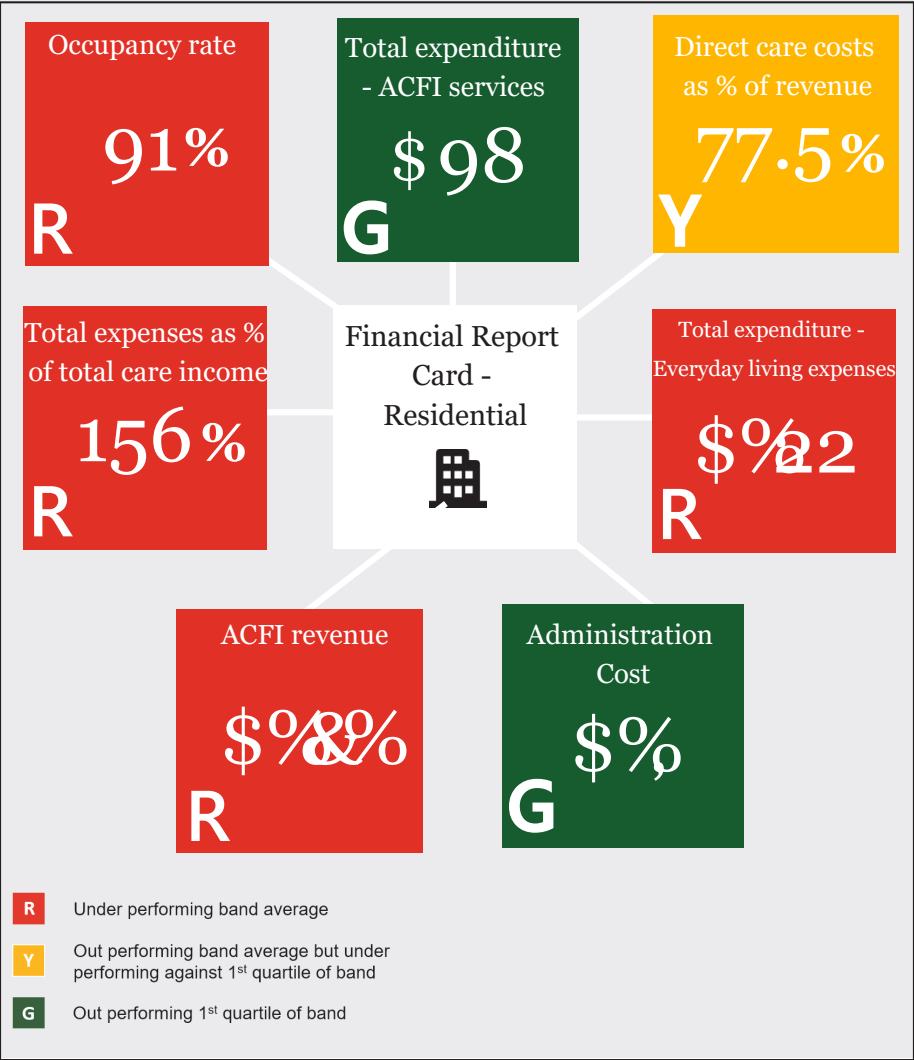
Residential Care Financial Report Card - Snowy River Hostel

The traffic light report card below indicates your Residential Care business performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your Residential Care business are selected based on the concept of bands, which are defined based on your facilities' ACFI revenue and supplements. Residential Care business performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).

Benchmark comparisons



Financial report card



Definitions

Occupancy rate: measures organisational effectiveness in appealing to the target market. The ratio compares the total number of occupied bed days to the total number available at the facility.

Total expenditure - ACFI services: measures the total expenditure of the facility attributable to the provision of care services for which the facility receives an ACFI subsidy.

Direct care staff costs as % of ACFI revenue: measures the direct costs of care delivery as a proportion of total ACFI revenue (government subsidies, MTCF, ACFI & supplements). Note, if direct care costs are 100% or more the facility will report a red (R) status for this metric.

Total expenditure - everyday living services: measures the total facility expenditure for everyday living services, including catering, cleaning, laundry, utilities and property maintenance.

Administration cost: measures the total expenditure attributable to administration of the facility. High administration costs may result in an unsustainable operating model.

ACFI revenue: measures the total amount of ACFI subsidy that is received by the facility, based on resident acuity.

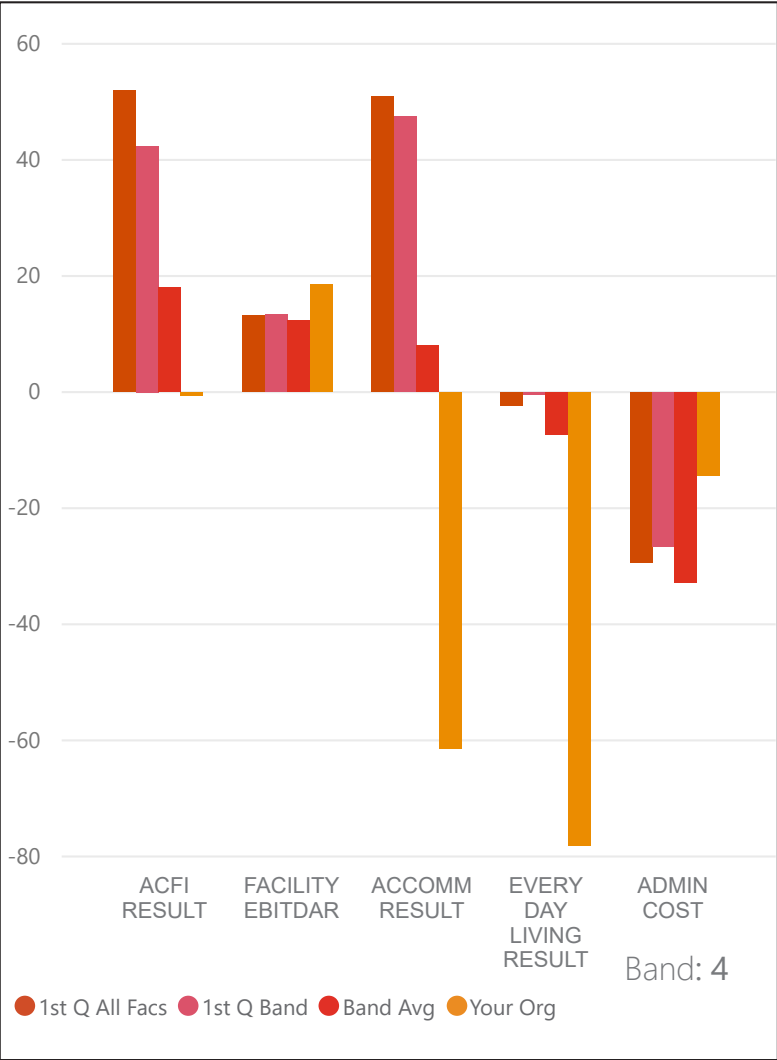
Average bond/RAD held: measures the average bond/RAD taken by providers compared to band averages.

