

# Learnings from a remote provider

Presented by: **Debra Burden, CEO**



0467 177 004



[debraburden@selectability.com.au](mailto:debraburden@selectability.com.au)

Tuesday 10 June 2025

**selectability**  
aged care



# Our Acknowledgement

selectability acknowledges the Traditional Owners of the land on which we provide services and pay our respects to Elders past, present & emerging.



This untitled artwork, has been created by a selectability Townsville recipient & is reproduced with their generous permission.

The turtle, a symbol of resilience and cultural continuity, holds deep spiritual significance in some Aboriginal and Torres Strait Islander cultures.

It reflects the strong connection to land and sea, aligning with selectability's commitment to supporting and engaging with Aboriginal and Torres Strait Islander peoples through our services.



# Our supporters and partners

We acknowledge those with lived experience and those who support and partner with us to improve mental wellbeing and prevent suicide across regional Queensland.



# Who we are

## OUR PURPOSE: WHY WE ARE DIFFERENT

- ✓ selectability is a **not-for-profit charity** that exists to:
- ✓ Care for people in regional and remote Queensland
- ✓ We have no intention of ever delivering services in Brisbane, Gold Coast or Sunshine Coast or across any state borders

## OUR HISTORY

- ✓ 30 years service delivery
- ✓ 2017 merger of SOLAS and MIFNQ
- ✓ Until very recently our focus was solely on mental wellbeing and suicide prevention



select**ability**  
aged care





Our presence at  
the time of the  
merger in 2017  
which was also  
the time the  
NDIS rolled out

Physical locations 

lectability  
aged care

# Our current footprint



| Region            | Population |
|-------------------|------------|
| Cairns            | 180,000    |
| Townsville        | 180,000    |
| Mackay            | 125,000    |
| Rockhampton       | 84,000     |
| Mt Isa            | 20,000     |
| Bowen             | 12,000     |
| Palm Island       | 4,000      |
| Charters Towers   | 12,000     |
| Ayr               | 17,000     |
| Ingham            | 5,000      |
| Longreach         | 4,000      |
| Sarina            | 6,000      |
| Moranbah          | 10,000     |
| Richmond          | 1,000      |
| Normanton         | 1,500      |
| Mornington Island | 1,500      |
| Doomadgee         | 1,500      |

selectability  
aged care

# Our registrations, licences and accreditations



myagedcare



Australian Government

Australian Skills Quality Authority

ASQA



- ✓ National Standards for Mental Health
- ✓ Human Services Quality Standards
- ✓ NDIS Practice and Complex Standards
- ✓ Registered Training Organisation
- ✓ Deemed a registered aged care provider on **1 Nov 2025**

We are currently undergoing licensing and accreditation for:

- ✓ Child Safety

We have a strategic goal to become a licenced and accredited:

