



# FINANCIAL MANAGEMENT AND PLANNING & HR RESOURCE

## THE RICHMOND CLUB – HAWKESBURY LIVING AGED CARE FACILITY

### OVERVIEW

The Richmond Community Nursing Home was a not-for-profit community based aged care facility located in Richmond. The facility was struggling to maintain financial viability due to restricted Government funding and increased cost pressures.

### SITUATION

The Richmond Community Nursing Home has been a recipient of cash donations, property donations, loan funding for asset acquisitions and management expertise from The Richmond Club over a number of years. The Richmond Club's strong commitment to the local community and to the philosophy of the availability of quality aged care for all residents within the Hawkesbury was the driving force in the Club's strategic decision to ensure the survival of the Richmond Community Nursing Home, and to realise a long term vision for the growth and development of aged care within the Hawkesbury.

### SOLUTION

The Richmond Club Board proposed a merger of the Richmond Community Nursing Home with the Club and engaged RT Hospitality Solutions to assist in achieving integration. In June 2004, RT Hospitality Solutions undertook a due diligence review of the Richmond Community Nursing Home.

Following this review an offer of a merger with the Club was accepted by the Board of Directors and members of the nursing home in December 2004.

RT Hospitality Solutions assisted in formulating the operational structure of the new corporate entity in which the facility now operates. RTHS also assisted in ensuring that all legal, tax, accounting and administrative issues were effectively resolved and transferred to the new entity.

Similarly RT Hospitality Solutions undertook the internal staff procurement process and assisted in the appointment of a new General Manager for the facility. In addition, RTHS assisted in formulating the management structure of the new entity including the reporting mechanisms to the Board of Directors of both the nursing home and the Club, including the formulation of a Management Advisory Committee reporting directly to both Boards.

The facility has subsequently been successfully rebranded and repositioned as 'Hawkesbury Living' which encapsulates the Club's vision for aged care within the Hawkesbury.

RT Hospitality Solutions successfully sought from the ATO the preservation of the facility's tax exempt charity status as a Public Benevolent Institution under the new company structure. The business of the facility was rolled into the new company structure and RT Hospitality Solutions through negotiation with the Office of State Revenue, achieved a stamp duty exemption for the facility which achieved a saving of some \$300,000 for the group.

RT Hospitality Solutions developed Hawkesbury Living's OH&S policy and procedures manual with numerous and complex documentation requirements to meet and ensure compliance. The manual was also required for accreditation of the facility through The Aged Care Standards and Accreditation Agency Limited and the Department of Health and Ageing. The facility successfully completed the accreditation review in August 2006 and it is anticipated that the facility will receive a 3 year accreditation certification.

In concert with the strategic planning process undertaken by the Boards of both Hawkesbury Living and The Richmond Club, RT Hospitality Solutions will continue to assist Hawkesbury Living with operational improvements within the facility and to further implement the strategic objectives of Hawkesbury Living. This will principally take the form of best practice KPI benchmarking and assistance with the growth and development of the business via, possible mergers with other aged care facilities, enhancement / redevelopment of the current facility site and potential development of a Greenfield site.

### THE BENEFITS OF CHOOSING RT HOSPITALITY SOLUTIONS

RT Hospitality Solutions is able to offer those clients looking to expand their business or acquire new assets by offering a comprehensive range of financial management, planning and implementation advice.

With considerable experience in the key areas of financial and operational due diligence reviews, financial feasibility studies, the development of key performance indicators and detailed pre-lending analysis RTHS can provide an independent single source solution from the proposal stage through to analysis and procurement.

Combined with this is RT Hospitality Solution's commitment to service. We are skilled in negotiation on behalf of our clients with relevant government agencies and lending organisations which enable us to achieve the best possible outcomes for our clients.

With dedicated staff skilled in HR management and planning RTHS can provide the services required to develop and implement SOP's, OH&S procedures, company resource restructure advice and support and mentoring recommendations for management and supervisors.

Our staff are able to provide clients with creative HR solutions drawing from industry experience, knowledge and trends in the profession.

