

# LEADERS SUMMIT 2024

**THE BUSINESS OF AGEING**  
RETIREMENT LIVING & AGED CARE

**HYATT REGENCY SYDNEY 19 & 20 MARCH**

## SUMMIT STRATEGIC QUESTIONS ANSWERED

- Q:** Government – impact of Task Force recommendations and new Act?

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- Q:** Retirement villages – strategically important vs RACs? Home care? Assisted living?

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- Q:** Private Aged Care in the villages – opportunity? Threat? The new Act?

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- Q:** Banks/funding? Property/approvals? Legal minefields?

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- Q:** Dementia? Services opportunities vs Property? New business models?

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- Q:** Home Support/Care – size and viability? Hospital in the Home mega models?

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- Q:** Rural & Remote, and smaller operators: Viability? Consolidation? Co-Ops?

## The Silver Decade

Retirement living, home and residential care optimism is growing. But uncertainty prevails over strategy.

### MARCH 19 & 20:

- ✓ Task Force recommendations discussed and strategised in detail
- ✓ Federal Budget in 6 weeks
- ✓ New Aged Care Act in 15 weeks

### 40+ CEOs reveal their strategies

Hear expert lawyers, bankers, property developers

Understand Government strategies

**Premium networking experience**

















**Leadership Team Attendance: Board | CEO | CFO | COO | CMO | CIO | CHRO | GMs**

# Optimism






DAWNING OF THE SILVER DECADE

**DAY ONE TUESDAY 19 MARCH**


8:30		 <b>Christopher Baynes</b> CEO DCM Group	<b>Welcome</b>
8:35	Retirement Living Aged Care	 <b>Christopher Baynes</b> CEO DCM Group	<b>Strategic review: the retirement living and aged care national landscape</b>  A bold discussion and critical review of where each sector is today and likely to be tomorrow – the markets, the economic and structural challenges, the emerging products and services, an analysis of the strengths and weaknesses of each business model.
9:15	Retirement Living Aged Care	 <b>The Hon. Anika Wells</b> Minister for Ageing Minister for Sport	<b>Ministerial video address</b>  The work and the intentions of Government in the Aged Care Portfolio, across the Aged Care Task Force, the new Aged Care Act and the implementation of the recommendations of the Royal Commission.
9:30	Retirement Living Aged Care	 <b>Mike Baird</b> CEO HammondCare	<b>For purpose optimism: new financial sustainability coupled with ambition will deliver a new sunrise</b>  The Aged Care Task Force recommendations, IHACPA pricing, political goodwill, leadership energy and unrivalled need are creating the strongest base for retirement living and aged care in a decade.
9:55	Retirement Living Aged Care	 <b>Tom Symondson</b> CEO ACCPA	<b>Advocacy and policies at a crossroad</b>  Radical new thinking at a federal level after 12 months of intense consultation has the potential to reshape ageing accommodation and support services for decades to come. What is likely to roll out and what is required to secure this new future?
10:15	 <b>NETWORKING BARISTA COFFEE BREAK</b> 		<b>45 MINUTES WITH 500+ COLLEAGUES</b> Barista coffee and premium patisseries
11:00	Financial viability Retirement Living Home Care Residential Care	 <b>Grant Corderoy</b> Senior Partner StewartBrown	<b>Unpacking the Aged Care Task Force recommendations: implications and recommendations</b>  Drilling behind the recommendations: what additional cash might they generate? What will be the impact on existing business strategies? What new products and services should be considered and which ones should be curtailed?
11:25	Retirement Living Aged Care	 <b>Simon Miller</b> CEO Anglicare Sydney	<b>Anglicare's 'Lighthouse' strategy: aged care beds out, 'ageing in place' in</b>  Two years intensive review and strategic investments has delivered a radical new business model for the next 10 years.
11:55	Government	 <b>Ian Yates AM</b> Acting Inspector-General of Aged Care Office of the Inspector-General of Aged Care	<b>Shining an independent light on the aged care system to optimise consumer, government and operator outcomes</b>  With powers equal to the Auditor General and reporting to Parliament, the sector now has an independent, constructive critic.