Total expenses as % of total care income: measures how much of the income received for care is spent on expenses.

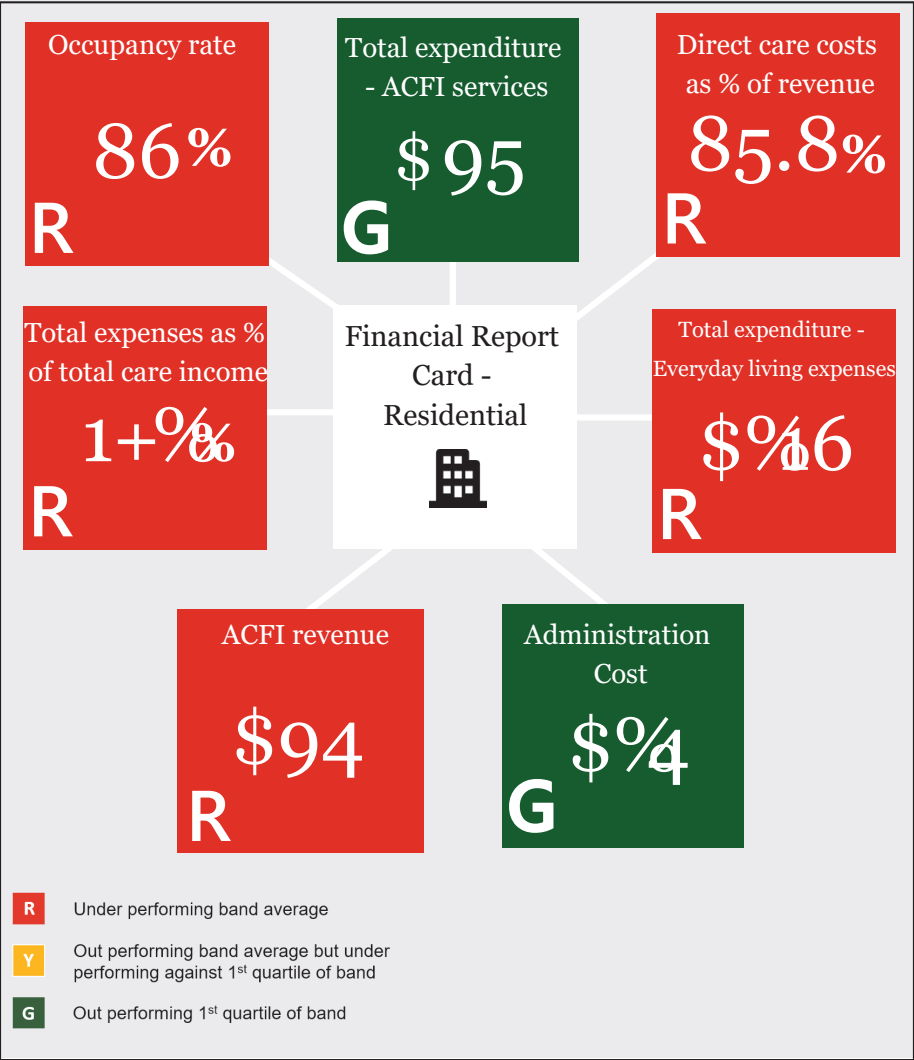
Residential Care Financial Report Card - Yallambee Lodge

The traffic light report card below indicates your Residential Care business performance on a number of key financial indicators in relation to industry benchmarks. Industry benchmarks for your Residential Care business are selected based on the concept of bands, which are defined based on your facilities' ACFI revenue and supplements. Residential Care business performance is assessed against band averages to ensure like for like comparisons. The data for the Financial Report Card has been sourced from the StewartBrown Aged Care Financial Performance Survey (ACFPS).

Benchmark comparisons



Financial report card



Definitions

Occupancy rate: measures organisational effectiveness in appealing to the target market. The ratio compares the total number of occupied bed days to the total number available at the facility.

Total expenditure - ACFI services: measures the total expenditure of the facility attributable to the provision of care services for which the facility receives an ACFI subsidy.

Direct care staff costs as % of ACFI revenue: measures the direct costs of care delivery as a proportion of total ACFI revenue (government subsidies, MTCF, ACFI & supplements). Note, if direct care costs are 100% or more the facility will report a red (R) status for this metric.

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Administration cost: measures the total expenditure attributable to administration of the facility. High administration costs may result in an unsustainable operating model.

ACFI revenue: measures the total amount of ACFI subsidy that is received by the facility, based on resident acuity.

Average bond/RAD held: measures the average bond/RAD taken by providers compared to band averages.

Total expenses as % of total care income: measures how much of the income received for care is spent on expenses.

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Observations and recommendations

Observations and Recommendations

Consideration of future operations

Implementation owner: Snowy Monaro Regional Council

Estimated due date: 12-24 months

Observation:

The Council previously undertook a review with an aged care consultant regarding the future provision of residential aged care in the region, reporting on a number of matters, including current operations, long-term sustainability and viability, and options to exit the market. At the time of the review, the Council intended to continue delivering residential aged care in the region, through Yallambee Lodge and Snowy River Hostel. Since then, the Council has undertaken a number of internal reviews, including over ACFI revenue and staffing. While the Council has supported (and can continue to support) the operations of both residential facilities to remain operational, substantial improvement is required for the facilities to become financially viable.

Residents that entered the facilities prior to 2019 did not have a consistent residential accommodation deposit (RAD) or daily accommodation payment (DAP) in place, which has resulted in a number of non-supported residents effectively staying in Yallambee Lodge or Snowy River Hostel at no cost, and providing no revenue to the Council. Both facilities do not currently meet the 40% supported ratio threshold for increased supplement payments (Yallambee Lodge: 25%, Snowy River Hostel: 36%). Until new residents replace those who are under the fee free arrangements from prior to 2019, the facilities are less likely to approach financial viability. This should be considered as part of a review of the admissions policies, processes and decision making. In order to ensure the facilities are receiving the most operating revenue possible to support operations, there needs to be a consistent method of admitting new residents, including consistent pricing of services. Based on admissions following 2019, the issue appears to have been primarily resolved, with consistent prices being charged to non-supported residents. Similarly, meeting the 40% supported ratio threshold would result in an increase to the accommodation supplement revenue received by approximately 33%, which should be considered as part of an updated admissions policy, noting that the Council will need to determine a viable number of supported positions to offer.

Yallambee Lodge is set up with five individual cottages, each housing eight residents (resulting in a total of 40 beds), with meals taking place in both a communal area and within each cottage as required. Snowy River Hostel is a 14 bed residential care facility which was established in 1993, intended to be for residents who did not require the level of care provided in a nursing home. Based on the layout of Yallambee Lodge and the number of beds at both facilities, maintaining adequate staffing ratios and allocating appropriate overhead expenses has been, and will continue to be, a challenge. Similarly, the Council may not be able to achieve the economies of scale that larger providers can achieve with the number of beds, which would result in the process for ensuring compliance with the standards being difficult and inefficient.

