

Support at Home Workshop Series

Workshop 6: Developing Growth Strategies

Reliance Restricted

27 November 2025



EY

Shape the future
with confidence

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EY Australia (EY) wishes to acknowledge and pay deepest respects to the Traditional Custodians of the land, sea, sky and waterways. EY recognises the ongoing relationship, connection, and association to Country is an integral part of Aboriginal and Torres Strait Islander identity and cultural expression.

EY acknowledges that the land is alive, sacred, and intrinsically linked to Aboriginal and Torres Strait Islander spirituality, culture, language, family, lore, and identity and that Aboriginal and Torres Strait Islanders see Country as a person; they speak to Country, sing to Country, visit Country, worry for Country, and long for Country.

EY will continue to treat the land respectfully and work collaboratively with all Aboriginal and Torres Strait Islanders.



Artist: Jasmine Miikika Craciun is a multi-media artist and graphic designer residing on Gadigal land.

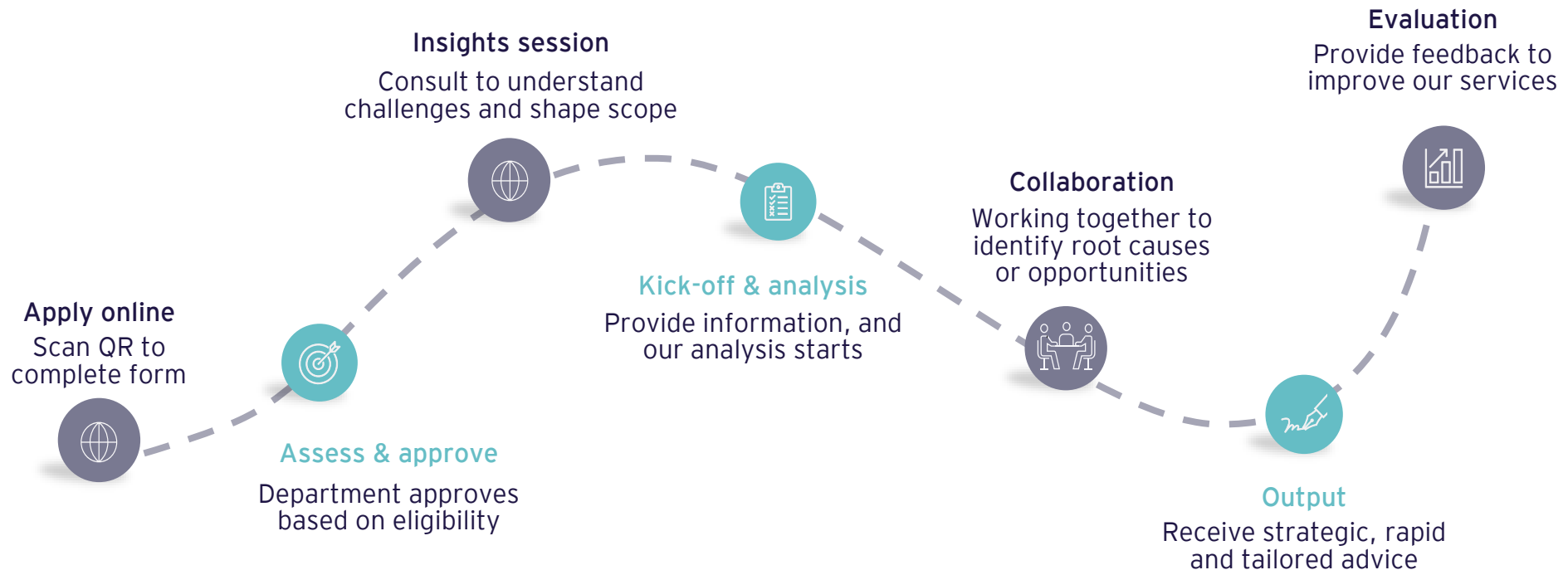
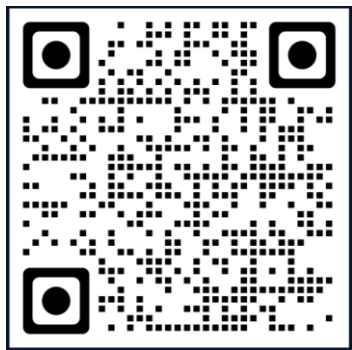
Jasmine's art-making process is informed by her diverse familial background (Barkindji, Malyangapa, Romanian, Austrian) with the goal of celebrating the strength of those who came before her.

What is the Aged Care Business and Workforce Advisory Services program?

Delivered by EY on behalf of the Department of Health, Disability and Ageing, these services are **open to approved residential aged care and in-home care providers**, and provide **free, independent and confidential advice** in relation to specific **business and workforce matters**.

Seek strategic, rapid and tailored advice focused on **viability**, and **profitability resourcing** challenges and opportunities.

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Agenda

1

Welcome and introduction

2

Practical organic growth strategies

3

Practical inorganic growth strategies

4

Session close



Welcome and introductions



Melinda Leth

Director,
EYP

Melinda is a senior strategist with over 20 years' experience designing and implementing major government reforms, particularly in aged care and disability.

Mel also advises organisations on how to transition to major reforms, improve productivity and develop growth strategies for a more sustainable sector.

Diversity of the aged care sector

**The needs and preferences of older Australians are diverse.
So too is the market of providers who address those needs.**

Providers operate across different geographies, scales and service types - from small, community-based organisations to large national networks.

Each provider brings unique perspectives, capabilities and experiences.

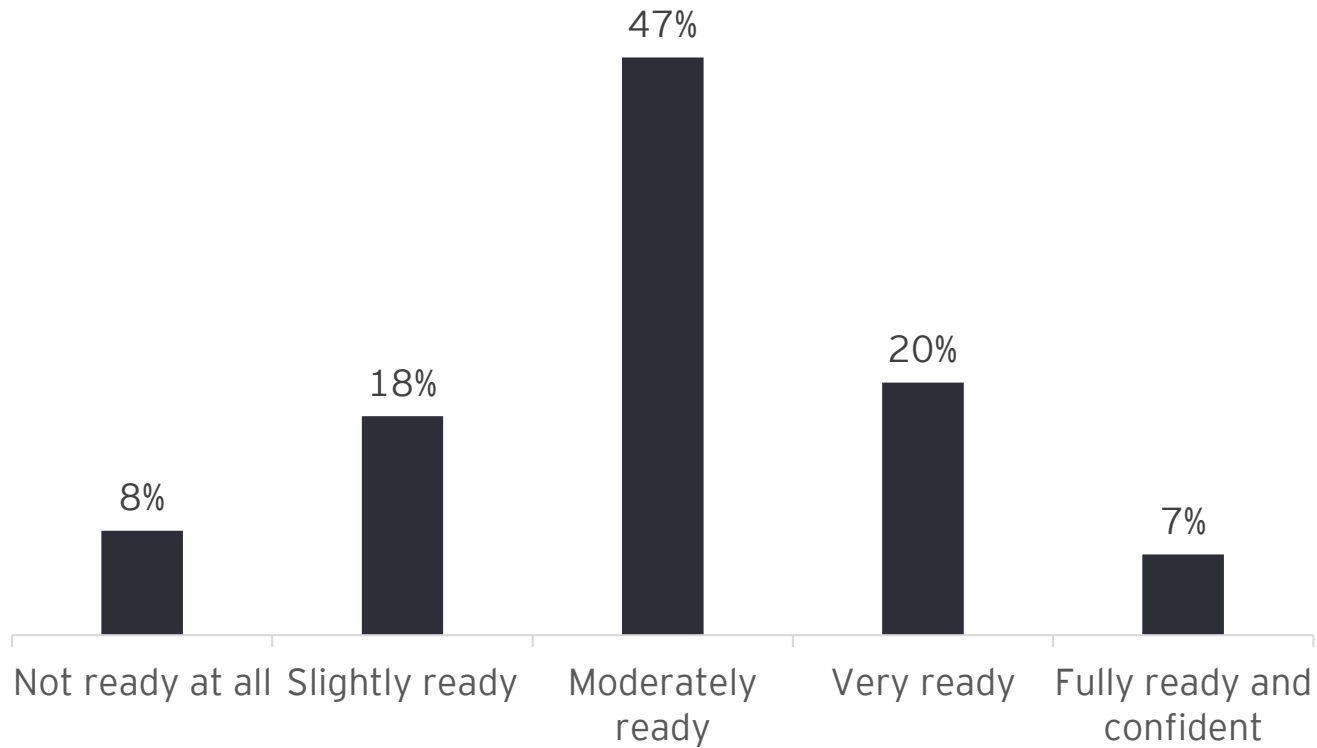
As a result, it is important to acknowledge that:

