



NOOSA *Care*  
CARRAMAR • KABARA

**ANNUAL REPORT**  
[www.noosacare.com.au](http://www.noosacare.com.au)

**2022**

CARRAMAR • KABARA



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## FINANCIALS

A copy of NoosaCare Audited Financials are available on request.

## LOCATION AND CONTACT DETAILS:

Carramar- 186 Cooroy Noosa Road, Tewantin **5449 8799**

Kabara- 20 Topaz Street, Cooroy **5447 7355**



**NOOSA** *Care*  
CARRAMAR • KABARA

# 2022 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 a particularly difficult one for NoosaCare. We managed several Covid outbreaks and sought to address significant funding uncertainty in the aftermath of the Royal Commission and the federal election. For the first time in our 40 plus year history, we suffered an operating loss of more than \$1 million and faced a critical staffing shortage – with more staff leaving the organisation than we were able to recruit.

While many of these existential circumstances would have cowed other organisations, NoosaCare has demonstrated creativity and resilience to end the year on a more promising, positive and hopeful note.

As you will read in the following pages, we adopted a unique and pragmatic approach to dealing with Covid, facilitating families to help out at times of crisis and introducing distanced and safe visitor protocols. Supporting residents living with dementia during a Covid outbreak necessitated a different approach and we adapted as required, including by identifying an internal surge workforce of carers with appropriate skills for working in such circumstances.

Delivering superior dementia services remained a core element of our business. With completion of our major development project, we expanded our dementia-specific and secure accommodation to 64 beds. The design and grounds of this larger facility were commended by Dementia Services Australia because of the unique stimulation and memory support offerings available for residents. We facilitated greater participation in the dementia café – an outreach resource for carers and those living with dementia in our community – and were thrilled that our creative approach was showcased in the national media.

To address the staffing crisis, we reviewed incentives for existing staff, adjusted our recruitment methods and explored participation in a government-sponsored arrangement to employ overseas workers. As at end October, NoosaCare had reduced the number of vacant shifts ensuring we could continue to provide more than 200 minutes of care per resident per day (one year ahead of time) and 24/7 nursing care (an approach that is not government mandated and which is not provided by many aged care facilities).

Board and management engagement with residents and families was a priority focus over the past year. I spent several weeks sitting in the CEO Chair to gain coal-face experience of NoosaCare's operations and to talk in-depth with residents and staff. Other directors spent time on-site (including at board and committee meetings); assisted staff with HR, financial and clinical governance priorities; participated in training and social events; and reviewed feedback from the Customer Service Officer (CSO). The CSO role helps the Board and management to genuinely understand our 'consumer voice' and we were delighted to see the Institute of Hospitality & Healthcare recognition of Sandra Jones for her work in this area.

While there were some staffing changes at the senior management level and to the Board composition, I have every confidence in the ongoing governance of NoosaCare. The fact that the Aged Care Quality and Safety Commission rolled over NoosaCare's formal accreditation is a positive nod to the quality and effectiveness of our care, hotel and financial services.



# FROM THE PRESIDENT

## Ms Ann Harrap, President of the Board

### *Priorities for 2023*

The next year will also be testing, particularly given new government funding arrangements and expected ongoing facility consolidation across the industry. But we have a core team of wonderful staff and volunteers who we can rely on to deliver good results.

The Board remains committed to determining the best strategic direction for NoosaCare given the shifting sands in the aged care sector. This may well involve consideration of the provision of specialist high care, disability, increased respite or palliative services in future – but our core business of providing an environment where residents can live well with choice and dignity will remain paramount. We will also be revisiting options for the provision of staff accommodation, including through development of our Carramar Street properties.

I would like to thank the other board members for their commitment and contribution, particularly Wendy Wood, Clare Cartwright and Graham Douglas who stepped down during the year. On behalf of the Board, we thank the NoosaCare family – residents, families, staff and volunteers – for pulling together, supporting each other, and helping to create our warm and welcoming home.

(Top Left Photo; left to right Bobbie-Jo England Diversional Therapist, former resident Bill Brown celebrating 100 years, and Ann Harrap President. Bottom photo; Ann Harrap, Megan D'Elton CEO and Johanne Wright Vice President).



# FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D'Elton, CEO

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***“Innovation is the ability to see change as an opportunity – not a threat”  
Steve Jobs Apple***

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There is a transformational shift occurring in the Aged Care industry, driven in large part by the Royal Commission, the challenges stemming from the Covid pandemic and a determination by government and providers to be future-focused. There is a clear opportunity for generational change like never before seen in aged care. At NoosaCare, we have spent much of the past year preparing ourselves for the changes to come and ensuring that we have the capacity to adapt as needed.



We know that we must rethink the status quo to guarantee our long-term sustainability and profitability. The way we do things now will not be our model of care into the future. Our business and financial models will also need adjustment so that we can deliver increased care minutes for individual residents, as well as manage rising labour, supply and compliance costs.

As we implement the government’s reforms and evolve our organisation accordingly, it will be important for us to maintain open and transparent communication with our stakeholders. I spent considerable time liaising directly with families and residents over the past year and I am committed to doing the same going forward, particularly to ensure government initiatives are well understood and our change management is on the right track. Some of the key government reforms over the last 12 months are outlined in the following pages.

## *Covid Response*

NoosaCare’s Covid response team worked tirelessly throughout the year to monitor, communicate and implement Department of Health guidelines and directions. We enacted our Business Continuity Plan when faced with Covid outbreaks at both sites and focused on infection control education for staff, residents and relatives. We refined our testing arrangements and visitor protocols as required. When many aged care homes ‘locked down’, NoosaCare continued to operate ‘business as usual’ safely by managing risks at all levels of the business. I am proud of our team and their continued focus on the delivery of care and services even when many were directly impacted by Covid themselves. Thinking outside the box is what NoosaCare does best. Faced with community restrictions and lockdowns in response to Covid, we responded creatively to ensure stability and protection for our residents. We developed a “Partnering in Care Family Program” which facilitated participation by over 40 family members in delivering care activities for loved ones. The program was showcased on A Current Affair in a positive story about coping in times of crisis.