Observations and Recommendations

Establishing a long-term financial viability plan will assist the Council in making decisions that are in line with their strategic goals. This plan should consider the following:

- prospects for the sale of facilities to a suitable service provider,
- prospects to repurpose a facility into supported accommodation or a retirement village, and
- prospects to amalgamate the facilities.

The above should be considered with respect to the Council's intention to expand the residential care capacity within the region.

Recommendation:

The Council should develop a long-term financial viability plan, considering the prospects for sale of the residential aged care portion of the Council, the standardisation of admissions and pricing and ensuring the community is appropriately engaged throughout the process.

Observations and Recommendations

IT infrastructure

Implementation owner: Snowy Monaro Regional Council

Estimated due date: 12-24 months

Observation:

The Council recently implemented Person Centred Software (PCS) as its care management system, as well as upgrading the internet accessibility at both facilities and implementing a new call bell system. The Council is currently considering implementing a medication management system (MMS) for use at both facilities.

Before an IT or software upgrade takes place, the Council need to consider the implementation of the MMS in the context of a broader IT strategy roadmap and IT architecture map. Following this, a systems requirement listing should be developed to assist the organisation in identifying any existing gaps in the current platforms and determine the additional requirements that are needed to allow the organisation to be able to function efficiently.

When the system requirements are identified, the Council will need to develop a business case and present it to the section 355 Committee or Board for consideration. A business case should include:

- identification of the current issues or weaknesses, including a problem statement,
- an outline of the intended scope of any proposed changes,
- an outline of all viable options for resolution of the problem, as well as their respective strengths / weaknesses, costs / benefits, risks and dependencies / constraints,
- identification of which people, team or external parties will be required to implement the options identified, and
- a proposed implementation timeframe.

Dedicating an adequate amount of time to perform appropriate analysis is key to ensuring that IT infrastructure enhancements (including hardware, software, licences, etc) are implemented in a way that will further enable the organisation's success.

Recommendation:

The Council should review their existing IT infrastructure to determine system requirements and appropriate solutions to enable the organisation to operate more efficiently. In support of this initiative, the Council should consider any future systems in the context of the below:

- a strategic IT roadmap: a forward plan for the development of the proposed IT infrastructure,
- an IT architecture map: an overarching view of how all systems will be integrated and the purpose of the system,
- a systems requirements listing: an outline of the various systems and functionality required to meet business needs, and

Observations and Recommendations

- a business case to support the initiative: an outline of the problem trying to be solved, the options available for consideration and the scope, cost, benefit, timeframes, constraints and dependencies of each option.

If the decision is made to replace any IT platforms, the Council should develop a transition plan, including staff training, development of standard operating procedures (SOPs) and integration with current systems.

Observations and Recommendations

ACFI training

Implementation owner: Snowy Monaro Regional Council

Estimated due date: 12-24 months

Observation:

The Council does not have an ACFI manager who is responsible for coordination of the ACFI process. With the restructure being undertaken, an ACFI and Admissions Lead position will be implemented. As ACFI is the single biggest driver of revenue in residential aged care (being the funding received based on the acuity of residents), it is critical that care staff have the right knowledge to be able to complete ACFI assessments accurately and on a timely basis.

The Council are in the process of reassessing ACFI across both facilities and have identified a number of ACFI uplifts over the last year. To support these reassessments, and given the importance of ACFI in residential care services, having an ACFI training program in place for all care staff will help to increase awareness of the importance of ACFI in both care management and revenue management. This will also help staff to contribute to the assessment process as residents' needs and acuity change, support better documentation against ACFI requirements and improve the accuracy of assessments of residents' acuity. This can be considered as part of the ACFI and Admissions Lead's role.

It is important that ACFI assessments are reviewed and updated on at least an annual basis, to ensure the organisation is receiving funding that reflects each resident's care requirements. In addition to this, the Council could also benefit from conducting periodic reviews of other supplements available for residents in line with ACFI assessments. This would ensure that the Council are receiving the appropriate supplements in line with the acuity of residents and their care needs. The above will also be supported by the recent implementation of Person Centred Software (PCS) as a care management system.

To assist with enhancing ACFI practices, the Council could engage external ACFI consultants to conduct reviews and training on the assessment of resident acuity levels. External ACFI consultants can also serve as a capability building activity for staff. Their use can assist in ensuring that staff are accurately assessing residents' acuity and the correct documentation is retained. Any contractual arrangements with external ACFI consultants should not incentivise uplifts in ACFI (e.g. bonuses being paid to the ACFI consultant based on the value of ACFI increased for the Council) as this presents a risk of over claiming of ACFI.

Recommendation:

The Council should conduct an annual review of ACFI assessments and other supplements for residents and have this process documented.

The Council should implement a mandatory training program for care staff, outlining the role ACFI plays within the organisation.

The Council should consider engaging an external ACFI provider to assist in ACFI assessment reviews and building the capability of staff.

Observations and Recommendations

Governance training

Implementation owner: Snowy Monaro Regional Council **Estimated due date:** 12-24 months

- Observation:** Through discussion with management, it was identified that there are varying levels of corporate governance experience across the section 355 Committee (s355 Committee). There is an opportunity to further develop the knowledge of their roles and responsibilities as s355 Committee members.
- To improve its governance processes, the Council should deliver governance training to s355 Committee members covering their roles, responsibilities and any governance requirements that they must adhere to in order to comply with accreditation standards. Standardised governance training should be offered to newly appointed s355 Committee members, with ad-hoc training to take place when necessary (e.g. introduction of new Aged Care Quality Standards).
- The Council will need to consider if they have the capacity and financial resources to deliver governance training internally, or if external providers should be engaged to conduct the training.
- Recommendation:** The Council should deliver governance training to the s355 Committee members to ensure they understand their requirements under Standard 8 of the Aged Care Quality Standards.

Observations and Recommendations

Costing rosters

Implementation owner:	Snowy Monaro Regional Council	Estimated due date:	12-24 months
Observation:	<p>The Council is currently in the process of updating their base roster and undertaking a comprehensive staffing review of the residential aged care facilities. Costing of the roster is yet to take place. Good practice in roster management involves upfront budgeting of staff in line with resident care requirements, and costing rosters to reflect this and ensuring it is affordable.</p> <p>Costing rosters will also allow the Council to track any changes that are made to the base roster and will show the immediate financial impact of any changes to be made. This will provide the Council with complete visibility over costs and budget variances that may occur as a result of changes made.</p>		
Recommendation:	<p>The Council should cost rosters to ensure they are affordable prior to releasing them to staff.</p>		

