

# ANNUAL REPORT

NoosaCare Inc  
Carramar and Kabara  
[www.noosacare.com.au](http://www.noosacare.com.au)

2020





# Contents

## GOVERNANCE

- ◆ From the President Page 4
- ◆ From the Chief Executive Officer Page 7
- ◆ Board of Directors Page 9
- ◆ Board Charter Page 10

## ABOUT US

- ◆ Our History Page 11
- ◆ Our Vision Page 12
- ◆ Our Core Values Page 13
- ◆ Our People Page 14
- ◆ Highlights Page 16

## OUR BUSINESS

- ◆ Care Report Page 18
- ◆ Corporate Services Report Page 22
- ◆ Hotel Services Report Page 25
- ◆ Finance Report Page 28

## COMMUNITY

- ◆ Philanthropy & Donations Page 31

## FINANCIALS

Page 34—67

- ◆ NoosaCare Inc Financial Report 2020
- ◆ Bentleys Auditor's Independence Declaration
- ◆ Independent Auditor's Report

## Location and Contact Details:

Carramar Residence, Tewantin PH: 5449 8799

Kabara Residence, Cooroy PH: 5447 7355



**NOOSA Care**  
CARRAMAR • KABARA

**2020 ANNUAL REPORT**







# Governance

The Board is committed to understanding resident care and lifestyle needs and to ensuring the highest quality care and services are delivered to residents.





# From the President

## Ms Ann Harrap, President of the Board



The past year has been characterised by significant change and uncertainty - globally, in Australia and within our own community at NoosaCare. The Board's role has been to guide our organisation to address the challenges and emerge more resilient, effective and sustainable. We have rejected any sense of a 'noses in, fingers out' approach to governance and have instead sought to fulfil our duty of stewardship by constantly and genuinely engaging with residents, families, staff, members and the community. Our best effort has been directed at driving the continuous improvement of care and services in the face of considerable external pressures and the Board is extremely proud of the work of our management team, staff and volunteers in this regard.

### *Care*

Overseeing the provision of superior care services in line with the Quality Standards is the Board's highest priority. We worked closely with management to encourage rigorous reporting of clinical indicators and health trends so as to best direct effort and resources. We supported NoosaCare's ongoing participation in industry benchmarking to ensure we attain the highest standards in comparison to other providers and to guide our clinical practice. We were disappointed with the assessment from the Aged Care Quality and Safety Commission relating to the documentation of the use of chemical restraints but were encouraged by NoosaCare's immediate implementation of recommendations from the assessment, including better recording of family discussions and consents.

The COVID-19 pandemic presented considerable risks for NoosaCare staff and residents. The team effort in managing our response was outstanding and ensured no recorded COVID-19 cases at either site (as at October 2020). The quick application of appropriate mitigation strategies demonstrated our strong appreciation of risk. It also reflected again our excellent disaster contingency planning – already well tested during the successful evacuation of all residents at Carramar due to bushfires in November 2019. While the Board recognises that our approach to visitors during the COVID crisis was conservative at times, our actions were focused on the best interests of our residents and we welcomed the vindication of the NoosaCare approach in the resident/family survey results. While the COVID-19 challenge is by no means behind us, the Board has confidence in NoosaCare's infection control and other risk mitigation measures into the future.

In February, I joined nursing and other staff in a training workshop run by Dementia Australia as part of the Board's efforts to understand the demand for dementia services and the most appropriate contribution from our organisation. During the year, the board endorsed the continuation of the dementia café, supported the publication of dementia education resources and approved the new dementia building project.

### *Hotel Services*

The hotel services team rose to the COVID-19 challenge brilliantly and the Board is extremely grateful for their efforts in ensuring the highest standards of cleanliness across our sites, securing stocks of essential supplies, serving delicious meals and facilitating social connections. While some activities were necessarily curtailed during the peak of the crisis, the creativity and passion of the team in offering alternatives for our residents was impressive. The Board was particularly pleased to support the more effective use of technology for providing services and enabling communication.

The Board is keenly aware of the crucial role that volunteers play in the delivery of our care and hotel services. In the past year, despite the cutbacks due to Covid-19, we still recorded 13,756 volunteer hours – representing a monetary value of some \$433,326. We thank all our volunteers for their generosity, compassion and service to NoosaCare.



# From the President

Ms Ann Harrap, President of the Board

## *Assets*

On the basis of a strong community and business case, the Board approved the construction of a new two-storey, 32-bed residential building and associated welcome centre for people living with dementia on the Carramar site. I was delighted to join the CEO and Mayor Clare Stewart in turning the first sod for the project in July. During the year, the Board also approved a number of other capital works activities across both sites (outlined in the Hotel Services report) – all of which were (or will be) completed on time and on budget.

## *Sustainability*

There is no silver lining to the COVID pandemic but the crisis it precipitated in many aged care homes around the country certainly served to further highlight the funding and staffing challenges in the aged care sector. We are extremely lucky at NoosaCare to employ professional and loyal staff who are well trained and passionate about their work. But like many other not-for-profit organisations we face considerable financial uncertainty. According to independent consultants Stewart Brown, 60% of aged care homes recorded an operating loss for the nine months to March 2020. NoosaCare made a small operating loss of \$255,163 from total revenues of \$23,549,584 (approximately 1%). COVID-related expenses (which were not fully reimbursed by government) and a drop in interest income from the investment of accommodation deposits had a clear impact on our financial position.

## *Community engagement*

The Board continued efforts to increase linkages with our broad community. Prior to the pandemic, I spoke at several local forums about NoosaCare and, along with the CEO, sought to grow our media and public profile. Board members raised aged-care related issues with interlocutors in Council and relevant government departments. Our primary engagement focus, however, was with our residents and families. To ensure that we have a good understanding of our 'consumer voice', board members attend monthly residents' meetings, spend time on-site (including at board and committee meetings), participate in training and social events, and receive regular reporting from management. We would welcome the opportunity to engage more with family members, including at residents' meetings.

As outlined in our philanthropy report, NoosaCare grew out of the generosity of donors. While the spirit of giving remains strong – as exemplified by our wonderful volunteers – we need to do more to translate that spirit into concrete returns for our residents. The Board is very grateful for the cash and in-kind donations to NoosaCare over the last year – from residents and family members, board directors and commercial and community organisations. While government funding and resident contributions are directed towards high quality care and services, donations and gifts enable us to do that little bit more – to do the **extraordinary** for our residents. We will continue to implement our philanthropy strategy in an effort to build this element of our revenue stream and I encourage all members to become donors to NoosaCare.

## *Priorities for 2021*

Appropriate funding for care services continues to be a major challenge for all aged care providers and the board will continue advocacy efforts with government and through industry organisations to drive change in this area. We are particularly focused on the inequity in care funding for people living with dementia. It costs approximately \$20 more per day to care for a resident living with dementia and yet the government care subsidies do not take this into account. We will take every avenue to push for reform on this front.



