

LEADERS SUMMIT 2023

THE BUSINESS OF AGEING



HYATT
REGENCY®
SYDNEY

16-17 MARCH

RETIREMENT LIVING | HOME CARE | RESIDENTIAL CARE



NEW HORIZONS
2026-2030

Presented by

DCM Group
DoComeMonday

Strategies for retirement living
and aged care 3/7 years out

WELCOME TO THE NEW HORIZONS SUMMIT

NEW HORIZONS 2026-2030

BUSINESS STRATEGIES 3/7 YEARS OUT

Every year since 2010, we have worked hard to deliver retirement living and aged care leaders real information to examine existing plans and strategise new directions.

In 2023, retirement living and aged care leaders face rapidly changing landscapes that demand new thinking and revised tactics.

Retirement Living is being embraced as the new, low-care alternative to residential care, requiring new staff and regulatory disciplines. Home and residential care operators are both struggling to achieve sustainability, while also strategising their long-term business case.

This is the story of two horizons – strategies today for short-term impacts in three years' time, and horizons out to seven years that will be the legacy of today's leadership.

2026 – The Strategic Horizon

Most leaders have a level of confidence in their three-year forecasts of the competitive environment and customer demand – that takes us to 2026.

COVID-19, property and construction uncertainty, the Baby Boomer, evolving regulations, funding, on-the-floor and management workforce; they all demand an evolving and implementable business strategy.

2030 – The Construction Horizon

For most operators, medium-term growth and strength is measured in property initiatives that require up to seven years to implement. Is the property and capital commitment you are strategizing now going to stack up in 2030?

Will the product be acceptable to Baby Boomers? Will technology have transformed ageing business models and services?

40+ Leading Speakers

Experience 40+ presentations by the sector's leading early innovators, and review your core strategic assumptions, elevate your goals and take action with confidence.

Strategise and Network with 500 peers








Join us and take time out to strategise, learn, and network with 500 of your peers as we build your understanding of new thinking in these uncertain landscapes, and the paths the innovative leaders are charting for their organisations, and why.



Christopher Baynes
CEO, The DCM Group

MUST ATTEND: BOARDS, CEO, CFO, CMO, CCO, COO, CIO, CHRO







DAY ONE – THURSDAY 16 MARCH

8:30			Christopher Baynes CEO <i>DCM Group</i>	WELCOME
8:35	Retirement Living Aged Care		Christopher Baynes CEO <i>DCM Group</i>	RETIREMENT LIVING & AGED CARE NATIONAL LANDSCAPE STRATEGIC REVIEW 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 their strengths and weaknesses of each business model, and a vision of the sectors in 2026 and 2030.
9:30	Retirement Living Aged Care		Jiří Horecký President <i>European Ageing Network</i>	EUROPE'S ADVANCED AGED CARE STRATEGY Representing over 10,000 aged care operators, EAN has visualized a clear 2030 strategy in the face of technology, the baby boomer customer and the extreme pressures on government support.
9:40	Retirement Living Aged Care		Steve Monroe Managing Editor and Partner <i>SeniorCare Investor (USA)</i>	THE BUSINESS OF AGEING IN AMERICA TODAY Where are Manufactured Communities, Seniors Accommodation, Retirement Living, Skilled Nursing and Memory Care in the occupancy/investor landscape today, and the challenges/opportunities envisioned out to 2030?
9:55	Retirement Living Aged Care		Simon Miller CEO <i>Anglicare Sydney</i>	A FRESH CO-LOCATED STRATEGIC PERSPECTIVE Thirteen months new in the sector after a career in Government and strategic management consulting, what are the observations and new strategic directions, and why?
10:20	 NETWORKING BARISTA COFFEE BREAK 		45 MINUTES WITH 500+ COLLEAGUES Barista coffee and premium patisseries.	

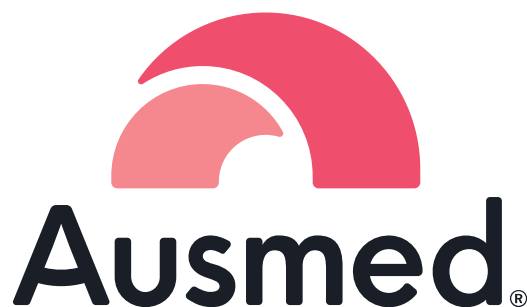
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STANDARD 7

