



NOOSA *Care*  
CARRAMAR • KABARA

# ANNUAL REPORT

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

2023

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**



# OUR HISTORY



## Starting with \$10 and a dream

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.

# FROM THE PRESIDENT

## Johanne Wright, President of the Board



The past year has been very eventful for NoosaCare in many ways. As reported by our outgoing President Ann Harrap in our last annual report, the previous year was very difficult resulting in a loss for the first time in our 40 year history. It is a credit to all involved that this loss has been turned around and we have delivered a budget that is on track for a surplus in 23/24. A special tribute must be paid to our Chief Financial Officer (CFO) Kumara Panditha and his team for this incredible turnaround. Unlike many other residential aged care facilities NoosaCare is solvent and able to continue to deliver the quality of services and care that our residents and their families request and deserve.

The most important task undertaken by the Board during this year has been the development of a new Strategic plan for NoosaCare entitled NoosaCare 26. The plan development was very different to the approach that has been typically undertaken previously and I have therefore set out the reasons and some detail as to how we approached the plan development and implementation.

NoosaCare is operating in a fundamentally different and far more challenging environment today from that of even three years ago. There has been a paradigm shift in thinking about the delivery of aged care and services, with expectations for highly individualised service delivery based on individuals' preferences and choices as well as understanding that Aged Care is a vital part of the Australian Health Care System.

Mindful of these changes and ever-increasing government, industry, organisational and service reforms, particularly those arising from the Aged Care Royal Commission (ACRC), the Board of Directors undertook extensive analysis and research in late 2022, which included consultations with residents and their families, with our staff and volunteers and with other providers. In early 2023 the CEO commissioned a strategic financial review by Stuart Brown and Associates followed by the engagement of Australian Strategic Services to work with the Board, CEO, Executive Leadership Team and key senior staff to develop a new Strategic Direction.

This new direction embodies our strong community ethos, passion and spirit that has been a key factor in our success and reputation to date but extends our horizons to envisage a future where we move beyond provision of residential aged care only to a broader range of services with us operating as a community business in the highly competitive, customer-driven marketplace of Aged Care.

In undertaking this intensive and detailed planning exercise, the Board, Chief Executive Officer and Executive Leadership Team, have on behalf of residents, families, staff and volunteers focused on ensuring:

- current and future residents would have equitable access to a range of high quality and safe aged care services and accommodation options;
- NoosaCare remains successful and sustainable, able to fund its current services and future operations and strategies; and
- NoosaCare continues to contribute to the community, economic and regional development of Noosa

The NoosaCare Strategic Plan, June 2003–June2026 (NoosaCare26) which was endorsed and approved at the August Board meeting, is squarely focussed on “Securing Our Future Success and Sustainability”, continuing to build on the efforts, history and legacy of the founders, Board, leaders, staff and volunteers of NoosaCare whilst preparing us for the ongoing challenges being faced in Aged and Health Care.

# FROM THE PRESIDENT

## Johanne Wright, President of the Board

This plan has a pragmatic and realistic road map to ensure NoosaCare:

- has both a solid governance, organisational and service platform; and
- is able to grow existing services and develop new facilities and services.

The Projects and business plans to meet the plan objectives have been developed with timelines and Key Performance Indicators. A copy of the plan is available on our website and from October onwards the CEO and Executive Leadership Team will be engaging with residents, their partners and families, as well as our staff, volunteers and key external stakeholders regarding the plan implementation.

In addition to the plan development, there have also been major developments in other areas. Three that I would like to highlight are:

1. The refurbishment of Kabara which is well underway and will deliver a refreshed look and an additional six rooms together with a new Nature Walk and new laundry;
2. The acquisition of two additional properties in Carramar St, expanding our footprint and providing a stronger base for the consideration of new services into the future; and
3. The recent workforce analysis highlighting our strengths, areas of potential risk and identifying new roles that could help to deliver more effective results over the short to medium term.

It is worth noting that there have been some significant changes in senior level staffing in the last 12 months. We farewelled our long-standing CEO Megan D'Elton who resigned in late 2022 and welcomed our new CEO Grant Simpson who has been with us just over nine months and whose positive impact is evident across the whole organisation.

Following the resignation of our General Manager Care Services Peter Bromley in early 2023, we welcomed the promotion of Catherine Horne to this role which was modified to reflect the increased emphasis on clinical leadership. Catherine has built a strong team to enable NoosaCare to meet the ongoing needs of our residents to the highest of standards in an increasingly compliance driven environment.

Our Chief Operating Officer Jamie Oakley, who had been with NoosaCare for seven years accepted a new position with another aged care organisation and left NoosaCare in August. After an extensive executive search, I am delighted to advise that Olivier Massart joined the Executive Leadership Team on the 25th September. Olivier is a highly experienced Executive with extensive aged care and hospitality credentials and he is warmly welcomed to NoosaCare.



I wish those who have left us all the very best for their future and thank them for their service to NoosaCare.

Our CEO Grant Simpson has been appointed recently as an inaugural member of the Australian Aged and Community Care Professional Association (ACCPA) QLD State Member Council. This is a very important role and a credit to both our CEO and NoosaCare's standing in the Aged Care community. I congratulate Grant on this appointment.

# FROM THE PRESIDENT

## Johanne Wright, President of the Board

We have also welcomed a number of new staff and despite some turnover, we have a strong retention rate and we have committed to ongoing improvements in our staff training and support services. What is evident to the Board is that we have an amazing team of staff and volunteers who give their best every day and on behalf of the Board I thank them for their commitment and expertise.

### ***Priorities for 2023/24***

A comprehensive Governance Framework for NoosaCare is under development to both capture and reinforce the Board's strong commitment to good governance which has been a critical component of delivering quality care and services to our residents and their families.