# From the President

Ms Ann Harrap, President of the Board

Delivering services in a post-COVID environment with funding uncertainty and economic constraint will not be easy. We expect the new dementia unit will be occupied quickly and deliver some economies of scale – effecting a positive impact on our financial position. But we will also need to make some changes to our services. The board understands the importance of meeting community expectations and delivering the highest standards of care but NoosaCare’s ongoing sustainability must be the priority. The Board has every confidence in our financial viability into the foreseeable future but will also play a crucial role in overseeing management’s efforts to drive organisation-wide cost savings.

Ensuring the maintenance of the contemporary living environment at both our sites remains a key area of focus for the Board. We look forward to the opening of the new dementia residential building and welcome centre at Carramar in mid-2021 and to the completion of renovation works in Kauri Lodge at Kabara. We will work closely with management to refine our vision for development of the four Carramar street properties owned by NoosaCare.

As I conclude my first year as President, I would like to thank the other board members for their advice, contribution and support. And on behalf of the Board, I express again our sincere thanks to the CEO for her leadership, to staff and volunteers for their continued commitment, and to residents and families for choosing NoosaCare.



# From the Chief Executive Officer

Ms Megan D'Elton, CEO



To say that the past year has been extremely difficult and challenging is an understatement. It has been a year of testing our resilience, resolve and patience and we have had to respond deftly and with flexibility and in ways we would never have imagined.

In November 2019, we faced a significant threat when Carramar was at risk from an out of control bushfire in the Noosa region. It was 4pm on a Friday afternoon when we received the call from the Noosa Council Evacuation Centre to prepare to evacuate. We launched into action and activated our emergency response plan to evacuate 142 residents. I was delighted but not surprised when staff, volunteers, families and board members arrived to assist upon hearing the news. It took just over 3.5 hours to relocate residents and staff to alternative locations - Arcare at Peregrin Springs, Noosa Library, Kabara and home with family. We also successfully transferred 14 residents and staff to hospital. After two days away, we received the "all clear" to return to Carramar. Although residents were tired from their ordeal, they were very happy and thankful to be home. The commitment of all those involved was extraordinary – as recognised by the Governor during his post-bushfire crisis visit to the region in February 2020.

In November 2019, the worldwide COVID-19 pandemic was announced and our lives at NoosaCare changed dramatically. We reacted immediately to protect our residents enacting our COVID response plan and communicating with our residents, staff, volunteers, and families. I am committed to ongoing, open dialogue with our community and we will always be guided in our decisions by our residents, including through surveys and the monthly resident meetings. We have worked very hard during this COVID-crisis - employing extra staff, enhancing hygiene and cleaning protocols, making human resources changes and implementing visitor controls. Our biggest focus has been on ensuring the safety of our residents while preserving as much normality as possible. We must learn to live with COVID the best way we can and I am grateful to families and residents for helping us to do that. Your support during COVID-19 has given us the energy and strength to keep going.

On the 29 July 2020, Carramar received its first Aged Care Quality and Safety Commission unannounced visit to assess our performance against the Quality Standards. The assessors spent one day on site reviewing Standard 2 (Ongoing assessment and planning with consumers) and Standard 3 (Personal care and clinical care). The overall assessment was that Carramar met all requirements under Standard 2 and 6 out of 7 requirements for Standard 3. The assessment report contained many positive comments on the satisfaction of residents and the high level of understanding of staff about the quality standards. We were assessed, however, to be non-compliant against Standard 3 (3) (a) relating to the use of physical and chemical restraints. In particular, we did not meet the requirements for documenting and obtaining consent for the use of chemical restraints for residents prescribed psychotropic medications by their doctors. While this is a disappointing outcome, I have no concerns about inappropriate use of medications at NoosaCare. Our staff are very focused on using alternative approaches for behaviour management and regularly engage the services of the Dementia Behaviour Management Advisory Service for assistance with residents with a diagnosis of dementia. We have already actioned all the recommendations in the "Directions Notice" for areas of improvement. We expect another unannounced visit before the end of 2020.

The Royal Commission continued with only a minor disruption to hearings due to COVID restrictions and heard evidence on several issues including Home Care waitlists, Aged Care funding, staffing ratios and mix, and lack of accountability in the sector. Successful overseas models of care and funding were presented to the Commission – a number of which operate along lines similar to NoosaCare with smaller, lodge-style residential arrangements.



# From the Chief Executive Officer

Ms Megan D'Elton, CEO

On the 31 October 2019, the Commission released its interim report Volumes 1, 2, 3 and identified three areas where immediate action must be taken:

- To provide more Home Care Packages to reduce the waiting list for higher level care at home;
- To respond to the significant over-reliance on chemical restraint in aged care;
- To stop the flow of younger people with a disability going into aged care and speed up the process for removing those already there.

Following a request from the Royal Commission, the Federal Government extended the reporting period for a further three and half months and the final report is now due by 26 February 2021.

We averaged 96% occupancy during the year – a slight drop due to refurbishments at Carramar but still above the industry benchmark. While geography and location are clearly factors for residents choosing NoosaCare (76% of our current residents come from the local area), we also know that our high staff to resident ratios, our home-like environments and our flexible lifestyle choices influence decision making. We remain committed to our core ethos, a not for profit community owned organisation providing quality care and services to the community.

We reviewed NoosaCare's organisational structure in December 2019 and recruited Emily Larkin as the new Corporate Services Manager. Emily is responsible for the Corporate and HR staff and has played a significant role in overseeing implementation of our Business Continuity Plan, including set up of communication protocols to be used in the event of extreme crisis.

This year we celebrated some long service milestones - 20 years for Eva Maunder, Enrolled Nurse; Jeremy Hazell, Maintenance; and Wendy Parkes, Personal Carer; and 30 years for Ellen Tomkins, Housekeeping. A great achievement by all!

## *Priorities for 2021*

Maintaining NoosaCare's excellent reputation through the delivery of high level care and services is our core priority and full compliance with the Quality Standards is a key objective. I will actively pursue opportunities to raise NoosaCare's profile with decision makers, including as a means of sustaining our occupancy levels. The management team will work closely with the Board to guarantee our organisation's sustainability into the future, focusing on the delivery of efficient and effective services in a personalized, caring and contemporary environment. We will deliver the new dementia project on time and within budget and work to ensure full occupancy within three months of opening. We will continue our campaign for better funding for aged care services and recognition of the higher funding needs of those in our care living with dementia.

Our staff continue to shine. I am in awe of their ability to rise to the occasion, no matter how difficult it may be. They always prioritise our residents and I am proud to lead the NoosaCare team.

To the Executive Team, Monika Egli Group Care Manager, Jamie Oakley Hotel Services Manager, and Kumara Panditha Chief Financial Officer, I offer a special thank you for your contribution in overseeing the operations of the business. It has been a particularly difficult period and your teamwork and commitment are admirable.

I would like to recognize and thank the Board for their leadership in good governance and for their passion and commitment to NoosaCare.

Finally, I would like to thank our residents for allowing us the privilege to deliver safe and quality care and hotel services in your home.