## *Accreditation*

The Aged Care Quality & Safety Commission extended the Aged Care Accreditation for both Kabara and Carramar until September 2023, meaning there will be no formal assessment visit to either site at least until that time



# FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D'Elton, CEO



## *Business Operations*

The year was very challenging from an operating and financial perspective. Following the Royal Commission, government and community expectations about the quality of aged care services are understandably high. At the same time, a range of factors have contributed to both a funding and workforce crisis across the sector - including the federal election, Australia's economic position, and uncertainty about the future government funding model. At NoosaCare, the situation was compounded by the high cost of living in the Noosa Shire. Despite our straightened financial position, we prioritised the provision of a minimum 2.5% salary increase for all our hard working staff, with most staff receiving either a 4.8% or 5.2% increase. We commenced negotiations for a new Enterprise Bargaining Agreement and remain committed to further affordable increases if possible. I conducted a number of media interviews advocating for proper funding for aged care workers to help with attraction and retention of staff across the sector.

## *Dementia Services*

In addition to our expanded on-site secure dementia offering and the dementia cafe, we also boosted our external advocacy around funding and options for Australians living with the disease. In April, I joined Dementia Services Australia on a discussion panel for practitioners working in the field to showcase NoosaCare's model of dementia care. In June, I chaired the first day of the National Dementia Conference in Melbourne. This annual conference brings together leading experts to discuss best-practice strategies and initiatives for improving person-centered care across multiple settings, and also details the latest research, therapies and treatments, innovation, and technologies from around the world. I was very encouraged to see so many passionate people, including younger members of the community, involved in improving services and helping to change stigmatized perceptions of dementia.

# FROM THE CHIEF EXECUTIVE OFFICER

Ms Megan D’Elton, CEO

## *Priorities for 2023*

NoosaCare has provided services for the community for more than 40 years and we intend to be part of the re-imagined aged care landscape for many more decades. We will transform our care, business and financial models as required to ensure we can best deliver safe, individualised, quality care and services. We will focus on supporting and nurturing our staff; communicating openly and honestly with residents and representatives; keeping connected to our volunteers and broadening our partnerships with the wider community.

## *Our People*

In December 2021, we were very saddened by the death of long-time staff member, Greg Crawford, whose contribution to NoosaCare over his 23 years of service was outstanding. In June, we farewelled Sonya Swann as Group Care Manager and welcomed Peter Bromley as her replacement. We also said goodbye to Enrolled Nurse Eva Maunder after 22 years of dedicated service.

In July and August, Jamie Oakely stepped in as Acting CEO during my long service leave and I would like to thank him for an excellent job during my absence.

To the Executive Team - I would like to offer a special thank you for your work in overseeing the operations of the business. It has again been a particularly difficult period and your teamwork and support have been admirable.

To the extraordinary staff of NoosaCare who work tirelessly and professionally across a range of departments – thank you for your compassion and commitment. I am amazed by your resilience and fortitude and am proud to work alongside you.

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 provide companionship and emotional support for all our residents.

To the Board – thank you for your leadership in good governance and for your passion and direction.

Finally, I must finish with a heartfelt thank you to our residents for your ongoing trust in us to care for you in your home at NoosaCare.



(Executive team members left to right: Megan D’Elton CEO, Jamie Oakley Chief Operating Officer, Kumara Panditha Chief Financial Officer and Peter Bromley Group Care Manager).



# AGED CARE REFORMS



## *Change of Government*

In May 2022, a new Labour Government was elected with Mark Butler appointed as Health Minister and Annika Wells appointed as Minister for Aged Care and Sport.

## *Information Sharing*

Legislative changes have enabled sharing of information between Commonwealth agencies across the aged care, veterans, and disability sectors.

## *Restrictive Practices*

Consent arrangements for use of restrictive practices in Residential Aged Care facilities have been strengthened.

## *Use of refundable Deposits and accommodation bonds*

Legislative changes now enable the Commissioner to request information or documents from a provider or borrower of any loan made using a refundable accommodation deposit or bond.

## *AN-ACC funding tool from the 1<sup>st</sup> October 2022*

A new model has been designed to base government funding on the needs of the individual rather than the provider and deliver greater oversight by external assessors of care funding requirements.

## *Compliance Monitoring*

The Aged Care and Other Legislation Amendment (Royal Commission Response) Bill implements nine measures to improve aged care in response to 17 Royal Commission recommendations. The legislation confirms the Australian National Aged Care Classification (AN-ACC) funding model, a new Code of Conduct and banning orders, and extends the Serious Incident Response Scheme to all in-home care providers. It also extends the functions of the Independent Health and Aged Care Pricing Authority to help improve price-setting for aged care. Other measures enshrine transparency and accountability of approved providers, and are designed to improve quality of care and safety for older Australians.

## *Single Representative Body*

The two peak bodies - Leading Aged Services Australia (LASA) and Aged Care Services Australia (ACSA) - have been amalgamated into a single representative body for the aged care sector called the Aged & Community Care Providers Association (ACCPA).

# BOARD OF DIRECTORS

NoosaCare directors each bring extensive experience, knowledge and skills to their role overseeing the 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. This past year we welcomed Fiona Allen, Jane Campbell, John Endacott, Alexis McCarthy and Gary McLennan to the Board. While the board turnover was higher than usual, we maintained a strong governance focus and ensured we matched skills with the required 'perfect board' competencies.

Board members are all volunteers with a range of backgrounds in business, finance, law, human resources, international relations, engineering, economics and medicine. Three board members have high-level clinical expertise, reflecting the Board's focus on effective clinical governance. We aim to have at least one board member who is also a family member, so as to provide important insights into day to day living at NoosaCare.

During the year, the Board emphasised big picture, strategic thinking in light of the significant changes in the aged care sector. The Board did, however, also become more involved in operational issues to assist management through Covid outbreaks and staffing shortages. In particular, board members helped with revision of the Clinical Governance Framework, the Human Resources Strategy and other HR policies, and financial reporting. The Board worked closely with external clinical auditors to ensure improvement recommendations were quickly actioned and implemented.

The Board's Risk and Audit committee met five times during the year to guide investment strategies and work with the CFO to manage significant increases in costs. The Board's engineering expert provided strong support and direction to the team during construction of the new dementia wing and played a key role in negotiations with the builders.



