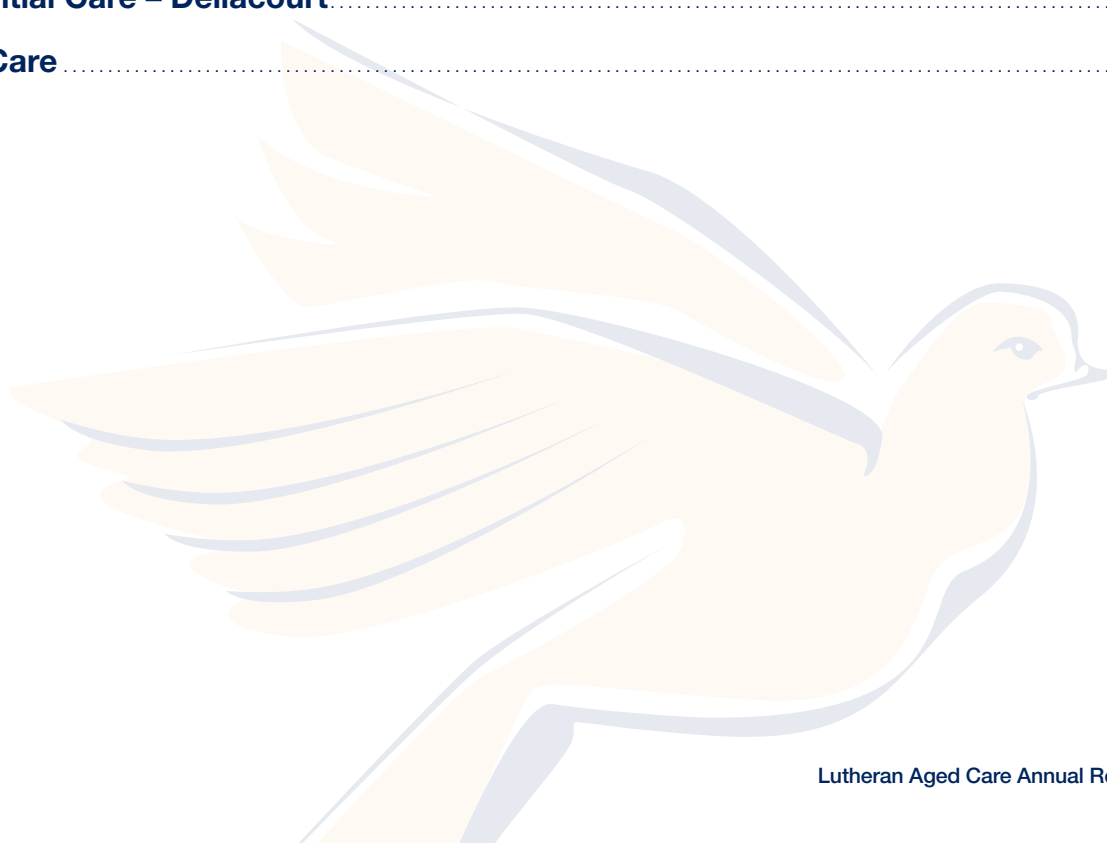


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Our Values

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

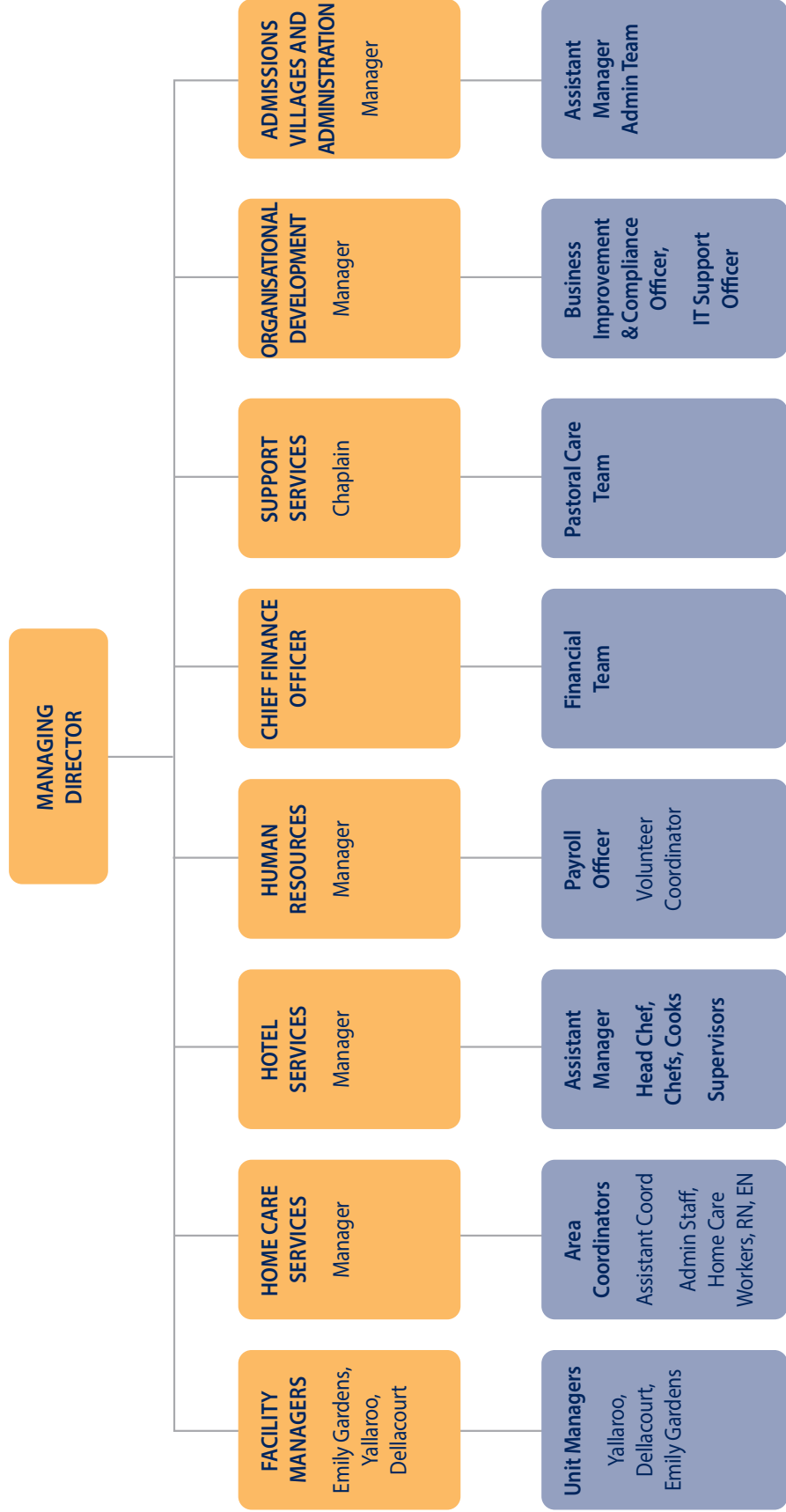
Professionalism in our dealings with people.

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



Annual Report 2023

Tim McInnes - Board Chair

Wendy Rocks - Managing Director



We are pleased to provide this annual report for Lutheran Aged Care Albury, which is a symbol of survival through a very challenging year, but here we are in August 2023 still with positive stories to tell.

COVID

Consistent infection prevention and control work has continued throughout 2022-2023 and thankfully we have been able to confine the small number of COVID infections, and to prevent many more. Vaccination rates remain high, and screening of staff continues daily. This seems tedious and is tedious for staff, however, we continue to identify COVID positive staff which, if not detected could have resulted in an outbreak. All staff are to be congratulated for their vigilance and cooperation

COMPLIANCE

Compliance requirements for the sector continue to increase with the aged care reform process. Lutheran Aged Care has had no noncompliance throughout the year, and all areas of service delivery maintain their relative accreditation. Star Ratings for all aged care homes are now published on the Government website on regular basis. These are based on the mandatory quality indicators which are reported on each quarter, and the compliance with staffing requirements. We are pleased to note that Emily Gardens at The Rock retains a 3 star rating, and Yallaroo and Dellacourt retain a 4 star rating. This is certainly a team effort of which we are proud. The recent requirement to have a Registered Nurse on site 24/7 has been met, with Emily Gardens granted an exemption related to its geographical location, and the extreme shortage of RNs in regional areas.

LACA HOMECARE

Home Care continues to grow, as staff are available to be recruited. The demand is certainly there, and it is only this factor which inhibits growth of this area. Home Care clients provide regular positive feedback about the service provided:

"02/06/2023 Consumer: Rosemary would like to do a shout out to Amanda T and Anne C for the service they provide they just get it done, take initiative and don't need to be asked. Lovely ladies too."

"28/06/2023 Consumer: Spoke to Valerie and her daughter Heather over the phone. Very happy with services that Lutheran are providing with Domestic Assistance. Staff are very professional and very helpful"

"01/06/2023 Consumer: Edna gave a bunch of flowers, box of chocolates and thanked Nicole for all the great support and service they received. We would not been able to stay in our own home as long as we did without LAC"

Although always ready for an audit, Home Care continues to wait for their Accreditation Audit. The 'Support at Home' legislation which will bring major change to the Home Care sector, has been delayed until 2025, which is unsurprising given the amount of reform that has been and is being implemented regularly.

THE VILLAGES

The 2 independent living villages have continued to be fully occupied, and these and home care clients often feed into the residential care homes, if/when this becomes appropriate. Both Villages have an ongoing upgrade program, that ensures both aesthetic and practical improvements occur whenever a house becomes unoccupied.

