

From: [REDACTED]
To: [AccomPricingReview](#); [REDACTED]
Cc: [REDACTED]
Subject: Re: Residential Aged Care Accommodation Pricing Review consultation - MIRUS
Date: Thursday, 30 October 2025 10:43:20 AM
Attachments: [RAD Bridging Liquidity Facility_Mirus Policy Consideration.pdf](#)
[Mirus Australia - MAC effect \(Cletn Case study\).pdf](#)
[MAC effect higher agreed price and less loss of su.pdf](#)

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Hi Nigel and Team,

Thank you again for taking the time to meet with us and explore the reasons why providers are holding back on new accommodation investment. It was a great discussion — and I wanted to briefly recap the two practical solutions we touched on that could help address the underlying barriers.

1. RAD Bridge Liquidity Facility (RBLF) - See attachment

Providers face daily liquidity challenges as more residents choose partial RADs or DAPs. Our RBLF model gives providers immediate access to working capital by dynamically bridging RAD shortfalls in real time. This approach directly supports the Review’s aims of strengthening provider viability and stimulating capital reinvestment — without changing the regulatory framework. It returns confidence and provides greater certainty for the Finance Teams to invest in large, capital-intensive projects. (The boards can’t sign-off on these long-term projects with the current trends around RAD collections and outgoings)

2. Admissions Tech & People Solution – “Mirus Admissions Companion (MAC)”

We also spoke about the importance of capability at the front line. Many admissions staff are caring professionals first, not salespeople or analysts. Our MAC program combines a structured workflow and CRM with mentoring and education, building confidence, consistency, and better pricing conversations with families. The outcome has been higher agreed prices, stronger occupancy, and measurable uplift in team morale and performance. (We’ve had to step back from delivering these programs for now, as we’ve redirected our efforts toward updating our technology for the new operating environment. We’re entirely self-funded and not supported by grants.)

Together, these initiatives address two critical levers highlighted in the Review — liquidity and capability — both essential to restoring confidence for providers to

reinvest in accommodation and quality improvements.

Happy to share data from the pilots or arrange a short follow-up briefing if useful to your analysis.

Best regards,



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A photograph of a man with a beard and glasses, wearing a dark jacket over a denim shirt, sitting at a table. The image is overlaid with large, semi-transparent blue and teal geometric shapes.

Ministerial Briefing

RAD Bridge Liquidity Facility

Enabling Dynamic Credit to Strengthen
Aged Care Provider Liquidity

October 2025

mirusaustralia.com



Subject:

Enabling Dynamic Liquidity for Aged Care Providers through a Real-Time RAD Bridge Platform

Purpose

To brief the Minister on a technology-enabled funding solution designed to improve liquidity and reduce financial stress among residential aged care providers by dynamically bridging RAD shortfalls at the point of new resident admission.

Issue

Residential aged care providers are experiencing increased liquidity pressure due to declining RAD inflows, as more residents elect to pay via DAPs or make partial RAD contributions. This creates a mismatch between provider obligations (e.g. RAD refunds, operating capital) and inflows, often on a daily basis. Conventional credit facilities are not tailored to aged care operations and introduce unnecessary delay and complexity.

Proposal

Mirus Australia proposes the development and deployment of an Agentic underwriting platform for the RAD Bridge Liquidity Facility (RBLF), tied to live admissions data captured in our Mirus Metrics system. This will enable automated, low-friction credit assessment and access to bridging capital for any partial RAD collected by a provider, in real-time and in alignment with the RAD Guarantee Scheme.

Opportunity

This initiative offers the Department a way to support innovation in aged care capital management while ensuring the Commonwealth's RAD Guarantee remains the underlying safeguard. Specifically, it enables:

- Rapid provider access to working capital per resident admission
- Reduced reliance on high-cost DAPs for residents and families
- Increased RAD take-up, improving provider liquidity without burdening public funds
- A platform approach that can scale nationally with minimal regulatory disruption

Policy Alignment:

This approach aligns with the Department's strategic objectives, including:

- Supporting financial sustainability in aged care
- Encouraging digital transformation and real-time data use
- Strengthening consumer choice while preserving provider viability

Next Steps:

We seek Ministerial support to:

- Formally brief relevant officers in the Pricing Review, Financing Reform, & Aged Care Taskforce teams
- Explore regulatory alignment opportunities under the RAD Guarantee Scheme
- Identify pilot providers to demonstrate the RBLF platform model at scale

Respectfully submitted,

[Redacted Signature]

[Redacted Name]
CEO & Founder
Mirus Australia



RAD Bridge Liquidity Facility

Enabling Dynamic Credit to Strengthen Aged Care Provider Liquidity

Background

The liquidity landscape across residential aged care has become increasingly volatile as more residents and families elect to pay **partial RADs** or shift toward **Daily Accommodation Payments (DAPs)**. This trend, while aligned with consumer choice principles, presents a growing risk for providers who rely on lump-sum RAD inflows to manage working capital, refunds, and reinvestment into care environments.

The Problem

- **RAD shortfalls are creating daily liquidity constraints** for providers, particularly in high-volume and regional operations.
- Current **credit assessment processes** for accessing bridging finance are **manual, delayed, and often reliant on traditional bank products**, which are not well-aligned to the operational dynamics of residential care.
- Providers lack access to a system that ties **credit availability directly to real-time admissions activity**, resulting in funding lag, delayed admissions, or increased reliance on high-cost DAPs.

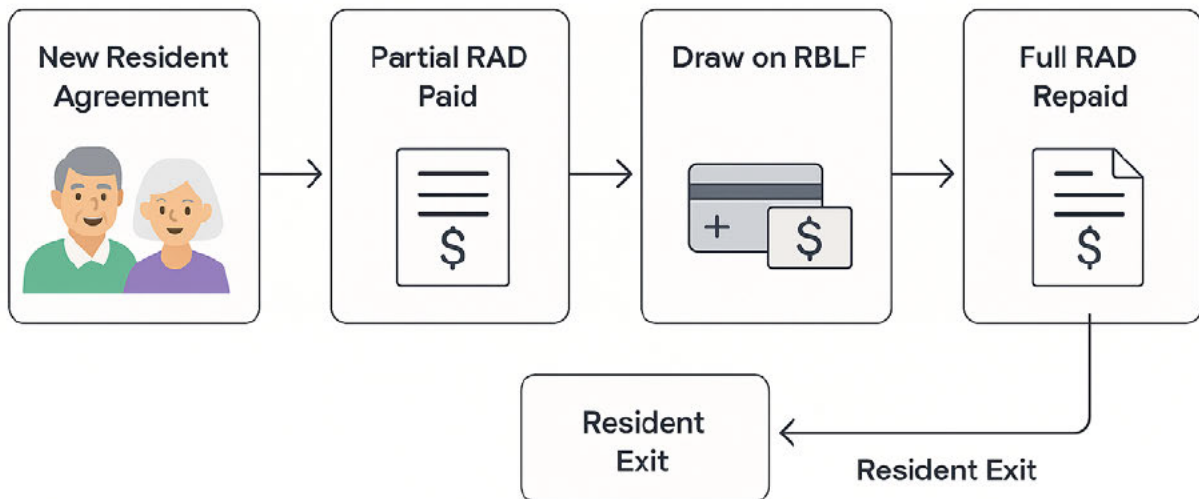
The Opportunity

Through the Mirus Metrics platform, which already tracks **over 90,000 residential beds**, there is the capability to:

- **Detect new resident admissions and RAD trends daily**, across a wide cross-section of the sector.
- Use this live data to **trigger low-friction credit assessments** that dynamically determine the RAD shortfall per resident at the point of entry.
- Deploy an **Agentic underwriting engine** that aligns with existing aged care funding structures and compliance rules (including the RAD Guarantee Scheme), thereby enabling:
 - Faster provider access to working capital
 - Lower-cost resident alternatives to DAPs
 - Greater system liquidity without compromising regulatory safeguards

Illustrative Process workflow of the RBLF:

RBLF Workflow



Policy Alignment

This initiative aligns with the Department's broader reform objectives to:

- **Promote financial sustainability and innovation** in aged care funding mechanisms
- Enable **more responsive provider operations** in a license-free and resident-directed admissions environment
- Encourage **use of real-time data and digital transformation** to improve system responsiveness and consumer outcomes