- ✓ Federal Community Housing Provider



select**ability**  
aged care

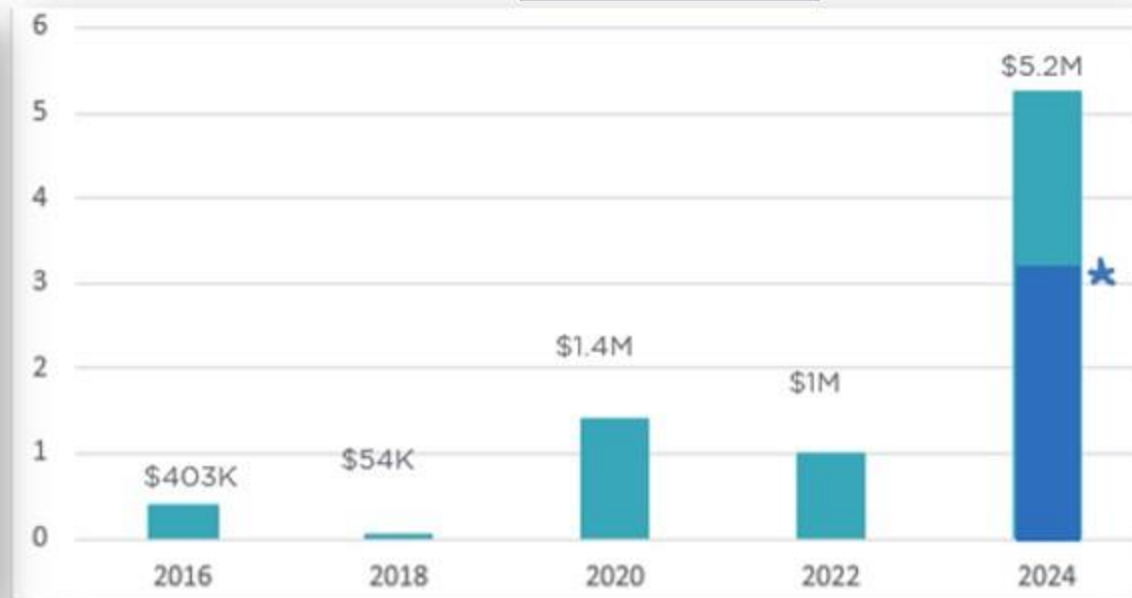


# Our financial performance up to 30 June 2024

REVENUE \$M



SURPLUS \$M



As at 30 April 2025:

Revenue: \$68m (forecast \$82m by 30 June 25)

Surplus: \$3.2m (forecast \$3.8m by 30 June 25)

Strategic goal to achieve >\$100m in revenue for FY26

\*as at 30/06/24 a year to date surplus of \$5.239M which includes \$3.182M capital grants\* with the overall pure operational surplus being \$2.057M

selectability  
aged care



# Our workforce

- ✓ 900+ with wide range of backgrounds and experiences
- ✓ qualified and highly skilled including:
  - aged care workers
  - mental health professionals including
    - psychologists
    - mental health nurses
    - social workers
  - allied health workers including OTs
  - mental health nurses
  - social workers
  - registered & enrolled nurses
  - recovery coaches
  - support coordinators
  - youth workers
  - peer workers
  - lifestyle support workers
  - life coaches
  - cleaners
  - cooks
  - maintenance workers
  - accommodation management

of employees say  
selectability is a  
"truly great  
place to work"



of employees  
with  
lived  
experience



of  
employees  
identify as  
LGBTIQ+

8% of employees  
identify as  
Aboriginal or Torres  
Strait Islander



6%  
of employees are  
CULTURALLY or  
LINGUISTICALLY  
diverse



62%  
of employees  
qualified a  
Certificate III,  
IV or above

selectability  
aged care

# Our registered training organisation



## SELECTABILITY TRAINING RTO #0281

- ✓ niche RTO – focused on care and mental health
- ✓ all courses delivered online anywhere in Qld
- ✓ contracted by Queensland Government as a Skills Assured provider
- ✓ 50% discount on gap for selectability employees
- ✓ Courses on scope:
  - Cert III Individual Support
  - Cert III Community Services
  - Cert IV Mental Health
  - Cert IV Mental Health Peer Work
  - Dip in Community Services
  - Dip in Mental Health
  - Mental Health First Aid
  - Cert I Hospitality
  - Cert IV Child, Youth and Family Intervention

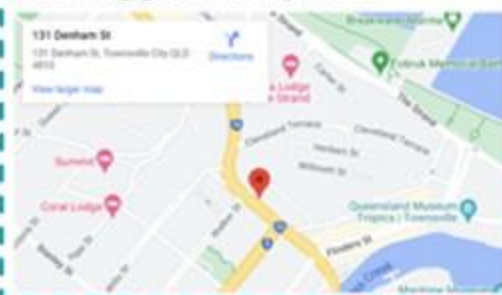


APPLY NOW

If you need assistance or advice contact **Luke** by phone, visit [selectability Training office](https://selectabilitytraining.com.au) or email.