12:20	Retirement Living Aged Care	 <p><b>Cam Ansell</b> Managing Director <i>Ansell Strategic</i></p>	<p><b>Retirement villages Vs Residential Aged Care – which is the winning strategy?</b></p> <p>Taking into account workforce, capital commitment, compliance, customer demand, Task Force recommendations, IHACA and more, do retirement villages trump RACs as a long-term strategy?</p>
12:45	Legal strategies Retirement Living Home Care Residential Care	 <p><b>Penelope Eden</b> Partner <i>MinterEllison</i></p>  <p><b>Deanna McMaster</b> Partner <i>MinterEllison</i></p>	<p><b>The new Aged Care Act: significant implications for retirement village, home care and residential care operators and their business executions</b></p> <p>A deep dive into the intention and implications of the new Aged Care Act. Shaping the next decade and drawing in care delivery in retirement villages, home care and residential care, all business models and strategies will be impacted.</p>
<p><b>1:10</b>   <b>NETWORKING SEATED RESTAURANT LUNCH</b>   <b>60 MINUTE SEATED LUNCH WITH 500+ COLLEAGUES</b></p>			
2:10	Retirement Living Breakout 1	 <p><b>Tammy Berghofer</b> Partner <i>MinterEllison</i></p>  <p><b>Brett Rice</b> COO <i>Retirement Living, Bolton Clarke</i></p>  <p><b>Tamar Krebs</b> Founder &amp; CEO <i>Group Homes Australia</i></p>	<p><b>No vacant aged care beds: will villages become aged care homes as residents can't or won't move on?</b></p> <p>With aged care homes full and just 20% of the new beds being built prescribed by Government, will customers move into villages with higher acuity and no intention of moving out? How should operators respond? How should the sector position itself – independent living or assisted living?</p>
2:10	Home Care Breakout 1	 <p><b>Will Egan</b> CEO <i>Ausmed</i></p>  <p><b>Simon Lockyer</b> Co-Founder <i>Five Good Friends</i></p>  <p><b>Kris Whitehead</b> CEO <i>Home Instead</i></p>	<p><b>Home care workforce strategies: the responsibility and risk has never been greater to ensure that individual workers are specifically trained for the tasks they encounter in each visit.</b></p> <p>Staff turnover, younger workers, stronger regulation and increasing acuity of customers, all point to new thinking required in education processes to ensure take up and retention of required learnings. What systems and processes are reliably delivering best outcomes.</p>
2:10	Residential Care Breakout 1	 <p><b>Ian Thorley</b> Healthcare Consultant</p>  <p><b>Stephen Becsi OAM</b> CEO <i>Apollo Care</i></p>  <p><b>Grant Corderoy</b> Senior Partner <i>StewartBrown</i></p>	<p><b>Residential Care: how will the Taskforce Recommendations change my RAC business and what am I going to do to capitalise on them.</b></p> <p>The purpose of the recommendations is to improve financial sustainability for residential aged care operators. Assuming new revenue streams are introduced, how will operators capitalise? Will it change the marketplace for small operators? Will it drive new products and services?</p>

<p>2:40</p>	<p>Retirement Living Breakout 2</p>	 <p><b>Bryan McLoughlin</b> National Director Customer and Communication <i>Calvary Health Care</i></p>  <p><b>Anna Gorgijeski</b> Head of Retirement Living, <i>Ozcare</i></p>	<p><b>Vertical villages: can they co-locate in the same build with residential care and still be successfully marketed as Independent Living?</b></p> <p>With most new retirement villages going vertical, even in regional areas, can the single building successfully position itself as both independent living and high acuity and dementia aged care? Is there a future for the lifestyle village or will a new segment need to evolve?</p>
<p>2:40</p>	<p>Home Care Breakout 2</p>	 <p><b>Lynda Chalmers</b> CEO <i>Care Connect</i></p>  <p><b>Cam Ansell</b> Managing Director <i>Ansell Strategic</i></p>  <p><b>Bay Warburton</b> GM <i>HammondCare at Home, HammondCare</i></p>	<p><b>Home Care: how will the Taskforce Recommendations change my Home Care business and what am I going to do to capitalise on them.</b></p> <p>The purpose of the recommendations is to improve financial sustainability for home care operators. Assuming new revenue streams are introduced, how will operators capitalise? Will it change the marketplace for small operators? Will it drive new products and services?</p>
<p>2:40</p>	<p>Residential Care Breakout 2</p>	 <p><b>Will Egan</b> CEO <i>Ausmed</i></p>  <p><b>Tania Tsiamis</b> Group Head <i>IRT Academy</i></p>	<p><b>The Strengthened Standards and workforce education imperatives: how to address 153 specific clinical and care educational capabilities are referenced in the new standards</b></p> <p>Specific, proven staff capabilities is required under the new Standards, while operators face an increasing turnover of new, younger staff. How to achieve quantifiable and quality education while not losing significant on the floor hours.</p>
<p>3:10</p>	<p>Retirement Living Breakout 3</p>	 <p><b>James Wiltshire</b> Executive Director <i>DCM Institute</i></p>  <p><b>James Teodoro</b> Executive Director <i>DCM executive recruitment</i></p>  <p><b>Deanna McMaster</b> Partner <i>MinterEllison</i></p>	<p><b>Village staff: your biggest asset responsible for your most valuable asset. Understanding the staff skills required and the risks to be managed</b></p> <p>The complexity of village management is increasing every year, as the new customer raises expectations, entry prices escalate and care options increase. The local brand value of the village, the demands on HO and regulatory risks all rely on the skills of the onsite staff. What skills do you need, where do you find them, how do you protect the business?</p>

