

Why Apollo Care was the right choice for three PresCare regional communities

Wayne Knapp was appointed CEO of PresCare, a ministry of the Presbyterian Church of Queensland, to lead the organisation through financial distress while continuing to care for residents and staff across six communities, along with over 2,000 community care clients who had built deep trust in their local aged care provider, over many decades.

As PresCare considered its options, reviewing nearly 90 expressions of interest to acquire the operations, most conversations focused on due diligence, assets, care systems, financials, warranties and transition mechanics. What stood out to Wayne and the Church Board was Apollo Care Alliance asked a very different question much earlier than no one else asked. They wanted to understand what values sat at the heart of the organisation and how those values could be preserved into the future.



That mattered because for PresCare, the decision was never just about financial survival. It was also about protecting the community purpose of the homes, including their connection to the Presbyterian Church, their pastoral legacy and the trust they held locally. Apollo Care's approach showed it was not simply looking to acquire facilities but to preserve the identity and purpose behind them.

This was reflected in a commitment to uphold the organisation's constitutional objectives, including maintaining Christian values in the delivery of care and continuing engagement with local churches to provide pastoral and spiritual support to residents, families and staff. In effect, this allowed the Church to do what it does best, providing pastoral care, and de-risked the Church from the regulatory obligations of aged care.

Just as important was Wayne's reflection on timing. Looking back, he believes PresCare should have acted sooner, before the organisation lost position and before the pressure made it harder to properly support residents and staff. For boards and CEOs facing similar challenges, this is one of the clearest lessons. The earlier the issue is addressed, the more opportunity there is to shape the right outcome.

Preserving purpose mattered as much as preserving operations

For many community providers, aged care homes are not just services. They are part of the history and identity of a town, often shaped by church support, local fundraising, volunteer effort and a shared belief that older people should be able to remain close to family and community as they age.

This means boards are not simply weighing up whether a service can remain operational. They are also considering whether residents will continue to be cared for locally, whether staff will remain in place and

whether the values which shaped the home will continue to be a priority in the years ahead.

Apollo's model gave PresCare confidence in the future

What gave Wayne confidence was Apollo Care's model made room for both sustainability and continuity. Rather than folding the homes into a one-size-fits-all structure, there was a clear intention to retain staff, maintain local identity and carry forward the values which mattered to the communities which had built them and continue to support them.

This continuity created reassurance at a time when certainty was needed most for residents, their families and staff. It also laid the groundwork for improvement, with investment in pastoral care, community connection and the home environment helping strengthen the future of the service.

Strengthening connections remains central

Today, Wayne is National Pastoral and Spiritual Care Lead at Apollo Care Alliance, working with communities to maintain what matters most to residents, whether that is family, community connection, personal beliefs or local identity.

Wayne's role reflects the same principle that first made Apollo Care stand out to him during the PresCare process: that long-term sustainability should strengthen a home's purpose, not replace it.

A practical lesson for boards and CEOs

Wayne's experience speaks directly to boards and CEOs facing difficult decisions of their own. The strongest takeaway is not only that a pathway exists, but timing and alignment are critical.

The right partner is not simply one who can relieve immediate operational pressure. It is one that understands what must be protected in the process, from community identity and staff continuity to a resident's beliefs, legacy and connection to family and the community

For PresCare's three regional communities, this is why Apollo Care was the right choice. It provided a more sustainable path forward while preserving the values, trust and local purpose that had shaped those homes over many decades. For boards and CEOs facing similar decisions, the message is clear: act early, choose the right partner and protect what matters most.