11:05	Retirement Living Aged Care		<p>Tracey Burton Executive Director <i>Uniting NSW/ACT</i></p>	<p>AGED CARE SUSTAINABILITY AT THE FINANCIAL CROSSROADS</p> <p>The business model of home and residential aged care is broken and demands a new vision for all stakeholders – government, operators, the community, the customer.</p>
11:30	Retirement Living Aged Care		<p>Dr Stephen Judd AM Senior Visiting Fellow, School of Population Health <i>UNSW Medicine</i></p>	<p>WHO DOES THE AGED CARE SECTOR SUPPORT AND WHY, AND WHAT IS SUSTAINABILITY</p> <p>Reflecting on 25 years at the coalface, a hard view on the work of seniors accommodation and aged care for all levels of physical and mental health. What is achievable? What is respectable? What is responsible?</p>
11:50	Peak Representation	 	<p>Tom Symondson CEO <i>ACCPA</i></p> <p>Daniel Gannon Executive Director <i>Retirement Living Council</i></p>	<p>THE ISSUES & STRATEGIES THAT MATTER IN REPRESENTING AGED CARE & RETIREMENT LIVING TO GOVERNMENT, THE MEDIA AND THE COMMUNITY</p> <p>What are the issue priorities for each sector, why and what are the strategies to be heard and respected? While retirement living and aged care are seen as different by the sectors, the media and future customers, the reality is they are merging in care and accommodation, which brings opportunity but also challenges.</p>
12:20	Home & Residential Aged Care	 	<p>Grant Corderoy Senior Partner <i>StewartBrown</i></p> <p>Christopher Baynes CEO <i>DCM Group</i></p>	<p>PLAN B: WHY THE CO-CONTRIBUTION FUNDING CONVERSATION WITH THE COMMUNITY IS FUNDAMENTALLY IMPORTANT. A PROGRESS REPORT</p> <p>Revenue, workforce, sustainability and quality of care today, in 2026 and 2030 are all indelibly linked to the next 12 months.</p> <p>Leadership from the front to execute Plan B to increase customer co-contribution is pivotal.</p>













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12:40	Workforce		Mark Silva CEO Standard 7	A RESEARCH STUDY ON THE DEMAND AND SUPPLY OF WORKFORCE: THE COMPETITION, THE STRATEGIES, THE SOLUTIONS A current and forward projection of demand, how operators are recruiting/training, the success/retention rates, what the future looks like.
1:05	  NETWORKING SEATED RESTAURANT LUNCH  			60 MINUTE SEATED LUNCH WITH 500+ COLLEAGUES Premium luncheon in the Sailmaker restaurant.
2:10	Retirement Living Breakout 1	  	Bryan McLoughlin National Director Customer and Communication Calvary Health Stig Andersen Principal Consultant Vision Lifestyle Projects David Waldie Managing Director eevi.life	PROFITABLE SERVICES AND PRODUCTS TO ATTRACT CUSTOMERS TO MATURE RETIREMENT VILLAGES OVER THE NEXT THREE YEARS The vanilla retirement village product, service and returns have changed little in 50 years but the wealth and expectations of most customers has increased greatly thanks to housing values. What could and should operators introduce to safeguard and maximise their future revenue without significant capital and refurbishment investment?
2:10	Home Care Breakout 1	   	Victoria Lee (Invited) Chief Strategy & Transformation Officer Anglicare Sydney Jason Howie Pride Living Group Danielle Robertson Director DR Care Solutions Greg O'Loan Regional VP Epicor	HOME CARE TODAY AND IN THREE YEARS TIME At the operator and the consumer levels, Home Care is a complex service. Three years from now what will the market look like? What are the most important planks to your business operationally? What are the likely disruptors that keep you awake? What will success look like?
2:10	Residential Aged Care Breakout 1	 	Amber Cartwright Director Ansell Strategic Phil Offer CEO BESTMED	STRATEGIES TO OPTIMISE THE RESIDENT INTAKE TO THE AVAILABE FACILITIES AND SERVICES Is more sophistication required in the selection of new RAC residents such that the facility resources are maximised? What should the CFO be strategising?

