



NOOSA *Care*
CARRAMAR • KABARA



ANNUAL REPORT

NoosaCare Inc
Carramar and Kabara
www.noosacare.com.au

2021

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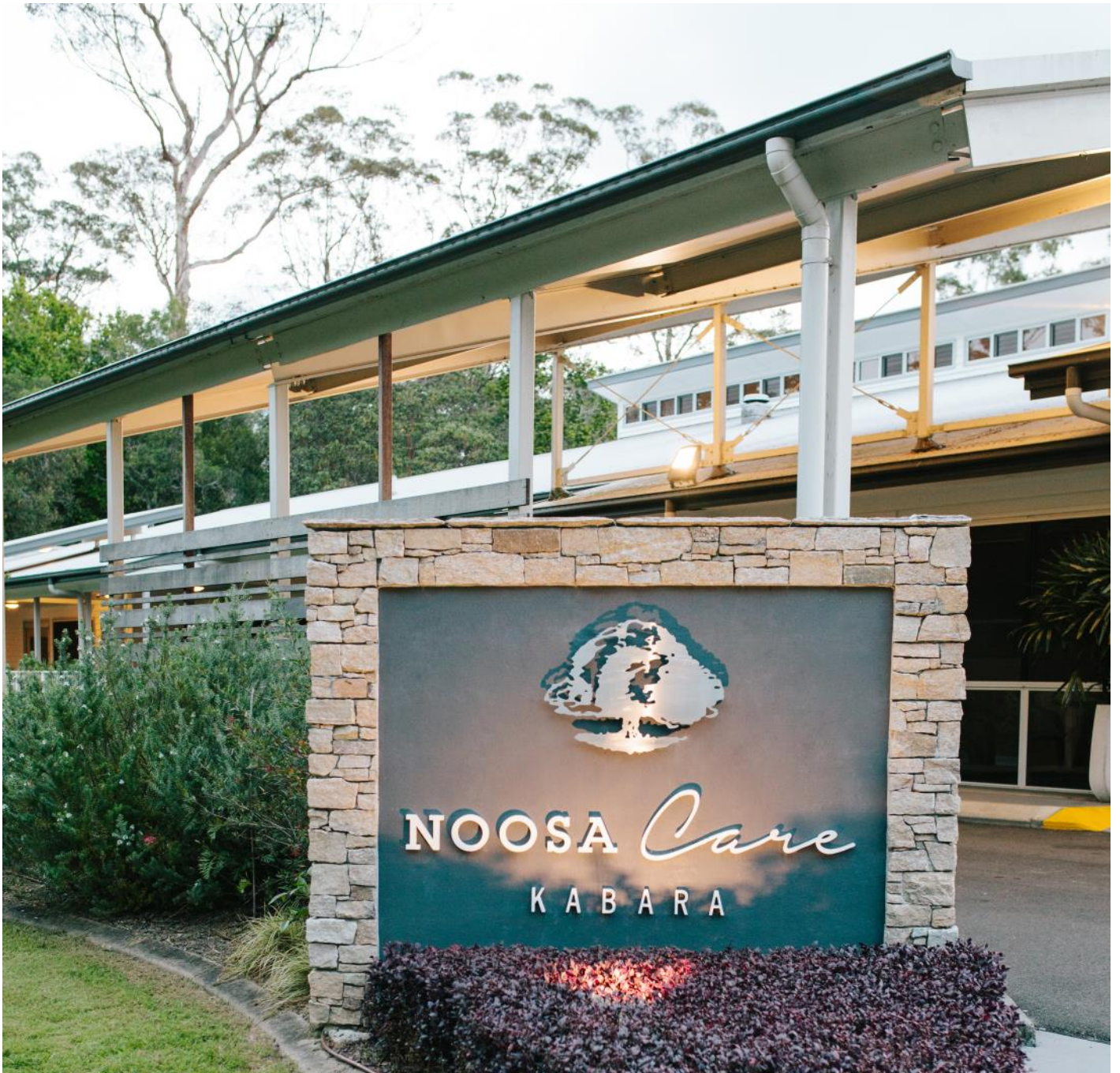
A copy of NoosaCare Audited Financials are available on request.



NOOSA Care

CARRAMAR • KABARA

2021 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 ongoing Covid crisis and the delivery of the Royal Commission report and government response provided the context for the delivery of aged care services over the past year. The Board focussed on overseeing a sustainable business, developing an appropriate strategy for the organisation's future and driving implementation of the Royal Commission recommendations. In particular, we pushed for the identification of cost savings and the consideration of alternative revenue streams to complement our outstanding care. We placed considerable emphasis on hearing the views of residents, staff, family members and volunteers to guide our decision making on NoosaCare's future footprint, resident services, asset development, culture and staffing issues. The new strategic plan 2021-2026 is included in this annual report and I recommend it to you.

Care

Delivering superior care services during a global pandemic requires leadership, professionalism and teamwork and the Board was extremely proud of the work of our management team, staff and volunteers in this regard. The fact that we have consistently provided 230 care minutes per resident per day (already above the Royal Commission recommendation) and driven continuous improvement in care delivery across both sites is a testament to our commitment to our residents even in difficult and uncertain times.

NoosaCare is one of the leading providers of dementia care on the Sunshine Coast. Such care is expensive to deliver but the Board has agreed that it must remain a core element of our offerings for residents, including as part of our commitment to help address increasing demand in our local community. During the year, the Board encouraged a stronger relationship with Dementia Services Australia to provide guidance and validation for our environmental approach as well as our individual case management. We supported the expansion of the dementia café, both as an opportunity to explain our services but also to provide an outreach resource for the community.

Hotel Services

The hotel services staff demonstrated considerable versatility and initiative during the year supporting the Care Team in a range of areas and delivering sensible efficiencies in laundry and cleaning services without compromising on quality. In April, the Board approved greater investment in NoosaCare's smooth food products designed particularly for residents who have difficulty swallowing. The Board had the opportunity to taste the products and were impressed by the look and feel of the meals. Many aged care providers only serve pureed meal options and don't look to optimise taste, texture and visual appeal. This is a real point of difference for NoosaCare and there is clear potential to expand our smooth foods range and market.

The Board engaged first-hand with many of the volunteers who play a crucial role in the delivery of our care and hotel services. In the past year, we recorded 12,785 volunteer hours – representing a monetary value of some \$402,715. We could not function effectively without the passion and commitment of our volunteers and recruitment of additional members of this team will be important in the year ahead.

Assets

Ensuring the maintenance of the contemporary living environment at both our sites remains a key area of focus for the Board. The construction of the new dementia residential building and welcome centre at Carramar was delayed by several months and caused some disruption. The Board is confident, however, that once opened later this year it will be a state-of-the-art facility – as recognised by the '2021 project of year award' from the Institute of Hospitality in Healthcare. The gardens and outdoor areas, in particular, will be a significant enhancement and we look forward to full occupancy of the 32 rooms by 31st December 2021.

Sustainability

The Board welcomed the government's response to the Royal Commission recommendations, including the commitment to increased funding. There are, however, a number of expected changes to the industry which

GOVERNANCE

require further consideration and refinement and there is still uncertainty around new quality standards (and the compliance implications), bed allocation and staffing hours. This means that our focus on business sustainability cannot waiver. The Board commends the effort to turn around our operating loss from last year into a small operating surplus of \$88,628 (approximately 0.3% of total revenues). We will be keeping a close eye on interest rates and the broader economy as we make decisions about NoosaCare's ongoing investment of accommodation bonds.