# Board of Directors

NoosaCare directors each bring extensive experience, knowledge and skills to their role, ensuring the continued delivery of outstanding care and services in a contemporary environment. Under the constitution, the Board number must be a minimum of eight and a maximum of 12 members. For the first few months of 2020, the NoosaCare board operated with nine members but welcomed Ken Corbett to fill one of the casual vacancies in June 2020.

Board members are all volunteers with a range of backgrounds in business, finance, law, human resources, international relations, engineering and medicine. Two board members have high-level clinical expertise, reflecting the Board's high priority on effective clinical governance. One of the board members is a family member, providing important insights into day to day living at NoosaCare.

In line with good governance practice, NoosaCare maintains a matrix of required skills and competencies for Board members – the 'perfect board'. In June, the Board reviewed the matrix to test whether the skills and competencies remained 'fit for purpose' and to confirm that the incumbent board members held the required competencies to perform their governance role.

During the year the Board also reviewed the Board recruitment policy. While under the Constitution, board members are nominated and approved by NoosaCare members at the Annual General Meeting, the board itself also plays an important role in identifying and recruiting appropriate members for election. In reviewing the policy, the Board reiterated the value of continuing to recruit members with relevant skills and family connections to NoosaCare.



Ann Harrap, President



Stefan Prystupa, Vice President



Ian Priestley, Treasurer



Bob Mirams, Director



Margie Fisher, Director



David Thomas, Director



Wayne Staal, Director



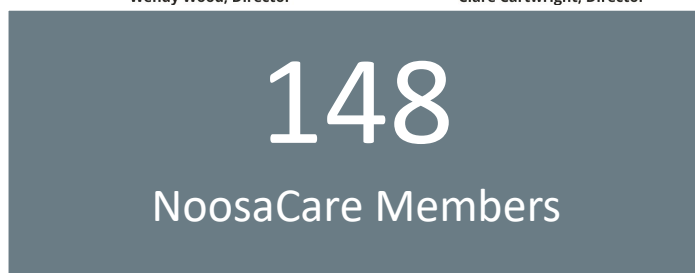
Wendy Wood, Director



Clare Cartwright, Director



Dr Ken Corbett, Director





# NoosaCare Board Charter

## INTRODUCTION

This Board Charter clarifies the role and functions of the Board of Directors in keeping with the overall responsibility under the Constitution and Strategic Plan to control and manage the overall direction, effectiveness, supervision and accountability of NoosaCare. This Charter is to be read in conjunction with the Constitution, the Delegations policy and the Director Code of Conduct policy.

## AIM

The aim of this Charter is to:

- Recognise explicitly the Board's fiduciary and statutory responsibilities for the appropriate stewardship of NoosaCare and its resources
- Ensure clarity for Board members of the expectations which the Board places on its members, for the better performance of the Board and of NoosaCare

## STATEMENT OF VALUES

All Directors agree to be accountable to the Board as a whole and will:

- Uphold the philosophy and values of NoosaCare
- Engage in informed, business-case led decision making
- Strive to achieve rigor and robustness in discussions and engagement with management, particularly around projects and the attendant risks
- Critically assess the composition of the board to create a balanced diversity that ensures alternative perspectives are explored and considered systematically
- Adhere to the relevant policies and procedures
- Foster a culture of open disclosure, partnership, learning and continuous improvement.
- Manage conflicts of interest in a transparent and rigorous manner
- Respect the spirit as well as the letter of the law
- Safeguard the contents and confidentiality of all Board materials, documents and information in the interests of NoosaCare

## SPECIFIC FUNCTIONS

As the body ultimately responsible for the governance of NoosaCare, the Board's role consists of the following major functions:

- **Strategic planning** – review and approve strategic direction and initiatives
- **Organisational governance** – approve policies, plans and budgets to achieve strategic objectives, and monitor performance against them
- **Compliance monitoring** – ensure compliance with the Constitution, strategic plan and the broader objectives and values of NoosaCare
- **Regulatory monitoring** – ensure compliance with all relevant laws and regulations
- **Financial monitoring** – review NoosaCare's budget and monitoring budget management and performance to ensure solvency and financial strength
- **Financial reporting** – approve financial statements and required reports to the Australian government and to NoosaCare's membership
- **Organisational structure** – oversee organizational structure and the framework of delegation and internal control
- **Stakeholder communication** – communicate openly and transparently with all relevant stakeholders, particularly including members, residents and staff
- **Leadership engagement** – select, evaluate and reward the performance of the CEO; and dismiss where necessary
- **Succession planning** – oversee succession planning for the Board, CEO and senior executive
- **Risk management** – review and monitor the effectiveness of risk management and compliance
- **Dispute management** – manage conflicts that may arise within NoosaCare beyond those that are appropriately managed by the CEO
- **Board performance and composition** – evaluate and improve the performance of the board and relevant committees
- **Clinical Governance** – oversee clinical practice quality and safety, including through review of clinical risks and mitigation strategies, and benchmarking against industry best practice.

## REVIEW

This Board Charter will be reviewed annually by the Board and, where appropriate, shall be modified to properly reflect the operation and role of the Board.

# Our History



Above– fundraiser to support the development of Carramar

The dream began in 1974 and by 1976, when Thelma (Daddow) Cahill became president of the Quota club, her first order was to establish a committee for an Aged Care Home in Noosa. Thelma was heavily involved in the community and because of this was able to foresee that many retirees would need care but would have no family close by to provide them with help. The idea for an Aged Care Home was met with enormous enthusiasm and a large number of attendees participated in the first official committee meeting held in Tewantin. At the closing of the meeting Ian MacDonald borrowed a hat and tossed in \$10.00, challenging all those present to donate. With the hard work, dedication and generosity shown by the Noosa Community monies raised in the first 12 months went towards the initial planning stages, legal matters and site selection. Harry Davis, the owner of a large parcel of land situated near the Tewantin Golf Course, sold his land to the Noosa Council for the sole purpose that it would be developed specifically for Aged Care. This land was then donated from the Noosa Council to the Carramar Committee with all necessary documentation of ownership.

Over the years many fundraisers, lamington drives, wishing wells, luncheons, craft and street stalls were held with outstanding success and community support. Generous donations from service clubs, private donors and the Carramar Op Shop also contributed and in 1984 the first lodge on the Carramar site was built. Many of the initial committee members joined the Board of Carramar and what started as a dream 10 years earlier finally came to fruition. A number of these Board Members later became residents of the home they had worked so hard to create.

In 2006 Carramar amalgamated with Kabara at Cooroy (Kabara-an aboriginal word meaning 'a place to rest') to create the current NoosaCare Inc banner.

Today NoosaCare Inc is proud to be a community-owned, not-for-profit organisation that values and understands the importance of fair access to high quality aged and dementia care services.





# About Us

NoosaCare is a unique community-owned and not-for-profit Organisation offering the very best in boutique Aged Care.

We have been a part of the community for over 35 years, and still provide the highest level of care. We stay true to our core values by putting our residents and their families at the forefront of all we do.

# Our Vision

We strive to be a recognised leader in the provision of aged and dementia care, enabling residents and their families to make preferred lifestyle choices as they age.

# Our Mission

Delivery of differentiated, personalised services in a caring and contemporary environment.