**Ann Harrap, President**



**Johanne Wright, Vice President**



**Gary McLennan, Treasurer**



**Stefan Prystupa, Director**



**Wayne Staal, Director**



**Ken Corbett, Director**



**Alexis McCarthy, Director**



**John Endacott, Director**



**Fiona Allen, Director**



**Jane Campbell, Director**

**NoosaCare Board  
Members 2022**



# 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.

We aim to uphold the dignity, privacy and comfort of our residents while conducting the administration and provision of services in the highest professional manner.



**NOOSA** *Care*  
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# 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



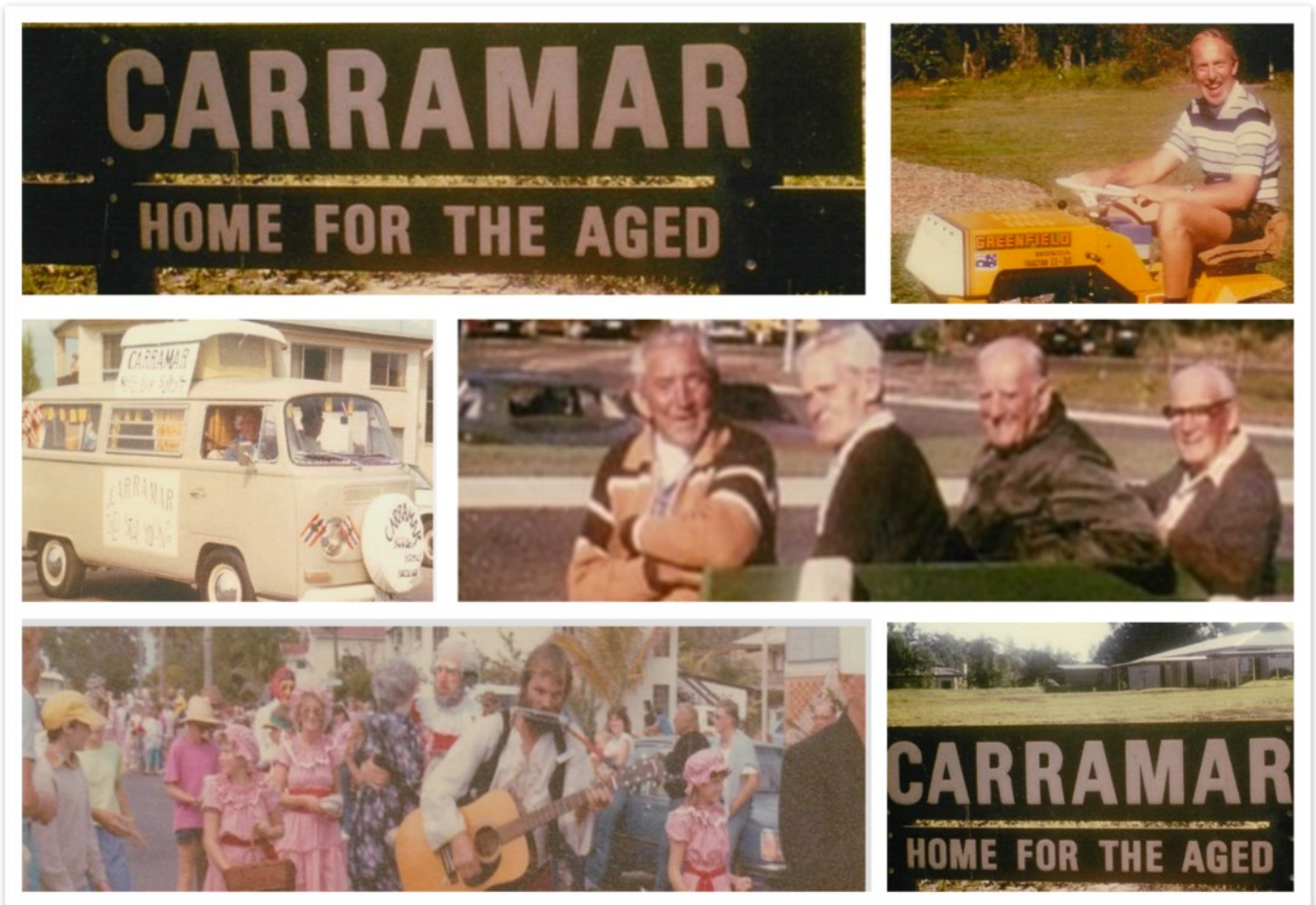
#### FINANCIAL AND SUSTAINABLE BUSINESS

**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 banner.

Today NoosaCare 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.





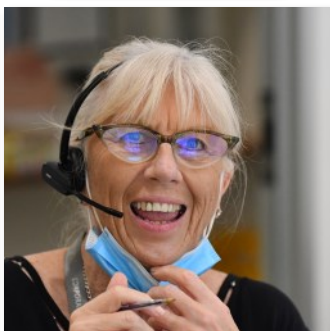
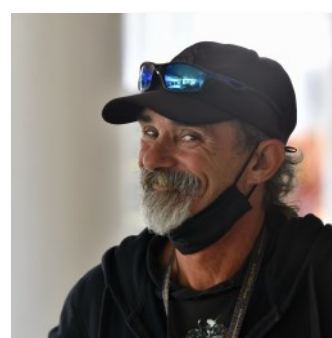
## OUR COMMITMENT

- 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



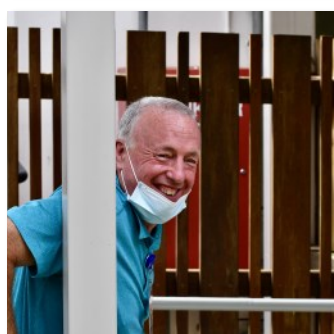
355  
Staff



261  
Residents

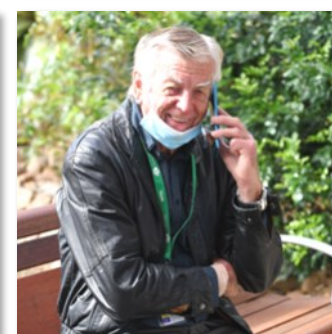


210  
Care minutes per  
resident per day.



3

Allied health  
contractors



NoosaCare is governed by a Board of 12 volunteers. Business operations are overseen by the CEO who is supported in her responsibilities by an Executive Team of three managers who look after the key areas of Clinical Care (Group Care Manager), Finance (Chief Financial Officer) and Hotel, Corporate & Property (Chief Operating Officer). The CEO and the Executive Team provide reports and updates to the Board at the monthly board meetings, and for Risk & Audit committee meetings.

