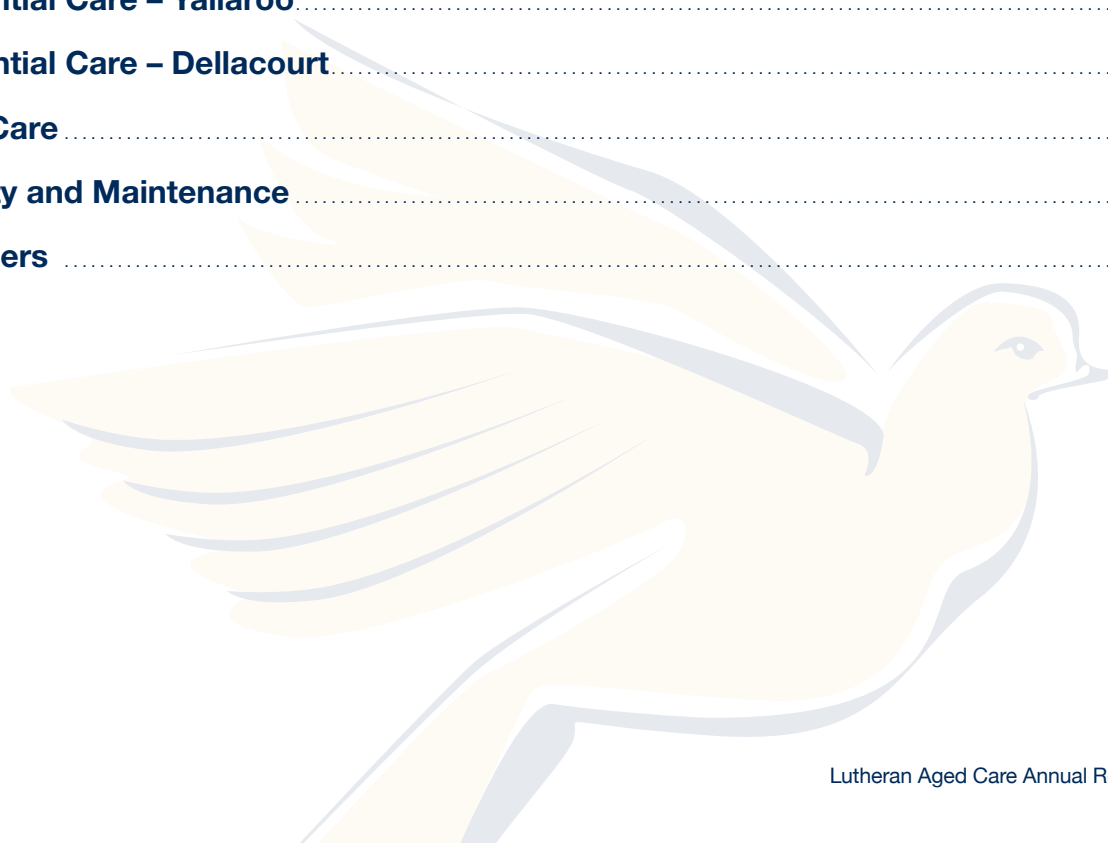


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Our Values

The values of Lutheran Aged Care provide the Board, management, staff and volunteers with a touchstone against which individual, team and organisational behaviours can be aligned and measured.

Christian Love & Acceptance

Christian love and acceptance of all underpins all that we do and say

Excellence

Excellence driven in all that we do

Diversity & Inclusivity

Diversity of people and services and inclusivity of all people

Respect and Dignity

Respect and dignity for all with whom we have contact.

Professionalism

Professionalism in our dealings with people.

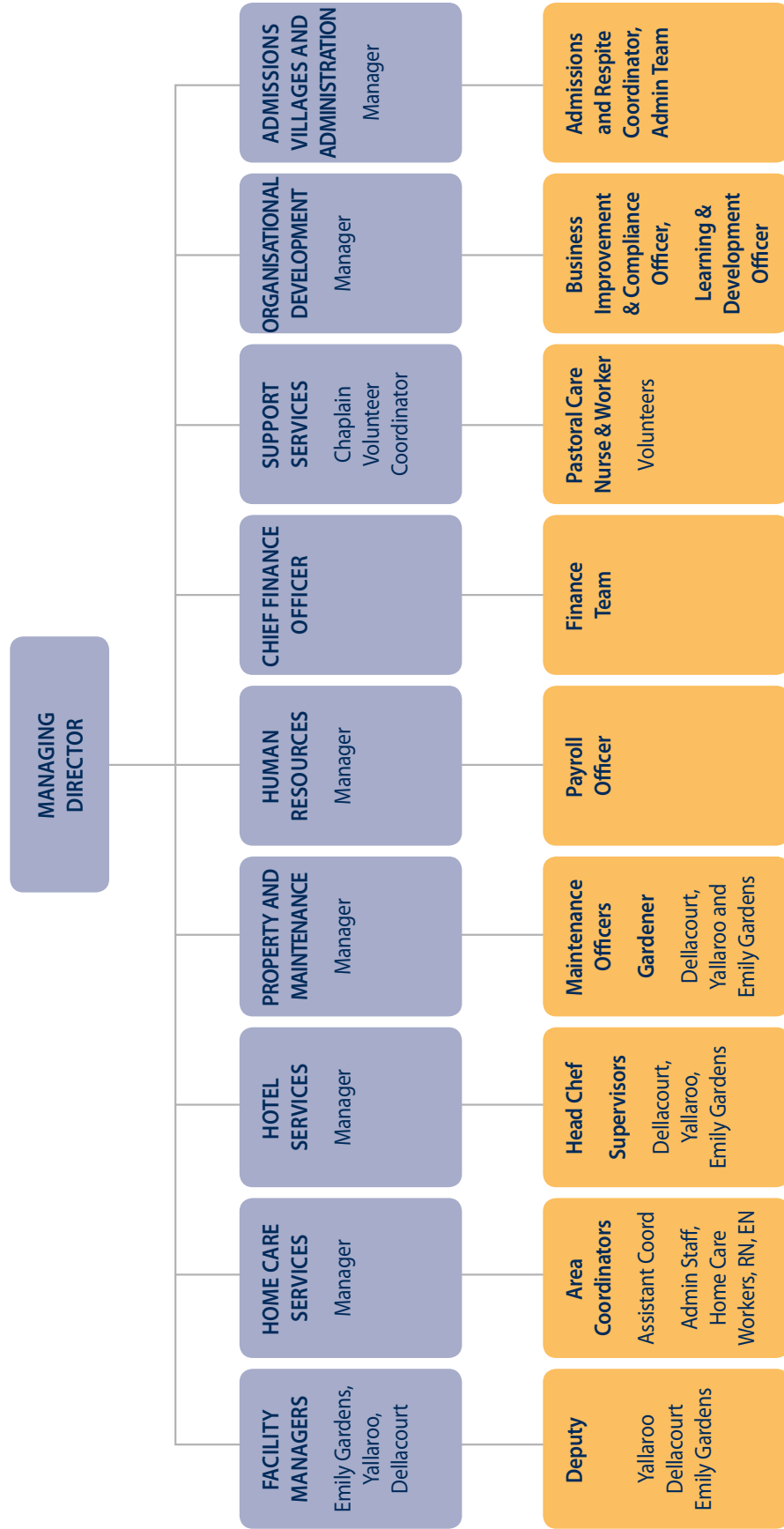
Honesty and Transparency

Honesty and transparency in all that we do and say.

Organisation Chart

Lutheran Church in Australia NSW District

Lutheran Aged Care Board of Governance



Board of Directors

Chair

Phillip Edwards

Deputy Chair

Judy Gray

Directors

Pastor Christian Fandrich, Laura Thompson,
Simona Coad

Executive Directors

Ron Asquith, Wendy Rocks



Chairperson Report

Phillip Edwards



I'm delighted to be reporting on another year of achievement for Lutheran Aged Care Albury (LACA) in delivering high quality, excellent, consumer-directed care services across all areas of our operations.

Our focus on our Mission and Vision is the result of many individual, dedicated contributions from the Directors, Executive Management Team and our dynamic staff. You are invited to read the manager's reports and note the work and commitment that they bring to our organisation.