Community engagement

The Board reiterated the importance of a strong community focus and supported efforts to increase local linkages. We are pleased with the positioning of our organisation in the media and the efforts by the CEO to showcase NoosaCare's offerings at a range of different public forums. A strong local profile is particularly important given that most residents either come from the local area themselves or have family members that do. The Board remains very conscious of the high value of referrals and word of mouth advertising for NoosaCare.

One of our directors, Bob Mirams, attended seven resident meetings at both Carramar and Kabara as part of the board's efforts to understand our 'consumer voice'. Directors also spent time on-site (including at board and committee meetings), participated in training and social events, and received regular reporting from management. Board engagement with residents and families remains an important element of our work.

As outlined in our philanthropy report, NoosaCare grew out of the generosity of donors. The Board is excited by the significant increase in donations over the past year, particularly in return for naming rights in our new dementia building. We are grateful to local community organisations who have partnered with us to help deliver the extraordinary for our residents; as well as to the individuals who have offered cash and in-kind gifts to NoosaCare. Promoting a culture of giving – as a means of supplementing government funding and resident contributions – will be an ongoing priority for the board.

Priorities for 2022

The Board remains concerned by the significant compliance burden on the aged care industry. While it is important to ensure that appropriate systems with checks and balances are in place to protect the safety and welfare of our residents it is also important to get the balance of the administrative and oversight burden right. We will meet our legislative and other compliance obligations while continuing to streamline duplicative or wasteful processes.

Staffing across the sector is a serious challenge, compounded in our region by the high costs of accommodation. The Board's approval for development of our Carramar street properties is the start of a process that will see the provision of lower cost rental housing for the community, including staff members. There are many hurdles ahead, including Council agreement and funding issues, but this is an innovative approach that will help to secure NoosaCare's ongoing viability and provide a community contribution to current rental market difficulties.

There is no doubt that NoosaCare faces increased competition from other residential aged care providers and because of the preference of many elderly Australians to receive care in their own home. The Board understands the challenge and will work to ensure that NoosaCare continues to have happy and healthy residents, well supported staff, contemporary facilities and a sustainable business. We will direct our best effort to enable our community to live well with dignity and choice.

I would like to thank the other board members for their contributions over the past year, particularly those who are stepping down at the Annual General Meeting. And on behalf of the Board, I express appreciation and gratitude to the staff, residents, families and volunteers who help to make NoosaCare such a wonderful and welcoming home.



NoosaCare President Ann Harrap with CEO Megan D'Elton

FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D'Elton, CEO



“The secret of change is to focus all of your energy, not on fighting the old, but on building the new”

-Socrates

This quote reflects what has been happening in the residential aged care sector in the last 12 months and what we can expect to experience going forward – a total redesign of the industry with an emphasis on action to improve the system in a way that delivers better outcomes for older Australians.

The Royal Commission into Aged Care Quality and Safety released its final report in February 2021 with 148 recommendations. In May 2021 the Federal Government welcomed the final report and responded to each of the recommendations noting that the Government agreed with the Commissioners that *“strong action is needed for fundamental and ambitious reforms”*.

At NoosaCare we support reform of the industry as a means of rebuilding confidence and trust, not only within the aged care system but across the entire community.

Some of the changes that we can expect to see over the next five years include:

- Increased compliance reporting;
- Increased regulatory oversight by external regulators;
- Mandatory care minutes per resident per day;
- Mandatory registered nurse rostering.

From 2023, it will be mandatory for all aged care providers to deliver an average of 200 care minutes per resident per day, including 40 minutes of registered nurse time. It will also be mandatory to have at least one Registered Nurse on site for a minimum of 16 hours per day. NoosaCare already exceeds these targets. We provide residents with 230 care minutes per day and we have at least two registered nurses on site for every shift - 24hours a day, 7 days a week. We report our staff hours per resident per day on a quarterly basis to Queensland Health for publication on the *Inform my care* website. Anyone can view the information and consumers are able to gain an awareness of nursing care hours, including with comparisons across Queensland facilities. While the government has committed extra funding to meet changed care hour requirements, there will still be significant additional compliance and other staffing costs that will need to be met by providers. Generating the extra revenue to cover these costs will be a priority in the years ahead.

In April 2021, as a part of the initial response to the Royal Commission recommendations, the government provided some initial funding to address immediate priorities in the sector. NoosaCare directed all of the funds provided to our wonderful and dedicated staff. In particular, all staff received a \$300 credit card bonus, access to the staff scholarship program and additional dementia education. Using the funds in this way was an important recognition for our over 350 staff who have worked tirelessly through the Covid pandemic. While our focus was on maintaining morale and acknowledging dedicated performance for our existing team, we also sought to increase staffing numbers where possible. This was a significant challenge for NoosaCare and the aged care sector as a whole.

We saw a high turnover of personnel in and out of the industry. We also saw tougher competition for recruitment of staff from the National Disability Insurance Scheme (NDIS) and home care providers which made it difficult to fill rosters across all of our departments. At NoosaCare our recruitment and retention issues were compounded by the changes in the housing market with many staff finding it difficult to secure local affordable accommodation. A number of employees decided that a long commute from more reasonably priced areas further afield was no longer feasible.

FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D'Elton, CEO

As you'll read in the various sections of this report, we needed to be creative in our human resources approach, including by: moving hours and shifts; utilising Hotel Staff for daily housekeeping duties to relieve the pressure on Personal Carers; and introducing employment incentives. We also began work on the development of our Carramar street properties particularly so as to provide accommodation options for staff. The shortages in the sector, however, are unlikely to be alleviated in the near future and we will need to continue our efforts to retain our existing staff, encourage more participants into our workforce and grow our volunteer numbers.

The impact of Covid outbreaks, restrictions and lockdowns was significant for the aged care sector over the last 12 months. At NoosaCare we had no confirmed cases of Covid and I would like to thank all residents, families, staff and volunteers for their assistance and patience in navigating through this global pandemic.

In line with Australian Government requirements, from 17 September 2021 it will be mandatory for all residential aged care workers to have received at least their first dose of a Covid vaccine. This requirement applies to all staff and volunteers, irrespective of age or department. The requirement does not apply to residents and while NoosaCare has encouraged our residents to be vaccinated, this remains a voluntary choice for each person. It is, however, compulsory for all residents, staff, volunteers and visitors to an aged care facility to have had a flu vaccination.

During the year, we hosted two onsite flu vaccination clinics for staff and residents and facilitated six Covid vaccination clinics coordinated through Queensland Health. We also worked closely with our local state MP Sandy Bolton to secure onsite Pfizer vaccinations for all staff and volunteers through Sunny Street Respiratory Clinic. All Aged Care providers must report weekly on the status of staff and resident Covid vaccinations to the Department of Health and Aging.

During the year, we submitted our application to renew our three-year accreditations for both Carramar and Kabara. We received a 1-year extension for Kabara which is now accredited until September 2022. We are expecting the unannounced site assessment visit to Carramar before the end of 2021.

In May we reviewed the NoosaCare strategic plan through a collaborative workshop involving the board, management, staff, volunteers, residents and relatives. This was the first time that we had included such wide participation in a strategy review but it was a very useful opportunity to consider our strengths and areas for improvement. We articulated NoosaCare's direction for the next 5 years and agreed on a new vision statement



Dementia Café community meetings, held fortnightly, provide a welcoming social setting for those living with Dementia and their carers.