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2:40	Retirement Living Breakout 2	  	<p>Daniel Dwyer CEO <i>Fresh Hope Communities</i></p> <p>Paul Singer CEO <i>HT Retirement Group</i></p> <p>Domenic Fonte CEO <i>AssetFuture</i></p>	<p>FROM DECISION TO BUILD TO DELIVERY CAN BE A SEVEN YEAR JOURNEY. WHAT WILL CUSTOMERS WANT IN 2030 AND HOW TO DE-RISK THE PROJECT</p> <p>Creating a new village is a highly-regulated seven-year journey and builder partnership. What product will the Baby Boomers want? Should operators be looking at alternative accommodation build models? How is best to strategise with minimised risk?</p>
2:40	Home Care Breakout 2	 	<p>Tomás Chubb CEO <i>myHomecare Group</i></p> <p>Graham Russell Managing Director <i>HSC Technology Group</i></p>	<p>HOME CARE DELIVERY, EFFICIENCY AND HOME TECHNOLOGY – WHAT TO EXPECT</p> <p>Home care consolidation drives HO further from the customer and will require systems and technology to de-risk execution. Is this realistic in a people sector working remotely?</p>
2:40	Residential Aged Care Breakout 2	  	<p>Charles Moore CEO <i>BaptistCare NSW & ACT</i></p> <p>Jason Binder CEO <i>Respect</i></p> <p>Michael Donnelly Head of Aged & Disability <i>Telstra Health</i></p>	<p>THE THREE AGED CARE BUSINESS PROCESS REVELATIONS/ HACKS THAT EXCITED ME IN 2020/22</p> <p>COVID-19 has impacted every aspect of aged care operations, many difficult but also some that have driven a fresh vision of doing business. What are they, and what has been their impact that everyone should know?</p>
3:20	Retirement Living Breakout 3	   	<p>Vanessa Janissen National Director Strategy and Service Development <i>Calvary Health</i></p> <p>Cameron Holland CEO Australia <i>Ryman Healthcare</i></p> <p>James Wiltshire Executive Director <i>DCM Institute</i></p> <p>Tom Enright National Sales Manager, Health <i>Foxtel</i></p>	<p>ARE RETIREMENT VILLAGES NO LONGER INDEPENDENT LIVING, REPLACED BY ASSISTED LIVING? WHAT ARE THE RISKS AND REWARDS?</p> <p>State retirement village regulation creep is relentless. Assisted living verges on federal aged care regulations. At what stage should 'independent living' be retired in favour of 'supported living' and what does this do the retirement village business model?</p>

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3:20	Home Care Breakout 3	  	<p>Paul Ostrowski CEO <i>CareConnect</i></p> <p>Sandra Hills OAM CEO <i>Benetas</i></p> <p>Annette Hili GM Australia & NZ <i>AlayaCare</i></p>	<p>HOME CARE LOOKING FORWARD: SIZE, SYSTEMS, VIABILITY, WORKFORCE</p> <p>The Government is reliant on operators in delivering its strategy to increase home care hours and clients to delay or replace residential aged care entrance. What is required for small to medium sized home care operators to be able to sustainably succeed in this regulated market?</p>
3:20	Residential Care Breakout 3	  	<p>Daniel Aitchison CEO <i>Palm Lake Care</i></p> <p>Sean Bilton CEO <i>Estia Health</i></p> <p>Steve Taylor Owner/CEO <i>Total Construction</i></p>	<p>INVESTING IN REFURBISHED AND NEW BEDS AND THE MEDIUM TERM FUTURE FOR RESIDENTIAL AGED CARE – WHAT MAKES SENSE?</p> <p>“The current number of aged-care residents is around 200,000. By 2040, it will be close to 350,000 and this is despite the inevitable increase in home care. Unless we seek innovative models of care, embrace creativity, technology and international best practice we will not be prepared for the greatest impact on aged care this century – baby boomers.” <i>Minister Wells, 2 November 22</i></p>
3:50	  NETWORKING BARISTA COFFEE BREAK  		<p>45 MINUTES WITH 500+ COLLEAGUES Barista coffee and premium patisseries.</p>	
4:35	Private Aged Care		<p>Byron Cannon CEO <i>LDK Healthcare</i></p>	<p>WHAT IS THE MODEL THAT CONTINUES TO BREAK VILLAGE SALES RECORDS AND DRIVEN ANGLICARE TO ACQUIRE 50% EQUITY</p> <p>The private aged care sector found blossoming acceptance in 2022 with customers and investors both attracted to the non DMF model and up to palliative care support. How does it work?</p>
4:55	Affordable Housing		<p>Von Slater National Head of Development <i>Ingenia</i></p>	<p>INNOVATION IN HOUSING DESIGN AND CONSTRUCTION TO DELIVER TRUE SOCIAL AND AFFORDABLE HOUSING</p> <p>Quietly land lease community private operators have been creating rental accommodation at scale for the most financially challenged retirees and wider market through innovative design and efficient execution.</p>
5:20	CLOSE FOR DINNER DEPARTURES			