The aged care industry during this financial year (FY) has undergone continuous and extensive change in all areas of care, regulatory compliance, consumer expectations and through our own reflections on the services that we deliver to our residents and clients. In parallel with these changes has been the Aged Care Royal Commission (ACRC) and media reporting of failures in care services to the aged and those in need of healthcare services across the wider community.

LACA have focussed on delivering care to the highest standard possible supported by increased efficiencies in services through facility upgrades and software support. Where our aged care services outcomes do not meet our Mission, Vision and Values, LACA has taken positive action to bring our services up to standard and prevent reoccurrence of future failure. It is testimony to our managers and staff that such failures are few and that we take ownership for these failures as well as our successes.

Mission and Ministry

On 20 January we welcomed and installed Pastor Darryl Mattner from Finke River Mission (FRM) as our Chaplain and leader of our Pastoral Care team. The installation service was conducted by Pastor David Grulke of St Luke's Albury and attended by nine Lutheran pastors of the region. Equally we extended a warm welcome to Sonia Mattner to Lutheran Aged Care Albury as a member of our team. We give heartfelt thanks to Angela Uhrhane and Debbie Lieschke who managed the delivery of pastoral care during the Chaplain's vacancy. There were a number of retired and current pastors from Victoria and New South Wales who conducted worship services for our residents during the two year vacancy and our thanks go to them for their commitment. Angela put on a morning tea for this team of pastors as a measure of our appreciation and recognition for their continuing services to LACA.

Sustainability and Viability

Over the last 5 to 7 years LACA has achieved a strong financial position under our Strategic Plan by consolidating our loan portfolio and retiring all interest bearing loans. LACA prudently manages bonds and money entrusted to our care under our Liquidity management policy and report on these funds to the Department of Health, LCA NSW District and other stakeholders. Despite the ongoing risks to sustainability presented by constrained funding, LACA is preparing for a major redevelopment of the Arrunga facility with construction planned to commence in 2020. LACA have contracted Calder Flower as architects to prepare plans and Census Advisory to project manage the redevelopment and manage

the development application through Albury City Council. Coincidentally 2020 will see us celebrate 60 years of service to the Lutheran Church of Australia (LCA), the LCA NSW District and the aged members of our community. This work is a continuation of the mission and ministry started by the Lutheran Women's League of NSW.

Compliance

The Aged Care Quality and Safety Committee (ACQSC) introduced 8 new care standards to come into effect 1 July 2019 for the aged care industry with Standard 8 being Clinical Governance. Managing Director (MD) Wendy Rocks and her executive management team undertook an extensive review of all our policies to ensure the policies comply with the new standards. This work directly involved managers and staff to ensure that our care is conducted in consultation with our residents and stakeholders.

To improve our oversight of care outcomes LACA developed a spreadsheet and dashboard report before adopting a software driven solution to report on key metrics of care. Enhanced reporting on clinical analysis allows for Directors, Managers and staff to review our key care results and determine how they are trending over time. Dashboard and trend analysis are crucial tools for demonstrating our results with metrics for auditing and compliance reporting.

Board Renewal

There is a greater emphasis on Director skills, competency and commitment across all business sectors in Australia and it is crucial we maintain the most effective blend of experience and contemporary vision on our

Board. In September 2018 we welcomed in Laura Thompson as a Director. Laura is a secondary school teacher with extensive experience across the Lutheran education system. I thank all Directors, Judy, Laura, Simona, Wendy, Christian and Ron for their commitment and dedication in their contribution to our work and the mission of LACA.

Thank you to our people

LACA's strong result and quality of services delivered is owed not only to the consistent implementation of our strategic plan, vision and mission but also to the outstanding team of individuals who deliver the care and support services we provide. I would like to sincerely thank all our Directors and employees for their contribution and of course, our residents, clients and stakeholders for their continued support.

Mr. Phillip Edwards,
Chairman
Lutheran Aged Care Albury



Managing Director Report

Wendy Rocks - Managing Director



I write this on the morning after the release of the Interim Report of the Aged Care Royal Commission, and in many ways I am lost for words. I observed people coming into work in the organisation this morning and many were visibly shaken. Who wouldn't be, to have their work so publicly devalued with comments such as neglect and unkind and cruel staff?

The sector is an easy target to demonise, however, I am hopeful that this time it will 'bite' that there has been 20 years of government neglect in the face of many reviews and recommendations, particularly about what it actually costs to provide the care that is rightly the expectation of the Australian public and which every provider I know, strives to and wants to provide.

The people I know and have had experience with over 30 years in the sector are passionate, kind and hardworking, the complete antitheses of the remarks made in the Interim Report.

I speak also and specifically, of those working in Lutheran Aged Care, and I am proud to be associated with both the organisation and the staff these last 8 years.

The reports that follow will tell you of a vibrant, creative and motivated organisation, always striving to improve. The Board of Governance takes its governance responsibilities very seriously and have worked over the last 12 months to improve its knowledge of both governance and the increasing challenges faced by the sector and Lutheran Aged Care. The board has also taken the initiative to have regular line of sight to all parts of the organisation, and do not operate in a vacuum of vital information and interaction.

The 12 months to 30 June 2019 have literally been frantic as we have worked hard to embrace the new Quality Standards, the Charter of Rights, and a number of other regulatory changes that have come into effect. The challenge of remaining financially viable, while maximising staff numbers and hours, and improving many aspects of care delivery, has been just that, a challenge. I am pleased to say that Lutheran Aged Care has had a successful year in that respect and in the area of compliance with all facilities and home care retaining their accreditation with no failure to meet standards. This is a credit to the managers and staff.

Lutheran Aged Care has also been an active participant of the Lutheran Church's Aged Care Governance Review and represents the Lutheran Aged Care network on the

Government Advisory body, The National Aged Care Alliance (NACA). These initiatives keep the organisation the forefront of ideas and information which is valuable.

A significant initiative has commenced during the year with the commencement of the design and construct project to replace the Arrunga buildings, which has been in the pipeline for a number of years. The project will be staged over the next few years, and we look forward to the added space and comfort the new Arrunga houses will provide for residents.

We welcomed Darryl Mattner as Chaplain during the year with oversight of the Pastoral Care services throughout the organisation.

We farewelled Emma Williamson and welcomed Rosanna Youngs into the Home Care Manager position. Emma was well loved and guided the home care group into the world of Consumer Directed Care. Lutheran Home Care has grown and continues to grow, despite the increase in the number of home care providers in the region. This is a tribute to both management and staff about whom we receive wonderful feedback of their interaction with our home care clients.

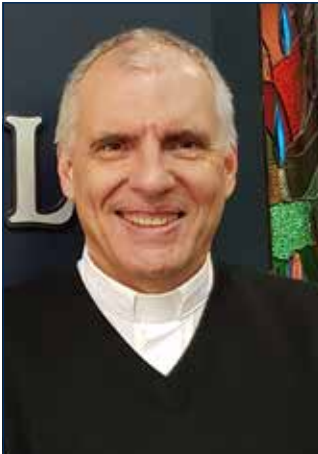
Thank you to the staff managers and the board for your support and hard work in achieving a successful year for Lutheran Aged Care





Pastoral Care

Rev Darryl Mattner – Chaplain



I have the pleasure in presenting my first report as Chaplain to Lutheran Aged Care (LAC) – Albury

There's a popular saying that goes something like this, 'How do you eat an elephant? Answer: one bite at a time. Starting my work as a Chaplain to LAC was, and is, still very much like eating an elephant. To say that this year has been a challenge would be an understatement. Even though I've had many years chaplaincy experience (Air Force, Toll), being an Aged Care Chaplain is another dimension altogether:

- the complexity and enormity of aged care ministry
- my dual role as chaplain and pastor to staff and residents, and
- working in such a large facility as LAC

What has helped me through this challenge is my Lord and Saviour, Jesus Christ. I thank him for giving, providing, guiding and directing me to accomplish all that I've done thus far. The words from Romans 5:2-5 have given me encouragement and hope in this daily journey:

² Through him we have also obtained access by faith into this grace in which we stand, and we rejoice in hope of the glory of God. ³ Not only that, but we rejoice in our sufferings, knowing that suffering produces endurance, ⁴ and endurance produces character, and character produces hope, ⁵ and hope does not put us to shame, because

God's love has been poured into our hearts through the Holy Spirit who has been given to us.

