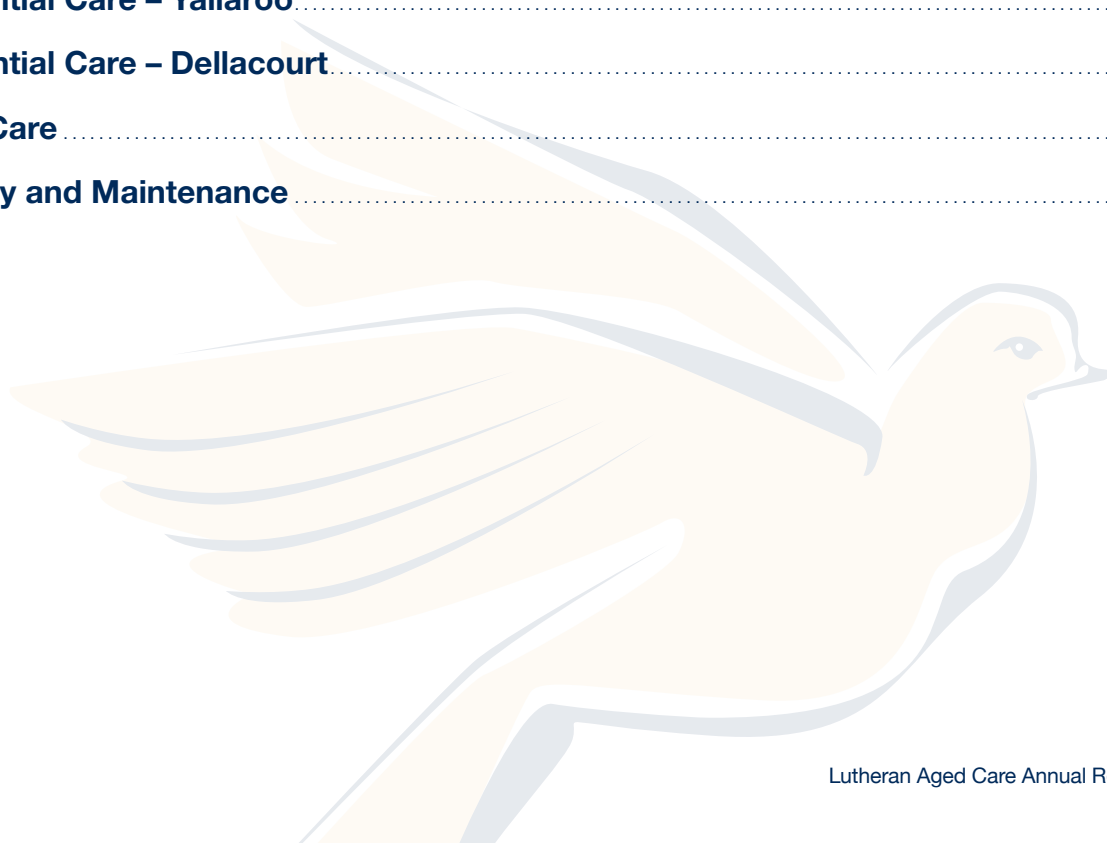


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Our Values

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

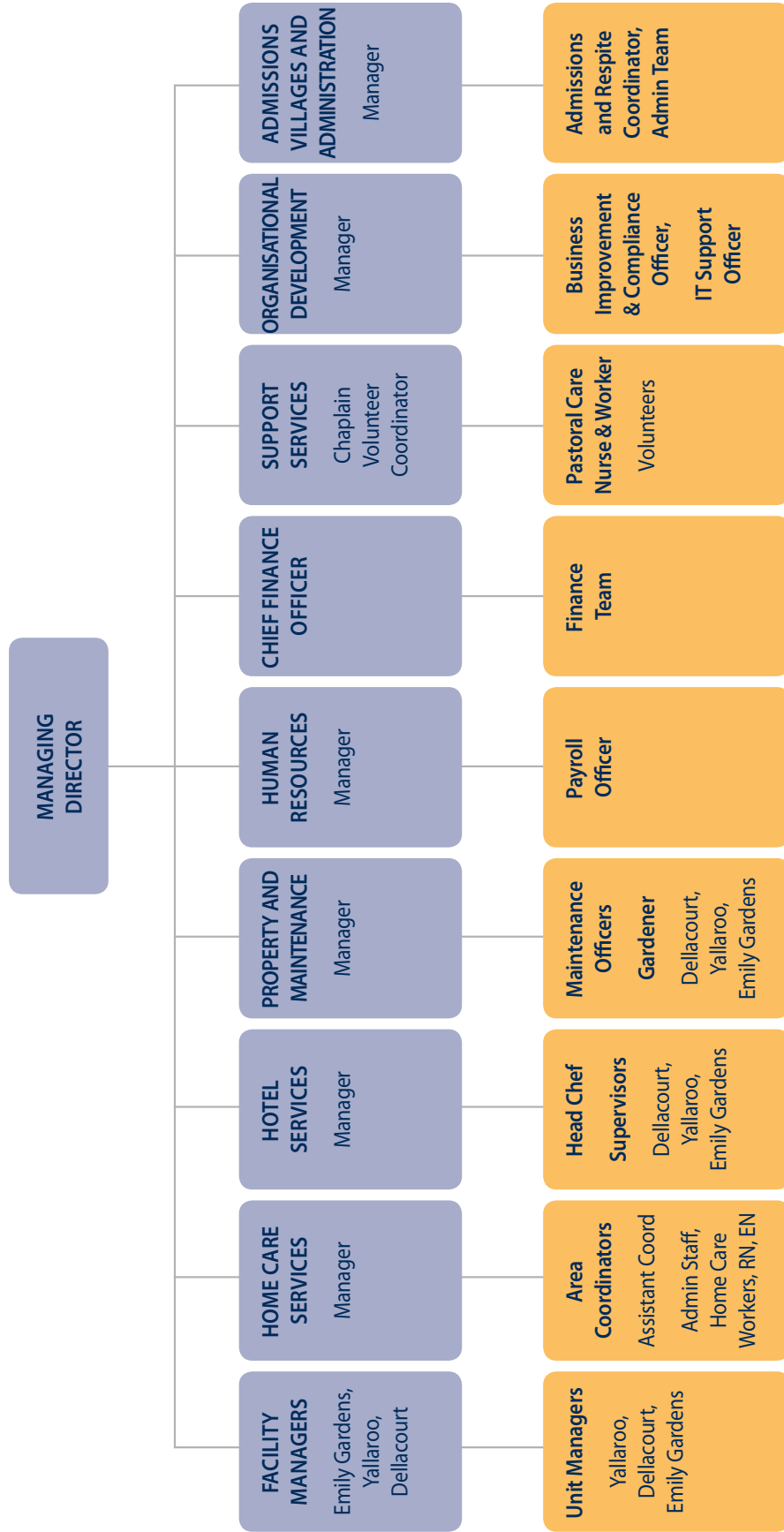
Professionalism in our dealings with people.

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



Chairperson Report

Phillip Edwards



On behalf of the Directors of Lutheran Aged Care Albury (LACA), I have pleasure in presenting the Company Annual Report for 2020. What started out as an ordinary year became an extraordinary year or as some termed it “unprecedented times” as a result of the COVID-19 pandemic.

From the outset I wish to sincerely express the gratitude of the Directors to Wendy Rocks, our Manager Director, and the great managers and staff who deliver our frontline services. Their professionalism and dedication in the task of providing aged care services on behalf of the Lutheran Church of Australia (LCA) truly represents our Values and Mission with ‘passion’.

In February 2020 LACA celebrated 60 years of service to the aged and frail or vulnerable people in our region under our mission and purpose. LACA commemorated the anniversary with a worship service on 16 February 2020 attended by the Honourable Sussan Ley, Member for Farrer and Mr Justin Clancy MP member for Albury. Bishop Robert Bartholamaeus of the LCA New South Wales District led the service held in Granite Hall, Dellacourt.

Financial Management

LACA financial result is a concern due to the systematic decline in government funding over consecutive years as shown in the Chief Finance Officer’s (CFO) summary report. LACA reported a financial operating deficit for the year ended 30th June 2020 of (\$326,000). This

year’s results are \$1,424,397 less than last years reported result of \$1,098,420. On the positive our fundamentals remain strong whilst we are pleasingly debt-free.

The Government’s failure to adequately fund the aged care sector means the provision of care services has been supplemented by investment returns and cash reserves. The poor result was compounded this year, in part, by the COVID-19 pandemic with additional outlay for COVID-19 compliance. The outlays include thermal cameras across the three residential facilities to monitor entry by staff and visitors, rostered reception staff to control visitors both in normal hours and out of hours as well as software to track visitor movements. Higher than normal costs were incurred for personal protective equipment (PPE) and training for staff as well as outbreak response rehearsals. LACA is hopeful of recovering some of these unforeseen costs through a grant application and Federal Government supplementary payments.

Areas of our business point to the results of strategic and innovative planning and as a consequence performed within expectations. The new financial year, however, requires close management and costs controls to ensure we have the resources to grow and to deliver the quality of care we strive to attain.

