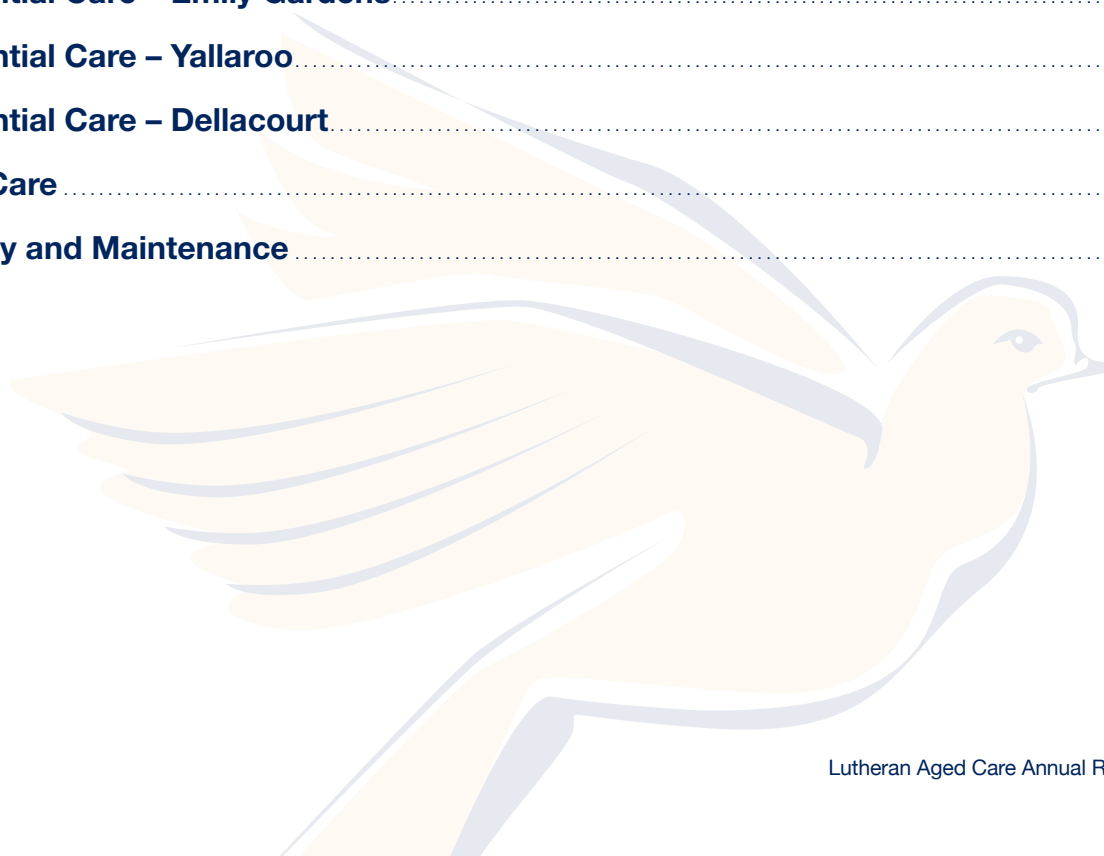


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OUR VALUES

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



Christian Love and Acceptance

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

Excellence

Excellence driven in all that we do.

Diversity and 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.

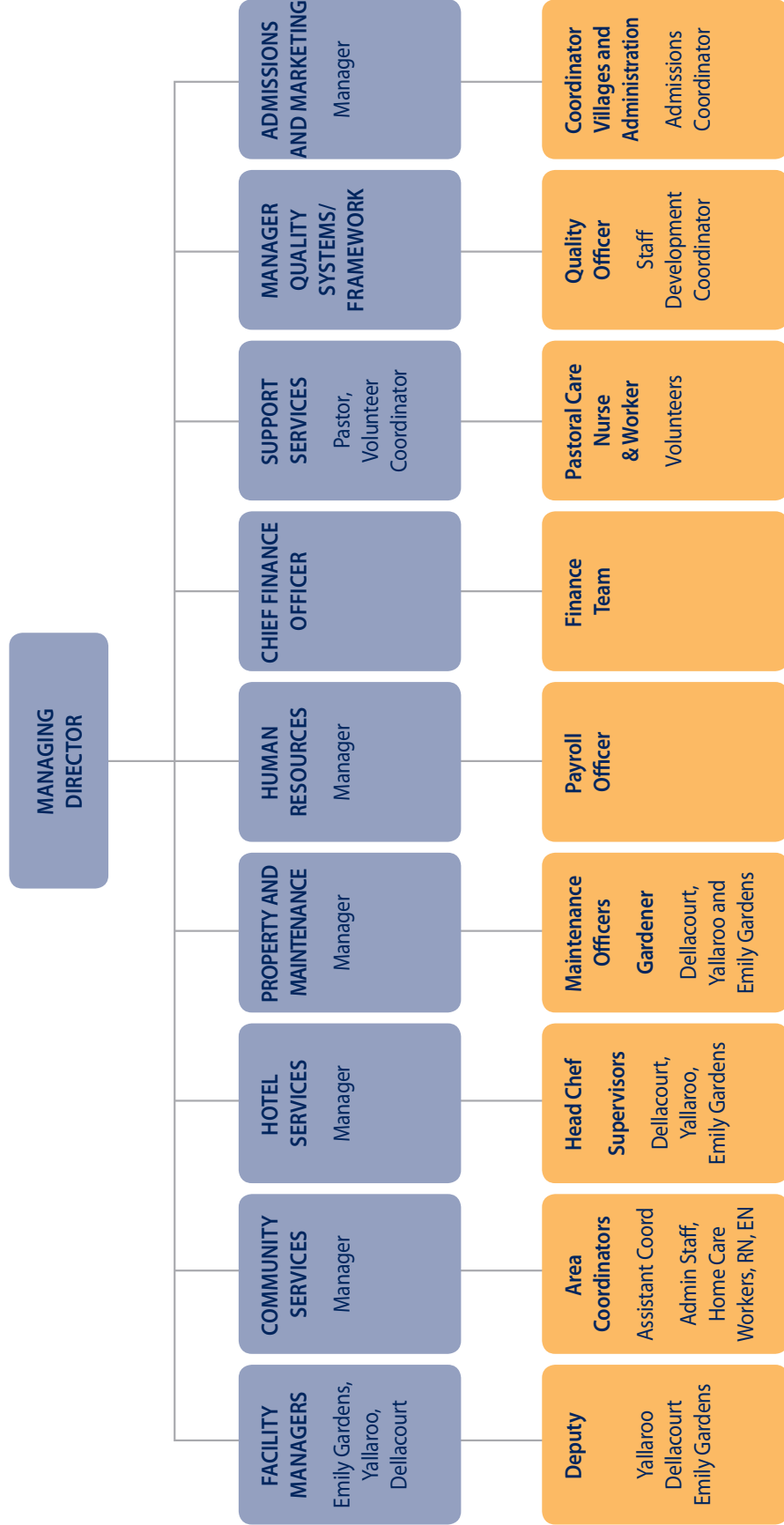
Honesty and Transparency

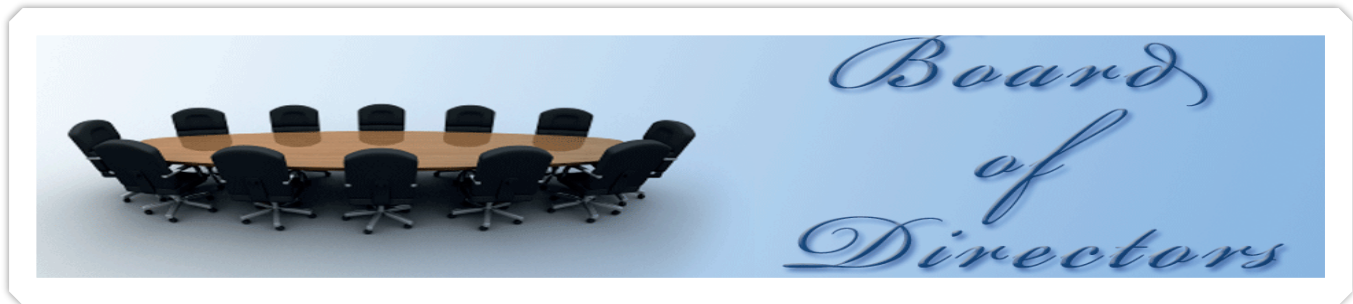
Honesty and transparency in all that we do and say.