At the outset, I would also like to publicly thank my Pastoral Care Team – Angela Uhrhane and Debbie Lieschke, my Managing Director – Wendy Rocks, and all the staff that make up Lutheran Aged Care. I am very grateful for your friendliness, your help, your advice and your patience in welcoming Sonia and I into the LAC family.

Up to my commencement of work in January 2019, LAC Albury had been vacant for over two years. I would like to acknowledge the endless and tireless work of Angela Uhrhane who took on the role to keep pastoral and spiritual care happening during this vacancy. Not to mention the help and support of Debbie Lieschke and the support of the local Lutheran pastors and retired pastors who offered and provided worship services and pastoral care during the vacancy. A big thank you to you all.

A large part of the pastoral and spiritual life at LAC is worship. On average there are three worship services each week at the three sites. There are, on average, four times that 'Hymns we love' are held at each site.

Worship services are not the only services we provide. In an aged care facility, grief and loss has a significant effect on staff and residents. At all three sites, Memorial Services are held bi-annually so family members, residents and staff can bring some closure and remember the life of their loved ones. We also hold ANZAC Day and Remembrance Day services at all sites, and these are well supported by residents and staff and with the willing help of Australia Defence personnel.

Many of the residents would not be able to attend worship or 'Hymns we love' if it wasn't for the tireless effort of the worship and music volunteers. Each week, this band of brothers and sisters, volunteer their time to bring residents to these functions.

There's another band of brothers and sisters who volunteer their time. This band is the pastoral care volunteers. The Pastoral Care Team can't be everywhere to offer and provide pastoral care and support. This is where this band of pastoral care volunteers

come to the fore. They are an integral and vital part of the pastoral ministry to the residents and staff at LAC. It would also be remiss of me not to mention Kerrie Warburton – the volunteer co-ordinator at LAC. Kerrie looks after the volunteer program and this program runs well because of her professional input. A big thank you to all.

So, what else do we do? We visit. We visit new residents; residents who are sick and who need someone who has the time to sit and listen to their worries and problems. We also visit residents for no other reason than that their door was open and just wanted to say 'hello'. We also visit residents who can't attend worship services and bring church to them by offering them in-room communion. We also talk to the staff and if needed provide a confidential listening ear if they need help and support.

This is just a snippet of the work we do to offer and provide pastoral care to the residents and staff of LAC.

In reflection, let us remember why we do what we do. All of us provide loving care and support to our residents and staff. Not because we have to, but because we want to. Our values underpin everything we do in our work. May the motto of LAC – **'His cross is our support'** be your support in life as well.



Finance

Ron Asquith – Chief Financial Officer



The Board of Directors is pleased to report net earnings of \$1.098 million for the year ended 30 June 2019.

This has been achieved at a time when a recent aged care financial performance survey report confirmed that the sector is under a high level of financial stress.

While this result is consistent with our forecast, it is lower than the previous year due mainly to the current government funding model. Increases to the care subsidy rates (ACFI) have simply not kept pace with the increasing cost of delivering quality care.

Income for the year increased by 2.8%, assisted to some degree by a “one-off”, short term increase in the government care subsidy for the period 20 March 2019 to 30 June 2019. External studies support our own view that this one-off increase, and the subsequent care results attained, demonstrate the need for a new way of funding aged care.

Revenue continues to increase at a much lower rate than costs. This pattern is reflected across the industry where costs are subject to enterprise agreement staff rate increases along with CPI increases for other expenses. Electricity cost increases have been significant although offset somewhat by our use of solar energy. Total care service costs increased by 7.4% during the year.

Given that 71% of the costs incurred during a year relate to staff costs, there is a very reasonable view in the industry that the increase in subsidy rates each year should have high regard to the wage price index, rather than the current model.

The good news.....

Notwithstanding the above, Lutheran Aged care is well placed to continue providing quality services.

We have established a strong capital base with equity (represented by Assets less Liabilities) standing at \$41.432 million.

The cash flow generated from operations during the year has allowed the organisation to reinvest \$1.216 million back into improvements, resources, plant and equipment.

We remain committed to ensuring that all facilities are properly resourced, and improvements made, to maintain the quality of infrastructure and, most importantly, the rooms and facilities available to residents.

The financial information attached to this report provides a snapshot of our operational performance, cash flow and financial position as at 30 June 2019.

Importantly, cash reserves have been maintained to allow all commitments and payment obligations to be made in full and on time. The board reviews our liquidity management strategy each year to ensure that this remains the case.

The financial performance of Lutheran Aged Care is managed by comparing our results against our internal budget calculations in tandem with industry indicators. Industry information is drawn from an extensive data base including information from government, peak body and industry surveys; ensuring that our performance is continually tested.

A key contributing factor to our financial performance is the occupancy level maintained throughout the year. The average occupancy range across all aged care beds for the year was 97.51% to 98.34%. This compares to an industry average of 94.4%.

The aged care industry is highly regulated and we take great pride in meeting our reporting obligations each year including, for example the range of standards associated with the management of refundable accommodation deposits.

Lutheran Aged Care is a major consumer of services and products from the local community and a large employer. Our dealings with suppliers are honest and transparent. In this regard, we are pleased to report that the average payment period to suppliers is less than 21 days.

It is important that our residents and families feel confident that we have the resources and expertise to look after their clinical care needs along with a strong focus on professional, ethical financial management.

The Royal Commission into Aged Care will no doubt provide recommendations to the government across a range of activities within the aged care sector, many of which will have financial implications. As a leading aged care provider in this region, we are acutely aware of what is happening in our industry and are well placed to manage through this period of change.

In truth, the community, Lutheran Aged Care and government have expectations regarding the delivery of quality care which are not far apart. The challenge for us is meeting these expectations when, at face value, the income we receive is not aligned to the true cost of care.

I would like to thank all Board members for their collective commitment to our work and strong financial governance. The executive team led by Wendy have been very helpful in discussions around financial matters and new strategies often come out of the valuable discussions we have – thank you.

The finance team is a very cohesive unit covering all the transactional, financial lodgement and reporting requirements for Lutheran Aged Care. As we improve our own knowledge and systems we aim to decrease the time spent on transactional work and increase our internal business strategy and support services. Thank-you to Fiona, Sonia and Sally.

I would like to particularly thank all clients/families who choose to access the care services offered by Lutheran Aged Care. Our aim within finance is to support this care by being easy to talk to, courteous and professional in any discussion we have.