Our staff are our most valuable asset and fundamental to our continued success. As at October 2022 we employ 351 staff across both Carramar and Kabara. This includes 264 Care staff, 22 Corporate staff and 69 Hotel staff. We strive to be a safe and happy place to work and a recognized employer of choice.

NoosaCare reported a significantly higher annual staff turnover of 40.7% over the year due to global workforce challenges, largely associated with the pandemic.



# OUR VOLUNTEERS



72  
Volunteers

12,583  
Volunteer hours



\$396,364  
Value of volunteer hours



*After retiring from a full, active and lengthy work life, I found although there was a lot to fill my day, something was missing. So I decided after a conversation with a friend to try volunteering. I chose aged care because I felt that our elderly have a wealth of knowledge to offer and have had very full and interesting lives. I have never regretted that decision six years ago. Volunteering for me has filled the void and given me many hours of great conversation, laughter, tears and purpose. As a volunteer you soon realise that the residents and staff enjoy having you assist them with what ever is required on the day.*

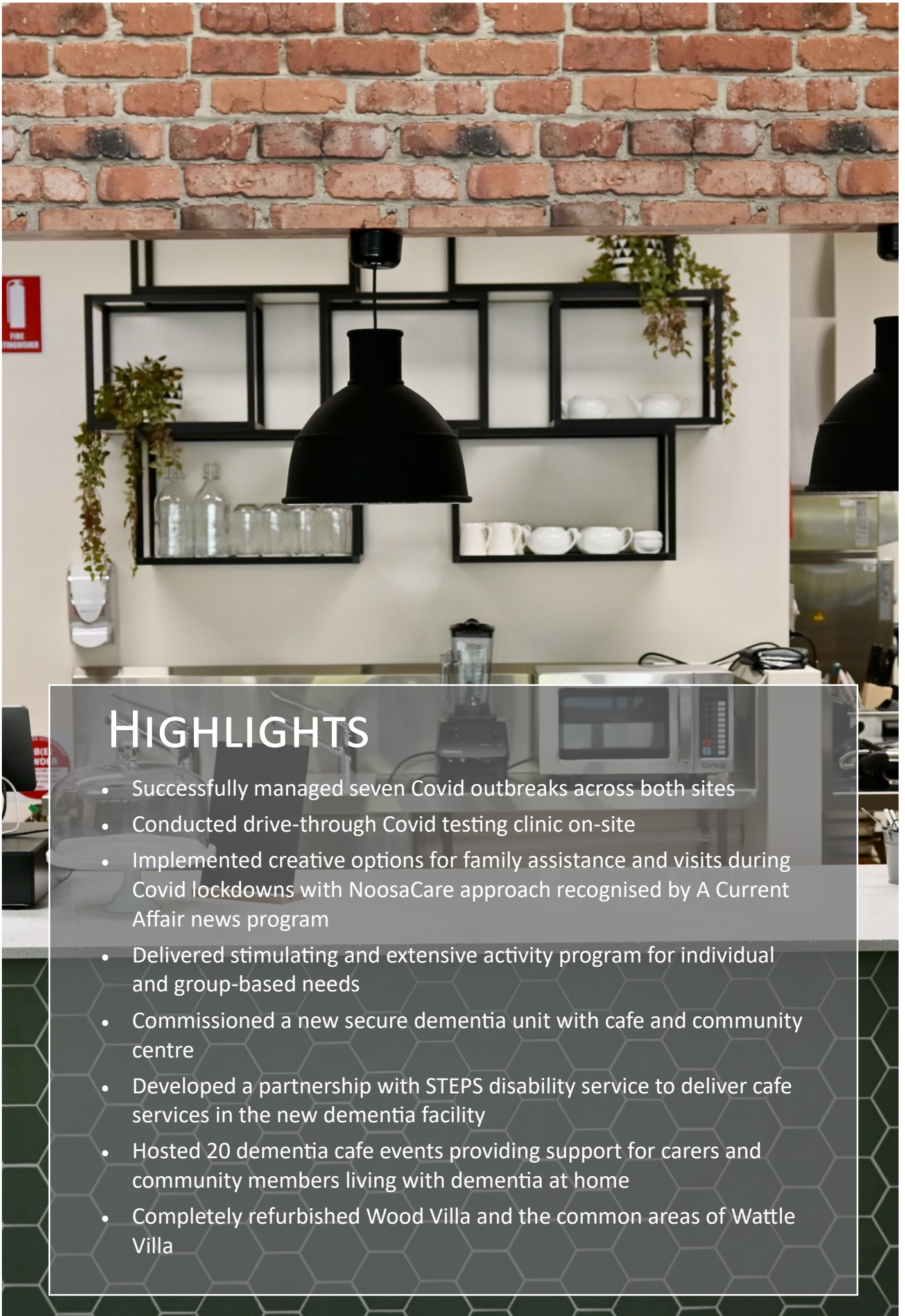
*Bobby Jory- NoosaCare DementiaLiving and Dementia Cafe Volunteer)*

## 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 is 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](mailto:cbarnes@noosacare.com.au).





## HIGHLIGHTS

- Successfully managed seven Covid outbreaks across both sites
- Conducted drive-through Covid testing clinic on-site
- Implemented creative options for family assistance and visits during Covid lockdowns with NoosaCare approach recognised by A Current Affair news program
- Delivered stimulating and extensive activity program for individual and group-based needs
- Commissioned a new secure dementia unit with cafe and community centre
- Developed a partnership with STEPS disability service to deliver cafe services in the new dementia facility
- Hosted 20 dementia cafe events providing support for carers and community members living with dementia at home
- Completely refurbished Wood Villa and the common areas of Wattle Villa



# 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

## Mr Peter Bromley, Group Care Manager

Providing a model of care that is supportive of individualized everyday living in a vibrant and contemporary environment is one of our highest priorities. Our care model seeks to balance risk management and dignity, meet community expectations and to be responsive to the needs of each individual resident.