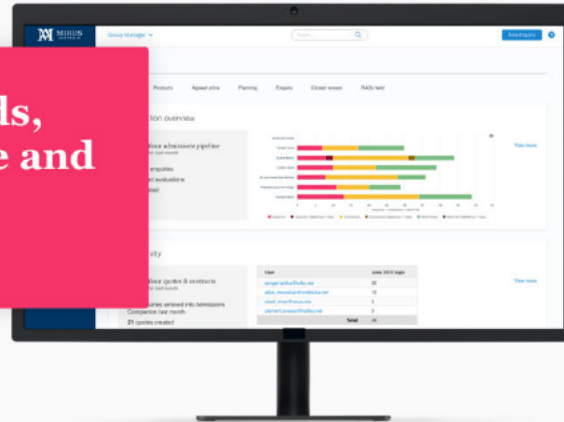


MAC Effect

A Case Study

CRM design and built with aged care, for aged care.

**Generate more leads,
track your pipeline and
improve customer
satisfaction.**



Introducing a CRM has been proven to influence customer satisfaction by 35%

Implementing a CRM has a direct improvement to revenue of up to 25%

Best practice process equals better decision making

1 Enquiry

- ✓ Central location for all prospect information.
- ✓ Real-time visibility across the organisation

2 Evaluation

- ✓ Collaborate with cross functional teams to create a holistic profile of a prospective client that covers, personal, and social preferences, and financial situation.

3 Shortlist

- ✓ Centralised view of complete admissions pipeline
- ✓ Filter and sort fields to order prospects by best fit.
- ✓ Checklist to track key activities

4 Quote and contract

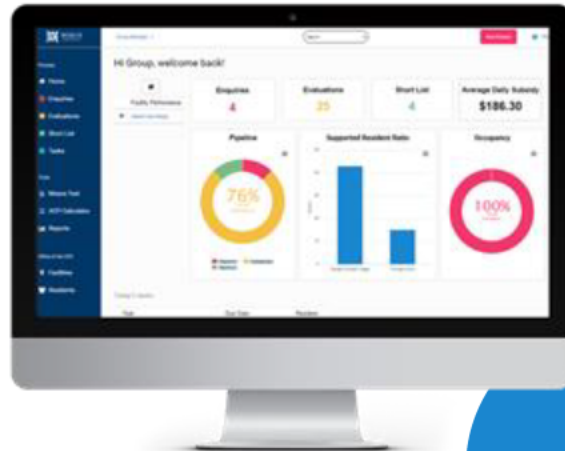
- ✓ Version control of key documents
- ✓ Quotes and contracts automatically tailored to prospect profile including RAD/DAP calculations and MPIR for residential aged care

Reports

- ✓ Visualisations to help you understand patterns, trends and support your business decisions
- ✓ Capture customer feedback

Make better decisions with a best practice process powered by Salesforce & Squid

- ✓ View all leads with transparency across business and service lines
- ✓ Centralise communication for consistent customer experience
- ✓ Collaborate with cross-functional admissions team in your business
- ✓ Track financial impact of your waitlist and sold products
- ✓ Utilise data to support business decisions





Client Strengths & Challenges



✓ 98% occupancy



✓ \$199+ Average Daily Subsidy



✓ Strong leadership
✓ Engaged staff

- This 600 bed metropolitan provider faced increasing competitive pressures and a significant future capital spend



X Admissions role undervalued
X Lack of negotiation confidence
X Inconsistent messaging to customers



X No tracking/reporting of lost customers



X Significant capital funds required for new build and refurbishment



X Ongoing reduction in core customers



Solution: Process

- A consistent, best practice process that was repeatable and trainable at each site



- Marketing strategy
- Room prices aligned to capital strategy
- Value propositions



- Preliminary qualification
- Consistent data collection
- Facilitate collecting resident information (e.g. ACAT, Centrelink)
- Start selling the value of the product



- Engage and listen to qualify best fit:
 - Care and extra service needs
 - Financial profile
 - Social profile



- Complete RAD / DAP calculations to generate offer
- Inform applicant around fees and costs
- Generate offer to applicant
- Negotiate pricing and payment options for available beds/rooms