- Providers are at different stages of readiness, understanding, and progress towards implementing reforms
- A provider's capacity to adapt varies based on many factors such as size and resources
- A one-size-fits-all approach is not effective

Diversity is a strength. Our sessions aim to provide tips and resources you can use to implement changes, but further support is available through the Aged Care Advisory program.

Your responses

We are confident about implementing the Support at Home program changes



Key themes relating to growth



Source: Support at Home workshop registration survey

Purpose of today's session

Session Purpose

To provide practical insights into how to grow your business through two key-ways: 1. Organic Growth and 2. Inorganic Growth.

Objectives

Organic growth strategies

- Overview of organic growth
- Practical activities and opportunities to grow your business
- Key foundations and enablers
- Example of an implementation plan

Inorganic growth strategies

- Potential options
- Practical insights, case studies and pro's and con's of each option and considerations for your business
- How to choose which option is best for you.

Why grow or scale your business?

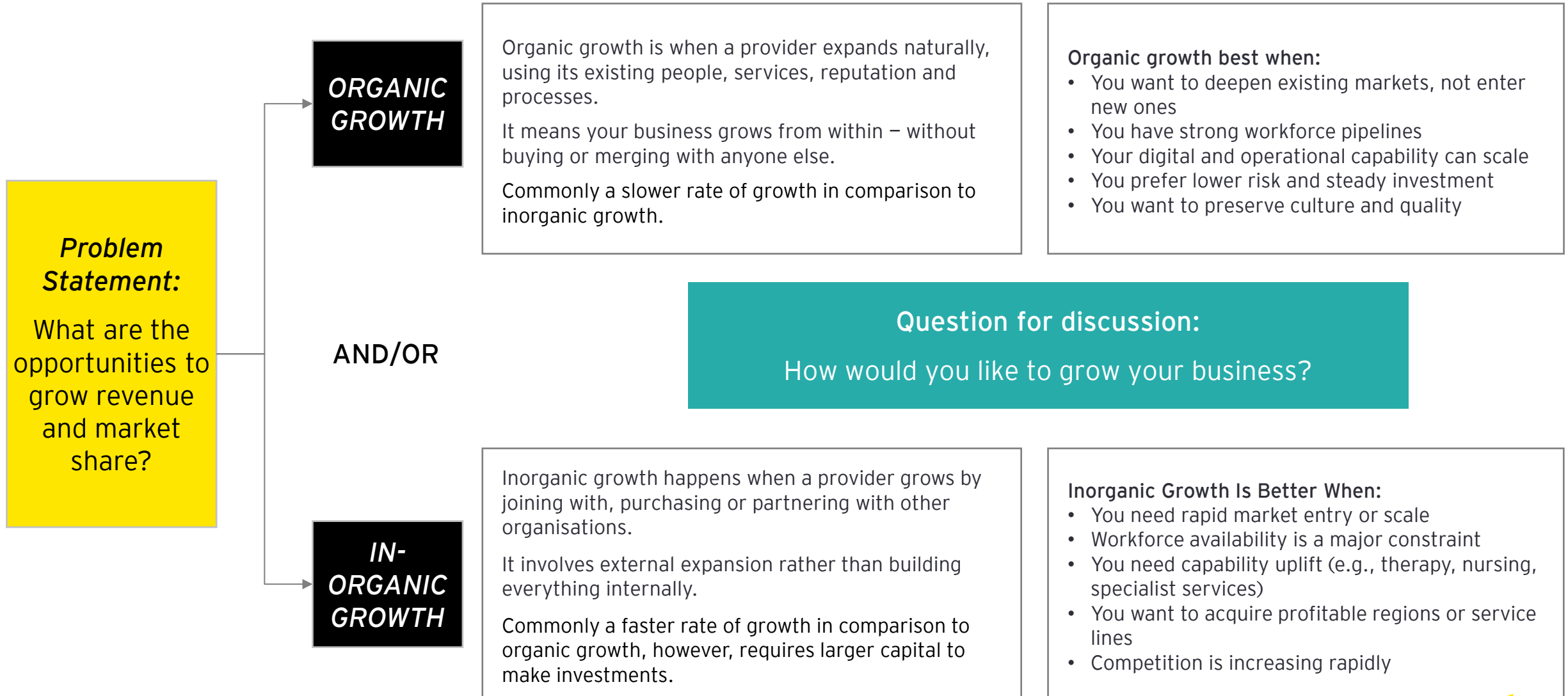
Why Grow?

- ✓ Financial sustainability
- ✓ Workforce stability
- ✓ Service bundle capability
- ✓ Stronger referral networks
- ✓ Competitive advantage under transparency
- ✓ Better ability to invest in systems and quality

