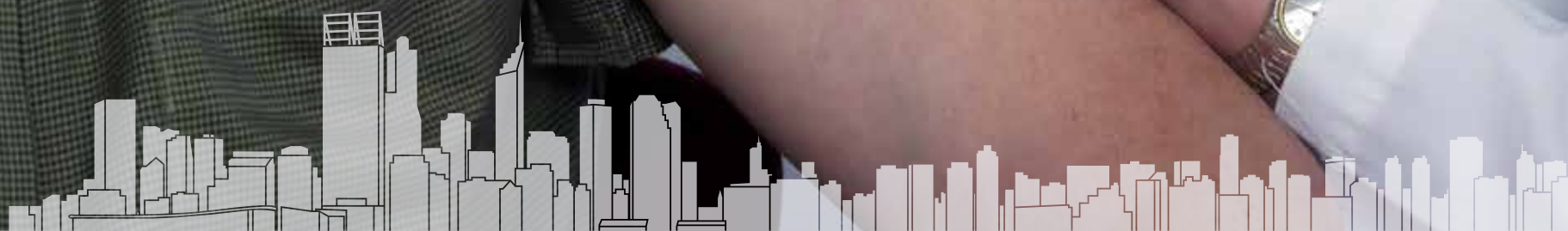
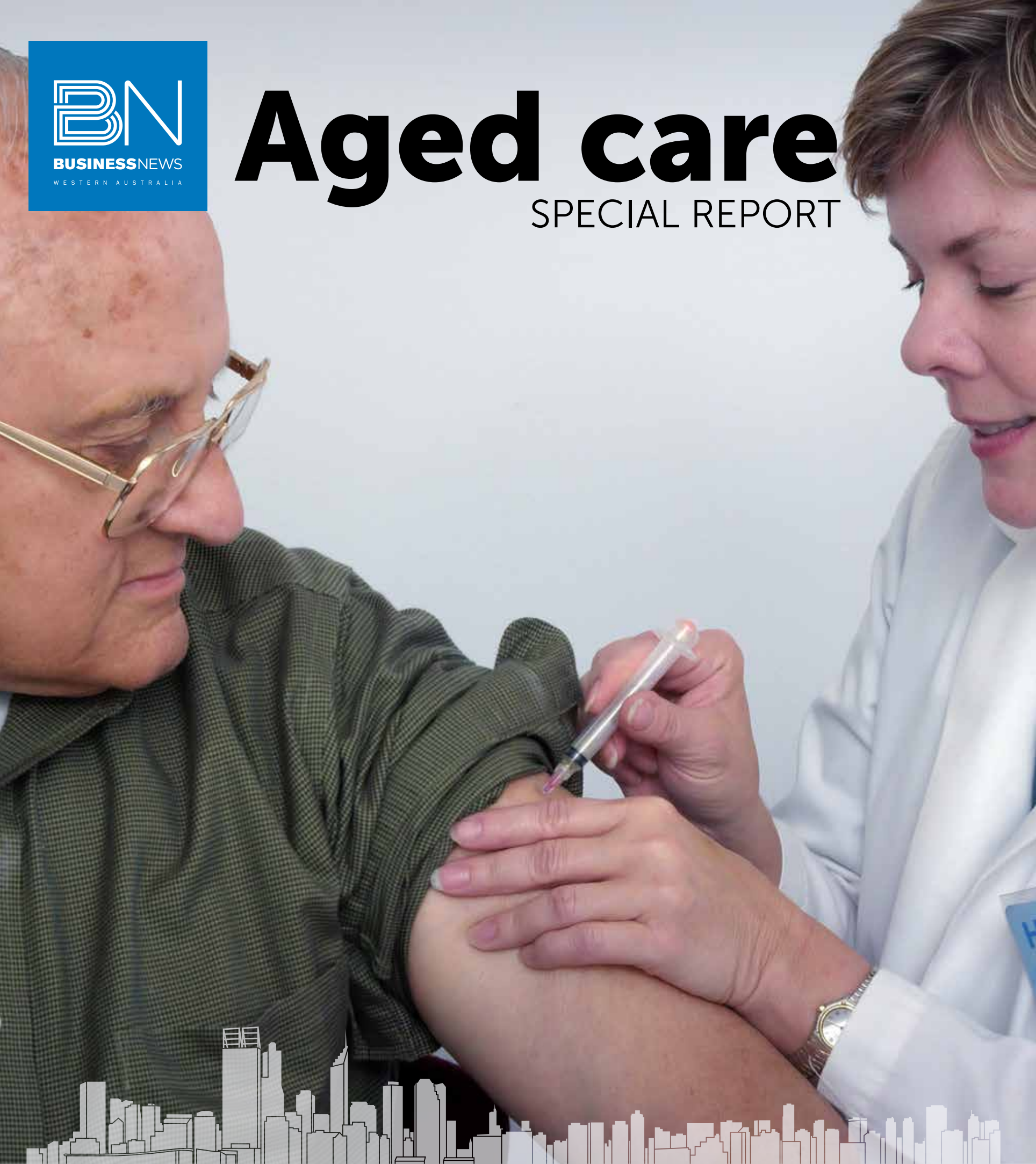