Solution Process...continued

Waitlist



- Proactively manage waitlist and customer expectations
- Manage the sales pipeline

Contract & Admission



- Issue contract
- Create resident record and complete admission paperwork
- Finalise admission record and pass to clinical team

Ongoing Management

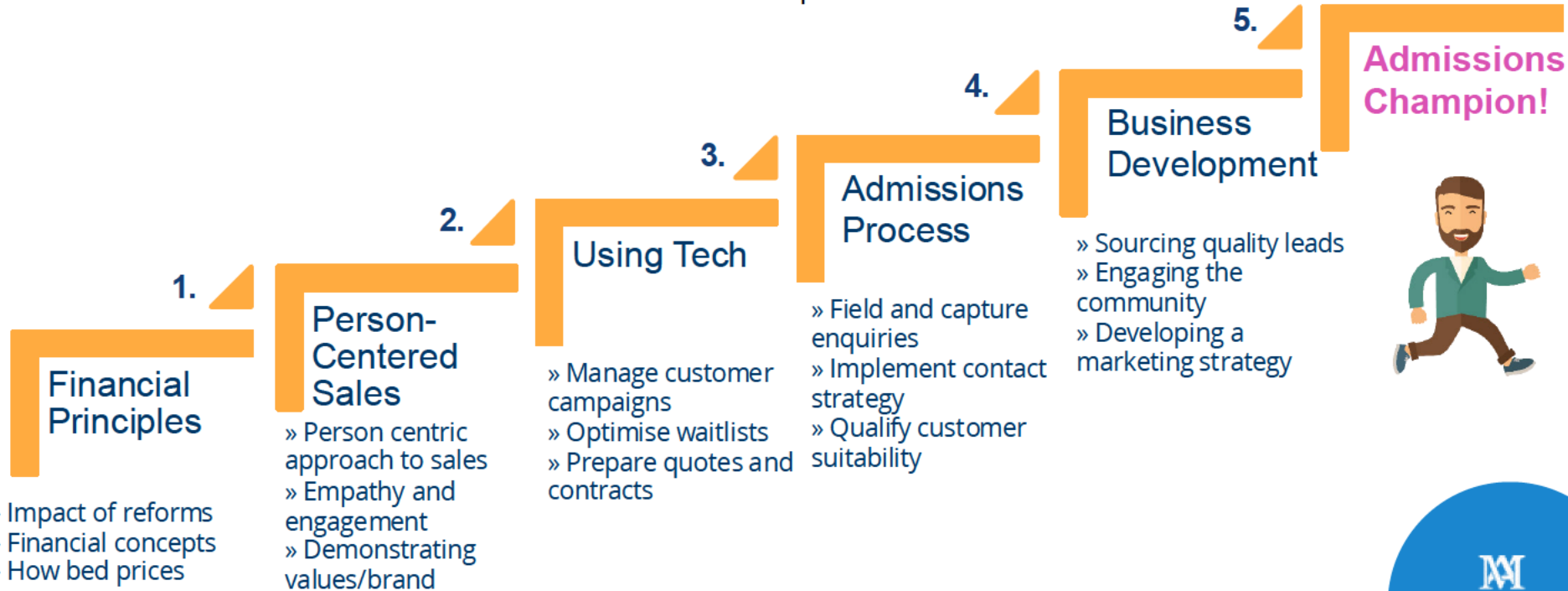


- Monitor Centrelink status
- Reconciliation of Means Tested Care Fee (MTCF) and accommodation supplement
- Monitor annual and lifetime caps



Solution: People

- 5 module program to empower admissions consultants to have the skills and confidence to sell their product



Got a question? Contact us now.

