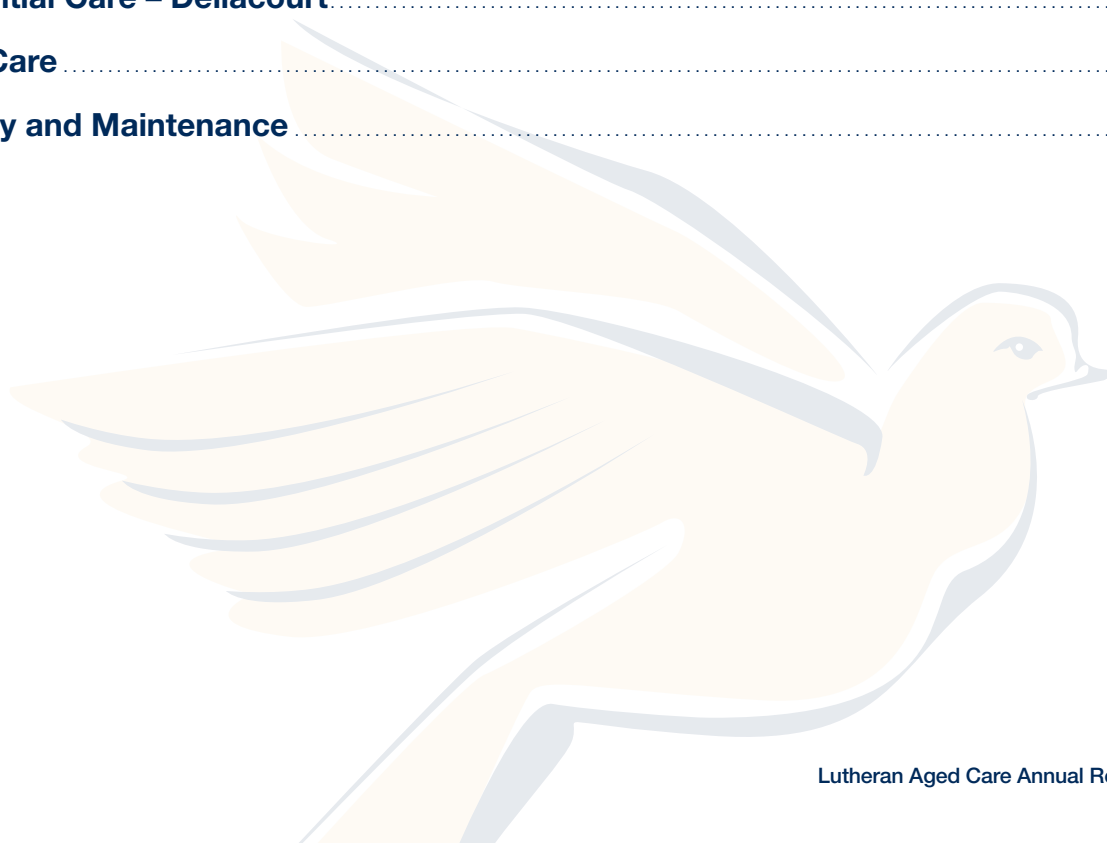


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Our Values

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

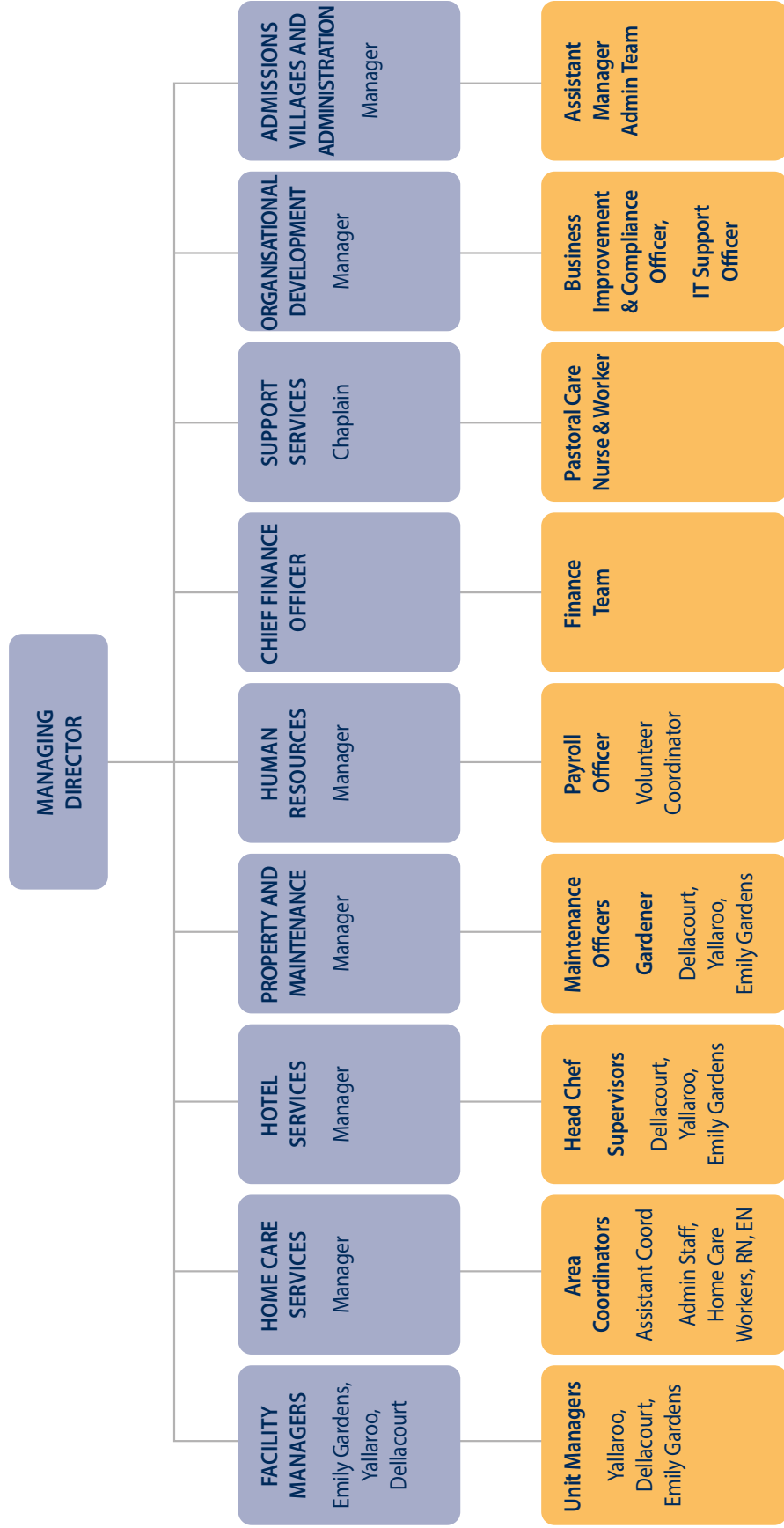
Professionalism in our dealings with people.

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

Tim McInnes



On behalf of the Directors of Lutheran Aged Care Albury and as Chairman of the Board I would like to give you a brief overview of the work undertaken over the past 12 Months.

My roll as the Chairman of the Board along with my fellow directors is one of oversight of a team of very capable professional staff and volunteers across the whole of the sites, in Albury and Emily Gardens at The Rock. Our special thanks and gratitude goes to our Managing Director Wendy Rocks (MD), along with our Chief Financial Officer (CFO) in Ron Asquith, for their continued support of staff and residents alike during this year, which we could say has been a very trying one for all concerned.

Fortunately, we have managed to get through to this point without any major issues around COVID 19, with staff taking all the required precautions. All staff are now vaccinated, which gives everybody including our residents some comfort. Of course, the inconvenience of this pandemic will be with us in one form or other for some time to come.

I draw your attention to the Managing Director's comprehensive report for some of the exciting things that have occurred and will continue over the coming year and beyond.

As Chairman of the Board over this past year, I am very comfortable with what we see as progress in the redevelopment work of the facilities at Dellacourt and elsewhere within LACA. The team of contractors have been very good to work with around the facility at

Dellacourt, with minimal disruption to the residents there. The managers and staff have played a superb role in accommodating this work. It also should be said across LACA that all team members do a great job, of course assisted by very capable volunteers. We are very grateful for them working at the coalface of our aged care business in the care of our elderly residents and clients, given these trying times.

It would be remiss of me not to mention another part of our business in Home Care, which continues to deliver a wonderful service in the assistance of folk outside of our facility at LACA. Home Care has become a large part of the work of the organization, for the elderly in the community these days. We expect this part of the business to continue to grow going forward.

We continue to enjoy an excellent reputation in Aged Care in this area for now over 60 years, may it continue. Despite the lack of support from the respective governments, although in more recent times as a consequence of the recent Royal Commission, there has been some recognition of the need to give more support to the Aged Care sector, which is encouraging as government funding for the sector has not kept pace with the rising costs over the years.

In conclusion, as a board we will continue to ensure that the organisation upholds the values of the Lutheran Church of Australia in everything we do in our mission to the aged.

T F McInnes
Chairman
Lutheran Aged Care Albury

Managing Director Report

Wendy Rocks - Managing Director



It is difficult to know where to start or what to start with, when trying to summarise 2021, which, has been even larger than life than 2020!

In February 2021 I passed my 10th year as CEO and MD of Lutheran Aged Care Albury, and I remain proud to be associated with the organisation and its people, all of whom have been sorely tested over the past 12 months, no matter what position they may have held. We have been very fortunate in not having had a COVID19 outbreak in any of the homes, but many scares and lucky escapes, despite amazing vigilance by management and staff, constant preparedness for an outbreak, and the implementation of significant screening systems across the organisation.

