



Higher Everyday Living Fees

Provider Successes, Challenges and Lessons Learned

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Take pride in your success



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The session objective

HELF is not simply a new revenue line. It is a resident choice program that only works when the offer, delivery model and controls are aligned.

Key Takeaways

- Practical lessons from implementation: what has worked, what has failed, and the common pitfalls.
- How to shape a clear resident value proposition while managing resident, community and reputational risks.
- Governance and operational controls that support sustainable implementation under regulatory scrutiny.



Why HELF matters: Margin pressure has moved to everyday living

\$11.39

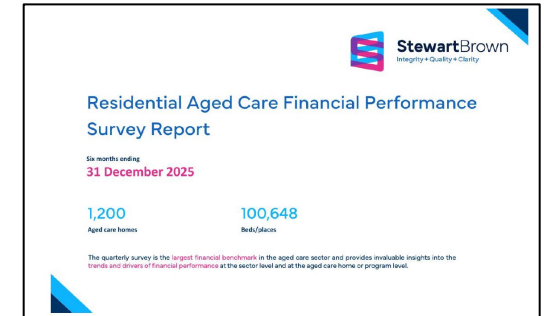
pppd revenue in
homes with
ESS/AS/HELF

\$415k

annual revenue for
a home (100
places)

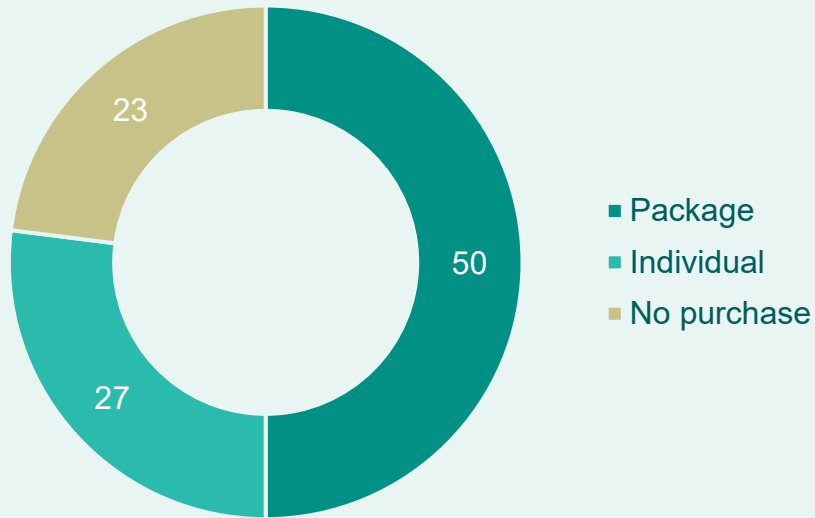
\$14.40

pppd gap between
SB first quartile and
all other homes



- AN-ACC is concentrated around clinical care; providers still carry hospitality, accommodation and operational sustainability risk.
- Resident-funded services can offset gaps and enable reinvestment into lifestyle and hospitality services.
- Providers can differentiate their brand and provide a new revenue stream.
- The strategic risk is creating a two-tier perception without a clear higher standard of optional services.

Early adopters: Uptake is strong when the offer is simple and visible



Snapshot from 154 facilities; on-request purchases after entry excluded.

77%

purchase HELF services nationally

2%

opt-out rate observed in the snapshot

- Packages are easier for teams to explain and can create a stronger perceived value proposition.
- Individual services still matter: TV and Wi-Fi remain top-selling stand-alone choices.
- The operating challenge is no longer “will residents buy?” but “can we execute consistently at the ‘home’ level?”



What early adopters are teaching us

1

Start early

Explain HELF at enquiry and confirm at entry, without making it a condition of entry.

2

Lead visibly

The home's Manager sets the tone: resident choice first, revenue second.

3

Train repeatedly

Teams need sales training, objection handling and escalation routes, not one-off launch training.

4

Make it real

Do not exclude valid services, Only include services you can evidence and deliver.

Common success pattern:

clear offer + confident local leaders + ongoing coaching + delivery evidence.



Build the resident value proposition around choice, benefit and proof

Value Proposition Test

Useful

Resident can use or benefit from the service

Distinct

Clearly above the required standard service list

Provable

Delivery can be evidenced and reviewed

Design moves that improve conversion and trust

- Differentiate service lists across homes; local relevance makes the offer easier to explain.
- Offer bundled services and avoid pricing that makes residents feel coerced.

Avoid the red line

- Check services are not included in the RCSL.
- Include services residents want, e.g. TVs.
- Ensure residents understand the standard offering if they don't take up HELF.