Observations and Recommendations

Formalise succession management

Implementation owner: Snowy Monaro Regional Council

Estimated due date: 12-24 months

Observation:	<p>There are several key positions in the Council with no succession management plan in place.</p> <p>Succession planning is critical, as it allows organisations to mitigate key personnel risks including:</p> <ul style="list-style-type: none">- loss of corporate knowledge,- staff burnout due to inability to take leave,- cost of replacing and developing an employee, and- not being able to execute the goals and objectives of the organisation. <p>A succession management plan for key positions will help the organisation's preparedness in the event that one of these positions is vacated, or staff go on leave. A succession management plan should include the identification of potential replacements (whether internal or external to the organisation), determination of specific additional training and development required for that identified replacement, and providing opportunities for undertaking the role to see they are a good fit (e.g. during holiday breaks).</p> <p>Based on discussions with management, the restructure of the residential aged care portion of the Council will begin to remediate this.</p>
Recommendation:	<p>The Council should identify key positions within the residential aged care portion of the Council and implement a succession management plan.</p>

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Appendices

1 Appendix 1 StewartBrown Organisational Report

Snowy Monaro Regional Council

Snowy Monaro Regional Council Band 4 (1) FY2019 June (Q4)		Band 4 (41 Organisations) FY2019 Q4	First Quartile Band 4 (10 Organisations) FY2019 Q4	First Quartile all Organisations (43 Organisations) FY2019 Q4
Number of residential aged care facilities	2	39	9	168
Number of residential operating beds	54	2583	573	13131
Number of home care packages	0	594	248	5467
Number of retirement villages	0	24	5	116
Number of retirement village units	0	1022	164	6909
Total number of staff (headcount)	0	3769	751	20310
Total number of staff (FTE)	0	2520	543	11078
Balance Sheet \$'000				
Assets				
Cash and financial assets	4,225	9,740	9,566	30,639
Operating assets	45	822	589	2,522
Property assets	6,410	12,920	11,241	108,602
Intangibles	350	284	551	3,756
Total assets	11,030	23,766	21,947	145,520
Liabilities				
Refundable loans	4,097	11,807	10,607	73,902
Borrowings	-	489	609	5,092
Other liabilities	-	1,254	1,232	8,232
Total liabilities	4,097	13,551	12,449	87,226
Net Assets	6,933	10,216	9,498	58,294
Net Tangible Assets (Liabilities)	6,583	9,932	8,947	54,537
Ratios				
Current Ratio	104.22%	73.13%	54.93%	35.44%
Current Ratio excluding resident liabilities	0.00%	779.06%	484.15%	354.98%
Tangible Common Equity Ratio	64.92%	43.50%	44.39%	41.12%
Debt to Equity Ratio	0.00%	4.79%	6.42%	8.74%
Net assets proportion % total assets	62.86%	42.98%	43.28%	40.06%
Property assets proportion % total assets	58.11%	54.36%	51.22%	74.63%
Cash + financial assets % refundable loans	103.12%	82.49%	90.18%	41.46%
Cash + financial assets % debt	103.12%	78.71%	84.29%	38.41%

Snowy Monaro Regional Council		Snowy Monaro Regional Council Band 4 (1) FY2019 June (Q4)	Band 4 (41 Organisations) FY2019 Q4	First Quartile Band 4 (10 Organisations) FY2019 Q4	First Quartile all Organisations (43 Organisations) FY2019 Q4
Income & Expenditure	\$'000				
Revenue					
Service revenue		2,722	6,162	6,124	38,254
Investment revenue		170	216	141	654
Other Income		500	137	99	445
Total revenue		3,392	6,516	6,363	39,353
Expenses					
Employee expenses		2,550	4,206	3,732	24,575
Depreciation and amortisation		296	414	460	3,003
Finance costs		-	25	36	209
Other expenses		1,326	1,669	1,487	9,198
Total expenses		4,172	6,314	5,715	36,986
Total Surplus (deficit) (NPBT)	\$'000	(780)	202	648	2,367
Income tax (expense)		-	-	-	-
Net Profit/(Deficit)	\$'000	(780)	202	648	2,367
EBITDA	\$'000	(654)	500	1,074	5,108
Ratios					
EBITDA Margin		(19.28%)	7.68%	16.88%	12.98%
Net Profit Ratio		(23.00%)	3.10%	10.18%	6.01%
Return on Assets		(11.85%)	2.14%	11.07%	4.26%
Employee expenses % of operating revenue		88.17%	65.94%	59.57%	63.16%
Depreciation as % of property assets		4.62%	3.26%	4.16%	2.92%
Aged Care Revenue to Total Revenue		80.25%	87.51%	93.60%	79.04%
Aged Care Earnings to NPBT Ratio		164.60%	-	-	-
Profiling Ratios					
Average number of residential aged care facilities		2	1	1	4
Average Number of residential operating beds		54	66	64	313
Average number of home care packages		0	59	83	288
Average number of retirement villages		0	1	1	4
Average number of retirement village units		0	49	55	216
Average number of staff (headcount)		0	92	75	472
Average number of staff (FTE)		0	61	54	258

2 Appendix 2 StewartBrown Residential Report

Snowy River Hostel

CARE
ACFI & SUPPLEMENTS REVENUE

Government subsidies - care
Means-tested care fee
ACFI & supplements
Grants - not capital

ACFI revenue

ACFI EXPENDITURE

Labour costs
Care management
Registered nurses
Enrolled and licensed nurses (registered with the NMBA)
Other unlicensed nurses/personal care staff
Allied health & lifestyle
Agency staff
Workers' compensation - care services
Total labour costs
Medical, incontinence supplies & nutritional supplements
Chaplaincy / Pastoral care
Other resident care
Quality and education allocation to care services

Total expenditure - ACFI services

ACFI RESULT

ACFI services costs as a % of ACFI

EVERYDAY LIVING

EVERYDAY LIVING REVENUE

Basic daily fee
Fees for additional services and extra or optional service fees

Everyday living revenue

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
\$117.90	\$136.81	\$139.00	\$173.53
\$2.89	\$7.62	\$8.00	\$8.59
\$120.79	\$144.43	\$147.00	\$182.11
-	\$4.01	\$3.90	\$5.29
\$120.79	\$148.43	\$150.90	\$187.40
\$16.87	\$7.58	\$7.29	\$6.93
\$14.17	\$16.58	\$13.23	\$19.76
-	\$8.22	\$3.15	\$9.93
\$42.23	\$73.55	\$63.63	\$75.80
\$9.24	\$7.27	\$7.41	\$8.05
\$11.14	\$3.26	\$1.75	\$3.18
-	\$2.33	\$1.92	\$2.34
\$93.65	\$118.79	\$98.37	\$125.99
-	\$3.74	\$3.15	\$3.46
-	\$0.49	\$0.53	\$0.34
\$4.44	\$2.32	\$2.31	\$2.24
-	\$1.22	\$1.39	\$0.79
\$98.08	\$126.57	\$105.75	\$132.82
\$22.71	\$21.87	\$45.15	\$54.59
81.20%	85.30%	70.10%	70.90%
\$32.10	\$50.83	\$50.60	\$50.64
-	\$1.06	\$1.05	\$2.72
\$32.10	\$51.89	\$51.66	\$53.36