Lutheran Aged Care has moved forward in many areas this year, and I am pleased to say, has not been hindered from doing this despite COVID's best efforts!

The 'Arrunga Project' commenced in March

2021, which will see forty beds that were 'Arrunga', rebuilt and the whole of the Dellacourt campus refurbished, over an 8-stage development, which will finally conclude in early 2024. The Board over the previous two years, oversaw the tender process to appoint Calderflower Architects and Census Advisory Project Managers to the project. Subsequently, through a tender process, Hansen Yuncken were appointed as the construction group. I am grateful to the whole Board for their work in doing this, as time is proving the choices to be excellent. Six of the new rooms have been completed, a major infrastructure upgrade was completed, and the construction of a beautiful library with sufficient dimensions, acoustics, and technology to accommodate resident use for major or smaller events. This will be necessary when 'Granite Hall', the current main function centre, is demolished. Eventually in a later Stage, a new Chapel and function centre will take shape on the Pemberton Street end of the land, which currently houses the construction compound.

The residents and their families have been amazing in interest and support for the project, especially the residents, who are living among the construction. Far from negative issues, they have been very keen and forming positive relationship with the building workers, with one or two residents having their own hard hats! Tribute must go to the construction personnel for their management of the site so that there is little dust or unplanned disruption to the residents. The Dellacourt Manager and staff are doing a mighty job, planning, relocating, and supporting the construction as it grows, and they have numerous disruptions to their everyday routine and wayfinding in a complex area. A huge Thank You to them every day, for their patience and care of the residents.

All the homes have had many telephone contact calls and visits (when restrictions have allowed) from the Quality and Safety Commission, monitoring standards and Infection Prevention and Control systems, as well as preparedness for COVID outbreaks. In one small window of eased restrictions, Yallaroo was able to complete a full,

unannounced reaccreditation site audit, the first of our homes under the new Quality Standards to do so; and was reaccredited for 3 years. Dellacourt and Emily Gardens are both due for reaccreditation in 2021.

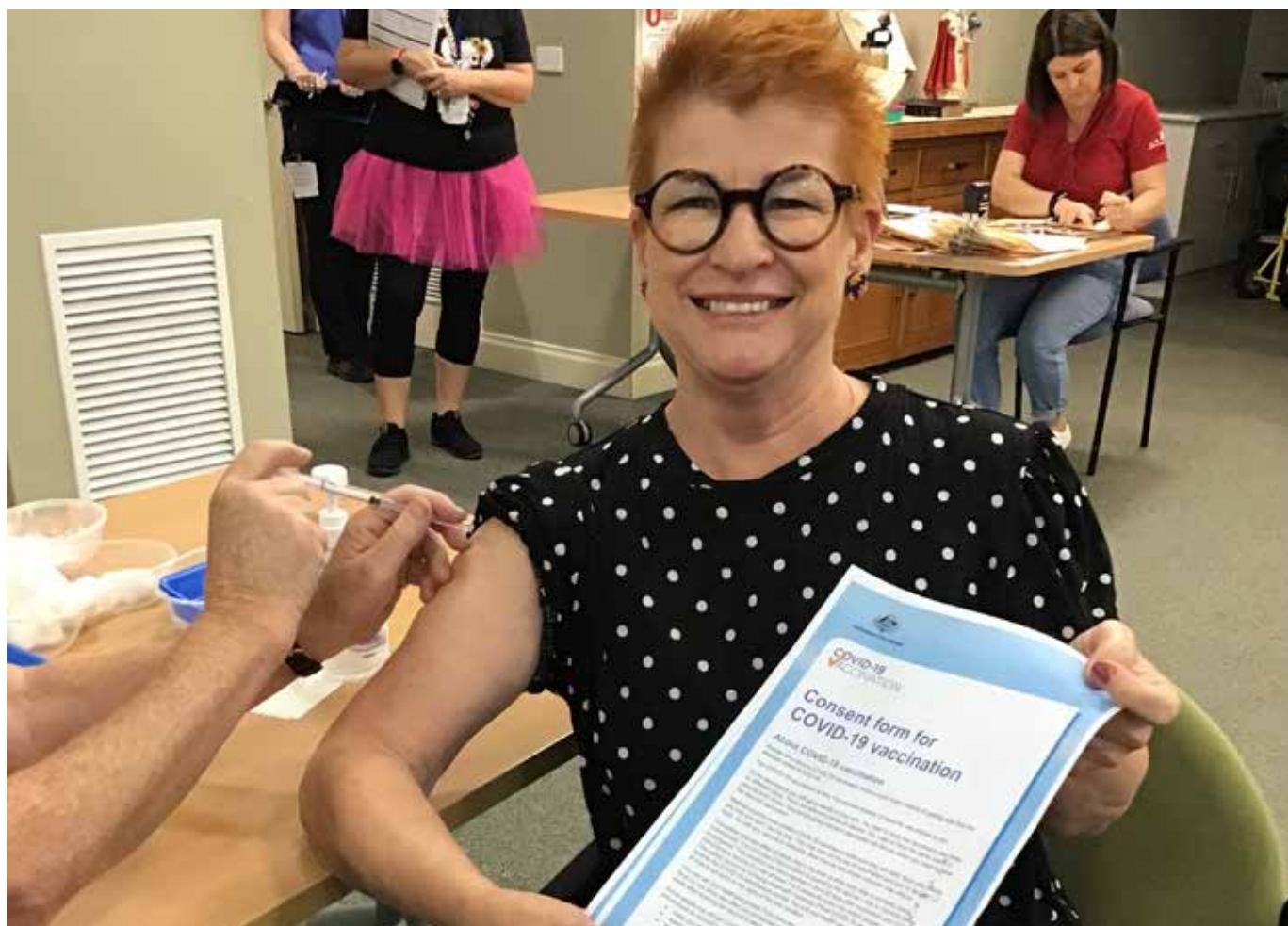
All three homes have seen a change in management during the year, with Michelle Kosorok replacing Louise Mason at Emily Gardens, Marcia Supple replacing Jill Campbell at Yallaroo and Catherine Elder was appointed to the management position at Dellacourt. We thank those that have contributed to Lutheran Aged Care through management during the year and welcome most sincerely, the new blood to the team.

Ian Burman accepted the organisational Hotel Services Manager position during the year, following the departure of Vivienne Swift, and we farewell Kerrie Warburton as Volunteer Coordinator, and welcomed Erika Jackson to the position.

The management team, through the changes mentioned has been refreshed, and we thank sincerely those who have departed for their significant contribution to their roles, while we count ourselves fortunate to welcome the calibre of Managers who have joined us. I do not say that lightly, it is an effective team, and makes my role much easier.

The Home Care business has again expanded in 2021 and continues to enjoy a positive reputation in the region. As with residential care, changes continue to be regular and have been absorbed successfully into the systems of the business. Perhaps the most challenging task for Home Care over the year, has been the implementation of a new electronic home care management system which encompasses more functionality than previously. Managers in the sector and in Lutheran Aged Care are to be congratulated, their work is constantly demanding and difficult, and it seems there is little thought by government about the need to embed changes, as they are constantly rolled out.

The Villages, Nicholson Park and Pemberton View have continued to thrive with healthy occupancy rates and sound management by Helen Ashton and Karen Pinkerton, supported by Ron Asquith the CFO. Grappling with the revised Retirement Village Legislation has



been one of the year's challenges. The Pemberton View Village houses have continued to be progressively renovated during the year as vacancies have occurred. The organisation's home and residential care arms have played an important part in the ongoing support and care of residents in their developing frailty.

The recommendations, which translate to changes, by the Royal Commission are most welcome, this is agreed upon sector wide. That is not in question, but the plan and time frames for releasing them, and requiring compliance with the changes can be a concern at times. However, Lutheran Aged Care has prevailed and been in the forefront of implementing whatever has come our way.

While the significant investment government made in the last budget to the sector is very welcome, none of that investment specifically supported increased remuneration for aged care workers, and we look forward to urgently needed further investment, that will support the workforce changes that must occur to achieve a qualified workforce and attract more quality staff to the sector.

Lutheran Aged Care has benefitted from some of the movement from the cities during COVID and has been able to recruit staff at

times who may be looking for a lifestyle change. At other times, the scarcity of staff, which is common in the sector, prevails.

The Board has also seen changes this year with Phillip Edwards resigning after 10 productive years at the helm as Chair, and we welcomed Tim McInnes to the Chair and three other new Board members. The governance responsibilities and leadership that a Board must provide, are vital to the strategic direction and success of any organisation. The Lutheran Aged Care Board is no exception and I thank them for their collegiate supportive debate and decision making through the year, and their support. It is refreshing to be a part of a board where care for each other, the ability to laugh, and commitment to purpose form a solid base for the governance and risk work that must be done.

An exciting development occurred during the year as we were successful in our application for a Federal Government Business Improvement Grant. This has enabled us to renew major information management systems (Finance, Human Resources, Website renewal, Admissions Management and Medication Management), which would not otherwise have been the case, given the diminishing returns in the sector, as confirmed by the Royal Commission.

COVID requirements are a challenge for all, and I am pleased to say that 100% of Lutheran Aged Care staff are and will continue to be vaccinated, and thorough screening measures remain in place at all homes. A lot of encouragement and education went into assisting staff to be vaccinated, as well as three on site vaccination clinics initiated by Lutheran Aged Care. It is now the families and visitors' responsibility to comply with the NSW Public Health Order, mandating that all visitors to aged care homes are to provide proof of full vaccination against COVID; all doing our part to keep vulnerable people safe.

I recognise here, the fantastic work our front-line staff do in the face of a harsh public image, lack of funded remuneration recognition, and the incredible challenges that COVID has presented to them and their families. They have played a huge part in keeping our vulnerable residents and home care clients safe, as has every level of management in supporting them. I thank them all for their commitment to, and support for Lutheran Aged Care in 2021.