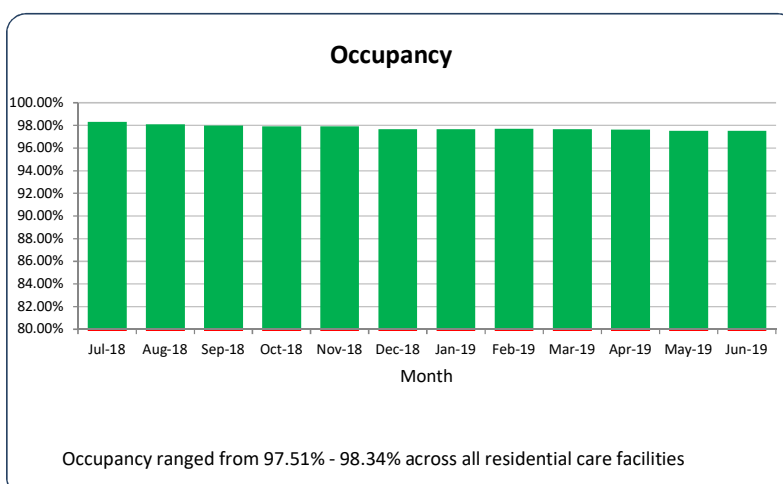
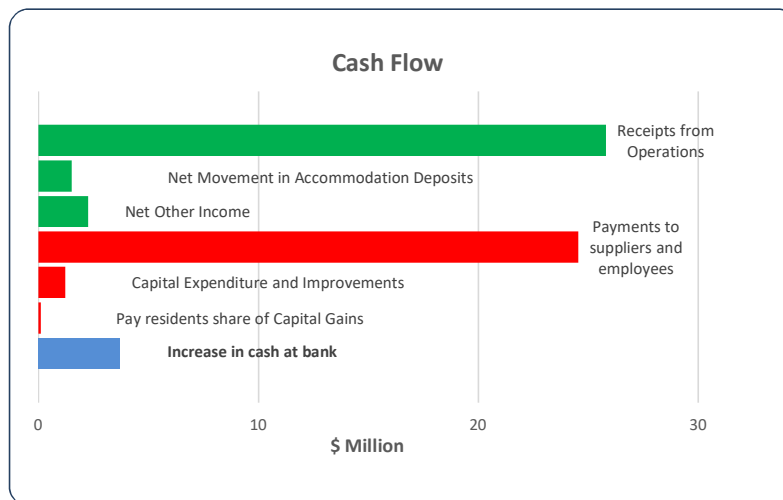
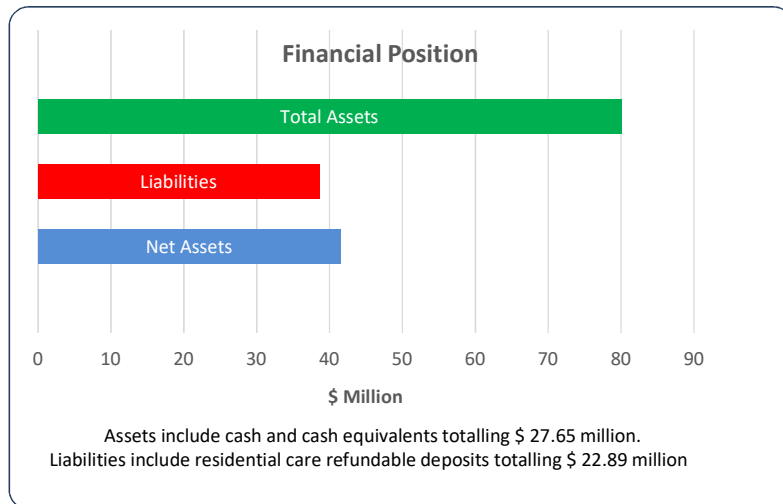
In closing, there are a lot of moving parts in Lutheran Aged Care, both internal and external, that need to work together to achieve our Mission and enable us to meet our financial commitments. What binds us, and gives me optimism for the future, is our common purpose and a set of values to work and live by.

Ron Asquith
Chief Financial Officer

LUTHERAN AGED CARE ALBURY LTD

Performance and Position Snapshot

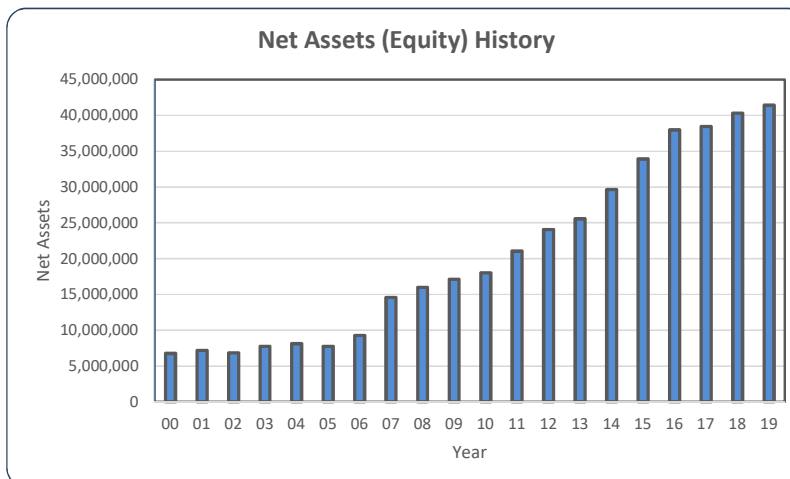
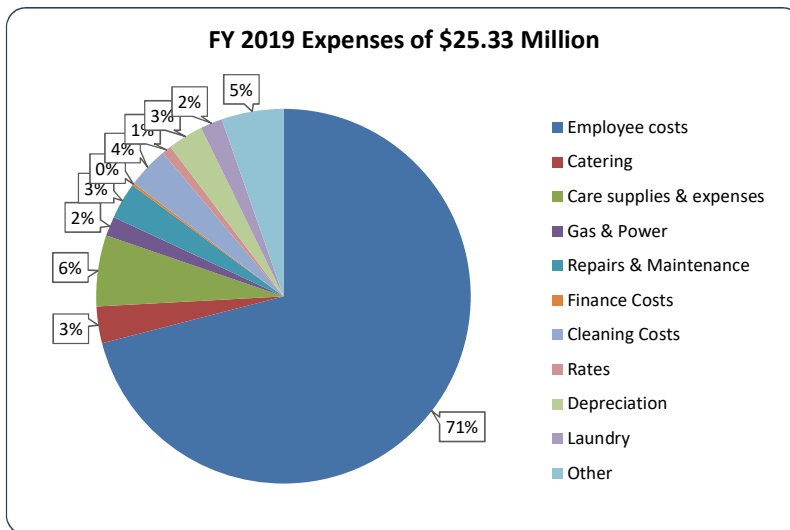
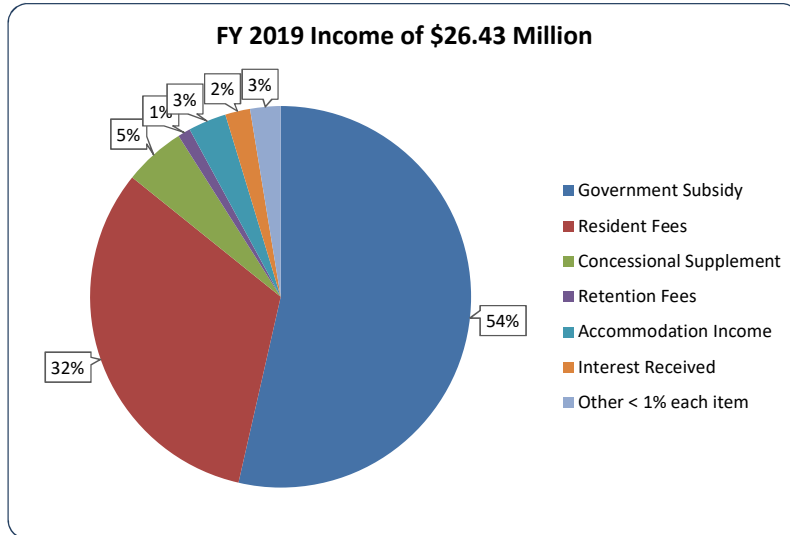
Year ended 30 June 2019



LUTHERAN AGED CARE ALBURY LTD

Performance and Position Snapshot

Year ended 30 June 2019



Human Resources

Don Elder – Human Resources Manager



Another year has flown by in which the organisation has continued to meet the challenge of technology implementation, changes in industry demands such as the new standards, fall out from the Royal Commission with regards to the many stories of poor care (despite the far more extensive good news stories), and a more significant push for demonstrated customer service, just to name a few.

These demands have had a significant impact on our teams. Whether it be additional mandatory training, the stress associated with a continually moving goal post or increased client expectations, the impact is real and only serves to increase the burden we currently place on a workforce that is relatively time poor, but compassion rich.

The challenge ahead is how to care for our workforce within the current financial constraints and without compromising the level of care currently provided to our residents, or, in fact, expecting our staff to

improve on the high level of care already provided and, maintain a balanced perspective with regards to these competing priorities. No quick or easy answers I am afraid to say. What is clear is that we, as an organisation will need to be mindful of the health of our staff and our organisation mentally, physically and financially to ensure we can survive the short term, keep focused on why we operate and maintain our strength to continue to be a competitive player in what can only be described as one of the most widely accepted large growth industries within our communities.

These changes have imposed an expanded scope of mandatory education for staff. Trying to balance additional education needs against resident/client care needs and family commitments (work-life balance) has seen us issue an unprecedented number of formal warnings in the last 3 months of this financial year (2018-19). Unfortunately, regardless of the reasons for non-compliance, if we deem an education component to be mandatory, for the benefit of our vulnerable residents/clients, then we are obligated to ensure that those components are appropriately completed. The majority of our dedicated teams completed those tasks without question and without the need for follow up. That is reflective of the commitment of a devoted team of caring individuals in a challenging environment.