Snowy River Hostel

EVERYDAY LIVING EXPENDITURE
HOTEL SERVICES
CATERING
Labour costs
Consumables
Contract catering
Income from sale of meals (usually a credit amount)
Total catering

CLEANING
Labour costs
Consumables
Contract cleaning
Total cleaning

LAUNDRY
Labour costs
Consumables
Contract laundry
Total laundry

Workers' compensation - hotel services
Expenditure - hotel services

UTILITIES
Electricity
Gas
Rates
Rubbish removal
Expenditure - utilities

PROPERTY MAINTENANCE AND MOTOR VEHICLES
Labour costs - maintenance
Repairs & maintenance
Motor vehicle expenses
Expenditure - property maintenance and motor vehicles

Quality and education allocation to everyday living
Total expenditure - everyday living services
EVERYDAY LIVING RESULT

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
Labour costs	\$16.13	\$15.06	\$14.07
Consumables	\$10.97	\$8.02	\$7.75
Contract catering	-	\$6.57	\$7.12
Income from sale of meals (usually a credit amount)	-	-\$0.09	-\$0.15
	\$27.10	\$26.35	\$28.79
Labour costs	-	\$3.37	\$4.41
Consumables	\$1.95	\$1.17	\$1.55
Contract cleaning	-	\$1.50	\$1.84
	\$1.95	\$6.04	\$7.80
Labour costs	-	\$1.40	\$1.99
Consumables	-	\$0.27	\$0.29
Contract laundry	-	\$1.54	\$1.22
	-	\$3.21	\$3.50
Workers' compensation - hotel services	-	\$0.28	\$0.41
	\$29.05	\$35.89	\$40.51
Electricity	\$7.46	\$3.90	\$3.42
Gas	-	\$0.89	\$0.83
Rates	\$3.93	\$1.22	\$1.43
Rubbish removal	-	\$0.89	\$0.87
	\$11.40	\$5.71	\$6.55
Labour costs - maintenance	\$69.88	\$2.00	\$2.00
Repairs & maintenance	\$11.26	\$6.63	\$7.46
Motor vehicle expenses	-	\$0.23	\$0.25
	\$81.14	\$8.85	\$9.71
Quality and education allocation to everyday living	-	\$0.26	\$0.14
	\$121.59	\$50.70	\$56.90
	-\$89.49	\$0.95	-\$3.55

Snowy River Hostel

ADMINISTRATION

ADMINISTRATION REVENUE

ADMINISTRATION EXPENDITURE

Administration recharges
Labour costs - administration
Other administration costs
Workers' compensation - other
Quality & education - labour costs
Quality & education - other
Insurances
Total expenditure - administration services

ADMINISTRATION COST

CARE RESULT

Care result - return on care revenue

ACCOMMODATION

ACCOMMODATION INCOME

Residents

Accommodation charges
Daily accommodation payments
Bond - retentions
Bond - interest charges
Accommodation revenue - residents

Accommodation revenue - residents

Government

Government supplements - accom.
Significant refurbishments supplement
Accommodation revenue - government

Accommodation revenue - government

Total accommodation revenue

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
-	\$18.61	\$20.35	\$20.42
\$10.76	\$6.45	\$4.62	\$5.46
\$5.81	\$6.18	\$3.59	\$3.74
-	\$0.36	\$0.17	\$0.27
-	\$0.06	\$0.07	\$0.03
-	\$0.02	\$0.02	\$0.01
\$1.45	\$1.02	\$0.93	\$0.81
\$18.01	\$32.71	\$29.74	\$30.73
-\$18.01	-\$32.71	-\$29.74	-\$30.73
-\$84.78	-\$16.98	\$16.36	\$20.31
-55.50%	-8.50%	8.10%	8.40%
-	\$1.09	\$0.93	\$1.20
\$17.59	\$9.63	\$10.21	\$11.22
\$6.81	\$0.20	\$0.32	\$0.20
-	\$0.44	\$0.18	\$0.56
\$24.40	\$11.37	\$11.64	\$13.17
-	\$6.57	\$6.40	\$5.49
-	\$11.30	\$11.06	\$10.82
-	\$17.88	\$17.47	\$16.30
\$24.40	\$29.25	\$29.11	\$29.48

Snowy River Hostel

ACCOMMODATION EXPENDITURE

- Depreciation - building
- Depreciation - non building
- Property rental
- Refurbishment
- Bond/RAD interest expense

Total expenditure - accommodation

ACCOMMODATION RESULT

FACILITY RESULT (EBT)**PROVIDER**

PROVIDER INCOME

Donations, bequests & fundraising
Grants - capital
Investment income - interest
Investment income - other
Sundry income

Provider revenue

PROVIDER EXPENDITURE

Impairment
Interest paid - other
Other provider expenses

Expenditure - provider

PROVIDER RESULT

TOTAL RESULT PER BED PER DAY

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
\$13.74	\$10.73	\$11.12	\$10.93
-	\$4.87	\$4.24	\$5.77
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.74	\$17.99	\$17.12	\$19.10
\$10.66	\$11.26	\$11.99	\$10.38
-\$74.13	-\$5.72	\$28.35	\$30.69
\$0.87			
\$0.87			
\$0.87			
-\$73.26			

Snowy River Hostel

REPORT CARD

Profile Data

Number of places

Number of occupied days

Occupancy rate

Summary of Results

ACFI

ACFI revenue

Direct ACFI services costs

Quality and education allocation to care services

Total expenditure - ACFI services

ACFI RESULT

Everyday Living

Everyday living revenue

Expenditure - hotel services

Quality and education allocation to everyday living

Expenditure - utilities

Expenditure - property maintenance and motor vehicles

Total expenditure - everyday living services

EVERYDAY LIVING RESULT

Administration

Administration Revenue

Administration expenses

Administration allocation of quality and education

ADMINISTRATION COST

CARE RESULT

Accommodation

Total accommodation revenue

Total expenditure - accommodation

ACCOMMODATION RESULT

FACILITY RESULT (EBT)

EBT per bed per annum

FACILITY EBITDAR

FACILITY EBITDAR per bed per annum

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
14.00	10,447.00	2,409.00	19,959.00
4,653.00	3,573,006.00	841,538.00	7,020,121.00
91%	94%	96%	96%
\$120.79	\$148.43	\$150.90	\$187.40
\$98.08	\$125.34	\$104.36	\$132.03
-	\$1.22	\$1.39	\$0.79
\$98.08	\$126.57	\$105.75	\$132.82
\$22.71	\$21.87	\$45.15	\$54.59
\$32.10	\$51.89	\$51.66	\$53.36
\$29.05	\$40.86	\$35.89	\$40.51
-	\$0.25	\$0.26	\$0.14
\$11.40	\$6.91	\$5.71	\$6.55
\$81.14	\$10.01	\$8.85	\$9.71
\$121.59	\$58.03	\$50.70	\$56.90
-\$89.49	-\$6.14	\$0.95	-\$3.55
\$18.01	\$32.63	\$29.66	\$30.69
-	\$0.08	\$0.09	\$0.04
-\$18.01	-\$32.71	-\$29.74	-\$30.73
-\$84.78	-\$16.98	\$16.36	\$20.31
\$24.40	\$29.25	\$29.11	\$29.48
\$13.74	\$17.99	\$17.12	\$19.10
\$10.66	\$11.26	\$11.99	\$10.38
-\$74.13	-\$5.72	\$28.35	\$30.69
-\$24,637.00	-\$1,957.00	\$9,903.00	\$10,796.00
-\$60.38	\$10.99	\$44.10	\$48.39
-\$20,069.00	\$3,760.00	\$15,405.00	\$17,020.00