Aligned to this is a detailed plan for ensuring that our existing Clinical Governance Framework is both fit for purpose and based on best practice. Work has commenced to integrate all components and progress reports to the Board will be a feature of the monthly reports during the latter half of 2023.

By December, there will be two new Advisory Committees established at NoosaCare as required by legislation. The first will be a Consumer Advisory Committee and invitations to residents and their families will be sent to encourage their involvement as the "voice of the customer" is an incredibly important voice to be heard. We welcome this new development and will work hard to ensure that this is a very successful addition to our existing mechanisms for receiving feedback. The second will be a Clinical Advisory Committee which can provide expert, independent clinical advice on relevant matters to ensure that high quality and relevant clinical practices are in place and that staff are well trained. We will be reaching out to clinicians and health professionals to become part of this body.

All of what has been achieved could not have happened without the dedication, skills, expertise, commitment and enthusiasm of everyone associated with NoosaCare from our volunteers, our staff, our management team and our Board. Thank you one and all.

Yours sincerely,



Johanne Wright  
President

# FROM THE CHIEF EXECUTIVE OFFICER

## Grant Simpson, CEO



2023 has been a year of growth, innovation, and dedication to providing exceptional care and support to our residents.

Achieving financial sustainability remains a challenge for the residential aged care sector, and NoosaCare is well placed to meet this challenge into the future. Providing exceptional service to our residents whilst innovating in a constantly changing environment of aged care reforms will continue to be our key focus in the years ahead.

Of course, it would be impossible to deliver exceptional care without an exceptional workforce. A huge thank you to our amazing team of staff and volunteers, who once again have risen to the challenge and continue to provide outstanding care to our residents in extremely challenging circumstances. It is a privilege to work with such a talented and passionate group – thank you!

I am pleased to provide the following overview of our achievements, challenges and plans.

**Financial Performance:** Following a \$1.6M deficit in 2022, we achieved a surplus of \$19,163 after depreciation for the financial year ending 30 June 2023. This is an extraordinary result given the challenges we have faced in recent years. My thanks to the team for contributing to this positive result. Our occupancy levels have returned to around 97% after averaging 94% throughout the year due to COVID. Our access to funding through the AN-ACC scheme is steadily increasing. As a Not-For-Profit Community Association, an operating surplus allows us to invest in our workforce, buildings, equipment and technology to enhance the quality of life for our residents.

**New Strategic Plan:** Our new Strategic Plan for 2023-2026 - NoosaCare 26 was launched this year. NoosaCare 26 charts a course for innovation and growth over a 10-year horizon. Ten strategic initiatives are identified in the plan and will be implemented in six-month cycles. Initiatives include ensuring a stable workforce, developing organisational wide systems, delivering service excellence and developing partnerships. I look forward to keeping you updated on our progress as NoosaCare 26 is rolled out.

**Kabara improvements:** After a hiatus of improvements, Kabara is now receiving some much-needed attention. Fourteen rooms in our upper Kauri lodge are being renovated to bring them up to standard and provide a more pleasant outlook on to the gardens or towards the bush reserve. We will also be adding six new rooms to optimise the site and meet growing levels of demand. To minimise disruption to our residents, two rooms at a time will be renovated, with residents occupying a temporary accommodation in Kauri while the room is updated.

A commercial laundry has been fitted out and is now operating, supporting all of our Kabara residents. We also have plans to add office spaces and meeting areas and to introduce a new café closer to the reception area.

The new Kabara Nature Walk which launched in July, has been enthusiastically received by our residents. The walk has been beautifully landscaped by our gardening team with gazebo's built by our maintenance and building team. The Nature Walk is set at the rear of the village adjoining the bush reserves and offers a tranquil and safe environment for our residents to exercise or sit comfortably outside in a beautiful natural setting.

# FROM THE CHIEF EXECUTIVE OFFICER

Grant Simpson, CEO

**Quality of Care:** Ensuring the well-being of our residents has always been our top priority. I am proud to share that we have maintained our commitment to delivering the highest standard of personalised care. NoosaCare's clinical and diversional therapy teams tailor our care delivery and support to the unique needs of each individual, while upholding the highest standards of safety, comfort, and dignity.

The voice of our residents is critical Indicator of our performance. I'm pleased to report that through our resident surveys, over 85% of residents feel that staff treat them with respect, over 90% believe our staff are caring, and over 80% would recommend NoosaCare to someone else.

Ensuring we meet the ever changes needs of our residents is a core priority. Following a review of our clinical team structure, we have invested in additional new supervisory and quality assurance roles at both Carramar and Kabara. This investment will ensure our journey to deliver excellence in quality is well resourced.

**Staffing and Training:** Our dedicated team are the backbone of our success. We now have a workforce of 371, which has increased from 355 in the previous year. A workforce gap analysis review was undertaken this year, which highlighted some areas for improvement. These included adding roles in our clinical team to ensure our high standards of resident care are delivered and to access funding opportunities. We have also increased our capability to support our workforce through the introduction of a People, Learning & Culture department, replacing our former HR function. We continue to invest in recruitment, staff retention and training, ensuring our staff are well equipped with the knowledge and skills necessary to provide top-notch care and compassion.



**Volunteers:** We are enormously grateful for our committed and passionate volunteers. NoosaCare 26 identifies that growing and supporting our volunteer workforce is essential to our success. We will focus on volunteer engagement and training over the coming year as well as a renewed effort to recruit new volunteers to support our diversional therapy program as we continue to grow.



**Infection Control:** Our infection control measures developed during the peak of COVID have been effective in safeguarding our resident's health. The safety protocols established for COVID have also been utilised to protect our residents and staff during other infectious outbreaks. At both Carramar and Kabara, we have in place an Infection Prevention and Control lead, who is responsible for coordinating our response when an outbreak occurs. We are grateful for the resilience and strength demonstrated by our staff during these trying times.