Sustainability is not just a concern for LACA, but it is an issue for most regional providers with about 60% of inner regional operators reporting an operating deficit. (Source: Stewart Brown Aged Care Financial Performance Survey – March 2020.) In simple terms, residential care is underfunded as government funding is not keeping pace with rising costs or community expectations.

Compliance

The Royal Commission into Aged Care Quality and Safety has already identified a number of issues that require resolution such as appropriate number and type of staff. For providers such as LACA to meet consumer and legislative standards more funding is required to meet these expectations. In March when the pandemic restrictions came into force, LACA supported staff with 'isolation leave' (ISOL) when they needed to quarantine. This proactive measure was implemented to protect our residents and staff from unwell people entering our facilities.

In October, Home and Community Services was quality accredited for a further two years. Yallaroo was due to be audited in May, however, COVID-19 restrictions meant the current accreditation has been extended. The delay in accreditation creates the risk of three accreditations falling within a short period of time as both Dellacourt and Emily Gardens are due 2021.

Board Governance

On the Governance front Judy Gray resigned from the Board in December 2019 after two years of service, Pastor Christian Fandrich in February 2020, Simona Coad in June 2020 and Ron Asquith in June 2020. We express our appreciation to these members for their dedication and commitment to the work of LACA. On the upside Kevin Klose joined the Board in August 2019 followed by Pastor Gary Kenney in June 2020. The Board met monthly and has moved to video-conferencing during COVID-19 restrictions. The Directors focused on strategic management and Governance and Risk Compliance (GRC) in a time of constant change. Compliance and regulatory controls have been strengthened with a

Customer Advisory Committee reporting to the Managing Director, a Quality and Safety Committee under the chair of Louise Shields and a Finance and Audit Committee under the chair of Kevin Klose.

Capital Development

It has been a busy year with work on replacing the Arrunga facilities with infrastructure that supports a standard of accommodation our residents, families and community expect. A Development Application (DA) was lodged with the Albury City Council (ACC) on 6 August 2019 and the DA approved on 20 December 2019. In May 2020 LACA through our project consultants Census Advisory entered into negotiation with Hansen Yuncken to contract for the Arrunga/Dellacourt Redevelopment. The \$20million+ project will involve the integration of the 40 beds from Arrunga into the Dellacourt Campus and the demolition of Arrunga over a three to four year period. Construction start date after successful contract signature is dependent on the pandemic restrictions.

The funding of this capital work is planned to be a combination of cash generated from operations and net inflows from refundable deposits and independent living unit (ILU) incoming's. In the third year of the redevelopment LACA anticipates a loan for the balance of the project costs so as to retain sufficient liquidity to refund refundable deposits for residents exiting LACA and capital gains for ILU returns.

Spiritual Welfare

Pastor Darryl Mattner led our Pastoral Care team providing spiritual care to our residents, clients and staff. The Pastoral care team

supported additional worship services during the pandemic to ensure attendance numbers complied with LCA guidelines. LACA works in mission with the LCA NSW District under the theme "Walking Together in Mission". Pastor Darryl and the Chair Phillip Edwards attended the District Convention of Synod at Walla Walla over the period 6 - 8 March 2020. Pastor Darryl has taken on the role of Regional Pastor Riverina Zone for the LCA NSW.

Future Plans

The strategic focus of the Directors in FY20/21 is supporting the Managing Director and staff in the COVID-19 pandemic response as priority number 1. Second strategic focus is the redevelopment of Dellacourt and the eventual decommissioning of Arrunga facilities. Third focus is on growing the Board by 2 to 3 Directors. We anticipate that the Aged Care Royal Commission will impact on the aged care sector, however, it is too early to determine how those outcomes will be funded or implemented.

Conclusion

In closing LACA is committed to delivering the highest quality of care to residents and home care to our clients and maintaining the stock of ILUs to a quality standard. LACA will ensure our facilities meet community expectations and provide a home like experience. Our quality of care and Vision, Mission and Values all contribute to building a positive and supportive community as we are "walking together" in mission.

Mr. Phillip Edwards,
Chairman
Lutheran Aged Care Albury

Managing Director Report

Wendy Rocks - Managing Director



We can safely say that there has never been a year like 2020 and aged care has been impacted heavily by all the happenings of the year, commencing with the bush fires in that very hot January, the ongoing royal Commission into Aged Care and followed by the onset and ongoing COVID Pandemic and further, the royal Commission into COVID in some aged care settings.

Lutheran Aged Care, although standing by to provide support to some smaller outlying services, was not directly affected by the bush fires, if you do not count the inundation with smoke for 2 months! We have been fortunate that with swift planning and adoption of infection screening and control, our services have not to this time had a COVID or any other sort of outbreak to contend with.

A mammoth amount of work and vigilance has been an everyday occurrence for all staff and managers associated with the rapidly changing and evolving health environment and directives, as our Pandemic and step by step outbreak plans have been put into place and constantly rehearsed, evaluated and rehearsed again. Border closures have

provided an added challenge for staff trying to get to work in this 'one community' border region and we are thankful that at present the restrictions have eased somewhat in this regard.

Despite the Pandemic and all that it has meant and continues to mean, Lutheran Aged Care as you will read in the next pages, has had a very active year on the achievement forefront, particularly in renewal of systems and adoption of new systems to increase the efficiency of the business. The inception of the Board sub committee for Quality and Safety as part of the Clinical Governance Framework, is providing valuable oversight and analysis of the Quality Reports which contain a range of clinical indicators each month. The structure of meetings in the organisation facilitates a circular flow of information and action from the Business meetings for each area through to the Board, providing improved visibility at that level to crucial markers of risk assessment and management. Louise Shields the Organisation Development Manager has been instrumental with her team in the creation of this structure. The Board this year has overseen a refreshment of the strategic plan and have been ever present in supporting management through the complexities of the Pandemic.

We have brought to fruition the finalisation of the Design of the rebuild of the 40 Memory Support beds that form the current Arrunga unit, and the renovation of the larger Dellacourt campus. The construction period has now commenced with Hansen Yuncken the selected tenderer's establishing their compound on site. The project spans approximately 3.5 to 4 years and progresses through 8 stages, with a pathway that is designed to minimise disruption to residents and staff. Lutheran Aged Care is proud to be able in this time, to invest in the improvement and upgrading of its capital stock. The aged care sector generally is not seeing significant investment in this way at present based on financial uncertainties.

We look forward to the final Royal Commission Report in the belief that with all

that has been revealed in this and the 'COVID in aged care' scenario, the opportunities for Government to effect huge improvement in recurrent funding, workforce development and practice will not be overlooked this time!

My sincere thanks go to the staff, Management Team and the Board for their support and incredible resilience over this last year.

Pastoral Care

Chaplain Darryl Mattner – Chaplain



**“Life wasn’t meant to be easy!”
This famous quote was made
by Malcolm Fraser in 1971 and
it aptly describes 2020.**

What a year we have had thus far! There have been bush fires that ravaged many parts of Australia, especially in our area. Consequently, there were many days of not being able to see because of the smoke. Then there were floods up north. Lastly, there has been COVID-19 and the massive impact it has been on the world. Our normal way of life has changed forever. It is in this context that I present my annual 2020 Pastoral Care report.

Description of Our Service

Whenever new staff start work at Lutheran Aged Care (LAC), they have an Induction Day at which various staff talk about their respective roles. One of these talks is from the Pastoral Care Team. In the opening slide I tell the new staff *“Regardless of your faith and belief, we are here to serve!”*

I believe the Pastoral Care Team comprising myself, Angela Uhrhane and Debbie Lieschke are here to serve. We are here to serve the staff, the residents, the volunteers, and the independent living residents. We continue to serve even when life does not always go the way we planned.

As I have alluded to above, our normal way of life has changed forever. We, the Pastoral Care Team, have been very busy serving by listening

to concerns and worries, walking alongside individuals who have lost their way, and offering hope when there seems to be no light at the end of the tunnel.

What has got me through these smoke filled, COVID-19 days is this passage from Romans 8: 35, 37-39: *“Who shall separate us from the love of Christ? Shall tribulation, or distress, or persecution, or famine, or nakedness, or danger, or sword? No, in all these things we are more than conquerors through him who loved us. For I am sure that neither death nor life, nor angels nor rulers, nor things present nor things to come, nor powers, nor height nor depth, nor anything else in all creation, will be able to separate us from the love of God in Christ Jesus our Lord.”*

Challenges

The challenges have been and continue to be many. For Pastoral Care, we have had to really think and do things outside the box.

All through the COVID crisis, thankfully we have still been able to visit staff and residents, conduct worship services, memorial services, ANZAC Day services, funerals and Hymns We Love, but we have had to do things in a different way.

Initially, to continue conducting worship services, we could only have 10 residents at each service with no Holy Communion. For a few weeks, we were conducting six worship services each week over the three sites to give the residents hope and support during the crisis. Thankfully as things improved, we were able to have 20 residents at each service and to offer Holy Communion which has been a real blessing.

Another challenge has been the Memorial Services. In the past, the Memorial Services were a time for family members and loved ones to join us in the service to remember, to grieve and to say farewell. Because of COVID, they have not been allowed to do this. To commemorate the occasion, each family was provided with a package which comprised a letter saying that we held the Service; a photo of their loved one’s name on the power point slide; a photo of the Memorial Tree (the Memorial Tree lists all the names of the departed); and a copy of the service order.