2019 Influenza Season

This year also saw us build on the more structured approach undertaken in 2018 with regards to the recording and managing of staff immunisations against Influenza. The improvement in compliance data from 2017 to 2018 was incredible to say the least. The 2019 year saw us

Overall Immunisation Rates (%)	2017	2018	2019
Admin	32.00%	88.89%	100.00%
Dellacourt	24.35%	90.57%	90.91%
Emily Gardens	0.00%	53.85%	72.41%
Food Services	10.53%	65.85%	81.25%
Home Care	14.00%	90.20%	92.45%
Volunteers	N/R	N/R	54.32%
Yallaroo	20.63%	61.90%	65.00%
Staff	18.63%	78.34%	84.05%
Staff + Volunteers	N/R	N/R	78.13%

(N/R = Not Recorded)

achieve further improvement in the areas of both Staff Participation and Volunteer reporting.
Figure 1. Compliance by Location

To grow from a minimum of approximately 18.5% to a compliance rate, immediately prior to the peak of the season, of 84% across all employment statuses (Full-time, Part-time and Casual) of staff, and 54% of Volunteers was a fantastic achievement. This sets an improved and true baseline for comparison for the 2020 Influenza season.

Workforce

As mentioned last year, and with the commencement of the Royal Commission into Aged Care, there has been much in the news regarding the standard of care provided by some small number of individuals across the sector. The stigma this creates regarding our industry not only serves to increase the challenge of attracting and retaining a valued and committed workforce but now affects the ability to attract new clients/residents. Each year I provide a snap shot of some basic workforce data. This year I continue to do so, as I believe the workforce challenges over the coming years will need closer scrutiny to ensure we embark on meaningful and effective workforce planning so that the decisions (or lack of) that may result from the Royal Commission are able to be responded to in a timely manner:

Data Point / Financial Year	2014	2015	2016	2017	2018	2019
Average Age (years)	45.5	44.83	44	44.25	44.08	44
Average Length of Service (years)	4.75	4.67	4.67	4.75	4.75	5
Age of Oldest Staff Member	79.75	75	76	71.25	72	73
Age of Youngest Staff Member	19	19	19	19	16	18
#Staff <25 y.o (total # of Staff)	27 (306)	30 (302)	36 (318)	29 (322)	31 (327)	32 (341)
# New Starters	69	88	91	95	91	78

As can be seen from our data, our average age continues to hover around the 44 year age group. This shows that our turnover of staff is at a mix of ages and that our workforce is not gradually ageing as is indicated amongst those organisations that participate in the annual Aged Care workforce benchmarking project. Our average length of service continues to sit at approximately five years. These two statistics are valuable given our staffing numbers have slightly, yet steadily increased over the last 5 years. It should also be noted that the number of staff under the age of 25 has also slightly/marginally increased.

Our ability to attract and retain the next generation of our workforce will be our challenge over the coming years and to assist an improved organisational fit we will commence looking at employing individuals based on “who they are” rather than “what they are”. As we have previously referenced, we can only hope that the Royal Commission into Aged Care facilitates the necessary mechanisms or means for Aged Care Providers to be able to sustain such valuable services for one of the most vulnerable groups within our communities. I cannot praise enough, the high quality care that we do provide with the committed and compassionate teams that we have.



Hotel Services

Vivienne Swift – Hotel Services Manager



Hotel Services Management covers Food Services, Laundry and Cleaning over Dellacourt, Yallaroo & Emily Gardens.

Cleaning and Laundry continue to be outsourced to Quad Services. Josie supervises the Dellacourt & Yallaroo sites and Nicole

looks after Emily Gardens. Both ladies show great care for their work and the residents. All three kitchens received 'A' grade food ratings from their NSW food authority yearly Audits. The auditor suggested that from next year our audits will possibly be unannounced rather than planned. This should not be an issue as the correct systems are in place and being completed daily, which we always strive to achieve.

Celebrations regarding food around special occasions occurred during the past year including Yallaroo 25-year birthday celebration, Christmas Parties and Christmas Day, Easter, Birthdays and Remembrance Day. Quality improvements in Food Service in the past year include Net Menu, our cloud-based menu management system, being introduced to Dellacourt, giving residents the opportunity to choose their food from our 4-week rotating menu and having one on one time with Food Service's to discuss the

food. A coloured tray system was introduced to identify residents who need full assist and have allergies. Yallaroo introduced lit menu boards which stand out well and give residents all the information about the menu for the day

During the year we were very excited to offer a cooking apprenticeship to Fiona Chinery. Fiona was already part way through her study, so she is finishing off at Lutheran which I see such a win win.

At the Albury sites we hosted two Year 12 hospitality students from Murray High School during the year. The girls were so impressive we have employed them as casuals in Food Service for evenings, weekends and during their school holidays.

Testimonial from Greg – Dellacourt Resident. "I have been here for three years and never had a bad meal! The ladies in the dining room look after me very well".



Organisational Development

Louise Shields – Organisational Development Manager



Essex (Business Improvement & Compliance Officer) and myself, Organisational Development Manager; we are proud to submit our Annual Report for 2018.

Legislative Change Project

The team supported the business through change management projects for the:

- New Aged Care Standards
- New Aged Care Charter of Rights
- Commencement of National Quality Indicators Program reporting
- Introduction of new international standards for modified diets
- Changes to Retirement Villages Legislation.

The Quality Systems Framework function, comprising Learning & Development, and Quality, was renamed Organisational Development during the year.

For 2018 / 2019 the team maintained focus on managing LAC's projects, policy and education frameworks. A key objective this year was the implementation of new processes and frameworks to ready the business for compliance with the multitude of changed legislation applicable to the sector. Project planning commenced early in 2018 with a range of initiatives to meet all changes including the transition to the New Aged Care Standards.

LAC also introduced and completed a number of new IT projects which are discussed in this report.

As always, the goal for all team activities is to enhance the skills of our staff and ensure they have the right frameworks in place to deliver excellent service for residents and clients.

On behalf of the Organisational Development Team as at 30th June 2019 - Angela Turnbull (Learning & Development Officer), Christine

New Aged Care Standards which came in to effect on 1 July 2019 necessitated an organisational wide change project. The team was engaged in developing and implementing several initiatives which included:

- Entire review of LAC's policy framework including the development of new policy
- Development and coordination of Resident and Client sessions introducing them to the new standards – over 130 residents, clients and representatives attended these sessions
- Development of specific training for in-charge staff highlighting their responsibilities for unannounced visits
- Implementation of random internal audits to prepare facilities for unannounced visits
- Program of interactive face to face and on line staff training to introduce them to the changes
- Centralising LAC's complaints management function within one system and commencement of trend reporting
- Transition from current manual audit and continuous improvement planning to an on line program which provides ease of access and completion. This is the first step in



How well do you think we meet resident and client expectations at Lutheran Aged Care?



Table 1: staff response rating LAC's readiness for the new standards.

progressing towards an excellence framework as we begin to report and establish benchmarking for performance

- Coordination of surveys assessing LAC's gap against the new standards
- Coordination of resident and client survey assessing Dignity and Choice.

In addition, the team is working on systems to establish a centralised data base for resident and client preferred contacts which will be interfaced with LAC's current Care Management System.

Learning & Development

Another very successful year for LAC's L&D agenda. All components of LAC's approved L&D program were successfully delivered during the year. LAC continues to enjoy high completion rates by staff for all mandatory training. New learning modules were internally developed in introduced during the year as the function expands development options through the use of technology.

LAC provided education to 100% of staff on the New Aged Care Standards. Everyone from

Board members to casual staff members and volunteers completed some form of education to prepare for the new Standards.

At these sessions staff were asked to participate in a poll to rate LAC's readiness for the new standards. 93% of staff agreed that current services meet the expectations of residents and clients (see Table 1).

The L & D function also developed several new internally developed on line training modules including LGBTI Aged Care Awareness; Quick Fix Complaints Resolution and Unannounced Visits Readiness.

Further, L & D initiated access to relevant staff for new aged care standards specific modules including Dignity of Risk and Supported Decision Making.

Video Production

During the year several videos were produced to showcase LAC's services. A staff video was also produced which is used to attract prospective staff to LAC. This project involved

an extensive coordination effort of residents, clients, family members, village residents and staff members. The videos were loosely scripted and the final versions are now proudly uploaded to LAC's website. Stills taken from each video are now hung in the reception area of each LAC site (see Image 1).