Pastoral Care

Chaplain Darryl Mattner – Pastoral Care Team



As Chaplain to Lutheran Aged Care (LAC), it gives me much pleasure to present the 2021 report on behalf of the Pastoral Care Team. This report will endeavour to give a brief overview of how Pastoral Care interacts with residents and staff of LAC and how we walk beside them in their daily lives, to give them emotional and spiritual support especially during times of grief and loss, and through the ups and downs of life.

As I look back over the year, I can only acknowledge that God has been faithful, loving and kind. I am reminded of the story in the Gospel of Mark Chapter 4 when Jesus and his disciples were in a boat and suddenly a huge storm hit the boat. Yes, the disciples were scared and afraid but Jesus rebuked the wind and said to the sea, "Peace! Be still!" And the wind ceased, and there was a great calm (Mark 4:39 ESV). He was with his disciples in the boat and helped them through the storm. Likewise, in the middle of our COVID storm, Jesus is with us in our boat and he is with us always, just as he has promised. This is what has helped me this year, knowing that Jesus is in the boat with me.

Pastoral Care Team

After 12 years of service Angela Uhrhane left LAC. During her time she contributed much to the values and beliefs of LAC and her input and presence will be missed. We thank her for all that she did during her time and she goes with God's blessing in whatever she does.

In April we welcomed Andrea Beitzel to the Pastoral Care Team. She has hit the ground running and it didn't take her long to settle in.

On numerous occasions I have heard her say, "I love it here" which shows how much she enjoys her work and the people she meets.

Debbie Lieschke continues in her role and the work she has done this year is greatly valued.

Worship Services

Worship remains both a significant source of spiritual nurture and an enjoyable activity for our residents. Thankfully in a year when there has been lock-downs and churches unable to open, the doors of Granite Hall, Trinity Centre and Emily Centre have been open and we have been able to hold worship services and sing.

My thanks go to the Worship Volunteers who consistently give up their time to help bring residents to church across all facilities and I am also thankful to staff who regularly help as well.

Commemorative Services

During the year we held the following services for the residents to attend:

- ANZAC Day and Remembrance Day – these services were held across all facilities. However, at Dellacourt and Yallaroo the ANZAC services were conducted with the assistance of the Defence Force Recruiting at Albury.
- Memorial Services – these are held bi-annually at Dellacourt and Yallaroo and once a year at Emily Gardens. Unfortunately, because of COVID restrictions, family members were not able to attend in order to bring some closure surrounding the passing of loved ones and friends.

Functions and Visits

Each week across all facilities, Hymns We Love is offered so that residents can sing their favourite hymns. During the year Bible Studies in Dellacourt and Yallaroo are offered for residents to attend. By all reports they have been well attended and enjoyed by all who attend.

Finally, I wish to express my sincere thanks to the Pastoral Care Team (Andrea Beitzel and Debbie Lieschke) who faithfully and willingly offer pastoral care to myself, residents and staff. Even though this year has not been smooth sailing, we hold and believe in the motto of LAC 'His cross is our support,' knowing that God is with us in our boat of life.

Finance

Ron Asquith – Chief Financial Officer



Lutheran Aged Care has maintained a commitment to continually reinvest in the organisation and provide resources for the benefit of all care recipients, customers, and families.

A highlight of the year was the commencement of the Dellacourt re-development project. This \$30 million project represents the largest single financial commitment made by LAC and is due for completion in June 2024.

Cash reserves are being drawn down to pay for the re-development and the final two stages of the project will be funded from a \$6.7 million loan. Loan funding will ensure that cash reserves are maintained at a healthy level and in line with the management liquidity strategy.

Total capital expenditure for the year amounted to \$5.59 million including building, plant, and equipment.

The capital expenditure budget approved by the board each year, ensures 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 unaudited financial result for the year discloses turnover of \$26.14 million and a net profit of \$971,120 (inclusive of grants and covid-19 funding).

While the operating cash flow is modest, it comes at a time in the aged care sector where many organisations are concerned about viability and are incurring operating cash losses.

The financial result has been impacted by a decrease in occupancy during the year from 94.49% to 85.20% (note: the lower percentage is 88.11% after adjusting for the lower number of available beds at Dellacourt). Maintaining a stable number of occupied beds is important given that every 1% change in occupancy across all facilities

is worth approximately \$200K per annum.

A general downturn in occupied beds has been experienced throughout the sector. This has a lot to do with community hesitation following the Royal Commission and early outbreaks of Covid-19 in Melbourne aged care facilities.

Importantly, facility managers have understood and responded to the fluctuating demand for places by aligning costs to the reduced income. LAC is in the fortunate position to have a capital base and management team that can deliver high quality care services during a time of unprecedented financial pressure within the sector.

While LAC is not immune to these changing expectations, it 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 outlook is to build a reliable and diversified income stream through offering a full range of health care services. Innovation and resourcing are high on the agenda and a financial commitment to strategy is evidenced through a specific budget line. An expansion of services will enable fixed costs to be spread over a greater number of cost centres. This, in turn, enables LAC to manage the business without increasing the cost of administration as a percentage of income.

Delivering quality aged care services is a labour-intensive business with staff costs remaining around 74% of total income. The LAC business model is built around a trained and efficient workforce with full resourcing of training and development.

Expenditure in general is reviewed every month and contracts are subject to competitive tender wherever possible. The receipt of a \$795K business improvement grant is assisting in bringing forward software and systems that will contribute to greater financial efficiencies.



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.

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

LAC has built a very strong capital base with equity (represented by Assets less Liabilities) standing at \$42.33 million. The attached dashboard shows the growth since 2000.

Lutheran Aged Care participates in industry surveys to remain aware of trends within the sector and draws information from an extensive data base including information from government, peak bodies, and industry surveys; ensuring that our performance is continually tested.

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. 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.

The finance team is a very cohesive unit covering all the transactional, financial lodgement, compliance 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.

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 within a sustainable funding model that recognises the cost of delivering quality 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.

As a company limited by guarantee it would be easy to think of LAC as just a commercial entity. Prudent financial management is, of course, imperative but LAC was founded in 1960 with a vision, and with values, which remain just as important today.

Working with a common purpose and a set of values leads to an engaged LAC workforce that drives performance, compliance, and care for the benefit of all residents, home care recipients and independent living residents.

Ron Asquith
Chief Financial Officer

¹Mirus Australia – based on information from Medicare

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2021

FINANCIAL POSITION

| | | 2020 | 2021 |
|---|--------|--------------------------|--------------------------|
| ASSETS | | | |
| Net cash at bank & cash on hand | | 24,944,566 | 21,510,550 |
| Receivables & Stock | | 756,681 | 973,902 |
| Property, plant & equip | Note 1 | 51,936,475 | 56,568,512 |
| Managed Funds | Note 2 | 772,937 | 1,008,544 |
| Other Assets | | 323,108 | 94,737 |
| TOTAL ASSETS | | <u>78,733,768</u> | <u>80,156,247</u> |
| LIABILITIES | | | |
| Current liabilities & income in advance | Note 3 | 2,671,139 | 2,899,772 |
| Resident Share of Capital Gain | Note 4 | 951,097 | 873,547 |
| Income in Advance | | 758,156 | 670,201 |
| Employee entitlements | | 2,403,259 | 2,380,645 |
| Accom bonds & entry contributions | | 30,550,111 | 31,000,955 |
| TOTAL LIABILITIES | | <u>37,333,761</u> | <u>37,825,120</u> |
| TOTAL EQUITY | | <u><u>41,400,007</u></u> | <u><u>42,331,127</u></u> |

- Note 1 Capital Investment in property and equipment from cash holdings
 Note 2 Includes capital value increase during the year
 Note 3 Liabilities include unspent home care package funds of \$1.51 million
 Note 4 Capital gain is paid out on departure from the Villages

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2021

CASH FLOW

Cash flow from operations amounted to \$25,138 during the year.