# FROM THE CHIEF EXECUTIVE OFFICER

Grant Simpson, CEO

**Community Engagement:** We are proud of our heritage as a community organisation. NoosaCare exists today thanks to a small group of community-minded volunteers who saw a need to support local people as the age and responded. NoosaCare is an active participant in the local community, developing partnership with organisations such as the Lions, local businesses, Chambers of Commerce, Mayor Clare Stewart and her team at the Noosa Shire Council and our Local State Member Sandy Bolton.

**Innovation and Technology:** Implementing our Technology roadmap is a key enabler of our performance. New technologies will drive operational efficiencies and deliver higher quality outcomes for our residents. We are implementing CompliSpace which is a quality management system.

CompliSpace will help us report against the aged care quality standards and ensure we are compliant with the required legislation. The new system will also provide a feedback module to assist with continuous improvement.

HumanForce is a HR and Rostering platform which will eliminate multiple manual processes, improve our rostering process and provides staff with personal information.

We have also embraced digital health monitoring to track movement patterns and to detect falls. Through the introduction of these new technologies, we are striving to improve the experience for our staff and enhance the quality of life for our residents.

**Looking Forward:** As we look ahead, we remain dedicated to further improving the quality of care we provide. We will continue to adapt and innovate, seeking ways to elevate the living experience of our residents and support their changing needs.

Finally, I extend my heartfelt gratitude to our residents, their families, our staff, our volunteers and our supportive partners for their unwavering trust in us. You are all essential to creating our NoosaCare community, supporting our residents to live fulfilled lives with dignity and choice.

Yours sincerely,



Grant Simpson  
CEO



# BOARD OF DIRECTORS



Johanne Wright, President



Fiona Allen, Vice President



James Moran, Vice President



Gary McLennan, Treasurer



Ken Corbett, Director



Cheryl Newsom, Director



Stefan Prystupa, Director



John Spence Thomas, Director

## NOOSACARE BOARD MEMBERS 2023

The Board of Directors of NoosaCare are ultimately responsible for the services provided to our residents and their families. As such there is significant focus on recruiting and retaining Board members, all of whom provide their services on a voluntary basis to NoosaCare.

Under the constitution the Board of Noosa Care must be a minimum of eight and maximum of 12 members.

Board members come from a wide variety of backgrounds and NoosaCare seeks a wide range of expertise available covering financial, business, workforce, planning, legal, health and aged care knowledge and skills. In addition one board member is drawn from families whose loved ones are resident in one of our two facilities. This representative also must have relevant skills and expertise for Board membership.

It is usual that there is some turnover in Board members and this year we welcomed James Moran (as our family representative), Cheryl Newsom and John Spence Thomas to join with fellow Directors Fiona Allen, Ken Corbett, Gary McLennan, Stefan Prystupa, and Johanne Wright.

The most significant change in Board membership was the loss of Ann Harrap who had been the Chair for over six years as she left to spend a year in France – having a well-deserved break after major commitment to NoosaCare. We also farewelled Alexis McCarthy who returned to her home state of Victoria, Wayne Staal, John Endacott and Jane Campbell who like Ann, was embarking of a year of overseas travel.

Following Ann's departure, Vice President Johanne Wright assumed the Presidency on an interim basis until the AGM in October.

A major change in the Board Governance structure was the introduction of a new Corporate Governance Committee and a restructuring of the existing Risk & Audit Committee to become the Finance Committee. These committees meet on a bi-monthly basis and undertake greater scrutiny of specific issues related to their remit.

# 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.

## MISSION, VISION, PRINCIPLES

“Our Mission, Vision and Principles create the platform upon which our individual, team and organisational attitudes, behaviours and work practices will be strengthened, enacted and monitored.”



### Our Mission

We ensure that our residents achieve the best level of health and wellbeing possible by delivering personalised services with care and compassion.



### Our Vision

We aspire to be a community where residents can live with dignity and choice.



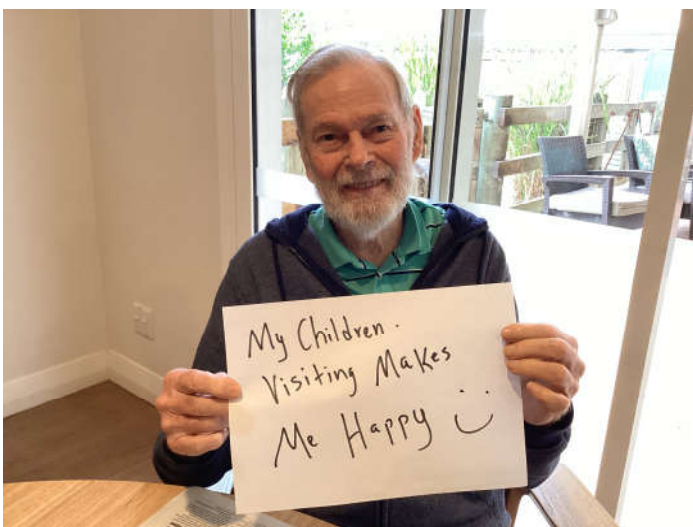
### Our Principles

- Residents, their partners and families are our primary focus.
- Our staff are our most valuable asset.
- We strive to be the best at all that we do.
- We work with compassion, care and open minds
- We remember our origins and our part in our community.

# NoosaCare 26

Ten strategic initiatives have been identified as focus areas for our new strategic plan named NoosaCare 26. NoosaCare 26 covers the period 2023 to 2026. They have been categorised as ‘optimising’ and ‘growth’ strategic Initiatives. Optimising refers to improvements to our productivity and clinical practices, and growth refers to future opportunities to expand our mission. The Executive Management Team and the Board will review the progress of each strategic initiative over this three-year period.