- To enable our community to live well with dignity and choice. We agreed that our Mission and Philosophy should remain the same but that our focus would shift to the things we care about most:

- Happy, healthy and safe residents
- Skilled, motivated and professional staff and volunteers
- Excellence in dementia care
- Financial and sustainable business
- Positive engagement with community.

FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D’Elton, CEO

Priorities for 2022

Scrutiny on the aged care sector is likely to continue into 2022 and delivering quality care and services to our residents while navigating the increased regulatory and compliance obligations will be a priority. We will focus on supporting and nurturing staff as we implement the Royal Commission recommendations, including by campaigning for better salaries for the aged care workforce. We must continue to find cost savings and grow revenue if we are to be sustainable into the future. Delivering on our capital works program, including finalisation of the new dementia project and full occupancy within 3 months, will form part of our core activities.

Our staff across all departments work tirelessly to deliver quality care and services to our residents with compassion and commitment. I am amazed by their resilience each and every day and am proud to lead the team. This year we farewelled Monika Egli as our Group Care Manager and we thank her for her significant contribution to our organisation. We celebrated a 20-year long service milestone for personal carer, Carol Irvine, and I completed my 23rd year with NoosaCare. This year, long time resident Mary Gregson celebrated her 102nd birthday! Mary has seen a lot of change in her 18 years of living here at NoosaCare, and this year Mary was the first to put her hand up to receive the Covid vaccination



Carol Irvine celebrating her 20 year milestone at NoosaCare

Megan D’Elton celebrating 23 years of service at NoosaCare

To the Executive Team, Kumara Pandita Chief Financial Officer, Jamie Oakley Hotel Services Manager, Emily Larkin Corporate Services Manager and Sonya Swann Group Care Manager, I would like to offer a special thank you for your contribution in overseeing the operations of the business. It has again been a particularly difficult period and your teamwork and support are admirable.

To our dedicated volunteers, thank you for all that you bring into the lives of our residents. You selflessly commit to assist in daily activities and emotional support to every resident.

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



Mary Gregson celebrated her 102nd birthday in July 2021

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. During the year, we farewelled long-standing director David Thomas and welcomed Johanne Wright and Graham Douglas to fill two casual vacancies. In recruiting new members for election, the Board sought to match skills with the required ‘perfect board’ competencies. This ensures the Board is well placed to perform its key governance role.

Board members are all volunteers with a range of backgrounds in business, finance, law, human resources, international relations, engineering, economics 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.

During the year, the Board reviewed the constitution, the board charter and the range of board governance policies. The Board retained the Risk and Audit committee and continually tested the merit of forming a Care committee – ultimately determining that care issues would always be discussed in the full board meetings. In line with good governance practice, the Board also assessed its performance against the Charter and NoosaCare’s objectives. The Board was pleased with the balance of considerations on strategic rather than operational issues and will continue to focus on risk management and quality decision making going forward.



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
- **Clinical Governance** – oversee clinical practice quality and safety, including through review of clinical risks and mitigation strategies, and benchmarking against industry best practice.
- **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

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.

ABOUT US

NoosaCare is one of the Sunshine Coast's leading providers of boutique aged care accommodation.

With two incredible facilities—Carramar in Tewantin and Kabara in Cooroy – we are a community based, not-for-profit organisation that puts our residents and their families at the forefront of all we do. Our state-of-the-art facilities are located in stunning, natural surrounds and landscaped gardens, and residents experience the highest level of care and lifestyle choices they deserve.

OUR VISION

We enable our community to live well with dignity and choice.

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

STRATEGIC PLAN



NOOSACARE STRATEGIC PLAN (2021-2026)

OUR VISION: *We enable our community to live well with dignity and choice .*

OUR COMMITMENT - THINGS WE CARE ABOUT

HAPPY, HEALTHY & SAFE RESIDENTS

GOALS:

- Innovative and contemporary care practices
- Market leading services, particularly in accommodation, catering and support services
- Modern, contemporary living environment
- Varied and tailored lifestyle programs



EXCELLENCE IN DEMENTIA CARE

GOALS:

- Best practice care and services informed by research and evidence
- A stimulating environment in line with evidence-based practice
- Ongoing outreach activities, including through the Dementia Cafe



POSITIVE ENGAGEMENT WITH COMMUNITY

GOALS:

- Positive community awareness and engagement
- Strong relationships with key stakeholders
- Proactive philanthropic program
- Dynamic marketing strategy highlighting points of difference



SKILLED, MOTIVATED AND PROFESSIONAL STAFF AND VOLUNTEERS

GOALS:

- Effective attraction and retention strategies, including rostering and remuneration
- Training and professional development opportunities
- Appropriate organisational structure that meets changing needs
- Culture that promotes supportive, autonomous, inclusive, open, working environment