NEW FACES

We are excited to welcome 26 qualified care workers from the Philippines' later in the year through a recruitment migration program that we have been involved in for the past year. Some of the care workers are Registered Nurses seeking Australian registration and will work as care workers while securing their registration. These staff will all work towards permanent residency in Australia and the region, and will commence with Lutheran Aged Care as full time staff, bringing much stability to the rosters of the homes and potentially allowing growth in the Home Care sector of Lutheran Aged Care.

THE BOARD

We said goodbye and a heartfelt thank you to Board member Kevin Klose recently and are again seeking new Board members. This is the first year we have welcomed a Board member to meetings remotely, and after a few technical hiccups, we are pleased to say it has worked well. It is amazing to have this option in this time of shrinking people resources. The Board continues to push through very difficult and busy times which are not for the faint hearted, and we are tremendously thankful to have the quality of people that make up our small Board.

ONWARD AND UPWARD

Many new initiatives have been embarked upon this year, some to meet new compliance requirements and some as a result of strategic objectives reached. Some examples are:

- The reshaping of the Quality and Safety Committee to meet the compliance requirements of a Quality and Safety Advisory Board to the LAC Board.
- Through Grant funding, the adoption of electronic medication prescribing and charting.
- Through partnership with the Primary Health Network (PHN) the adoption of Telehealth in all homes (facilitated by an electronic Telehealth 'cart')
- A number of LAC RN's and EN's have attended the Aged Care Community Providers Association (ACCPA) Transition to Practice program.
- LACA has entered into an MOU with Australian Primary Nurses Association (APNA) who will provide government funded facilitators for student nurse and Occupational Therapy university placements in the LAC homes. This is a great improvement as the sector has never had the staffing to provide appropriate facilitation to these students.
- The finalisation of the implementation of a new end to end Human Resources system,

with the adoption of the performance management module now occurring.

- Rachael Scanlon, as part of the LAC IT Committee, has done a great job in reviewing the organisation's system usage so that we can be sure that we are fully utilising any electronic system in use, saving manual work arounds.

REBUILDING AND RENEWING

Stage 5 of now 7 stages of the Dellacourt construction project, will be handed over prior to Christmas this year. Stage 5 includes new central service areas including a commercial kitchen, laundry, and office spaces. Many new resident rooms are now occupied, and the beautiful new library is now in full use. The large dining area is nearing completion and a 'bar area' is being used by residents for a sociable glass of wine. Rumour has it that this will be called 'the Rocks Bar', with the new Dining area the 'Asquith Room', and the new library, the 'Burdack Room'.

It has been a challenging year for the construction group, with COVID and a shortage of contractors impacting on the completion date of the project. It is great, though that we have worked through the difficulties together and there remains a very positive on site relationship between staff and builders.

We thank Sheree Sheridan as Manager and her team for successfully managing the many disruptions around which they must work, and the many resident moves undertaken. We thank the residents and their families for their patience and ongoing communication with the staff managers to good effect as part of the overall 'team'

SUSTAINABILITY

Sustainability and Workforce are the two highlighted risk areas for the sector in general, as you will have heard in the media. This is no different for Lutheran Aged Care, and you will note the initiatives in regard to workforce undertaken. The Board and

management monitor the financial health of the organisation closely and very regularly and strategically the Board explores initiatives that will continue to underpin LAC's sustainability.

WORKFORCE

LACA was delighted to process the direct care worker pay increases prescribed by the Fair Work Commission recently. It is much deserved by the hard working and committed staff of this sector and specifically Lutheran Aged Care. We look forward to improved governance of this matter by government going forward so that the true value of the work in aged care is appropriately recognised which brings in turn, human resources of quality into the sector.

On behalf of the Board, we thank the Lutheran Aged Care staff for their commitment to us, for their steadfastness during staff shortages and their support of each other and the residents of Lutheran Aged Care. We are very proud of our Home Care, Residential, Pastoral Care, Maintenance, Human Resources, Hotel Services, Admissions and Villages, and Organisational Development Teams. As you read through this Annual Report, you will see why!

STRATEGIC DIRECTION

This year we embark on creating a new strategic plan as we see the completion of the 2019-24 plan next year. So many opportunities, so many ongoing challenges to face, but LAC has historically always risen to each challenge and become stronger as a result.

We pray that this will continue to be the case for this important ministry to our elderly

Tim McInnes - Board Chair
Wendy Rocks - Managing Director

Pastoral Care

Chaplain David Jarman – Pastoral Care Team

“I can do all things, through Him Who strengthens me.”
- *Philippians 4:13 (ESV)*”

God’s peace be with you, as we seemingly rush headlong towards the end of 2023.

It has been a very busy year for all of us in the pastoral care team. I continue to be indebted to the management team for their ongoing support, advice, and confidence as this year seems to have flown by. As a team, we continue to make steady progress towards our goals as outlined in my last report in October last year.

Our role can be emotionally intense, as we are often confronted with the challenges of human mortality, grief and loss. We are helping residents to find renewed hope and meaning, God’s purpose for their lives, as it often becomes obscured by the dark clouds of health concerns, loss of independence, and loneliness. At the same time, we have a role in supporting other staff as they give the best care they can in often stressful situations.

The role can also be intellectually challenging, as we operate in a relatively privileged and unique position within LAC’s organisation – touching upon various aspects of operations, working across several facilities, and providing pastoral support both directly and indirectly to the hundreds of people who reside and work in LAC’s community.

As I have shared within the team – this can sometimes feel like we are performing maintenance on an engine that is constantly running – care for our residents is a 24 / 7 enterprise that cannot stop. There are many moving parts to this engine that interact with

each other, not necessarily always in obvious ways. As professional spiritual care practitioners, we need to be familiar with – and work amongst – all these various aspects of life and work in an aged care complex.

The way this looks changes daily, feeling in many ways – to use another metaphor – like a jigsaw puzzle with constantly changing pieces. What does the overall puzzle picture look like? What is God’s vision and purpose for the ministry in this community? That too is something that requires ongoing discernment and strategic thought.

Overall, however, despite the challenges, I believe that the various jigsaw puzzle pieces are steadily falling into place. We continue to be built up into an effective and experienced team – we welcomed Del Tait as our colleague in ministry earlier this year, replacing the gap left by Benny John’s departure. She brings with her significant clinical experience as an enrolled nurse, along with recently concluded training in spiritual care and chaplaincy that she is eager to put into practice in our community. She has brought enormous enthusiasm and dedication to her role and has already assisted the team greatly in various areas with her time and efforts.

We continue to make steady progress towards our vision of being a professional, coordinated, and integrated part of LAC’s care team, as we have broadened our activities across the three facilities. Emily Gardens now receives weekly Holy Communion services instead of fortnightly, giving its residents the same access

and regularity that Dellacourt and Yallaroo enjoy. We have commenced several new initiatives in group activities, including ongoing group psychology sessions in collaboration with specialists from local provider Step Psychology, and spiritual reminiscence sessions called ‘This Is Your Life’ – where residents are encouraged to share their life experiences and spiritual journeys with one another in a friendly, informal setting for mutual support and encouragement.

We continue to provide one-on-one support to individual residents, responding to referrals from staff and next of kin, working with clinical staff to identify residents with spiritual needs – often in response to a change in health situation or, unfortunately, entry into palliative care. Even during these often intense and difficult situations, pastoral care brings, I believe, a positive and powerful ministry of presence that gives our residents peace and hope in those trials. Christ brought the light of His grace and the power of God’s love to those who were destitute, despondent, and without hope; it is this ministry that we aim to emulate.

Our journey is far from over, and as a team we still have mountains to climb. But as we move onwards and upwards as a team, God blesses us with a greater vision – perhaps a benefit to climbing mountains – and we have the greater privilege of seeing the work that He is doing in and among this wonderful community.

David Jarman (Chaplain)

17th August 2023

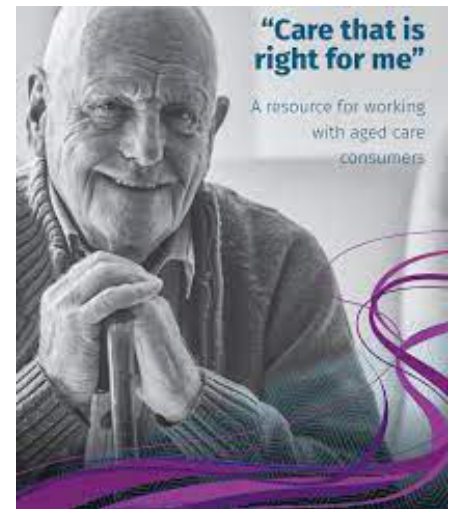


Consumer Advisory Committee

July this year saw the formation of the Consumer Advisory Body (CAB). The committee comprising Residents, Family members and Friends appointed resident, Geoffrey Weule, as its Chair. Until recently, Geoff was an active member of the NSW Justices of the Peace Association and a Senior Lecturer in Business Studies and Marketing in Greater Western Sydney.

The recently concluded Royal Commission into Aged Care insisted that, the residents and their families, have a clear pathway to management on all matters relating to clinical and personal care, food services, lifestyle services as well as access to community-based programs, activities and services.

CAB will meet frequently to gather and assess information regarding the aforementioned matters and report to the appropriate authorities on how such matters were received and amicably dealt with and resolved, ensuring that Lutheran Aged Care remain at the forefront of providing first class Aged Care facilities, second to none.



Finance

Ron Asquith – Chief Financial Officer



It is with pleasure I write this report on behalf of the finance team at Lutheran Aged Care. I started with LAC in June 2022, and what a year to start in the aged care sector. There have been so many changes within the sector this year, AN-ACC funding, care minutes, star ratings, quarterly reporting, to name a few. It required a steep learning curve on my part, and a great supportive team around me.

In 2022-2023 there were significant changes to Commonwealth residential care funding. A new case-mix funding model, Australian National Aged Care Classification (AN-ACC), was introduced on 1 October 2023. This funding provided an increase to our average daily subsidy (ADS) of \$44 per resident per day.