Our Optimising Strategic Initiatives			
<b>Strategic Initiative One:</b>	<b>Strategic Initiative Two:</b>	<b>Strategic Initiative Three:</b>	<b>Strategic Initiative Four:</b>
Contemporary Governance, Leadership & Management	Financial Review, Financial Management & Financial Modelling	Organisational Development Projects & Service Improvement Projects	Stable Workforce, Defining Culture, Staff & Volunteer Professional Development
<b>Strategic Initiative Five:</b>	<b>Strategic Initiative Six:</b>	<b>Strategic Initiative Seven:</b>	
Beyond Compliance & Quality, Our Journey to Service & Business Excellence	NoosaCare, Refreshed, Repositioned & Responsive to our Community	Targetted & Mutually beneficial Alliances & Partnerships	
Our Growth Strategic Initiatives			
<b>Strategic Initiative Eight:</b>	<b>Strategic Initiative Nine:</b>	<b>Strategic Initiative Ten:</b>	
Current & Future Customers & Markets, Service & Business Models	Creative Master Building Plan, Robust Capital Plan & Integrated Financial Model	Exemplary Accommodation, Care & Health Hub Facilities Reflective of Customer Needs	



# PEOPLE, LEARNING AND CULTURE

## Lisa Brock

NoosaCare staff are the key component to ensuring our residents receive the highest levels of support and care. Our dedicated team members are continuously displaying our culture of providing quality care and making NoosaCare a wonderful place to work. This year we have increased our staffing cohort and currently employ 406 people, making NoosaCare one of the largest employers in the area. In addition, we also have our outstanding volunteers that provide significant hours of support to our residents. Recruitment and particularly retention has stabilised over the past 12 months sitting at approximately 10% turnover. We continue to maintain and enhance NoosaCare as a great place to work, fostering learning and development to ensure our team members have all the skills and knowledge they need to complete their roles to the highest standard possible.



### Highlights (PLC):

- Recruitment to positions that were identified as gaps in being able to respond to residents needs;
- Development and implementation of a Human Resource Strategic Plan, in line with the Aged Care Standards; and
- Addition of 13 PALM workers from Fiji.

### People, Learning and Culture

This year saw the inclusion of the Government initiative of PALM Scheme workers to NoosaCare. Pacific Australia Labour Mobility or PALM, was introduced to support the Australian businesses as well as supporting Pacific and Timorese workers to develop skills, earn income and send money home to support their families, communities and the economic growth of their countries. PALM workers receive the necessary training and support to allow them to live and work in Australia for up to a four-year period.

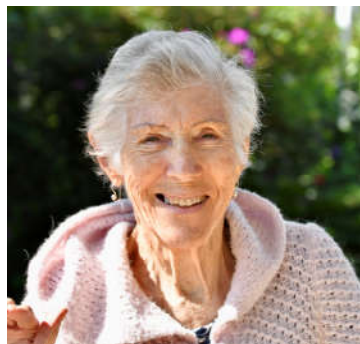
We have also undergone a minor position change with appointment of Catherine Horne to the Executive position of General Manager Clinical. Within the clinical team we saw a number of key appointments at Kabara. These include the appointment of Amanda Dunn as Clinical Lead, Cheryl Manning as Clinical Care Coordinator at Kabara and Sally Sharpe Clinical Operations Coordinator. We also appointed Kim Richmond to the position of Quality and Compliance Coordinator, and Diane Dillon as Clinical Funding Coordinator's.

This has allowed the clinical team to ensure they continue to provide the highest quality of care and support to NoosaCare residents. We also gained some new editions and a minor name change, moving on from the previous Human Resources title to a more inclusive People, Learning and Culture Team. We welcomed the positions of People, Learning and Culture Manager which I am delighted to assume and Rostering Supervisor which has been filled by Natalie Quinlan. These new editions certainly have a positive impact going forward on the residents and the NoosaCare community.

We are already hard at work redesigning the organisational roster to make it more efficient and affective for both staff and residents. To support this development, we have purchased a piece of technology called HumanForce. The HumanForce team are currently programming the system to meet our exact requirements and specifications. This platform is specifically designed to support both payroll and rostering practices in Aged Care and is currently being utilised by multiple organisations worldwide. A bonus of the HumanForce platform is that it is cloud based system and fully access for staff from their electronic devices. Staff will have at their fingertips the ability to know where and when they are rostered on shift, as well as being able to apply for leave, without the need for paper forms.

Having our rostering practices well structured, will allow our staff more consistency in where and when they will be working. Most important with solid rostering systems in place residents and families can be assured that NoosaCare will have right staff coverage to the right areas.

# PEOPLE, LEARNING AND CULTURE



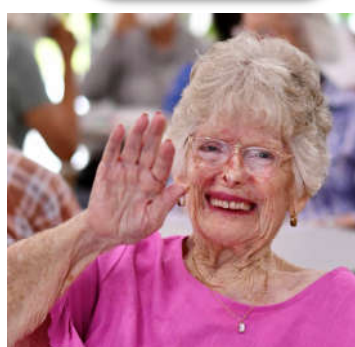
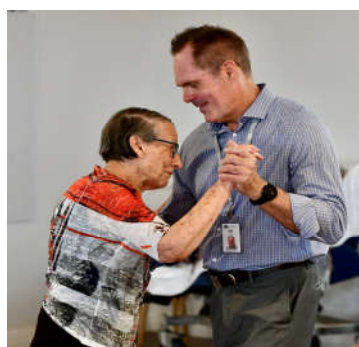
371  
Staff



261  
Residents



3  
Allied health  
contractors



200  
Care minutes per  
resident per day

## Future Priorities (from PLC)

For the next 12 months the People, Learning and Culture Team will have a focus on rostering, communication, learning and development and retention strategies. We are looking forward to developing streamlined processes and establishing long lasting structures in how we support our staff and foster ongoing learning and development.