Aged care

SPECIAL REPORT



Aged care

Meeting call for care beds

The royal commission and the pandemic have not stemmed the pipeline of aged care developments but they could have a lasting impact on how care is delivered.



Madeleine Stephens
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6-PAGE FEATURE

THE uncertainty around the pandemic and anticipated report of the Royal Commission into Aged Care Quality and Safety is yet to dampen the sector's appetite for new developments.

In the past year, SwanCare opened its Ningana facility in May, Hall & Prior welcomed residents to Karingal Green in the same month and Residency by Dillons opened its specialised women's aged care residence with 24 beds in December.

In 2021, Aegis Aged Care Group is planning to open its 238-bed North Coogee facility in February, cementing its place as Western Australia's largest aged care provider with more than 3,000 beds, according to *Business News' Data & Insights*.

Brightwater Care Group, ranked as the ninth largest provider, is building a \$40 million development in Inglewood, which will include 128 beds, a research centre and a new corporate headquarters.

Roshana Care Group recently announced it had lodged an application for a \$24 million, 120-bed aged care home in Victoria Park and is also planning

a \$21 million, 120-bed facility in Lesmurdie.

Masonic Care WA chief executive Marie-Louise MacDonald said there was still a demand for aged care beds in WA, because there was a period of time during the mining boom when providers could not afford to build.

"There are a number of people who have had it in their planning but it just wasn't affordable. But it is now, the price is right," Ms MacDonald told *Business News*.

"The ageing population is a tsunami, regardless of whether we are having a big migration in WA, we still have a large older population who are continuing to age.

"There is not enough capacity in the existing care sector to look after them."

Masonic Care WA is building a \$200 million facility in Middle Swan which incorporates 124 residential aged care beds, 180 retirement living homes and between 60 and 80 social housing units on the one campus.

Ms MacDonald said the build was supposed to begin in April last year but it was suspended because of COVID-19.

The board was advised to wait until 2021, but economic conditions and the state's low case numbers enabled the build to start in December.

"However, because of the circumstances in WA, the good price point, good cost of money for borrowing and with COVID under reasonable control, the board decided to kick it back into gear," Ms MacDonald said.

The delay gave Masonic Care the chance to review



BUILDING: Masonic Care WA started building its \$200 million facility in December.

Selection of aged care developments

Organisation	Project	Cost	Beds	Completion date	Status
Masonic Care WA	Middle Swan Aged Care Campus	\$200m	124 residential aged care beds, 180 retirement living, 60-80 social housing	First stage early 2022	Under construction
Curtin Heritage Living	Waterfront Cottesloe, Marine View	\$140m	128 residential aged care beds, 75 retirement living apartments	First stage late 2021, second stage 2023	Under construction
Hall & Prior	Woodside Health & Ageing Precinct	\$100m	150 beds	TBC	Planned
Hall & Prior	Kelmscott Health & Aged Care Community	\$80m	135 beds	TBC	Planned
Rosewood Care Group	West Perth	\$70m	152 beds	Early 2021	Under construction
Southern Cross Care WA	Jolimont	\$55m	44 residential aged care beds, 75 independent living units	TBC	Approved
Aegis Aged Care Group	North Coogee	\$42m	238 beds	Early 2021	Under construction
Brightwater Care Group	Inglewood	\$40m	128 beds	Mid 2022	Under construction
Bethanie	Dalyellup	\$28m	120 beds	Mid 2022	Approved
Roshana Care Group	Victoria Park	\$24m	120 beds	TBC	Planned
Opal Aged Care	Applecross	\$23m	Additional 61 beds	Late 2021	Under construction
Roshana Care Group	Lesmurdie	\$21m	120 beds	TBC	Planned
St Judes	Guildford	\$15m	Additional 43 beds	Early 2022	Approved

“The ageing population is a tsunami, regardless of whether we are having a big migration in WA

– Marie-Louise MacDonald

plans for the buildings and ensure they would be well-equipped for future outbreaks or pandemics.