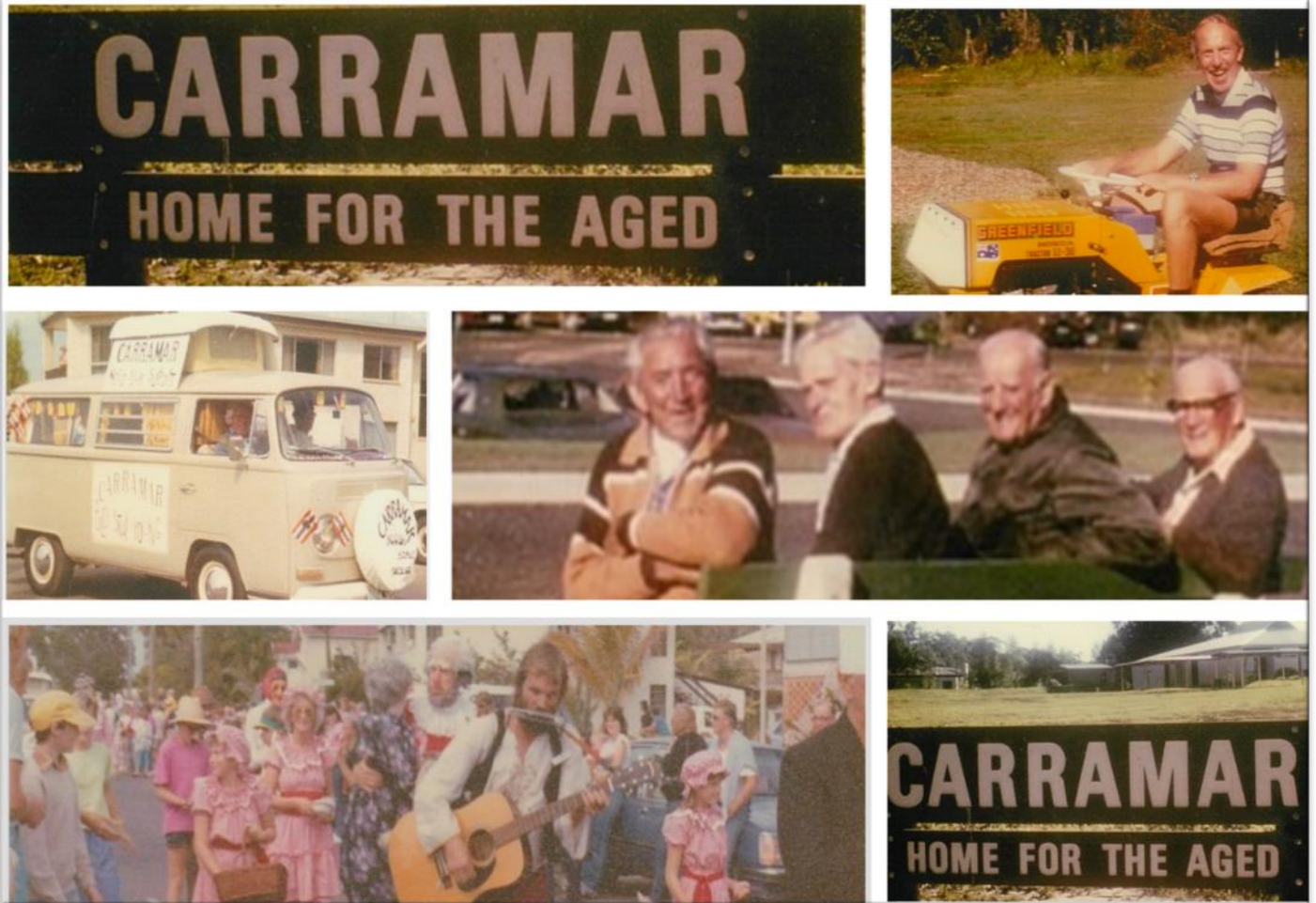


FINANCIAL AND SUSTAINABLE BUSINESS

GOALS:

- Proactive financial decision-making, particularly in relation to investment strategies, diversification projects and capital works
- Prudent financial management and reporting
- Focus on continuous improvement and productivity gains
- Compliance with regulations and standards

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.



OUR COMMITMENT

- Happy, healthy and safe Residents
- Excellence in Dementia Care
- Positive engagement with community
- Skilled, motivated and professional staff and volunteers
- Financial and sustainable business

OUR PEOPLE



373
Staff



229
Residents



230
Care minutes per
resident per day.



8
Allied health
contractors



NoosaCare is governed by a Board of 11 elected volunteers. Business operations are overseen by the Chief Executive Officer (CEO) who is supported in her responsibilities by an Executive Team of four managers who look after the key areas of Clinical Care (Group Care Manager), Finance (Chief Financial Officer), Hotel & Property (Hotel Services Manager) and Corporate Services (Corporate Services Manager). 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 373 staff across both Carramar and Kabara. This includes 279 Care staff, 22 Corporate staff and 72 Hotel staff. We strive to be a safe and happy place to work and recognised employer of choice.

NoosaCare reported for the year ended 2021 that staff turnover was similar to that of last year, a low 2.15%.

OUR VOLUNTEERS



76
Volunteers

12,785
Volunteer hours



\$402,715
Value of volunteer hours



As a retired Aged Care RN I thought I would be able to fill my days not working. However, I soon realised something was missing so I decided to become a volunteer in the Diversional Therapy Department. This Department and the caring staff provide an amazing variety of activities for the residents in which the volunteers are involved. One-on-one or group activities are provided. For example exercises, tenpin bowling, musical activities and bus trips.

It is very rewarding to be able to provide residents with activities they enjoy. Also the chance to speak to the residents about their life experiences and to encourage fun and laughter. volunteering not only helps the residents but provides a feeling of worth to the volunteers.

Bronte Mountford (NoosaCare volunteer)

VOLUNTEER WITH US!

We pride ourselves on our lifestyle programs and are offering you the opportunity to be involved. You could not only improve your own social calendar but make someone's day with simply a cuppa and a chat. No experience necessary, even just a few short hours a week can make a difference. To register your interest contact Craig Barnes 0418 405 481 or email cbarnes@noosacare.com.au



HIGHLIGHTS

- Managed effective Covid response with no recorded cases at either site
- Facilitated on-site Covid vaccinations for 67 residents at Kabara and 130 at Carramar
- Increased NoosaCare membership
- Constructed new dementia residential building and welcome centre at Carramar
- Refurbished 3 lodges (Quota, Butler, Berry) and kitchen at Carramar
- Designed and approved new nature walk at Kabara
- Developed partnership with Meals on Wheels for smooth food deliveries
- Donor funding increased threefold to \$71,052-60.
- Approved Strategic Plan for next 5 years
- Awarded Project of Year for our new dementia project from the Australian Institute of Hospitality in Healthcare
- Maintained > 95% occupancy



HAPPY, HEALTHY & SAFE RESIDENTS

- Innovative and contemporary care practice
- Market leading services, particularly in accommodation, catering and support services
- Modern, contemporary living environment
- Varied and tailored lifestyle programs

CARE REPORT

Ms Sonya Swann, Group Care Manager

The delivery of safe, high quality, clinical care to each resident tailored to their individual and evolving needs and in the most appropriate way to enable them to live their best lives is one of NoosaCare's highest priorities. We provide a model of care that is supportive of everyday living and seeks to balance risk management and dignity.

In the past year, we have faced heightened public scrutiny, tighter regulation, staff shortages and a global health crisis. This was extremely challenging but the care team approached their work with the usual professionalism and compassion.

We continued our focus on Covid preparedness and management, reviewing our hygiene and infection control protocols and practices, increasing our training and liaising closely with relevant government agencies. We facilitated Covid and influenza vaccination clinics on-site for staff and residents and managed visitor arrangements during lockdowns in a safe but sympathetic way.

Clinical Governance

We implemented our Clinical Governance Framework to support quality clinical care and promoted meaningful partnerships with residents to ensure they were fully involved in care and lifestyle decisions. We reviewed a number of our policies and practices including: the use of restraints (now known as restrictive practices) and behaviour support plans; dignity of risk assessments; falls management; and Palliative Care Assessment and Communication. We implemented new government requirements relating to serious incident reporting and ensured all volunteers and staff were fully trained on the revised systems. The Aged Care Funding Instrument (ACFI) is a government funding allocation provided to residential aged care facilities and we continued to expend all of our ACFI funding towards the employment of clinical, care and allied health staff, and medical supplies.

In line with our commitment to continuous improvement, we engaged independent consultants to review our internal care plans and processes, clinical care funding submissions (ACFI), and clinical staffing profile. We implemented a number of recommendations from those audits including recruitment of additional clinical care coordinators, appointment of a Quality Compliance Coordinator and implementation of new training and reporting models. Having a quality compliance coordinator onsite means we can conduct our own regular internal audits; deliver practical, hands-on training; and stay up to date with changes in government regulation and compliance requirements.

The Clinical Team met monthly to review our clinical governance approach. We analysed external clinical indicator data and incidents among our own residents to understand trends and common causes. We developed strategies for minimizing risks to residents from falls, infections, unplanned weight loss, pressure injuries, medication incidents and wounds, and established a separate falls committee to review mitigation options, particularly for residents living with dementia. We secured the services of a volunteer geriatrician to provide additional guidance on care management and risk prevention and worked closely with other allied health professionals to consider environmental, behavioural and other factors impacting on clinical wellbeing.

NoosaCare participated in the National Aged Care Mandatory Quality Indicator Program and also submitted clinical indicator data to QPS, a commercial benchmarking company. Our involvement in such benchmarking processes assists us to measure our care standards and test improvement in our own clinical performance. While the comparison with other aged care facilities can have some benefit, the more useful advantage of participation in the benchmarking is access to information about alternative care approaches and assessments.