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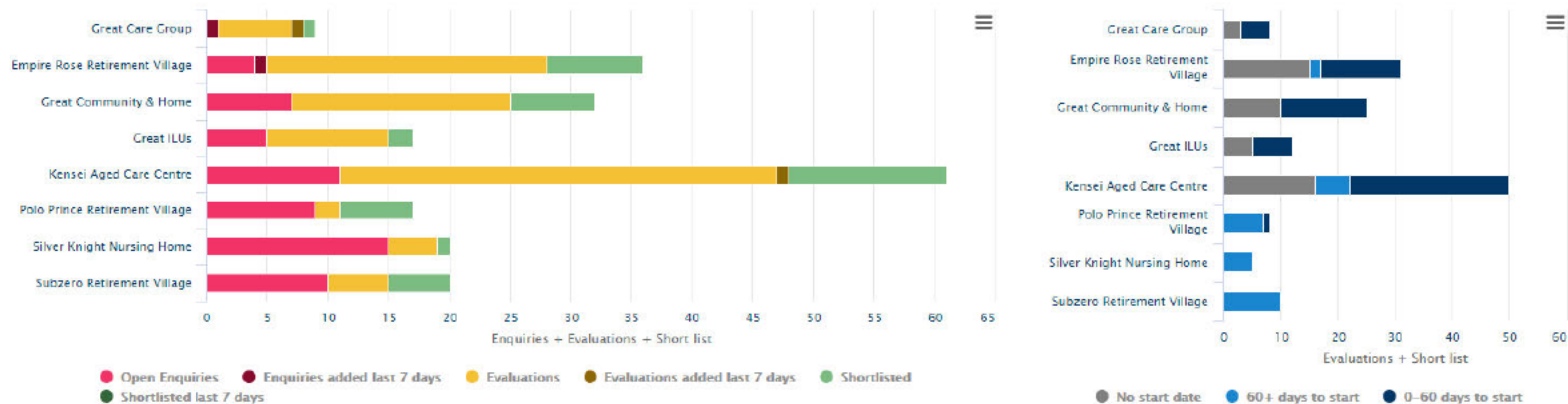
Solution: Technology

- Aged Care CRM Admissions Companion to measure and track KPIs, manage customers through an admissions process and trend reporting.



Total pipeline of your prospects' progress broken down by facility.