Systems Implementations

Ongoing systems implementations occurred during the year to 'future proof' LAC's IT platform.

Food Services Program

An online food services program, Netmenu, was launched to provide information regarding resident food preferences and vital nutrition / dietary details such as food allergies. This introduction replaced previous manual systems and for food services staff, provides real time information. An interface was built between LAC's care management system and Netmenu to ensure the integrity of the information and provide the information in real time.



Residential Care

Enjoy comfort, security and companionship in our residences offering high level, round-the-clock care

[Find out more](#)



Home Care

Stay in your own home with our comprehensive personal services and aged care packages

[Find out more](#)



Retirement Villages

Live independently in beautiful surrounds with access to any additional care and support you may need

[Find out more](#)

Image 1: Images from LAC's video production featuring (L to R) Florence Shiphard; Sylvia Bowring; Jan Leek & Dalise Scholz



The system also coincided with weekly menu selections by residents.

New Phone System

LAC's phone system was past life and in need of an upgrade. A new phone system was implemented which incorporated ion to new phone system, transition to a new phone number, introduction of a 1800 number; and introduction of new handsets and nurse call DECT phones. At the same time residents in Dellacourt and Yallaroo and both independent living villages were offered to transfer to a reduced data / phone plan by using LAC's new infrastructure.

The new system also provides for internal allocation of phone number/extensions; soft phone options and advanced reporting.

Fibre Optic Cable Relocation & Server Relocation

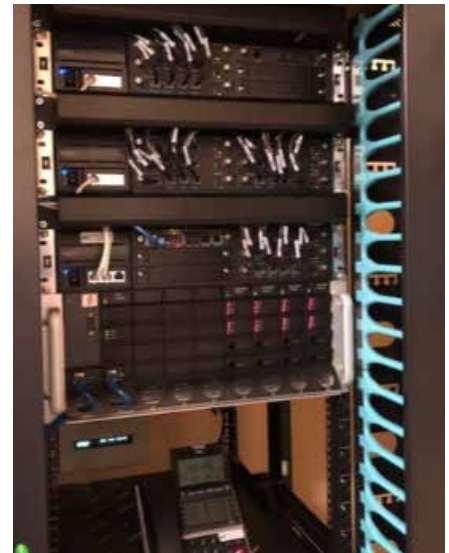
Another major project involved the relocation of LAC's servers from Dellacourt to Yallaroo which also included the relocation of LAC's fibre optic cable from Nicholson Place to O'Brien Court. This relocation was critical to ensure that LAC's systems function without interruption during the Dellacourt reconstruction project planned for 2020/2021. This was a major undertaking which included over 5 hours of system down time, spaced over several weeks to minimise disruption to the business. The Yallaroo server room was also upgraded to accommodate equipment.

Other IT related projects included:

- Further rationalisation of LAC's server based document management storage following the introduction of Office 365 and cloud based storage.
- Enhancements to various forms in LAC's care management system to improve user input and reporting
- Introduction of mobile device management software to track and secure LAC's mobile devices
- PC upgrades for outdated desktop equipment
- Introduction of iPads for use by residential care staff
- ISDN to NBN transition
- Transition to a new learning management platform with LAC's current provider.

Other Quality Initiatives

Organisational Development provided extensive support to the Home Care Services team to a successful Quality Review by the Aged Care Quality & Safety Commission. This involved a full review of all Home Care Policy amongst other actions. During the year, LAC conducted a Staff Engagement Survey utilising Gallup's Q12 survey which returned strong results. Satisfaction surveys were also conducted with residents, families and clients. Upgrade of PCs; implementation of iPads for care in residential



Admissions, Villages and Administration

Helen Ashton - Manager, Admissions, Villages & Administration



It has been a very busy yet fulfilling year since receiving the baton from Julie Meredith in November, now being responsible for Admissions for Residential Facilities and Independent Living Villages.

Our Lutheran Aged Care team have had the wonderful opportunity to show case our services and facilities to many prospective clients and their families throughout this year. This time is often overwhelming for all involved, it is important to spend time discussing our admissions process along with their individual financial considerations.

Lutheran Aged Care is accessible to all and we continue to provide for financially supported residents.

For the twelve months to 30th June across our three residential facilities we have had 159 Respite and 82 Permanent admissions. I would like to say a special thank you to Sally Hall Respite Coordinator for her on going assistance.

Our occupancy across all three facilities is still above the industry average; all three facilities have had many periods of full occupancy this financial year, our occupancy as at 30th June was 96.7%.

Being based within the Home Care office also allows for continuity of Care for those who are looking to move from their home into Residential Care along with our Village Residents who are requiring more assistance within their homes.

Three units were renovated within Pemberton View this year, since 2016 we have now renovated fourteen, of the thirty-five units. We have welcomed seven new residents to Pemberton View and two new residents to Nicholson Park this financial year. Many of our enquiries come from either those who have friends or family within our Villages or through other Lutheran connections.

Our Village Residents continue to require additional assistance and support services to remain in their homes or transfer into Residential Care I would like to thank Louise Mason, Jill Campbell & Sheree Sheridan – Facility Managers and Rosanna Youings – Home Care Manager & her team for their continued and seamless support.

Thank you to the Maintenance team who continue to provide invaluable assistance to the Residents in both Villages. Our beautifully maintained gardens and the quality of our renovations continue to receive compliments from prospective residents, their families and visitors when coming into our Villages; a credit to the Maintenance Team.

The new phone system was implemented this financial year with the change-over occurring in January. There were some minor teething issues; all is now going well. The Administration team particularly Georgia Hall and Connie Gleeson were amazing.

I would like to thank ALL of our Residents and their families along with our wonderful staff who all make our Vision and Mission come alive.



Emily Gardens

Louise Mason - Facility Manager

I'm proud to say Emily Gardens is still one of the most beautiful facilities in the Lockhart area.

Everything is in bloom, birds and wildlife are busy. Our residents certainly enjoy the environment and there are no shortage of residents with 100% occupancy and a wait list.

Emily Gardens turned ten this year invitations were sent bringing both new, old and the local community back for the celebration. A great response was received, contributing to a fantastic morning of celebration.

We have had many quality improvements this year with the laying of rubber backed grass in Kingfisher where residents now have a wonderful place to sit in the sun and enjoy, whether it is just sitting and looking around, gardening or even participating in happy hour; it is a great spot to come together in the beautiful spring evenings.

We have upgraded our air conditioner ready for the hot season ahead, as well as purchasing a new projector in the Emily Centre, where residents and family have already enjoyed the footy finals on the big screen. The residents love the atmosphere with staff and residents on these nights.

'Net Menu', our new food production system has been running successfully for some time at Emily Gardens, with residents receiving more food choices, for every meal from a great selection.



A new Nurse Call system was installed this year and has many features to assist staff in providing care and services to residents. A feature is the system's ability to advise the whereabouts of residents, especially Special Needs residents.

Lutheran Aged Care has always been involved in presenting quality lifestyle programs. At Emily Gardens this year, we introduced exercises once a week; it often seems to be more laughing and engagement going on than exercise which is lovely to see. We are fortunate to have a Lifestyle Co-ordinator who has been so interactive with the residents, bringing to the facility entertainment, singers, pre-schoolers and school children. Meals on Wheels also comes into Emily Gardens and with the success of the newly introduced 'resident and family morning tea' every three months, the residents are not short of

something to do. Mondays are arts and crafts creating days, giving residents an opportunity to enter in The Rock show every October, with many winning entries from last year.

Emily Gardens has had lots of "rustic" donations coming in for our "Walk through time" trail in Corella, so there will be lots on display to look at as well as touch.

We finished our very busy year with the introduction to The new Aged Care Quality Standards, which the whole of Lutheran Aged Care is endeavouring to take in our stride; to embrace the change and move forward. This is because we all agree "Nothing about you, without you!".



Yallaroo

Jill Campbell – Facility Manager



As Yallaroo celebrates its 25th Birthday, we reflect on our achievements while maintaining a focus on the future.

Our Staff

The key to promoting a healthy engaged workforce is ensuring staff fully understand that Lutheran Aged Care exists for the people it services. The staff at Yallaroo have been supported to have and demonstrate our values, in the most compassionate way, and

have the resilience to maintain their capabilities while keeping healthy, energetic and enthusiastic.