Organisation Chart

Lutheran Church in Australia NSW District

Lutheran Aged Care Board of Governance





Chair: Phillip Edwards

Deputy Chair: Judy Gray

Directors: Pastor Christian Fandrich, Laura Thompson, Simona Coad

Executive Directors: Ron Asquith, Wendy Rocks



Chairperson Report

Phillip Edwards



Lutheran Aged Care Albury continues to live by our mission “To provide innovative and progressive aged care, healthcare and wellbeing services with passion to our local and regional community.”

This is evident from our Annual Report on financial year 2017/2018 and the strong reputation (or brand name) that Lutheran Aged Care Albury (LACA) maintains in the industry and the community. The executive leadership sets the example through their dedication and values and I extend my thanks to our Managing Director Wendy Rocks and our Directors for their tireless work.

Our most important asset in delivering the quality and level of care that we provide comes from our managers and staff who work directly with our residents in our facilities and clients in their homes or in the community. This committed and qualified workforce live out our vision, mission and values where it counts the most; with the people we are entrusted to care for on behalf of the Lutheran Church of Australia (LCA), the Australian Government, families and care givers.

On 16 September the Prime Minister and the Honourable Ken Wyatt AM MP, Minister for Senior Australians and Aged Care announced a Royal Commission for Aged Care in Australia. As of yet the Federal Government has not announced the terms of reference for this Royal Commission. Some of the issues the Directors would like to see addressed are adequate funding of care needs including workforce and capital development. In the area of workforce planning our Managing Director (MD) Wendy contributed to the Aged Care Workforce Strategy Taskforce headed by Professor John Pollaers. Wendy on behalf of Lutheran Aged Care Albury and the LCA – Board for Local Missions advocates for a career stream and adequate remuneration for

our staff and workers. The Directors seek to have the best care resources in place including Registered Nurses/Enrolled Nurses and trained care staff and have committed to providing a higher level of care service than the industry standards. Our Chief Finance Officer Ron Asquith continues to develop measures – Key Performance Indicators (KPI) that demonstrate the level of care and the costs associated with that care.

During the year LACA through the Chairman and Managing Directors have been engaged in the LCA governance review of Aged Care and Community Services which seeks to define and improve on the oversight by the LCA of this mission and ministry field. The workshops and dialogue have established and reinforced networks between the 24 organisations that provide Aged and Community Services across Australia on behalf of the Lutheran Church. A good resource for following this work is located at: <http://www.lca.org.au/projects-events/aged-care-dialogue/>.

As you read through our Annual Report you gain a measure of the quality and commitment of the care, dedication and compassion that Lutheran Aged Care Albury provide, and this is a demonstration of the LCA tag-line “Where Love Comes to Life”

Mission and Ministry

During the financial year Lutheran Aged Care Albury was supported by a number of pastors and lay readers from the area. Pastor Gary Kenny served an extended period with LACA up to April this year. Retired pastors, Pastor John Simboras and Pastor Graham Zweck have conducted services in Albury and provide spiritual care where needed. Pastor Key Sturm from St Paul’s Henty and Pastor Stuart Kleinig from Bethlehem Wagga Wagga have supported Emily Gardens with worship and support. Our pastoral assistant Angela Uhrhane continues to coordinate Lutheran Aged Care Albury worship needs supported by Debbie Lieschke. The Directors through

the LCA NSW District Bishop James Haak have made three Call for a Pastor to come to Albury and have extended a Call to a pastor in September of 2018. In recognition of the spiritual needs of our residents, clients and staff the Directors have approved another pastoral care position during this period of vacancy.

Governance

As mentioned in the introduction LACA contributed to the work of the Lutheran Church through the Governance Review dialogue. As part of this dialogue and some of the resource made available through the process the Directors identified areas of our governance that needed to be revitalised and aligned to the changes in the Aged Care industry. The five year Strategic plan was reviewed during September 2017 under the guidance of Michael Goldsworthy. The Board have committed to a new strategic plan combined with an external review of our governance procedures commenced in June 2018 and a strategic planning day booked in for October 2018.

During the year the Board farewelled Pastor Haydn Blaess LCA NSW nominee director, Phillip Collinge at our AGM, and Paul Schirmer retired from the Board on 1 July 2018. Their service over many years has been greatly appreciated and they leave a lasting legacy in our spiritual service and financial management. We welcomed in Simona Coad who is a director on the Albury City Council and has qualifications and experience in project management and community development and engagement. We also welcomed in nominee director Pastor Christian Fandrich who comes in as a qualified medical practitioner as well as a minister of religion.

The work of the Directors is important in this regulated industry to ensure that the organisation remains true to its foundations as a mission arm of the Lutheran Church and complies with regulatory and societal

requirements. The Directors continue to work on board development and training with three directors attending the Better Boards Annual conference in 2018.

Regulatory

LACA continues to meet all regulatory inspections and accreditations including Food Services standards. Dellacourt was audited by the Australian Aged Care Quality Agency (AACQA) on 2 May 2018 and accredited against all 44 outcomes. The report can be accessed at: **Australian Government AACQA – Dellacourt.**

The Quality Agency introduced new Aged Care Quality Standards for organisations such as LACA providing aged care services with effect 1 July 2018. These new standards include a governance standard and the LCA Aged Care dialogue and governance review of LACA is timely and necessary to ensure our continued compliance.

Capital Improvement

The construction a kitchen facility at Yallaroo costing around \$1.25 million was completed during the reporting period. Invitation to Tender (IIT) have been issued to four prime project and construction companies for the redevelopment of Arrunga have been issued with a submission date of 28 September 2018. This work will be completed using cash reserves with a commercial loan and is expected to take around 2 years to complete.

Conclusion

On behalf of the Board of Directors I assure the members of the LCA, the Department of Health and Ageing and our partners in the community who support the work of Lutheran Aged Care Albury, that LACA is managed professionally and in accordance with good governance principles. LACA is positioned to meet the emerging challenges in the industry and community expectations.



Managing Director Report

Wendy Rocks



Working in Aged Care is not, and never has been for the faint hearted. It is true to say, however, that 2017/18 has seen the onset of a perfect storm for the industry, which has and will continue to provide enormous challenges for all stakeholders. Storms do however, generally ‘clean up’ the environment, blowing down dead or dying trees, washing the landscape and bringing in often cooler and fresher air drafts. They expose the weakest point of the landscape and at times wreak havoc in those areas.

Lutheran Aged Care, I am thankful to say, has a strong foundation, built over many years, with a sturdy roof of excellent governance by the board of directors and, although no one in the aged care industry can say that they will not experience a rocky ride over the next few years as the Royal Commission emerges and the financial margins remain slender, we look forward to participating leading and supporting in any way possible in this unique opportunity to ask, and hopefully have answered, some of the incredibly vital questions underpinning this amazing industry, where too many wonderfully committed people have spent themselves for too long, with too little resources.

This last year has seen Lutheran Aged Care (LAC) tackle some large infrastructure projects, strengthening that strong foundation through the implementation of electronic ‘Food Services’ software, upgraded ‘nurse call’ and Security systems and new electronic documentation and clinical management systems. A major investment in movement to the NBN and a new Telephony and Internet provider, has set in train the roll out of a new telephony system throughout the organisation which will be completed early in 2019. The benefit of all of these improvements goes to our customers and enable our staff to more efficiently and better deliver high quality services that are able to be responsive to each customer’s needs and requirements.

LAC over the year has participated in the Lutheran Church in Australia’s aged care governance review and dialogue which has kept a strong focus on governance generally.