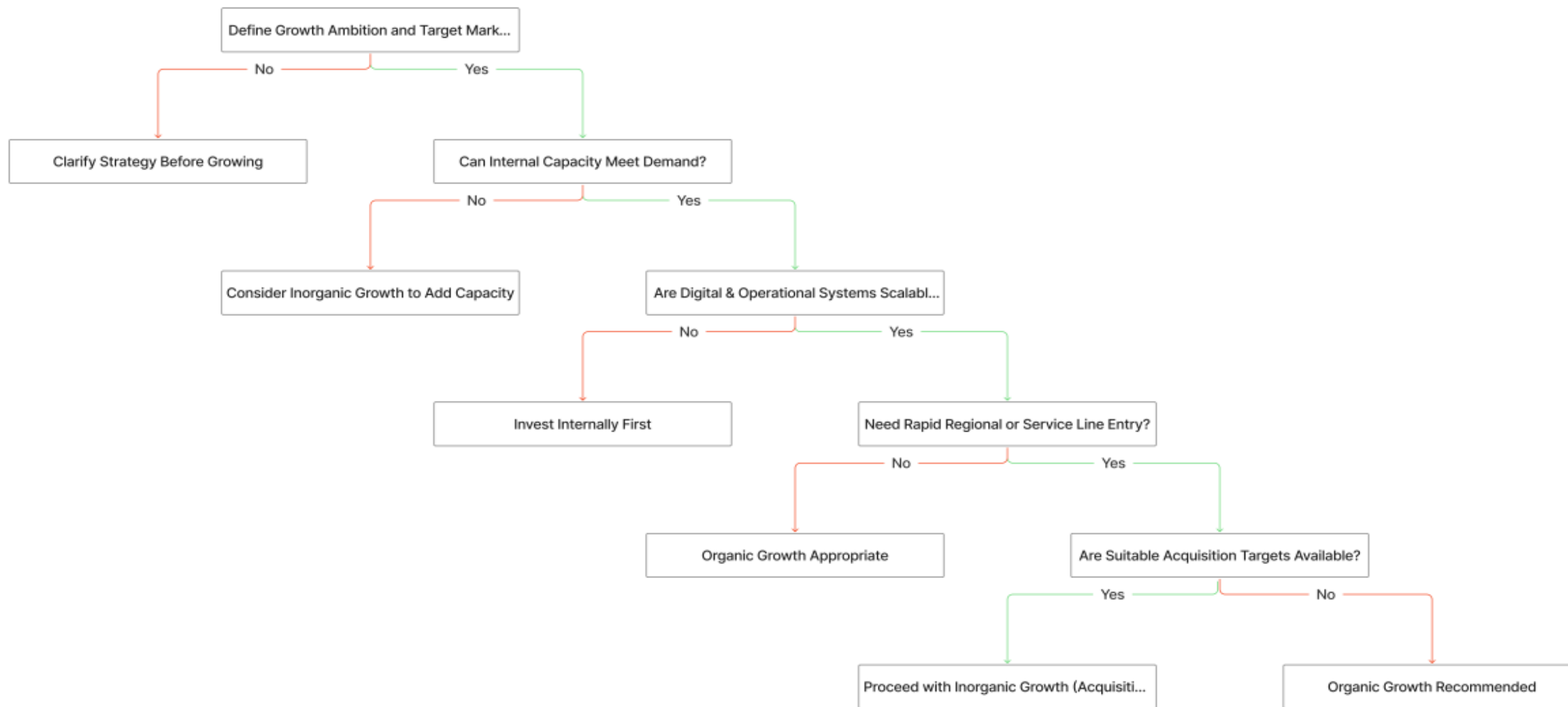
Why Not Grow Too Fast?

- × You offer a niche service
- × Workforce shortages
- × Operational strain
- × Quality risk
- × Compliance risk
- × Culture dilution
- × High upfront digital and governance investment

There are two key methods to generate growth



Which type of growth is best for my organisation?



Growth Without Foundations: What Can Go Wrong

Growing well requites a whole of organisation readiness

Objective: Provider wanted to double revenue (EBITDA) and EBITDA margin in 5 years

Action	Implication	Result
Acquired several smaller providers to rapidly grow footprint	Limited integration strategy that resulted in multiple EA's, systems, policies and processes and cultures.	Higher costs
Started losing workforce and then clients	Due to poor systems, easier to backfill shifts with Agency staff than with own employees	Lost revenue Higher costs
Started a workforce drive	Poor onboarding system resulted in it taking too long to secure workers - lost them to other providers	Higher costs
Sales team lost confidence that the business had the capacity and capability to grow with new clients	Sales team reduced the number of new clients coming through the doors	Lost revenue
Resulted in stranded assets, clients and employees	Strategy to determine which assets/areas to close and which they ones to grow; and how much investment needed to execute the strategy	Higher costs Additional investment Lower margins
Too top heavy for their size and didn't have enough support for their staff (to give them a reason to stay)	Reduced management and moved to a 'hub and spoke' model; also invested in new rostering, invoicing and onboarding system that talked to Finance/HR systems	Reduced management costs; increased system costs; slow revenue and margin improvement



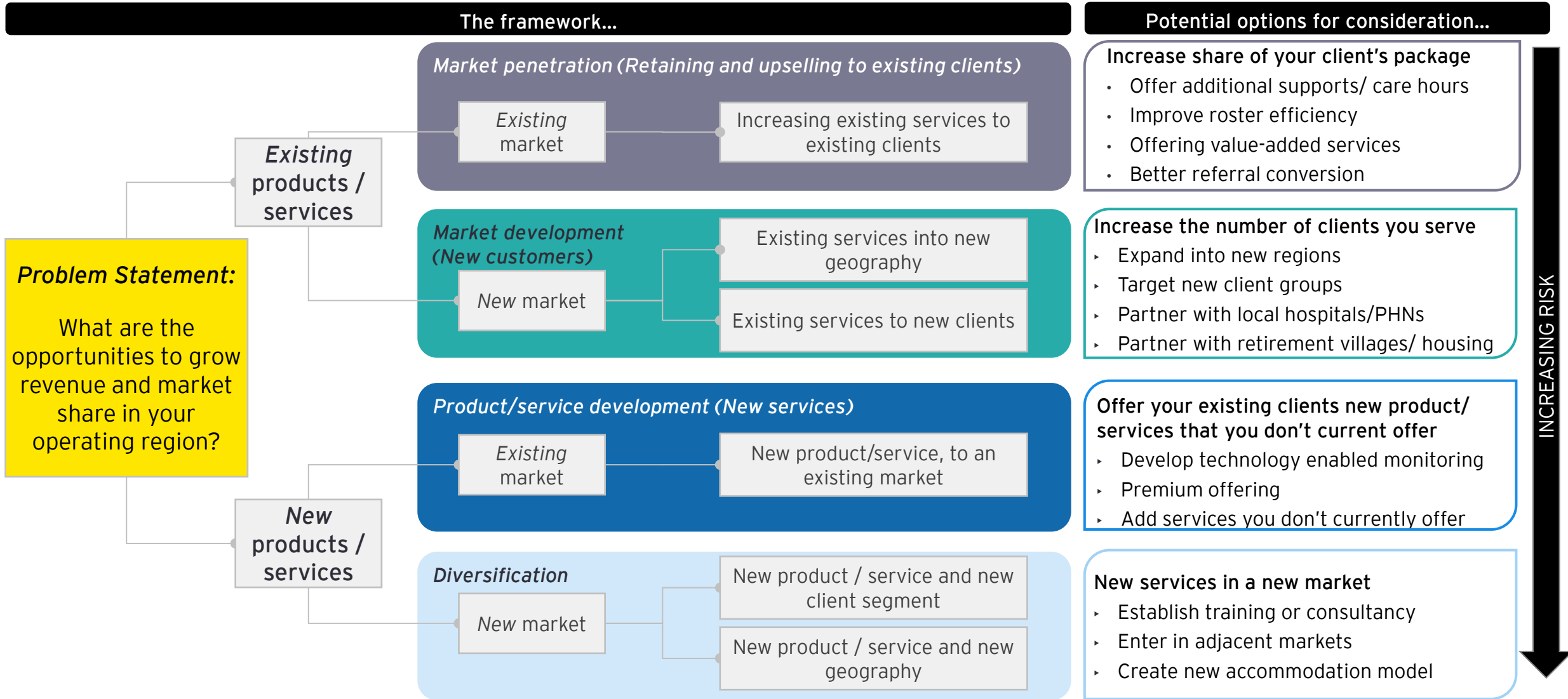
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Practical organic growth strategies

Key questions to inform your organic growth strategy

- 1 Which regions, segment or client cohorts do you want to serve and why?
- 2 What is distinctive about your value proposition that make you different to other providers?
- 3 Do we have the workforce, infrastructure and digital systems to scale?
- 4 Which channels will drive sustainable client acquisition?
- 5 Do we have a clear view of market competitors and their positioning?