Achievements

Despite the current context much has been achieved in 2020:

- Lutheran Aged Care – Albury celebrated 60 years of service on 16 Feb 2020. From little things, big things grow, and big things are still growing after 60 years of faithful service.
- Worship in its many and various forms (worship services during the week; Memorial Services; ANZAC Day and Remembrance Day).
- Visits. This has not stopped and if anything the need is greater during the crisis than ever before. When there are visitor restrictions into the facilities, a visit from the pastoral care team can and does make a difference in a resident’s life. But we also continue to visit staff and offer what assistance we can to help them through this crisis as well.
- Bible Studies. In most of the facilities, including independent residents, we have been able to hold Bible Studies on various topics. The individuals who attend have commented that they enjoy the studies and learn a lot from them.
- Hymns We Love is enjoyed by all the residents who attend.
- My thanks go to all who have contributed in some way during this year: to Angela and Debbie (Pastoral Care Team); to all the volunteers (worship and pastoral care) who faithfully serve; and to the countless staff that help us in our serving at LAC.

Plans for the Future

It is hard to plan for the future when, at the moment, there seems to be no end out of this crisis. In reality, preparing for the future happens today. Caring and looking after ourselves means that we can provide the care and support that our residents and staff need. Utilising the plethora of Webinar resources is another plan. These resources will feed the mind and sharpen the brain to help us and others through the crisis.

Even though this year has not been easy, I hold steadfast to the motto of LAC **‘His cross is our support,’** and to knowing that God is with us, each step we take.



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 2019 to June 2020.

In addition to the usual support offered by the volunteer team the last half of 2019 saw volunteers assist in several valuable intergenerational projects. These activities included a large mural, developed and delivered in conjunction with Albury High School and Breaking New Ground. The project was made possible by an Albury City Council community

grant. The students worked with Yallaroo residents to create a seaside themed art work which brightens and provides interest to a walkway at Yallaroo.

During this period Dellacourt residents enjoyed regular student visits from both James Fallon and Xavier High Schools. Both Albury facilities also benefitted from musical performances provided by young local musicians.

In the past 12 months a number of resident's family members were recruited into the volunteer team. These new volunteers were eager to ensure all residents were able to attend the regular Sunday church service.

In March the volunteer program was seriously impacted by COVID restrictions and newly introduced government regulations. Around the country many volunteer programs were temporarily discontinued. LAC opted to treat volunteers as part of their workforce and continued to allow volunteer visits, albeit with altered roles and COVID safe work practices.

The number of people volunteering at LAC was significantly reduced for several months due to government recommendations for people over seventy years of age to minimise their movements. At the end of June there were 15 active volunteers donating approximately 30 hours of service per week. This is down from 90 volunteers averaging 150 hours per week in 2019.

I am happy to report that at the time of writing volunteer numbers, hours and activities are slowly returning to their previous levels.

As in previous years volunteer social functions were well attended and the volunteer's service, birthdays and special occasions were acknowledged and celebrated. Of particular note was the presentation of a 20 Year service award to John Stevens and a 25 year service award to Edna Galvin. John and Edna have provided regular musical performances for residents at both Albury facilities.

Throughout the year most volunteers moved to the online training program. Some face to face training will need to be provided for those volunteers who are still not comfortable with computer based learning. The online training is a step in the right direction to ensure all volunteers complete the required training programs in a timely manner.

The new visitor management system, Whosonlocation, has proven to be a useful tool for keeping track of volunteer service.

The key task for the year ahead will be to rebuild volunteer numbers and to manage their roles so that they can continue to provide their valuable service in a COVID safe manner.

I look forward to growing and supporting LAC's volunteer team throughout the coming year.



Finance

Ron Asquith – Chief Financial Officer



At a time when aged care providers are being placed under significant financial pressure, Lutheran Aged Care has invested \$2.42 million back into new property, plant and equipment during the 2020 financial year.

This investment has been made, notwithstanding a net profit for the year amounting to \$108,333.

To achieve a net profit and positive operating cash flow, when many providers are experiencing severe financial outcomes, is a credit to the willingness of the Board, management and staff to adopt a positive attitude to changes around the delivery of services. Change can take place to achieve better financial outcomes and better care outcomes. These two things are not mutually exclusive.

Since the end of the financial year, occupancy rates have fallen across the sector. As in any business, when market demand declines, a strong brand and consistent history of delivering quality services and accommodation can make all the difference in maintaining a market share.

LAC is not immune to changing expectations within the community but has built a solid business model which includes the delivery of services from independent living through to home care and residential care. It is this integrated service model which is vital in today's environment and sets a solid foundation for the years ahead.

The LAC financial strategy is to build a reliable and diversified income stream through offering a full range of health care services. The advantage of this strategy is shown by the strong demand for home care services at the present time, and it is reasonable to believe that this demand will continue to grow.

Given the very reasonable desire of government and the community to support people living in their home for as long as

possible, why would LAC invest such significant sums into residential care and undertake the redevelopment of Dellacourt? The answer is simple, since 1960 LAC has been committed to looking after people who have care needs that are best delivered in a residential care environment. This commitment has been steadfast. While others have chased the next "shiny toy" it is this commitment to our core business that has and will enable other care services to expand and diversify. From a financial point of view, scale and size does matter in this sector and LAC is able to seize opportunities as a result.

The financial landscape did not change much over the 2020 financial year, with increases to the care subsidy rates (ACFI) simply not keeping pace with the increasing cost of delivering quality care. The consequence of this was an ever increasing squeeze on the profit margin.

Delivering quality aged care services is a labour intensive business with staff costs consuming 74% of total income. It is hoped that a true "cost of care" model can be developed for the future. By bringing in such a model to the funding system, providers and consumers will have a greater degree of certainty around which to plan.

The key financial outcomes for the year are shown in this report and provide a snapshot of the operational performance, cash flow and financial position at 30 June 2020. The audit is nearing completion and audited accounts will be available by the time of the AGM.

LAC has built a very strong capital base with equity (represented by Assets less Liabilities) standing at \$41.424 million.

The cash flow generated from operations during the year has contributed towards the investment into improvements and additional resources.

The cash flow statement shows that the repayment of refundable accommodation deposits has been met from cash reserves.



Cash reserves remain high and will be used, in part, to fund the Dellacourt redevelopment. All financial commitments and payment obligations during the year have been made in full and on time. The board endorses a liquidity management strategy each year to ensure that this remains the case.

LAC remains 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 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.

Occupancy of rooms within residential care is a key component of financial performance. The average occupancy range across all Lutheran Aged Care beds for the year was 95.36% to 98.14%. This compares to an industry average of 94.1% in March 2020 and a reduction to 89.1% in August this year¹.

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 sources most of its service and supply requirements from the local community. On average, the payment period to suppliers is less than 21 days, which is beneficial to many local small businesses.

Residents and families are entitled to expect strong financial management at Lutheran Aged Care so that the resources and expertise required to look after their clinical care is not compromised.

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.

As our people are members of this community, we understand the expectations placed upon us. I believe that the government, peak provider groups and consumers all seek the same outcomes. The challenge for all is achieving these outcomes 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 Rocks, has embraced the changes necessary for Lutheran Aged Care to deliver on its mission and vision which firmly places the care and concern for residents at the centre of all decision making.

The finance team is a very cohesive unit covering all the transactional, financial lodgement and reporting requirements for Lutheran Aged Care. Our aim is always to add value to the way in which LAC undertakes the "business" of aged care. A key component of financial management is to engage with residents and families in a way which is courteous, professional and explains things as simply as possible.

Lutheran Aged Care is a corporation by legal status but not by nature. It is a collection of people dedicated to an important task, working together to achieve a vision and mission that has stood the test of time. As always, the optimism I have for the future is founded on the common purpose and a set of values we work and live by.

Ron Asquith
Chief Financial Officer

¹Mirus Australia – based on information from Medicare

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2020

FINANCIAL POSITION

		2019	2020
ASSETS			
Net cash at bank & cash on hand		27,658,709	24,944,566
Receivables & Stock		1,008,478	756,681
Property, plant & equip	Note 1	50,115,146	51,936,475
Managed Funds		753,199	772,937
Other Assets		475,474	323,108
TOTAL ASSETS		<u>80,011,006</u>	<u>78,733,768</u>
LIABILITIES			
Current liabilities & income in advance	Note 2	1,102,086	2,671,139
Resident Share of Capital Gain	Note 3	1,186,847	951,097
Income in Advance		1,528,519	758,156
Employee entitlements		2,181,655	2,403,259
Accom bonds & entry contributions		32,579,074	30,550,111
TOTAL LIABILITIES		<u>38,578,181</u>	<u>37,333,761</u>
TOTAL EQUITY		<u><u>41,432,825</u></u>	<u><u>41,400,007</u></u>

Note 1 All land and buildings were revalued at 30 June 2020.