The funding increase coincided with continued external cost pressures that has seen LAC return a deficit result for the year. The annual inflation rate in December 2022 was 7.8% which did drop down to 6% by June 2023. Employee costs were compounded by a tight labour market and new care minutes targets that were introduced 1 October 2022. In an effort to achieve these targets LAC increased the use of agency and overtime, which of course came at higher rates than were provided for in our new funding model.

Our financial loss for the year was \$2.5 million. This includes a net \$0.5 million decline for revaluations of land, buildings and investment properties. Net operating and financing cash inflow for the year amounted to \$2.17 million, while we re-invested \$7.16 million back into our organisation by way of plant, equipment, property and improvements to ensure we provide current and prospective residents with as new facilities.

The outlook for 2023-2024 is positive with a higher residential funding rate for the full year, and an expected easing of external cost pressures. A much-needed uplift to direct care wage rates will hopefully make the sector more attractive to potential employees and go some way to easing our staffing shortages.

Our Home Care programs continue to trade with positive returns, providing a 4% profit margin for 2022-2023. Our consumer numbers across each of the four programs have remained steady. While there is demand for growth, this has been impeded by labour shortages.

Our two villages also provided positive returns this year. Excluding the \$2.5 million land and building revaluation, our villages returned a profit of \$0.2 million. Three quarters of this profit was re-invested back into the village to ensure our stock is maintained at the highest quality.

Our Dellacourt facility redevelopment is continuing. Once complete, our residents and staff will have a beautiful modern space to live and work in. To date LAC has invested \$18 million of its own reserves. There is a further \$10 million to spend on the fixed-term project. To complete the final stages, LAC has been approved for a new loan facility with the Lutheran Layperson's League (Bank). No drawdown on this facility has occurred to date.

To assist in the logistics of the redevelopment a strategic decision was made to reduce Dellacourt occupancy. Our expectation is that occupancy will return to pre-pandemic levels once the redevelopment finishes.

I would like to thank the board, Wendy and managers of LAC for their support and guidance throughout this last year. I believe the strength of the organisation to continually adapt and be early adopters of change will ensure the future is a positive one for Lutheran Aged Care Albury.



STATEMENT OF FINANCIAL POSITION
For the year ended 30 June 2023

	Note	2023	2022
ASSETS			
Net cash at bank and cash on hand		11,992,195	16,985,250
Receivables and stock		1,487,146	1,566,714
Property, plant and equipment	1	67,096,511	60,702,634
Managed funds	2	1,059,444	887,189
Other assets		1,110,000	1,394,675
TOTAL ASSETS		82,745,296	81,536,462
LIABILITIES			
Trade and other payables	3	2,360,752	2,623,449
Resident share of capital gain	4	1,970,047	871,047
Employee benefit		3,071,393	3,073,599
Income in advance		447,610	424,740
Accommodation bonds		27,951,123	24,064,595
Entry contributions		9,801,578	10,516,548
TOTAL LIABILITY		45,602,503	41,573,978
TOTAL EQUITY		37,142,793	39,962,484

NOTE

- 1 Capital Investment in property and equipment from cash holdings
- 2 Includes unrealised capital value decrease during the year
- 3 Liabilities include unspent home care package funds
- 4 Capital gain is paid out on departure from the Villages

STATEMENT OF CASH FLOWS

For the year ended 30 June 2023

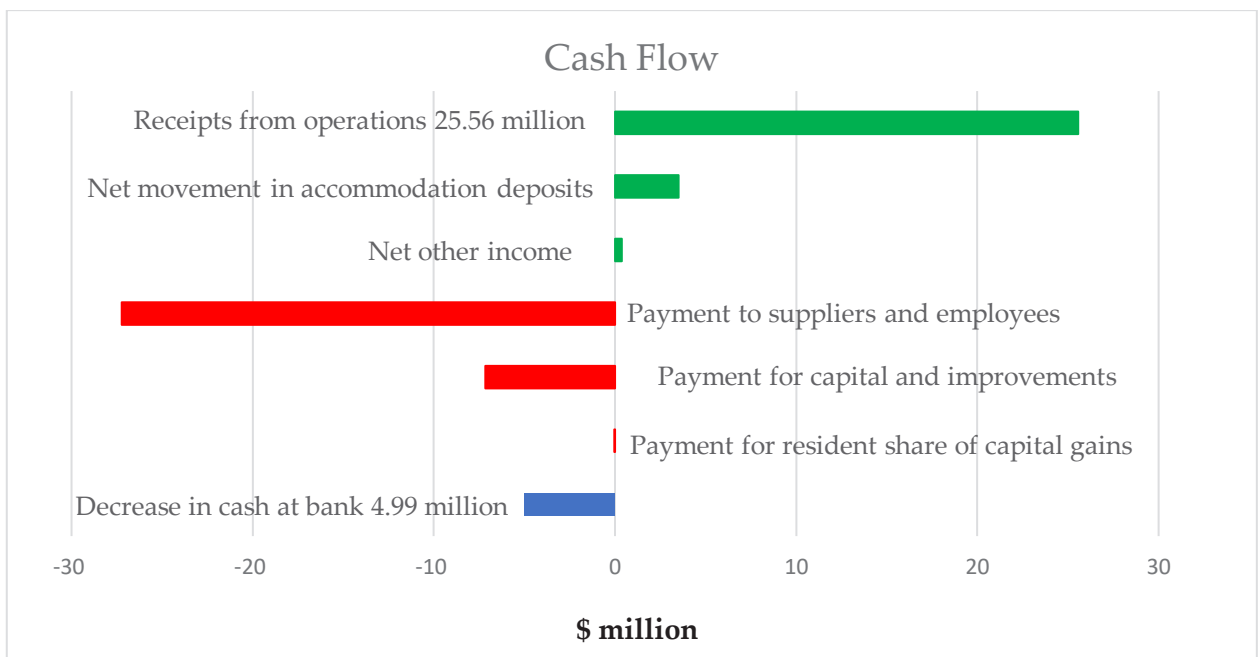
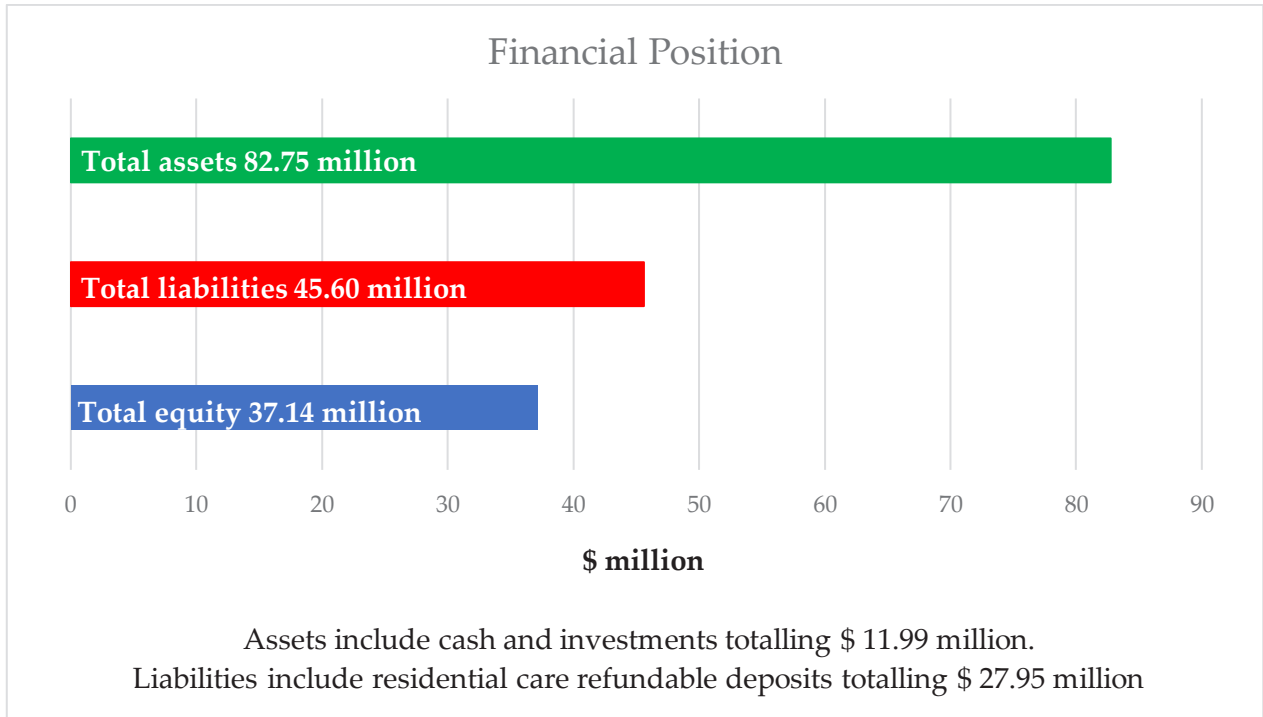
	Note	2023	2022
Cash flows from operating activities			
Receipts from operations	1	25,562,677	22,810,208
Donations received		163,641	62,245
Interest received		273,431	48,278
Payments to employees and suppliers		(27,230,401)	(25,201,113)
Borrowing costs		(65,363)	(35,236)
Net cash provided by (used in) operating activities		(1,296,016)	(2,315,618)
Cash flows from investing activities			
Proceeds from sale of investments		-	17,325
Purchase of investments		(217,221)	(73,700)
Purchase of property, plant and equipment		(6,943,462)	(6,603,072)
Net cash flows provided by (used in) investing activities	2	(7,160,683)	(6,659,447)
Cash flows from financing activities			
Net proceeds (payments) from resident bonds		3,505,643	4,459,764
Payment of resident share of capital gains		(42,000)	(10,000)
Net cash flows provided (used in) financing activities		3,463,643	4,449,764
Net increase (decrease) in cash and cash equivalents held		(4,993,055)	(4,525,301)
Cash and cash equivalents at beginning of financial year		16,985,250	21,510,551
Cash and cash equivalents at end of financial year		11,992,195	16,985,250

NOTE

- Cashflows received from operations amounted to \$26.0m, an increase of \$3.1m from the prior year.
- Cashflows used in investment activities amounted to \$7.2m. \$6.5m of these activities were associated with the Dellacourt redevelopment.