"When COVID hit, because we have a nursing home in Ferndale, we found out what we needed," Ms MacDonald said.

"We found we needed to have more hand basins for hygiene in different locations.

"We needed to build facilities so if staff needed to be isolated in an area, we could isolate a whole area rather than isolate the whole nursing home."

The team redesigned amenities to enable staff to get PPE

Continued on page 30



PAZ16733

Curtin Heritage Living is a not-for-profit , community organisation.

We have been providing services to older members of the western suburbs for over 40 years. Our services range from independent living to aged care services that support residents with specific care needs.

Our approach to aged services is simple – we treat our residents as individuals.



Waterfront Cottesloe

We are currently undertaking a \$140M development **Waterfront Cottesloe** that will create more opportunities for people to become part of the Curtin Heritage Living community.

“Our goal has always been simple—to ensure our residents are able to continue a life well lived in the later years of their lives, in the area in which they grew up.

We are proud of the heritage and reputation we have in the local community and equally proud of the quality of services we provide to our community members”.

David Cox - Managing Director, Curtin
Heritage Living



Continue a life well lived.



Meeting call for care beds

From page 28

(personal protection equipment) on and off without wearing it through the facility and moved the staff cafeteria out of the building.

Curtin Heritage Living, which is building a \$140 million project called Waterfront Cottesloe with 128 residential aged care beds and 75 retirement living apartments, was also able to adapt its building plans to ensure residents could stay safe in a pandemic.

Chief executive David Cox said the plans were redesigned slightly so houses, or sections of the facility, could be isolated.

It also limited open plan offices, is building smaller team offices throughout the facility, and using thermal cameras at the entrance to detect visitors with a fever.



ACTIVITIES: Curtin Heritage Living's Waterfront Cottesloe development will include a cinema and an art gallery.

Royal commission

While the royal commission findings might bring big changes when they are released on February 26, it has not stopped aged care

providers from continuing to build.

However, Mr Cox said he was hoping the outcomes from the commission might influence the regulations dictating how care was provided.

"In the past, we have always been constrained by the quality standards and things like that and it's not an excuse not to do things, but you are constrained by what they say you have to do," Mr Cox told *Business News*.

Feb 26

ROYAL COMMISSION DUE TO REPORT

"People don't want to move into an 18-square metre room and receive standardised services, people genuinely want to have freedoms, they want to have different service models.

"Some people want to receive care in their homes, some people want to be in an apartment with six other people and receive care and we can't do that under the existing legislation, it's either home care or its nursing home care and there are so many other things we can actually do.

"I'm hoping the royal commission will get us to look at those models and examine those models because there is plenty of them that work really well overseas, particularly in Northern Europe."