Organic growth can be achieved in four ways...



Customer acquisition funnel

Stage	Key questions	Internal Roles / Resources Required	Primary Ownership	Key Performance Indicators (KPIs)
1. Awareness & Initial Enquiry	<ul style="list-style-type: none"> How easy is it for someone to find us? Are we visible on My Aged Care? Are our referral partners sending clients? Do families understand what makes us different? 	<ul style="list-style-type: none"> Marketing and community engagement Website / digital management Partnership managers (GPs, hospitals, CHSP) Intake staff trained in SaH CRM/enquiry tracking tools 	Marketing, Partnerships, Intake	<ul style="list-style-type: none"> Website traffic My Aged Care listing views Number of new referrals per month Response time to enquiries (<24 hours) Conversion from awareness to enquiry
2. Understanding Needs & Deciding to Proceed	<ul style="list-style-type: none"> Do clients clearly understand our pricing? Are we offering a tailored plan? Are families and carers included appropriately? What barriers might prevent the client progressing? 	<ul style="list-style-type: none"> Intake and care advisors Tools for service plan drafting Pricing transparency materials SaH explainer materials Workforce capability information 	Intake, Care Advisors	<ul style="list-style-type: none"> Enquiry to intent conversion rate Time from enquiry to draft plan % enquiries receiving follow-up Drop-off rate at this stage
3. Evaluation	<ul style="list-style-type: none"> Does the client trust our staff? Have we demonstrated quality and safety? Is workforce aligned with client needs? Do clients feel culturally safe and heard? Are we following up proactively during this decision period? 	<ul style="list-style-type: none"> Team leaders for meet-the-worker Scheduling for workforce availability Quality and safety documentation Feedback collection tools 	Care Coordination, Team Leaders	<ul style="list-style-type: none"> Intent to agreement conversion rate Time from draft plan to agreement signing Pre-service satisfaction scores % prospects requesting introductory meeting
4. Sign-Up & Start of Services	<ul style="list-style-type: none"> How quickly can we commence services? Have we set clear expectations with the client and family? Do we check in after first services? Are issues resolved quickly and transparently? Are we retaining clients? 	<ul style="list-style-type: none"> Agreement processing staff Scheduling/rostering team Care workers Customer experience staff for check-ins CRM/rostering integration 	Intake, Scheduling, Service Delivery	<ul style="list-style-type: none"> Agreement signing rate Time from signing to first service delivered 30-day and 90-day retention Worker continuity in first month Early complaints/issue rates



Customer acquisition funnel - Awareness and Interest

Build brand trust and marketing through strengthened community awareness

Opportunity	Detailed activities related to the opportunity
1. Create a targeted marketing campaign	<ul style="list-style-type: none"> ▪ Confirm your unique customer value proposition and consistent brand voice, and continue working through your marketing strategy. ▪ Clearly articulate what sets the organisation apart from competitors and ensure all material consistently reflect the value proposition. ▪ Use storytelling as a marketing method - share success stories and testimonials from clients and partners to build trust and credibility.
2. Optimise online presence	<ul style="list-style-type: none"> ▪ Update and improve website and social media to improve brand awareness in the community ▪ Consider if website is user-friendly, visually appealing, optimised for local search (SEO) ▪ Actively manage online platforms such as social media and google business
3. Leverage local and community newspapers and magazines	<ul style="list-style-type: none"> ▪ Build relationships with local media such as newspapers and magazines and publish stories and advertisement (such as local paper) and place ads or articles ▪ Promote milestones (e.g., years in service, awards) as evidence of your quality and longevity.
4. Host educational seminars or workshops	<ul style="list-style-type: none"> ▪ Create a community taskforce to run aged care workshops for the community ▪ Organise events on topics relevant for older Australians and prospective client families ▪ Invite health professionals, local government representatives, or aged care advocates as guest speakers.



Customer acquisition funnel - Awareness and Interest

Build brand trust and marketing through strengthened community awareness

Opportunity	Detailed activities related to the opportunity
5. Attend community events	<ul style="list-style-type: none"> ▪ Have a presence at RSL Clubs, Rotary and Probus Clubs, expos (such as the Care Expo and Ageing Well Expo) ▪ Partner with community centres and senior groups to build goodwill and visibility.
6. Develop physical marketing materials	<ul style="list-style-type: none"> ▪ Create clear, visually appealing brochures to distribute at assessment centres, GP clinics, pharmacies, libraries, and community centres ▪ Display flyers and posters on community noticeboards at supermarkets, churches, and libraries. ▪ Deliver personalised flyers to homes in suburbs with a high proportion of older adults and maybe consider vehicle branding
7. Engage in recruitment marketing	<ul style="list-style-type: none"> ▪ Develop employer branding and promote the organisation as a great place to work through encouraging employee testimonials, showcasing company culture and highlighting career development opportunities. ▪ Utilise job portals and social media platforms to advertise vacancies and extend reach of job advertisements. ▪ Participate in job fairs in the local area and host recruitment events to attract top talent.
8. Understand client experience and referrals	<ul style="list-style-type: none"> ▪ Implement client satisfaction programs to gather feedback and improve client satisfaction. ▪ Implement referral programs to encourage clients and their family to refer friends by offering incentives.



Customer acquisition funnel - Awareness and Interest

Strengthen referral pathways through partnerships with the local community to offer integrated solutions to clients

Opportunity	Detailed activities related to the opportunity
1. Strengthen networks with assessment centres, allied health professionals, local hospitals, and other industry bodies	<p>Regularly engage with local assessment centres, allied health professionals, local hospitals, and other industry bodies through meet-and-greets, presentations, or newsletters.</p> <ul style="list-style-type: none"> ▪ Visit local assessment centres to meet centre staff to explain your services. Provide professional referral packs that include service brochures, a list of care options, and a simple referral process. ▪ Collaborate with allied health professionals and offer to co-host educational sessions ▪ Engage with specialists such as geriatricians and My Aged Care assessors who recommend home care services. Ensure they are aware of your service offerings and provide a seamless referral process. ▪ Provide referral packs with clear information on your services and the referral process.
2. Collaborate with complementary service providers	<p>Partner with organisations such as allied health /nursing providers, physiotherapists, or counselling services to offer integrated solutions and shared referrals.</p> <ul style="list-style-type: none"> ▪ Connect with local branches of National Seniors Australia or Probus Clubs to share information about your services. ▪ Form partnerships with community groups, multicultural groups, local private health insurers or retirement villages to provide services that mutually support you and your partner organisation. This may be through the form of co-branding, providing tailored services or providing referrals to each other



Customer acquisition funnel - Awareness and Interest

Strengthen referral pathways through partnerships with the local community to offer integrated solutions to clients

Opportunity	Detailed activities related to the opportunity
3. Foster relationships with community organisations	<p>Build partnerships with local councils, senior advocacy groups, multicultural organisations to tap into their networks.</p> <p>Potential partnerships include:</p> <ul style="list-style-type: none">▪ local pharmacies▪ local real estate agents▪ financial planners▪ elder law specialists▪ local city councils▪ retirement villages
4. Strengthen internal referrals	<ul style="list-style-type: none">▪ Track metrics for which referral pathways are generating leads and identify avenues to promote additional referrals.▪ Develop a streamlined referral systems▪ Implement a referral rewards program
5. Join aged care networks and industry groups	<ul style="list-style-type: none">▪ Attend industry networking events and participate in aged care associations to connect with potential partners and gain insights into market trends.