LUTHERAN AGED CARE ALBURY LTD

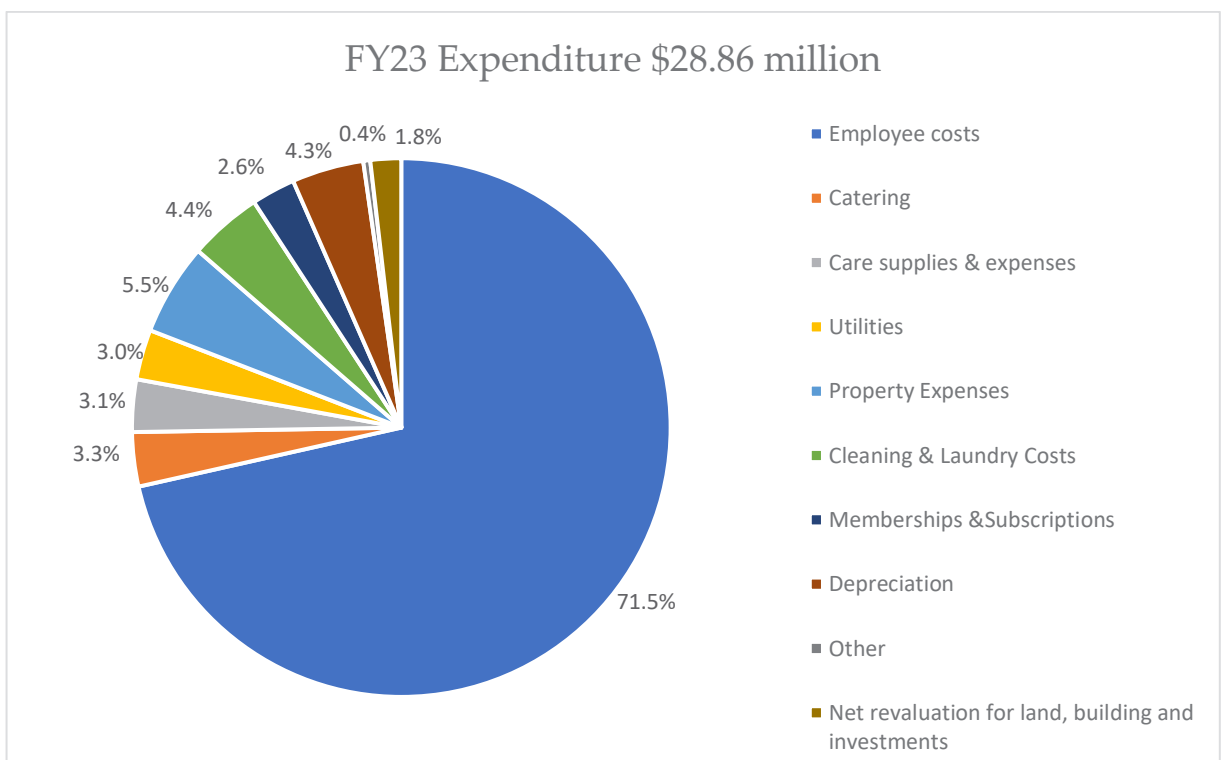
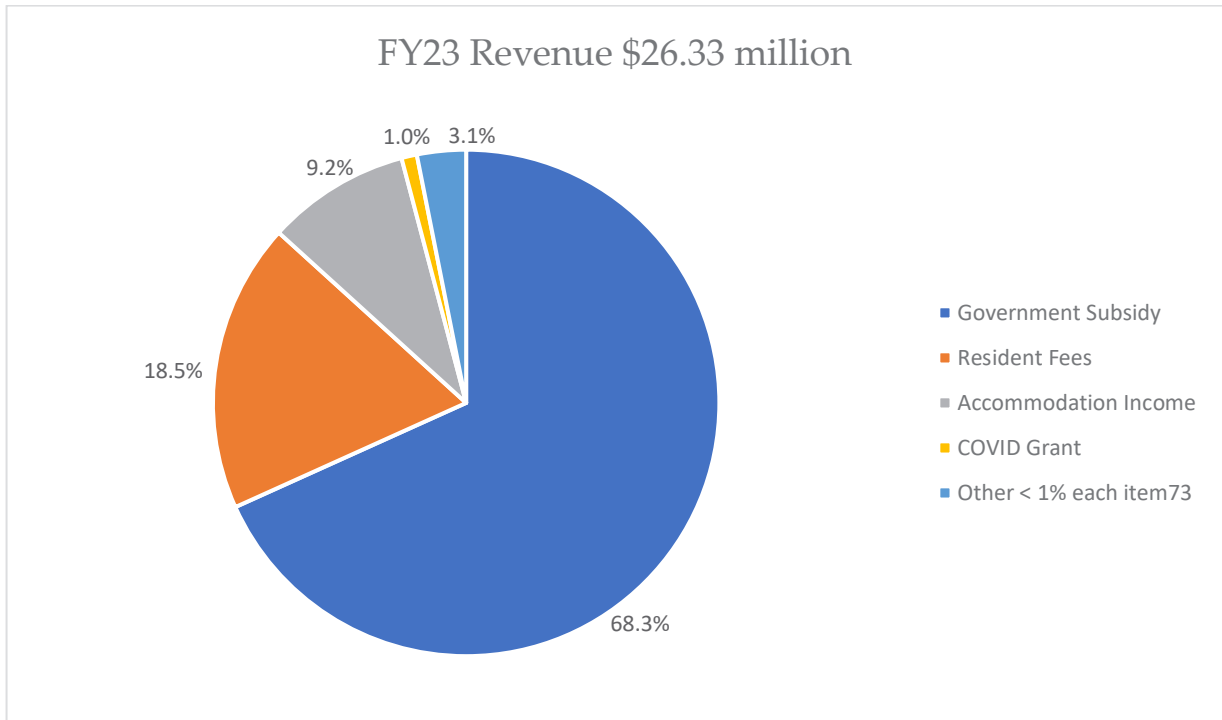
Performance and Position Snapshot Year ended 30 June 2023



LUTHERAN AGED CARE ALBURY LTD

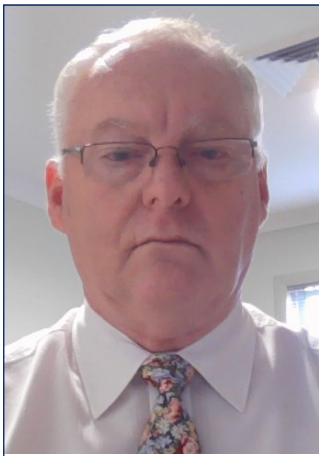
Performance and Position Snapshot

Year ended 30 June 2023



Human Resources

Don Elder – Human Resources Manager



While 2022-23 saw Covid-19 become a more tolerable part of our lives, we still experienced a number of minor outbreaks that were promptly brought under control within our facilities. Our Staff have still been impacted by the presence of Covid-19 within the community. From 01 April, the Commonwealth Government changed its support for aged care workers, who experienced positive tests for Covid-19 and were unable to attend for work for 7 days, (the updated isolation period) and who also had no access to paid sick leave entitlements. There is now an entitlement to a Government payment based on hours of work that were not paid during the period of isolation. The Aged Care provider makes the payment and seeks reimbursement from the Grant Opportunity on a quarterly basis. Strict evidence requirements must be met.

This updated entitlement saw 16 staff receive a payment under this scheme, enabling approximately \$11,400 of lost income to be maintained.

The relaxation of Covid-19 travel/movement restrictions also saw our workforce become more mobile. The already limited available workforce within the Aged Care industry, saw the Government introduce a number of retention payment grants over the past two years, with the latest being applicable

to Registered Nurses. The focus being to try and encourage those RN's within our workforce, or joining our workforce around that time, to remain within the sector and with that employer for a minimum period of 6 months. This Grant also recognised the academic and other contributions RN's make within the workplace on a daily basis, and as part of role expectations within the Covid-19 climate. The RN Retention Grant enabled LAC to make payment to 26 of our nursing staff for a combined amount of \$112,427, in recognition of: commitment to LAC during the qualifying period(s); post graduate qualifications, additional training responsibilities and working in remote areas.

2023 Influenza Season

As with 2021 and 2022, the 2023 Flu season was another non-event for us. The Government requirement for maintaining Covid vaccinations up to September 2022 for aged care staff would have to be the most significant factor, with regards to the impact on influenza within our facilities and workforce. While the 2022 and 2023 influenza seasons were not subject to Public Health Orders requiring staff to undertake mandatory influenza vaccination, Lutheran Aged Care advised staff of our ongoing commitment to vaccination and the introduction of a mandatory vaccination policy. All staff responded with 100% compliance. LAC will continue to enforce mandatory participation in a Fluvax program, with the only exception to be a valid exemption as recognised and stipulated by the Federal Minister for Health.

HR Systems Replacement

Late 2021 saw us embark on the replacement of all our HR Systems. Prior to the implementation of our replacement system, we utilised separate systems for HR, Payroll, Learning and Rostering, (Time and Attendance) with manual generation of a General Ledger File containing payroll data, that was incorporated into the finance system through data entry. As a result of the inability for some of these systems to keep pace with our changing needs, as well as

meet the pending changes with Care (AN-ACC funding changes), it was felt appropriate to explore a singular and fully integrated system that would meet our needs for the immediate future, as well as for some time to come.