3:10	Home Care Breakout 3	 <b>Danielle Robertson</b>   <b>Grant Corderoy</b> Senior Partner <i>StewartBrown</i>   <b>Catherine Daley</b> CEO <i>integratedliving</i>	<p><b>Home Care: expansion to six provider registration categories and the opening up of provider corporate status – where is this going with accelerating demand for home care.</b></p> <p>Rather than consolidating the sector, the Department is steering towards an increased number of micro home care operators. At the same time, customers with higher acuity are forecast to increase dramatically given the lack of beds being built. Is this good strategy?</p>
3:10	Residential Care Breakout 3	 <b>John Collyns</b> CEO <i>Retirement Village Association (New Zealand)</i>   <b>Richard de Hasst</b> CEO <i>Scalabrini</i>   <b>Stewart Hutcheon</b> Partner <i>StewartBrown</i>	<p><b>Aged care accommodation in 2028 – will it be a structural calamity or a strong community resource?</b></p> <p>Forward supply of aged care beds is facing significant headwinds. Small and large operators are pivoting their expansion strategies to retirement villages and assisted-living, or simply withholding new development due to unsustainable losses, uncertainty, regulation, workforce and escalating construction costs. Will new accommodation solutions emerge? Will operator brands be damaged or flourish?</p>
<p><b>3:40</b>   <b>NETWORKING BARISTA COFFEE BREAK</b>   <b>45 MINUTES WITH 500+ COLLEAGUES</b> Barista coffee and premium patisseries</p>			
4:20	Retirement Living Dementia	 <b>Tamar Krebs</b> CEO <i>Group Homes Australia</i>	<p><b>World leading dementia model maturing into retirement village partner business model</b></p> <p>A 12-year overnight success, now with 26 locations across Sydney, the group homes model is positioned to solve the key dementia challenge of retirement villages.</p>
4:45	Retirement Living Dementia	 <b>Mark Langdon</b> CEO <i>Prospecta Utilities</i>   <b>Max Kamali</b> Market Development Manager <i>Mondo</i>	<p><b>How retirement village and land lease operators can harness renewable energy to reduce residents' and operational costs</b></p> <p>In an Australian-first, Prospecta delivers robust fully integrated sustainable energy generation systems specifically targeted to the unique needs of the retirement and land lease sectors. This session will explain how the technology works, its social and financial benefits and case studies.</p>
<p><b>5:15</b> <b>CLOSED FOR DINNER DEPARTURES</b></p>			