P: (07) 4453 0100

E: [training@selectability.com.au](mailto:training@selectability.com.au)



Registered name: JobTrain Pty Ltd

selectability  
aged care



# Our diversification into aged care

## STRATEGIC DIRECTION

- ✓ selectability recognised the need to diversify our revenue away from a sole focus on NDIS
- ✓ we have had a strategic direction since 2020 to move into aged care by delivering home care support to older people with mental ill health
- ✓ excited by the announcement of the introduction of the new “Support at Home Program” particularly given our review indicated the Support at Home Program was basically the NDIS by another name
- ✓ we had been waiting (and waiting) for the implementation of the Support at Home Program to become a registered aged care provider.



select**ability**  
aged care

# Our diversification into aged care

## OPPORTUNITIY TO MOVE INTO RESIDENTIAL AGED CARE

- ✓ around Jan 2023, selectability was approached by the then Dept Housing and Aged Care to consider taking on responsibly for three small First Nations residential aged care homes in the Lower Gulf
- ✓ historically these homes had changed providers regularly (3 different providers within the previous 6 years) mainly due to the providers struggling to make things work financially
- ✓ these home are funded under the NATSIFAC block funded program and providers did not have to be licenced/registered
- ✓ selectability had the benefit of the CEO having previous experience with the homes from being on the Board of one of the former providers



selectability  
aged care



# Our diversification into aged care

## OPPORTUNITIY TO MOVE INTO RESIDENTIAL AGED CARE

Normanton



Kukatja Place

15 

Mornington Island



Kuba Natha Hostel

15 

Doomadgee



Ngooderi House

10 

select**ability**  
aged care

# Our diversification into aged care

## OPPORTUNITIY TO MOVE INTO RESIDENTIAL AGED CARE

selectability agreed to take on responsibility for the homes conditional upon:

- ✓ there being sufficient operational funding to ensure we could provide a quality compliant service
- ✓ there being sufficient capital funding to allow us to establish quality accommodation for our FIFO workforce
- ✓ the community wanting us to be there



select**ability**  
aged care



# Our diversification into aged care

## TRANSITION

- ✓ the previous provider was firm they would exit on 31 Aug 2023 and had been operating with a majority of agency workforce and the occupancy rate in the homes was very low
- ✓ things were very much up in the air as to if selectability would be the future provider or not with the final contracts signed only one week prior to the handover
- ✓ the final week was a scramble to transition the agency staff and the few employees across
- ✓ it was really a challenging start to selectability's introduction to aged care on 1 Sept 2023



select**ability**  
aged care

# 18 months on

- ✓ occupancy now at 70% and an established pipeline
- ✓ successfully completed a pilot audit for the new drafted strengthened Quality Standards for the Aged Care Quality and Safety Commission with only 1 major and 4 minor nonconformances
- ✓ strong community engagement including having community members and family regularly in the homes
- ✓ achieved MET for every standard for the Aged Care Quality and Safety Commissions Quality Review for Doomadgee and Normanton and our Assessment Contact for Mornington Island
- ✓ invited to take on responsibility for aged care services at Aurukun in The Cape ...following the Local Aboriginal Shire Council struggling to achieve and maintain compliance. This will occur from 1 July 2025.



select**ability**  
aged care



# Our diversification into aged care

VIDEO: A SNAPSHOT OF OUR AGED CARE FOOTPRINT



select**ability**  
aged care

# Our workforce today

(Majority of the lower gulf workforce is FIFO)

- ✓ **Normanton** 100% of the 17 positions filled with employees
- ✓ **Mornington Island** 100% of the 13 positions filled with employees
- ✓ **Doomadgee** 92% of the 15 positions filled with employees
- ✓ **workforce structure per home:**
  - regional manager (experienced registered nurse)
  - registered nurse
  - enrolled nurse
  - cook
  - aged care workers
  - facility support workers
  - maintenance officer
- ✓ **roster:** 6 weeks on 2 weeks off
- ✓ **remuneration:** up to 15% above award with significant overtime (eg on average **registered nurses receive \$190k pa** and **aged care workers receive \$148k pa plus super**) .... with accommodation, food and travel all provided