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 Care Team– Claire Li, Sonya Swann,
Amanda Dunn, Catherine Horne, Christine Scurry and Lyndsay

CARE REPORT

Ms Sonya Swann, Group Care Manager

Staffing

The past year saw some turnover in key clinical management roles but also saw a strong increase in clinical staff numbers, helping to reduce our reliance on agency staff.

We focused on delivering an extensive education program in areas such as standards, palliative care, dementia care and ACFI. We also updated practice guidelines around care planning and, in line with changed government requirements, designated fully-trained and accredited infection control officers at both sites.

We reviewed our orientation and mandatory training processes, introduced some buddy shifts and initiated a roster review to address both care delivery requirements and staff wellbeing.

Priorities for 2022

We will focus on ensuring we have the key structures, systems, behaviours and processes in place to deliver high level care that is focused on the individual needs of each resident. Open consultation with residents and families remains a key priority.

As the new dementia facility comes on stream we will continue to recruit and upskill staff. We will also work closely with allied health professionals to implement both a clinical and lifestyle approach to caring for those living with dementia. We will continue to refine our vision for high quality care – what it should look like, how we know it is being delivered and what more we can do to make it better. Where possible we will consider rostering and other administrative efficiencies to ensure our clinical team can focus on what they do best – caring for our residents with love and empathy.

59 Registered & Enrolled Nurses 231 Personal Carers	500+ training hours specifically related to dementia services
32 GPs Providing on-site services	32 residents living with Dementia





POSITIVE ENGAGEMENT WITH COMMUNITY

- Positive community awareness and engagement
- Strong relationships with key stakeholders
- Proactive philanthropic program
- Dynamic marketing strategy highlighting points of difference

CORPORATE SERVICES REPORT

Ms Emily Larkin, Corporate Services Manager



Human Resources

Covid had a significant impact on the aged care workforce across Australia and NoosaCare was not immune from these challenges. Specifically, a number of team members left the industry or retired earlier than expected; staff hours, camaraderie, and knowledge sharing were affected by the fact that staff could not work across multiple facilities; external training courses were cut or reduced impacting on qualification upgrades; and stress levels were high given constant lockdowns and visitor disruptions. In some cases, lead times to recruit qualified staff were lengthy.

As is the NoosaCare way, our HR team thought outside of the box to combat these issues. We recruited a Covid surge team to increase spot check cleaning throughout the facility and developed a career change program for those interested in aged care - partnering with local training providers to roll out the program. We created new positions across the organisation to ensure our Care staff could focus on our residents and we enhanced our Graduate Nurse program. Despite the challenges, we recruited 120 new team members across full time, part time and casual positions.

The HR team also delivered on our operational priorities as set by the HR Strategic Plan. Our particular achievements included:

- Leadership development training for supervisors and managers to assist them in managing feedback and staff at a local level;
- Improved completion rates of annual training modules;
- Completion of all staff performance appraisals and training/education needs
- Introduction of a new staff scholarship program and take up by 7 team members in the first year of operation;
- Successful grant applications to fund new training courses to improve the digital literacy, numeracy and communication skills of all team members;
- Introduction of a new e-learning platform and commissioning of new rostering/time and attendance software to streamline processes and deliver time efficiencies;
- Participation in an industry HR benchmarking survey to compare our human resources statistics with other organisations of the same size. The results of this survey showed the number of Certificate III qualified staff at NoosaCare was 250% and our degree qualified staff were 160% higher than the industry median.

14.37

Training hours per resident (compared to the industry average of <1.0)



\$22,000

Awarded in scholarship funds to team members to pursue further education

120

new team members recruited over a 6 month period



12

new team members supported to enter the aged care industry with a Certificate III qualification

CORPORATE SERVICES REPORT

Ms Emily Larkin, Corporate Services Manager

Training

In line with feedback from the last staff survey and to ensure we have knowledgeable, capable and experienced staff, we worked hard to provide relevant upskilling, training and education across our teams. We used specialist education providers where appropriate, particularly for areas such as dementia, pharmacy and speech pathology. We also emphasised Covid preparedness training, and provided refresher courses on Personal Protective Equipment, manual handling, fire and emergency, infection control and customer service.

Staff engagement

NoosaCare aims to be an employer of choice and the views of our staff are important for our decision making. Over the past year, staff and volunteers participated in the strategic planning day and provided briefings and updates directly to board members. We conducted monthly staff 'mini' surveys and encouraged comment through the Continuous Quality Improvement (CQI) process to provide opportunities for staff feedback. We held a number of open forums with the CEO and Executive Team as an additional mechanism for team dialogue. The next all staff survey will be conducted in October 2021.

Workplace Health and Safety

As always, workplace health and safety was a high priority for all team members. Our WHS Committee looked into all staff injuries and incidents and regularly reviewed potential hazards throughout the organisation. The committee developed initiatives to improve the health and safety of the NoosaCare workforce and oversaw a significant reduction in workers compensation claims –50% less than the previous year.

“ We created new positions across the organisation to ensure our Care staff could focus on our residents ”



“ I see Carramar as a big factory full of machines running nonstop night and day to care for the residents.

Within those machines are many cogs and gears all working together. Those cogs and gears are the employees and volunteers.

The office, the Carers, the Nurses, the Cooks and Kitchen Staff, the volunteers, the Cleaners, the Maintenance Crew, the Gardeners and no doubt other employees who take care of some facet of the organisation that I know nothing about.

To all of this myriad of people I give my heartfelt thanks. Without the tiniest of cogs the factory and the machines therein would fail in it's mission.

Well done cogs and gears of Carramar each and everyone has my utmost admiration and thanks. ”

-Frank Bryant (NoosaCare Resident)

FINANCIAL AND SUSTAINABLE BUSINESS

- Proactive financial decision-making, particularly in relation to investment strategies, diversification projects and capital works
- Prudent financial management and reporting
- Focus on continuous improvement and productive gains
- Compliance with regulations and standards



HOTEL SERVICES REPORT

Mr Jamie Oakley, Hotel Services Manager



The hotel services team worked closely with other areas of the organisation, particularly care, to maintain and develop our clean and contemporary living environment. Despite Covid restrictions we expanded our diversional therapy activities, focused on quality food services and oversaw several capital works projects.



Diversional Therapist Craig with volunteer Barb– Eumundi Market stall.

Diversional Therapy Activities and Volunteers

The Diversional Therapy (DT) department, together with our incredible volunteers, provided a range of stimulating and dynamic activities for our residents. One of our team members is qualified as a music therapist and introduced regular drum therapy to both sites, including in Cartwright. The new program has been particularly helpful for those living with dementia or behavioural difficulties.

We introduced weekend DT rosters to extend the in-house opportunities available for residents, initiated a recycling program and expanded the roles able to be performed by volunteers (such as administrative support roles during the on-site Covid vaccinations).

Volunteers are indispensable to our organization and we will continue to focus on encouraging more members to join our team.

Housekeeping and Laundry

NoosaCare invested considerable resources to ensure the highest standards of cleanliness and sanitation across all our sites. We utilized the microfiber cleaning system and introduced new processes and products in each villa for direct access by housekeepers – saving time, raising standards and reducing chemical usage.

We purchased a deep clean sanitization machine which proved to be an extremely useful asset for infection control and preventing long-term lockdowns. In line with quality standards, we conducted a number of laundry and housekeeping audits to drive improvements and ensure the ongoing delivery of fresh linen and personal clothing daily.