# Our Philosophy

The NoosaCare philosophy is to care for the residents of the community with encouragement, kindness and compassion.

To uphold their dignity, privacy and comfort while conducting the administration and provision of services in the highest professional manner.



NOOSA *Care*

CARRAMAR • KABARA





## Our Core Values

- We place our residents and their families at the forefront of all we do.
- We believe aged care does not mean “institutional care”.
- Our market leading services are delivered in a commercially viable and sustainable manner at all times.
- Our brand and regulatory reputation matters and will be managed and protected at all times.
- We strive for our dementia care services to be recognised as a centre of excellence for best practice and resident care.
- Our staff are our most valuable asset and are fundamental to our continued success.
- We value the ability to be strongly independent and provide a unique and personal alternative.
- We will be known as a safe and happy place to work and an employer of choice.



# Our People



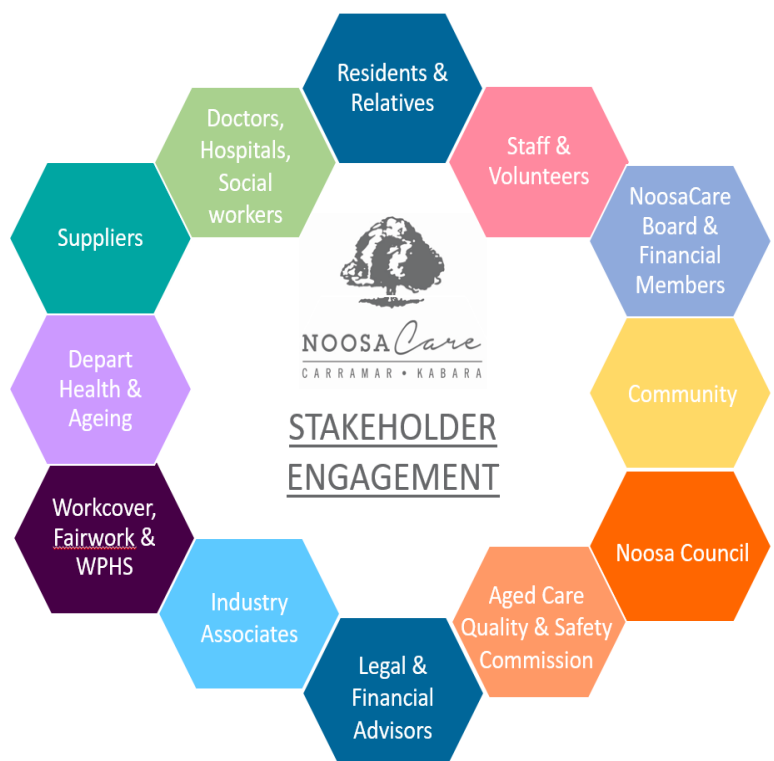
NoosaCare is governed by a board of 10 elected volunteers. Business operations are overseen by the Chief Executive Officer (CEO) who is supported in her responsibilities by an Executive Team of three managers who look after the key areas of Clinical Care, Finance, Hotel & Property Services. The CEO and the Executive Team provide reports and updates to the board at the monthly board meetings, and for the quarterly Risk & Audit committee meetings.

Our staff are our most valuable asset and are fundamental to our continued success. We currently employ 354 staff across both Carramar and Kabara. This includes 263 Care staff, 12 Corporate staff and 79 Hotel staff. During the height of the COVID-19 crisis, we recruited 20 additional casual staff to assist with care, cleaning and hygiene services, and visitor management. We strive to be a safe and happy place to work and recognised employer of choice. During last year our staff turnover was very low at 2.1%.

**354**  
Staff

**229**  
Residents

**3.91**  
Care hours per resident per day.  
Industry average is 3.2





# Our Volunteers



13,756

Volunteers hours

\$433,326

Value

70

Volunteers

I have been a volunteer at Kabara for over 15 years, volunteering for 2 days a week. I have enjoyed my time doing all types of things with the residents.

Now I do current affairs, quizzes, poetry and x words. All good for the brain (residents and myself).

I look forward to my days volunteering and would recommend it to anyone who is interested.