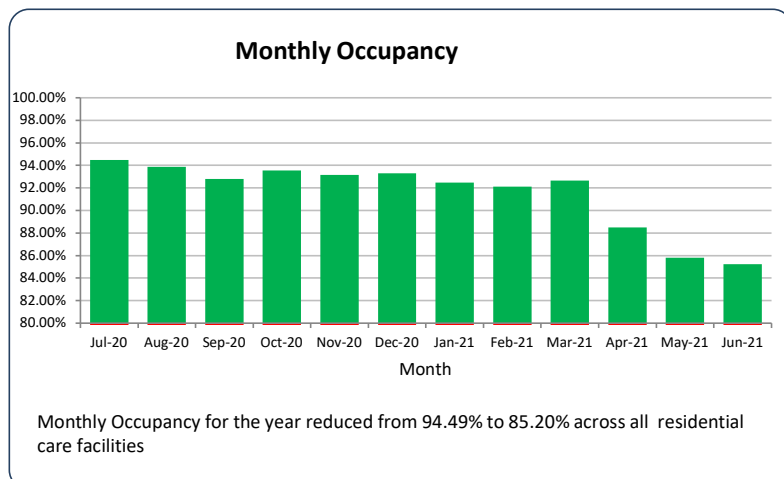
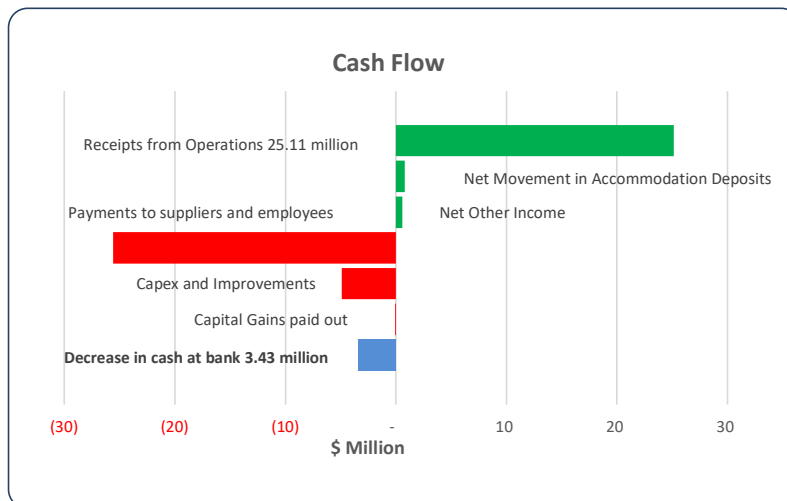
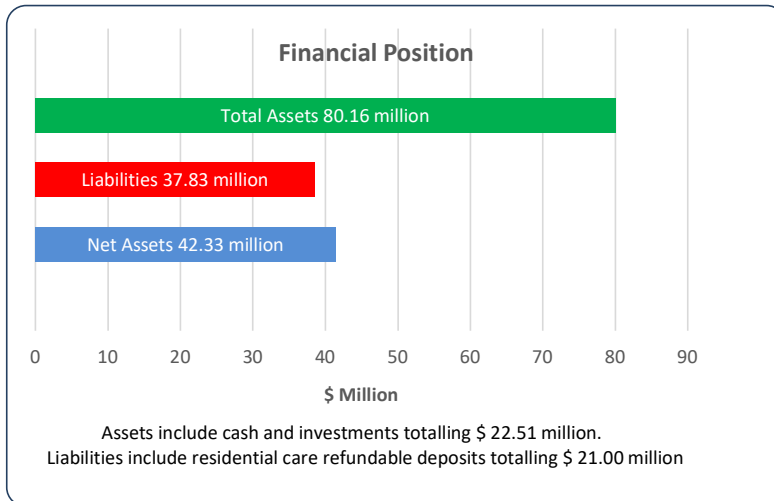
An overall decrease in cash funds was primarily associated with expenditure on the Dellacourt project, along with continuing reinvestment in plant and equipment.

| | 2020 | 2021 |
|---|--------------|--------------|
| Cash flows from operating activities | | |
| Receipts from operations | 24,041,526 | 25,112,196 |
| Donations Received | 36,640 | 366,020 |
| Interest Received - Bank & Investments | 394,928 | 161,701 |
| Payments to Employees & Suppliers | (23,437,776) | (25,576,480) |
| Interest paid on RAD repayments | (116,411) | (38,299) |
| Net cash provided by operating activities | 918,906 | 25,138 |
| Cash flows from investing activities | | |
| Proceeds from sale of property, plant & equipment | - | - |
| Proceeds from sale of investments | - | 61,009 |
| Purchase of investments | - | - |
| Purchase of property, plant & equipment | (959,552) | (657,499) |
| Capital investment in property/improvements | (1,460,911) | (4,232,130) |
| Net cash provided by (used in) investing activities | (2,420,462) | (4,828,621) |
| Cash flows from financing activities | | |
| Net Proceeds/(Payments) from Resident Bonds | (1,691,755) | 799,364 |
| Increase in Unspent Funds | 674,668 | (147,347) |
| Proceeds from grants/borrowings | - | 795,000 |
| Repayment of Borrowings | - | - |
| Payment of Resident Share of Capital Gain | (195,500) | (77,550) |
| Net cash provided by (used in) financing activities | (1,212,587) | 1,369,468 |
| Net increase in cash held | (2,714,143) | (3,434,015) |
| Cash at start of Year | 27,658,709 | 24,944,566 |
| Cash at end of Year | 24,944,566 | 21,510,550 |

LUTHERAN AGED CARE ALBURY LTD

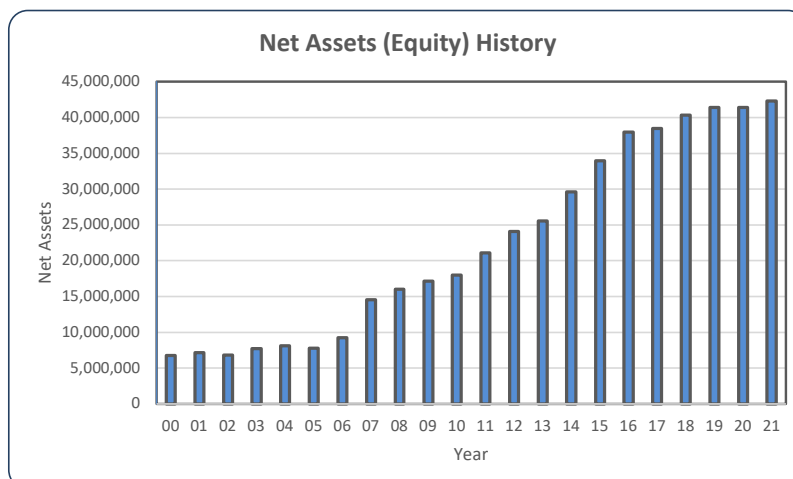
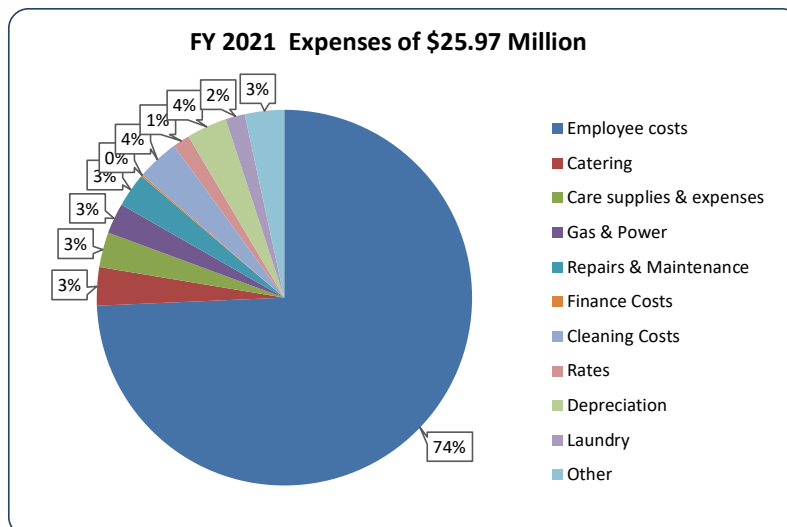
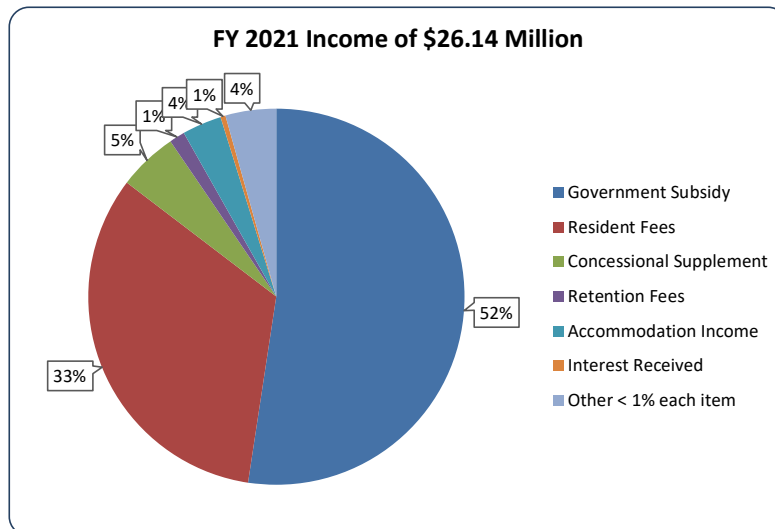
Performance and Position Snapshot

Year ended 30 June 2021



LUTHERAN AGED CARE ALBURY LTD

Performance and Position Snapshot Year ended 30 June 2021



Human Resources

Don Elder – Human Resources Manager



The focus of my report for last year, like many conversations that occurred last year, centred around COVID-19 and the significant impact it had on our workplace and our normal daily activities. For those of us that were able to process what was occurring around us, it soon became part of the daily routine to try and keep abreast of the changes that had to be applied within our industry and our workplace. Anyone who believed that was going to be short-lived, was either enormously optimistic or was not understanding of the severity of what we were/are experiencing.

Here we are, rapidly approaching 2 years since it entered our lives, and the profound effects will be recorded in the annals of history well after those who deny its existence have left us.

In efforts to combat COVID-19, we were/are subject to a number of Public Health Orders. These Orders have significantly impacted our workplace and our capacity to provide care. The additional burden of having to generate thousands of emails or items of correspondence to staff, volunteers, contractors, family members and other visitors, service providers etc.; implement processes and practices to meet compliance and reporting obligations imposed; modify the way in which care is delivered and residents/clients are engaged, or their movements controlled has been nothing short of substantial distraction from our core business. It has affected all aspects of our business.

Despite the challenges, our workforce has strived to deliver high quality individualised care. The impact for our workplace and workforce has been significant. The ability for our staff to take well-earned breaks, whether they be overseas holidays to quick weekend getaways, has been eliminated over the past year due to the regular and consistent lockdowns across the country. Even the ability to have a quick weekend getaway within the “border bubble” has been curtailed many times throughout the last year limiting the number of individuals that were able to take advantage “while the going was good!”

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. One of the recognised symptoms of workplace fatigue/health is absenteeism. Prior to COVID hitting, our absenteeism figures had been relatively stable over the preceding 5 years. Financial Year 2020 saw an increase in absenteeism of approximately 13.7% (for the part year) with a further 11.33% for Financial Year 2021. This gave an overall increase in paid sick leave hours taken from 2018/19 to 2020/2021 of 26.6%. Regardless of the tensions and stresses experienced by our staff during this period, those on shift have continued to provide the best quality care possible under those circumstances.