There were a number of changes in the clinical management team over the past year, including a new Group Care Manager, and additional Clinical Care Coordinators (CCCs) and Personal Carer Team Leaders. One of our CCCs is dedicated to working solely with residents living with dementia. The new team bring depth and experience to their roles and provide strong guidance and direction to the 46 nurses and 219 personal carers and villa assistants delivering the highest standards of resident care.

Despite the staffing shortages, pandemic management and regulatory change over the past year, NoosaCare staff still delivered more than the government-mandated 200 minutes of care per resident per day and provided 24-hour on-site nursing care.

### *Covid*

Covid remained one of our most significant clinical risks. We successfully managed seven outbreaks across both sites – with no loss of life, no hospitalizations and no serious symptoms among residents. Most of our outbreaks were contained within two weeks and our largest outbreak, involving 27 residents in our dementia living area and 21 staff, was contained within three weeks.

As part of our efforts to effectively live with Covid throughout the year, we introduced a range of infection control processes and actions to minimize risks for residents and staff. These actions were overseen by our accredited Infection Control officers. We conducted our own Covid drive-through testing clinic on-site to reduce wait times and inconvenience for staff, meaning they could concentrate on resident welfare. We maintained a strong PPE compliance regime despite the significant discomfort for staff during warmer months. We also ensured regular and ongoing education for staff on hygiene practices and PPE compliance. We conducted mask fit testing for over 400 people to provide maximum health protection.

Managing the impact of the compulsory vaccine mandate and other government directives was a particular challenge. Several key clinical staff resigned and we faced additional recruitment difficulties. NoosaCare advocated strongly for a more nuanced government approach to vaccination and isolation requirements, particularly in circumstances where strong risk minimization practices were in place. Our lobbying efforts saw questions raised in the Queensland parliament on our behalf.

Photo: NoosaCare's care staff during early Covid pandemic.





# CARE REPORT

## Mr Peter Bromley, Group Care Manager

### *Clinical Governance*

We comprehensively reviewed our Clinical Governance Framework during the year, following broad consultation with staff and external experts. The framework outlines the key structures, systems, behaviours and processes that enable organisation-wide accountability for the clinical well-being of our residents. We maintained our commitment to a culture of partnership where residents are encouraged and supported to express their wishes and make decisions about their clinical care. We reviewed resident care plans within required timeframes, conducted regular case conferences with residents and families, held Open Disclosure discussions as needed and developed Behaviour Support Plans for residents as required.

NoosaCare continued to participate in the National Aged Care Mandatory Quality Indicator Program and also submitted clinical indicator data to QPS, a commercial benchmarking company. While industry comparisons helped to identify alternative care approaches, we also developed our own clinical indicator risk ranges to assess trends and improvements in clinical performance. We reviewed all of our care policies and the majority of our procedures to ensure they reflect current clinical best practice. We developed a number of flow charts and quick guides for easy staff reference. We reassessed our continence management arrangements, including with our supplier, resulting in more efficient, cost-effective and dignified processes. Our decision to conduct in-house bladder scanning using equipment donated from our local Lions' Clubs has resulted in a significant reduction in hospital transfers, resident distress and other associated clinical issues.

### *Education*

Clinical upskilling and education were priorities during the year. Our Quality Compliance Coordinator and our PC Team Leaders conducted competency tests and on-site training in areas such as personal cares, infection control, incident reporting, and clinical indicator monitoring and management. We also engaged external providers, including pharmacists and social workers, to train staff on palliative care approaches, wound management and clinical documentation. As required, we utilised the services of Dementia Services Australia and our consultant geriatrician to help with complex case management.

### *Priorities for 2023*

We will implement the new government funding model ensuring an ongoing focus on resident-centred, individualised care. As was the case under the previous model, we would expect to expend the majority of our government funding on the employment and training of clinical care staff.

In line with the health demands and expectations of our community, we will continue to ensure we have the best staff, processes, systems and equipment to address the areas of highest clinical risk including: infection control, antimicrobial stewardship, minimising the use of restraint, end-of-life care and deterioration in mental, cognitive and physical health. Photo: NoosaCare's Peter Bromley and Megan D'Elton.



# CARE REPORT

46 Registered & Enrolled Nurses  
219 Personal Carers

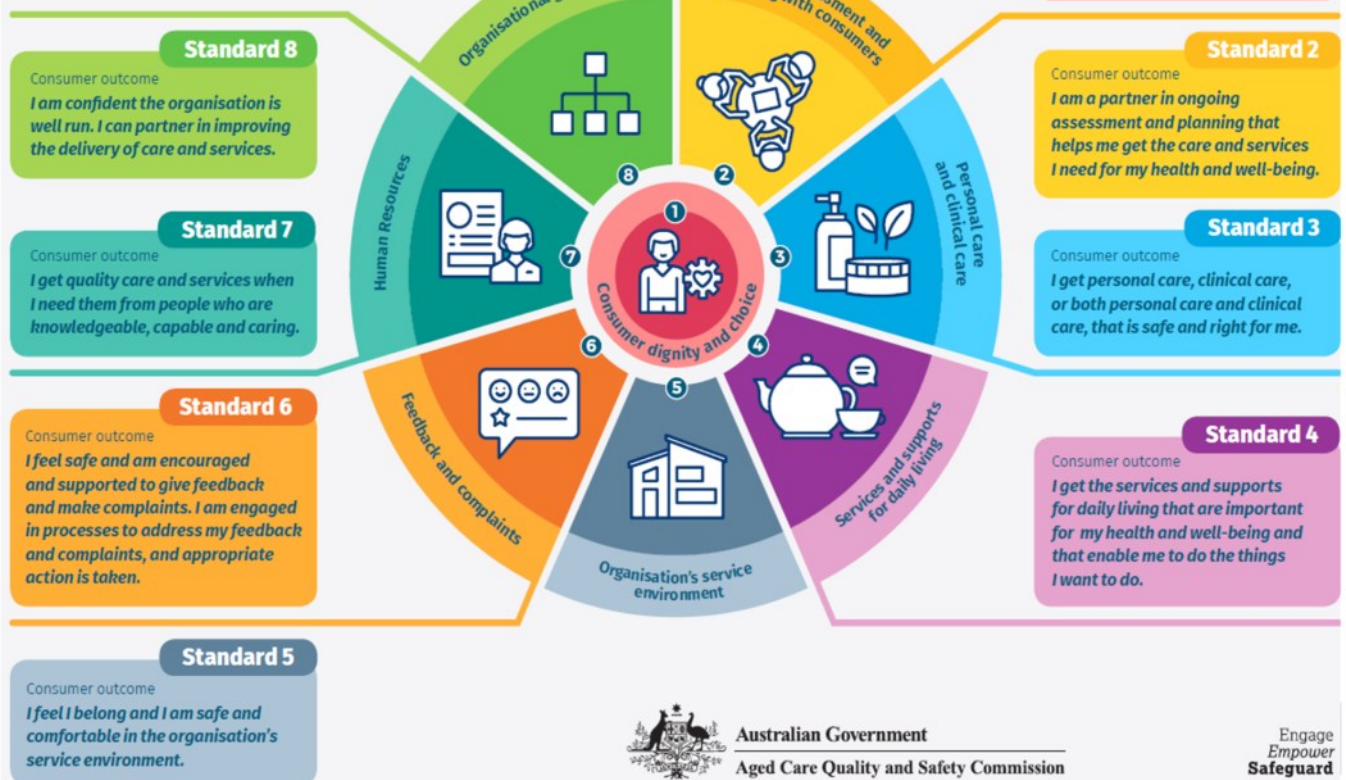
500+ training hours specifically related to dementia services