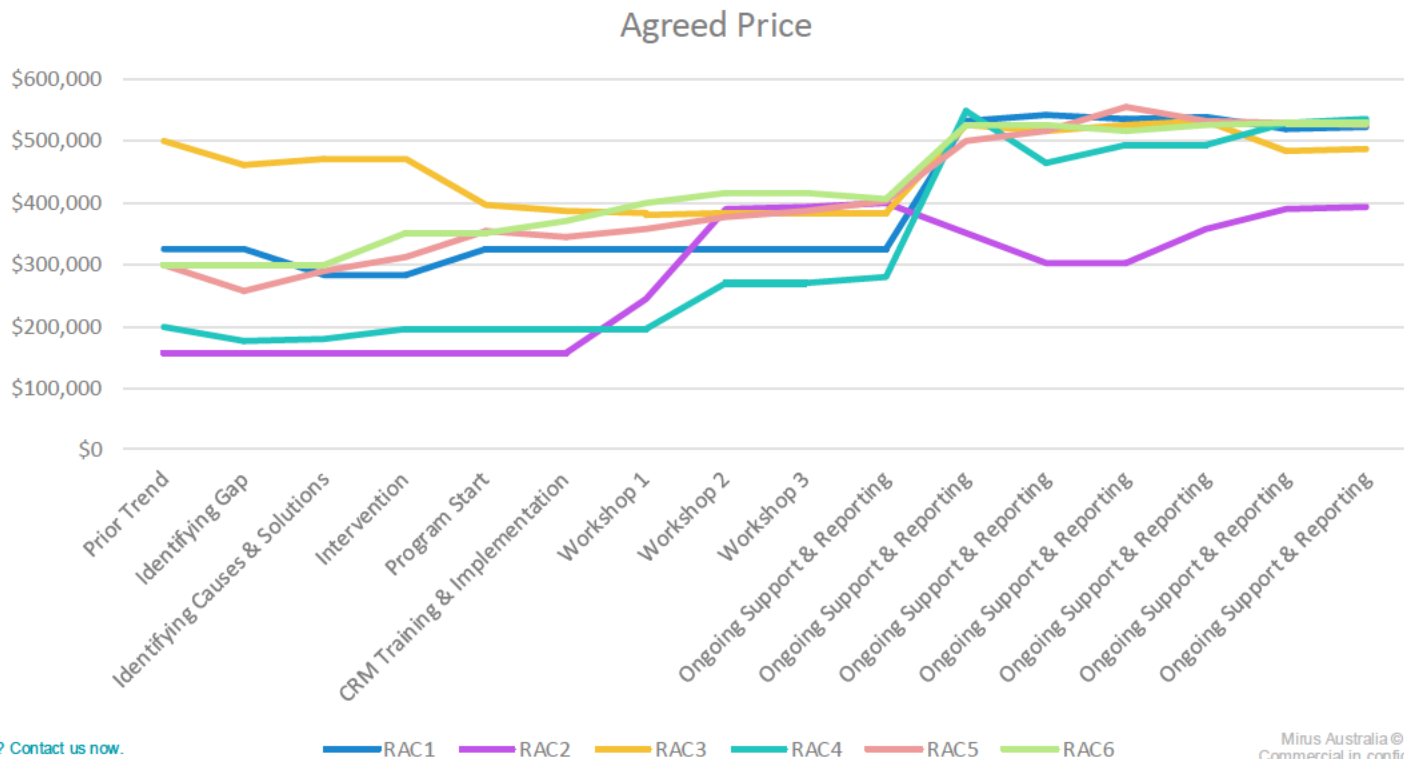
Pipeline funnel





Results: Increased Agreed Prices

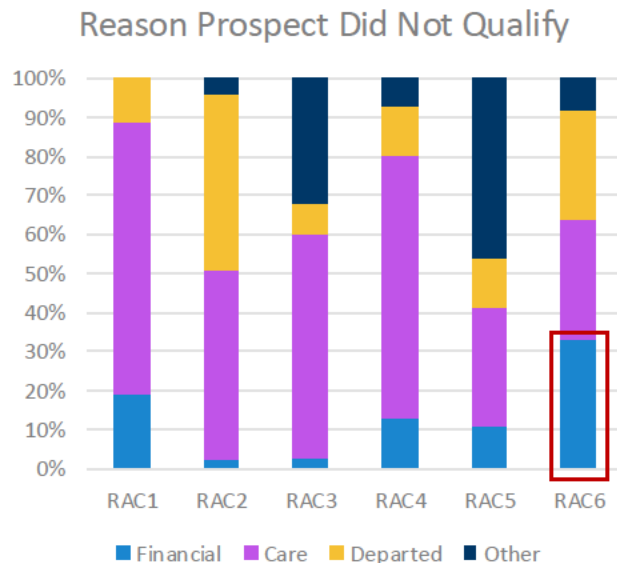
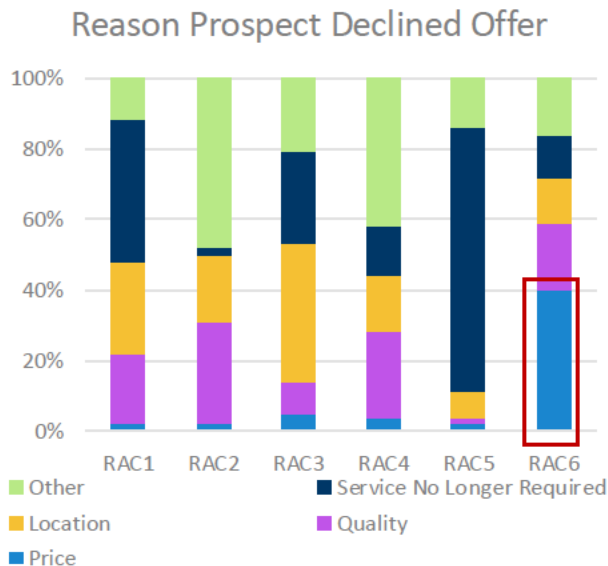
- Consultants were able to sell their product for greater value.