Throughout the year, each time there was a border closure, regardless of whether it was New South Wales or Victoria who imposed the closure, our staff were affected. One-third of our workforce live in Victoria. The requirement for employers to provide letters of authority/permits to enable staff to cross the border for work added to frustrations and imposts. Now, the unknown is what will happen when restrictions are eased, and travel (both domestic and international) is once again permitted, and our communities (including those unvaccinated) re-commence intermingling. We still have a good proportion of the community who are unvaccinated, and this will create a significant risk to our local community and our residents. Organisationally, we will need to continue to be vigilant.

2020 Influenza Season

The 2021 Flu season was another non-event for us. As was the case last year, the reduced travel and “controlled interactions” has had little discernible impact on our staff with regards to influenza. The Public Health Orders requiring anyone entering an aged care facility to provide evidence of Fluvax has been the single most influential factor in ensuring vaccination compliance. We have again seen 100% compliance with either evidence of vaccination or medical exemption. Only 4 staff across the organisation (2 in Yallaroo and 2 in Dellacourt; equalling 1.2% of all staff) were unable to be vaccinated as a result of medical contra-indication. We were well supported by the Sarkon Medical Centre and Blooms Pharmacy in their pursuit of sufficient quantities of vaccines and the ability to deliver onsite sessions/pharmacy appointments to ensure all staff were compliant with the initial NSW Public Health Order.

Workforce

Recruitment during the COVID period has been regular and consistent. The impact on our casual workforce was noticeable and the Commonwealth Job Keeper program was a key factor. It was more economical for people to remain at home and receive Job Keeper than it was to retain casual employment. The Commonwealth government maintained 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. The 2020-21 Financial Year saw us say goodbye to just over one-third of our management team (5 team members). We said farewell to Jill Campbell (Yallaroo), Louise Mason (Emily Gardens) and both Sheree Sheridan (January 2020) and then Andrew O’Connell (July 2020) (both at Dellacourt). While Sheree made the difficult decision to step down from the Facility Manager’s role, we were extremely fortunate that Sheree wished to remain with us in another capacity.

Each of the other managers moved on for various reasons. The timing of the departures of each of our Facility Managers at various

stages throughout the year has at least enabled us to have a staggered orientation for those who have joined us. We also said farewell to Vivienne Swift – Hotel Services Manager. The other departure was that of our Volunteer Coordinator who had been with us for over 20 years and her departure proved to be a challenging role to fill. Kerrie Warburton embarked on retirement, and from all accounts, appears to be enjoying the change!

All new occupants: Catherine Elder (Dellacourt); Michelle Kosorok (Emily Gardens), Marcia Supple (Yallaroo), Ian Burman (Hotel Services Manager) and Erika Jackson (Volunteer Coordinator) are settling into their roles and bring with them a range of experience and skills that will see Lutheran Aged Care enhance the care and services we currently provide and raise the bar with regards to the level of engagement, interaction and enablement that our residents deserve and should expect. The COVID-19 outbreak has had a significant impact on our Volunteer team. We have seen our numbers drastically reduce from over 100 down to the low 40’s for active participants. The reasons have included: not wishing to get vaccinated; travel restrictions (including cross-border limitations) and not wanting to risk catching COVID and bringing it in to the facilities.

The appointment of our new Volunteer Coordinator has seen a gradual rebuilding of those numbers in the short time that she has been here. We look forward to seeing these numbers grow back to pre-COVID level.

Each year I provide a snapshot of our workforce at 30 June. The last 8 year’s data is summarised below:

| Data Point / Financial Year | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Average Age (years) | 45.5 | 44.83 | 44 | 44.25 | 44.08 | 44 | 43.62 | 44.29 |
| Average Length of Service (years) | 4.75 | 4.67 | 4.67 | 4.75 | 4.75 | 5 | 4.04 | 4.65 |
| Age of Oldest Staff Member | 79.75 | 75 | 76 | 71.25 | 72 | 73 | 74.17 | 75.18 |
| Age of Youngest Staff Member | 19 | 19 | 19 | 19 | 16 | 18 | 19 | 18 |
| #Staff <25 y.o (total # of Staff) | 27 (306) | 30 (302) | 36 (318) | 29 (322) | 31 (327) | 32 (341) | 33 (339) | 45 (328) |
| # New Starters | 69 | 88 | 91 | 95 | 91 | 78 | 89 | 152 |

As can be seen from our data, our average age continues to hover around the 44-year age mark. 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 will be noted that there has been a reduction from last year to this current year. Our Dellacourt facility has seen some cultural changes occur which has challenged some difficult behaviours and attitudes. We have had 95 staff leave throughout this last financial year. Of those, 67 were at Dellacourt. Not all of these departures were attributable to the cultural changes that needed to occur. The departures of those staff has led to the engagement of many individuals who have the focus, attitude and compassion expected by Lutheran Aged Care so that we can provide the level of care that we expect, and that our vulnerable residents deserve.

It should also be noted that the number of staff under the age of 25 has increased (33 to 45) with 2 – Administration, 24 - Dellacourt, 8 – Emily Gardens, 8 – Yallaroo and 3 – Home Care. It is hoped this age group will continue to increase in numbers.

Hotel Services

Ian Burman – Hotel Services Manager



I moved from Melbourne to join LAC in late March this year and have thoroughly enjoy working with the many teams, senior management, and residents.

There is an amazing array of passion and talent within the group and in hotel services. It's my role to ensure everyone in this department succeeds, and residents enjoy every aspect of hotel services. I would particularly like to thank Tanya Oliver for her patience, dedication, and commitment to LAC and working with me while I settled in.

Catering

Very early on I saw a need to change the structure of the Hotel Services department. These changes would allow us to plan for the future. Tanya Oliver was promoted to Hotel Services Assistant Manager (well deserved). A second Chef role was created at Dellacourt with Joanne Mawson (current cook) successfully transitioning. Both Fiona Chinnery and Amy Shipway (Catering Supervisors at Yallaroo and Emily Gardens respectively) are receiving leadership training to allow them to better manage their business units and both are now

qualified food safety supervisors. This sets us up to commence quality improvement activities (menu, food, and dining experience) that will directly improve food service to residents.

A recent food satisfaction survey of residents and relatives provides us with a good base to build on. Food satisfaction is at 73.4% across the group with Dellacourt at 55.9%, Yallaroo at 71.8% and Emily Gardens at a whopping 90.4% (well done to Amy and the team). This clearly shows that much work is still needed though, and this is our focus for the coming year and beyond. The details of the surveys allow us to drill down how residents and families feel about the menu, food presentation, food temperature, meal size, flavour, mid meal snacks and resident choices etc. Further details of the survey will be discussed with senior management over the coming months.

Coronavirus has had a profound impact on all our lives and especially in the Aged Care sector. The government mandated single coronavirus vaccination for all aged care staff by Sept 17, 2021, so LAC generously donated a \$1000 prize for one lucky person who was fully vaccinated by that date. This prize and the attention it received certainly helped promote our vaccination program. As a result, I was thrilled to present Stephanie Bradshaw (food service at Yallaroo) with the cheque as the lucky winner. Pictured is the presentation with Stephanie and

Yallaroo food service staff cheering her on. Congratulations Stephanie.

Dellacourt redevelopment

We are now in the final stages of planning for the new catering and laundry facilities at Dellacourt. The new areas will allow us to further improve services and experiences to residents of the home eg buffet breakfasts, self-serve tea and coffee stations and alike. This is an exciting time for all involved as we are all looking forward to each stage being completed.

Cleaning and Laundry services

In recent months I have reviewed our cleaning and laundry contact. As a result, we announced a tender for these services. I am happy to announce that Andy Andersons (AA) has been successful and will commence cleaning and laundry services across the three homes at a date to be advised. This new contract includes a more detailed scope of works and inhouse bed linen (previously outsourced) which allows LAC to better manage the full scope of environmental services under one contractor.

Lastly thankyou to Wendy and the LAC senior management team for their leadership and support at a time when nothing is "normal".

Ian Burman

Hotel Services Manager



Organisational Development

Louise Shields – Organisational Development Manager



July 2020 to June 2021 was another challenging and exciting time for LAC. The Organisational Development Team supported the organisational through several implementations and changes in the aged care sector.

Aged Care regulation continued to shape the activities of the team, alongside policy and technical advancements across the organisation. Training and education was also revised to keep pace with the changes. In addition, continued focus on clinical performance and reporting as part of LAC's clinical governance framework, is beginning to demonstrate consistent and sustainable improvements for our consumers.

On behalf of the team, Christine Essex (Business Improvement & Compliance Officer) and Stuart Pursell (IT Support Officer) and myself, we proudly submit our report for 2020-2021.

Clinical Governance & Quality Improvements

1. Clinical Governance Committee

LAC's clinical governance committee reports to the Board. Meetings were held regularly during the period and the committee advanced several achievements throughout the period.

The business plan was finalised by the committee which reflected guidance material from the Aged Care Quality & Safety Commission and followed extensive audits to determine plan initiatives.

Business Plan achievements included initiatives across the 6 key areas of:

- Leadership & Culture
- Consumer Partnerships
- Organisational Systems
- Monitoring & Reporting
- Effective Workforce
- Communication & Relationships

Clinical benchmarks specific to LAC will be developed in the coming period as the next major step in LAC's business excellence roll out. The Clinical Governance Committee comprises Louise Shields (former Chair); Wendy Rocks (Managing Director); Ron Asquith (CFO and Board member); Marcia Supple (Yallaroo Facility Manager); Deanne Gorman (Clinical Pharmacist and external member); Monique Beecroft (STRC Coordinator and RN – Home Care); and Helen Ashton (Admissions & Administration Manager, Committee Secretary).