32 GPs Providing on-site services

64 Residents living in our DementiaLiving Community

## Aged Care Quality Standards

agedcarequality.gov.au



Australian Government  
Aged Care Quality and Safety Commission

Engage  
Empower  
Safeguard



# POSITIVE ENGAGEMENT WITH COMMUNITY

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







## 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



# CHIEF OPERATING OFFICER REPORT

Mr Jamie Oakley, Chief Operating Officer



## CAPITAL PROJECTS

### *DementiaLiving Community*

In December, we commissioned the four new dementia villas in our DementiaLiving Community. Planning and construction of the project took several years and faced a number of obstacles, including environmental management issues around flying foxes and crayfish; planning complications; neighbour consultation; rain delays and supply chain difficulties. The end result, however, is a beautifully appointed building with landscaped gardens specifically designed to assist people with a diagnosis of dementia to live their best lives. The room layouts facilitate independent movement and incorporate modern and contemporary decor. In a first for NoosaCare, we were able to incorporate the latest backend cabling and IT systems into the design and construction of the building. This has meant the application of enabling technologies for staff and residents, including wearable technologies, an advanced nurse call system, and rooms with appropriate sensors. The team will use the lessons learned from the management of the project to inform the planning, design and construction of future capital works.

### *Wattle & Wood Refurbishments*

Our in-house property team completed a stunning refurbishment of Wattle Villa at Kabara. The internal works delivered additional privacy, increased communal lounge areas, a fresh new look and an enhanced living experience for the residents. The open plan kitchen has resulted in a number of efficiencies. The team also undertook a complete renovation of communal areas and private bedrooms in Wood Villa at Carramar. While there was some disruption to Wood residents who moved to Hay Villa for the duration of the project, the feedback following the refresh has been positive.

## HOTEL SERVICES

### *Diversional Therapy Activities and Volunteers*

The Diversional Therapy Department (DT) delivered a stimulating and extensive activity program to meet individual and group-based needs. The team showed their creative thinking during Covid and, together with our amazing volunteers, helped residents to live as normally as possible through zoom calls, socially distanced visits, outdoor concerts, coffee carts and in-villa activities. With Department of Health approval, our DT team continued the bus outing program using a risk-based approach. Covid restrictions impacted our capacity to recruit and retain volunteers but we maintained a core team of selfless and dedicated individuals who demonstrated incredible compassion and commitment through some difficult times. Volunteers provided 12,583 hours of service - the equivalent of \$396,364 - and we are incredibly grateful for this contribution.

### *Catering*

During the year, we used our hi-tech kitchen to deliver 282,510 quality meals to residents. Unfortunately, Harry's restaurant was not able to operate at full capacity due to changing Covid restrictions. We were, however, able to create some wonderful dining experiences for residents and their families on special occasions including Christmas Day and Valentine's Day. We also hosted several Fish on Friday events and birthday celebrations. We overhauled our Food Safety Program and updated several of our food processes. In August, we received a 100% compliant annual Food Safety Audit.

# CHIEF OPERATING OFFICER REPORT

Mr Jamie Oakley, Chief Operating Officer

## *Housekeeping and Laundry*

To improve the skills, mix and employment opportunities for housekeeping staff, we offered extra training and education to create dual Housekeeper/Villa Assistant roles. This initiative helped the organisation to address some of the workforce problems but also provided alternative career pathways for key staff. An important area of focus for the housekeeping team was to maintain the highest standards of cleaning to minimise Covid-related risks for residents. We used our Clorox machine (Deep cleaning sanitisation machine) to assist in this regard. Following a review of our processes during Covid outbreaks, we found use of the machine and our cleaning methods were instrumental in minimising the extent of outbreaks. The laundry team continued to operate efficiently, easily adapting to the additional number of residents on the Carramar site. During the year we purchased a new labelling machine to provide an additional service for residents.

## *Customer Services*

Customer Service is our most important function and we place considerable emphasis on ensuring we understand resident care and lifestyle needs. We created a new role of Customer Service Officer to provide residents and their representatives with a point of contact for everyday issues or enquires about services available. The Customer Service Officer manages enquiries and complaints and having worked at NoosaCare for many years, is a font of knowledge about our organisation. As part of our focus on continuous improvement, the Customer Service Officer also conducted resident and relative surveys and audits.

## HUMAN RESOURCES

NoosaCare staff showed resilience and commitment during an unprecedented workforce crisis across the aged care industry. During the year, we saw Covid isolation rules impact rostering; staff leave the industry due to vaccination directions and high levels of staff “burnout” from working both overtime and extra shifts. We faced a significantly higher annual staff turnover of 40.7%.