We have also represented the Committee for Ministry to the Ageing (Lutheran Church of Australia) at the National Aged Care Alliance (NACA) meetings held quarterly across the country. Both of these opportunities keep LAC at the forefront of the rapid breaking news and projected and actual legislative changes to the industry, in addition to ensuring a strong link with the Lutheran Church and its overarching policies.

The residential care accommodations (Dellacourt, Emily Gardens at The Rock and Yallaroo) have all had their share of changes and upgrades through the year, with the new systems implementations and internal renovation. In the case of the Arrunga section of Dellacourt a large sewerage over flow occurred early in the year, which necessitated evacuation of residents and complete refurbishment of the Arrunga houses inclusive of furnishings. The staff did a mighty job and had the residents back in refurbished and clean accommodation within 5 weeks.

Yallaroo has gone from strength to strength in the continuous improvement of their internal and external environment and the plethora of stimulating purposeful and meaningful, not to mention fun activities which occur throughout the day.

Emily Gardens welcomed Louise Mason as the new Manager this year. Louise is making a very positive contribution at the outset and participated in her first full accreditation audit not long after her commencement. The outcome was all 44 outcomes receiving a MET rating, and a very positive report from the auditors.

All three facilities remain fully accredited and all have received positive outcomes from all unannounced visits from the Quality Agency, and A ratings from the Food Authority audits which occur annually.

Lutheran Community Services has continued to grow after an initial hiatus with the change in the allocation of package funding so that it now goes directly to the consumer. Recently the monthly total of people who were provided service at home from Lutheran Community Services totalled 294, which is a significant increase on the numbers provide service before the legislative funding changes. The home care team are to be congratulated for their very hard and constant work in improving customer service and in their growing competency in providing clinical care to an ever increasing acuity of clients needing services.

Pemberton View Village has had each house upgraded as they have become vacant, providing a more modern interior. Vacancies continue to be filled constantly.

Nicholson Park remains in high demand and both villages have had upgrades and continuous maintenance of their beautiful gardens throughout the year.

It is great to know that all of those who live well with us, also benefit from free Wifi, and the number who regularly use this to keep in touch with family and the community grows daily.

In the coming year the upgrade of our website will include a portal for families and residents. The rebuild of the Arrunga building will also commence early in the new year, and tender selections are well underway for this large project we are pleased to say.

Lutheran Aged Care staff are our most precious resource and systems and programs for them to access have grown and improved over the year; the introduction of an intranet containing current news, policies, messages, alerts and staff recognition – this is accessed through fixed iPad in each staff room that are freely accessible. The new electronic documentation and management system,

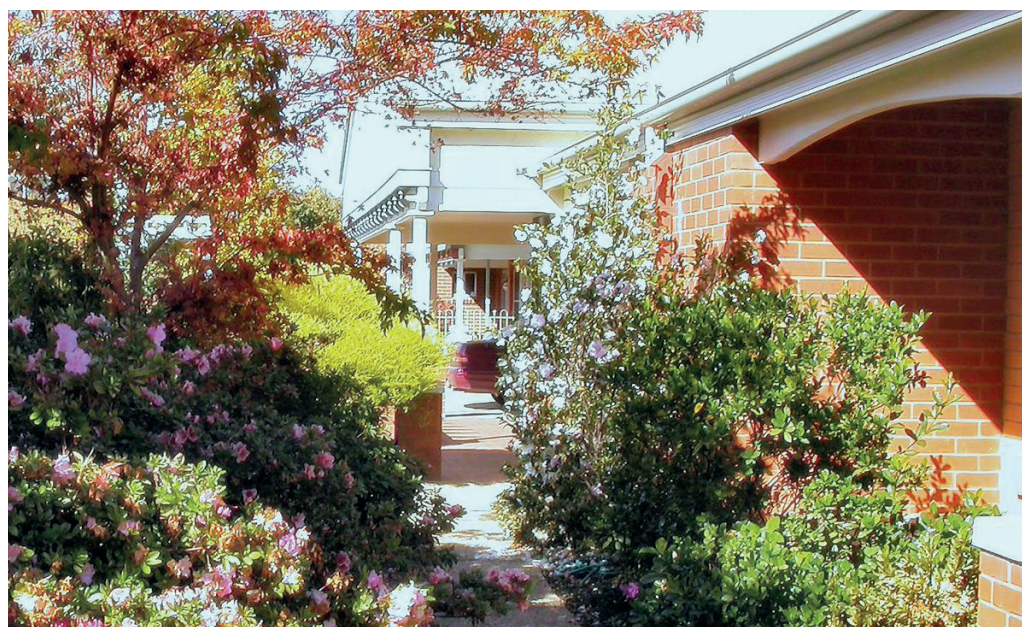
which has enjoyed a great take up by staff will soon be even easier to use with the introduction of purpose configured and protected iPads, enabling care staff to be able to enter information at the resident's room or wherever they are throughout the facility. Caring for the health and well being of our staff is very important to us, and opportunities are provided for all staff to access the Employee Assistance Program as necessary; Lutheran Aged Care also introduced an early intervention program for any staff who may have discomfort or pain related to work or unrelated to work. This is a free service and assists in recognising and treating problems early and then receiving advice on how to further prevent such issues. This also applies to equipment the staff use, which is reviewed if an issue is raised in its use. One such issue was the difficulty for slight bodied people to move a medication chart. The outcome of review of this was the implementation of battery pack assisted wheel movement of these heavy objects, minimising the risk to staff.

Last year again we held our Annual Staff Awards which are enthusiastically attended. Three hundred staff were nominated for an

award in 2017 and much celebration and fun is had when the award is made. Christmas afternoon tea for all staff is held following the awards. I have received the nominations for this year's awards and this year there is a staggering 500 nominations!!!!

We all need recognition and especially at this time. When staff must cringe from the sensational media reports about aged care, it is so important to recognise how valuable the vast majority of aged care staff really are, and I know that at Lutheran Aged Care the staff in the majority are exceptional. Thank you to each and everyone and the excellent Pastoral Care and Management Team who make my job and that of the board so much simpler. This year, we farewelled Dawn Cerninara, the Hotel Service's Manager of many years, and we thanked Dawn for her commitment and leadership over that time which always resulted in excellent outcomes for the residents.

The board has engaged in numerous self-improvement initiatives over the last year, and I sincerely thank them for their support, robust debate and engagement throughout another very busy year.



Pastoral Care

Angela Uhrhane – Pastoral Care Nurse



As I look back and review the year, I look for words of encouragement and hope, these words can be found in Jeremiah 31:7-9

This is what the Lord says:

*"Sing with joy for Jacob;
shout for the foremost of the nations.
Make your praises heard, and say,
'Lord, save your people,
the remnant of Israel.'*

*⁸ See, I will bring them from the land
of the north*

*and gather them from the ends of the earth.
Among them will be the blind and the lame,
expectant mothers and women in labour;
a great throng will return.*

*⁹ They will come with weeping;
they will pray as I bring them back.*

*I will lead them beside streams of water
on a level path where they will not stumble,
because I am Israel's father,
and Ephraim is my firstborn son.*

Often when we spend time with people in pastoral care we hear stories, some of fond memories and some regrets; it is such a privilege to be part of an organisation that looks at the whole person approach, looking at their overall wellbeing not just the clinical care.

The Connecto Spiritual Needs Assessment has been a tool that has been more widely used this year. A person's connection and disconnections help to demonstrate what is important in a person's relationships. To know what is important for people when they come to live at Lutheran Aged Care helps us to be connected to the people and the people to the staff and volunteers here. Spiritual care is everybody's business, so many staff have been educated in the use of the tool, not just the pastoral care team. Pastoral care is part of the multidisciplinary team so the Connecto Spiritual needs screening tool is also used as a referral tool to identify needs and where possible fulfil those needs.

Our pastoral care team currently consist of a pastoral care nurse, a pastoral care worker and pastoral care volunteers. During 2018 we have continued to be in a pastoral vacancy and the team have been well supported by our local Lutheran parish pastors and retired pastors to lead worship service over the 3 campuses. Their support is appreciated and acknowledged. God provides what we really need and to that end we are expecting the arrival of a fulltime Lutheran ordained Chaplain in February 2019.