Yours sincerely,

Lisa Brock  
People, Learning Culture Manager

# OUR VOLUNTEERS



76  
Volunteers



15,890  
Volunteer hours



\$556,115  
Value of volunteer hours

Here at NoosaCare we have 76 volunteers covering both Carramar and Kabara they are a varied group of valued people who care for our residents and enjoy being part of our volunteer team.

Our volunteers assist in bringing residents to activity programs and events, walking beside residents with wheely walkers or pushing our wheelchair residents. Sitting with residents in programs, taking residents for garden walks, morning tea, 1:1 visits for manicures, spiritual support, emotional support and just having a chat. Our volunteers are part of our interest groups like resident drumming group, knitting group, men's group, art groups, bingo, armchair travel program, crosswords group and participate in exercise groups with residents. We have two volunteers who bring in approved dogs once a week for around two to three hours to allow residents to participate in pet therapy, which the residents love.

Our residents are a congenial, willing group of people who care for others and are very willing to assist in any way they can. We have developed new training packages for our volunteers to ensure they are up to date with new requirements, these are in a fun video format but still cover all information needed. We greatly appreciate the time and effort that our volunteers offer NoosaCare and enjoy a mid year get together with fun games, drinks and canapés. Our main volunteer yearly dinner is held in November when we put on a dinner, entertainment and prizes and the volunteers get an opportunity to socialise and dance.



# CARE REPORT

## Catherine Horne, General Manager Clinical

NoosaCare remains dedicated to providing quality and safe care to the residents through the re-structured clinical management team.

Several key changes transpired in 2023, resulting from a review of the clinical team structure. Two new senior roles were appointed – the General Manager, Clinical and Clinical Lead (Kabara). A new appointment was also made for the Quality and Compliance Coordinator role. New positions identified from the review and now in place are an additional Clinical Care Coordinator in our secure dementia wing, a Clinical Funding Coordinator at Carramar, and a Clinical Support Nurse. The team brings individual expertise and strength to lead the NoosaCare in providing improved experience to the residents and their families. The role of Team Leaders was strengthened to support the care and clinical team.



To demonstrate compliance, NoosaCare submits quarterly reports on the 12 quality indicators to the Aged Care Quality and Safety Commission, with the inclusion of six new quality indicators from April 2023. We also participate in the National Aged Care Mandatory Quality Indicator Program through QPS which demonstrated a positive outcome this year based on quarterly analysis of benchmarking against other facilities. These indicators are reported to the board every month to identify strengths and areas of opportunities.

From 1 July 2023, all residential aged care facilities are required to have at least one registered Nurse onsite and on duty 24 hours a day, seven days a week. This has been the usual practice at Noosacare for some time prior to the requirement being mandated, to ensure that residents receive quality and safe care.

### **Highlights:**

#### **Accreditation:**

Carramar and Kabara successfully achieved full accreditation compliance from The Aged Care Quality and Safety Commission. Overall feedback reflected satisfied and happy consumers with a specific comment that Noosacare provides a positive environment and a 'good vibe' across both facilities. With the intention towards continuous improvement, NoosaCare engaged the services of an external auditor to conduct a full gap analysis in July 2023. Action plans are in progress to address the opportunities identified.

#### **Systems:**

In the past year, NoosaCare explored various technologies to keep abreast with everyone's fast paced and challenging demands.

Amongst the innovative improvements are Radar Sensor System, a falls detection system and P6 Med- an electronic medication dispensing system.

The Radar Sensor System will minimise the incidents of falls by passively detecting movements and sending alerts for immediate action from the staff. It can also be set up to monitor other clinical changes from the residents for quick intervention. Radar has been successfully trialed in the secure area and implementation is underway.

P6Med is a complete and fully integrated medication administration management platform including a fully alerted medication administration feature, prescription management and National Residential Medication Chart (NRMC) compliant medications/chart and reviewing capability – meeting the nine Medication Rights. GPs can safely access P6Med remotely to attend to prescriptions in a timely manner.

# CARE REPORT

## Catherine Horne, General Manager Clinical

We are committed to hearing the voice of our residents and will be introducing a new feedback module through our new Quality Management System. These are geared towards NoosaCare's commitment to maintain robust policies and procedures and underpins staff education/training, quality assurance and reporting.

### Telehealth

In collaboration with our partners in government, telehealth video consultation will be accessible to all residents in the coming weeks. We are in the process of purchasing the equipment and platform to enable this practice.

Benefits of telehealth video consultation include:

- Access to external providers when residents' condition decline;
- Reduced wait times to see your healthcare professional;
- Reduced travel to attend in-person healthcare appointments;
- Continued access to health services when you cannot visit your healthcare professional in person;
- Reduced cost of going to appointments; and
- Reduced family responsibility in relation to external appointments.

### Infection Prevention and Control (IPC)

The risks of acquiring infection are always present in aged care with Covid-19 being one of the greatest hazards.

We had 13 Covid outbreaks between Carramar and Kabara since July 2022. They have been well managed and recorded a reduction in affected residents and staff each time. This is attributed to the ongoing education and vigilance in identifying early symptoms and putting interventions in a timely manner.

NoosaCare is equipped with sufficient PPE and qualified Infection Control Officers to manage the outbreak of infectious illness. Four additional clinical leadership



team members are undergoing infection control training courses, which will increase our ability to manage an outbreak, enhance environmental hygiene practices and employee health.

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### **Dementia Services**

We maintain a strong partnership with Dementia Australia to support the care and management of our residents living with dementia and their families. The Dementia Café group continues to provide community networking to alleviate the stigma of dementia and become instrumental their transition from home to care whilst offering the community support available.