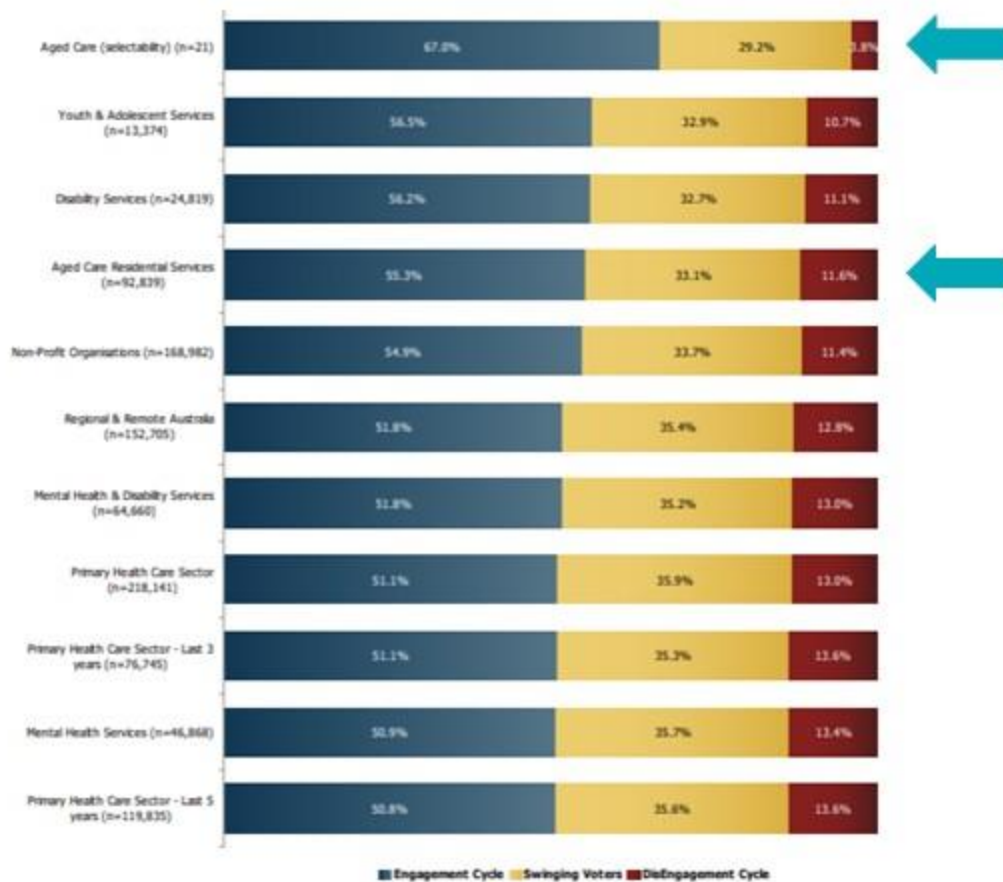
select**ability**  
aged care



# Employee survey results (July 2024)

## CULTURE

- ✓ 67 % of selectability's aged care employees are in a culture of 'engagement' compared to 55 % as a benchmark for aged care residential services



selectability  
aged care

# Employee survey results (July 2024)

## TRULY GREAT PLACE TO WORK

- ✓ 74% of selectability's aged care employees rate selectability as a '*truly great place to work*'
- ✓ 13% of selectability's aged care employees' do not rate selectability as a 'truly great place to work' and often think of leaving

### Your Employee Motivations

The Truly Great Place to Work rating is a measure of employee solidarity with the people they work with, and by extension, with the organisation overall.

74%



Your Truly Great Place to Work rating was 74% compared with 67% for your Primary Benchmarking Partners - Primary Health Care Sector.