Results: Marketing Insights

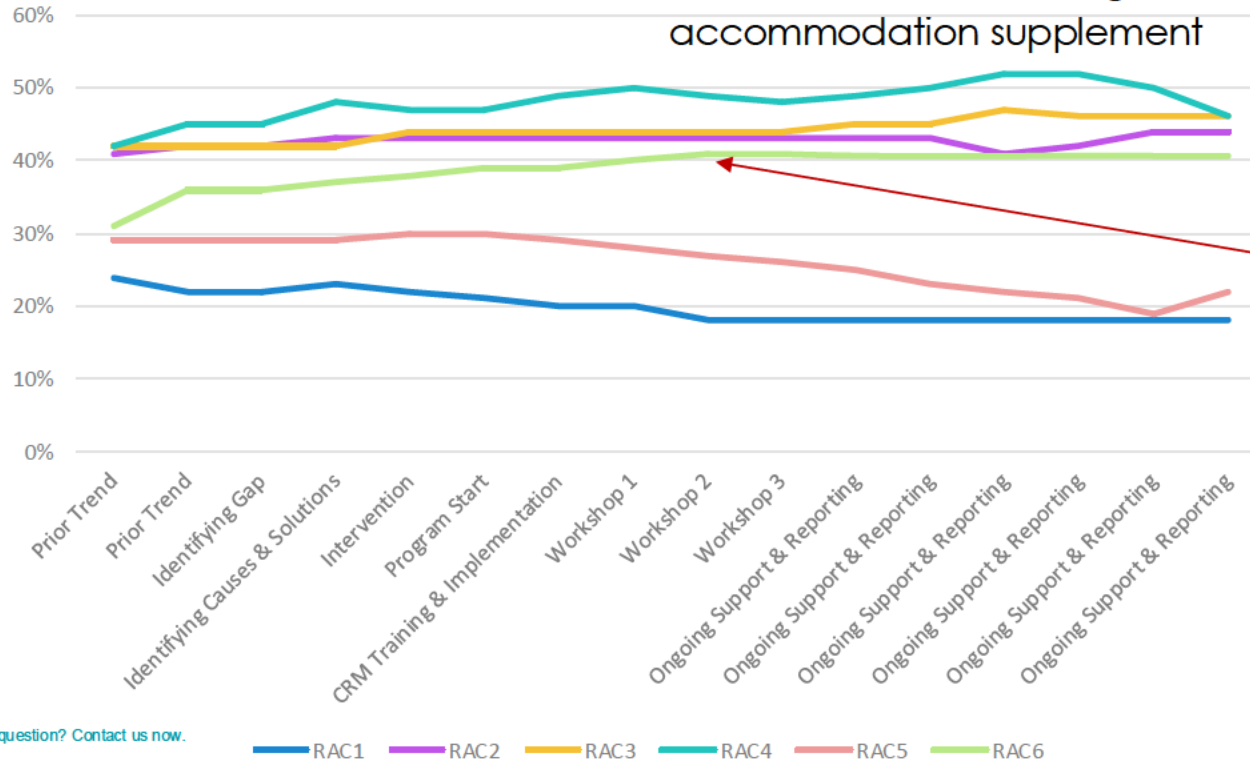
- Facility 6 showed that a greater proportion of their prospective residents were choosing other facilities based on price as well as a greater proportion failing to qualify for admission based on finances.





Results: Informed Decision

- All sites maintained their targeted supported resident ratio. Facility 6 in particular realigned their service to take advantage of the higher accommodation supplement



Extra 33%
Accommodation
revenue!





Estimating Means & Understanding Value

- What can a resident afford? & What are my beds really worth?

It is important to refer all of your prospective residents to financial planners.

- Everyone entering aged care needs to know what their options are and what will best suit their needs financially based on their situation.

However, even though you're not a financial planner you still need to be able to demonstrate the value of your service and negotiate the best outcome for your facility.

- You can provide powerful information to help a prospective resident chose your facility for a price you have proven to be good value.

Using a repeatable process to evaluate all prospective resident's means should be completed to qualify any resident.

- Beyond just supported or non-supported, you should be able to help a non-supported resident understand what they can afford in a RAD, DAP, Combination or DAP drawdown.
- Many people seeking residential care may think they can't afford it but there are a number of ways for you to achieve a target agreed price with a smaller lump-sum payment.