Customer acquisition funnel - Consideration, Intent, Evaluation

Deploy a team dedicated to identify, target and engage prospective clients through strategic engagement

Opportunity	Detailed activities related to the opportunity
<p>1. Deploy a dedicated team to engage prospective clients</p>	<ul style="list-style-type: none"> ▪ Form a team with skills and capability to work in customer lead generations, client engagement and conversion. ▪ Define clear responsibilities for each role such as identifying customers, managing outreach, partnerships and managing service agreements. ▪ Provide training and develop standardised policies and procedures so prospective customers have a consistent approach and experience.
<p>2. Identify your target market</p>	<p>Define your target market including who they are, where they are and what kind of support they will need</p> <ul style="list-style-type: none"> ▪ Conduct market research to understand your current customer base. ▪ Segment the target market into smaller segments based on shared characteristics. This may include factors related to demographics, geography, psychosocial or behavioural. ▪ Develop detailed customer profiles that define your target market which needs to aligns to the organisation strategy. Remember that client families may be a target market that is important to consider. ▪ Utilise digital systems such as a Customer Relationship Manager (CRM) system to manage prospective customers through the process. It is important to have an accurate 'source-of-truth' that is easily accessible by all team members.

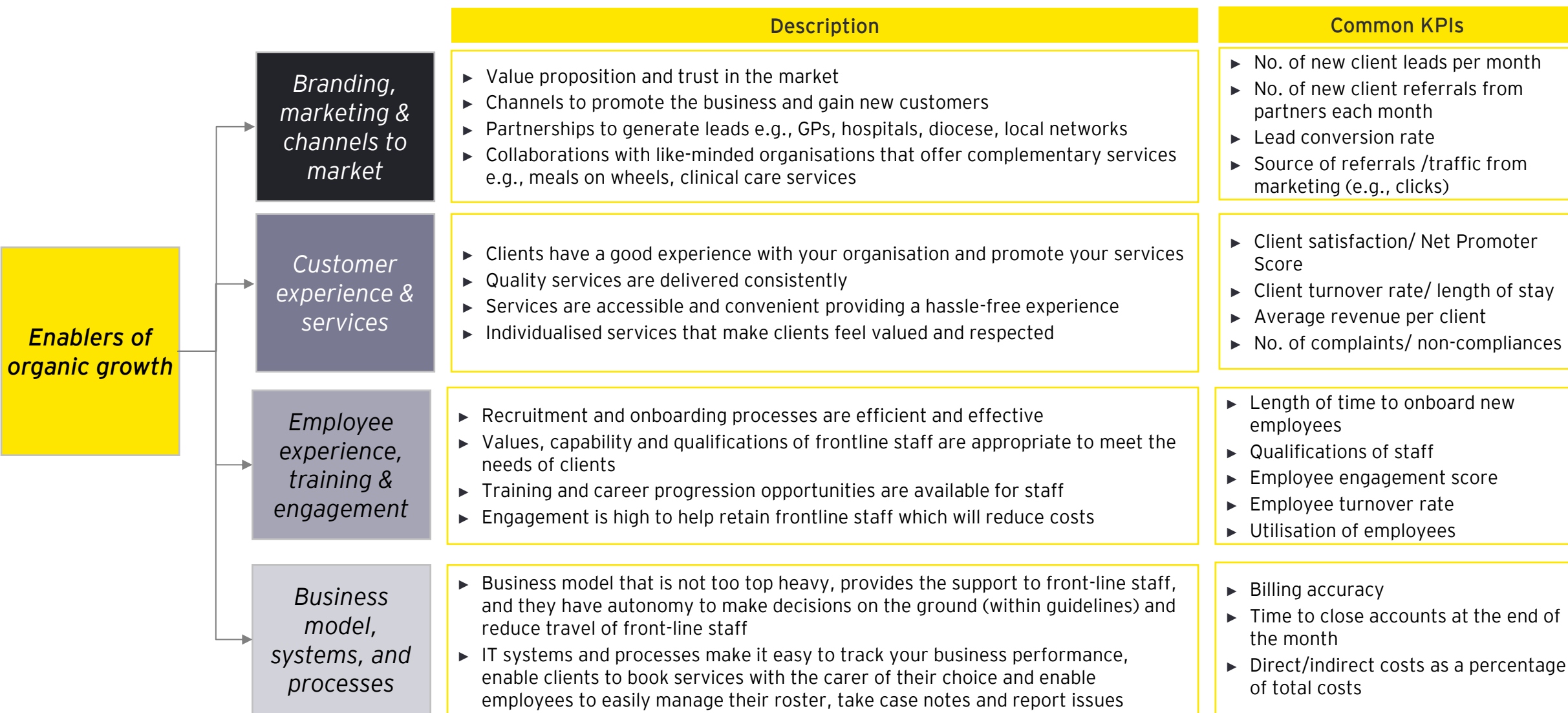


Customer acquisition funnel - Consideration, Intent, Evaluation

Deploy a team dedicated to identify, target and engage prospective clients through strategic engagement

Opportunity	Detailed activities related to the opportunity
<p>3. Engage with your target market</p>	<p>Develop a marketing strategy and approach</p> <ul style="list-style-type: none"> ▪ Identify the best outreach method for the defined target market. Examples may include community events, newsletters, healthcare and referral networks such as GPs, allied health professionals, email and social media. ▪ Based on the needs of prospective customers, develop content that is relevant and answers the needs and questions they may have. Examples include posts on social media, presenting at community events, articles in local newsletters. ▪ Execute as per the marketing strategy. ▪ Continuously monitor and measure the effectiveness of the engagement. Proactively pivot strategies where effectiveness is low. Examples of measures include: <ul style="list-style-type: none"> ▪ Outreach efficiency: How many unique users do you reach through each platform? ▪ Profitability and cost-effectiveness: What is the percentage of people that result in potential leads ▪ Conversion rate: What is the percentage of people that result in turning into customers
<p>4. Measure progress through KPIs</p>	<p>KPIs should be detailed, measurable and frequently updated. Types of KPIs include:</p> <ul style="list-style-type: none"> ▪ Activity KPIs: Number of calls per day, lead response time ▪ Pipeline KPIs: Stage conversion rate (movement through funnel stages) ▪ Outcome KPIs: Conversion rate, Win rate, Closed deals per person ▪ Revenue and Growth: Monthly or quarterly revenue, sales growth rate

Organic growth is enabled by...