As mentioned in last year's report, an extensive and detailed period of system configuration, User Acceptance Testing (UAT), Parallel Run testing and ongoing tweaking of the final solution, saw us proceed to 'go live' on 03 October 2022. This included the import of Year to Date figures from the redundant payroll system, the creation of a General Ledger Import File, streamlined Onboarding for new staff, easier triggering of advertising to third party recruitment platforms, ('SEEK' and 'Indeed') and importing of payroll forms.

The implementation involved a significant time commitment from many individuals who also needed to ensure day to day business needs were still addressed/ supported. While tweaking of the system is still required, new enhancements forthcoming (centralised rostering, leave planning etc) has, and will, enable us to streamline internal processes and access to information for managers.

The 'go live' did not include implementation of the Performance Management Module which, at the time of this report, has been approved for implementation in the 2023/2024 financial year, and for which determination of LAC requirements and subsequent configuration has commenced. It is expected that the performance management module should be ready for 'go-live' in October 2023.

Workforce

Volunteers

As mentioned above, while COVID has continued to have a significant impact on our paid workforce, it has also had a significant impact on our Volunteer team. We have seen our numbers remain low (the low 40's for active participants) with many deciding not

to return to volunteering due to ageing/health, and the decision that now is the time to retire from participation. Our Volunteer Coordinator (Nicole Jarman) is actively endeavouring to increase the number of participants.

Our facilities consistently average the participation of approximately 35-38 volunteers over the course of a month contributing an average commitment of over 500 hours. This is a significant contribution for a small band of "regulars."

Staff Demographics

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	2015	2016	2017	2018	2019	2020	2021	2022	2023
Average Age (years)	44.83	44	44.25	44.08	44	43.62	44.29	43.18	43.94
Average Length of Service (years)	4.67	4.67	4.75	4.75	5	4.04	4.65	4.56	4.9
Age of Oldest Staff Member	75	76	71.25	72	73	74.17	75.18	76.17	77.3
Age of Youngest Staff Member	19	19	19	16	18	19	18	16.26	18
#Staff <25 y.o (total # of Staff)	30 (302)	36 (318)	29 (322)	31 (327)	32 (341)	33 (339)	45 (328)	38 (311)	32 (311)
# New Starters	88	91	95	91	78	89	152	78	84

As can be seen from the data, our average age continues to hover around the 43- 44 year age mark. This shows that our turnover of staff continues to be of a mix of ages, and that our workforce is contradicting the general industry trend by not gradually ageing.

Our average length of service continues to sit between four and five years. These two statistics are valuable given our staffing numbers have decreased compared to the last 5-6 years. We have had 139 staff leave throughout this last financial year. Of those, 37 were at Dellacourt (Care related), 15 for Yallaroo (Care related), 9 for Admin (includes Maintenance, Pastoral Care and Corporate roles), 15 for Emily Gardens, 20 for Home Care and 43 for Food Services (across the three facilities). The reasons for departure, where identified, were varied, and did not highlight a single or specific cause. What is of note is the number of resignations within the Food Services area. Of the 43 departures within Food Services, 23 were within the first 12 months of employment. Of those 23, 4 did not start and did not provide a reason for non-commencement, 3 specifically stated that the demands of the role were not consistent with their expectations and the remaining have resigned without specifying a reason.

The departures of those staff has continued to see the remaining individuals maintain focus, attitude, and demonstrate the compassion expected by Lutheran Aged Care so that we can continue to provide the level of care that we expect, and that our vulnerable residents deserve.

The Royal Commission into Aged Care has seen a number of recommendations come to fruition. Those related to work force include, the review of wages paid under the relevant Modern Awards, changes to funding and the associated introduction of care minutes. It is hoped that these recent changes go some way to attracting workers back into the industry. Despite ongoing local recruitment action, we have been unable to attract and retain sufficient staffing to increase our workforce numbers. Commencing in March, LAC embarked on, and committed to an overseas trained workforce sponsorship program. This program will see LAC engage approximately 26 full time equivalent workers (over two intakes) in the coming months. These workers will be Filipino and have undertaken Certificate III Training through an Australian RTO. They will complete their supervised practical training on site at LAC premises prior to graduation and then continue working with LAC in order to supplement our existing workforce. We hope this venture is mutually beneficial to both LAC and the Filipino workers seeking to make significant life-changing decisions.

Hotel Services

Tanya Oliver – Hotel Services Manager



Over the course of the year the Hotel Services Teams have displayed resilience, perseverance, and commitment, from the COVID pandemic to the joyous chaos Christmas brings. We have continued to cater events such as Christmas parties, Easter, Anzac Day, Mother's and Father's Day, BBQs, and Birthdays including a 101-year Birthday celebration.

Andy Andersons (AA) continues to provide cleaning and laundry services at our Facilities. We have worked closely with Management and supervisors, to ensure the continued quality of cleaning and laundry services.

Primary focus for this year centred around "My Food and Dining Preferences." To engage and provide a more exceptional service, we in conjunction with all our residents, consulted on

whether they would like to create a Food and Dining focused committee, meeting at the time of their choosing and covering subjects they wanted us to focus on.

Dellacourt opted to call their committee the "Foodies Committee" and we meet Bi-monthly. Yallaroo residents will decide on theirs when we meet for the first time at the end of August.

Our Emily Gardens residents decided to continue to discuss their choices and opinions at the Resident and Relatives meeting.

We continue to offer Residents and Family members the opportunity to select their weekly menus using our web-based systems - Selective Dining and Net Menu. Our menu consists of options such as but not limited to, a meat based first choice, a second vegetarian

option, vegetables of the day, fresh or toasted sandwiches and salads, desserts, fresh fruit salad, tinned fruits and the evening meal also offers a home-made soup of the day.

Collaborating and getting the dining experience right, not only ensures we meet the Aged Care Quality Standards, but those who enjoy their experience, are more likely to eat and drink well, decreasing the risk of weight loss, malnutrition, and dehydration.

We strive to meet resident's expectations and needs; with feedback we are achieving our goals according to resident feedback.

I would like to take this opportunity to thank everyone for their continuous support

Organisational Development

Louise Shields – Organisational Development Manager



The Organisational Development Team incorporates the functions of:

- Quality Systems and Frameworks
- IT Framework and Projects
- Learning and Development
- Organisational Projects

Each year this team works as one unit to support the organisation through an ongoing change environment – whether that be implementing Aged Care Royal Commission outcomes; developing or changing policy; or introducing a major system to the business. Whatever the change, our focus is always continuous improvement and enhancing services to consumers and staff.

I am very proud of our team (below) and congratulate them on their achievements:

- Christine Essex (Business Compliance & Improvement Officer)
- Stuart Pursell (IT Support Officer); and
- Karen Saunders (Receptionist & Learning Coordinator)

1. Quality Systems and Frameworks

This function provides critical support to the business to coordinate and support:

Monthly and quarterly Quality Reports - this year, LAC's monthly and quarterly Quality Reporting continues to provide analysis and reporting on care and clinical information to drive improvements. The format was enhanced through the use of Microsoft Power Business Intelligence (BI), to interrogate care management systems to produce accurate and timely summaries of overall performance in Residential and Home Care services. This format was also revised to track and monitor the National Aged Care Mandatory Quality Indicator Program data, effective from 1 April 2023.

Policy implementation and development – this function is supported by LAC's Policy Review and Development Committee, Chaired by Rosanna Youings (Home Care Services Manager). 12 policies and related procedures were reviewed and / or implemented during the year, most of which, included ongoing changes to LAC's care environment and governance framework to comply with Aged Care Royal Commission outcomes.

Internal audits – over 183 internal audits were coordinated across all aged care Standards in Residential and Home Care Services during the year. Results and improvement initiatives were recorded in service improvement plans and Site Assessments. In addition, 10 workplace inspections, and 15 equipment checks were also completed.

Aged Care Quality & Safety Commission audits – Emily Gardens successfully completed an onsite reaccreditation audit in August 2022. All residential facilities successfully completed infection control spot audits during the year.

Aged Care Royal Commission outcomes – significant changes were implemented to support Royal Commission outcomes:

- a. **Code of Conduct** – the Code of Conduct for Aged Care was effective from 1 December 2022 which sets out expected behaviours for all aged care workers. The Code of Conduct mirrors LAC's Professional Conduct Policy which also incorporates our values. Together, these provide a solid basis for all staff. To support this initiative, LAC developed and implemented its own training, which was backed up with strong communications to staff about the introduction of the Code.
- b. **The Serious Incident Response Scheme (SIRS)** – was extended to Home Care services from 1 December 2022. This involved the revision of LAC's incident management framework to ensure it met best practice in line with the expected outcome. Specific training for our home care team was developed and implemented; systems and incident processes were modified by the Home Care Services Manager to capture 'SIRS' incidents and provide accurate reporting; and, policy was amended and relaunched.
- c. **Governance** – also effective 1 December 2022 was a range of new governance requirements for approved providers which were implemented prior to the commencement date as follows:
 - o Developed internal processes for assessment of key personnel relating to 'suitability matters' on an annual basis; and related reporting requirements to the Department of Health and Aged Care
 - o LAC's existing Quality and Safety Committee originally established in 2019 was reformed as the Quality and Safety Advisory Board to comply (ahead of time) with 1 December 2023 requirements in this area
 - o Systems (Dayforce) were restructured to capture all job related

skills and mandatory requirements (this work is ongoing) which will provide a basis for recording appropriate qualifications, skills, and experience (again, ahead of the 1 December 2023 implementation date).