In June 2023, residents, staff, and family members took the limelight during a Dementia Australia film shoot. The two-day shoot showcased NoosaCare's leading secure dementia facility, our amazing staff, and practices specific to our dementia wing. Videos and photographs of NoosaCare's dementia facility will be featured on the new Dementia Australia website.

Sixty people, including residents and families in Dementia Living Centre, staff and volunteers joined the Alzheimer's Awareness Walk on 20 June 2023. It was a pleasant morning walk along the river at Gympie Terrace, raising community awareness for Alzheimer's and other forms of dementia. From a distance, the group appeared like a moving field of lavender with the participants wearing purple vests representing the purple of the Alzheimer's Awareness event.

### **Priorities**

#### **Quality Management System:**

The implementation of an end-to-end Quality Management System (QMS) is one of the top priorities of NoosaCare for a more effective governance and care delivery. Multiple reforms are expected in aged care with the introduction of the New Aged Care Quality Standards in 2024. An efficient QMS will ensure updated policies and procedures are in place to reflect changes as they happen. These will be included in the education and learning platform of staff, provide tools for monitoring and auditing and create reports to demonstrate compliance and continuous improvements.

#### **Recruitment:**

Workforce shortages in residential aged care remains a significant challenge across Australia. The increasing demand, cost of living in Noosa area, and individual circumstances contribute to this concern. NoosaCare maintains an active recruitment program to fill the positions to meet the need of the aging community.

Yours sincerely,



General Manager, Clinical

# CARE REPORT

64 Registered & Enrolled Nurses  
220 Personal Carers

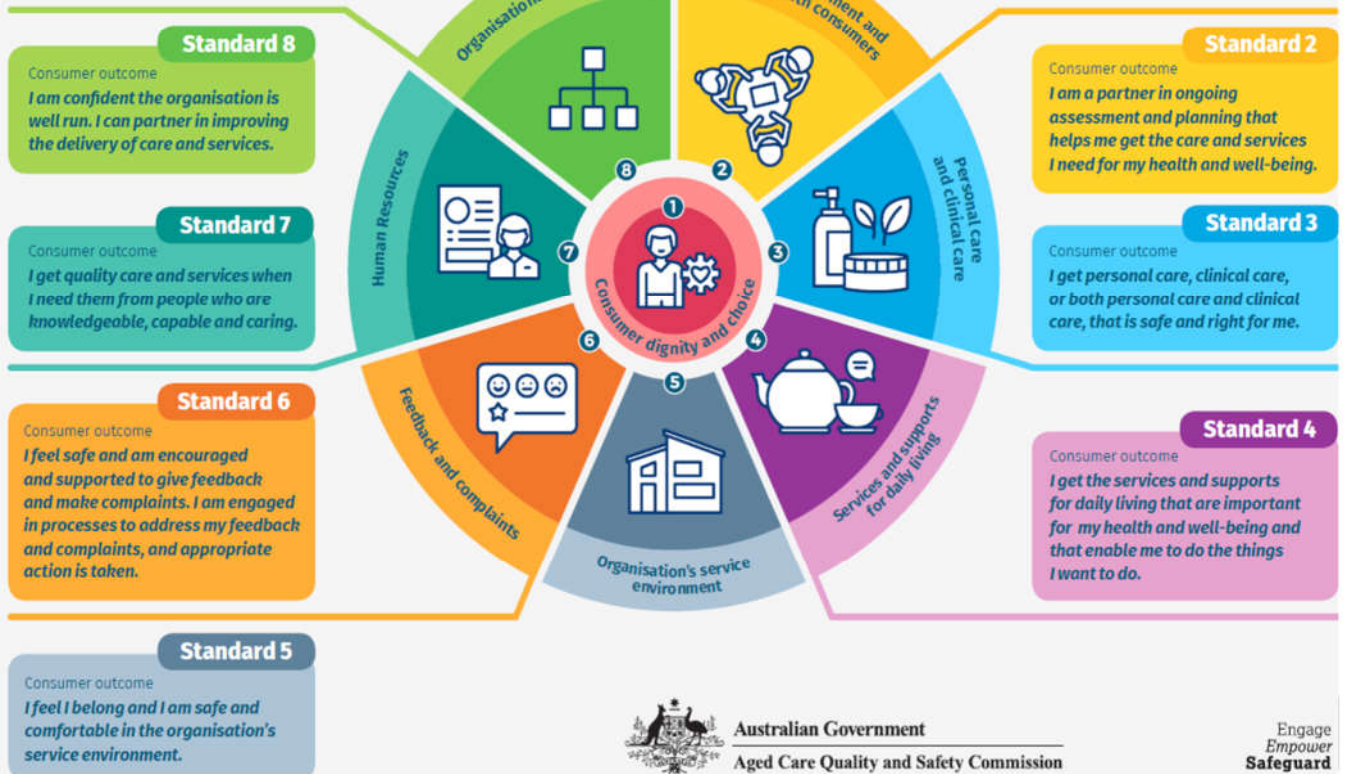
300+ training hours specifically related to dementia services

14 GPs  
Providing on-site services

65 Residents living in our Dementia Living Community

## Aged Care Quality Standards

agedcarequality.gov.au



# DIVERSIONAL THERAPY

The past year has been as usual a very busy year for the Diversional Therapy Department but also a very rewarding one in regards to Residents satisfaction and involvement in programs and events, wellbeing of resident's emotional, spiritual, mental and physical wellbeing.

Special events included intergenerational programs of visiting school children to Carramar from the Noosa Christian College, Sunshine State High School Duke of Edinburgh program, also primary school children at Kabara for the Flourish Program.



Our multicultural programs have included a visiting Didgeridoo player in the DLC Lodges during NAIDOC week. Topside at Carramar we had a morning program in celebration of dance from various countries. The dance program included our lovely Fijian Carers who enthusiastically joined in the program dancing two traditional dances for the residents along with one of our RN's Divya who in traditional costume performed a traditional Indian dance.