To address these constraints we adopted alternative strategies to boost recruitment, including building partnerships with TAFE and Universities, and utilising social media. We explored incentive payments, double shifts, and alternative career pathways as part of our efforts to retain staff. We reviewed our onboarding and training arrangements, with a particular focus on clinical skills. We also created new Personal Carer Team Leader positions to help manage staffing gaps and provide guidance for newer recruits.



Photo left to right: Carolyn Hunter (Hotel Supervisor), Sandra Jones (Customer Service Officer) and Jamie Oakley (Chief Operating Officer). Sandra Jones is the proud winner of the Institute of Hospitality in HealthCare State Excellence awards 'Values in Action / Customer Service Award' for 2022.



# CHIEF OPERATING OFFICER REPORT

Mr Jamie Oakley, Chief Operating Officer

## *Priorities for 2023*

We will continue our efforts to address workforce shortages, including through consideration of the employment of overseas workers and the provision of housing for our own staff. Affordable housing for employees is a major issue in the Noosa Shire and we will work with other providers and government officials to help find a sustainable solution. Understanding how to best utilise our capital assets on both sites and provide the right services for the community will be a priority, as will appropriate development of our Carramar Street properties.







## 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



Covid materially impacted the financial performance of NoosaCare over the past year. Managing the impacts of the pandemic significantly increased our costs and contributed to reduced occupancy and revenue. While the government provided some funding towards meeting these costs, it was far below what was needed.

For the financial year ending 30 June 2022, NoosaCare reported a net deficit of \$1,672,728. The surplus before depreciation and interest was a positive \$314,072. We received a clear and unqualified audit from Bentleys Auditors.

We welcomed residents into the new dementia wing in December 2021. This expansion in available bed numbers delivered a small 3.3% increase in revenue but this was offset by the rise in operating costs by 10.4% from the previous year. The increased costs were attributable to greater overtime and agency expenses to manage the impact of Covid, as well as escalating prices for medical, food and other consumables. While we had more bed numbers, we saw a drop in occupancy levels to 94%. At some points during the year we decreased occupancy even further to cope with workforce shortages and Covid outbreaks. We received 66% of our revenue from the federal government with funding from this source increasing by 3.7% from the previous year. The income from our investments in fixed term bank deposits declined by 33% due to falling interest rates. We saw some positive returns from our investments in bank and corporate bonds but these were subdued, in line with trends in the Australian and global economy.

During the year NoosaCare spent 70% of the operating expenses on our workforce to pay remuneration and other benefits. We maintained a staff-to-resident ratio greater than that mandated by government and higher than the industry average. We focused on the employment of qualified clinical staff to deliver the highest level of care to our residents, but also used the skills of Villa Assistants and Housekeeping staff to maintain consistency of care during Covid outbreaks.

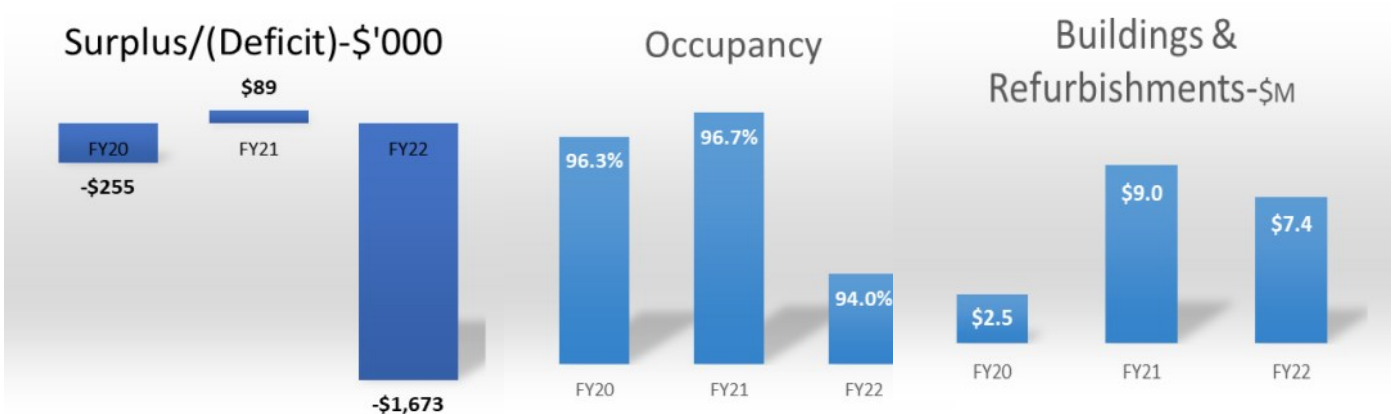
Revenue-\$M

EBITDA per place



# FINANCIAL REPORT

Mr Kumara Panditha, Chief Financial Officer



During the year, we spent a significant amount (\$7.4M) on Capital items in line with our strategic commitment to the provision of contemporary living environments and our focus on dementia services. We completed the 32 bed dementia unit at a total cost of \$10.3M. This was \$1.1M over the budget due to higher quality furniture, fittings and materials and the construction of a walkway to link the entry building to the existing Cartwright unit. We were also affected by price increases and supply shortages within the building industry. As has always been the case, NoosaCare did not require any external borrowings to fund capital projects. Throughout the year, we maintained sufficient cash or cash equivalents (\$16.2M) and Financial Assets (\$6.4M) on hand to meet the refund of Accommodation bonds as they fell due.

NoosaCare's policy is to maintain a resident bonds to liquidity ratio above 40%. At the end of the financial year our liquidity ratio was 43% - down from 52% the previous year due to the payments for the dementia construction project. The ratio is expected to gradually increase as we return to full occupancy. NoosaCare's current assets exceed current liabilities by \$31,977,972 (2021: \$24,861,585). This reflects the requirement to classify obligations relating to refundable accommodation deposits and accommodation bonds as current liabilities. Please refer note 4, page 19 of Financial Report for further details.

## *Priorities for 2022-23*

We will continue to direct any additional government funding to meet the cost of the staff that provide our outstanding services. We will need to find ways to ameliorate expected ongoing rises in medical expenses and food prices. The biggest priority will be to turn around our financial position and deliver a significantly smaller net deficit. We will review the possibility of further diversification of our investment portfolio to generate greater revenue, while still maintaining a reasonably low risk profile. As we adapt our business and funding model to meet the changed demands of the sector, it will be important to investigate new service offerings and products.