Note 2 Liabilities include unspent home care package funds of \$1.66 million

Note 3 Capital gain is paid out on departure from the Villages

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2020

CASH FLOW

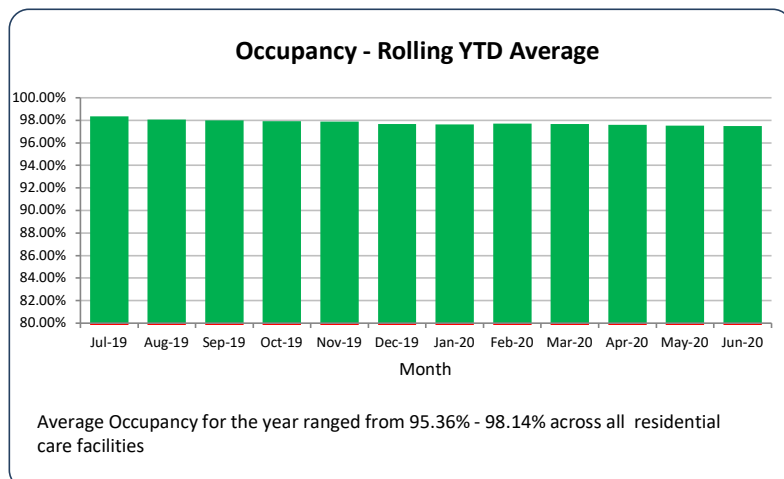
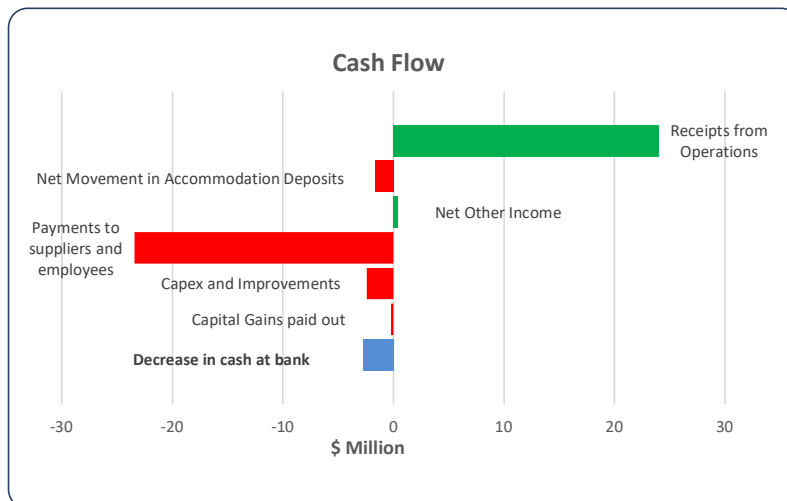
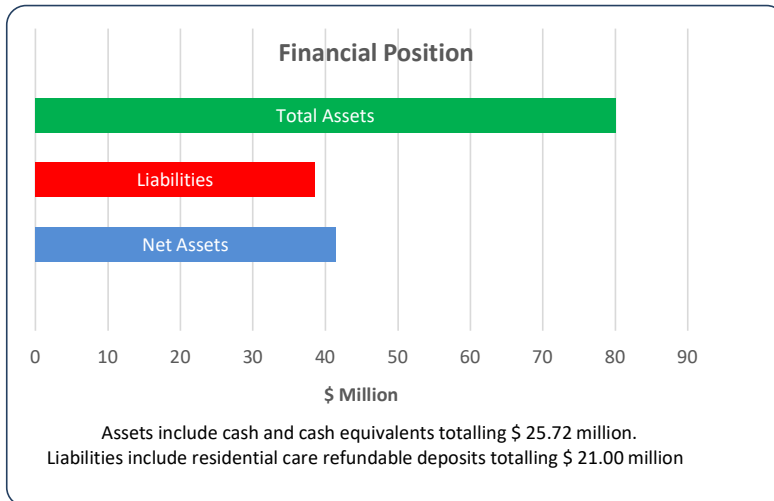
Cash flow from operations amounted to \$918,906 during the year.

An overall decrease in cash funds was primarily associated with a net outflow of refundable accommodation deposits and a significant investment in property, plant and equipment, including preliminary costs associated with the Dellacourt redevelopment.

	2019	2020
Cash flows from operating activities		
Receipts from operations	25,811,494	24,041,526
Donations Received	313,828	36,640
Interest Received - Bank	563,220	394,928
Payments to Employees & Suppliers	(24,552,872)	(23,437,776)
Interest paid on RAD repayments	(53,980)	(116,411)
Net cash provided by operating activities	2,081,690	918,906
Cash flows from investing activities		
Proceeds from sale of property, plant & equipment	133,684	-
Proceeds from sale of investments	760,379	-
Purchase of investments	(762,695)	-
Purchase of property, plant & equipment	(1,204,330)	(959,552)
Purchase of investment properties/improvements	(16,430)	(1,460,911)
Net cash provided by (used in) investing activities	(1,089,392)	(2,420,462)
Cash flows from financing activities		
Net Proceeds/(Payments) from Resident Bonds	2,793,913	(1,691,755)
Increase in Unspent Funds	-	674,668
Proceeds from borrowings	-	-
Repayment of Borrowings	-	-
Payment of Resident Share of Capital Gain	(101,900)	(195,500)
Net cash provided by (used in) financing activities	2,692,013	(1,212,587)
Net increase in cash held	3,684,311	(2,714,143)

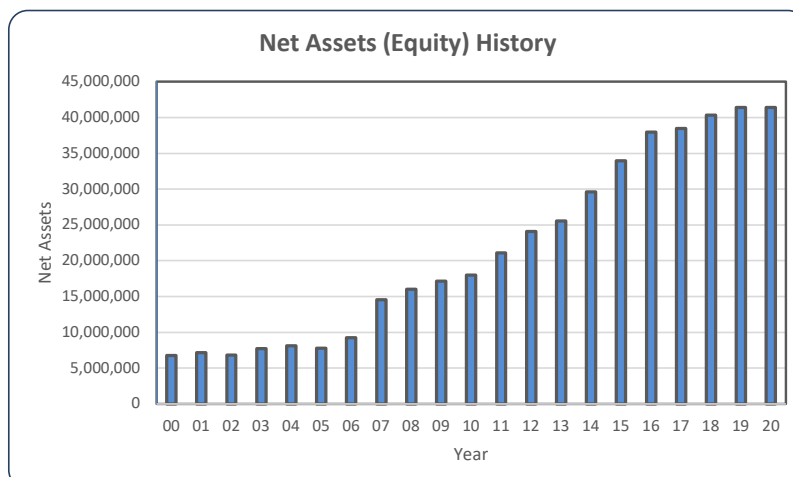
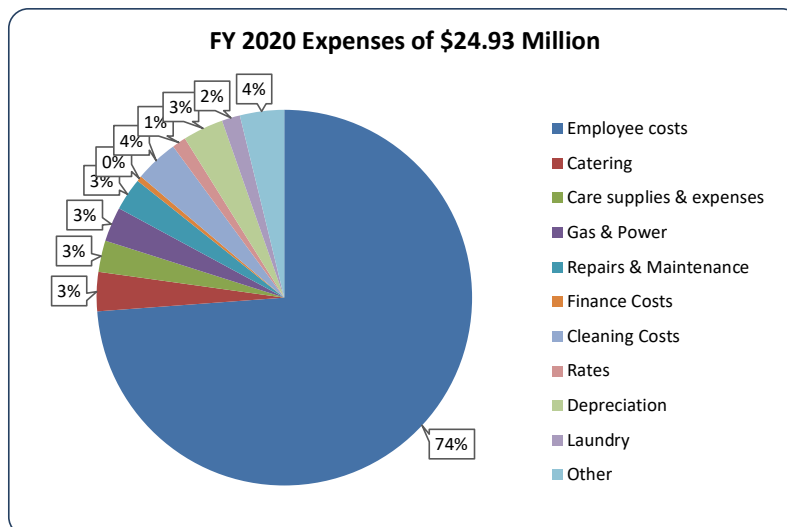
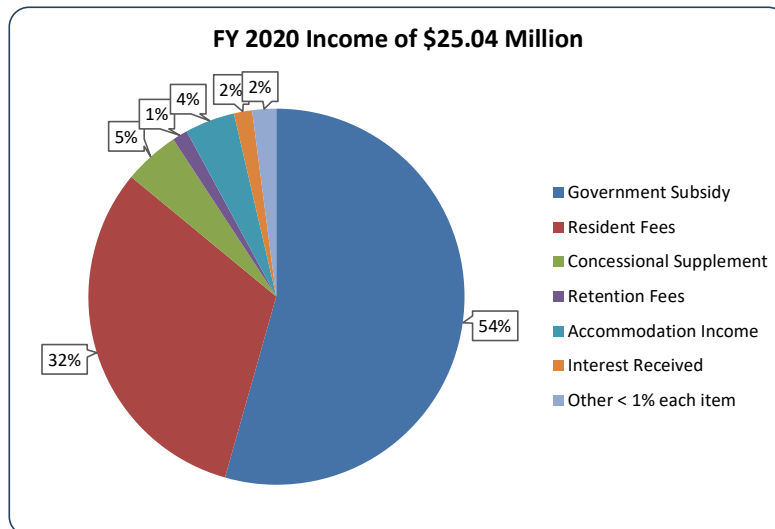
LUTHERAN AGED CARE ALBURY LTD

Performance and Position Snapshot Year ended 30 June 2020



LUTHERAN AGED CARE ALBURY LTD

Performance and Position Snapshot Year ended 30 June 2020



Human Resources

Don Elder – Human Resources Manager



Wow! 2019-20: the year that should have been! Instead, the year that we would like to forget. I never cease to be amazed that something so small could have such a profound effect on not only our community, but the world as a whole. Yet here we are, almost 12 months since it first got our attention, and we are still no where near having a firm grip on how to contain/control it. As we have all heard so many times over the past months, our lives will never be the same again. What once was normal, has given way to a new “normal”. The impact for our workplace and workforce has been significant. Our ability to take well-earned breaks, whether they be overseas holidays to quick weekend getaways, has been curtailed with significant consequences.