Yours  
Gary Smith  
Volunteer

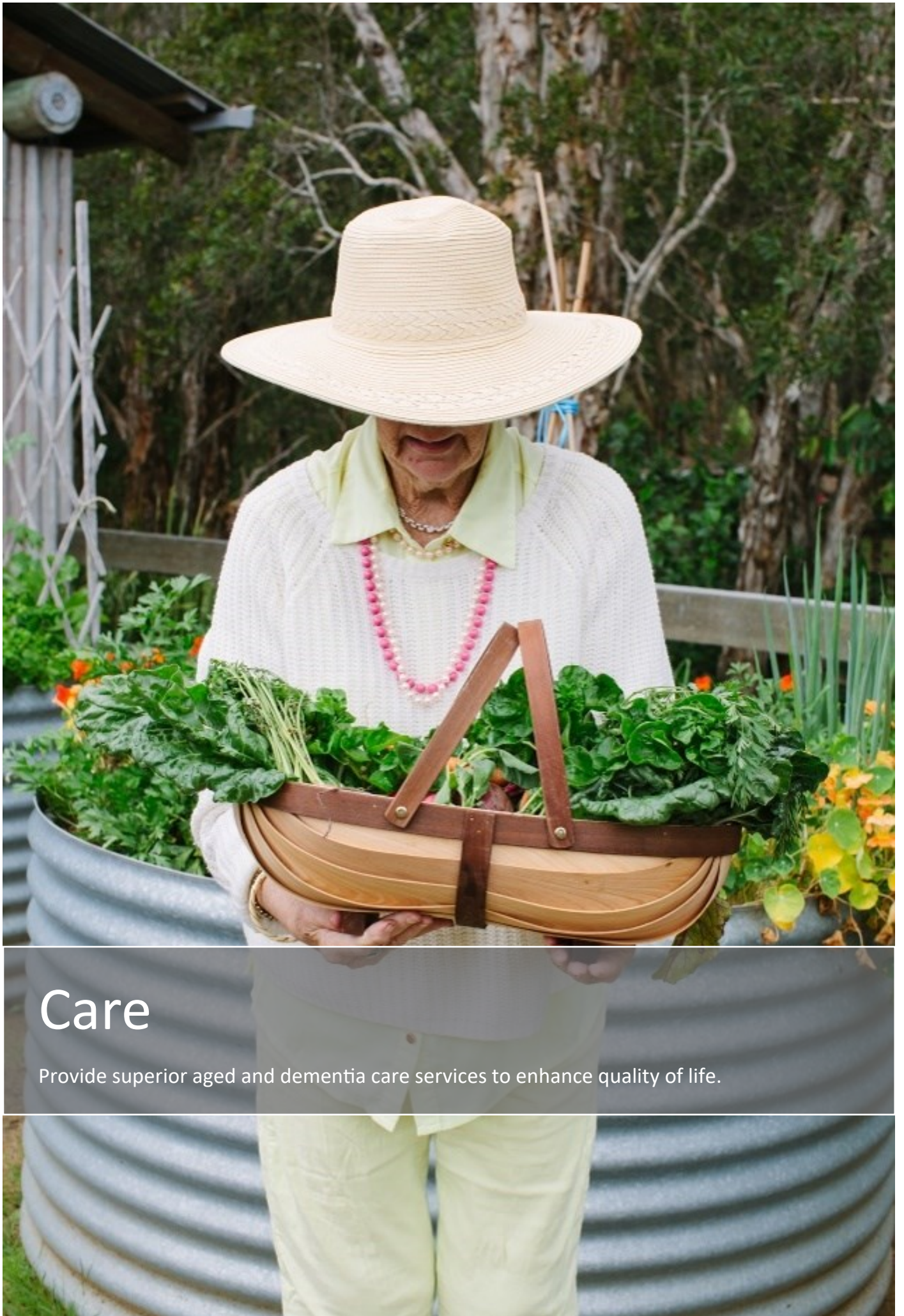




# Highlights

- Managed effective COVID-19 response with no recorded cases at either Carramar or Kabara
- Hosted unannounced assessment visit by Quality Standards Commission to Carramar in July and received full compliance for Std 2 requirements and Std 3 requirements with one non compliance for Requirement 3(3) (a)
- Welcome Queensland Governor, Paul de Jersey, following successful evacuation of 142 residents from Carramar due to bushfires
- Hosted successful orientation visit to both sites by Noosa Mayor, Clare Stewart
- Commenced construction of new dementia residential building and welcome centre at Carramar
- Maintained > 95% occupancy





# Care

Provide superior aged and dementia care services to enhance quality of life.



# Care Report

During this past year of unprecedented health challenges, the care team focused on strong infection control and mitigating the risks to residents due to the COVID-19 pandemic. We approached our work with courage and compassion and treated the residents as if they were our own loved ones. We worked closely with relevant government health agencies and implemented appropriate COVID-related guidance on hygiene, hand washing and social distancing. We learned from the experiences of aged care providers in other states and put considerable emphasis on staff training, open communication, and enhanced infection and hygiene protocols. We stopped cross-rostering between our two sites during the height of the pandemic and managed our roster effectively to minimise risks. We closely monitored our residents' mental and physical wellbeing during the government-mandated COVID -19 restrictions and will continue to do so.

## *Clinical Governance*

We implemented our Clinical Governance framework to support safe, quality clinical care and good clinical outcomes for each resident. We supported the residents to make their own decisions about their care and services and embraced the concept of Dignity of Risk. In line with our commitment to continuous improvement, we engaged an external clinical consultant to audit our internal care processes and regularly conducted our own internal audits to assess staff and resident knowledge of, and compliance with, the Quality Standards. We moved quickly to implement all the recommendations outlined by the Quality Standards Commission following the unannounced visit to Carramar in July. The clinical team will continue to monitor and review all processes relating to the use of chemical restraints to ensure we are fully compliant.

We enhanced our integrated documentation system to support clinical quality and safety and to ensure structured processes are in place to share information when residents are transferred to or from external healthcare providers. We continued our open disclosure processes designed to deliver effective communication with residents and families, including in the event where things go wrong.

The Clinical Care Team met monthly to oversee our clinical governance approach. We analysed the National Aged Care Mandatory Quality Indicators, residents' incidents and risks, infection control, and wound management, and set our education priorities. The Medication Advisory Committee (MAC) - comprised of a local doctor, three pharmacists, three registered nurses and a resident - met quarterly to review clinical policies, protocols and practices.

## *Clinical Indicators*

NoosaCare participated in the National Aged Care Mandatory Quality Indicator Program which came into effect on 1 July 2019. The Program collects quality indicator data from residential aged care services every 3 months and looks at 3 quality indicators for each care recipient: pressure injuries, use of physical restraint and unplanned weight loss. The results are published by the Department of Health on the GEN Aged Care Data website. NoosaCare also submitted clinical indicator data to QPS, a commercial benchmarking company, as a way of testing our performance against past approaches and other providers. I presented monthly reporting to the Board on a range of clinical management issues such as infections, falls, wounds, pressure injuries, unplanned weight loss, physical and chemical restraints, medication incidents and open disclosures.

**53** Registered & Enrolled Nurses

**206** Personal Carers

**38** GPs Providing on-site services

**32** residents living with dementia

**500+** training hours specifically related to dementia services

**30** Dementia Café activities assisting more than **50** community members

# Care Report

## Staff education

Throughout the year, we provided an extensive education program to clinical and care staff covering: Infection Control, PPE training, Dementia support, Elder Abuse, Dignity and choice, Wound management, Palliative care and End of Life care, Dignity of Risk, Risk Management, Regulatory compliance for Physical, Chemical, Environmental restraints, Antimicrobial Resistance, Medication management, Leadership, Manual handling, WPHS and Fire & Emergency.

## ACFI

The Aged Care Funding Instrument (ACFI) is a government funding allocation provided to residential aged care facilities. Residents are assessed by internal ACFI Coordinators and funding is determined by the government on an assessed needs basis for activities of daily living (ADL), behaviour (BEH) and complex health care (CHC). NoosaCare directly expended all the ACFI funding received for each resident towards the employment of clinical, care and allied health staff and medical supplies.

## Dementia Services

We provided high-level care services for people living with dementia, including in our secure Cartwright Community. Staff supported residents to take full advantage of the peaceful and calming indoor and outdoor living environment while also providing exceptional care. We worked closely with Dementia Services Australia on the design of our new dementia building. Care staff also participated in 'virtual' dementia training to experience what it is like to navigate life as a person living with dementia.

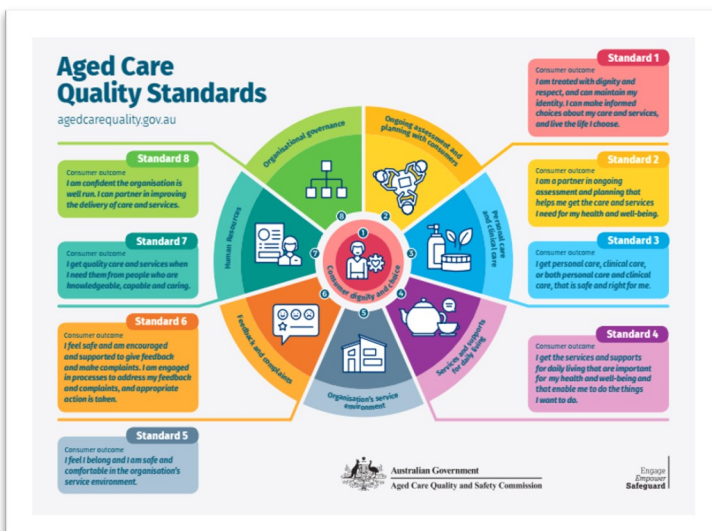
Our clinical and care staff continued to deliver flexible and meaningful quality care and services to our residents with compassion, empathy and patience. As always, they sought to respect our residents' independence and cultural diversity. I would like to thank the clinical and care staff for their outstanding commitment and dedication over the last 12 months and I look forward to leading them in 2021.