## 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

Generally aged care facilities do not receive significant donor funding, relying instead on government allocations and the financial payments of residents. While Carramar began with a \$10 donation from Ian MacDonald (see History page), NoosaCare has generally only ever received small cash contributions from donors over the years. After a concerted effort in 2021, including through implementation of an innovative naming rights strategy, we were able to grow our philanthropic bank to just over \$70,000.

We directed much of our effort in 2022 to expending those donated funds for the benefit of our residents and to deliver an impact over and above what could be achieved through our normal operating budget. As always, we focused on three key areas – customised medical equipment; grounds and gardens and new technologies.

Our philanthropy expenditure included:

- Outdoor safe-to-touch fireplace with seating in the DementiaLiving community
- New technologies for residents living with dementia, including wearable location devices, ‘silent sounds’ wireless headphones and extra large, inter-active audio visual system
- Landscaped and decorative gardens designed to stimulate senses and memories
- Two bladder scanners for Carramar and Kabara to aid in the diagnosis of residents with urinary retention
- CoaguChek machine to monitor blood clotting time

In 2022, we were very grateful for smaller cash donations from individuals, businesses and community organisations totalling \$17,000. In addition to the outstanding efforts of our volunteers who give willingly give of their time and expertise for no payment, we also received some very welcome in-kind gifts. Names of current donors are listed below and we thank them all for their generosity.

NoosaCare does not direct donations towards running costs. NoosaCare is DGR (Deductible Gift Recipient) endorsed which means donations are tax deductible. We look forward to ongoing contributions in future to help us sustain and strengthen the NoosaCare experience for our residents.

**INDIVIDUAL DONORS      BUSINESS DONORS**

- |                    |                               |
|--------------------|-------------------------------|
| • Marilyn Covey    | • Lions Club of Noosa         |
| • Lorraine Oats    | • LiveLife Pharmacy           |
| • Jan Beusche      | • The Rotary Club Noosa       |
| • Peg Burgin       | • Tewanin-Noosa RSL           |
| • Linda Hart       | • Cartwright Lawyers          |
| • Sally Ford       | • Cooroy Golf Club            |
| • Chat & Sew Group | • Tewanin Noosa Lions Club    |
| • Bob Mirams       | • Lions District 201Q4        |
|                    | • Australian Lions Foundation |



Photo left to right: Tewanin Noosa Lions Club President Ian Glew, Club Secretary David Watts, NoosaCare Chief Operating Officer Jamie Oakley and Group Care Manager Peter Bromley




## 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).



# 2021 NAMING SPONSORS



**DEMENTIA LIVING  
COMMUNITY  
NAMING SPONSORS**



**LiveLife Villa**  
Supported by LiveLife Pharmacies

Established in Noosa Heads in 1983, LiveLife Pharmacies are focussed on providing exceptional health care to their customers and supporting their local communities.

The LiveLife Pharmacists and team believe that their care can genuinely make a difference in the lives of their customers.

LiveLife has enjoyed a long-standing partnership with NoosaCare, who share in the vision of providing exceptional care and service to the community.

**Chandler Villa**  
In honour of Stan Chandler

From the early days in the 1970's opposing sand mining, rallying against massive developments on the North Shore to organising the community poll against council amalgamation - Stan was a passionate advocate for Noosa.

He was past president and life member of both the Noosa Shire Residents' & Ratepayers' Association and the Tewantin-Noosa Bowls Club; as well as being an active member of the Noosa Parks Association and Noosa Arts Theatre.


In 2001, he was awarded an Australian Centenary Medal for his community volunteer work. A local legend who had many loves in his life - his devoted wife Rae, his family, the Noosa River and his old boat the 'African Queen'.

**Hay Villa**  
In honor of John Hay

John Hay was a devoted family man who loved his children and partner. He began his working life as a mechanic working his way up the ranks of the NRMA and RACQ.

Dedicated in his approach, generous with his time and resources, John was an inspiration to all around him. He was a passionate champion, supporter, carer, and community advocate.

John joined the Coastguard upon his retirement which was a natural adoption for him to take, having loved the sea and boats from an early age. His skill, commitment, and outstanding contribution have benefited not only Noosa Coastguard and the volunteer members in Noosa but also the wider community. He also volunteered tirelessly at NoosaCare, Katie Rose Cottage, and St Vincent de Pauls Society having a profound effect on all those he helped.



**Sunrise Villa**  
In honour of Tewantin Noosa RSL Club  
A reflection on the RSL ode

The Ode comes from a poem by the English poet and writer Laurence Binyon first published in The Times London on 21 September 1918. The fourth stanza of the poem reads:

"They shall grow not old, as we that are left grow old;  
Age shall not weary them, nor the years condemn.  
At the going down of the sun and in the morning  
We will remember them."

The name 'Sunrise' is adapted from the third line with reference to in the morning. It is designed to portray the dawning of a new day and the peace and harmony it brings when one awakens. As the sun rises in the east so may its warmth and glow throughout the seasons deliver much happiness and contentment to all, more especially the residents of 'Sunrise' Villa.



**Poppies by RSL**  
Cafe & Welcome Centre

Poppies bloom in a variety of colours but the one most associated with the Returned & Services League of Australia is the red or Flanders poppy. It has long been a part of Remembrance Day, the ritual that marks the Armistice of 11 November 1918, and is also increasingly being used as part of ANZAC Day observances.

During the First World War, red poppies were among the first plants to spring up in the devastated battlefields of northern France and Belgium. The sight of poppies on the battlefield at Ypres in 1915 moved Lieutenant Colonel John McCrae to write the poem In Flanders Fields. It commences with the line... in Flanders fields the poppies blow.

The purple poppy is often worn to remember animals that have been victims of war while the white poppy is said to commemorate people who died in conflict but focuses on achieving peace and challenging the way we look at war.

May the white poppy bloom for everyone who enters the Centre.



[facebook.com/](https://facebook.com/)



[@noosacare\\_inc](https://instagram.com/@noosacare_inc)

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