The mental health of our workforce has become even more important. Not being able to experience quality down-time or social interactions with our families and friends has meant that we either bottle up our emotions or concerns or find other ways of relieving any frustrations. Regardless of the tensions and stresses experienced by our staff during this period, they have continued to provide excellent quality care. Their tireless efforts in keeping up with the myriad of changes in visitor access limitations (weekly and sometimes daily changes), where-ever possible maintaining resident to family contact through facetime/zoom meetings and so on has meant that our residents have not been exposed to COVID-19.

The border closures have had a significant impact on our staff and their families. The geographical distribution of our staff is such that approximately one-third of our workforce live in Victoria, with a number of those people living outside the immediate Wodonga precinct. The border closure and its associated permit process disrupted our staffing and service delivery like nothing we have experienced before. At time of writing this report, we still have one of our valued staff members living in an area that is just outside the expanded border bubble (in fact the bubble passes around her residential address by approximately 6 km) and as a result of her location is unable to secure an appropriate permit that enables her to attend for work within our Home Care team.

The challenge ahead now, is to maintain vigilance with regards to those fundamental hygiene principles and visitor access such that we do not become complacent and let our guard down and the virus in. The Public Health Directives with regards to wearing of Personal Protective Equipment in NSW Aged Care Facilities has resulted in additional training for staff, confusion regarding correct procedures for donning and doffing (putting on and taking off) along with the suitability of face masks versus face shields and an impact on a resident’s ability to recognise those providing their care. With some reinforcement and clarity of expectations/processes, and photo identification for staff, staff have responded accordingly and continue to reassure and comfort our residents during these challenging requirements. The maintenance of regular social contact (facetime/zoom etc or face to face) will assist with managing resident behaviours and mental health and hopefully assist with maintaining staff safety.

2020 Influenza Season

The flu season that wasn’t! If one good thing came out of COVID, it was the fact that we have not really had a flu season. This year, with the aid of restrictions on social interactions, restricted travel and so on, there has been little discernible impact on our staff. The Public Health Orders requiring anyone entering an aged care facility to provide evidence of Fluvax has been probably the single most influential factor in ensuring vaccination compliance. We have seen 100% compliance with either evidence of vaccination or medical exemption. Only 3 staff across the organisation (2 in Yallaroo and 1 in Dellacourt; equalling 0.85% of all staff) were unable to be vaccinated as a result of medical contra-indication. Given the delays in supply of appropriate

quantities of vaccinations, we were able to have all staff vaccinated by middle of May. We were well supported by the Wodonga Council and Blooms Pharmacy in their pursuit of sufficient quantities of vaccines and ability to deliver onsite sessions/pharmacy appointments to ensure all staff were compliant with the initial NSW Public Health Order. The restrictions applied due to COVID had a significant impact on our ability to assist our Volunteer team with achieving a greater compliance. This challenge will come around again in 2021.

Overall Immunisation Rates (%)	2017	2018	2019	2020
Admin	32.00%	88.89%	100.00%	100.00%
Dellacourt	24.35%	90.57%	90.91%	99.26%
Emily Gardens	0.00%	53.85%	72.41%	100.00%
Food Services	10.53%	65.85%	81.25%	100.00%
Home Care	14.00%	90.20%	92.45%	100.00%
Volunteers	N/R	N/R	54.32%	41.89%
Yallaroo	20.63%	61.90%	65.00%	96.92%
Staff	18.63%	78.34%	84.05%	99.15%
Medical Exemption	N/R	N/R	0.57%	0.85%
Staff + Volunteers	N/R	N/R	78.13%	89.25%
(N/R = Not Recorded)				

Figure 1: Compliance by Location/Service Area

There is some uncertainty as to whether the NSW Ministry of Health will mandate compulsory vaccinations for aged care facilities in 2021. Common sense would suggest they should! Watch this space.

Workforce

Recruitment during the COVID period has been a little hit and miss. The Commonwealth government eased work restrictions for those individuals on Student Visas, enabling them to work up to full-time. This is only available during the restrictions surrounding travel and isolation. Then there is Job-keeper! The payment “encouraging” some people to remain at home, or not pursue an otherwise alternate employment opportunity. These difficult times have seen us lose a whole intake of new staff. In February/March, our Dellacourt Facility recruited 9 staff in one group. All but 1 of that group have resigned citing reasons that included:

“Returning to my previous career” (Hospitality), “Family reasons”, “Not suited to Aged Care”

As we slowly move towards a new model of recruitment, we will implement Psychometric testing to gain a better insight as to individual fit within the sector. Psychometric testing will become one of the key determinants in our recruitment decision making process.

Each year I provide a snapshot of our workforce on 30 June. The last 7 year’s data is summarised below:

Data Point / Financial Year	2014	2015	2016	2017	2018	2019	2020
Average Age (years)	45.5	44.83	44	44.25	44.08	44	43.62
Average Length of Service (years)	4.75	4.67	4.67	4.75	4.75	5	4.04
Age of Oldest Staff Member	79.75	75	76	71.25	72	73	74.17
Age of Youngest Staff Member	19	19	19	19	16	18	19
#Staff <25 y.o (total # of Staff)	27 (306)	30 (302)	36 (318)	29 (322)	31 (327)	32 (341)	33 (339)
# New Starters	69	88	91	95	91	78	89

As can be seen from our data, our average age continues to hover around the 44-year age mark, although there has been a (very) gradual decline. This shows that our turnover of staff is of such a mix of ages and that our workforce is contradicting the general industry trend by 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 between four and five years. These two statistics are valuable given our staffing numbers have slightly, yet steadily increased over the last 7 years. It should also be noted that the number of staff under the age of 25 has also slightly/ marginally increased. It is hoped this will continue to increase.

Our ability to attract and retain the next generation of our workforce continues to be our challenge for the coming years. 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, and for a group where their needs and demands will only continue to increase in complexity and acuity.

I believe we are fortunate to have the dedicated and committed staff required to deliver the high-quality care that we do provide, and that our residents deserve

Hotel Services

Vivienne Swift – Hotel Services Manager



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

Cleaning and Laundry Service continue to be outsourced to Quad Services. Josie is the supervisor who looks after the two Albury sites and Kylie has taken over at Emily Gardens.

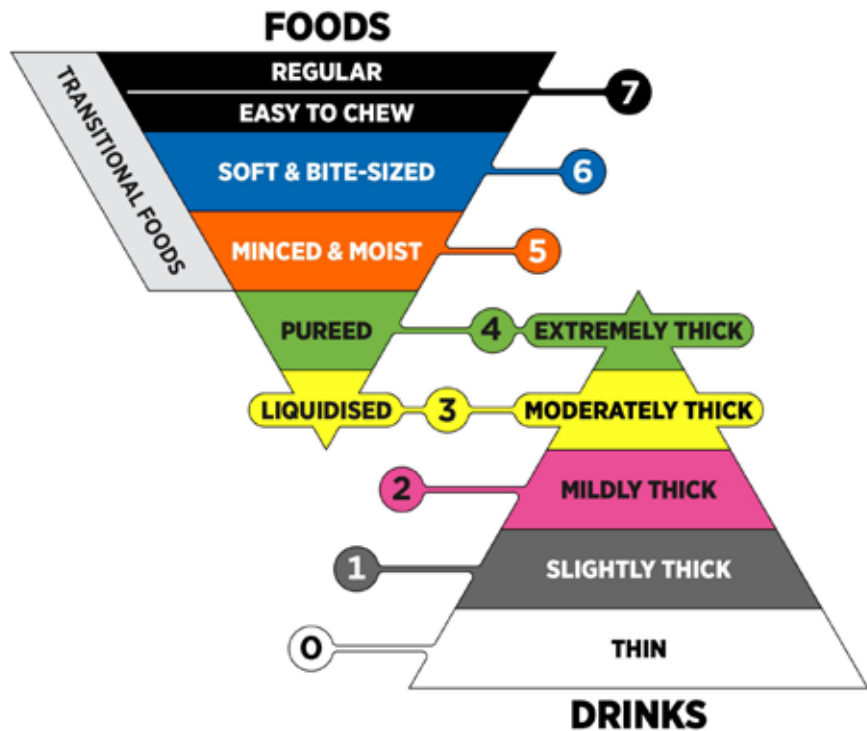
Our annual NSW Food Authority yearly external audits went well receiving "A" ratings at the three sites. The audits in the future will be not announced.

Celebrations through the year were catered for by all our three kitchens including Christmas, Easter, Anzac Day, Valentine's day, even a Diamond Wedding celebration in the Pemberton View Village. All kitchen staff enjoy the function work.