- o Quality Reporting was expanded to include courses completed by staff, which contribute to ongoing professional development.
- d. Restrictive Practices statutory provision - was implemented in residential care to support 'informed consent' for restrictive practices by an informed decision maker.
- e. National Aged Care Mandatory Quality Indicator Program (NACMQIP) – new indicators were introduced from 1 April as follows:
 - a. Activities of Daily Living
 - b. Incontinence Care
 - c. Hospitalisation
 - d. Workforce
 - e. Consumer Experience
 - f. Quality of Life

These new indicators prompted a major review of LAC current residential services care management system as the source of truth for the data collection and interface to the government for submission. This work is ongoing and is likely to be completed in the second reporting quarter (end September 2023).

Significant consultation with managers and care teams has occurred to implement the new indicators and to ensure data collection accurately reflects requirements.

2. IT Framework & Projects

Effective systems result in greater user acceptance and ultimately, more time to do what we do best – spending time with and caring for our consumers. LAC is committed to improving IT systems. To achieve this objective, an IT Steering Committee meets frequently throughout the year to review systems performance and consider enhancements to security, compliance, and functionality. Thanks to this committee for their support during the year in an ever changing IT environment.

Committee members are:

- Wendy Rocks, Managing Director
- Louise Shields, Organisational Development Manager (Chair)
- Stuart Pursell, IT Support Officer
- Rachael Scanlon, Chief Finance Officer
- Helen Ashton, Admissions & Villages Manager

This year the Organisational Development team lead significant changes to LAC's IT framework as follows:

Human Resources Information System (HRIS) – arguably the most ambitious project undertaken by LAC to date, was the implementation of a new HRIS system, Ceridian Dayforce. This project commenced in October 2021 and the system was launched in October 2022. An



investment in the future, Dayforce combines (and replaced) existing systems for HR, payroll, time and attendance, and learning. The launch of this system was seamless, testimony to the project team members – Don Elder, Human Resources Manager; Stuart Pursell, IT Support Officer; Helen Ashton, Admissions & Villages Manager; and Eva Kresakova, Payroll Officer (last but by no means least!). We also engaged the expertise of Alex Gelman (Strategy Assist) as joint Project Manager who kept us on track through every phase of this major project. Congratulations to my colleagues on this major achievement.

The implementation of Dayforce has driven significant improvement across LAC as follows:

1. Streamlined systems with an end-to-end solution placing all employment related functions in the one system
2. Significantly enhance reporting accuracy and reliability of information across all employment related areas
3. Expanded management capabilities to centrally manage the employment lifecycle
4. Enabled pre-commencement completion of essential learning for successful job candidates
5. Provides staff with access to rosters; clock on / clock off; shift bidding; leave applications; payslips; and learning, via the Dayforce mobile app
6. Cut down the 'noise' and administrative workload which often comes from systems which are not integrated or staff find challenging to use.

My Health Record – LAC implemented functionality and processes including to integrate a resident's My Health Record and their LAC care record within the care management system. This process involved negotiations with care management software provider; gaining permission from existing residents to access My Health Records; amending admissions process to gain permission from incoming residents to access their My Health Record. This functionality provides clinical care teams (on a permissions basis) access to a resident's medical records which enables specific and relevant care.

Telehealth – during the year LAC expanded its options for resident medical consultations and assessments through the introduction of Telehealth Carts. These carts incorporate the latest technology and enable our clinical teams to perform a standard range of assessments in a telehealth GP or Specialist consultation, where appropriate. Telehealth Carts were implemented in Dellacourt and Yallaroo facilities. This initiative will be expanded to Emily Gardens by the end of 2023.

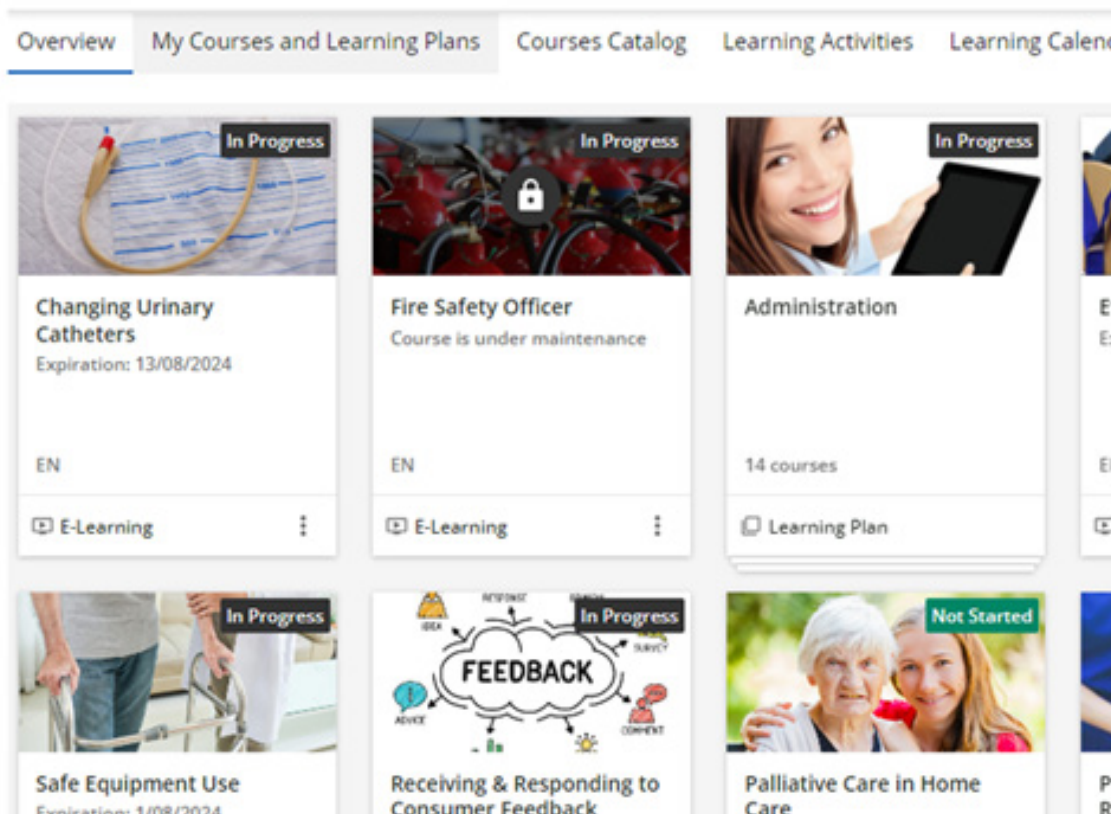
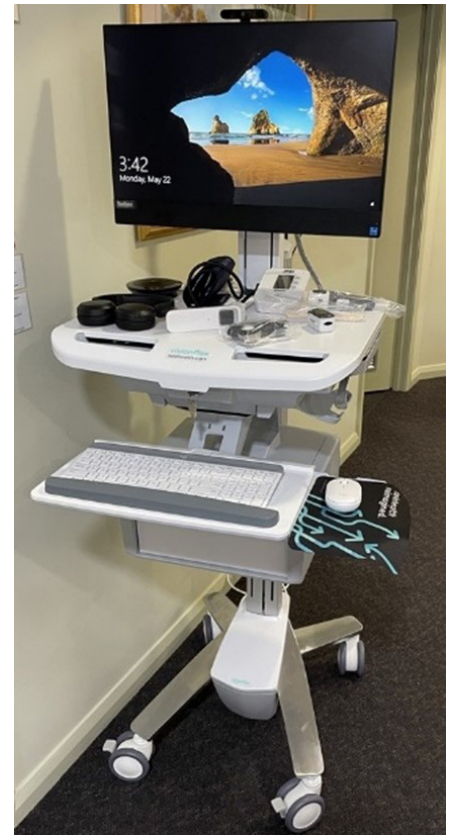
Essential 8 Maturity Model – the IT Steering Committee commenced work towards compliance with the Federal Government’s Essential 8 Maturity Model to help protect against cyber threats. The Committee is completing a range of initiatives to ensure the ongoing safety of all LAC systems, information, and access. This work is ongoing.

Learning & Development

LAC continued to ensure compliance with mandatory training requirements for employees. Learning programs were again reviewed during the period in addition to the rebuild of the learning management system with the introduction of Dayforce.

With a new look and feel to the learning platform, staff access and learning enjoyability has improved and the record keeping and reporting in Dayforce is smooth.

As mentioned above, new courses were developed and introduced for Code of Conduct and Serious Incident Response Scheme for Home Care. Also, during the year, NDIS Code of Conduct (Work Orientation Module – Quality, Safety and You) was completed by 197 staff, facilitated by Karen Saunders. This training is ongoing. Karen is also supporting the learning function by assuming additional tasks in the coordination of face to face training and learning system maintenance.



Villages Admission & Administration

DELLACOURT, EMILY GARDENTS, YALLAROO, PEMBERTON VIEW, NICHOLSON PARK & ADMINISTRATION

Helen Ashton - Manager, Admissions, Villages & Administration



Legislative change is on a roll! The industry continues to monitor, learn, and grow. It cannot be said that we are not an adaptable industry. The interaction with our Residents, staff, volunteers, contractors, along with their families contributes to a wonderful working environment.

Enquiries for Residential and particularly for Respite Care continues to increase along with the care needs of these individuals. Interest in the Villages is consistent, with continued regular enquiries; with many considering the vast opportunities open to them.

Financially supported residents as at the 30th of June were Yallaroo 57.40%, Dellacourt 45.75% & Emily Gardens 52.26%. Yallaroo was down from 62.46% whilst Emily Gardens and Dellacourt were down slightly on the previous financial year. Lutheran Aged Care reviews care, based on need and provides for financially supported residents.

For the twelve months to 30th June across our three residential facilities we have had 116 Respite Admissions, up from 90 in the previous 12 months, and 69 transitioned to permanent care, up from 42 in the previous 12 months. We thank the facilities with their assistance, particularly for our Respite clients. AN-ACC which commenced on the 1st of

October 2022, has changed the process of reviewing both incoming and current residential care needs. We are looking forward to the challenge of the new Aged Care Act which will be implemented in the coming year or so, along with many other changes within the Aged Care sector.