## Priorities for 2021

Continuing to provide outstanding care that is in line with the expectations and needs of each individual resident will be a priority. We are committed to consultation and will always involve our residents and families in care decisions. The opening of the new dementia residential building will necessitate a review of the care organizational structure to ensure we have the appropriate staffing number and mix across both sites. We will also continually review our care costs – which are considerably higher than marker organisations – to ensure that we are delivering the best care, in the best way and for the best value.

Monika Egli

Group Care Manager



MAY 2020

INTERNATIONAL NURSES DAY



# Services

Deliver the highest quality boutique services and build demand for such services in a competitive environment.







# Sustainability

Optimise resources for the benefit of residents, staff and the community today and in the future through a culture of continuous improvement and sound management practices.





# Corporate Services Report

## Human Resources Strategic Plan

In 2019 our HR team developed and implemented a HR strategic plan to assist the organisation in achieving its primary mission; the delivery of differentiated, quality, personalised services in a caring and contemporary environment.

Achieving a reputation as a recognised leader in the provision of aged care through these service levels requires motivated and energised employees.

Our 2020-2022 strategy will:

- Ensure that we have the skills to provide high quality care and hotel services in light of changing needs and expectations of our residents and the community.
- Outline activities that support the goals and strategies of Care, Services, Assets, Sustainability and Community Engagement pillars of the NoosaCare Inc. Strategic Plan.
- Ensure that the best people are placed in positions with a focus on our current and future directions and goals.
- Help develop our organisational capability and capacity.
- Ensure we attract, retain and develop high quality staff.
- Build a positive organisational culture, in which performance, learning and wellbeing are valued and supported.

To achieve this, we will focus on education, staffing, resourcing and workplace culture.

## Staff Survey

The 2020 staff survey highlighted the inclusive culture and satisfaction of staff working at NoosaCare.

96% of staff surveyed were proud to work for NoosaCare

#1 word to describe NoosaCare  
**caring**

99% of staff surveyed found their work meaningful

“I am so pleased to have spent the final years of my 50 year nursing career as an employee of NoosaCare surrounded by amazing caring colleagues contributing to the care of the elders of our community.”

*Leonie Quin*

Most staff spoke positively about the environment and culture at NoosaCare, but some expressed concern about the limited opportunities for growth.

Since the results of this survey were published, we've worked hard to provide upskilling opportunities and additional training and support to all employees.



Our Kabara kitchen team

# Corporate Services Report

## Training

We refined our comprehensive training and education program to ensure we have knowledgeable, capable and experienced staff.

11.399

training hours per resident completed  
industry average  $\geq 0.07$

We introduced several new training courses or education sessions to all departments and provided relevant clinical education to board members.

Examples of new training included:

- A leadership development program for key management personnel.
- Dementia education, including focus sessions on specific types of dementia seen throughout NoosaCare.
- Infection Control training and skill sets.
- Dealing with aggressive behaviours.
- Hearing Aid education.
- Falls Prevention Strategies.

We placed considerable emphasis on COVID preparedness training, providing staff refreshers on manual handling, fire & emergency, infection control and PPE usage, and customer service. Key staff workshopped and practised a number of possible COVID scenarios to test our readiness response.

This year we celebrated and shed light on various wellbeing activities including men's health week, R U OK day, National Diabetes Week and International Women's Day.



## Annual performance reviews

Our Management team completed more than half of all annual performance reviews and considered options for a more streamlined approach in the future.

## Workplace Health and Safety

Workplace Health and Safety was a high priority for all employees of NoosaCare.

In fact, our staff survey showed that 96% of staff had safety as the number one priority in their mind when completing a job.

This was reflected in our incident and Workcover statistics for the year. In April 2020, our Workcover claims were at their lowest since May 2018.

Emily Larkin  
Corporate Services Manager







# Assets

Maintain and develop our capital assets to ensure modern, contemporary living environments.



# Hotel Services Report

The Hotel Department operates according to the following strategic goals:

- deliver the highest quality boutique services and build demand for such services in a competitive environment
- maintain and develop our capital assets to ensure modern, contemporary living environments
- optimize resources for the benefit of residents, staff, and the community today and in the future through a culture of continuous improvement and sound management practices.

## *Diversional Therapy Activities and Volunteers*

The diversional therapy department provided a range of stimulating and expansive activities for our residents. Since the impact of COVID the team of Craig, Caroline, Michelle and Sandra with assistance from our amazing volunteer base stretched their creative capacities to develop an even more dynamic and out-of-the-box activities calendar for our residents to maintain as much normality as possible. With the COVID restrictions in place, we saw an uptake in the interest in many of our in-house activity programs. The team are to be commended for their flexibility and commitment.

## *Catering*

NoosaCare's award winning catering team led by the Hotel Services Supervisor Carolyn Hunter, and supported by Head Chefs Gilbert Rousset and Glen Sommer, continued to create fresh and flavoursome meals made with love for our residents. We implement a four week menu with a wide selection of choices, including vegan and vegetarian options. The Chefs and Cooks used their passion for food to create visually appetising and flavoursome menus whilst meeting dietary requirements.

We offered a range of different alternatives for our Extra Service and Additional Service residents, including BBQs, Happy Hours and High Teas as well as different menu selections.

In August we received a 100% compliance rating following our annual independent Food Safety Program audit. The audit covers all aspects of food handling, food safety and the important practices that must be strictly followed throughout all food service areas.

We refined our "Smooth Food" range for residents who are no longer able to eat traditionally prepared meals as part of our commitment to the protection of choice and dignity. We continued to investigate and develop new recipes, products and techniques in order to maintain NoosaCare's reputation as a leader in the texture modified food industry.

We purchased a vegetable and fruit preparation machine to enhance efficiency in the kitchen.

520

Bus outings

250,755

Meals Prepared

10,950

Litres of Soup





# Hotel Services Report

## *Housekeeping and Laundry*

NoosaCare used the new scientifically proven “Microfiber” cleaning system over the last 12 months which contributed significantly to hygiene and cleanliness standards and was a major factor in keeping our residents, staff, volunteers and families safe during the COVID pandemic. We employed casual housekeeping staff for touch-point cleaning during the height of the pandemic, and found the microfibre system to be an easy and efficient product in terms of training and education. The system uses technology to remove antimicrobial bacteria without the need for harsh chemicals every day which reduces water useage and is more environmentally friendly.

The dedicated laundry staff worked hard to deliver clean and fresh linen and personal clothing daily. This year we distributed new linen and clothing protectors throughout both sites. The laundry conducted an annual audit in line with the requirements under the quality standards.

We reviewed the laundry roster to deliver efficiencies and minimise backlogs. We also introduced new manual handling aids, such as sheet folders, to reduce staff injury.

## *Capital projects*

### *Carramar*

NoosaCare had a very busy year of capital projects across both facilities. At Carramar we replaced and raised the walkway canopies, widened the pathways and updated electrical and IT services to support the new fibre optic cabling. The walkways project is now 90% complete and due for completion in the 2020-2021 financial year.