Our major quality and continuous improvement project implemented this year was the IDDSI Framework. IDDSI is the acronym for International Dysphagia Diet Standardisation Initiative, a global initiative to improve the lives of over 590 million people worldwide living with dysphagia (difficulty in swallowing). The project impacted our

kitchens as they had to prepare one meal in many different versions and add more trays/containers for our food service staff to wash. We have managed the changes and had a great outcome as the residents have benefited from the changes.

One of the highlights for me was the conversion of our casual staff who wanted to, to permanent part time. This was a win for staff wanting permanency and a win for a stable roster.



© The International Dysphagia Diet Standardisation Initiative 2019 @ <https://iddsi.org/framework/>
Licensed under the Creative Commons Attribution Sharealike 4.0 License <https://creativecommons.org/licenses/by-sa/4.0/legalcode>.
Derivative works extending beyond language translation are NOT PERMITTED.

Organisational Development

Louise Shields – Organisational Development Manager



This year, the Organisational Development team supported the organisation through immense change brought about by COVID-19 which has and will continue to divert our attentions to ensuring our residents, clients and staff remain safe through the pandemic. In response, the team has been involved in developing or updating LAC's systems, policies, processes, plans and of course, education.

The new Aged Care Standards came into effect on 1 July 2019 and significant preparation had been completed in the previous year to ready the business for this change. The team continued to build on this work throughout the year.

The team has demonstrated exceptional versatility and efficiency in delivering several other major initiatives which are critical to LAC's improvement and strategic plan objectives which are described in this report.

It has been an incredible year of change for LAC and on behalf of the Organisational Development Team - Angela Turnbull (Learning & Development Officer), Christine Essex (Business Improvement & Compliance Officer), Stuart Pursell (IT Support Officer) and myself, Organisational Development Manager; we are proud to submit our Annual Report for 2020.

Clinical Governance Framework

This year LAC established a Clinical Governance Framework reflecting the Australian Commission on Safety and Quality in Health Care model and the Aged Care Quality and Safety Commission guidance material.

At a governance level, this framework includes a Quality and Safety Committee (QSC); a Clinical Governance Sub-Committee; and a Policy Review and Development Committee. With an initial focus on clinical governance, the committee has implemented numerous improvements including:

- Establishing a **Business Meeting** structure for residential and home care services
- Production of **Monthly Quality Reports** that reflect service performance across a range of clinical and non clinical indicators – these reports provide visibility on performance at a manager and Board level
- Numerous improvements to LAC's **Care Management System** to refine reports which provide input to Quality Reports; ongoing education of management and staff in interpreting system data to determine service improvements
- Reporting to the Clinical Governance Sub-Committee for all **Level 2 and 3 Incidents** to provide insight into the management / resolution of high risk incidents
- Establishing a **Draft Clinical Governance Framework**.



As a direct result of these measures, LAC is improving the safety of our service environments on a monthly basis. This comes alongside new leadership in Dellacourt, which has driven outcomes quickly and effectively.

Business Improvement & Compliance

MOA (Moving On Audits) was implemented in July 2019 as LAC's preferred auditing platform and quality indicator application. This replaced previous manual systems for recording audits and quality data.

MOA has been integral to achieving LAC's clinical governance outcomes. MOA also provides for resident and client **Consumer Surveys** which are completed monthly; reporting for the **National Quality Indicator Program** (effective 1 July 2019), clinical indicators and general service information.

191 **Audits** were completed in 2019 /2020 across all new Aged Care Standards and services which supports clinical governance strategies for continued monitoring of the business to assess performance and drive improvement.

Audits also provided valuable insight into staff knowledge of relevant systems, policies and processes impacting their roles.

Implementation of strategies to address the new **Aged Care Standards** and the introduction of new International Dysphagia Diet Standardisation Initiative (**IDDSI**) were progressively rolled out during the year.

Learning & Development

Learning and Development has continued to improve with further changes made to LAC's **Learning Management System** during the year. Effective July 1, LAC launched its very own system including a fully researched library of topics and a portal for all staff to access training programs and records. ActionHRM, LAC's human resources management system, provided the perfect place for this transition.

Also during the year, Learning and Development facilitated or developed a number of high quality on line training programs to meet the needs of the Age Care Standards and the COFID-19 pandemic as follows:

- COVID-19 Awareness Training
- Infection control
- Open Disclosure
- Mobility Charts
- Manual Handling
- Dignity of Risk
- Training for unannounced visits
- IDDSI

The Learning and Development function continues to improve year on year. Along with the transition to the ActionHRM platform, all programs were redesigned during the year and checked for relevance / compliance.

Information Systems

In August 2019, LAC established an internal IT function within the Organisational Development team. We are very pleased that Stuart Pursell decided to join LAC as our IT Support Officer. Alongside our IT managed service provider, Stuart has oversight for LAC's IT systems and programs as well as IT projects.

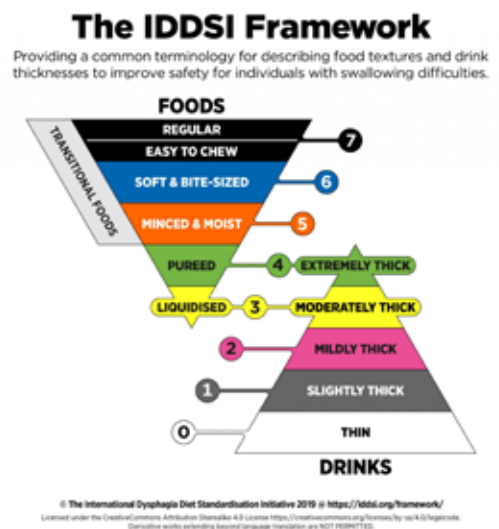
IT systems have been essential to LAC's compliance with public health directives throughout the pandemic.

Visitor Management Kiosks were installed in all LAC locations which introduced entrance screening for all visitors and LAC staff and manage the ever-changing entry conditions as a result of the pandemic. This system provides LAC with real time information regarding numbers of people on site, contact tracing information, and alerts for and breaches of entry conditions.

Thermal Imaging Cameras were installed in all residential facilities to temperature screen all visitors and staff members before entering a facility.

Systems have also been critical to maintaining family connections in both residential and home care settings. **Facetime** and **Zoom** conferences became normal for our residents and their families during the pandemic. Having the right programs in place, made it possible for so many people to continue to see one another throughout the visiting restrictions.

Many of our staff quickly adapted to **Microsoft Teams** for video conferences, document access and messaging functions.



Our Home Care Services team were given access to **Office 365** to enhance communication with our staff who have very little direct contact with LAC's central office. This initiative also supported the pending implementation of **AlayaCare** in September 2020 which will replace all previous paper-based systems for recording care and services provided to home care clients. Extensive work was completed during the year in preparation for the roll out of this system in September 2020.

An **Admissions Companion** system was implemented during the year which captures initial residential and home care enquiries. This program will ultimately interface with our residential care management system and AlayaCare to expedite admissions and decrease administration time associated with the admissions process. A one touch solution that sends information to multiple systems.

In our Yallaroo residential facility, a new **Nurse Call** system was implemented which uses cloud-based technology to record and map nurse call information 24/7. This initiative replaced the previous end-of-life system and has provided residents with the benefit of the latest technology. The system has benefitted staff by increasing their ability to respond effectively and quickly. From a monitoring viewpoint, the system provides invaluable information on response times.

Other IT initiatives during the year included:

- NBN connection to our Emily Gardens residential facility
- Implementation of LAC IT Help Desk
- Appointment / transition of IT managed service provider
- The addition of music in all reception areas
- Continued improvements to LAC's residential care management system.

20 year celebration video

Another major achievement this year was the production of LAC's 60th birthday commemorative commercial. Featuring all LAC staff, residents and clients, the commercial was shot over 2 full days and showcases all services. It will proudly be played on local TV networks and movie theatres well into the future



Admissions, Villages and Administration

Helen Ashton - Manager, Admissions, Villages & Administration



We have certainly had a very interesting year, particularly since March with COVID being the centre of our daily life. The challenges have been the rapid, and continual change of the health policies to ensure the safety of our Residents, staff, volunteers, contractors, and all their families. We now have an electronic sign-in system for all entering our facilities and administration buildings.

Whilst COVID has impacted on the number of enquiries compared to previous years, and the way we are able to showcase our services, we have utilised "Zoom" & "Facetime" to conduct tours of our facilities and to meet with prospective residents and their families who have not been eligible to visit. With these obstacles it is still very important to spend time discussing our admissions process with the prospective residents and/or their representatives.

Financially supported residents as at the 30th June were Yallaroo 57.14%, Dellacourt 46.36% & Emily Gardens 55.17%. Lutheran Aged Care continues to provide for financially supported residents.

For the twelve months to 30th June across our three residential facilities we have had 152 Respite Admissions, down slightly from the previous twelve months. There were 81 permanent residential admissions of which 72 respite admissions transitioned to permanent care, 5 came from home, and there were two internal & two external transfers from residential facilities. Sally Hall Respite Coordinator deserves a note of thanks for her ongoing assistance.

Our occupancy across all three facilities continues to be above the industry average; we have had periods of full occupancy throughout this financial year, our occupancy as at the 30th June was 95.28%.

Our Village Residents continue to require additional assistance and support services to remain in their homes, LAC Home Care have been invaluable in providing this support. Thank you to Rosanna Youngs – Home Care Manager & your team for your continued and seamless support. I would also like to thank the Residential Facility Managers and their teams for their ongoing assistance with the Village Residents for both respite and permanent care. Three Pemberton View Village residents have become permanent residents at Dellacourt this financial year.