Capital projects

Carramar

The past year saw the completion of several major refurbishment undertakings at Carramar.

The walkways project was completed in April 2021 providing greater weather protection canopies, widened pathways and improved IT services.



Laundry staff– Tamara, Justin and Delia

HOTEL SERVICES REPORT

Mr Jamie Oakley, Hotel Services Manager

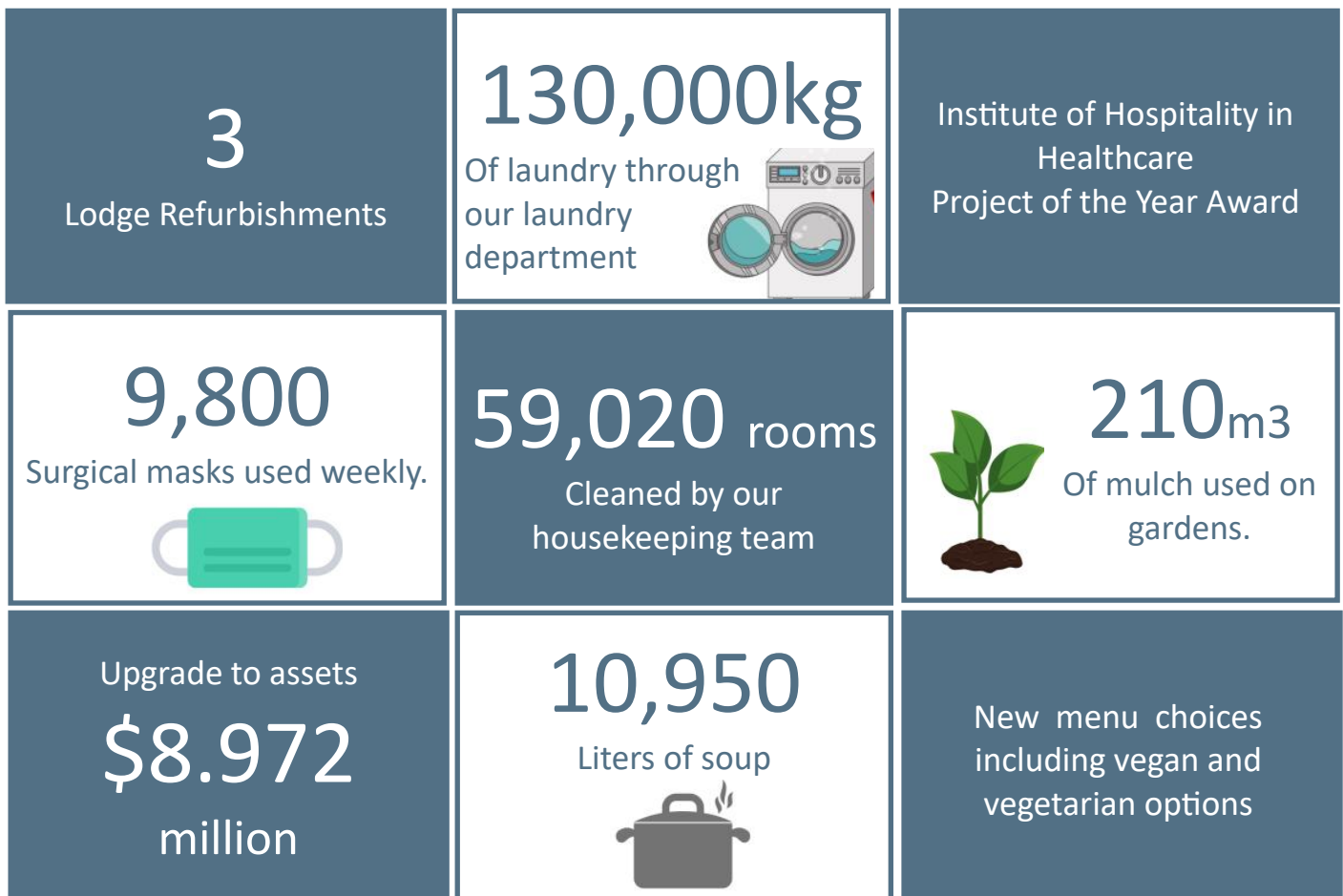
We finished the \$1.4 million refurbishment of three lodges in the north-west corner of the property in September. Berry and Butler lodges now have new flooring, lighting, furniture, bedroom, kitchen and living spaces, as well as new swipe entry and nurse call systems. Quota lodge has been transformed from its original 4 bedroom layout into a stylish and spacious living area with 8 individual rooms and ensuites. The remodeling has delivered revenue benefits for NoosaCare but has also created a more personal and inviting atmosphere that has been warmly welcomed by residents

Following approval from the board for the upgrade of the Carramar kitchen, we commenced construction in May 2020. The build took less than 4 months and was completed within the \$1.4 budget. The state-of-the-art commercial facility with an extensive range of commercial stainless steel kitchen appliances was specifically designed to facilitate efficient workflow, increase storage capacity and reduce food preparation time. Preparation of 10,950 liters of soup which previously took 1460 hours will now only take 85 hours and 10minutes. The new kitchen means our catering staff can enhance our homestyle menus and provide for the increase in resident numbers on the Carramar site. The team are also considering options for using the kitchen to expand catering supply to external clients, particularly of the smooth foods range for those who have difficulty swallowing.

Kabara

In response to direct resident feedback, we commenced construction of the new \$120,000 botanical walk and gardens project at the Kabara in August. The project will deliver a safe walking path, multipurpose shed, outdoor tables and a bird aviary nestled in themed gardens.

The board agreed to the refurbishment of Kauri lodge in 2020 but given other priorities and feedback from staff and families, the board has now agreed to a complete rebuild on the Kabara site. We will focus in the coming year on design and planning approvals with a view to commencing construction in 2023.



HOTEL SERVICES REPORT

Mr Jamie Oakley, Hotel Services Manager

Catering

Our catering team continued to provide top quality food options for residents. We implemented the four-week menu offering a wide selection of choices, including vegan and vegetarian meals. We also arranged BBQs, Happy Hours, High Teas and different menu selections for our Extra Service and Additional Service residents. We invested further in our smooth foods range, trialing different mouldings and menu choices.

Following the completion of the new kitchen at Carramar we are looking forward to introducing a new dining experience for residents and families in the form of a NoosaCare Restaurant. The restaurant will not only include the usual table and chairs but will also offer a cocktail lounge atmosphere complete with bar and fireplace. From 1 September 2021, residents will be able to order from the menu 'takeaway' style or invite guests and families for dining visits in a sophisticated setting.

Future Focus

Providing a modern, contemporary living environment and varied and tailored lifestyle programs is core business and will remain key priorities. We will oversee finalization and landscaping of our dementia project while embarking on a busy refurbishment schedule, including Wattle Lodge at Kabara and the communal area of Wood Lodge at Carramar. Access control and technology upgrades will also be part of the works program. We will focus on resident, family and staff consultation as we further develop low-cost housing options for our Carramar street properties.