In order to measure engagement of our people, in August 2018 we asked our employees to complete a Gallup engagement survey.

The survey results highlighted that overall engagement was high and sustained from the survey completed in 2017.

Engagement results were particularly strong when looking at employee expectations for future growth and education. This prepares us well for the challenge of educating our staff to transition to the new Aged Care Standards effective from July 1st 2019.

Most importantly, the results highlighted some of the opportunities for improvement, providing clear direction for the facility's quality plan.

Our Environment

Our Maintenance, Lifestyle, Allied Health, Hotel Service and Volunteer Teams have been hard at work over the past year, delivering new and improved environments that are better places to live and work. Through their innovation and person centred focus we have been able to provide independent and supported living in a contemporary setting which has a wellness and engagement focus. Yallaroo has been fortunate to have a generous allocation by the Board of Governance which affords the opportunity for refurbishment, particularly in the gardens and person centred memory support houses with specific lifestyle enhancers. This is also evident as our residents become more complex in their clinical requirements we are able to respond to their needs with optimal equipment.

The Future

The Leadership Team at Yallaroo strive to ensure best practise in Aged Care. Our clinical and risk management processes remain robust to meet the daily operational challenges of resident and family expectations. Of course our staff recruitment and retention, high bed occupancy and funding maintenance is an ongoing challenge. I would not be able to achieve these outcomes with out the dedicated Nurse Unit Managers Clare Dawson and Michelle Allen and administrative support services in Sharon Blom. Their proactive monitoring and response to our workforce and business demands are focused on Yallaroo being best placed to service our customers.

2019/2020 has revealed itself to be exciting with a significant investment in technology which has commenced in the installation of a new nurse call system. We have imbedded our new care management documentation system in LeeCare, after successfully piloting this innovation for the organisation. Yallaroo is also now the hub for the communications systems that support the organisation.

Quality Service and Continuous Improvement is always on the Senior Management Team horizon "so we can be the best we can be". This success is achieved through hard work, consultation, support and innovation of a collective team effort to support my role as Facility Manager. I look forward to the Royal Commission into Aged Care recommendations, that will hopefully lead us all to a destination of positive ageing and best practise on behalf of our community.



Dellacourt

Sheree Sheridan – Facility Manager



2018 – 2019 has been a year of significant change across the aged care industry, and Dellacourt has not been immune to these changes.

Our commitment as an organisation, includes implementation of industry changes and focuses on supporting Care Recipients to experience the best life they can, by providing quality residential care services and a lifestyle that supports individuals.

The introduction of new Aged Care Quality

Standards has been an opportunity for increased engagement and consultation with Care Recipients, and/or their Representative. This commenced with sessions presenting the new standards and the new Charter of Rights for Staff, Care Recipients, Representatives and members of the public. The Staff are to be commended for embracing the training provided to them and implementing these changes in what is a very turbulent time in the industry, with the Royal Commission into Aged Care occurring in the background along with the other industry changes. The engagement for staff has created increased job satisfaction through engagement with Care Recipients, not only in care, but in improved quality of life for Care Recipients also.

2019 has seen the finalisation of redevelopment plans for the Dellacourt site. These works will continue over approximately a three year period, commencing in early 2020, and result in a state of the art facility to carry the site forward into the future. The development will encompass the current site and occur in a staged approach. We are pleased to have partnered with Calderflower Architects and Associates in developing a building design that centres around lifestyle and care and will be modern and fresh. Presentations of the design and

redevelopment have occurred and will continue to occur for those currently in care and Care Recipients in the future.

The changing face of aged care has seen a reduction in the period of tenure for those coming into residential aged care services, currently the industry average is around three years. At the time of printing this report, the longest serving Care Recipient at Dellacourt has resided with us for over 23 years! To support someone through the many stages of their life is an incredible experience. Similarly, our greatest asset is in our staff. Retention of staff has again remained strong over the past twelve months, the longest serving employee has been with the organisation for over 33 years and is a wonderful example of the dedicated staff that we have at Lutheran Aged Care.

Going forward, many new challenges lie ahead for the industry as key changes are implemented, particularly the introduction of a new funding tool to support what we do. We eagerly await and anticipate further decisions out of the Royal Commission into Aged Care; we see these challenges as an opportunity to review what we do and find ways to better our services.

My thanks go to the Lutheran Aged Care Board and Management Team for their governance of the organisation and its implementation of the many industry changes, and continuing support to Dellacourt in 2018-2019. Thanks also are expressed to the entire Lutheran Aged Care Staff and Volunteer teams for working through significant changes with smiles and an ongoing commitment to those who enter our service.



Home Care

Rosanna Youngs – Home Care Services Manager



“It’s the small details that can make a difference to someone. If you are passionate about what you do, you can achieve wonderful things. Caring and assisting people on their journey of life is one of my greatest joys and is the reason I work for Lutheran Aged Care” – Rosanna Youngs

Lutheran Home Care Services has had an outstanding year of working as a team and developing new connections.

This year we grew our packaged clients by 20.15% on the previous year. During this period of growth, our Home Care staff demonstrated an outstanding work dynamic and showed great compassion in the work they do. This is constantly reflected in how they care and support the people around us.

HOME CARE PACKAGES

Lutheran Home Care Services offers Home Care Packages (levels one to four), Commonwealth Home Support Programme (CHSP), Short-Term Restorative Care (STRC)

and Select Care (fee for service). We have been delivering home care support in the community for over 25 years.

Short Term Restorative Care (STRC) is an 8-week package that provides care and support from a multidisciplinary team. STRC is coordinated by a registered nurse who tailors a restorative, goal orientated support plan to increase a client’s independence, confidence and quality of life.

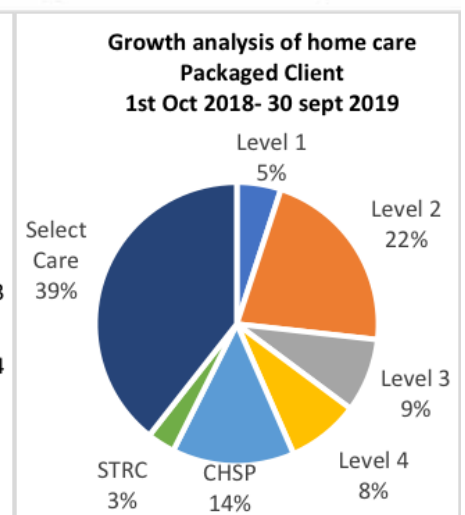
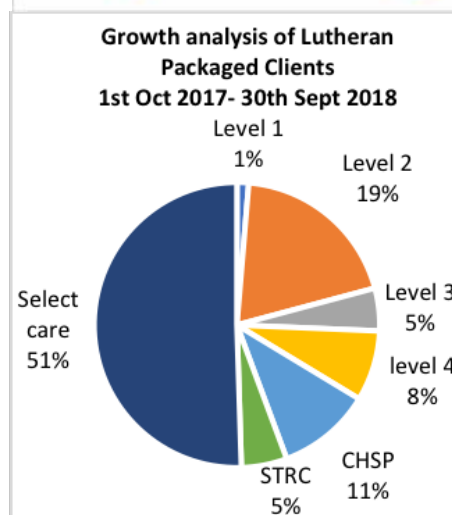
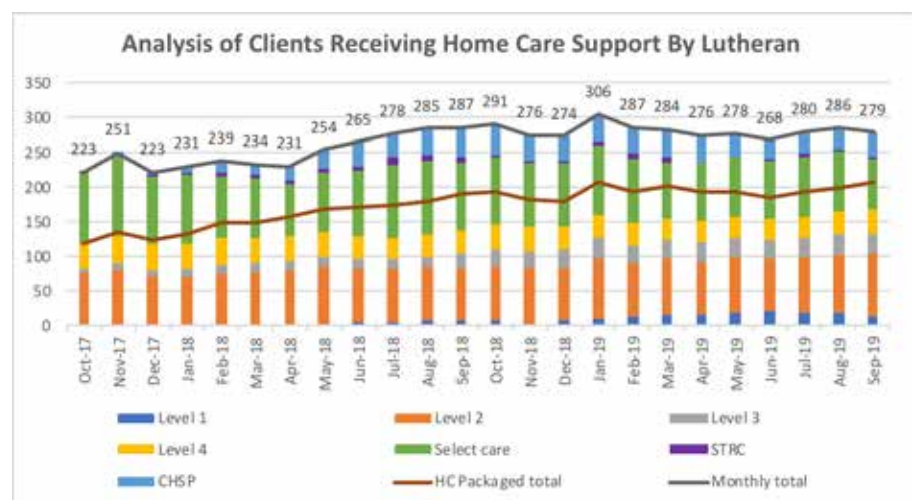
Commonwealth Home Support Programme (CHSP) Flexible respite gives carers a break from everyday tasks. Our support workers assist carers in their normal duties which includes domestic, personal care, community

access, social outings and appointments. All staff embrace and implement strategies for reablement in their care delivery. CHSP flexible respite reduces carer stress and enables the carer to spend more quality time with the people they care for.