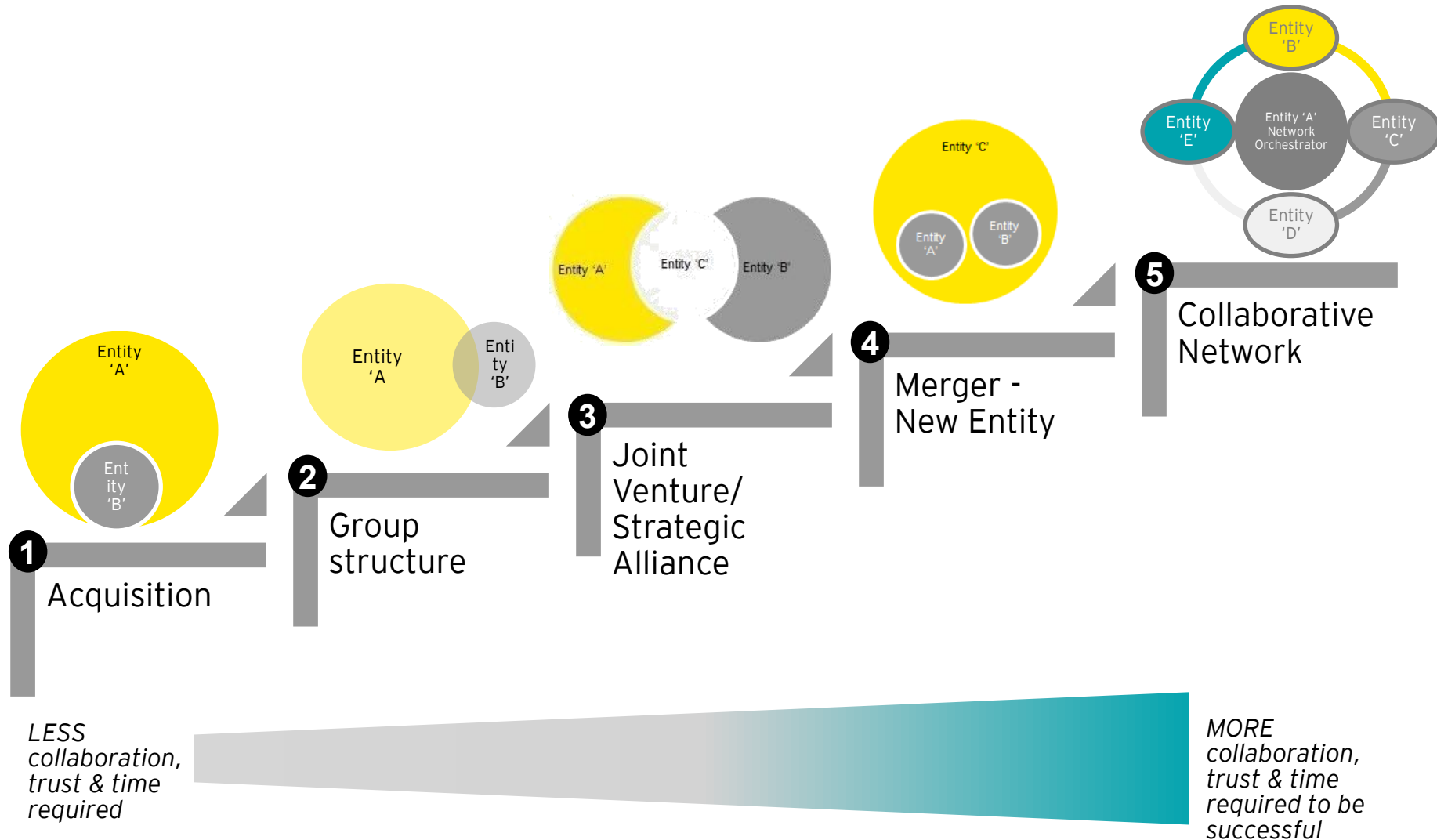
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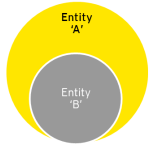
Practical inorganic growth strategies

Key questions to inform your inorganic growth strategy

- 1 Do you want to exist in 5 years time and why?
- 2 Are you financially sustainable in the medium-to-long term?
- 3 Do you have the resources, skills and capital to invest in improving your financial sustainability?
- 4 Do you want to have a say in the day-to-day operation of the business?
- 5 Do you want to keep your own board, brand and identity?
- 6 Have you identified organisations with similar strategic vision and values?
- 7 Are your organisations of a similar size?
- 8 Are you willing to work collaboratively?

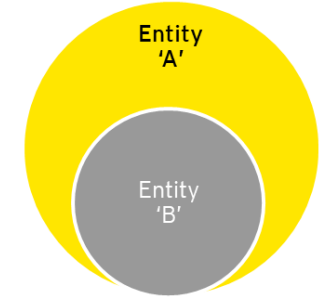
Business model options overview





Acquisitions

An acquisition involves the complete integration of programs, functions and membership of one organisation, Entity B, into a parent organisation, Entity A.



Entity A

Parent organisation

Entity B

Subsumed into parent organisation

What is the change?

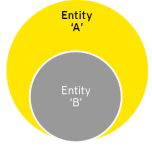
- Entity A takes title to all assets including property, employees and contracts and liabilities. All Entity 'B's' property, employees, contracts, assets are transferred to Entity A however there may be disposal of assets, redundancies, and termination of contracts.

- Entity B is therefore subsumed into Entity A and ceases to exist.
- It will lose its brand, Board and culture.
- However in some circumstances, Entity B may retain its existing brand in the short term as the acquisition progresses

Key success factors

- Entity A would choose this option if they wanted to increase revenue by increasing market share (removing competitor) and / or widening service offerings.
- Works best when Entity A is the larger organisation with strong brand

- Can occur when Entity B is financially unsustainable and facing closure. A delay in pursuing this option will decrease Entity B's power to control the acquisition process.



Acquisitions - case study

Case study: Westpac and Bank of Melbourne

Approach

- After Bank of Melbourne's acquisition, Westpac chose to move to a single national brand name.
- The change was effective immediately and the name of branches changed overnight¹

Outcome

The community provided feedback that they preferred a "local bank" in their city

Bank of Melbourne was relaunched in 2014² to serve the Melbourne community

Calvary and Japara³

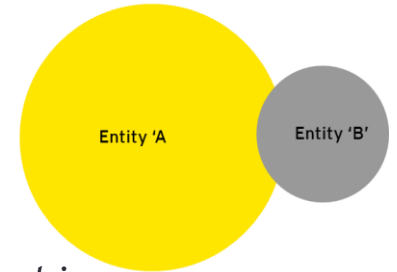
- In 2021, Calvary Health care acquired all of Japara's facilities
- All facilities were rebranded as integrated into Calvary Health Care's broader network of hospitals, aged care, retirement living and home care services

Calvary expanded into Victoria, Queensland and Tasmania for the first time

As the parent company was seen to have the strongest brand, the acquired facilities were rebranded to Calvary

Group structure

The establishment of a group structure involves Entity A becoming the parent of Entity B the subsidiary and Entity A holding > 50% ownership of Entity B.



Entity A
Parent organisation

Entity B
Subsidiary with less than 50% ownership

What is the change?

- Entity 'A' becomes the controlling (parent) entity and Entity 'B' is a subsidiary of Entity 'A' and its sole member.


- While Entity B becomes majority owned by Entity A, both organisations keep their own names, brands, board, culture and clients. Ownership of assets and liabilities is determined by both entities.

Key success factors

- Entity A would choose this option if they are looking to expand their revenue by increasing the customer base as well as providing new services to existing customers but wish Entity B to remain semi-autonomous.

- Entity B would choose this option if they needed the support of a bigger organisation (e.g. access to back office services and economies of scale) whilst being confident of their own management, brand and customer base.

- Works best when both entities have strong brands in the marketplace and offer different services or the similar services to different market segments.



Group structure

Case study:

Wesfarmers and Bunnings³

Approach

- Wesfarmers acquired multiple businesses including the Bunnings company
- While under one parent company, each company has their own brand, policies, processes, systems and strategies
- Ultimately, the parent company is responsible for the performance of the organisations. However, each company is empowered to operate the business and make decisions, as long as its in line with the shared, group vision.