Residents have been involved in fundraising mornings for the Cancer Council by supporting special morning teas where a total of nearly \$900 was raised over two mornings. Residents and volunteers offered their efforts in knitting towards a winter stall during June of both years 2022 & 2023 which was a great success and much appreciated by resident's, volunteers and staff members.

In addition to our usual ANZAC program we had the pleasure of receiving a guest appearance of the Retired Armed Forces New Zealand Band visit at Carramar. The community centre was packed and the recital extremely well received. In addition we had a visiting Parkinson's Choir attend one afternoon and perform for the residents which was also much appreciated by residents, volunteers and staff.



Earlier this year 60 people comprising of residents from our dementia lodges, Cartwright, Hay, Live Life, Sunrise and Chandler and members of their families, staff and volunteers along with members of the public joined together to do the inaugural NoosaCare Alzheimers Awareness Walk at Gympie Terrace along the river. NoosaCare banners were displayed and information on Alzheimers and dementia were available for the public. We also had a great morning tea in the park.

All in all the Diversional Therapy department has delivered a well balanced program of events and support for residents needs and wants. It has been a pleasure to work with our residents and to see their enthusiasm in trying new ideas and activities and new friendships made. DT staff have obtained relevant training in dementia, LGBTIQ+ and developed new training media presentation for volunteers. Positive outcomes in recent audits have shown that we are on the right track and compliant.

Yours Sincerely

Craig Barnes and Barb Horne, DT Supervisors

# FINANCIAL REPORT

## Kumara Panditha, Chief Financial Officer



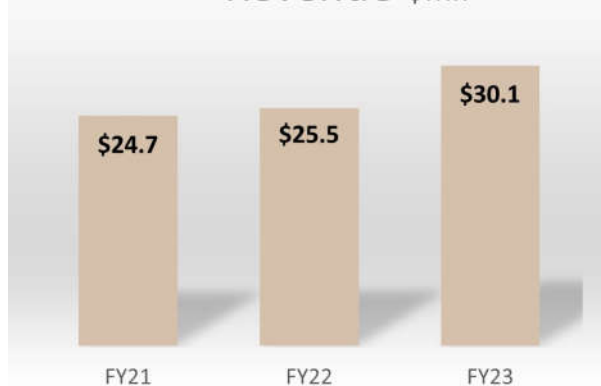
For the financial year ending 30 June 2023, NoosaCare reported a surplus of \$19,163. The surplus before depreciation and interest was a positive \$1,837,396 which is a significant improvement from previous year(\$314,072). We received a clear and unqualified audit from Bentleys Auditors.

The intermittent occurrence of COVID during the year has caused reduced occupancy levels throughout the year. The Average occupancy for the year was 94% vs the expected 97%. The financial impact due to drop in occupancy was offset by increased investment income and slightly higher level of funding received from government towards care. The revenue from the new 32 bed new dementia unit helped to spread fixed costs over a greater number of beds and create economies of scale and bring in efficiencies.

The new AN-ACC funding model came into effect on 1st October 2022. The increased funding helped to reduce operational losses to some extent. However, as the model has not factored in certain expenses such as agency costs, providers such as NoosaCare has to find alternative sources to fund these costs to meet minimum staffing minutes. The operating costs rose by 11% from the previous year. The increased costs were attributable to greater overtime and agency expenses as there is a shortage of care staff across the industry. The escalating prices for medical, food and other consumables continued into the year. We received 64% of our revenue from the federal government with funding from this source increasing by 14% from the previous year. The returns from our investments such as bank and corporate bonds were significantly higher than previous year due to favourable market conditions.

During the year NoosaCare spent 68% 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. Recruitment of qualified staff has been a challenge during the year and we were fortunate to employ 13 overseas staff under the government backed PALM scheme.

Revenue-\$Mn



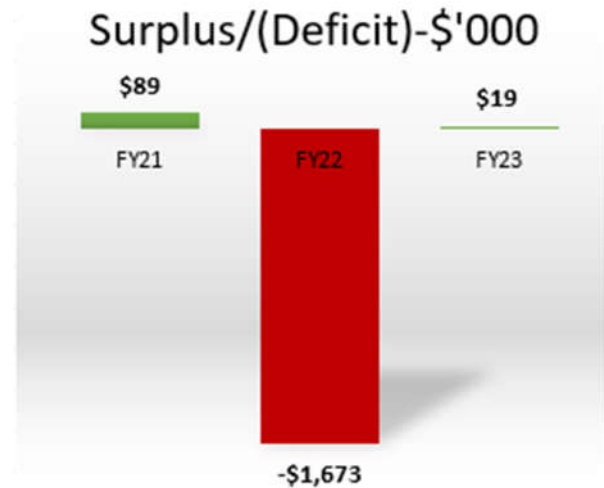
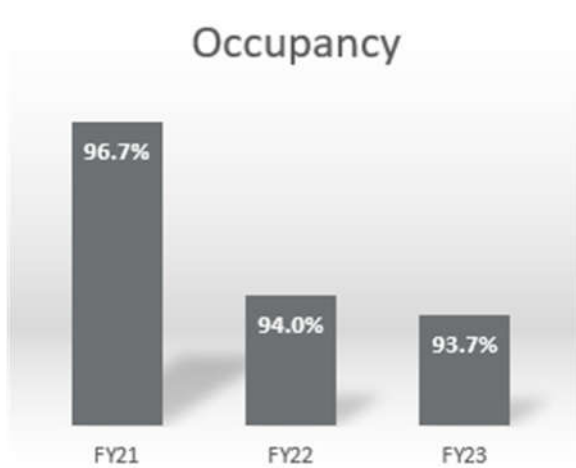
EBITDA per place



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## Kumara Panditha, Chief Financial Officer