New Dementia Project progress 2021



Walkways project completed at Carramar



EXCELLENCE IN DEMENTIA CARE

- Best practice care and services informed by research and evidence
- A stimulating environment in line with evidence based practice
- Ongoing outreach activities, including through the Dementia Cafe

FINANCIAL REPORT

Mr Kumara Panditha, Chief Financial Officer



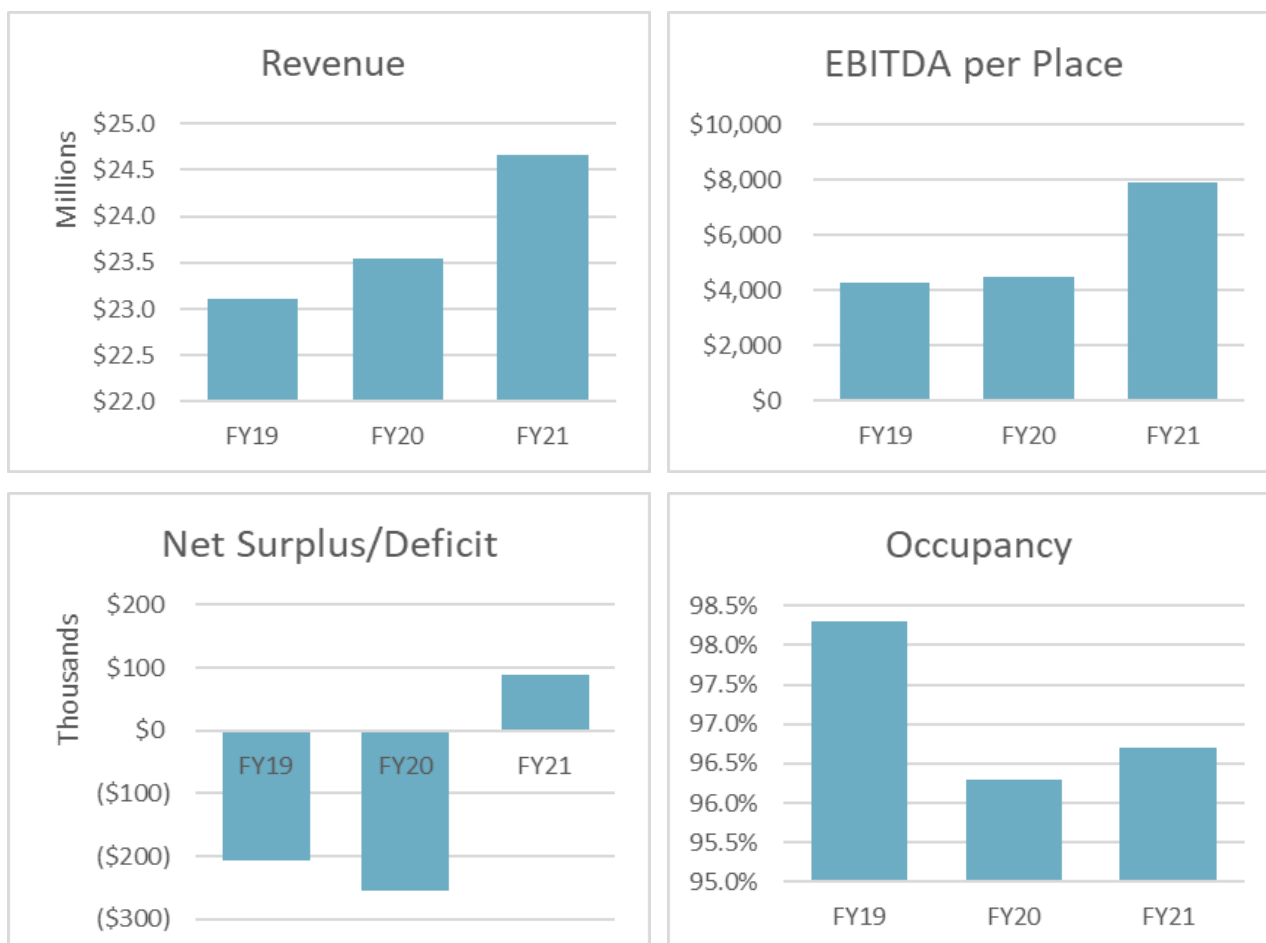
FINANCE REPORT FOR 2020/21

Covid lockdowns, government funding changes, price hikes of consumables and falling interest rates all posed a threat to the financial performance of NoosaCare during the year but prudent fiscal management and a focus on operational efficiencies helped to deliver a positive result.

For the financial year ending 30 June 2021, NoosaCare reported a small net surplus of \$88,627. This was a strong turnaround of \$343,790 compared to the previous year's net deficit of \$255,163.

The organisation's revenue increased by 4.5% and the operating costs increased by 3.1% from the previous year. The proportionally smaller increase in costs was a result of diligent implementation of a functional efficiencies program directed at processes and systems while preserving care hours and staffing levels. We received 66% of our revenue from the federal government with funding from this source increasing by 8.1% from the previous year because of the significant rise in Covid related expenses across the aged care industry as a whole. The income from our investments in fixed term bank deposits declined by 66% due to falling interest rates. We paid close attention to changes in the Australian and global economy given our diversification into investment grade Bank and corporate bonds, and senior unsecured bank bonds.

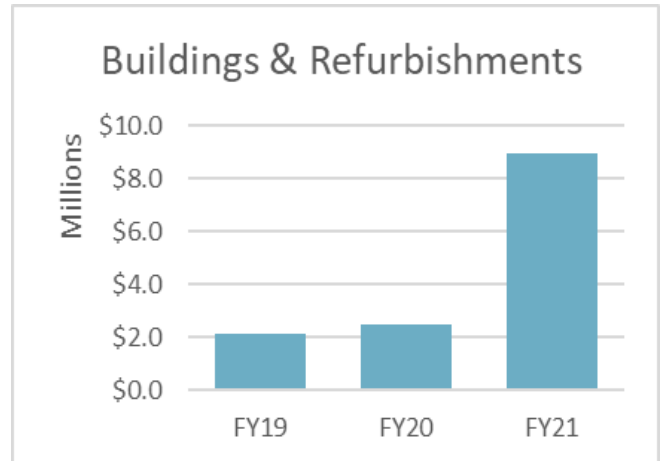
During the year NoosaCare spent 74% of the operating budget on our workforce to pay remuneration and other benefits. We maintained a higher staff-to-resident ratio than the industry average and focused on the employment of qualified clinical staff to deliver the highest level of care to our residents. The average occupancy during the year was 96.7% - slightly higher than the previous year but still lower than usual given major lodge refurbishments on the Carramar site.



FINANCIAL REPORT

Mr Kumara Panditha, Chief Financial Officer

During the year, we spent a significant amount (\$8.9m) on Capital items in line with our strategic commitment to the provision of contemporary living environments and our focus on dementia services. Most of the payments were towards construction of the new dementia building (\$4.9m) and the new kitchen (\$1m), as well as lodge refurbishments. NoosaCare has never relied on external borrowings to fund capital works projects and this remains the case. We have sufficient cash or cash equivalents (\$17.4M) and Financial Assets (\$5.2M) on hand to meet the refund of Accommodation bonds as they fall due within the current year.



NoosaCare’s policy is to maintain a resident bonds to liquidity ratio above 20%. At the end of the financial year our liquidity ratio was 52% - down from 64.3% the previous year due to payments for the construction of the new dementia building. The ratio is expected to increase when the new unit becomes operational later in 2021. NoosaCare’s current assets exceed current liabilities by \$24,861,585 (2020: \$18,405,050). This reflects 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.