Where HELF programs get into trouble

*Regulator focus has shifted from
“Can providers charge?”
to
“Are charges voluntary, fair, delivered and evidenced?”*

Consumer risk

Confusion, pressure during entry, or services residents don't value.

Delivery risk

Home-level teams sell a promise that operations cannot reliably meet.

Reputation risk

Media or advocacy scrutiny around two-tier care or charging extra for basics – the pub test.

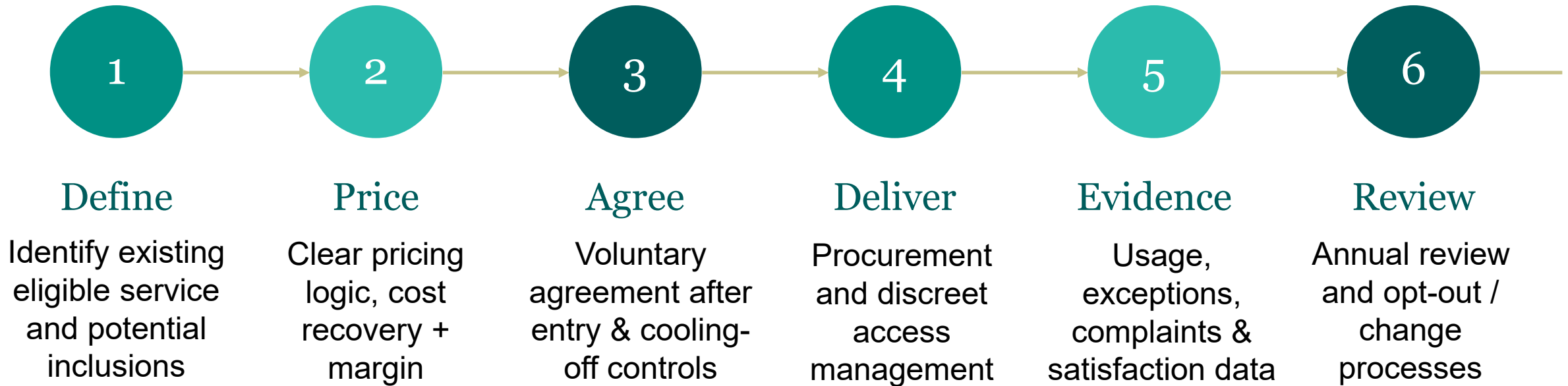
Compliance risk

Poor agreements, no annual review, weak evidence, or services within the prescribed services list (RCSL).



Operating model: make the promise auditable

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***The handover from sales to operations is the highest risk moment.
Build controls where the promise becomes service delivery.***



Governance: the control set that makes HELF sustainable

Board / Exec

- Financial sustainability strategy
- Approved policy and risk appetite
- Monthly dashboard
- Media risks escalated

Commercial / Entry

- Approved service list and scripts
- No pre-entry conditioning
- Consent and agreement quality checks

Operations

- Service schedule and roster alignment
- Evidence of delivery and exceptions
- Home-level action plans

Quality / Risk

- Audit program against guidance
- Resident suitability and annual reviews
- Issue register and remediation

Minimum viable control:

every charged service has an owner, delivery evidence, exception logic and review program.



Manage implementation with a small set of lead and lag indicators

Uptake	Package / individual / no purchase split	Lead
Opt-out	Cancellation rate, reasons and cooling-off trends	Lag
Delivery	Scheduled vs delivered services and exceptions	Lead
Risk	Complaints, feedback, advocacy / media signals	Lag
Revenue	pppd revenue, margin contribution and leakage	Lag

**Home-level
cadence**

Weekly huddles

Monthly executive view

Quarterly audit

Annual resident review



A pragmatic 90-day implementation roadmap

0–30 days

Design

- Confirm service range
- Set pricing and eligibility rules
- Create sales scripts, brochures and agreements

31–60 days

Build

- Develop discreet access management strategies
- Align suppliers and service schedules
- Build a HELF register

61–90 days

Mobilise

- Finalise workflows and processes
- Exec/Board pricing and service list approval
- Train entry teams and homes' managers

Success is not launch day.

Success is when the home can explain, deliver, evidence and adjust the offer without central support.

Three messages to leave with

- HELF can improve sustainability, but only as a resident-choice program with visible value.
- Early adopters show strong uptake; the next frontier is consistent home-level execution.
- Regulatory scrutiny is increasing, so governance needs to be designed into the program rather than added later.

Discussion:

What controls would give your Board confidence to scale HELF across homes?

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