STATISTICS

Lutheran Home Care Services packages have enjoyed a constant growth of 20.15% for the previous year (October 2018–October 2019).

Our current client base is between 270–306 clients with 65 Home Care staff members delivering excellent at home support.



The average age of our home care clients is 81 years, with an age range of 26 to 104 years. Our longest home care client has been receiving our support for 10 years 7 months

COMPLIANCE

From 1 July 2019, a new single set of standards, called the Aged Care Quality Standards, replaced the previous Accreditation and Home Care Standards. Home care is now governed by the same Quality Standards that apply to residential care which bridges the gap between home care and residential standards. The introduction of the new Standards will result in greater clinical support for Home Care clients.

Home care will continue to review all home care forms and Policies in line with the new standards and ensure the best possible tools are available for home care staff to enable delivery of high-quality care.

On 1 July 2019, a single Charter of Aged Care Rights came into effect, replacing the

previous Charters of Care Recipients' Rights and Responsibilities for Home Care. Again, this change aligns the Charter for home care with residential care. 31st December 2019 is the due date for the charter to be introduced to existing consumers in home care and short-term restorative care (in a home care setting). All existing home care clients have reviewed and signed the new Charter of Rights ahead of this deadline.

NEW BUSINESS

AlayaCare

Home Care is implementing a new cloud-based software system, called AlayaCare. The new system will provide staff with access to current information in real time. The system will also increase staff safety with GPS tracking for sign in and out of services.

Clients and representatives will have access to the AlayaCare portal from their own home to keep them connected and aware of their care needs. This will provide increased consultation

with clients for ongoing planning and assessment of services.

Growth

Lutheran Aged Care is in the processes of applying for an increase in CHSP funding. Current CHSP funding levels have reached capacity on a month by month basis and clients requiring support are being waitlisted. The Riverina/Murray Region has a shortage in CHSP funding with no current funding available for personal care and domestic services.

Current home care package wait time for level 2-4 is 12+ months and often a client's only support is access to CHSP. The increase in funding will give people in the region support in the interim and in times of need.

THANK YOU

With the support of the management team, Board Members, administration staff, Home Care Services office staff and, of course, our home care support workers, we have achieved great outcomes this year. Achievements are not possible without the support of each other and I am extremely proud of our team.

I would like to take this opportunity to thank the Home Care Services team and the support they have given. You should be proud in the support we give, big or small makes a difference in assisting people stay at home longer. We assist clients every day to remain independent or to take back their own independence.



Property and Maintenance

Stewart Taylor – Property and Maintenance Manager



2019 has been a very productive & exciting year for the Property & Maintenance team with specific focus on ensuring the continued comfort & lifestyle to all residents in Lutheran Aged Care (LAC) properties including independent living villages.

Over the course of each year the maintenance team organise and oversee the refurbishment of vacated independent living units. The units are each given a new lease of life starting with a fresh coat of paint both inside & out, new carpet & vinyl, LED lighting and a sparkling new bathroom and kitchen, which include the newest BOSCH kitchen appliances.

Our gardens and lawns are a focal point at all LAC Sites. Repairs & maintenance of the irrigation system are ongoing throughout the year, minimising the wastage of water is of critical concern. To assist with the moisture retention in the gardens of the Independent Living Village, 100sqm of Heritage Bark has been spread along the front & back gardens in Nicholson & 108sqm in Pemberton View.

The monitoring of heating and cooling of all building & units are carried out on a regular basis by professional contractors and our maintenance team which itself includes (2) licenced electricians. The replacement of sixteen (16) motorised valves to the operation

of the heating hydronic system at Dellacourt was carried out by specialised contractors earlier this year, this provided controlled switching of the heating to the various wings at Dellacourt and Alkira.

Programmed maintenance of the air conditioner units across three (3) sites are carried out by qualified contractors in their specific field and brand of equipment. The maintenance team schedule in cleaning of A/C filters and outside units every three (3) months, this additional programmed work prolongs the life of the units & reduces the running costs.

In July this year we were notified of an Essential Energy Power Outage that would impact Dellacourt during the day for approximately 5 hours with another outage in August for 6 hours affecting Yallaroo. To prepare for the upcoming outage at Dellacourt we hired seven (7) x 6.5KVA generators + one (1) x 30KVA generator along with associated cabling. The 30KVA generator

was connected to the boiler control board to ensure that showers & heating throughout the complex was not interrupted. The seven (7) smaller generators were to provide power to the Access Control System, the phone system & nurse call system, which enabled the Dellacourt facility to function without too much inconvenience. The Yallaroo power outage occurred on a Sunday with the hiring of two (2) 10KVA generators + six (6) 6.5KVA generators to provide power for the operation of the Yallaroo site. The generators were set up on various locations to ensure the nurse call system, access control & phone system remained operational. Gas heaters in the four lounge rooms located at Yallaroo were recommissioned to provide heating for the comfort of residents and staff during the outage.

In closing, on behalf of the Maintenance Team and myself, we would like to thank all staff and contractors for their continual support and look forward to another successful year.



Volunteers

Kerrie Warburton – Volunteer Coordinator



This report provides an update on the status of the volunteer program at Lutheran Aged Care (LAC) for the 12 months from July 2018 to June 2019.

At the time of writing LAC has 89 active volunteers across the 3 residential facilities. This is a slight reduction in numbers on recent years but there is no doubt that this effective team continue to make a significant contribution to the quality of life enjoyed by the residents of LAC.

The average hours of service provided by volunteers remains at a healthy 580 hours per month. Group visits from school students are not included in the volunteer numbers and hours of service, however these regular visits have added greatly to the resident's social interaction in recent years.

Historically the majority of people recruited to the volunteer program were directed to LAC by the Volunteer Resource Bureau but in the past 12 months almost half of the 36 people interviewed for recruitment had a prior connection to LAC. These connections included having completed their student placement at LAC or a relationship with a resident, member of staff or another volunteer. This is a significant change and needs to be considered in future recruitment strategies.

Another significant change in recent years are the reasons given for wanting to volunteer. Ten years ago the majority of recruits claimed to be seeking a long term connection but by 2019 more than sixty percent of those interviewed have a limited timeframe for volunteering. They are largely younger people seeking experience for future paid work or students completing a community service requirement.

These short-term volunteers still deliver a valuable service for LAC. Plus many seeking paid work go on to join LAC's workforce and

hopefully they all take a positive story about LAC to the wider community.

Despite the turnover caused by the short-term volunteers more than seventy five percent of the current team have been volunteering for more than 12 months, I believe this demonstrates that volunteers who want an ongoing volunteer experience feel that they are valued and supported at LAC.

LAC continues to enjoy good relationships with other local volunteer organisations including: Returned and Services League, Churches, Delta Therapy Dogs and Live Better via their Companion Animal & Community Visitor Schemes. All of these organisations support volunteers to visit LAC residents.

Strong associations with local schools add another valuable connection to the community. In the past year residents have enjoyed activities with students from Albury Public School, Xavier High School and Victory Lutheran College.

One of the highlights of the year was a joint singing project developed in conjunction with Breaking New Ground and funded by AlburyCity. This project involved Albury Public School students and Yallaroo residents getting to know one another while rehearsing a small repertoire of songs. LAC has been fortunate to receive another round of funding from AlburyCity to support a joint art project with Albury High School. This project is due to commence at Yallaroo in the latter half of 2019.

It is a privilege and a pleasure to work with the dedicated individuals who make up this much valued volunteer team.