Data & Insights

WA's LARGEST AGED CARE PROVIDERS

Ranked by total no. of beds

Rank	Change from previous year	Company name	Senior executive and title	Year est. in WA	Total number of beds	Total staff in WA	No. of facilities in WA	Types of care provided	Locations of facilities in WA (suburbs)
1	—	Aegis Aged Care Group	Mr Michael Cross Managing director	1983	2767*	3,400	28	High care, low care, dementia care, respite care, and transition care.	Alkimos, Bassendean, Bayswater, Broadwater, Canning Vale, Calista, Como, Ellenbrook, Fremantle, Greenfields, Hamilton Hill, Highgate, Hilton, Innaloo, Kingsley, Melville, Mindarie, Mt Claremont, Mt Lawley, North Perth, Orelia, Redcliffe, Shoalwater, Spearwood, St James, Yokine.
2	—	Juniper	Mr Chris Hall Chief executive	1949	1,589	1,930	27	Retirement living, home care and residential aged care	Balcatta, Bayswater, Bentley (4), East Fremantle, Embleton, Fitzroy Crossing, Geraldton, Katanning, Karrinyup, Kununurra, Kelmscott, Lockyer (Albany), Marangaroo, Martin, Morley, Mt Lawley (3), Noranda, Northam (2), Derby (2) Wyndham.
3	—	Bethanie	Mr Christopher How Chief executive	1954	1,102	1,938	12	Residential aged care, independent living and resort retirement villages, social centres, serviced apartments, community housing.	Geraldton, Yanchep, Warwick, Kingsley, Innaloo, Joondanna, Menora, West Perth, South Perth, Mt. Claremont, Mosman Park, Cottesloe, Hamilton Hill, Kwinana, Rockingham, Port Kennedy, Peel, Eaton, Bunbury, Dalyellup, Gwelup, Como, Subiaco.
4	↑	Hall & Prior	Mr Graeme Prior Chief executive	1992	1,090	1,400	16	Permanent, respite and in-home care.	Albany, Bayswater, Carlisle, Como, Kensington, High Wycombe, Midland, Mosman Park (2), Rockingham, South Perth, Subiaco (2), West Perth, Rivervale, Wilson.
5	↓	Regis Aged Care	Mr Paul Cohen Executive general manager operations	2008	989	1,179	9	Aged Care, low care respite, dementia specific, independent living.	Greenmount Bunbury Embleton Nedlands Woodlands Como Port Coogee North Fremantle.
6	↑	Baptistcare	Mr Russell Bricknell Chief executive	1972	NFP	1,400	12	Residential care, dementia specific care, home care, respite care.	Albany, Brookton, Busselton, Byford, Gwelup, Manjimup, Margaret River, Midland, Mundaring, Rockingham, Salter Point and York.
7	↓	Amana Living	Ms Stephanie Buckland Chief executive	1962	817	1,640	21	Residential, respite, restorative, home-based and dementia specific.	Kinross, Duncraig, Karrinyup, Osborne Park, Bayswater, Cottesloe, Mosman Park, Salter Point, Coolbellup, Bull Creek, Camillo, Lesmurdie, Mandurah, Kalgoorlie, Treendale, Albany, Inglewood, Shenton Park.
8	↑	Opal Aged Care	Mr Kiragu Mugo regional general manager	2014	800	1,000	9	High care, low care, respite.	Armadale, Bunbury, Carine, Geraldton, Melville, Murdoch, Murray River, Alfred Cove, Treeby.
9	↓	Brightwater Care Group	Ms Jennifer Lawrence Chief executive	1901	750	2,054	12	Residential aged care, respite care, specialist dementia care, home/community care, transition care and palliative care.	Mandurah, Innaloo, Joondalup (2), Subiaco, Inglewood, Waikiki, Kingsley, Madeley, Redcliffe, Huntingdale, South Lake.
10	—	Regents Garden Group	Ms Yvonne Ayre General manager	1991	491	611	5	High care, respite care, dementia specific, extra services, couples, independent living.	Lake Joondalup, Bateman, Booragoon, Aubin Grove, Scarborough.

* No of beds will soon increase to 3,005 with the opening of Aegis Shoreline in February 2021.



PLANNING: Hall & Prior is due to lodge a development application for its \$100 million Woodside Health & Aged Care Precinct later this year.

Mr Cox said it took Curtin Heritage Living eight years to receive approval for its Cottesloe Waterfront project.

"We are trying to do things really differently in that residents have very private mini apartments, some of them aren't so mini, and we are using a whole lot of technology to

make sure residents are safe rather than having them open plan and exposed and in quite noisy environments," Mr Cox said.

Marine Views, the residential aged care part of the facility, is divided into eight smaller households, each with a kitchen and living areas.

The facility includes a restaurant, day spa, cinema, art gallery and museum, some of which can be accessed by the public.

Mr Cox said that because the site had heritage significance and was leased from the government, the organisation believed the community should be able to access the property.

Community access also enabled older and younger people from the community to mix, creating new stimulus for residents and also giving the organisation a chance to show people what aged care could look like in a casual setting, he said.

"We want to show people that what we do is actually good and aged care isn't scary," Mr Cox said.

"You hear horrible things from the royal commission and that's not us.

"You are not going to get people walking up to a nursing home, so if we can say, 'come to our arts centre and by the way, you have actually just entered a nursing home', then we think that will be a really good way to educate people."