Snowy River Hostel

KPIS

Occupancy rate	91.10%
Direct care staff costs as % of ACFI revenue	77.50%
Care result - return on care revenue	-55.50%
Supported ratio	21.40%
Average bond/RAD held	-
Average incoming RAD	-

Staff Hours Analysis (Normal + Overtime + Agency)

Hours worked per resident per day

Care management	0.22
Registered nurses	0.34
Enrolled and licensed nurses	-
Other unlicensed nurses/personal care staff	1.75
Allied health & lifestyle	0.27
Imputed agency care hours implied**	-
Total care hours	2.58

Hotel services	1.30
Maintenance	0.02
Administration	0.13
Quality and education	-
Total other hours	1.46

Total staff hours

	4.04
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Total agency hours (including imputed agency)

KPI's

Expenses as % of total care income

ACFI services	64.10%
Hotel services	19.00%
Utilities	7.50%
Property maintenance and motor vehicles	53.10%
Administration services	11.80%
Total expenses as % of total care revenue	155.50%

Wages as % of total care income

ACFI services	61.20%
Everyday living services	56.30%
Administration services	7.00%
Total staff costs as % of total care revenue	124.50%

Total staff costs per bed per day

	\$190.41
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Workers compensation expense as % of staff costs

Snowy River Hostel	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (14 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
91.10%	93.70%	95.70%	96.40%
77.50%	80.00%	65.20%	67.20%
-55.50%	-8.50%	8.10%	8.40%
21.40%	48.60%	48.60%	45.80%
-	\$288,233.12	\$298,460.75	\$328,391.13
-	\$319,731.21	\$332,245.73	\$338,468.23
0.22	0.12	0.12	0.10
0.34	0.28	0.22	0.35
-	0.21	0.07	0.26
1.75	2.02	1.70	1.94
0.27	0.14	0.14	0.19
-	0.03	0.01	0.02
2.58	2.80	2.26	2.85
1.30	0.60	0.47	0.60
0.02	0.08	0.06	0.06
0.13	0.14	0.11	0.12
-	0.02	0.03	0.01
1.46	0.84	0.67	0.80
4.04	3.64	2.93	3.65
-	0.06	0.02	0.06
64.10%	63.20%	52.20%	55.20%
19.00%	20.50%	17.80%	16.90%
7.50%	3.40%	2.80%	2.70%
53.10%	5.00%	4.40%	4.00%
11.80%	16.30%	14.70%	12.80%
155.50%	108.50%	91.90%	91.60%
61.20%	59.30%	48.60%	52.30%
56.30%	12.20%	9.00%	9.30%
7.00%	3.20%	2.30%	2.30%
124.50%	74.80%	59.90%	63.90%
\$190.41	\$150.87	\$122.67	\$154.56
0.00%	2.10%	1.90%	2.00%

Snowy River Hostel

ACCOMMODATION ANALYTICS

Accommodation Income

Accommodation revenue - residents	\$24.40	\$11.37	\$11.64	\$13.17
Accommodation revenue - government	-	\$17.88	\$17.47	\$16.30
<i>Total accommodation revenue</i>	\$24.40	\$29.25	\$29.11	\$29.48
Imputed DAP (based on RAD holdings)	-	\$22.00	\$22.75	\$25.61
Benchmark accommodation revenue	\$24.40	\$51.25	\$51.85	\$55.09

Accommodation Expenditure

Depreciation	\$13.74	\$15.60	\$15.36	\$16.70
Property rental	-	\$1.12	\$0.39	\$0.99
Refurbishment	-	\$0.39	\$0.55	\$0.25
Bond/RAD interest expense	-	\$0.88	\$0.82	\$1.15
Total expenditure - accommodation	\$13.74	\$17.99	\$17.12	\$19.10

Benchmark accommodation result

	2022	2023	2024	2025
Significant Refurbishment				
Uplift in accommodation revenue attributable to significant refurbishment	-	-	-	-
Current MPIR	5.50%	5.50%	5.50%	5.50%
Supported ratio	21.40%	48.60%	48.60%	45.80%

Yallambee Lodge

CARE
ACFI & SUPPLEMENTS REVENUE

Government subsidies - care	\$90.55
Means-tested care fee	\$3.43
ACFI & supplements	\$93.98
Grants - not capital	-
ACFI revenue	\$93.98

ACFI EXPENDITURE

Labour costs	
Care management	\$4.76
Registered nurses	\$10.38
Enrolled and licensed nurses (registered with the NMBA)	\$7.33
Other unlicensed nurses/personal care staff	\$49.87
Allied health & lifestyle	\$4.95
Agency staff	\$3.33
Workers' compensation - care services	-
Total labour costs	\$80.61
Medical, incontinence supplies & nutritional supplements	-
Chaplaincy / Pastoral care	-
Other resident care	\$14.02
Quality and education allocation to care services	-
Total expenditure - ACFI services	\$94.63
ACFI RESULT	-\$0.65
ACFI services costs as a % of ACFI	100.70%

EVERYDAY LIVING
EVERYDAY LIVING REVENUE

Basic daily fee	\$38.03
Fees for additional services and extra or optional service fees	-
Everyday living revenue	\$38.03

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
	\$136.81	\$139.00	\$173.53
	\$7.62	\$8.00	\$8.59
	\$144.43	\$147.00	\$182.11
	\$4.01	\$3.90	\$5.29
	\$148.43	\$150.90	\$187.40
	\$7.58	\$7.29	\$6.93
	\$16.58	\$13.23	\$19.76
	\$8.22	\$3.15	\$9.93
	\$73.55	\$63.63	\$75.80
	\$7.27	\$7.41	\$8.05
	\$3.26	\$1.75	\$3.18
	\$2.33	\$1.92	\$2.34
	\$118.79	\$98.37	\$125.99
	\$3.74	\$3.15	\$3.46
	\$0.49	\$0.53	\$0.34
	\$2.32	\$2.31	\$2.24
	\$1.22	\$1.39	\$0.79
	\$126.57	\$105.75	\$132.82
	\$21.87	\$45.15	\$54.59
	85.30%	70.10%	70.90%
	\$50.83	\$50.60	\$50.64
	\$1.06	\$1.05	\$2.72
	\$51.89	\$51.66	\$53.36