The Maintenance department created a new outdoor pergola area for the Wood and Ward residents to enjoy.

Cartwright north and south received a much needed refurbishment. We remodeled the kitchens and lounge area to create a more personal and calming atmosphere. We particularly looked at the acoustic environment to help reduce anxiety and stress for residents living with dementia. NoosaCare engaged the services of Dementia Australia to review the refurbishment project and the new 32 bed building and entry building project. We received positive feedback and validation of the design.

We commenced refurbishment of 3 lodges at Carramar—Berry, Quota and Butler. The total project cost is budgeted for \$1.35 million. We completed Berry in July 2020 and started the next day on Quota. The Quota refurbishment involves changing share rooms into eight individual ensuite rooms.

Lodge Refurbishments

3 Carramar

1 Kabara

32

Bed dementia unit commenced July 2020

Upgrade to assets

\$2.4 Million

# Hotel Services Report

## *Kabara*

We redesigned and refurbished 8 rooms in Kauri eastern wing to create a more conducive layout and a brighter more modern living environment. Residents now have better garden views and more accessible bathrooms.

The installation of security fencing and automatic front gates at the Kabara front entry increased security of the premises. Residents now have easy access to and from the property through front reception.

Throughout the year, we also completed the following projects:

- Kauri eastern fire exit upgrade
- new office space developed at Kabara
- gardens improved throughout both facilities

## *Priorities for 2021*

Maintaining and developing our capital assets to deliver a modern, contemporary living environment at both our sites is our highest priority. Ensuring the new dementia project is delivered on time and within budget is a major focus. The scheduled completion date of May 2021 and the arrival of 32 new residents will require an upgrade of the Carramar kitchen. The kitchen size and design will change to allow for future site developments and to take account of new technologies. We will look to complete the refurbishment of Butler lodge at Carramar and further refurbishments at Kabara. We will fully implement a new nurse call system and explore the use of robotics and new IT systems.

Jamie Oakley  
Hotel Services Manager

Turning of the SOD with Mayor Clare Stewart: from left to right—Stefan Prystupa, Ann Harrap, Mayor Clare Stewart and Megan D’Elton



New Walkway



Security gate at Kabara



# Financial Report

## FINANCE REPORT FOR 2019/20

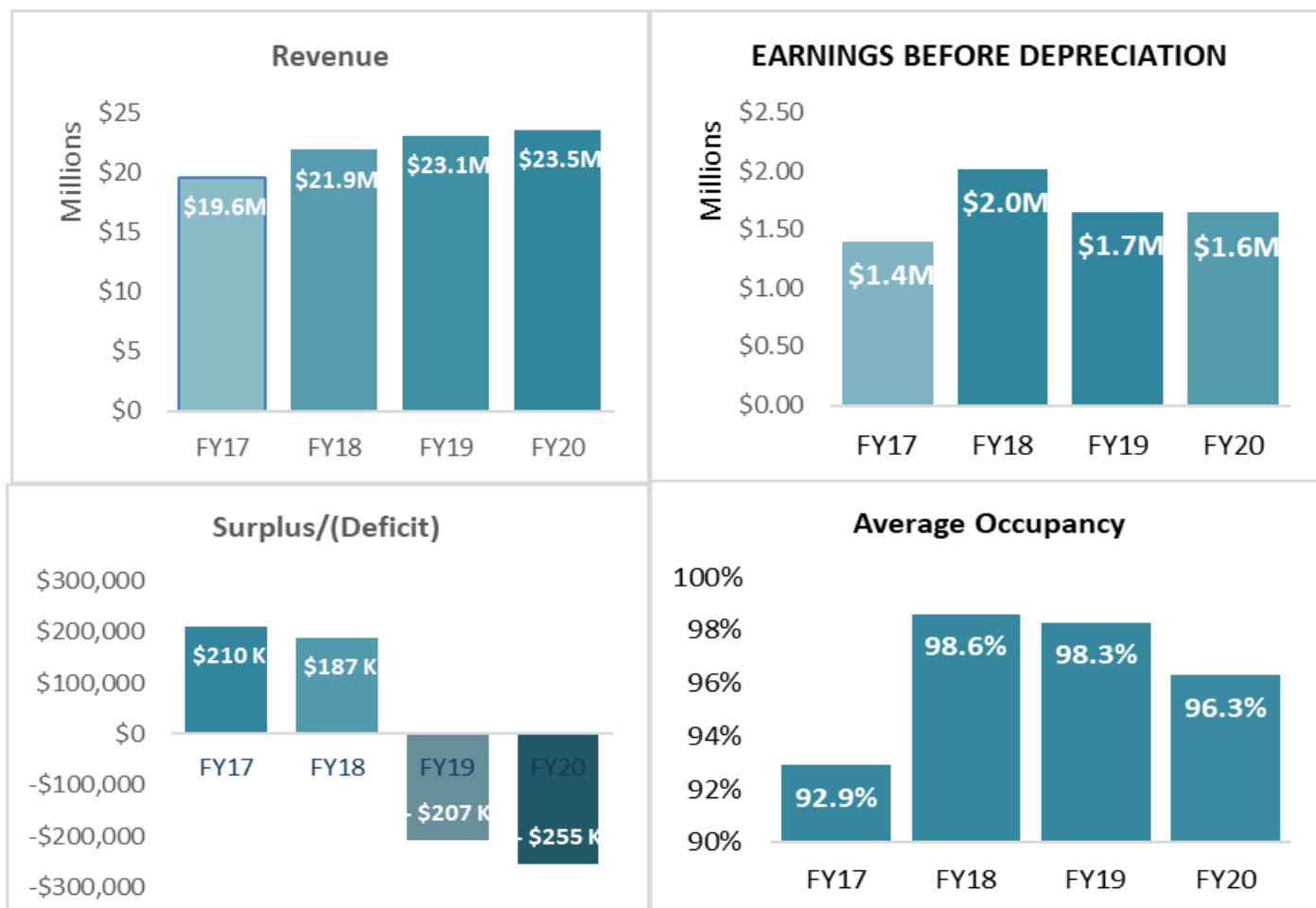
NoosaCare Inc reported a net operating deficit of \$255,163 for the year ended 30 June 2020.

The organisation's operating costs increased 4.1% compared to the previous year whilst revenue increased by only 1.9%. Government funding increased by 1.4% over the previous year and contributed to the bulk of NoosaCare's revenue (63%). Income from the investment of accommodation bonds decreased significantly due to historically low interest rates. NoosaCare's strategic decision to diversify into investment grade bonds, in line with our Treasury policy, helped to lower the impact from falling interest rates.

NoosaCare maintains a higher staff to resident ratio compared to the industry average of 3.2 care hours per resident per day. We spent 70% of our operational costs on our workforce for remuneration and other benefits. The average age of entry to residential aged care increased to 86.3 and, in our case, this often necessitated a higher level of care with associated costs. It also contributed to a shortening of the average period of occupancy further contributing to cost pressure. The measures taken to comply with COVID-19 guidelines and keep our residents safe further increased operational costs, only partially offset by government subsidies.