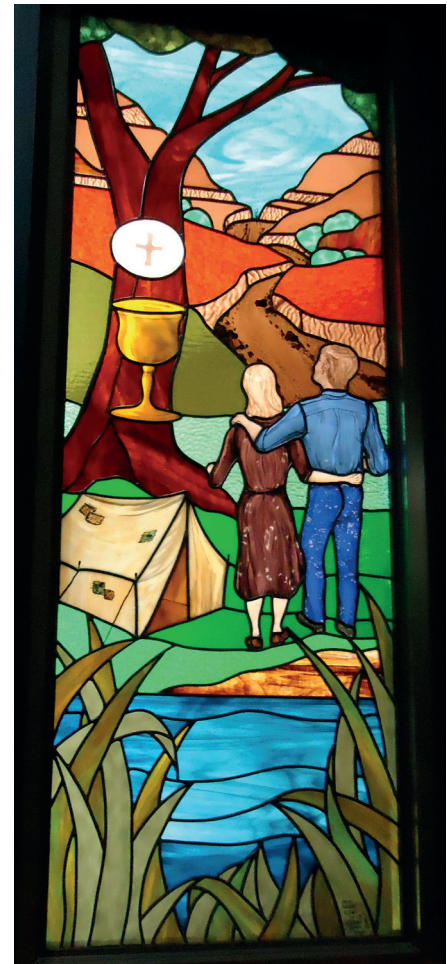
Lutheran Aged Care's relationship with the Lutheran Church of Australia is strong with representation from LAC on the National Committee of Ministry with the Ageing, this keeps us connected and updated with what is happening nationally. Our other relationship is with Meaningful Aging Australia by membership. We are able to access resources that can be used to educate staff, tools for spiritual assessments and care as well as links to what is happening to promote spiritual care for older people in Australia.

Memorial services, Remembrance Day and ANZAC Day services have been well attended this year and the support of the Lifestyle team is invaluable in running the special services. Being a Christian organisation there has also been special services this year for Thanksgiving and blessing of the staff at each campus.

Some of our long serving worship volunteers who help on a Sunday at Living Hope Chapel Dellacourt are retiring and we give thanks for their long and dedicated service to the people who live here. We have recruited several new volunteers into this role with the support of Kerrie Warburton the Volunteer Coordinator.

As a pastoral care team we strongly endorse the values that we have here at LAC including Christian love and acceptance; excellence; diversity and inclusivity; respect and dignity; professionalism; honesty and transparency. On a personal level I wish to acknowledge and thank Wendy Rocks our Managing Director who supports and encourages pastoral care. My colleague Debbie Lieschke is a wonderful support in the care of people and the running of the pastoral care service.

As we move into the New Year, we look forward to it with anticipation and promise of even better things to come. As our pastoral care team grows it will enhance the service to and the wellbeing of the people who live here, their families, volunteers and staff.



Volunteers

Kerrie Warburton – Volunteer Coordinator



It is with great pleasure that I detail the performance of the volunteer team for the twelve months from 30th June 2017 to 1st July 2018.

At the time of writing there are 100 active volunteers who between them donate over 600 hours of service per month across the three residential sites. The demographics of this team reflects a healthy and sustainable mix, with 30% male and 50% being less than 65 years of age.

Within this cohort 15% are either younger people with a disability or recent migrants for whom English is their second language. All of these people are very appreciative of the opportunity to learn new skills and to be included and valued for what they can offer to their community.

During the year 50 people were interviewed for volunteer positions with 40 of these people opting to commence their volunteer activity. Historically the bulk of new volunteers came to Lutheran Aged Care (LAC) via the Volunteer Resource Bureau but significantly this year nearly two thirds of the people inquiring about volunteering were directed to LAC by other local organizations, friends or family. This change emphasises the need for a well-supported volunteer program that people are happy to recommend.

As in previous years there has been considerable churn within the volunteer team. This turnover was largely due to the short-term nature of the volunteer experience required by many people. For example, half of the people interviewed were seeking a short-term experience. This limited time commitment was largely due to the volunteer activity being a university requirement or that the applicants were hoping to use volunteering as a bridge to paid employment.

Another factor contributing to the turnover of volunteers was the age and health status of the Worship volunteers. This was flagged as a risk in the 2017 Board Report. Happily, a successful recruitment drive, largely managed by the pastoral care team through the local churches, has enlisted several new people to the Worship volunteer team.

Despite the turnover described above, 65% of the current team have been volunteering for at least 12 months. This indicates that people who want a long-term experience and who are placed in suitable roles with the right level of support will continue to volunteer at LAC.

The volunteers never cease to amaze with their dedication and generosity. Not all resident requests can be supported but it is surprising what is achievable. When a call goes out that specific help is needed it is pleasing how often the answer is yes. "Could someone help the residents and staff create sensory blankets? Accompany a resident to an appointment? To an Elvis concert? To the

Friends of the Botanic Gardens meetings? To Cat Rescue?" and much more. The answer is often "yes, I can do that".

These special activities are in addition to the many hours of voluntary service provided every week to support the Lifestyle and Pastoral Care programs. Regular volunteer activities include, one to one visits, assisting residents with church, exercise, gardening, games, art, singing, companion animal visits, nail care, entertainment and scenic drives.

As in past years the volunteers were offered several training opportunities. The Volunteer Education and Connecto sessions were well attended and received positive feedback from many volunteers.

It is important that the generosity of these wonderful people is acknowledged and celebrated. Birthdays, illness and bereavements were recognized appropriately throughout the year. In addition, the always popular Christmas functions were held in Albury and The Rock. Plus, many volunteers enjoyed a delicious luncheon at Yallaroo to celebrate National Volunteer's Week in May.

During the year volunteer management was successfully migrated to Action HRM. This new database is proving to be an easy and accurate tool to manage volunteer records.

Some of the challenges for the coming year would appear to be:

- developing an online training option for volunteers who work or study full time,
- tracking the record of influenza vaccinations for volunteers, and
- recruiting additional volunteers for Emily Gardens.

Thank you to the volunteers, residents and staff who make my role so rewarding and enjoyable.



Finance

Ron Asquith – Chief Financial Officer



The Board of Directors is pleased to report net earnings of \$1.874 million for the 2017-18 financial year.

This result has been achieved despite significant funding pressure including the freeze on ACFI rates (this is the funding instrument which determines government funding based on the day-to-day needs of each individual resident). In tandem with the funding pressure our costs have naturally increased, many in line with CPI, along with increased wages costs in accordance with our Enterprise Agreement.

The combination of these factors has resulted in reduced net earnings compared to the prior year however the result is consistent with the expected budget result (\$1.89 million).

The cash flow resulting from operations has allowed the organisation to reinvest \$1.865 million back into improvements, resources, plant and equipment.

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

The finance team has continued to focus on its strategic objectives including improving

internal control systems, efficient processing of transactions, meaningful reporting, adherence to strict compliance requirements, understanding the future of our industry and supporting the board and management with its strategic planning.

One of the most important roles we have is to ensure that all prudential requirements are met as required by the Aged Care Act 1997 and the Fees and Payments Principles 2014 (No.2). We are pleased to report that this has again been achieved.

In addition, as the custodian of funds received from Refundable Accommodation Deposits, the Board has set a minimum cash retention threshold and endorsed our liquidity management strategy. This ensures that all payments of Refundable Accommodation Deposits are made in full and on time.

Lutheran Aged Care is a major consumer of services and products from the local community and a large employer. Our dealings with suppliers are honest and transparent. In this regard, we are pleased to report that the average payment period to suppliers is less than 21 days. All employee entitlements and compliance payments (e.g. superannuation, PAYGW, GST) have been made in full and on time.

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

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

The financial information attached to this report provides a snapshot of our operational performance, cash flow and financial position as at 30 June 2018.

We have established a strong capital base with equity (represented by Assets less Liabilities) standing at \$40.334 million.

The estimated repayments to residents within residential aged care and independent living villages over the next 12 months are effectively covered by our liquidity management strategy.