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DAY TWO – FRIDAY 17 MARCH













9:00	Retirement Living	TO BE ANNOUNCED		
9:25	Retirement Living Aged Care		Charles Moore CEO <i>BaptistCare NSW & ACT</i>	STRATEGISING THE MEDIUM-TERM FUTURE OF A STATE BASED LARGE NOT FOR PROFIT VILLAGE AND CARE OPERATOR The complexity of designing the future for the multi silo businesses of privately funded retirement living accommodation together with health services focused, government funded and regulated home and residential care is extreme.
9:50	Banking & Funding		Belinda Hegarty National Head of Strategy and Insights <i>CommBank Health</i>	THE FUNDING CLIMATE ACROSS RETIREMENT LIVING AND RESIDENTIAL CARE: NEW & REFURB RACS IN RAPID DECLINE, CO-LOCATED UP RAC capital reinvestment is ~60% down on supply requirements as operators seek sustainable business models that also deliver on mission, requiring moves not new segments. What is the vision of funders today?
10:15	Retirement Living Aged Care		Prue Bowden Group Executive, Home Health <i>Australian Unity</i>	AUSTRALIAN UNITY HAS BEEN THE LEADER IN STRATEGISING AND IMPLEMENTING NEW MODELS OF RETIREMENT LIVING AND AGED SUPPORT. WHAT IS NEXT? Diligent research combined with a preparedness to make progressive capital and people investments has positioned Australian Unity as the market shaper in each of retirement villages, home care services and residential aged care.
10:40	NETWORKING BARISTA COFFEE BREAK			45 MINUTES WITH 500+ COLLEAGUES Barista coffee and premium patisseries.

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11:20	Retirement living Aged care	 Tammy Berghofer Partner <i>MinterEllison</i>	THE MULTI-REGULATORY STRUCTURE OF RETIREMENT LIVING MERGING INTO ASSISTED LIVING EXPOSES OPERATORS TO COMPLEX WORKFORCE STRUCTURES AND RESPONSIBILITIES
		 Penelope Eden Partner <i>MinterEllison</i>	A case study-based explanation of the varying regulations, with an emphasis on workforce, and approaches to risk mitigation.
		 Penelope Eden Partner <i>MinterEllison</i>	
12:00	Home Care	 Tomás Chubb CEO <i>myHomecare Group</i>	HOME CARE IS THE GOVERNMENT'S HOPE FOR EASING AGED CARE STRAIN. WHAT IS REQUIRED TO BE A SUCCESSFUL OPERATOR?
		 Cynthia Payne Managing Director <i>Anchor Excellence</i>	Workforce and compliance are central to the business model, but what are the ingredients that will determine if an operator will survive in an increasingly competitive market with an increasingly demanding and frail clientele?
12:25	Workforce	 Will Egan CEO <i>Ausmed</i>	A MASTERCLASS IN THE LATEST WORKFORCE EDUCATION, RETENTION AND COMPLIANCE STRATEGIES AND TOOLS
			Recruiting new staff is just the start of the workforce journey. Engaging positive, long term learning is essential to quality care, retention and regulatory security. What are the 'best of breed' KPIs, tools and processes?
12:45	 NETWORKING SEATED RESTAURANT LUNCH 		60 MINUTE SEATED LUNCH WITH 500+ COLLEAGUES Premium luncheon in the Sailmaker restaurant.
1:45	Aged Care	 Jason Binder CEO <i>Respect</i>	LEADING POSITIVE CONSOLIDATION FROM REGIONAL TASMANIA BY IMPLIMENTING STRONG FUNDAMENTALS
			Respect has gained an enviable reputation as an aged care turnaround expert and in the process grown to 16 RACs, three villages and home care services across three states. What are the hard and soft skills it brings that achieves early turnarounds?
2:10	Retirement Living Aged Care	TO BE ANNOUNCED	
2:30	Customer Value & Competition Retirement Living Home Care Residential Care	 Chris Baynes CEO <i>DCM Group</i>	DEMAND-LED STRATEGIES TO MAXIMISE CUSTOMER LIFE AND VALUE
		 Adrian Leppard Commercial Director <i>DCM Group</i>	With demand exceeding supply and costs spiraling, it is vital for operators to maximise net revenue per asset (village home, care package, bed, worker). New processes to have vision of the future customer and tailor engagement and retentions strategies.
2:55	Retirement Living	 James Wiltshire Executive Director <i>DCM Institute</i>	NEW THINKING IN VILLAGE MANAGEMENT – YOUR BIGGEST ASSET
			Introducing a major new initiative that will redefine village management, strengthening the business of the operator as well as strengthening the village sector in the face of increasing regulation.
3:15	CLOSE		