Bethanie chief executive Chris How said Bethanie's \$28 million, 120-bed Dalyellup aged care facility would be the last time the provider constructed a home of that size.

"The royal commission findings will have an impact on the style of aged care homes being

built in the future," Mr How told *Business News*.

"Aged care homes going forward will more than likely be less than 60 beds each in size.

"We will be going to that smaller, community-style development going forward, as opposed to a 100-bed aged care home."

Hall & Prior chief executive Graeme Prior said the next decade would be an exciting one for health and aged care.

"You don't want to be designing new services and products that don't capture what's coming up; the expectations from consumers, governments having a much bigger hand in the regulatory framework, bigger capital flow; it's a really exciting time to be in health," Mr Prior told *Business News*.

Mr Prior said Hall & Prior's projects – the \$100 million Woodside Health and Ageing Precinct and \$80 million Kelm-scott Health and Aged Care Community – embodied this sentiment and were designed for the future needs of aged care residents.

Karingal Green

HEALTH AND AGED CARE COMMUNITY

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53%

PEOPLE IN AGED CARE HOMES DIAGNOSED WITH DEMENTIA

Source: AIHW



COMFORT: Jennifer Lawrence says by replicating a domestic scale in residential aged care, residents will feel more at home. Photo: Matt Jelonek

Working with dementia

Aged care organisations are investing in technology and dementia-friendly design as more people with the condition enter facilities.

Madeleine Stephens

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VIRTUAL visits to Rome, fun with robotic dogs and making facilities feel more like a home are some of the innovative ways aged care homes are improving the quality of life of their residents.

Aged care organisations are investing in new builds and technology as more people with dementia make up their client base.

In June 2019, the Australian Institute of Health and Welfare found 53 per cent of the 183,000 people in permanent aged care facilities were living with dementia.

Demand for dementia-friendly services is only predicted to increase.

Assuming no significant breakthrough in treatment, the Australian Institute of Health

and Welfare predicts the number of people with dementia to double between 2020 and 2050.

Rosewood Care occupational therapist Elizabeth Biagioni has been working with people living with dementia for the past five years and said she had seen the number of people with the condition increase.

"I think with the really extensive home care packages that are available, we are tending now to see in residential aged care, people being admitted further down the track in terms of disease progression, so having more advanced dementia," Ms Biagioni told *Business News*.

She said a majority of residents had some form of cognitive impairment, so Rosewood had adapted its activity program and environment to meet the needs of the new residents.

The organisation has implemented sensory elements like fish tanks, courtyards, spaces where residents can undertake productive activities like gardening and cooking, and murals on the floor so residents can locate their room.

Bethanie chief executive Chris How said technology was helping to enrich the lives of its residents and research was informing simple changes that could make life less overwhelming.

Mr How said Bethanie homes used VR technology to enable residents to 'travel' abroad, robotic dogs for companionship, and Google Bike, which lets people ride down any street in the world.

People with dementia are prone to wander, and Mr How said sometimes people could not sit still and eat a meal.

To counter this, staff placed food at regular intervals ready for people to take as finger food so they still received nutrition and hydration while wandering around.

Mr How said another common symptom of dementia was the loss of depth perception and the ability to see different colours.

For example, Mr How said if there was food on a white plate placed on a white table, a person living with dementia might not be able to see the food. So red plates were used.

Building design

The counsel assisting the Royal Commission into Aged Care Quality and Safety's final report recommended the federal government develop and publish a set of design principles on accessible and

dementia-friendly design for residential aged care.

It also recommended financial incentives be awarded to aged care organisations with buildings that complied with the guidelines.

With funding from the Western Australian government, Dementia Australia has developed 10 principles for building dementia-friendly environments.

These include providing opportunities for people to be alone and with others, optimising helpful stimulation and creating less overwhelming environments.

Brightwater Care Group houses people with high dementia needs, and has been implementing the 'small home model' for the past 20 years.

The model involves breaking up larger shared developments into smaller, clustered communities that have their own team of carers, living and eating spaces.

"Often you will go into an aged care facility and it will feel a bit like a hotel and it will feel quite big, whereas we live in homes that are domestic and small and it's easy to find our way around," Brightwater chief executive Jennifer Lawrence told *Business News*.

"We believe by replicating a domestic scale in residential aged care, our residents will feel more at home, they will be able to use the space that they live in like they were at home."