We appreciate the ongoing and continued support of the Residential Facility Managers and their teams in assisting us to provide a seamless transition for our Village Residents and Home Care Consumers, for both respite and permanent care. Five Village residents have been in respite on 6 occasions and Five Villages residents transitioned to permanent care this financial year.

The ongoing additional assistance and support services provided to our Village Residents by the LAC Home Care is invaluable. This assistance comes in many forms, from Home Care packages, Commonwealth Home Support Services, and Fee for Service. Fee for Service is provided when someone needs short term care, whilst packages are being assigned, family who normally provide support are away, or when a resident needs short term services, after coming home from hospital. The Admissions Team is most grateful for this ongoing care and support; many thanks, to Rosanna Youings – Home Care Manager & the amazing Home Care team.

Nicholson Park had one vacant unit and Pemberton View had two vacant units at the end of this financial year. Pemberton View welcomed four new residents, and Nicholson Park welcomed a new resident on the 3rd of July 2023, all incoming residents were local to the region. Nicholson Park and Pemberton View consistently has 100% and 94.28% occupancy respectively. Five Village residents transitioned to permanent care at Dellacourt.

The Admissions Team of Karen Pinkerton, Adam Harden, and I, have now been working together for twelve months. Karen's focus being the Villages with the assistance of the Maintenance Team and Adam. The ongoing refurbishment of the units as they

are vacated, ensures the Village is maintained to the highest standard. The gardens look amazing, although the weather over the past 12 months or so, has brought some challenges.

Adam's knowledge of the MEX system continues to grow along with looking after the respite enquires and assisting with accounts one day a week. This system was implemented over the past 2 years to provide for asset management and maintenance of property.

I would like to thank Karen and Adam for their continued support and note that the Admissions Team are the face of LAC, welcoming new and prospective residents, and families to our organisation. Both Karen and Adam provide very positive interaction with our consumers.

Yet again, the gardens of the Villages and Facilities look amazing, and there are continued compliments from all, and even people coming 'off the street' comment. Thanks to the Maintenance Team and contractors for their wonderful efforts.

The Admissions Team is looking forward to the year ahead, lots of challenges, fun times, and supporting prospective residents and their families transition to the next stage of their lives.



Emily Gardens

Michelle Kosorok - Facility Manager



Over the past year there has been several initiatives that have been legislated in the Aged Care industry. These initiatives have been implemented throughout Lutheran and Emily Gardens.

One initiative presenting a considerable challenge has been the introduction by the Federal Government of the 24/7 RN requirement, in July 2023. Emily Gardens has been faced with the challenge of providing 24/7 RN coverage. A submission was prepared for presentation to the Department of Health and Aged Care for an exemption from this requirement. This submission was successful; with this due for review in June 2024.

Although we do have difficulty recruiting staff we are blessed to have skilled staff working in Emily Gardens to provide good quality care. Many of our care workers are undergoing further education and training. Of 27 care workers in the facility 9 are undertaking further studies, with 5 of these undertaking RN training. This is 33% of the carer workforce. This shows the commitment staff have to improving their knowledge and skill base, ultimately leading to better quality care for our residents. As the Facility Manager I am very proud of these staff members and their commitment and dedication in caring for our residents.

Another initiative of the government Aged Care Quality and Safety Commission is about “getting the dining experience right in aged care”. In recognition of this initiative Emily Gardens has commenced refurbishment of the Corella (Memory Support Unit) dining area. A small committee has been established to collaborate on this initiative, comprising staff members, a resident and a resident representative.

Our partnership with Murrumbidgee Local Health District continues with our ongoing commitment to involvement in the National ELDAC (End of Life Directions for Aged Care) linkages program. This is a facilitated palliative care and advanced care planning initiative that aims to improve the quality of end-of-life care for our aged care residents. Ongoing palliative care education for Registered Nurses and care workers continues to be a focus of the program.

In July 2023, we were successful in our application for a grant for telehealth equipment from the Murrumbidgee Primary Health network. This equipment will be used in consultations with GP’s, specialists, consultant nurses and allied health specialists.

Socially, residents have been partaking of many special ‘event’ days during the year. Our intergenerational program visits have recommenced, with much enjoyment being experienced by residents as well as the Pre-school children. More entertainers have been enlisted over the past year with residents enjoying the variety. Residents have been involved in a program ‘Teamific’, a virtual

monthly quiz, in which they have been performing very well on the ‘ladderboard’. This quiz has 154 residential aged care facilities participating nationwide.

Residents are enjoying having several new volunteers that have commenced at Emily Gardens. These volunteers are ‘good friends’ to our residents and staff and we appreciate them enormously. This has also enabled us to provide more ‘one on one activities’ for some of our ageing residents who are not as keen to participate in large group activities. It has also allowed more opportunity for residents to go on outings outside the facility.

I wish to thank the team at Emily Gardens for their ongoing care and commitment to the wellbeing of our residents and families, and the support they offer me.

My thanks to Wendy Rocks and the regional LAC team for their support and guidance over the past year. I look forward to the challenges the next year will bring us.

In closing I offer this quote as it sums up what we are trying to achieve in providing care for our residents and resonates with our philosophy of Person-centredness.

“Caregiving will never be one-size-fits-all.”

– Nancy L. Kriseman,

Michelle Kosorok
Facility Manager
Emily Gardens



Yallaroo

Marcia Supple – Facility Manager



Lutheran Aged Care Albury is the longest standing aged care provider in the area, and I am incredibly proud and honoured to lead with this wonderful organisation and team.

This year's commitment of our staff to live our values, particularly that of compassion, has been evident in the way our staff have continued to deliver the very best in care during another challenging year. I am exceptionally proud of the team at Yallaroo who have shown themselves to be committed, adaptable and resilient. Clare Dawson UM of Manoah/Nahum sadly for us retired at the end of June. Clare had been at Yallaroo for over 15 years, and she will be

difficult to replace and will be missed by all. In recognising the importance of social engagement and connection for residents and their families, Lutheran launched 'Partners in Care' program to provide family members with the knowledge and training needed to safely visit their loved ones during an outbreak.

In 2023 the Department of Health and aged care implemented the royal commission's recommendations of Star Ratings to make it easier for older people and their representatives to access and compare the quality and safety of residential aged care homes. Yallaroo was awarded 4 stars in April 2023 the only aged care home in the region, and this was maintained on the second round. Yallaroo was awarded a grant of \$18000 from the Murray Phn for a telehealth cart to enhance our virtual access to care for after hours for residents, this grant included the following: mobile telehealth workstation on wheels with a built-in lockable drawer, monitor, keyboard and mouse, general examination HD camera with derma hood and tongue depressor, Bluetooth pulse oximeter, Bluetooth blood pressure cuff, digital stethoscope, three years subscription to VISION Enterprise Software and ongoing virtual tech support and training from the supplier. All registered nursing staff have attended training with the supplier to be able to use the system. The introduction of telehealth infrastructure and capability will enabling virtual consultations for all Yallaroo residents and help improve timely access to primary care services and specialist appointments by the bedside.

Throughout the year, the wellbeing and safety of all residents, has remained our number one priority. In addition to providing high quality care, we strive to provide a home-like environment where the residents at Yallaroo feel cared for, connected and

content so they can live the best life possible. The close bonds formed every day between residents and staff are evident whenever you enter Yallaroo.

Yallaroo engagement team's philosophy is that all residents determine the lifestyle activity planner this is to ensure it meets their individual needs and residents remain active as long as possible. This year we have employed a music therapist so we can introduce music therapy into the program. Music therapy has a positive effect on motor skills, it can also improve social, psychological, intellectual, and cognitive performance in residents. These cognitive benefits prove especially beneficial for the management of dementia diseases such as Alzheimer's. For residents living with dementia, music takes them very quickly back to their past and assists the brain to connect in a much more tangible and coherent way when they're directed back to a place where their brain is functioning at a higher level. We've set up a choir because we have a lot of residents who sang before they came here. It's about giving our residents the opportunity to continue with their passion for music.

Our year ahead will focus on getting us fit for future success and upcoming accreditation next year, much of that is ensuring we have robust strategies and operational plans to deliver high quality care to all Yallaroo residents. To this end, I would like to thank our staff and volunteers who are committed and passionate about making a positive daily impact in the lives of all residents at Yallaroo. I also want to thank our Executive Management Team and our Board Members, for their unwavering support.



Dellacourt

Sheree Sheridan – Facility Manager



2022-2023 has seen Dellacourt continue to transform as a facility that will serve the needs of those entering into Dellacourt for care with state-of-the-art facilities as a multi-year redevelopment across the site continues. On the back of 2021-2022, and the challenges that that year showed us, the support provided to Dellacourt from all stakeholders has been appreciated.

Occupancy has continued to fluctuate, with increased need for Respite care support noted over the past 12 months. Periods of tenure are now much shorter across the industry. This has not only changed the way people enter and depart the facility, but also the challenges with this are different to those we have previously seen. One of the challenges in shorter tenure, is getting to know each individual and their needs and preferences. As we continue to navigate the ever-changing aged care expectations based on legislative changes, I am proud of the compassion and kindness that continues to be displayed at Dellacourt.

The comment below, for me shows the care and dedication of the staff who work with many Residents:

'I want to thank you all personally for the self-sacrificing service you all gave to my husband. I heard from him how kind and friendly you all were, for his short stay here. Thankyou. With happy memories, till we meet again Thank you.'

(Respite Resident August 2023).