The strict adherence to this strategy also means that the re-investment of cash funds into future building works, or significant refurbishment of existing facilities, will not compromise our capacity to meet repayments in the future.

The monthly board meetings continue to focus on our results against key performance indicators. The performance indicators are drawn from an extensive data base including information from government, peak body and industry surveys; ensuring that our performance is continually tested.

As for the future, the ongoing review of operations, cost of delivering care, supplier contracts, maximising ACFI revenue and exploring new lines of service delivery will be the key drivers to achieve efficiencies in an increasingly competitive environment.

I would like to thank the Board members for their commitment to our work and the executive team for understanding the importance of financial management and the need to keep an eye on the future when making operational decisions.

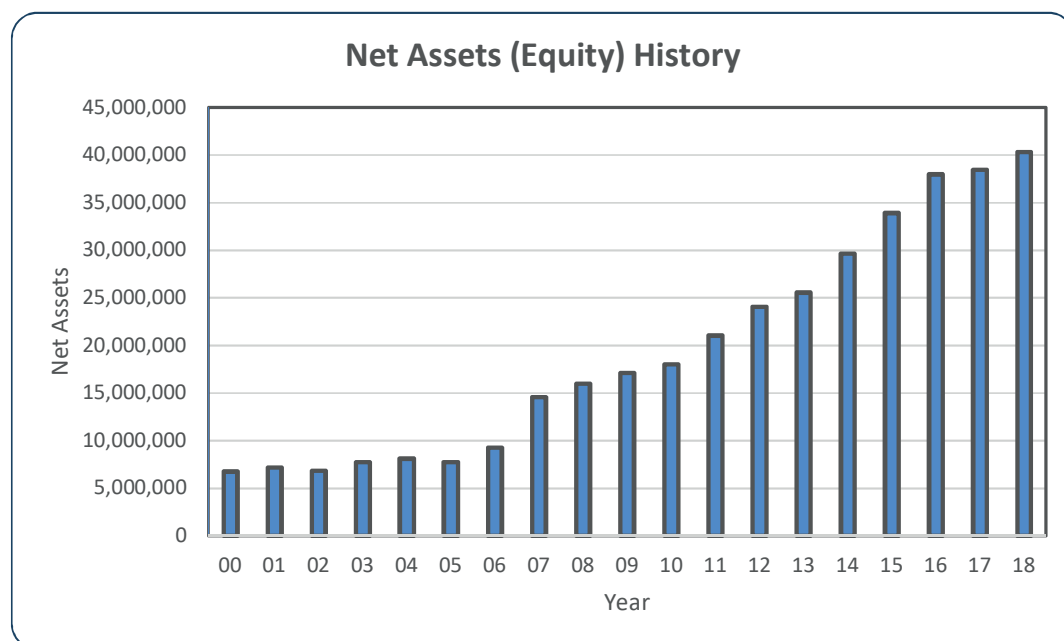
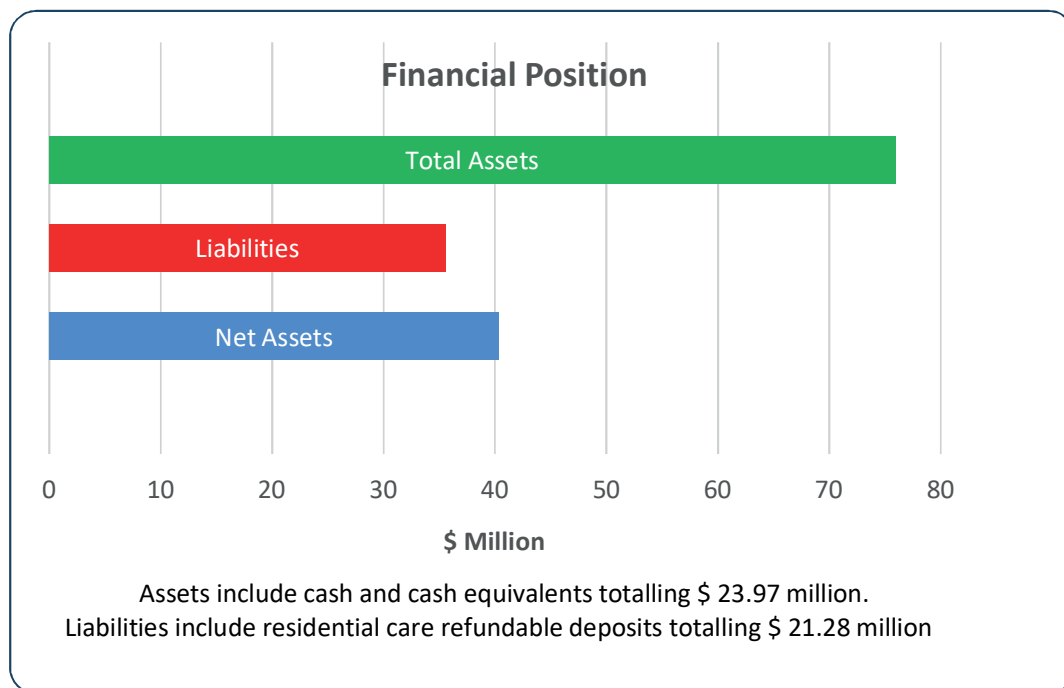
I would like to thank the residents and families for placing their trust in us.

As always, our financial team objective is to ensure Lutheran Aged Care has the information and financial capacity to deliver on its mission. Importantly this mission is underpinned by a set of values which go to the heart of who we are as an organisation and as people.

LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2018

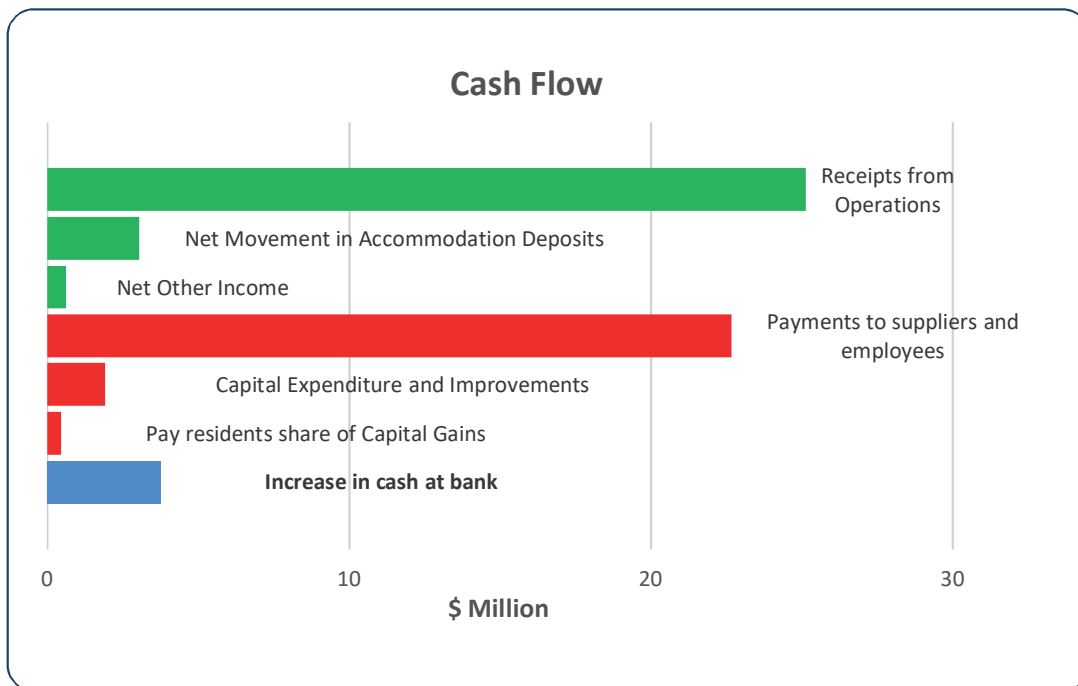
FINANCIAL POSITION



LUTHERAN AGED CARE ALBURY LTD

Year ended 30 June 2018

CASH FLOW

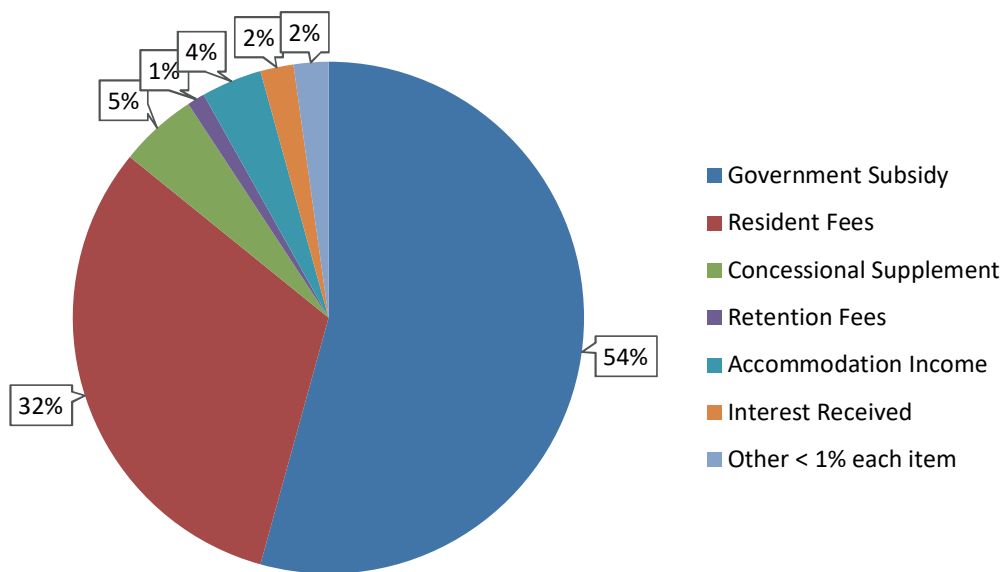


LUTHERAN AGED CARE ALBURY LTD

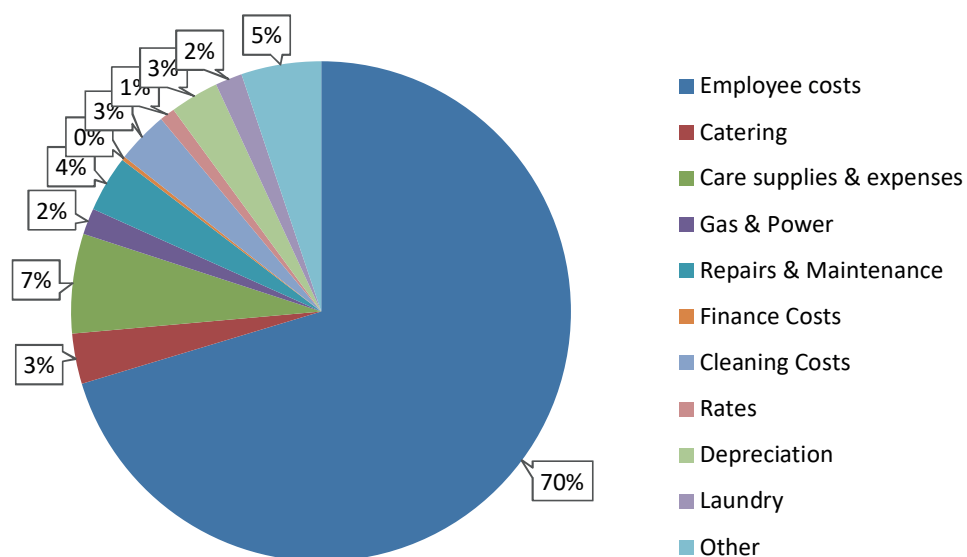
Year ended 30 June 2018

INCOME & EXPENDITURE

FY 2018 Income of \$25.74 Million



FY 2018 Expenses of \$23.86 Million



Human Resources

Don Elder



While the organisation has continued to be subject to extensive change over the past 12 months, we have maintained focus to provide the same quality of care to those individuals who have chosen to charge us with that task.

This is only achieved through the commitment and loyalty of wonderful staff. Within the HR space, most of our work this year has had an impact on staff in one way or another. Hopefully, in many ways, the changes in technology will make their ability to access and manage information easier. With each of our technology implementations, and especially within the HR space, we have strived to simplify through automation as much as possible. The continued utilisation of the HR Kiosk has been key to supporting this. The use of workflows and automated forms has been our focus with this technology.

HR Kiosk

The ability to advise the pay office of changes in address, phone number, banking details etc through workflows within the HR Kiosk means that information is more consistent, goes direct to the right people and does not get

way-laid. The inclusion of the electronic staff appraisal has seen the questionnaire streamlined from approximately 9 pages of questions to just 5 questions. These 5 questions create the opportunity for simplified, yet meaningful discussion between staff and their manager, and being electronic, provides greater visibility of who has completed, who is still in progress and how long since the last appraisal. Staff incident reporting has enabled staff to undertake notifications for Injuries/Near Misses or Hazards with a versatile single automated form.

2018 Influenza Season

This year also saw us take a more structured approach to the recording and managing of staff immunisations with regards to Influenza. The data held from 2017 was scant to say the least. The only transparency we had with respect to employee vaccination data were those records that related to payroll deductions for the 2017 influenza season. While the data was minimal, it was nevertheless, a starting point from which to monitor our movements. The figures below highlight the minimal 2017 data and the resultant 2018 data (as at 31 August):

Immunisation Rates (%)	2017	2018
Admin	32.00%	88.89%
Community	14.00%	90.20%
Dellacourt	24.35%	90.57%
Emily Gardens	0.00%	53.85%
Food Services	10.53%	65.85%
Yallaroo	20.63%	61.90%
Overall	18.63%	78.34%

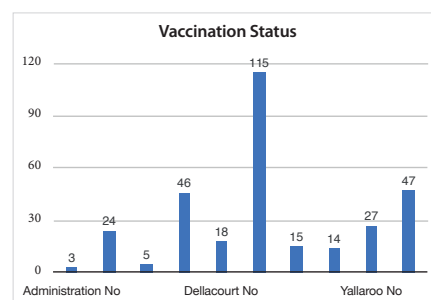


Figure 1: Compliance by Location

To grow from a minimum of approximately 18.5% to a compliance rate, immediately prior to the peak of the season, of 78.34% across all employment statuses (Full-time, Part-time and Casual) of staff, was a fantastic achievement. This sets a new and true baseline for comparison for the 2019 Influenza season.

Workers' Compensation

The 2017-2018 Financial year also saw Lutheran Aged Care have to change Workers' Compensation Insurer twice during the year. The first change occurred approximately October 2017 (from CGU to GIO) and then again from 01 January 2018 (from GIO to EML). This was particularly challenging for anyone needing assistance when it came to manage the claims for our injured workers. The exact impact on claims costs is still unclear for this claims period due to delays in reporting available across multiple Agents. However, we are able to note that, with the exception of the 2015-16 financial year, there has been a decline in the number of claims. The 2015-16 year was anomalous in terms of our reporting. While we report ALL workplace incidents regardless of whether there was time lost or not, of the 35 incidents reported in the 2015-16 year, only 14 resulted in lost time and incurred medical or like expenses, and therefore had an impact on our premium.

Workforce

There has been much in the news over the past 12 months regarding the standard of care provided by some small number of individuals across the sector. The stigma this creates regarding our industry only serves to increase the challenge of attracting and retaining a valued and committed workforce. Each year I provide a snap shot of some basic workforce data. This year I continue to do so, as I believe the workforce challenges over the coming years will be greatly impacted by the decisions (or lack of) that result from the recently announced Royal Commission into our industry, and it is important that we have a handle on where our workforce is at the juncture:

Hotel Services

Dawn Cerminara



Hotel Services Management portfolio covers Food Services, Laundry and Cleaning over the three sites.

The Cleaning and Laundry are outsourced to Quad Services who won the contract in August 2017. We are very lucky to have both LAC employed staff and contracted staff who are invested in their work and have great care for the Care Recipients.