Yallambee Lodge

EVERYDAY LIVING EXPENDITURE
HOTEL SERVICES
CATERING
Labour costs
Consumables
Contract catering
Income from sale of meals (usually a credit amount)
Total catering

CLEANING
Labour costs
Consumables
Contract cleaning
Total cleaning

LAUNDRY
Labour costs
Consumables
Contract laundry
Total laundry

Workers' compensation - hotel services
Expenditure - hotel services

UTILITIES
Electricity
Gas
Rates
Rubbish removal
Expenditure - utilities

PROPERTY MAINTENANCE AND MOTOR VEHICLES
Labour costs - maintenance
Repairs & maintenance
Motor vehicle expenses
Expenditure - property maintenance and motor vehicles

Quality and education allocation to everyday living
Total expenditure - everyday living services
EVERYDAY LIVING RESULT

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
\$15.11	\$15.06	\$11.50	\$14.07
\$14.84	\$8.02	\$6.24	\$7.75
-	\$6.57	\$8.70	\$7.12
-	-\$0.24	-\$0.09	-\$0.15
\$29.95	\$29.41	\$26.35	\$28.79
-	\$4.58	\$3.37	\$4.41
\$1.31	\$1.34	\$1.17	\$1.55
-	\$1.43	\$1.50	\$1.84
\$1.31	\$7.35	\$6.04	\$7.80
-	\$2.13	\$1.40	\$1.99
-	\$0.38	\$0.27	\$0.29
-	\$1.18	\$1.54	\$1.22
-	\$3.69	\$3.21	\$3.50
-	\$0.41	\$0.28	\$0.41
\$31.26	\$40.86	\$35.89	\$40.51
\$6.22	\$3.90	\$3.31	\$3.42
-	\$0.89	\$0.68	\$0.83
\$2.96	\$1.22	\$0.83	\$1.43
-	\$0.91	\$0.89	\$0.87
\$9.18	\$6.91	\$5.71	\$6.55
\$65.45	\$2.72	\$2.00	\$2.00
\$10.17	\$7.00	\$6.63	\$7.46
-	\$0.28	\$0.23	\$0.25
\$75.63	\$10.01	\$8.85	\$9.71
-	\$0.25	\$0.26	\$0.14
\$116.07	\$58.03	\$50.70	\$56.90
-\$78.04	-\$6.14	\$0.95	-\$3.55

Yallambee Lodge

ADMINISTRATION

ADMINISTRATION REVENUE

ADMINISTRATION EXPENDITURE

Administration recharges
Labour costs - administration
Other administration costs
Workers' compensation - other
Quality & education - labour costs
Quality & education - other
Insurances
Total expenditure - administration services

ADMINISTRATION COST

CARE RESULT

Care result - return on care revenue

ACCOMMODATION

ACCOMMODATION INCOME

Residents

Accommodation charges
Daily accommodation payments
Bond - retentions
Bond - interest charges
Accommodation revenue - residents

Accommodation revenue - residents

Government

Government supplements - accom.
Significant refurbishments supplement
Accommodation revenue - government

Accommodation revenue - government

Total accommodation revenue

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
-	\$18.61	\$20.35	\$20.42
\$10.08	\$6.45	\$4.62	\$5.46
\$2.75	\$6.18	\$3.59	\$3.74
-	\$0.36	\$0.17	\$0.27
-	\$0.06	\$0.07	\$0.03
-	\$0.02	\$0.02	\$0.01
\$1.63	\$1.02	\$0.93	\$0.81
\$14.45	\$32.71	\$29.74	\$30.73
-\$14.45	-\$32.71	-\$29.74	-\$30.73
-\$93.15	-\$16.98	\$16.36	\$20.31
-70.60%	-8.50%	8.10%	8.40%
-	\$1.09	\$0.93	\$1.20
\$20.84	\$9.63	\$10.21	\$11.22
\$10.96	\$0.20	\$0.32	\$0.20
-	\$0.44	\$0.18	\$0.56
\$31.80	\$11.37	\$11.64	\$13.17
-	\$6.57	\$6.40	\$5.49
-	\$11.30	\$11.06	\$10.82
-	\$17.88	\$17.47	\$16.30
\$31.80	\$29.25	\$29.11	\$29.48

Yallambee Lodge

ACCOMMODATION EXPENDITURE

Depreciation - building
Depreciation - non building
Property rental
Refurbishment
Bond/RAD interest expense

Total expenditure - accommodation

ACCOMMODATION RESULT

FACILITY RESULT (EBT)

PROVIDER

PROVIDER INCOME

Donations, bequests & fundraising
Grants - capital
Investment income - interest
Investment income - other
Sundry income

Provider revenue

PROVIDER EXPENDITURE

Impairment
Interest paid - other
Other provider expenses

Expenditure - provider

PROVIDER RESULT

TOTAL RESULT PER BED PER DAY

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
\$13.22	\$10.73	\$11.12	\$10.93
-	\$4.87	\$4.24	\$5.77
-	\$1.12	\$0.39	\$0.99
-	\$0.39	\$0.55	\$0.25
-	\$0.88	\$0.82	\$1.15
\$13.22	\$17.99	\$17.12	\$19.10
\$18.58	\$11.26	\$11.99	\$10.38
-\$74.57	-\$5.72	\$28.35	\$30.69
\$39.71			
\$0.03			
\$39.74			
\$39.74			
-\$34.83			

Yallambee Lodge

REPORT CARD

Profile Data

Number of places

Number of occupied days

Occupancy rate

Summary of Results

ACFI

ACFI revenue

Direct ACFI services costs

Quality and education allocation to care services

Total expenditure - ACFI services

ACFI RESULT

Everyday Living

Everyday living revenue

Expenditure - hotel services

Quality and education allocation to everyday living

Expenditure - utilities

Expenditure - property maintenance and motor vehicles

Total expenditure - everyday living services

EVERYDAY LIVING RESULT

Administration

Administration Revenue

Administration expenses

Administration allocation of quality and education

ADMINISTRATION COST

CARE RESULT

Accommodation

Total accommodation revenue

Total expenditure - accommodation

ACCOMMODATION RESULT

FACILITY RESULT (EBT)

EBT per bed per annum

FACILITY EBITDAR

FACILITY EBITDAR per bed per annum

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
40.00 12,592.00 86%	10,447.00 3,573,006.00 94%	2,409.00 841,538.00 96%	19,959.00 7,020,121.00 96%
\$93.98 \$94.63 - \$94.63	\$148.43 \$125.34 \$1.22 \$126.57	\$150.90 \$104.36 \$1.39 \$105.75	\$187.40 \$132.03 \$0.79 \$132.82
-\$0.65	\$21.87	\$45.15	\$54.59
\$38.03 \$31.26 - \$9.18 \$75.63 \$116.07	\$51.89 \$40.86 \$0.25 \$6.91 \$10.01 \$58.03	\$51.66 \$35.89 \$0.26 \$5.71 \$8.85 \$50.70	\$53.36 \$40.51 \$0.14 \$6.55 \$9.71 \$56.90
-\$78.04	-\$6.14	\$0.95	-\$3.55
\$14.45 -	\$32.63 \$0.08	\$29.66 \$0.09	\$30.69 \$0.04
-\$14.45	-\$32.71	-\$29.74	-\$30.73
-\$93.15	-\$16.98	\$16.36	\$20.31
\$31.80 \$13.22 \$18.58	\$29.25 \$17.99 \$11.26	\$29.11 \$17.12 \$11.99	\$29.48 \$19.10 \$10.38
-\$74.57	-\$5.72	\$28.35	\$30.69
-\$23,474.00 -\$61.35 -\$19,314.00	-\$1,957.00 \$10.99 \$3,760.00	\$9,903.00 \$44.10 \$15,405.00	\$10,796.00 \$48.39 \$17,020.00