We have welcomed six new residents to four units at Pemberton View, Nicholson Park

remains at 100% occupied. Renovations of the units continue at Pemberton View as they become vacated, three units were completed this financial year and two continue to be renovated. We have had a smaller number of enquiries this year and of those most have come from outside of Albury. Four of our new residents have come from Port Macquarie and the Hunter region, choosing Albury to be located closer to family.

Prospective Residents, family and visitors continue to compliment the great work of the Maintenance team, the gardens continue to be beautifully maintained. Thank you all for your continued support of our Village residents.

The Administration team have been amazing with the many and continued changes to entry requirements due to COVID. The electronic sign-in system and thermal camera have now become part of the normal day. Thank you to Stuart Purcell for his support and continued updating of questions within the sign-in system.

We welcomed two new team members this year at Dellacourt and Yallaroo receptions. Finally, I would like to thank the admin team for being the face of LAC and for all their continued efforts through the year.



Emily Gardens

Louise Mason - Facility Manager



Another year over and what a big one, we started the year with bush fires and ended with Covid-19.

The team worked hard on implementing all the government recommendation to help keep us safe which included Influenza vaccinations for both staff and residents; 'no jab no entry'; thermal cameras at the entry to the facility, a computerised questionnaire stand or kiosk at the entry to ask travel and safety questions. We received updates daily from Wendy Rocks MD to keep us up to date with the latest news. We have sought to liaise with Murrumbidgee Local Health District as part of our COVID19 preparation, and have been rehearsing our plan, including isolation rooms, outbreak boxes and lots of education for staff on things such as donning and doffing Personal Protective Equipment or PPE. All measures to keep our residents safe.

Lucky for a little rural facility like Emily gardens, we have been relatively untouched. Our residents have enjoyed the extra attention I think, with the care staff co-ordinating face time for them with their

families on I-pads, extra bingo which is always a crowd pleaser, single and community activities, happy hour, totem tennis and bus trips.

During our earlier visitor restrictions with COVID19, we had the opportunity with the residents to give some advice to the younger generation; this was a fun and insightful activity which gave us some extremely useful tips to follow.



Yallaroo

Jill Campbell – Facility Manager



“Be Yourself, everyone else is already taken”

-Oscar Wilde

At Yallaroo we continue to implement a Person Centred Approach to engage our residents in the care they receive, the environment they live in and the opportunities they have, combined to create an individualised experience of aging. Our approach incorporates everything from the physical environment, rostering, staffing model, and back of house services.



Yallaroo cultivates an environment that is primarily a home rather than a workplace. Thanks to the Nurse Unit Managers Clare Dawson and Michelle Allen for the thoughtful rostering, of small teams of personal carers and clinicians in a way which builds individual relationships and continuity of care.

We continue to reach out to our local community, and through the efforts of Kerrie Warburton our volunteer coordinator we have successfully maintained our connections with our intergenerational programs, dedicated visiting volunteers and visiting animals.

In July 2019 Yallaroo embraced the New Aged Care Standards and undertook an education program for our residents, community and our staff. The new Charter of Residents Rights was well received. This transition has resulted in a number of changes in the quality environment. The advancement of our organisational Quality Indicators and Benchmarking has matured, and is reflected in our clinical governance processes and Quality and Safety Committee.

We undertake on a regular basis care consultation and resident and family feedback opportunities to continue to challenge ourselves to understand our customer and support them in their journey. Change requires teamwork with a common purpose; Yallaroo's Maintenance, Lifestyle and Hotel Services team in conjunction with our contract cleaning services make our environment fun, colourful and engaging. Even through this difficult year of COVID-19 preparedness, we believe the organisation has incredible resilience and an

ability to go above and beyond, to ensure we are always looking to achieve the best outcomes for our residents, families and employees. Our thanks must go to our Managing Director Wendy Rocks, who's focused and dogged efforts have kept us all safe.

The organisational training and development team has ensured we are all engaged in a comprehensive online and face to face education experience, so we meet the mandatory requirements of our industry and importantly, we have a diverse and contemporary skilled workforce.

This workforce is quietly supported by our broad administrative, human resource, quality and finance teams who maintain our robust business agility.

Yallaroo waits for a re-accreditation visit by the Quality and Risk Commission which was due by July 2020. At the time of writing, their unannounced visit has been postponed due to the demands of COVID-19 elsewhere in the industry. However as they say in the scouts "be prepared", and we are.

With great hope in the outcome of the Royal Commission into Aged Care Quality and Safety, we are optimistic about a long term sustainable future for the sector that supports older Australians to be themselves and to do so with respect, kindness and connection.

Dellacourt

Catherine Elder – Facility Manager



This year Dellacourt – Arrunga had a significant birthday, reaching a 60-year milestone. A week of celebrations across the organisation were enjoyed by Residents and Staff. Then Covid began to change the world and the way we delivered Aged Care. To quote Isak Dinesen “Perhaps God knew, as I did not, that the Earth was made round so that we would not see too far down the road.” We as an industry were required to work in a rapidly changing environment to protect our Residents, staff, and their families. The staff of Dellacourt met the Covid challenges with professionalism and a commitment that is to be commended.

The restrictions for visiting to Dellacourt were difficult for our residents. Our Lifestyle team, led by our newly appointed Leisure & Lifestyle Supervisor, Liz O’Connell, implemented a very effective “facetime” program to ensure our

residents had regular contact with their loved ones. Residents also enjoyed “travelling” around the world with lifestyles themed days such as Bastille day and Italian day. The surprise dinner entertainment of a bagpiper certainly put a smile on the residents faces.

There have been several changes to significant roles within Dellacourt over the past year. Sheree Sheridan resigned from the Facility Managers position late in 2019 and Andrew O’Connell was appointed Facility Manager. Due to Andrew’s recent resignation I was appointed Facility Manager and Sheree accepted the Deputy Facility Manager/ Arrunga Unit Manger role.

Leonie Smith and Rachael Haysom resigned from their Unit Manager roles and we wish them the best in their new career choices. Vaishali Vadher and Tracey Hammat have been appointed Unit Managers and both have already proved very capable in their new roles.

Kate Melbourne will be graduating as a Registered Nurse by the end of the year and as a team we congratulate her hard work and commitment. Well done Kate!

When changes in significant roles occur within an organisation this often has a detrimental effect on the team. However, the team at Dellacourt have become invigorated and impassioned. Their dedication to the residents and their colleagues is inspiring.

The signing of the Arrunga Redevelopment Project will be our next exciting hurdle. After seeing firsthand, the level of planning and coordination that has already been invested into the project my nerves have settled! The result will be a magnificent place to live & work.

I thank all the staff & management of Lutheran Aged Care for helping me struggle through my first few months of an interesting role.

Kind regards,
Catherine Elder



Home Care

Rosanna Youngs – Home Care Services Manager



Lutheran Home Care Services (LHCS), along with many others have experienced a year of challenges and continual change.

From managing the risks of bush fires and coronavirus, to implementing a new home care program. Through these challenges, the importance of each role and the value of every one of our staff, has come to the fore. Home care have demonstrated remarkable teamwork, humanity in their work, and passion to support the people we serve. We have been delivering home care support in the community for over 26 years and this year, we continued to expand our services and have increased our consumer directed packages (CDC) by 10%.

2020 commenced with bush fires around our local area. The Home Care team worked hard in identifying consumers in high risk areas, organising supports, familiarising themselves with evacuation plans and implementing risk management strategies. All consumers remained safe and were supported during the threat of bush fires.

Coronavirus has impacted us all in many different ways; it has been pleasing to see the team approach these changes with resilience and adaptability. Our staff worked hard in implementing strategies to decrease risks and social isolation for consumers. The staff have helped consumers develop computer skills in

contacting family members through video calls, ordering food online and staying connected.