Truly Great Place to Work

The Retention Zone is a measure of how many employees want to stay working in the organisation. This is defined as they DO think it is a "truly great place to work" and they DON'T often think of leaving.

60%



Your Retention Zone rating was 60% compared with 56% for your Primary Benchmarking Partners - Primary Health Care Sector.

Retention Zone

The Turnover Zone is a measure of how many employees want to leave the organisation. This is defined as they DON'T think it is a "truly great place to work" and they DO often think of leaving.

13%



Your Turnover Zone rating was 13% compared with 19% for your Primary Benchmarking Partners - Primary Health Care Sector.

Turnover Zone



selectability  
aged care



# Our workforce today

## TRANSITIONING FROM AN AGENCY WORKFORCE

### ✓ Recruitment

- accessed our current NDIS workforce
- internal referrals - \$1000 incentive
- remuneration above award (Excluding super ... \$148k pa for aged care workers and \$190k for registered nurses )
- a video clip so potential candidates understand life
- Living and travel costs covered
- 6 weeks on 2 weeks off
- dedicated HR officer (aged care focus)



selectability  
aged care

# Our workforce today

## TRANSITIONING FROM AN AGENCY WORKFORCE IN 12 MONTHS

### ✓ Retention

- quality accommodation and food
- employee gym and vehicle
- community relations
- regional managers (who are all experienced registered nurses) onsite
- quickly acting on employees who do not suit our values



select**ability**  
aged care



# Just some of the challenges from being a First Nations remote service provider

- ✓ Employee relationships
  - ✓ can attract people who can not find work in the mainstream due to past workforce behaviour
  - ✓ some employees come with addiction challenges
  - ✓ personal relationship sometimes get TOO personal
- ✓ Employee accommodation
  - ✓ hugely expensive ..Mornington Island is around \$1m pa at the workers' camp
- ✓ Employee's relationship with community



# Just some of the challenges from being a First Nations remote service provider

- ✓ community acceptance
- ✓ reliance on single airlines REX for Lower Gulf and SkyTrans for The Cape
- ✓ expense of charter flights
- ✓ community family issues
  - ✓ Some local workers can not support some residents nor work with some other employees
  - ✓ Conflict between some residents from different families
- ✓ Elder abuse and financial abuse in very small communities



select**ability**  
aged care



# Just some of the challenges from being a First Nations remote service provider

- ✓ pressure to accept residents with more complex needs than the service can support
- ✓ in Aurukun there is no residential aged care service ... so when an older person can no longer live at home they are forced to leave community ... many must relocate to Cairns
- ✓ councils in remote communities are forced to deliver care services ...including aged care, childcare, domestic and family violence services, men's sheds, after school care etc etc. which is not their core business (rates, roads, rubbish and water) ... they regularly struggle to pass accreditations plus to provide financially viable services plus pulled into doing pro bono work



# Just some of the challenges from being a First Nations remote service provider

- ✓ cultural safe services – challenge to deliver
- ✓ sorry business – impact
- ✓ english is the third language for many residents ... need for interpreters
- ✓ limited access to:
  - ✓ hospital services
  - ✓ GP and allied health services ... reliance on locums
  - ✓ trades
  - ✓ spare parts
- ✓ being cut off for months at a time in the wet season ... Doomadgee cut off for 4 mths at a time
- ✓ huge cost of freight ... \$40k of furniture cost \$30k for freight to have delivered





# Future for selectability

- ✓ extremely committed to continuing being the responsible provider for the 3 Lower Gulf residential aged care homes
- ✓ commence delivery of home care services in Aurukun on 1 July 25
- ✓ commence delivering NDIS services in both the Lower Gulf communities and Aurukun
- ✓ on 1 Nov 25 be deemed to be a registered aged care provider
- ✓ commence delivery of the new “Support at Home” program across regional and remote Queensland
- ✓ open to supporting small residential aged care homes in regional and remote Queensland continue to operate.



select**ability**  
aged care

Questions?



select**ability**  
aged care



Thank you for your time!