Priorities for 2022

Sustaining a small operating profit over the coming year will remain our priority. We will continue to optimise our resident mix, investigate new service offerings and products, and outsource our expertise (such as in smooth food production) where this is cost effective and beneficial for NoosaCare. In the same way that all our refurbishment projects in 2020 were completed within budget, we will ensure this is also the case for the coming year. We look forward to the opening of the new dementia building and the economies of scale that this should bring to our operations. We will continue our efforts with the HR and care teams to streamline care costs without compromising our standards or philosophy.

“ NoosaCare Inc. did not enter into derivatives, nor incur financial liabilities in order to manage market risks during the reporting period. ”



SKILLED, MOTIVATED AND PROFESSIONAL STAFF AND VOLUNTEERS

- Effective attraction and retention strategies, including rostering and remuneration
- Training and professional development opportunities
- Appropriate organisational structure that meets changing needs
- Culture that promotes supportive, autonomous, inclusive, open, working environment



PHILANTHROPY AND DONATIONS

Community giving was essential for the establishment of Carramar nearly 40 years ago. Influenced by those philanthropic beginnings and motivated by our desire to do the extraordinary for our residents, we focused effort this year on expanding our donor base and increasing financial contributions.

In particular, we:

- grew our association base with the addition of 15 new members,
- hosted a number of 'meet and greet' and briefing events for members and families,
- developed an innovative naming rights strategy to increase donations towards the New Dementia Project,
- partnered with local corporate and community organisations for the Dementia Café and revisions to the Dementia Friendly Noosa Community Memory Support Pack,
- worked closely with Noosa Council on the Solar Audio Enrichment Project which will be housed within NoosaCare's DementiaLiving Community.

As a result of this effort, our grant and donor funding increased threefold to just over \$71,000. This is a terrific result and will help us to go the extra mile for our residents. It will enable NoosaCare to deliver a significant impact over and above what we can achieve through our normal operating budget (the funds for which are provided by the government and financial payments from residents). In 2021, we banked most of our donations and focused on designing an appropriate philanthropy expenditure plan directed at three key areas - customised medical equipment; grounds and gardens; and new technologies.

The donations will be expended over the next financial year and our community will see the following additions to the NoosaCare amenities and resident services:

- solar outdoor audio and visual nature boards to provide information and sensory cues in our garden landscape areas
- outdoor safe-to-touch fireplace with seating to enable residents to enjoy our outdoor settings for longer even with a cooler change in temperature
- wearables and sensors that can assist residents living with dementia to maintain independence while strolling through the site,
- outdoor bowling green for resident and family enjoyment
- extra large interactive audio visual system in the DementiaLiving Community Centre which will provide additional resident stimulation and engagement
- multiple 'Silent sounds' wireless headphone systems which will enhance music listening for residents living with dementia.



Tewantin Noosa RSL and LiveLife Pharmacy group are banding together to improve residential aged care services for members of the community living with dementia.



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.

DONATIONS

NoosaCare is grateful for the generosity of current and past donors. We acknowledge our donors and thank them for making a difference to our residents' lives and wellbeing. Names of current donors are listed below for both financial and in-kind contributions.

NoosaCare does not direct donations towards running costs. NoosaCare is DGR (Deductible Gift Recipient) endorsed which allows donations to be tax deductible.

NoosaCare and the Board are very grateful for the community's generous support to enable us to do the extraordinary.

While the emphasis this year has been on increasing the cash donations towards elements of the new dementia project, we also benefited from the outstanding gifts of service and time provided by our volunteers. We also received incredible in-kind support, including from other community organisations, that delivered significant benefits for our residents. We look forward to ongoing contributions in future to help us sustain and strengthen the NoosaCare experience for our residents.

INDIVIDUAL

- Peg Burgin
- Jean Chalmers
- Bob Mirams
- Jan Beusche
- Linda Hart
- Judy Diggle
- Dee Chandler
- Bill Jory
- Sally Ford
- 2 Green Zebras
- Vicki Ansell
- Vicki Grogan
- Penny Parker
- Robert Price
- Alana Cooper
- Linda Hart
- Bobby Jory
- Jillian Morley
- Family of Nancy Nicholls
- Pam Fallon
- Feb Lawson

BUSINESS

- Lions Club of Noosa
- LiveLife Pharmacy
- Bendigo Bank - Community Bank Tewantin Noosa
- Tewantin-Noosa RSL
- Bunnings
- Tewantin Noosa QCWA
- Salvation Army
- The Rotary Club Noosa
- Cooroy Golf Club
- Waves of Kindness
- Sunshine Linus group
- Tewantin Noosa QCWA



Rotary district Governor Neil Black is presenting a \$3000 cheque to NoosaCare for the bio ethanol safe to touch fire place in the New Dementia Project.



Noosa Rotary Club President Gerald Victor, Noosa Rotary member & NoosaCare RN Leonie Quin, NoosaCare CEO Megan D'Elton and Noosa Rotary Club Treasurer Tess Alexandroff.



NoosaCare's Dementia Café team receiving a \$1000 cheque from Zoe Reinke of the Community Bank Tewantin-Noosa Bendigo Bank to support the Dementia Café

FINANCIALS

Board Members' Report

Statement of Profit or Loss and Other Comprehensive Income

Statement of Financial Position

Statement of Change in Members' Funds

Statement of Cash Flows

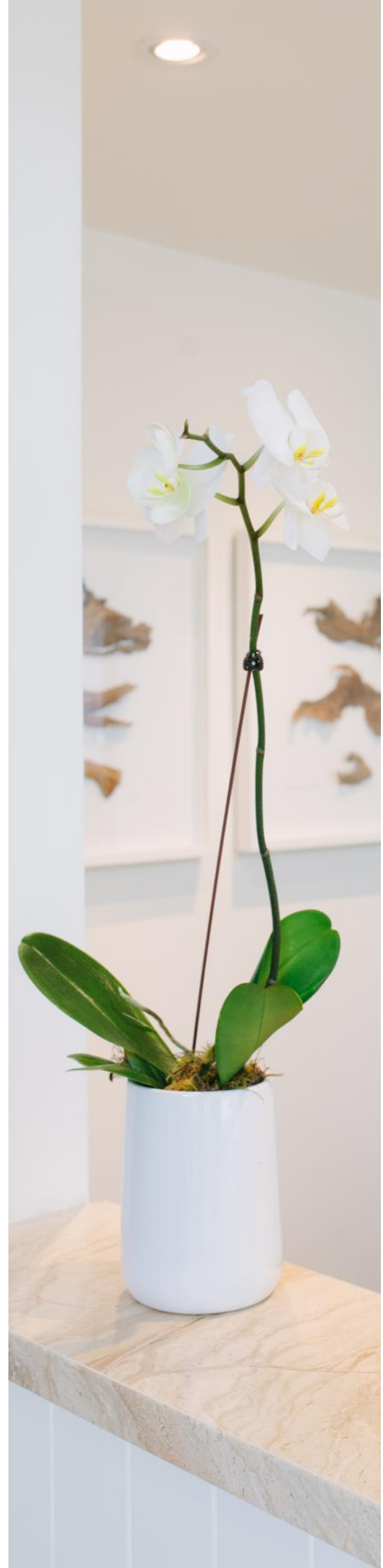
Notes to and forming part of the Financial Statements

Statement by the Board

Auditor's Independence Declaration

Independent Auditor's Report

The 2020-2021 Audited Financial Statements are available upon request. To receive your copy please email executiveassistant@noosacare.com.au or contact Carramar or Kabara





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