During the year, NoosaCare activated 02 new bed licences increasing the total number of available rooms across both sites to 229. The average occupancy for the year was 96%, slightly lower than the previous year and largely as a result of COVID-19 disruptions during the period March- June.

During the year the organisation spent \$2.4M on Capital items representing payments for preliminary expenses towards the new dementia building, upgraded walkways at Carramar, improvements to the data communication network, and refurbishments of Berry, Butler and Quota villas. All of these capital works were designed to maintain the high quality of resident living conditions while delivering savings on maintenance and management costs in the long run.



# Financial Report

## FINANCE REPORT FOR 2019/20

NoosaCare's resident bonds to liquidity ratio as at end of financial year was a healthy 64.3%. Our current assets exceed current liabilities by \$18,405,050 (2019: \$17,423,261). This difference is due to the requirement to classify obligations relating to refundable accommodation deposits and accommodation bonds as current liabilities. Please refer note 4, page 20 of Financial Report for further details.

We have a strong capital position with no external borrowings and sufficient cash or cash equivalents (\$21.96M) and Financial Assets (\$5.2M) on hand to meet the estimated refund of accommodation bonds as they fall due within the current year. We have no concerns about the replacement of accommodation bonds given projected high occupancy levels.

In line with our corporate management policy requiring a revaluation of land and buildings at least every three years, we obtained an independent valuation of buildings at replacement cost as at 30 June 2020. The new valuation increased the written down value of land and buildings by \$5.8M. Please refer Note 2(j) of the Financial Report for further details.

### *Priorities for 2021*

Addressing NoosaCare's operating deficit will be an important priority going forward. We will focus on maximising revenue, including through optimising resident mix, offering new services, prudent investments and philanthropy. We will keep a close eye on capital expenditure on the new dementia building, refurbishments at both sites, IT infrastructure and the new nurse call system. We will continue our work to find operational savings and take advantage of economies of scale across both sites and with the new dementia building. Streamlining our care costs (which are well above industry average) without compromising on our standards or philosophy will also be a key area of emphasis.

Kumara Panditha  
Chief Financial Officer

48%

Average of Supported Residents over the last 12 months

-1.08%

Consolidated Return on Income

96%

Occupancy average over 12 months

\$174

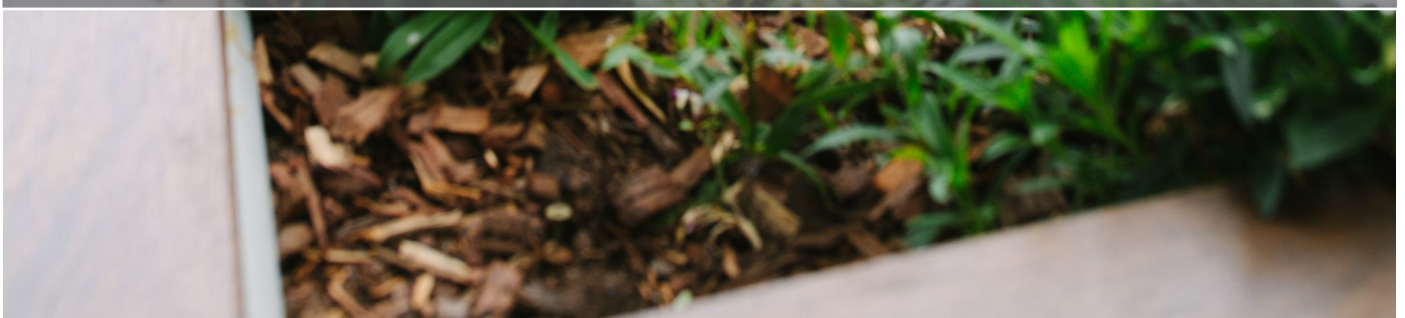
Average Daily ACFI Rates over 12 months





# Community Engagement

Build and maintain a relationship with an actively engaged community that shares our values and understands the importance of fair access to high quality aged and dementia care services.



# Philanthropy and Donations

Philanthropy and community giving were essential for the establishment of Carramar nearly 40 years ago. Over the years, the generosity of members and the wider community has enabled NoosaCare to improve facilities, particularly landscaping, upgrade equipment and offer a wide range of activities for our residents.

As a not-for-profit organisation, NoosaCare receives government funding and financial payments from residents. Through strong financial management we are able to use these funds to deliver high quality care and services to our residents. Most of the government funding goes towards medical and health care.

NoosaCare provides opportunities for donors to make a difference by supporting projects that go beyond the normal delivery of high-quality care and services to residents – projects that allow NoosaCare to do the extraordinary. There are three key areas where donor contributions could have a significant impact on the quality of life of our residents.

These are:

- Customised medical equipment
- Grounds and gardens
- New technologies

Members of the Board and staff have made cash donations to NoosaCare (over and above their professional and volunteer contributions) and a number of current and past residents have also given generously. We have received grant funding from organisations such as Gaming Machine Community Benefit Fund, Noosa Rotary Club and Lions Club of Noosa in the past. During the year, we applied for a grant from Noosa Council to fund the purchase of outdoor audio and visual nature boards to provide information and sensory cues in our garden landscape areas. We also benefited from sponsorship arrangements with Bendigo Bank, LiveLife Pharmacy Group and Cartwright Lawyers.

We are extremely grateful to our volunteers who willingly give of their time and expertise for no payment because they believe in NoosaCare's purpose and appreciate the service we provide for an ageing population. We have also received in-kind support over the past year, including from other community organisations, that has delivered significant benefits for our residents

Going forward, we need to build the philanthropic contribution to our organisation if we are to continue to sustain and strengthen the NoosaCare experience for our residents. We do not direct our donations towards running costs. Every gift enables us to do the extraordinary and provide the special environment that allows our residents to live and age well. NoosaCare is DGR (Deductible Gift Recipient) endorsed which allows donations to be tax deductible.

## To Make A Donation:

To find out how you can make a donation, honour the memory of a loved one, or make a bequest please talk to Danah Wood on 5449 8799 or email [executivesecretary@noosacare.com.au](mailto:executivesecretary@noosacare.com.au).



# Philanthropy and Donations

NoosaCare is grateful for the generosity of the current and past donors that have contributed over the years. We acknowledge our donors and thank them for making a difference to our residents' lives and wellbeing.

In total, NoosaCare received \$23,351 in funds for 2019/2020 financial year. The names of the current donors are listed below for both financial and in-kind contribution.

Every gift makes a difference in the lives of our residents now and in the future. NoosaCare and the Board are very grateful for the community's generous support to enable us to do the extraordinary

## **Donors**

Ann Harrap	Cartwrights Lawyers
Robert Mirams	LiveLife Pharmacy Group
Ian Priestley	Lions Club of Noosa
Wayne Staal	Rotary Club of Noosa
Margie Fisher	Hillsong Church Noosa
David Thomas	Bunnings Noosaville
Peg Burgin	Sunshine Linus Group
Richard Broomhead	CWA Tewantin
Jean Chalmers	
Ivan Wells	
Vicki Ansell	
Madeleine Kneebone	
Bill Jory	



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