Outcome

- Bunnings continues to operate with a strong brand that is widely known by the consumer
- While there is awareness that Bunnings is under the Wesfarmers' group, it is not a key component of the brand

Key takeaways

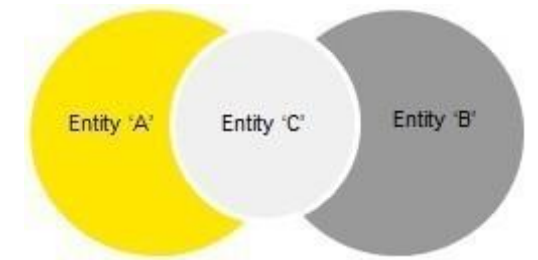
Benefits for not integrating a brand:

- Keep two, strong individual brand that is easily identified
- Initial lower upfront costs for system and policy integrations
- Policies and procedures can be tailored for the unique service offering, workforce culture and consumer
- Potentially easier to sell the business in the future as it is standalone
- Enables each company to pursue its own strategic objectives, under one shared vision



Joint venture / strategic alliance

In a strategic alliance, two or more organisations lend their efforts, assets, and expertise in order to carry out a common purpose.



Entity C

Alliance of Entity A and B

What is the change?

- The alliance between Entity A and Entity B may be codified in terms of a memorandum of understanding (MOU) or preferably through the establishment of a new entity, Entity C, to facilitate the collaboration.
- Can be permanent or project related, set to expire on a given date or after the accomplishment of a certain goal, or structured with an increasingly overlapping set of commitments.
- Entity A and B would choose this option if they wanted to come together for a specific project or contract bid and each bring a specific service, geographical coverage, resource or function to the alliance.

Key success factors

Works best when success is dependent on collaboration of like minded organisations such as bidding to win a service contract that covers a wider range of services or geographic areas that Entity A and Entity B's existing activities, and where government is looking to enter in to a fewer number of service contracts.



Joint venture / strategic alliance - case study

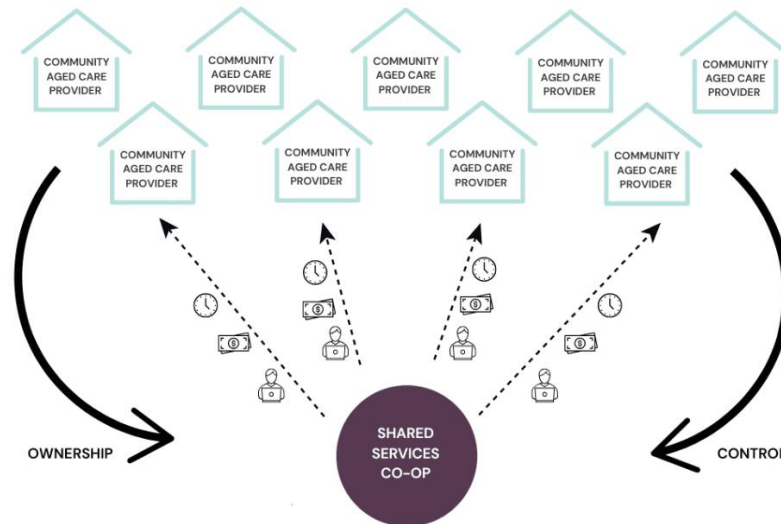
Case study:

Murrumbidgee Aged Care Network Co-operative (MACN Co-op) for shared services co-op

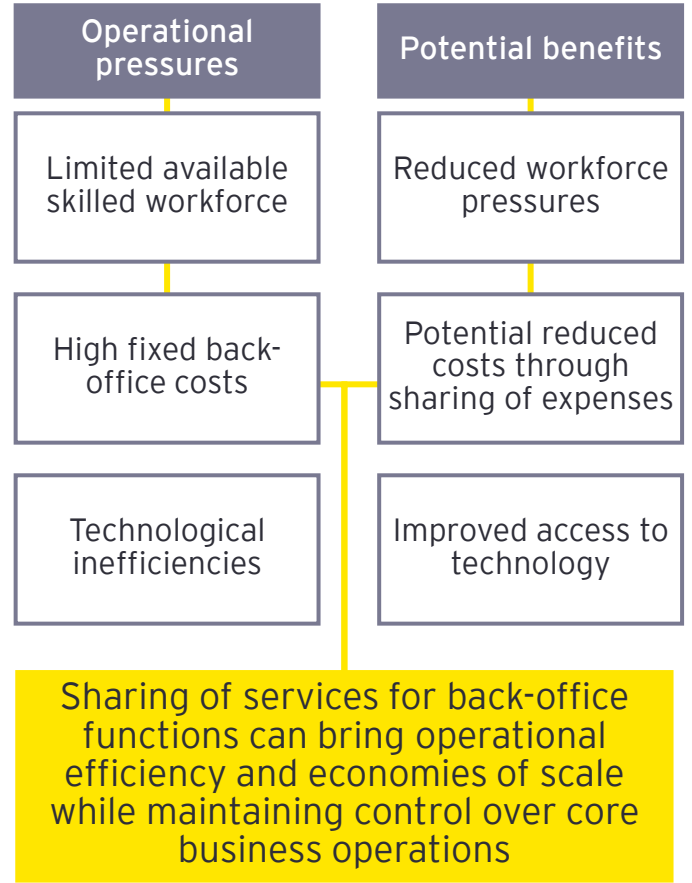
Approach

Outcome

- Seven small independent operators work together to centralise critical, non-clinical functions (including compliance support, recruitment, IT, HR and software management)
- Achieved greater efficiencies while remaining independent and community care focused

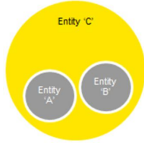


Key takeaways



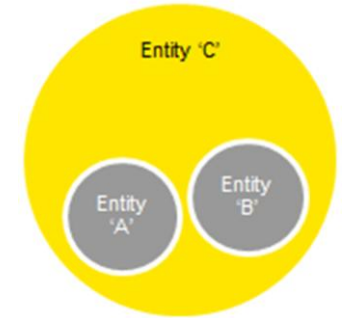
Source: [Murrumbidgee Aged Care Network Co-operative - Care Together Program](#)





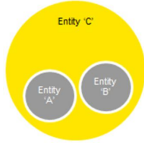
Merger - New entity - case study

Two or more organisations (Entity A and B) may consider forming a new entity by consolidating property, employees, contracts and assets to the new entity (Entity C). Entity A and B cease to exist once Entity C is operational.



Entity C *A new entity*

<p>What is the change?</p>	<ul style="list-style-type: none"> ▪ A new parent entity is created Entity 'C' and both all assets, employees, contracts etc of Entity 'A' and Entity 'B' are transferred to Entity 'C'. ▪ Entity A and B cease to exist and are wound up or deregistered.
<p>Key success factors</p>	<ul style="list-style-type: none"> ▪ Works best when Entity A and B are a similar size and their purposes are aligned. ▪ Both entities lose their brands, but have the opportunity for equal ownership and involvement in decision making including with regard to the new brand and business model. ▪ The process of merging can take a long time and requires the full support of both boards.



Merger - New entity - case study

Case study:

Inception of CoHealth (2012)¹

Approach

- CoHealth was created in 2012 by bringing together three community health organisations: Western Region Health Centre, Doutta Galla community Health and North Yarra Community Health.

Outcome

- The rationale for their collaboration and establishment of a new entity was based on the belief that together their shared values and capability provided a stronger foundation for investing in people, research and advocacy to affect change in their communities. Most importantly, the collaboration secures funding and resource required to deliver services in their local communities.

WESTERN REGION
HEALTH CENTRE

HEALTH.
WELLBEING.
EVERYONE.