Key Take-aways

- Providers will have to look at other sources of revenue and examine their costs and level of services being provided
- Prepare for a free-enterprise system where the consumer will pay for services they want in the best facility they can afford:
 - Know who your market is
 - Price your services appropriately based on the cost structure
 - Maximise income from non-government sources (Accommodation and optional/extra services)
 - Invest in technology
 - Look at processes and costs at all levels of the business
 - Base service delivery on what is achievable in terms of revenue

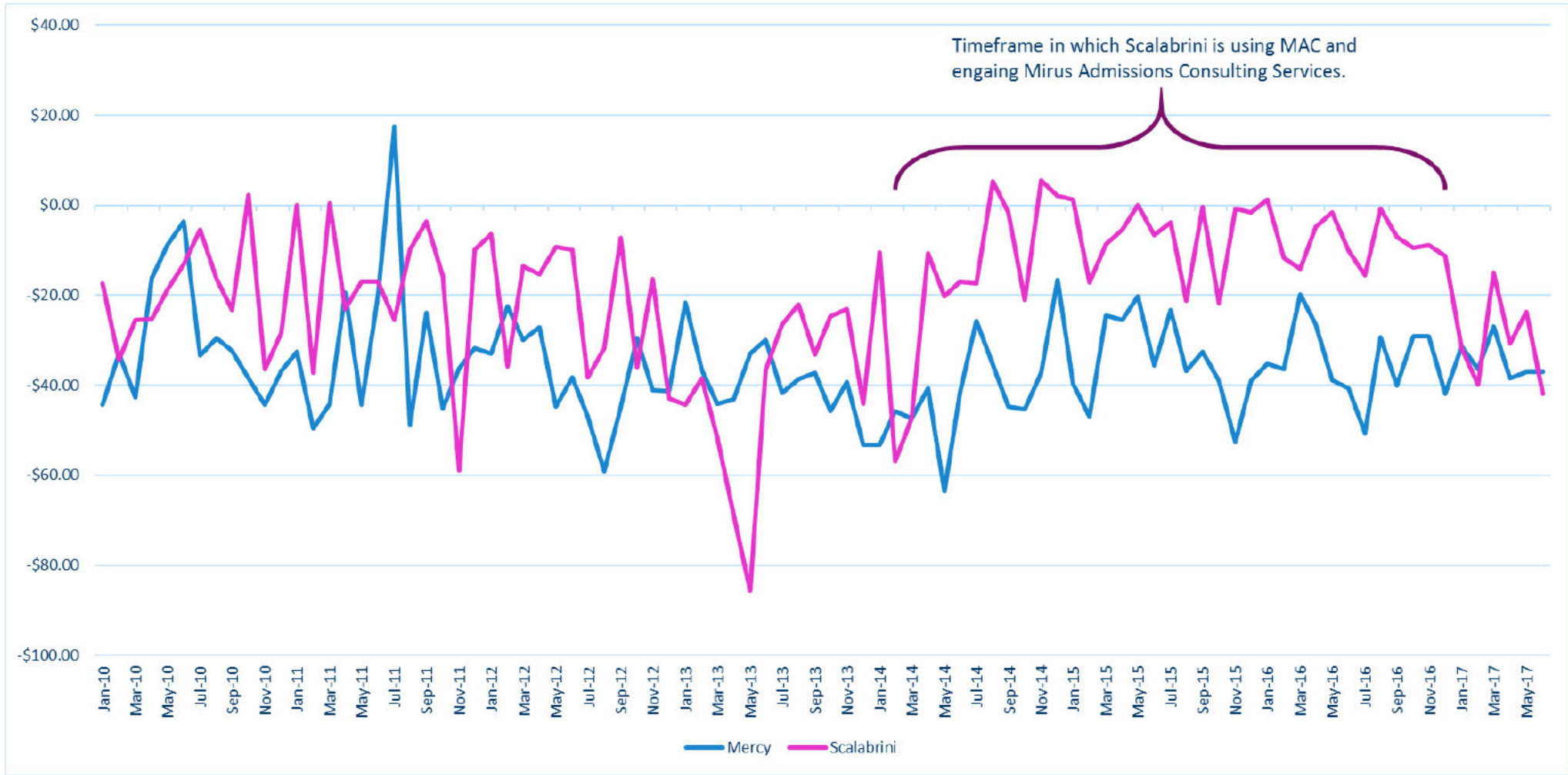


Let's keep ~~planning~~ supporting you.

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Reduced loss of subsidy for new minus departing residents



Increased Agreed Prices

Consultants were able to sell their product for greater value.