**DAY TWO WEDNESDAY 20 MARCH**

9:00	Retirement Living	 <b>Mark Bindon</b> Ex Founder <i>Oak Tree Villages</i>	<p><b>The getting of wisdom – what is the next successful retirement village model?</b></p> <p>Having built Oak Tree to a stable of 34 retirement villages over 20 years before selling to Aware Super, what core lessons have been learnt and what will be the model for his next village initiative?</p>
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9:30	<p>Regional Retirement Living Aged Care</p>	 <p><b>Stephen Becsi OAM</b> CEO <i>Apollo Care</i></p>	<p><b>The regional tyranny of distance – how small operators can resource to achieve efficiencies and competencies to match capital city operators</b></p> <p>After successfully leading one of WA's largest village and care operators, Stephen conceived a regional telemanagement solution for under-resourced village and care operators.</p>
9:55	<p>Retirement Living Home Care</p>	 <p><b>Prue Bowden</b> CEO - Home Health <i>Australian Unity</i></p>	<p><b>Australian Unity has broken away from the established home support and care business model, imagining an entirely different and significantly larger ecosystem</b></p> <p>The mutual organisation has identified wellness as its purpose and is building a comprehensive support service that is likely to set the consumer standard over the next decade.</p>
<p><b>10:20</b>  <b>NETWORKING BARISTA COFFEE BREAK</b>  <b>45 MINUTES WITH 500+ COLLEAGUES</b> Barista coffee and premium patisseries</p>			
11:00	<p>Retirement Living Care support Workforce</p>	 <p><b>Tammy Berghofer</b> Partner <i>MinterEllison</i></p>  <p><b>Penelope Eden</b> Partner <i>MinterEllison</i></p>	<p><b>The Aged Care Task Force and new Aged Care Act both open business and service opportunities for retirement villages – but with (legal) strings attached</b></p> <p>Village and care operators will be enthusiastic to respond to these new opportunities and expanded customer expectations. The session will provide the balance of obligations that match the opportunities.</p>
11:30	<p>Retirement Living Aged Care</p>	 <p><b>Richard de Haast</b> CEO <i>Scalabrini Villages</i></p>	<p><b>Product and services, not capital intensive property, are the logical business platforms over the next decade for village and care operators to deliver mission</b></p> <p>Why Scalabrini believes it will be delivering for customers in 40 locations within three years without a significant property and capital commitment.</p>
11:50	<p>Funding</p>	 <p><b>Brian Wong</b> Executive Manager <i>CommBank Health - National</i></p>  <p><b>Belinda Hegarty</b> Executive Manager <i>Commercial Banking, Health – NSW</i></p>  <p><b>Scott Meredith</b> Relationship Executive <i>Major Client Group – QLD</i></p>  <p><b>Kate McKendrick</b> Relationship Executive <i>Commercial Banking, Health – VIC</i></p>  <p><b>Andrew Dunjey</b> Relationship Executive <i>Commercial Banking, Health – WA</i></p>	<p><b>Banks and funding appetite in response to a rapidly changing environment</b></p> <p>The financial environment for land lease communities, retirement villages, and residential aged care is shifting significantly. How are the banks viewing the current environment and what is important for them when assessing debt transactions? CommBank Health will host a panel made up of senior bankers from across the country.</p>

12:20	Retirement Living Aged Care	 <b>Darren Gossling</b> CEO & Managing Partner <i>Rohland International</i>	<b>The top three IT challenges for large and smaller operators analysed</b>  In preparation for the SUMMIT leading CIOs and smaller operator CFOs were consulted to identify their most pressing IT challenges, which will be dissected for their potential and real impact on short and medium term business.
12:45	 <b>NETWORKING SEATED RESTAURANT LUNCH</b> 		<b>60 MINUTE SEATED LUNCH WITH 500+ COLLEAGUES</b> Premium luncheon in the Sailmaker restaurant
1:45	Property	 <b>Noral Wild</b> International Director Head of Alternatives – Asia Pacific <i>Cushman &amp; Wakefield</i>	<b>Property roundup: valuations, consolidations, transactions, local and international funding</b>  A case study on property activity across the country and predictions of who will be shaping the value and turnover in the retirement living and care space.
2:05	Rental Villages Affordable Housing	 <b>Murray Boyte</b> Executive Chair <i>Eureka Villages</i>	<b>How to grow rental housing and support for seniors</b>  An ASX listed 'for purpose' operator, Eureka has grown to 50 locations and 2,400 affordable housing units, with a strategy for continued growth. Lessons learnt and how all operators can deliver an equal quality service.
2:40	Community Apartment Projects (CAPs)	 <b>Judith Don</b> Executive Director and CEO <i>Noble Life Pacific</i>	<b>Delivering a retirement village community in a strata apartment development</b>  As more property developers are discovering the 65+ downsizing market and offering a concierge service, learn from Noble Life who successfully created a 35 storey/210 strata apartment community development.
3:05	Retirement Living Aged care	 <b>John Collyns</b> CEO <i>Retirement Villages Association NZ</i>	<b>Care services in retirement villages in New Zealand are being radically redesigned with significant social implications</b>  15 years on from the introduction of aged care beds into retirement villages, the sector is calling a halt due to workforce, regulations and margin creep. User pays Care Suites is the new accommodation care strategy.
3:30		 <b>Chris Baynes</b> CEO <i>DCM Group</i>	<b>Close</b>
<b>LEADERS SUMMIT 2024 ENDS</b>			

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**Leadership Team Attendance: Board | CEO | CFO | COO | CMO | CIO | CHRO | GMs**