Brightwater's \$40 million, 128-bed Inglewood development will use the small house model of care and be dementia-friendly throughout, to limit exclusion.

"Our approach is that if you build the design features into the actual building, you may only have 60 per cent of residents that have a diagnosis of dementia but the whole facility will enable people who may have issues around finding their way or mobility or cognition," Ms Lawrence said.

Brightwater Care Group received funding to run the first specialist dementia service in Australia for eight residents, a program which is being rolled out across the country.

Trio of chiefs innovate at home

Madeleine Stephens

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AGED care and retirement living organisation Maurice Zeffert Home is not run by one chief executive, but three.

Director of care services Eileen Johnstone, director of operations Yvonne Goldman and director of corporate services Amanda Macnamara lead the organisation as a team.

The unusual model was put in place after Maurice Zeffert's previous chief executive, Michael Preece, resigned.

The three directors filled in when Mr Preece was travelling for work, and decided they would like to hold the role full time.

Ms Macnamara said they undertook research to find other businesses with similar leadership models but did not find many examples from organisations based in Australia.

"We thought it was a bit of a gamble to propose it, but we thought 'why not, the worst they could say is no'," Ms Macnamara told *Business News*.

Initially, the board did reject the proposal.

Luckily for the trio, the board president resigned and the successor, Irwin Tollman, was keen to give the idea a go on a 12-month trial basis, starting in January 2018.

"That first 12 months we worked really hard to try prove ourselves because there were a lot of people who were unsure if this was going to work," Ms Macnamara said.

The three-member executive team has been in charge for the



IN CHARGE: Eileen Johnstone (left), Yvonne Goldman and Amanda Macnamara have been leading the organisation as a team since January 2018. **Photo:** Miles Tweedie Photography

“ We all have different strengths and it means we can work within our comfort zones - Amanda Macnamara

past three years and now manages about 125 staff, working across the Dianella-based facility's 90 aged care beds and 51 retirement living units.

Ms Macnamara said some of the immediate advantages to the collaborative model included the cost savings of one less management salary, the fact all three already had working relationships with the staff and residents and their different skillsets.

"We all have different strengths and it means we can work within our comfort zones," she said.

"If it's a care question, that's outside of my comfort zone so I can do as much as I can with people management, but I'm not an expert in care.

"Between the three of us, we cover every gamut."

Ms Macnamara said the trio was not always on the same page, but discussing competing

viewpoints made for better decision making.

"If you have a single, standalone decision maker in an organisation then you are going to have repetition in the trends of that decision making," she said.

"Whereby every time there is a decision to be made here, you have got three different opinions on that."

Ms Johnstone said the leadership model was initially snubbed by peers in the aged care sector, but after seeing it in operation, people were now interested in how it worked.

"I think one of the biggest achievements for us was being recognised for the role by our peers,"

Ms Johnstone told *Business News*.

The leadership model has been recognised nationally, as a finalist in the Aged Care Services Australia Innovation and Design Award in 2019, and in 2020 when the group won Leading Age Care Services Australia's team award.

Ms Johnstone said implementing the leadership model had improved the reputation of the organisation.

Ms Macnamara said she believed the organisation had made a contribution to the sector by being innovative.

"It was quite a stale sector, it hasn't really evolved and you have to be dynamic to stay competitive in the sector," Ms Macnamara said.

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Aged care

SPECIAL REPORT

Data & Insights

Showing 6 of 540

\$24m aged care facility proposed in Vic Park

An artist's impression of the proposed aged care facility. By Madeleine Stephens Property ...

Push for more Ag sector workers

health and aged care sectors. "Many regions are expecting bumper crops this year, but with COVID-19 ...

Can Employers Implement Mandatory COVID-19 Vaccines in the Workplace?

mandatory. This may include aged care and disability care staff, quarantine and border workers, defence and ... working as an aged care worker, to prevent the spread of disease and potential death. Such requirements ...

Pandemic dampens City of Perth earnings

said. It follows changes earlier in the year for international students working in the health and aged ... care sectors. "Many regions are expecting bumper crops this year, but with COVID-19 travel restrictions ...

Sheffield to form mineral sands JV

quarantine and border control, as well as health workers and aged care residents. "It's a very ...

First vaccinations expected in early March

as health workers and aged care residents. "It's a very common-sense approach – you simply ...



Photo by CDC on Unsplash