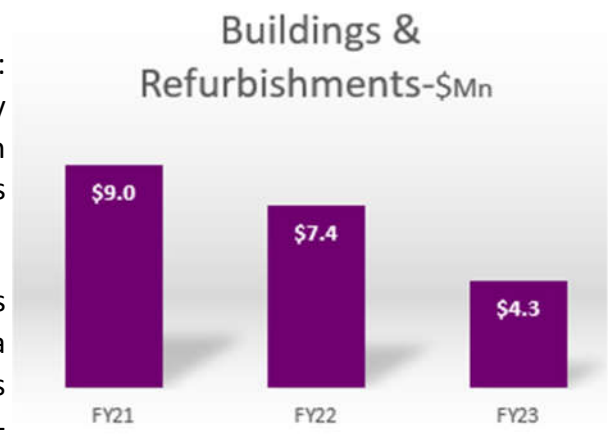
During the year, we spent a significant amount (\$7.4M) on Capital items in line with our strategic commitment to the provision of contemporary living environments. A major renovation project with an estimated cost of \$3M is in progress at our Kabara facility. Throughout the year, we maintained sufficient cash or cash equivalents (\$17.6M) and Financial Assets (\$7.3M) on hand to meet the refund of Accommodation bonds as they fell due.



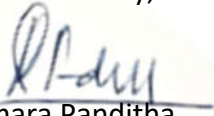
NoosaCare's policy is to maintain a resident bonds to liquidity ratio above 40%. At the end of the financial year our liquidity ratio was 45% - up from 43% the previous year due to the increased RAD receipts and operational revenue. During the year we have purchased #12 Carramar Street and purchased #14 Carramar Street in July this year to facilitate development projects per NoosaCare's long term strategic plan. The total cost of the two properties was \$2.8M. In accordance with NoosaCare's policy to revalue Land and Buildings every three year, a revaluation was done on 30th June by an independent valuer (AON). This resulted in \$13.9M being recorded in asset valuation reserve during the year. The valuation increment is estimated to increase the annual depreciation charge by \$552K.

NoosaCare's current liabilities by \$33,439,466 (2022: \$31,977,972). 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 the Financial Report.

The Fairwork increase of wages to direct care workers has been welcomed by the workforce. However, it is still a challenge to attract quality indirect care workers such as Catering, Maintenance, Laundry and Cleaning due to current less than competitive award rates. NoosaCare will continue to lobby the relevant agencies in this regard. Regardless of the challenges that the aged care industry is faced with the financial outlook for next year seems promising for NoosaCare.



Yours sincerely,

  
Kumara Panditha  
Chief Financial Officer

# TESTIMONIALS

I am happy living at NoosaCare because .....

our carers are thoughtful,  
Kind & like family.

The Bus trips are fantastic  
Jett and PIP are marvellous

Fay

I am happy living at NoosaCare because .....

its like home, everyone  
so caring and loving,  
I feel I wanted,

Anita

I am happy living at NoosaCare because .....

Its where Rachel my  
daughters works. ( )  
Staff. are great.  
Food is good.  
Staff. are kind. and  
helpful  
good place. good food.  
good friends.

Pat

I am happy living at NoosaCare because .....

because I am genie spout  
and I am enjoying it!

Barney

I am happy living at NoosaCare because .....

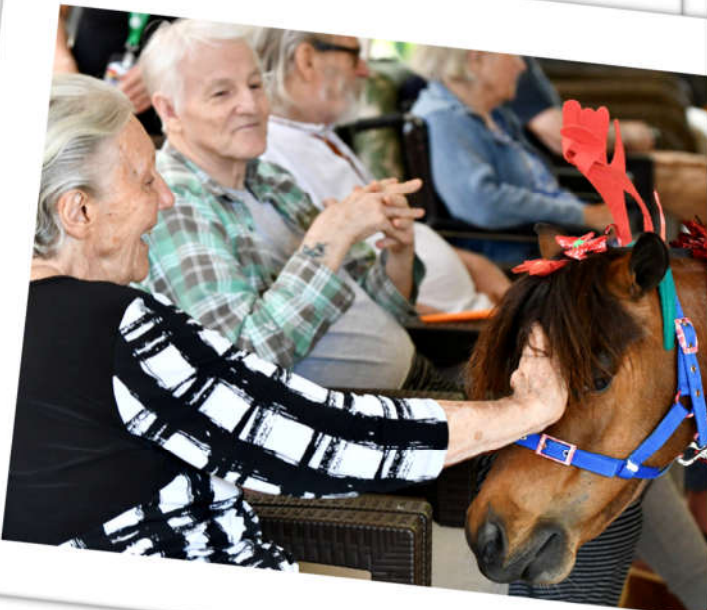
I am looked after very well  
& everyone is very friendly & helpful  
& I enjoy coming to Harry's for  
lunch.

10 out of 10

Dorothy



# THE YEAR THAT WAS



# THE YEAR THAT WAS



# PARTNERSHIPS

## Government Partners:

Liew O'Brien MP  
Sandy Bolton MP  
Cr Clare Stewart  
Cr Frank Wilkie

Member for Wide Bay  
Member for Noosa  
Mayor Noosa Shire Council  
Deputy Mayor Noosa Shire Council

## Naming Sponsors:



Stan Chandler  
John Hay

## Donors:



## Corporate Partners:



(RaSS)  
Public Health Unit  
SPACE (Specialist Palliative Care)



## School and Higher Education Partners:



Noosa Districts  
High School



Tewantin  
Primary School



## In Kind Donation Partners:



## Diversional Therapy Volunteer Entertainers:

Cr Frank Wilkie  
Nick Van Zupten  
Jamie Nancarrow  
Barb Horne  
Ian Richards

Jo Hendry  
Vicki Baird  
Steppin in line Dancers  
Sing for Mind and Heart



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

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