DouttaGalla
CommunityHealth



NORTH YARRA
COMMUNITY HEALTH

Baptcare

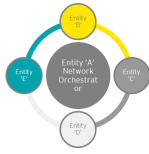
baptist
care sa

BaptistCare

Case study: Baptcare²

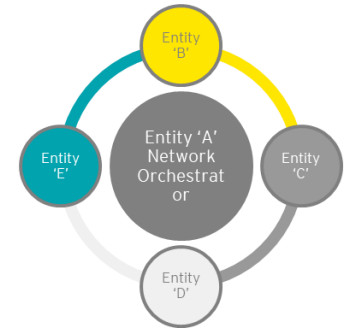
Baptcare, Baptist Care SA and BaptistCare merge (2024)

- Three of the largest faith-based organisation merged into one organisation
- As Baptist faith-based organisations, the shared mission will support the integration of strategies of the organisations



Collaborative Network

A collaborative network arrangement is where three or more organisations (Entity B, C, D, E) collaborate to form a new parent organisation (Entity A) which has the sole purpose of providing shared business support services to its member organisations including joint tendering for government contracts.



Entity A *New entity*

Entity B, C, D, E *Independent entities*

What is the change?

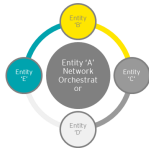
- Entity A can be established as a company limited by guarantee (CLG) or a enterprise-owned co-operative. A CLG may choose over time to transition to a cooperative to lock in assets and establish democratic governance structures
- May also develop its own brand to reflect the collaboration and use this to provide a consistency in relation to marketing, values and reputation.
- Provides back office support such as human resources, IT and financials.
- May also provide additional services such as ensuring quality standards / accreditation are met, ensuring performance meets contractual requirements, and provide business development support to help members grow and be more financial sustainable.
- May also explore the potential for new members to join either to expand geographic reach or extend service offerings.

Remain trading as independent entities keeping their own brands, culture, employees and control over their operations.

Under a CLG arrangement, Entity B-E pay a fee to be members of Entity A and its board may comprise people not representing Entity B-E.

Key success factors

- Requires a shared vision and purpose, and clear agreements between all providers



Collaborative Network

Case study:

Glen Innes Health Hub (2025)

Approach

- The Health Hub was delivered by Primary Health Networks in partnership with The Better Health for the Bush Framework (developed by the PHN, Hunter New England Local Health District and The University of New England).
- The co-operative has worked together in order to reflect unique community priorities and build local capacity in thin healthcare markets
- The model was also supported by Care Together which is a Commonwealth assisted program to help regional and remote communities to understand the feasibility and viability of co-operative solutions to delivery care within the community

Outcome

- The co-operative has worked together in order to reflect unique community priorities and build local capacity in thin healthcare markets

Other examples of co-ops

HBF Health

Australian
Unity

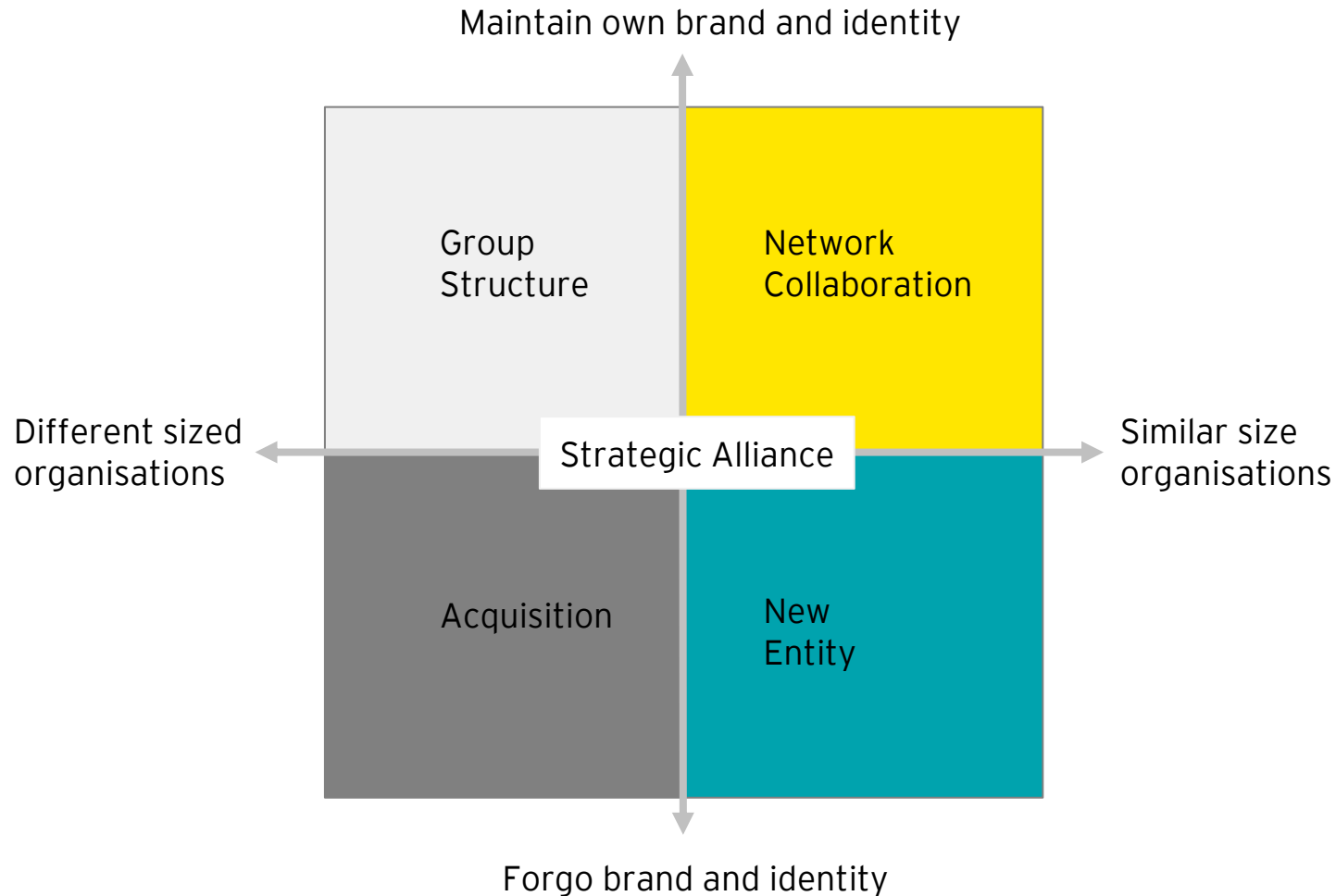
HCF

Australian
Super

Bank First

HESTA

Choosing the right option



Other things to consider

 <p>Risk appetite To what extent are you willing to take on organisational risk and liabilities?</p>	 <p>Return on investment When will upfront costs to grow be recovered through revenue?</p>
 <p>Technology and systems Can existing technology deliver back-office services support the transition and integration?</p>	 <p>Target organisations Which organisations will be interested in this and how will they know about it?</p>
 <p>Regulations¹ What are the reforms and regulations that must be followed in transactions?</p>	 <p>Competition What other organisations are delivering shared services that may act as competition?</p>

Source: 1. [Aged Care Alert | Sector Faces M&A Law Reforms](#) | Russell Kennedy



04

Session close

Next steps

For additional support or questions, reach out to our Aged Care Advisory team at agedcareadvisory@au.ey.com



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