Yallambee Lodge

KPIS

Occupancy rate	86.20%
Direct care staff costs as % of ACFI revenue	85.80%
Care result - return on care revenue	-70.60%
Supported ratio	12.50%
Average bond/RAD held	-
Average incoming RAD	-

Staff Hours Analysis (Normal + Overtime + Agency)

Hours worked per resident per day

Care management	0.50
Registered nurses	0.25
Enrolled and licensed nurses	0.17
Other unlicensed nurses/personal care staff	2.73
Allied health & lifestyle	0.14
Imputed agency care hours implied**	-

Total care hours

Hotel services	0.91
Maintenance	0.13
Administration	-
Quality and education	-

Total other hours

	1.04
	4.83

Total staff hours

Total agency hours (including imputed agency)

KPI's

Expenses as % of total care income

ACFI services	71.70%
Hotel services	23.70%
Utilities	7.00%
Property maintenance and motor vehicles	57.30%
Administration services	10.90%
Total expenses as % of total care revenue	170.60%

Wages as % of total care income

ACFI services	61.10%
Everyday living services	61.00%
Administration services	7.60%
Total staff costs as % of total care revenue	129.70%

Total staff costs

Workers compensation expense as % of staff costs

Yallambee Lodge	Band 4 facilities	First quartile band 4	First quartile all facilities
Band 4 (40 Places) FY2019 June (Q4)	(167 Facilities) FY2019 Q4	(42 Facilities) FY2019 Q4	(261 Facilities) FY2019 Q4
86.20%	93.70%	95.70%	96.40%
85.80%	80.00%	65.20%	67.20%
-70.60%	-8.50%	8.10%	8.40%
12.50%	48.60%	48.60%	45.80%
-	\$288,233.12	\$298,460.75	\$328,391.13
-	\$319,731.21	\$332,245.73	\$338,468.23
0.50	0.12	0.12	0.10
0.25	0.28	0.22	0.35
0.17	0.21	0.07	0.26
2.73	2.02	1.70	1.94
0.14	0.14	0.14	0.19
-	0.03	0.01	0.02
3.79	2.80	2.26	2.85
0.91	0.60	0.47	0.60
0.13	0.08	0.06	0.06
-	0.14	0.11	0.12
-	0.02	0.03	0.01
1.04	0.84	0.67	0.80
4.83	3.64	2.93	3.65
-	0.06	0.02	0.06
71.70%	63.20%	52.20%	55.20%
23.70%	20.50%	17.80%	16.90%
7.00%	3.40%	2.80%	2.70%
57.30%	5.00%	4.40%	4.00%
10.90%	16.30%	14.70%	12.80%
170.60%	108.50%	91.90%	91.60%
61.10%	59.30%	48.60%	52.30%
61.00%	12.20%	9.00%	9.30%
7.60%	3.20%	2.30%	2.30%
129.70%	74.80%	59.90%	63.90%
\$171.26	\$150.87	\$122.67	\$154.56
0.00%	2.10%	1.90%	2.00%

Yallambee Lodge

ACCOMMODATION ANALYTICS

Accommodation Income

Accommodation revenue - residents	\$31.80
Accommodation revenue - government	-
Total accommodation revenue	\$31.80
Imputed DAP (based on RAD holdings)	-
Benchmark accommodation revenue	\$31.80

Accommodation Expenditure

Depreciation	\$13.22
Property rental	-
Refurbishment	-
Bond/RAD interest expense	-
Total expenditure - accommodation	\$13.22

Benchmark accommodation result

	\$18.58
Significant Refurbishment	
Uplift in accommodation revenue attributable to significant refurbishment	-
Current MPIR	5.50%
Supported ratio	12.50%

Yallambee Lodge Band 4 (40 Places) FY2019 June (Q4)	Band 4 facilities (167 Facilities) FY2019 Q4	First quartile band 4 (42 Facilities) FY2019 Q4	First quartile all facilities (261 Facilities) FY2019 Q4
	\$11.37	\$11.64	\$13.17
	\$17.88	\$17.47	\$16.30
	\$29.25	\$29.11	\$29.48
	\$22.00	\$22.75	\$25.61
	\$51.25	\$51.85	\$55.09
	\$15.60	\$15.36	\$16.70
	\$1.12	\$0.39	\$0.99
	\$0.39	\$0.55	\$0.25
	\$0.88	\$0.82	\$1.15
	\$17.99	\$17.12	\$19.10
	\$33.26	\$34.73	\$35.99
	-	-	-
	5.50%	5.50%	5.50%
	48.60%	48.60%	45.80%

Yallambee Lodge

Accommodation Pricing				
<i>Published accommodation prices of facility</i>				
Low	\$350,000.00	-	-	-
High	\$350,000.00	-	-	-
Median	\$350,000.00	-	-	-
<i>Published accommodation prices of nearby facilities</i>				
Low	\$189,000.00	-	-	-
High	\$950,000.00	-	-	-
Median	\$440,000.00	-	-	-
Number of competitors included in analysis	10.00	-	-	-
Radius of competition analysis	89.06	-	-	-
<i>Market Data</i>				
Suburb:				
Median house price	\$310,000.00	-	-	-
Median unit price	-	-	-	-
Post Code:				
Median house price	\$317,500.00	-	-	-
Median unit price	-	-	-	-
Accommodation Payment Analysis				
Incoming residents accommodation payment split				
Full RAD	0.00%	36.00%	34.40%	32.50%
Full DAP	0.00%	36.00%	35.60%	43.00%
Combination - Part RAD, Part DAP	0.00%	28.00%	30.00%	24.60%
Total number of incoming RADs, DAPs and Combos	-	1,550.33	380.33	3,730.33
Average incoming RAD				
Average of new FULL RADs / RACs	-	\$400,421.05	\$414,396.48	\$421,201.02
Average of new PART RADs / RACs	-	\$215,987.13	\$237,844.44	\$229,000.83
Average RAD/Bond held				
Average of FULL bonds & RADs/RACs held at reporting date	-	\$331,026.91	\$343,080.52	\$368,473.68
Average of PART bonds & RADs/RACs held at reporting date	-	\$197,283.61	\$196,391.85	\$236,793.45