Celebrations around food are very important at LAC as they are in the home setting. All major calendar dates are celebrated with appropriate food e.g Christmas, Easter and milestone birthdays.

The Dellacourt kitchen hosted a TAFE student this year from Weewak Street to help her complete her 35 hours of industry experience which was a great success.

All three sites received an "A" rating from the NSW food authority yearly audit. We are constantly looking for continuous improvement in food safety and food satisfaction ratings for the Care Recipients.

This year we have seen the development of our Kitchen Garden at our Dellacourt Facility. This new addition provides Care Recipients with a connection to the food on their plates. The Dellacourt Men's Shed constructed all of the garden beds for this project. Our Care

Recipients, Lifestyle staff and Head Chef Kym Seary, have been actively involved in planting vegetables and herbs for use in our kitchens.

Regarding technological advancements in food services the cloud-based menu management system "Netmenu" has been rolled out. Firstly, at Emily Gardens, currently at Yallaroo and soon to be Dellacourt. The system gives Care Recipients more interaction and choice in their meal selection while offering kitchen staff exact ordering quantities and standardised recipes. The system will also be linked in with our finance system for a more stream lined process for all areas. At the recent accreditation at Emily Gardens the auditor was very impressed with the system and what it offers our Care Recipients.

The three Laundries always aim to collect wash and return all clothing in a timely

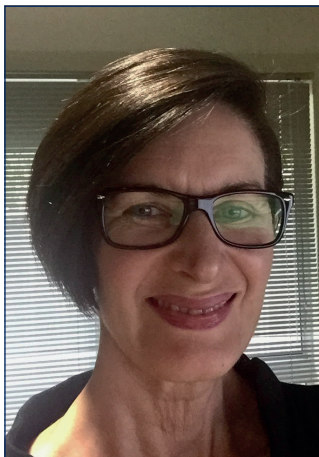
manner and to have the clothes looking great. This was remarked on by the auditor at Emily Gardens in the September accreditation, the auditor made special mention of how lovely all the Care Recipients clothes looked. We are not resting on our laurels though, as improvement can always happen as was identified at Yallaroo with the introduction this year of individual laundry carts for Care Recipient clothing to reduce lost or missing items and it's working very well.

Employee health and safety is very important, and I am pleased to say we have had no major incidents this year. The service that Align Work Health provide to LAC staff in educating and supporting staff is very important and a great initiative of the organisation.



Quality Systems and Framework

Louise Shields



Management of Lutheran Aged Care's projects, quality/compliance frameworks and staff training is encompassed within the Quality Systems Framework function.

The function comprises the Quality Systems Framework Manager (Louise Shields), the Staff Development Coordinator (Angela Turnbull) and the Quality Officer (Christine Essex). Together the team works to ensure that everything we say we will do as an organisation, is effectively implemented and has outcomes that benefit Lutheran Aged Care's customers. In addition, the function has oversight for operational compliance in the form of audits and provides invaluable support to teams through the reaccreditation process.

On behalf of the team, we are proud to submit our Annual Report for 2017 / 2018 and look forward to a successful year ahead.

Learning & Development

The Learning and Development function had a year of consolidation whilst continuing to deliver / oversee high quality programs that go beyond compliance. All components of LAC's Learning and Development program were successfully delivered during the year, as either on-line learning or in face to face format; as depicted below.

Mandatory Training Requirements

...What Are They?

Requirement	Format	Completion Deadline
Organisational Orientation I'm new...what do I do?	Online	Must be completed within 1 month of commencing employment
Mandatory Training & Competency Package	Online	Must be completed within 3 months of commencing employment, then annually thereafter (Competency Package for Nursing, Care staff and Home Care Workers only)
Fire & Emergency Training (RAC)	Face-to-face	Must be completed within 1 week of commencing employment, then annually thereafter
Clinical Skills (Nursing & Care staff only)	Face-to-Face	Must be completed within 3 months of commencing employment, then annually thereafter
Care Essentials Program	Face-to-Face	Must be completed within 3 months of commencing employment
Manual Handling	On-the-Job Training	Must be completed within 1 month of commencing employment, then annually thereafter
Mandatory Training	Online	Must be completed by December 2018
Competency Package (Nursing, Care staff & Home Care Workers only)	Online	Must be completed by December 2018
Fire & Emergency Training (RAC)	Face-to-Face	Must be completed by December 2018
Clinical Skills (Nursing & Care staff only)	Face-to-Face	Must be completed by December 2018
Manual Handling	On-the-Job Training	Must be completed by December 2018

Your Training = Your Responsibility
Ensure you complete all training programs by the due date

Having trouble?...

- Meeting the deadline, contact your Manager before the due date
- For help accessing the online platform or to book into a training session contact Staff Development

Relevant staff are required to complete these programs within the year and we continued to enjoy 100% completion rates for these programs.

The high level of training completion rates would not be possible without the learning management system (LMS). The system continues to assist in the timely and accurate



record keeping for all company education and supports the ongoing monitoring of completion rates and prompts for staff.

During the year, the team developed and introduced new Privacy training for all staff in response to the Government's amendment to the Privacy Act 1988 (Privacy Act) to include a notifiable data breaches scheme.

Staff members using Office 365 were required to complete on-line 'What is a Data Breach?' Training with 100% completion achieved by end February 2018. The 'Your Obligations' training is included in the Care Essentials Program for all new staff. These programs will be run periodically for all staff as a refresher.

The team is now progressing towards the further roll out of the organisation's learning culture initiatives including the upgrade of the learning management system platform

which will be implemented in 2018. This will enable the upload and completion of LAC specific training programs in addition to existing system benefits. It will also support the organisation through a period of significant change and accompanying staff education.

Quality Programs, Projects & Systems

During the year, the organisation saw the implementation of web based business software to support the goal to transition away from server based programs.

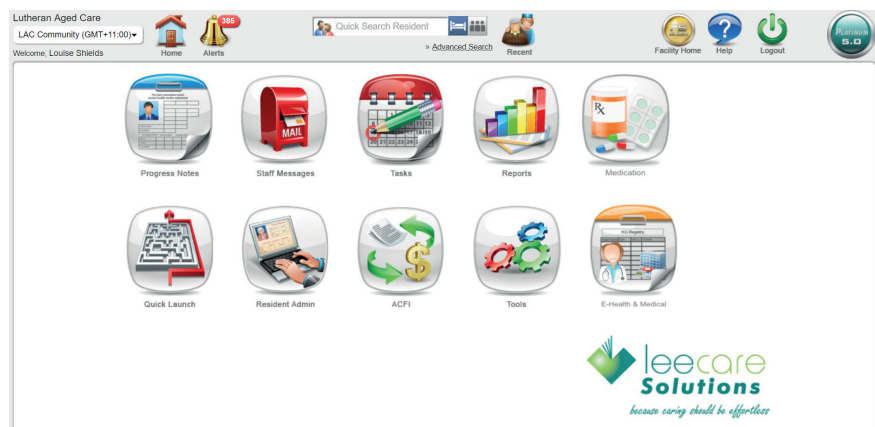
Significantly, the team was engaged in the transition of LAC's Clinical Care Management System to a new provider, Lee Care. This was a significant implementation which occurred across all residential sites. The system is also being used for clinical monitoring of Home Care customers. The result is a consolidated / centralised system for the clinical management of all customers. The installation also afforded the opportunity to uniform practices across sites so that the best, most consistent methods of service are provided to our customers.

The transition involved the coordination of staff training, the transfer of essential customer information, integrity checking data, as well as ensuring that data was not lost in the process.

The team continues to provide a centralised support function for the business for permissions and access, and is involved in the ongoing development of system functionality.

A new Nurse Call system was implemented at the Emily Gardens site and this provides, never before functionality, of web based tracking of customer call bells and integration with staff identification tags. This functionality provides a global view of all activity on site and reporting to support analysis.

Further roll out / utilisation of Office 365 and SharePoint occurred during the year with focus continuing in line with the pace of change. Specifically, the transition of existing folders from the organisation's current servers in to SharePoint will provide permissions based functionality to share, edit and manage documents effectively. Currently, all of LAC's policy documents reside within SharePoint and gradually, all areas will transition their files in to this environment.