2. Policy Review & Development Committee

A Policy Review & Development Committee (PRDC) was formed, reporting to the Board and with specific terms of reference to continuously focus on LAC's extensive suite of policies and procedures.

During the period, the committee developed or reviewed numerous policies including:

- Care Management
- Emergency Management
- Privacy & Confidentiality
- Medication Management
- Diversity & Inclusion
- Consumer Dignity & Choice
- Restrictive Practices
- Serious Incident Response
- Challenging Behaviours
- External Services
- Consumer Engagement

In addition, the committee is tasked with consolidating policy and where possible, joining policies which are currently separate and / or specific to either residential services or home care services.

The PRDC includes Rosanna Youings (Home Care Services Manager and Chair); Christine Essex (Business Improvement and Compliance Officer and Secretary); Amanda Pearson (Deputy Facility Manager Emily Gardens); Clare Dawson (Unit Manager Yallaroo); and Louise Shields (Organisational Development Manager and consulting member).

3. Improvement Trends

To support our clinical governance goals, LAC tracks, trends and reports on numerous performance indicators for residential and home care. Our tracked performance indicators demonstrate consistent and sustained improvement in all areas. These results are a tribute to our staff in Dellacourt, Yallaroo and Emily Gardens residential facilities and our Home Care team. Their willingness to embrace change and examine root cause of incidents has been key to these improvements, along with ongoing consumer feedback.

One example of sustained improvement is Falls in residential care as demonstrated in the chart below. This demonstrates a decreasing level of falls over time.

4. Consumer Experience

Each month, consumers in residential and home care are asked to participate in providing feedback to support ongoing improvements. 481 consumer satisfaction surveys were completed during the period for all services. The chart below shows achievement of results close to 100% for Residential Care and results for Home Care achieving a rating of 100% for nine months of the period.

5. Serious Incident Response Scheme (SIRS)

SIRS was introduced on 1 April 2021 and support was provided to successfully implement the scheme.

The Organisational Development Team designed and implemented the SIRS reporting form now available to all providers using the same care management system. This involved months of planning and working in conjunction with the provide to build and test the form.

SIRS also required a full review of LAC's incident management systems which were modified to support effective and timely reporting; open disclosure and complaints management.

Online training was also developed internally for staff to complete, well ahead of government education being released.

LAC reported **zero** SIRS priority one incidents in the period from 1 April 2021 to 30 June 2021.

6. Audits

Supporting our commitment for continuous improvement is LAC's audit schedule

During the period LAC conducted 189 internal audits across the Aged Care Standards as depicted below. Christine Essex (Business Improvement & Compliance Officer) supports all services on an ongoing basis to interpret audit results and develop improvement / business plans to implement positive changes for consumers.

LAC uses MOA to support collection of all audit information, National Aged Care Quality Indicator Program and Quality Indicator data.

Learning & Development

LAC is committed to learning and development to ensure that staff are trained in aged care specific practices and requirements. This year LAC staff successfully completed training across a wide range of (predominantly) e-learning and face to face modules.

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.

New learning programs this year included:

- Several enhanced clinical skills modules for RNs and care staff
- Medication Management
- Abuse, Unexplained Absences
- Incident Recording & Reporting
- Restrictive Practices and Restraints
- Hearing Assistance
- Medication Management: polypharmacy
- Mental Health
- Assessing Risks

Angela Turnbull (Learning & Development Officer) decided to leave LAC during the period to spend time with her family. Credit to Angela for developing such a robust learning and development program. We wish her the very best.

Information Systems

In September 2020, Home Care Services finalised its implementation of AlayaCare which replaced all previous paper-based systems for recording care and services provided to home care consumers.

Extensive work was completed during the year in preparation for the



Australian Government
Aged Care Quality and Safety Commission

Engage
Empower
Safeguard



roll out of this system and all staff were provided with iPads for ease of system access. AlayaCare continues to develop its software in line with home care changes.

The impact of COVID-19 and the everchanging public health directives significantly impacted visiting arrangements to facilities and sites. This also had a flow on effect which meant that LAC's website and visitor kiosks required continuous updates and monitoring for changes.

The transition to OneDrive to replace previous (server based) personal and department file storage was completed during the period and this initiative also coincided with the extensive set up of Teams. LAC staff and management have become very familiar with Teams and especially the video conferencing function to reduce face to face time in meeting rooms.

The ongoing review of devices continued with the purchase and commissioning of new devices in line with LAC's replacement schedule.

LAC's current time and attendance system was transitioned to a cloud based platform with enhancements for managers to roster staff accordingly.



moa.

Aged Care Quality Standards Residential Aged Care Audit Schedule 2021

- 1.**
 - 1 Consumer identity, dignity, and respect
 - 2 Choice, independence, and autonomy
 - 3 Information for consumers
 - 4 Privacy and confidentiality
- 2.**
 - 1 Assessment and planning: partnerships with consumers
 - 2 Planning for health and wellbeing
 - 3 Assessment and planning: documentation, communication, and review
- 3.**
 - 1 Personal care delivery
 - 2 Clinical care delivery
 - 3 End-of-life care
 - 5 Managing high-impact and high-prevalence risks
 - 5¹ Choking/dysphagia
 - 5² Medication management
 - 5³ Pain management
 - 5⁴ Skin care and wound management
 - 5⁵ Behaviour management
 - 5⁶ Delirium
 - 5⁷ Hearing loss
 - 5⁸ Restrictive practices
 - 6 Infection control
 - 7 Antimicrobial stewardship
 - 8 Responding to change and deterioration in health
- 3&4**
 - 9 Referrals
 - 10 Consumer information: condition needs, and preferences
- 4.**
 - 1 Support for daily living
 - 2 Emotional, spiritual, and psychological wellbeing
 - 3 Social, personal, and community life
- 3&4**
 - 4 Meal services, nutrition, and hydration
- 4&5**
 - 1 Inventory and equipment
- 5.**
 - 2 Service environment
 - 3 Cleaning and maintenance
- 6.**
 - 1 Feedback, complaints, and open disclosure
 - 2 Consumer advocacy
- 7.**
 - 1 Workforce management
 - 2 Workforce interactions with consumers
 - 3 Workforce education, training, and development
- 8.**
 - 1 Consumer engagement
 - 2 Organisational culture
 - 3 Information management
 - 4 Continuous improvement
 - 5 Financial governance
 - 6 Risk management
 - 7 Clinical governance
 - 8 Regulatory compliance
 - 9 Incident management

Villages Admission and Administration

Helen Ashton - Manager, Admissions, Villages & Administration



Who would have thought that COVID would continue to be the centre of our daily life! Challenging times for us all with the continued focus being the safety of our Residents, staff, volunteers, contractors, and all their families. With vaccinations being central to us moving forward into 2022.

COVID has continued to impact on the number of enquiries for Residential and Respite Care, particularly the ability of family & friends being able to visit. The Villages has been the opposite with many taking the opportunity to capitalise in this elevated market to sell their home and move to Independent Living.

Financially supported residents as at the 30th of June were Yallaroo 62.00%, Dellacourt 53.60% & Emily Gardens 58.62%. This is an increase from 2020. Lutheran Aged Care continues to review care based on need and therefore provide for financially supported residents.

For the twelve months to 30th June across our three residential facilities we have had 100 Respite Admissions down by one third from the previous 12 months. Of these 47 transitioned to permanent care.

Occupancy has fluctuated over the last 12 months. We were above the industry average till March, on average for April and slightly below for May and June. Emily Gardens has been above the industry average for the whole financial year, Yallaroo has been very close to the industry average while Dellacourt has been below which has been contributed to by rooms being closed due to renovation. Our combined occupancy as at the 30th of June was 83.49%.

LAC Home Care have been invaluable in providing support to our Village Residents. The additional assistance and support services allowing residents to remain in their homes. Thank you to Rosanna Youngs – Home Care Manager & your team for this 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. One Pemberton View Village resident has become permanent resident at Dellacourt, and one had respite at Yallaroo this financial year.

Nicholson Park continues to have 100% occupancy with no changes since September 2018. Pemberton View has welcomed 4 new couples to the Village, three local to Albury, and the other couple moving from the Surf Coast of Victoria to be closer to family. On the 30th of June there were two vacant units these will both be occupied by the beginning of October.

Residents, family, and visitors continue to compliment the wonderful work our Maintenance team, the gardens are beautifully maintained. They have also been busy with the renovations to 20 of our Pemberton View units and one Nicholson Park unit since 2016. Thanks also to the team for your continued support of our Village residents.

There continues to be many legislative changes within Independent Living. The most current one is the Asset & Maintenance register which will be operational from 1st July 2022. The support from Wendy Rocks, Ron Asquith, Stewart Taylor, and Louise Shields has been invaluable.

The Administration team has taken the challenge of the ongoing changes to the ever-changing entry requirements. Thank you to Stuart Purcell for his continued support for the Admin team.

We commenced seven days a week reception at Dellacourt and more recently Yallaroo. This resulted in welcoming four new team members and Karen Pinkerton transferring from Yallaroo reception to the role as Independent Living & Admissions Coordinator. Many thanks the admin team, the face of LAC - their efforts throughout the year have been sensational.



Emily Gardens

Michelle Kosorok - Facility Manager



“Caring for our Seniors is perhaps the greatest responsibility we have. Those who walked before us have given so much and made possible the life we all enjoy today”, (John Hoeven). It is with this in mind that I feel privileged to be working in Emily Gardens.

During the year the former Facility Manager Louise Mason tended her resignation, leaving in March, with myself being fortunate enough to have commenced in the role. I am enjoying the role immensely and am lucky to be working with such lovely residents and caring and compassionate staff. I believe the transition has been successful for staff and residents.