HOME CARE PACKAGES

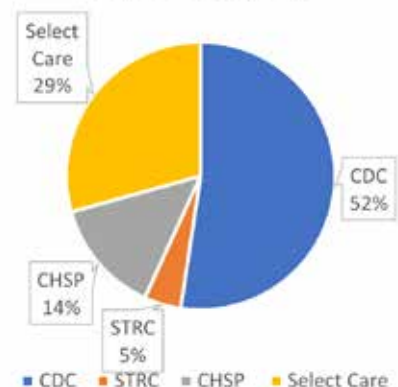
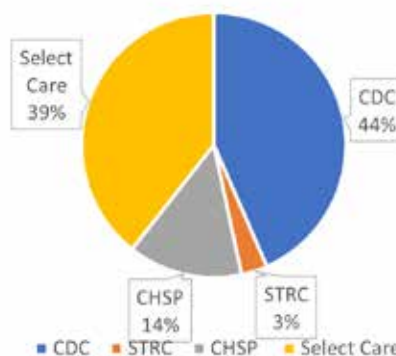
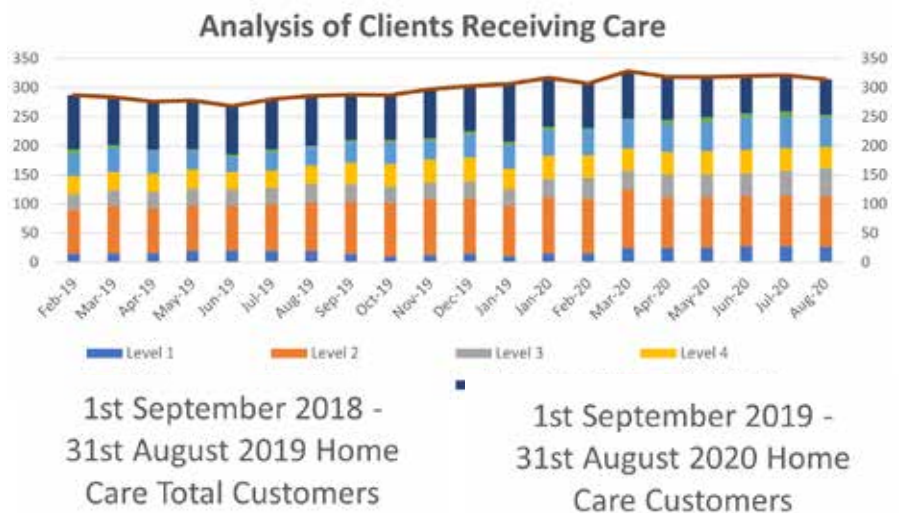
Lutheran Home Care Services offers Consumer Directed Care packages (CDC), Commonwealth Home Support Programme (CHSP), Short-Term Restorative Care (STRC) and Select Care (fee for service).

Consumer Directed Care is a government funded package ranging from level one to level four (low to high care). Nicole, Vickie, Elizabeth and Monique are our Area Coordinators working with a multidisciplinary team of doctors, physiotherapists, and others to support people to live their life well. All consumers have access to nursing care by our registered nurse Elizabeth, and enrolled nurse Marie.

Sam: Thank you Lutheran for all the care her father had received from Lutheran support workers & the family were very grateful for the support given to her fathers. She said she would never been able to manage without our help.

Short Term Restorative Care (STRC) is an 8-week program funded by the government, that is coordinated by Monique our registered nurse. The program is designed to provide care and support from a multidisciplinary team who tailor a restorative goal orientated support plan to increase the consumers independence, confidence, and quality of life.

Commonwealth Home Support Programme (CHSP) is a government initiative, subsidising home care support. Lutheran Home Care (LHC) provides CHSP Flexible Respite services to consumers and their carers. Home care workers can assist consumers with daily tasks, taking them to appointments, or spending time with them. We aim to implement strategies for reablement and increase consumer independence, while reducing carer stress and



Darrell: Thanks to Lutheran staff for all the support that was given. The staff are very kind, caring and very professional.

Norman and Kay: They were very thankful for having had STRC. It has made a world of difference for both. Norman feels much stronger from having the intensive weekly physio sessions and he is sleeping fantastically since using his new CPAP machine. Norm stated he was given the ok by the Dr to start driving again and is pleased to have some more independence back. Kay is relieved that Norman can be more independent, that he will be safe now he has the alarm set up and feels blessed for all the support they have received.

improving overall wellbeing. LHC was successful in the Commonwealth Home Support Programme (CHSP) grant extension for an additional two years.

All packages are supported by Assistant Coordinators Heather, Colleen, Tracey and Wendy. The Assistance Coordinators schedule all services and have ongoing communication with consumers, representatives, contractors and others.

LHC continues to work closely with Helen and Sally in transitioning clients through the process of Respite and Permanent Care. Helen Ashton resides in the LHC office, making future planning accessible and readily available.

STATISTICS

Consumer directed care packages to consumers have increased by 10% compared the previous year (August 2019-September 2020).

LHC has consistently serviced over 300 consumers per month since January 2019. Consumer ages range from 40 to 105 years and average of 78.8 years. One of our home care consumers has been receiving care with LHC for over 11.5 years!

COMPLIANCE

LHC is governed by the same Quality Standards as residential care and this was a major change for the home care sector during the year. Working closely with the Policy Review & Development Committee, we will continue to merge residential and home care policy to meet the Quality Standards and bridge the gap. LHC has been reviewing forms and assessment to ensure they are in line with the LAC benchmarking and the Quality Standards.

NEW BUSINESS

AlayaCare

LHC has recently implemented a new home care management system called AlayaCare. The system is cloud-based and provides staff with access to current information in real time. Forms and assessments will provide a holistic approach and link in with consumer

care plans and goals for improved high-quality care. Another major advantage the system offers is a Family Portal. This Portal provides access to important care and service information, giving consumers and loved ones the opportunity to remain involved in their care at any time. The system provides GPS tracking when staff clock in and out of visits. This function will help increase staff and client safety during environmental hazards.

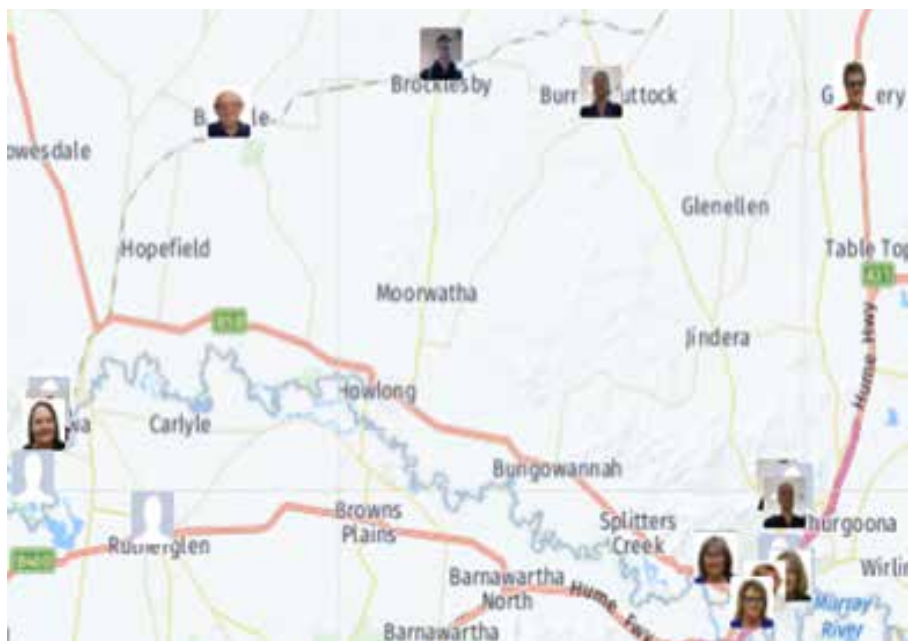
THANK YOU

Thank you to the ongoing support of the Board Members, Administration staff and the Management team. Your support has been

vital in ensuring the safety and wellbeing of people across all areas.

Thank you to the Quality, Human Resource and Finance team in working together on the AlayaCare project, your knowledge and contribution have been invaluable.

Lastly, I would like to say thank you to the Home Care Services team. Your work in supporting consumers to remain living in their own home, helping them to live their lives well and giving loved ones a piece of mind that we are there to support them. The team should be proud about the difference they make in enabling and empowering the lives of our consumers.



Property and Maintenance

Stewart Taylor – Property and Maintenance Manager



The Property & Maintenance team at Lutheran Age Care are responsible for providing maintenance service & programed workforce for the three LAC sites, Dellacourt, Yallaroo & Emily Gardens, and the independent living units at Nicolson Park & Pemberton View.

Our Pemberton View & Nicholson Park Villages are serviced & maintained by our team as well as individual contractors. Each twelve months an inspection of the outside of each unit is carried out with detail to the building as well as the gardens. A report is then put together and loaded onto the maintenance program for work to be carried out by our team or contractor as required. As well as general maintenance, when a house becomes vacant in the villages, the home is renovated. The home gets a new fresh paint job, new modern kitchen installed with new BOSCH appliance, a sparkling new bathroom & shower, with new toilets as well as new carpet & vinyl throughout, lastly new modern blinds as installed for the new residents to move into.

At Yallaroo a new advanced Car Nurse Call System has been installed replacing the end of life Austco nurse call system. The new nurse call system provides a safer & more responsive

care to our residents as well as a more detailed & selective option for our staff. A testing unit for the bed mats has been purchased for maintenance to make it easier to determine if the bed mats are faulty and this can be done by one person operation, this unit has been supplied to all three sites.

As part of the maintenance team we are constantly looking at ways to improve our operation which includes manual handling. Relocation of beds has always been a problem in Arrunga, we have 40 rooms and due to the narrow width of the doors all beds have to be moved through doors on their sides, moving of these beds have always been a major problem until now with the purchase of a mobile bed lifter. The unit is a one person operation which can easily be attached to the bed & mattress & effortlessly be moved its new location. This unit has also been supplied to all three sites.

With Covid 19 spreading throughout the world changes to the normal way we function had to change. We have implemented a single access entry point for Dellacourt & Emily Gardens entering through the reception office with an automatic temperature scan process as people pass through, all staff, visitors & contractors are also required to sign in through our computerised kiosks. The Yallaroo site has a staff entrance as well as the visitor/Contractor entrance at reception, both these entrances also have automatic thermal temperature scanning as well as the computerised sign in kiosks. This process has sometimes been an inconvenience to visitors but for LAC it has been our saviour.

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

