



Places to people: how residential aged care providers can prepare for success in a competitive market

Since 1 November 2025, places are assigned to older people approved to access residential care services. This gives them more choice and control over which provider delivers their care.

Residential aged care providers no longer have an allocation of places to provide care, giving them greater control over their business decisions.

Below is some guidance to help residential aged care providers succeed in a competitive market.

Build your market

By adjusting or expanding your services, you will be able to better meet community and market needs. You may also be able to achieve higher occupancy levels, stronger financial performance and overall competitiveness within the market.

Update your My Aged Care profile

Make sure to keep your details up to date in the [My Aged Care Service and Support Portal](#). It often takes only a few small changes to [improve your organisation's profile](#), and give potential clients a better sense of who you are and the services you provide.

Connect with your local State and Territory regional offices

We have regional offices across Australia. Our local teams can help you understand and be ready for the aged care reforms:

Queensland	Engagement.QLD@health.gov.au
Northern Territory	NTPlaces@health.gov.au
Tasmania	TAS.Office@Health.gov.au
Victoria	VICPlaces@health.gov.au
Western Australia	WAPlaces@health.gov.au
South Australia	SAPlaces@health.gov.au
NSW/ACT	NSWPlaces@health.gov.au

Primary Health Networks

Talk to [your local Primary Health Network \(PHN\)](#). We fund these independent organisations to coordinate primary health care in their region. PHNs know the local aged care health and service needs. They can use this knowledge to best support your service.

Make local connections

Connect with local home care providers and/or retirement villages as a potential source of referrals to your home.

Plan for construction and refurbishments

The changes should not impact your plans for residential developments. Refurbishments or maintenance of existing homes can continue and can increase your attractiveness in the market.

Assess local demand for services

Your leadership team may need to place a greater focus on analysing demand in your community and adjust your strategic marketing approach to increase your organisation's competitiveness.

For example:

- Community demographics (such as age, health status, cultural, religious or care needs, household wealth) – the [‘data by region’ section of the Australian Bureau of Statistics website](#) is a useful starting point.
- Existing supply of services in the area, and whether there are gaps in the supply of particular services – the [stocktake data on the Australian Institute of Health and Welfare’s GEN Aged Care Data website](#) provides a snapshot of the operational and allocated aged care places as at 30 June each year. We also have a collection of [aged care research and reporting on the department’s website](#).

If you are considering developing new residential homes, we strongly suggest you undertake early planning. Consider expanding into areas where there will be future demand for your care and accommodation offerings.

Supports to build your business

The department supports aged care providers to [improve their financial viability and capability](#) and meet the demands of a strengthened aged care market.

Market Adjustment Program (MAP)

The [MAP](#) is an invitation-only program that provides funding to ensure continuity of care for aged care residents. The MAP can help providers to avoid premature aged care service closures and, if appropriate, support exits and service consolidation. It may also fund initiatives to improve business capability to reduce likelihood of deteriorating performance.

Remote and Aboriginal and Torres Strait Islander Aged Care Service Development Assistance Panel

If you are providing aged care services in a rural or remote town, you may be eligible to access professional support through the [Remote and Aboriginal and Torres Strait Islander Aged Care Service Development Assistance Panel](#).

Aged Care Business and Workforce Advisory Service

Eligible aged care providers can [apply for free, independent and confidential advice to improve their operations](#). The service, provided by EY, helps providers, including those in regional, rural and remote areas, review their operations and give advice on business management, financial strategies and workforce challenges.

If you think your business may be at financial risk, please reach out to the [Aged Care Quality and Safety Commission](#) early. They will help you to improve your financial situation, anticipate issues and apply strategies to reduce financial risks that have the potential to impact quality of care.



Phone **1800 200 422**
(My Aged Care's free call phone line)



Visit **agedcareengagement.health.gov.au**

For translating and interpreting services, call 131 450 and ask for My Aged Care on 1800 200 422. To use the National Relay Service, visit nrschat.nrscall.gov.au/nrs or call 1800 555 660.