Like all working in the aged care sector, Emily Gardens has experienced a very busy year. One of the biggest challenges facing staff, resident and families has been managing restrictions that COVID has placed on us all. Tremendous effort has been made by staff, with cooperation from families/visitors, in maintaining the health and welfare of our residents. The carers, and lifestyle team were instrumental in ensuring that families maintained important relationships with their families by implementing iPad sessions and ‘window’ visiting. These challenges will not

go away in a hurry, and we cannot become complacent in our efforts to protect residents and staff. In recognition of this Emily gardens has provided ongoing learning and development for staff; kept residents informed of changes and has, and will continue to undertake regular auditing of infection control processes and our COVID preparedness.

Recommendations of the Aged Care Commission is something that is foremost in minds of all Managers in aged care facilities, as well as families and community members. In addressing concerns raised by the commission, over the past year Emily Gardens has seen the implementation of a 2 phase Incident Management system with revised and stringent reporting guidelines; introduction of a staff management system and review of most processes in the facility, ensuring that we meet industry standards and best practice.

Socially, residents have been partaking of many special ‘event’ days as well as enjoying regular activities. Christmas was held

differently last year, considering changes imposed by COVID, however feedback was that the days were enjoyed by all and were successful, so we will await this year’s events. When restrictions have allowed it, residents have been partaking in activities at the local school including Easter parade and Book week. The local pre-school has also visited dependant on visitor restrictions and guidelines. Residents are very fortunate to have a variety of lifestyle activities to partake of and are regularly asked about their wishes.

Emily Gardens will look forward to the next year with the challenges of undergoing our Accreditation review; implementation of a new electronic medication system; rejuvenation of Corella unit outdoor courtyard; as well as the daily challenges we face in this industry.

I wish to thank the team at Emily Gardens for their ongoing care and commitment to the wellbeing of our residents and families and I look forward to working with all throughout the next year. Lastly my thanks to Wendy Rocks and the regional LAC team for their support and guidance over the past few months.



Yallaroo

Marcia Supple – Facility Manager



I would like to take this opportunity to thank Yallaroo’s residents and families for continuing to place their trust in Yallaroo management and staff, during what can only be described as one of the most challenging periods we have ever witnessed as an organisation, industry, and society as a whole.



Sadly, the effects of COVID-19 continue to be particularly acute for residential aged care. The effect on aged care has brought more compliance, increased infection control and safety measures, and the careful management of visitors and staff rosters, however, our core objective has always been the care of our residents and their safety. Families and volunteers have been incredibly understanding, patient and supportive, and we are fully aware of the strain this has placed on all. Sometimes it is hard to see beyond the next month, but we look forward to the day, hopefully very soon, when we can resume having large gatherings of families, volunteers, and community groups back into our home.

Yallaroo continues to collaborate with Dementia Australia to support the increasing number of residents living with dementia in our home. We provide individualised support and social interaction for people living with dementia, so they can live a meaningful and purposeful life. We apply restorative and enabling therapies in Yallaroo, such as pet therapy, music therapy and sensory activities.

Despite lockdown, the lifestyle team have been working hard to provide an exciting new program which has been exhilarating, and provided a buzz to our atmosphere as

we all celebrated; Yallaroo Olympics, with Manoah house taking the gold cup with a score of 29, and Mother’s and Father’s day with a photo shot of our residents who are Mothers and Fathers. Our incredible lifestyle staff and carers ensured residents were able to maintain contact with their families, and with the outside world through Zoom, Facetime and other means.

In April Yallaroo underwent a 3-day reaccreditation audit which was the first of the unannounced re-accreditation visits from the Aged Care Quality and Safety Commission, For Lutheran Aged Care. Yallaroo was assessed against the Aged Care Quality Standards, and we are excited to say that all 44 expected outcomes were met, achieving 3 years accreditation.

We look forward to progressing our Business Plan in the next 12 months, as we emerge more resilient and committed to delivering high quality care to our residents. To this end, I also want to thank our Yallaroo staff, Volunteers, Lutheran Senior Management Team and Board Members for their unwavering support.

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



All failure is failure to adapt, all success is successful adaptation.” ~ Max McKeown

The staff of Dellacourt have moved from strength to strength in a year of challenges and change. Keeping our residents safe in a COVID-19 environment, implementing the recommendations from the Royal Commission into Aged Care, and the commencement of the Arrunga project.

After many years of vision and planning by Wendy Rocks and her team the Arrunga Project commenced with stage 1 at the end of 2020. In anticipation of a wet winter and to prevent possible delays, a decision to begin stage 2 early and have stage 1 and 2 completed together was implemented. Both stages have continued without delays and are scheduled to be handed over to Lutheran Aged Care on the 29th of October 2021. This will include a Library/ computer centre and 11 new resident rooms. Stage 3 will commence in November and will primarily effect Alikra and Granite Hall.

The Royal Commission into Aged Care handed down their recommendations and the Aged Care Quality and Safety Commission jumped into action. The Serious Response Scheme (SIRS) is now fully imbedded in Dellacourt. To date we have reported 3 priority 1 and 29 priority 2 incidents.

Restrictive practice has further developed to incorporate 5 types of restrictive practices. To be able to define restrictive practice for each resident requires person-centred care to an extent that has not been seen in the Aged Care sector. The staff of Dellacourt are embracing the change, lifestyle is further reviewing our resident's life stories to ensure the best outcomes for our residents.

In the past year we have completed the following quality improvement projects:

Introduction of Dellacourt skin care range

A review of resident's skin care needs highlighted that Dellacourt was providing the residents with skin care products that had the potential to do harm. The products were drying, contained preservatives, and many were petroleum based. In collaboration with Border Compounding Pharmacy a skin care line was developed specifically for our residents. There are 3 products in the range, a skin wash, shampoo, and pink magic moisturising cream. After a trial, we launched the Dellacourt skin care range. We now have requests from residents families and friends wishing to buy the products!

Purchase of Sensory Wizards

In a joint project with the Lavington Rotary Club, Dellacourt purchased two sensory wizards. These are interactive mobile units, that have 108 programs loaded for the residents. The programs range from air hockey through to quizzes. So far, the response from the residents has been positive, in the memory support unit these will prove to be invaluable. A big thank you to Gordon Miller and the Lavington Rotary Club for their considerable donation.

Change of model for Lifestyle

A full review of Lifestyle was completed to progress the lifestyle program from a participation model to an engagement

model. We have allocated Lifestyle staff to and under the direction of the Unit Manager.

This will enable focus on engagement and utilise all staff in the unit to work towards engaging residents. For the past two months our statistics are showing every resident in Dellacourt participated in some form of activity that enriched their life.

New activities have been included in the group choices for residents. The most popular has been "dance classes." Glen Strauss from Albury Wodonga Dance studio has commenced dance classes every Friday, restrictions allowing. This has been hugely popular for residents, families and staff.

Completing of the Aged Care Funding Instrument (ACFI) transferred to the Unit Manager's

Historically completing ACFI for Dellacourt was the responsibility of the Allied Health team. Last year the Unit Manager's attended training on ACFI delivered by Mirus and assumed responsibility for the complete ACFI process for their unit. This has proven to be successful, currently Dellacourt ACFI is the highest it has been since January 2017, thank you to the Unit Manager's and their teams for the great result. Sheree Sheridan has driven the process and assisted the Unit Manager's with submissions.

Accreditation

We are currently waiting for the ACQ&SC to perform their first audit of Dellacourt under the new standards. Earlier in the year we had an unannounced visit by the commission to review our COVID – 19 plans, followed by several calls for "spot checks" of our COVID – 19 plans.

This has been followed by a zoom meeting with an auditor to perform an interim review of Dellacourt. The Dellacourt Leadership Team attended and found it was a good preparation for the full audit. We will continue to improve systems to meet the standards and await the surprise visit!



Home Care

Rosanna Youngs – Home Care Services Manager



I started my nursing career 13 years ago and after my first placement I developed a passion of caring for the aged. My aspirations since a child have always been to care and support others. It is something I hope to do for many more years to come. This year has been full of challenges but there is nowhere else I'd rather be.

“If you don't love what you do, you won't do it with much conviction or passion.”

- Mia Hamm

The Lutheran Home Care Team has been operating in the community now for 27 years and has faced many challenges during this time. The last couple of years, there has been many changes within the sector and how we operate, and the home care team has been receptive, innovative, and adaptable to these changes and new requirements. The focus of the last 2 years has been to increase consumers on Home Care funded packages through Lutheran Aged Care (LAC), rather than Select Care (Fee for Service). LAC packages are the most profitable, and with the case management component, ensures consumers are supported and have access to high quality continuum of care. Home Care packages have increased by 8% in the previous financial year and account for 63% of our home care consumer base. With an average of 306 consumers and 60 employees, the Lutheran home care team continue to provide exceptional care to all our consumers, and this is something we can be proud of.

The year has been filled with constant vigilance in monitoring coronavirus and implementing infection control procedures to ensure the health and wellbeing of all.

HOME CARE SERVICES

The Lutheran home care team provides a range of services to people in the Riverina region including Murray, Corowa Shire and Greater Hume Council areas. The approved services that Lutheran home care provides are the following:
Consumer Direct Care Packages Level 1-4

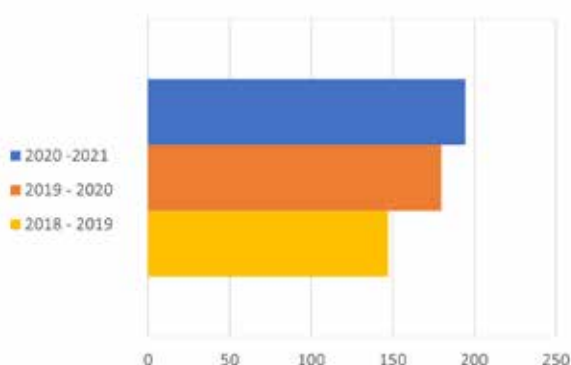
Government funded program. Consumer Directed care plans are developed based on the consumer's choices, care needs and allocated funding. Consumers have control over what they would like included in their support plan, and which specialised services they would like to access. Area Coordinators Nicole, Vickie, Monique, and Hayley are passionate in ensuring clients can remain living within their own home, with access to formal supports as needed.