Residents at Dellacourt are now, more than ever before, involved in all aspects of their care and services, and the voice of the Residents is stronger than ever! From chairing Resident and Relative Meetings, giving input related to services through informal and formal feedback processes and the newly formed Consumer Advisory Group, chaired by a Resident and reporting to the Lutheran Aged Care Board of Directors is a powerful and amazing movement to see in action. We all come to Lutheran Aged Care to serve those in need, and empowering the Residents and working in partnership with them around services and service development is a great opportunity for those who will access our services in the future.

This year, we have seen the departure of many staff, some due to retirement, some due to relocation, and others due to the fatigue and the relentless challenges the industry has thrown at us over the past years. I thank those, particularly those who have been employed at Lutheran Aged Care for many years for their service. Dellacourt acknowledges the sudden death of Larry Turner in 2023. Larry was the head of

Maintenance and Gardening over a 23-year period, retiring from Lutheran Aged Care in 2016. Larry and his team are responsible for the beautiful gardens developed from the ground up that are enjoyed every day at Dellacourt. Through the redevelopment, the newly developed garden areas that continue to reflect the work done by the likes of Larry, continue to be a feature and enjoyed by those entering our facility. With the redevelopment, we will take the opportunity to further acknowledge the long-term supporters of Dellacourt by recognising them in the naming of areas across the site.

2023-2024, promises to be an exciting period of change, one filled with many moments of reminiscence as we prepare for the closure of Arrunga, the original 'hostel' for Lutheran Aged Care in O'Brien Court, we are eagerly anticipating the arrival of new staff from the Philippines in partnership with Groworx, and we look forward to the opportunity given to us to continue to provide quality aged care services.

I take this opportunity to share my appreciation for the Residents and Staff of Dellacourt, for their continued support and understanding during the redevelopment to date. Living in a building zone or through a renovation is never easy, and the Residents have been amazing in their support during this year. To all internal and external supporters, I express my ongoing appreciation and gratitude for your support of Dellacourt also.



Home Care

Rosanna Youngs – Home Care Services Manager



Home care is not just providing support to consumers, it's building bonds of trust, developing of friendships, learning from each other, and working together to achieve great outcomes.

The Lutheran Home Care Team has been operating in the community now for 29 years and I have had the pleasure of working within the team for the previous 8 years. Over the years I have witnessed the vast changes within the industry and the team's determination to meet the requirements of the aged care sector. I value the team's passion, willingness to adapt to challenging situations and continued delivery of high-quality care to our consumers. The continued drive of the team is reflected in the community as one of the most valued service

providers in the area and is demonstrated with the elevated number of referrals. Home care consumer base has increased by 3.64% within the financial year.

HOME CARE SERVICES

Lutheran Home Care is approved to deliver government funded home care packages for Consumer Direct Care (CDC), Commonwealth Home Support Programme (CHSP), Short Term Restorative Care (STRC). Home Care also delivers fee for services called Select Care. Lutheran provides services to Riverina region including Murray, Corowa Shire, and Greater Hume Council areas.

Consumer Direct Care (CDC) also known as Home Care Packages (HCP) aim is to provide long-term support for those who want to continue living independently in their own home. There are four levels of Home Care Packages. All these levels receive a different amount of funding. Level 1 is the lowest amount of funding and Level 4 is the highest that an individual can receive. Area Coordinators Nicole, Vickie, Hayley, Lee and Charlotte work alongside the consumer and representative in developing a tailored plan for each individual needs. CDC packages have increased by 2.26% within the financial year.

Commonwealth Home Care Support (CHSP)– We provide, under this banner, flexible respite which aims to support carers to cope and manage relationships as they support frail, older loved ones, by providing them with a break from the constant demand of care. CHSP is government funded entry level support to aged care. Tracey coordinates the CHSP packages by developing care plans with a reablement approach, and assistd consumers in future

planning for increased supports, when required.

Short-term Restorative Care (STRC) is an 8-week restorative program with intensive goal orientated approach. Registered Nurse Charlotte works with consumers and a multidisciplinary team in developing a person-centred plan to achieve the consumers goals.

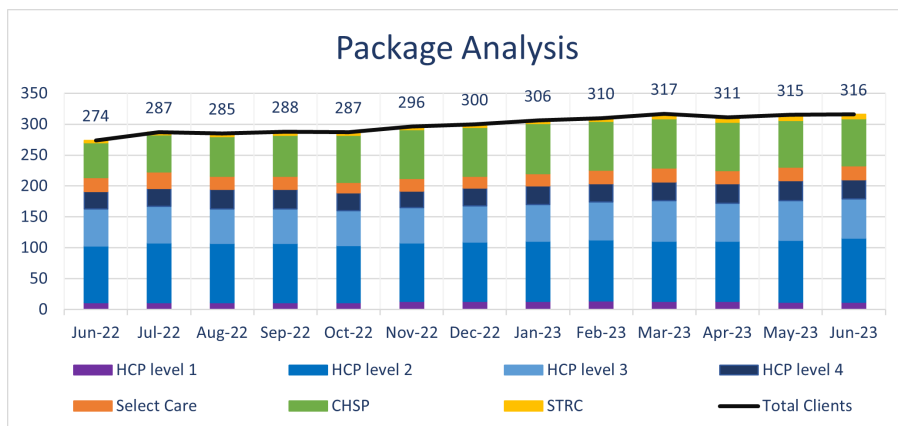
Select Care Services (Fee for Service) is for privately paying consumers, or for other service providers who might broker Lutheran's services. For example, Short Term Support, post hospital admissions may be brokered to Lutheran from Albury Wodonga Health. Assistant Coordinators Tracey and Olivia manage the select care consumers.

Lutheran Home Care is fortunate to have a range of nurses on the team to deliver a high-quality service to our consumers. Lutheran's nurses include Marie, Fiona, Charlotte, Rosanna, and Leanne. All incidents or clinical concerns are reviewed at the time by a member of the nursing team.

Assistant Coordinators Heather, Olivia, and Tracey scheduled a total of 24,707 direct care services delivered by LAC employees, and home care workers delivered a total of 28,303.71 hours of direct quality care within the financial year. What an amazing effort by the team!

Kim our Financial Assistant works with the Area Coordinators in reviewing and entering invoices from suppliers, that deliver services to our home care consumers. Within the financial year Kim has entered in a total of 6,591 invoices.

Home Care focuses on future planning to ensure consumer's choices are met, and a plan is in place for those at risk. A part of the future planning is working with the LAC Village and Admission team, to ensure a stress-free transition into residential care when required.



QUALITY

Home Care accreditation was due in 2022; the team is continuously completing internal audits to ensure we are accreditation ready. Moving On Audits (MOA) benchmarking is completed monthly, with an average benchmark score of 90.6 % for the financial year, compared to an average benchmark score of 88% since the commencement of MOA in 2019. The raise in the benchmark rating shows the quality improvement made, and progress in our Continuous Improvement plan, to bridge the gaps identified. Clinical and Quality indicators are reported and reviewed monthly by the Home Care team. Register Nurses and the Home Care Management team address trends and action areas accordingly.

For a second year in a row, Home Care's compliments have increased within the financial year by another 13%, what an amazing achievement by the team. The team has received a total of 173 compliments, compared to 7 complaints within the financial year. All complaints and feedback received are addressed to achieve quality improvements within our service towards greater outcomes. Consumers experience surveys are completed during package reviews, 157 surveys were completed, with an average consumer experience rating of 99.67% and a sentiment score of 3.93 out of 4.

THANK YOU

The Home Care team and all of LAC should be proud of the fact that they have risen above any situation to deliver the best care no matter the circumstances. They all manage to go above and beyond, to continue delivering excellent quality care to our consumers. We all are fortunate to have a team who supports all those around them, bringing joy into people's lives. They take the burden away from representatives(family), and allow them to spend quality time with loved ones. Thank you to Wendy Rocks, the Board, the Management team, and the Finance team for your guidance over the years.

Home Care Testimonies:

Dawn:

I found Lutheran Aged Care a pleasure to communicate with, nothing was too much trouble, everything was explained, a lot of services to us we were not receiving or aware of regarding the proper aides for toilet and shower, entering and exiting to the rear of our house which is quite challenging and dangerous. Lutheran coordinated modifications to our home with precision and excellence. We were both quite impressed with Lutherans attention to detail with lots of information and follow up phone calls. We would highly recommend Lutheran to anyone in a similar situation. Keep up the good work.

Joan:

I greatly appreciate the care and support received from all the friendly staff members at Lutheran Aged Care. They have assisted greatly in enabling me to stay safely in my home, providing shopping, light home care as needed, appointments and cheerful companionship.

Debbie:

Debbie would like to thank everyone from Lutheran that has helped with Joyce's care over the years. It has enabled Joyce to stay in her home for the past five years, after her father had passed, they didn't think this would be possible, the family are all so grateful.

Jo:

Very grateful for Lutheran support yesterday with reaction to his mother's crisis on the day. Stated what a wonderful caring organisation Lutheran was.

Clare - Forrest Centre:

Clare thanked Lutheran staff for how they work with Forrest Clients and feedback to Forrest. She stated that with all the organisations Forrest work with Lutheran office staff provide the best service.

"I would like to take this opportunity to thank you, your small band of carers and Lutheran admin staff for the wonderful care that you have given mum over the past years. She adores her carers and will miss them a great deal. Your carers have always demonstrated a willingness to go above and beyond their role descriptions to ensure that mum always receives exceptional care. Mum, my siblings, and I will be eternally grateful for their compassion, empathy, and their ability to ensure that mum is happy and content whenever they are on duty.

Thanks again, Joyce and family."

"Heine and I will be forever grateful for the support, care and compassion you have shown us and Mara, without your support the process to seek more support for Mara would've been so much greater for us. Thank you so very much, you are all truly angels and so dedicated to your work. Please pass on our thanks to the lovely ladies that visited and supported Mara in her time of need as well. Thanks Tracey, Amanda, and Heine."