Commonwealth Home Care Support (CHSP) – Flexible Respite CHSP is a Government subsidised program. CHSP Flexible respite assists consumers and their carers to remain living in their own home. The program gives carers a break from their normal caring role and allows them to spend quality time with the person for whom they are caring. The staff take away the stress and deliver compassionate care and support. CHSP care plans are developed with a reablement and wellness orientated goals approach. The clients accessing the program fluctuate week to week, and Tracey Newman oversees its smooth operation.

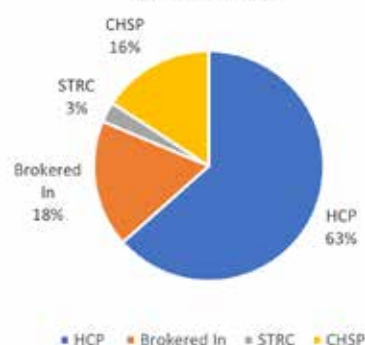
Short-Term Restorative Care (STRC) is a government-funded intensive 8-week restorative program. Registered Nurse, Monique Beecroft brings her years of experience in planning and developing a program with the assistance of a multidisciplinary team, to meet the consumers goals.

Select Care Services (Fee for Service) is available to all people in our region. Other companies will often broker services through Lutheran Aged Care Home Care. Quality qualified staff

Consumer Direct Care Totals



Percentage by Program 2020 - 2021 Financial Year



deliver care and support to consumers. Assistant Coordinators Colleen, Tracey and Leanne manage the Select Care services which requires continual monitoring of staffing levels and ability to deliver care services.

Home Care works closely with Helen Ashton (Admissions Manager) and the Residential facilities in future planning and transitioning consumers through the process of Respite and Permanent Care if that is required.

SCHEDULING

Assistance Coordinators Colleen, Heather, Leanne, and Tracey take great care in scheduling and communicating with consumers, providers, employees, and representatives. Every month on average, 2800 services are scheduled to meet the consumer's choices and needs. Several changes take place to schedule last minute doctors' appointments and high priority services. The schedule continuously changes, and the Assistance Coordinators manage this with precision and compassion.

STATISTICS

A consumer aged 106 lives in the community under our home care support. Her story and lifestyle are an inspiration to our team, and we experience great joy in caring for her. We have several consumers that we have been delivering care to, for over 10 years now, with our longest standing consumer of 12.5 years.

This also includes our Home Care employees, several of whom have been with Lutheran for over 20 years. 123 compliments and less than 12 complaints have been received in the financial year.

Since 2018 – 2019 financial year, Consumer Directed packages have increased by 32%; a great number of referrals are received through word of mouth. This shows that Home Care continues to deliver high quality care to all consumers in the community.

QUALITY

Home Care admission processes and continuum of care has been redeveloped in line with the Quality Standards and Quality and Safety Commission report. Several forms and assessments have been implemented, with the focus of consumers wellbeing and choice.

The implementation of AlayaCare Computer Management System has enabled real time sharing of information between Home Care workers and the office team, to ensure direct and timely communication. Consumers have access to a portal to review their schedules and request for changes to their services.

MOA benchmarking has been an excellent addition to the organisation's systems. Benchmarking is completed monthly, with gaps and data trends clearly identified. Mandatory Home Care meetings, with

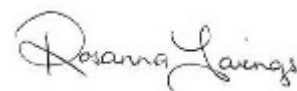
educational in-services is undertaken to address gaps identified in MOA benchmarking.

THANK YOU

The last two years have been some of the toughest years in home care. We have experienced staff shortages for over 12 months now and the load on all involved has been great. To work in this field your staff need to have care and compassion and I am proud to say our staff do. Our team is constantly advocating for all consumers/representatives and other staff members. I cannot thank the team enough for their ongoing hard work and the dedication they have towards their role. I am proud to be part of the Home Care team and work for Lutheran Aged Care.

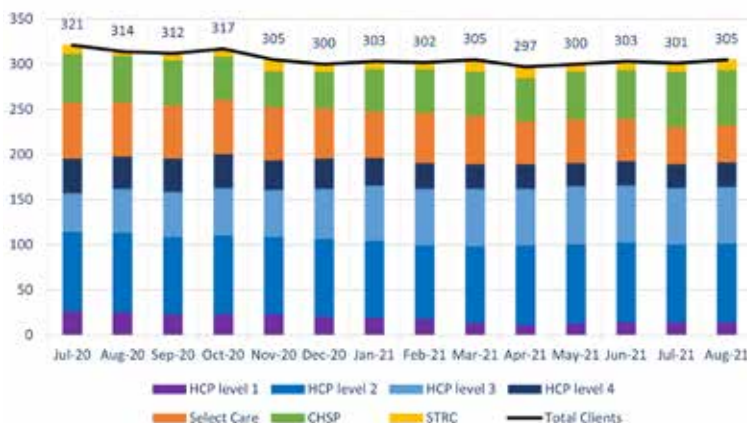
Thank you to Wendy Rocks, the board, Quality team, Human Resource and Finance team, your knowledge and support has been invaluable throughout the years.

Yours sincerely,



Rosanna Youings
Home Care Services Manager
Lutheran Aged Care Albury

Package Analysis



Jenny:

Thank you, Lutheran staff for all the support and care that has been given to John and Val. We couldn't have done it without the support as long as we did. You have very special staff

Bronwyn (Social worker):

Thank you Lutheran for accepting Margaret onto a package, Lutheran should be very proud of their care services, for going over & above what is expected from a package, the effort everyone has put into trying to help Margaret stay at home.

John :

The support from all the LAC team, frontline carers and in the office dealing with a rapidly evolving situation has been wonderful. Grateful thanks from the extended family

Judy (RN Aged Care Assessor):

Your program is so fantastic – you & the team have made such a monumental difference to the lives of my clients. The STRC has given hope & increased confidence, that in these times is a huge gift.

"I have been with Lutheran since the commencement of home care 27 years ago. What do I like about my job? The main thing is the elderly and not so elderly people that I get to meet and their families. Being able to make their lives easier by coordinating services that suit their needs. Seeing the continuous growth and support that Lutheran provides for our local community.

Being able to help people in their hour of need.

Knowing that I have been able to build a rapport with most people, even some of the not so easy going.

The staff that have supported me over the years to make my job easy, and the opportunity Lutheran has given me to take on this role."

– Vickie Plunkett Area Coordinator.



Property and Maintenance

Stewart Taylor – Property and Maintenance Manager



The Property & Maintenance team at Lutheran Aged Care (LAC) are responsible for providing maintenance services through the maintenance workforce stationed at the three LAC sites, Dellacourt, Yallaroo & Emily Gardens and the independent living units at Nicolson Park and Pemberton View.

The maintenance team consists of seven personnel. Robert Hill looks after the Emily Gardens site and has been with us for 3.5 years. Bob as he likes to be known, works three days a week and is on call when required, he has become an asset to the company providing his many handy skills, keeping up with the maintenance issues on Lee Care and providing a warm and happy approach to his daily chores. Bob organises contractors when needed, as due to our border bubble, I have not been able to travel to The Rock as much as planned to support Bob, Well Done Bob.

Our Yallaroo team consists of Ian Aiken and Tim Taylor. Lately I have started rotating the teams between our Yallaroo and Dellacourt sites, so all employees are familiar with the changing of the building works at the Dellacourt site. Tim has been with us for just over 11 years and is an

accredited Horticulturist. He has spent many of his years working across both Albury sites as well as the 52 independent living units, not only showing his expertise in gardening, but has gained valuable handy man skills. Craig has moved over to Dellacourt to assist Gary Paring our newest member. Gary comes to us with an electrical background and provides electrical services across the three sites. Gary has spent many years working for himself on air conditioning installing and servicing in large commercial buildings.

Craig Broughton is another of our horticultural team, Craig returned to us after spending a few years working elsewhere. Craig's knowledge of the sites is a bonus.

Ian is my 2IC and has been with us for just on 8 years, a quiet achiever; no job is too hard or too big for Ian. he just gets in and does it. His knowledge of all the sites over those years has made the operation of the team much more efficient. Ian is a valued employee to the maintenance team and to LAC. The final member is Jim Harrison, who works three days a week and looks after all the lawns, gardening & general duties on the Albury sites. Jim has improved on his maintenance skills in the very short time he has been with us.

This year in maintenance, our team at Dellacourt had to adjust in the way we worked

and where we were accommodated. The maintenance workshop and office were turned upside down. It was sealed up with only one entrance through the roller door at the end of the building, a new doorway was cut in between the workshop and the office, so we could continue functioning as maintenance team. All equipment and tools, including spare beds, mattress movers and lifting equipment, all had to be relocated for Hansen Yuncken (the construction group on the 'Arrunga' project) to renovate the dungeon (basement area which had been our storage area). This involved many hours work for the maintenance team in between carrying out normal duties.

With nowhere on site to store the equipment, paper products mowing equipment etc, two twenty-foot shipping containers were purchased for use as our storage sheds. Other larger equipment, beds, mattresses wheelchairs and wheely walkers were relocated to the back of Cedar house in the men's shed. The maintenance team has adapted to the challenges and are looking forward to the completion of the Arrunga Project.

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