The launch of Chatline in September 2017 has proven itself as the organisation's centralised communication hub. All staff have access to the site including staff that are not PC based. Statistics from the site shows Chatline is currently has 4057 'hits' from 1119 'unique users' per month. These figures are grown month on month as the system is taken up by more staff and the organisation finds new ways to engage staff through the site.

The Quality Officer provides an invaluable support to service areas facing reaccreditation and this year, Dellacourt and Emily Gardens again achieved successful outcomes. It can't be understated that this role offers a steady hand and clear, concise planning support to managers and staff during what can be a stressful time. A true benefit to our organisation, especially in the face of major industry change.

The transition to New Aged Care Standards will be a major focus of the team in 2018/2019 and progression of key initiatives in this area has already commenced with a full gap analysis of all key policy documents, processes and systems. Further, an organisational plan has been developed to address introduction of new standards across the business including new customer focussed initiatives that will enhance the company's service offering in all areas.

Admissions and Marketing

Julie Meredith

Lutheran Aged Care Albury is proudly local, providing 212 Residential care beds, including special care needs and Respite at our three beautiful facilities, Dellacourt, Yallaroo and Emily Gardens.

Together with Homecare services, plus 52 Independent Living Units, Lutheran Aged Care is the leading aged care provider in the region

Customer Service is our key focus. Admission processes and feedback are continually monitored. Families comment on how easy and streamlined our process is, always conducted in a friendly and professional manner. Lutheran Aged Care staff are respectful, passionate and take pride delivering the highest quality of care, making a real difference to the lives of our customers. Our customers are loved, accepted and supported to reach their full potential. Lutheran Aged Care continues to provide accommodation to financially supported customers.

Monthly information and tour sessions held on the second Tuesday of each month are

well attended, giving the opportunity to showcase our available services.

Over the past twelve months we welcomed 71 new permanent customers and 122 Respite customers into our facilities. Several Homecare and Pemberton View members transitioned seamlessly into our permanent residential care.

Lutheran Aged Care occupancy levels remained consistently high during 2017/2018. Average occupancy was 98.10% with many periods of 100% at all three facilities.

A big thank you to our wonderful team for a very enjoyable and successful year.

This will be my final Annual Report with Lutheran Aged Care as I relocate to the sunny Gold Coast. I would like to take this opportunity to thank the Board, Wendy, Management team and all the wonderful staff. During the last 9 years I have built rewarding and lasting relationships with my customers and their families. I have loved my position and valued your support and truly appreciated your friendship.

Wish all the very best for the coming years.



Retirement Villages

Helen Ashton – Pemberton View & Nicholson Park



We have had a wonderful year within the Villages and Administration.

Administration has been involved with the implementation of the new computer systems Lee Care and Net Menu. With these changes in technology Administration continue to provide support throughout Lutheran Aged Care.

Throughout this year within Pemberton View renovations commenced on seven units with three being fully completed, the remaining four are close to completion. They look fantastic and I would like to thank the Maintenance Team for their efforts in coordinating all the contractors involved.

Again, this year the daily interaction with the Residents of Nicholson Park & Pemberton View has been a privileged, with the highlight being the Friday night get togethers in both Villages.

Nicholson Park and Pemberton View continue to have enquiries with many coming from either those who know residents within our Villages or through other Lutheran connections.

Our Village Residents continue to require additional assistance and support services to remain in their homes or transfer into Residential Care I would like to thank both Julie Meredith – Admissions & Marketing Manager and Emma Williamson – Community Care Manager for their continued and seamless support.

Thankyou to the Stewart Taylor and the Maintenance team who continue to provide invaluable support and assistance to the Residents in both Villages. The renovated the units look great and the comments received from prospective residents and their families are a credit to the Maintenance Team. The Residents and I would like to acknowledge how beautifully maintained the gardens are.

I would like to take this opportunity to thank the Village Residents and the Administrative Staff for their continued encouragement and support.



Emily Gardens

Louise Mason – Facility Manager



Emily Gardens is a 30-bed facility which centres on customer service.

In 2017 – 2018 Emily Gardens provided care for both high care and those with special needs in two separate units of 15; one unit being Dementia specific.

Our bed occupancy results for 2017 – 2018 was 100 %

In September this year Emily Gardens had an announced re-accreditation audit and passed all 44 standards. Management and staff were

humbled by the support given by the whole Lutheran Aged Care management team and beyond.

Emily Gardens has had significant changes and upgrades in the year 2017 – 2018, with a change in Management early in the year; the introduction of a new electronic management system; 'Lee Care', and a 'Nurse Call' and fob security system. Everyone at Emily Gardens was well supported with many support processes in place prior the implementations. This strategy resulted in positive attitudes and feedback from staff so that these major changes were a pleasure to introduce.

'Corella' (special needs unit) received many positive complements from family, visitors, customers and also the visiting Doctor, on the small refurbishment. New, bright and comfortable arm chairs were purchased for the communal lounge room, and new bed room doors were brightly painted for visual stimulation. Everyone was given a choice in the selectin of colour for their door. Several Dementia activity boards were put in place and a sensory wall constructed for both visual and touch stimulation.

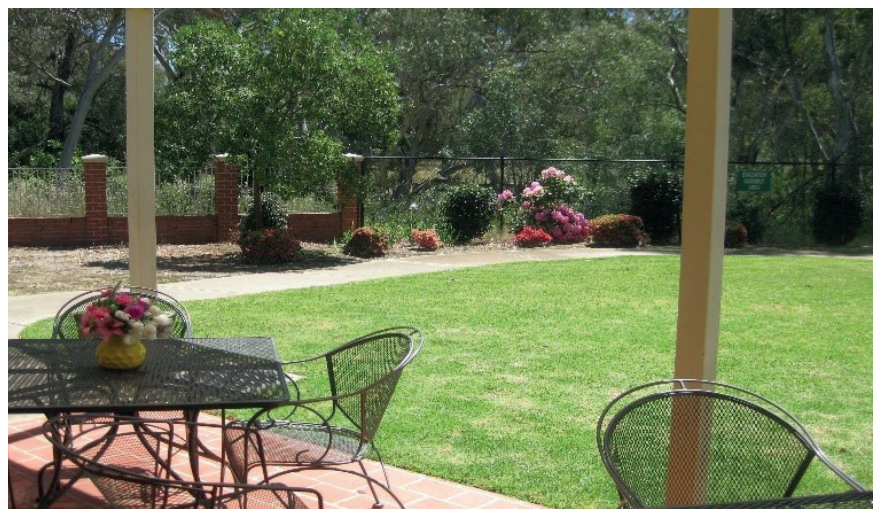
Lutheran Aged Care has always supported quality of life programs such as lifestyle and activities. Recently we had a change in co-ordinators with some positive changes as

a result with monthly catch up for lunch with community group "The Rock Social Club" and a fundraising Trivia night with the customers joining in on everyone's table.

Emily Garden has been the first to trial the new net menu system offering customers more choice and a rotating menu guaranteeing freshness, variety and choice for our customers at meal times. We have received many verbal complements from customers and relatives around the beautiful smells coming from the kitchen which is fantastic.

Emily gardens also is proud to show off the beautifully maintained gardens with on consumer commenting that it has beautiful gardens and an open rural feel to it which was a beautiful way to describe the facility.

I would like to thank everyone Customers, relatives, staff, volunteers and external supports for their continued dedication to making Emily Gardens the greatest facility in the Lockhart district.



Yallaroo

Jill Campbell – Facility Manager



“A home fulfills many needs: a place of self expression, a vessel of memories, a refuge from the outside world, a cocoon where we can feel nurtured and let down our guard”.

Cohen-Mansfield, J & P. Werner. (1998)

Through this prism Yallaroo has endeavoured to engage our customers to actively live safely with a sense of purpose and engagement, when experiencing declining cognitive and physical abilities such as dementia or chronic health conditions.

It remains important to all people to have a sense of purpose -something to do- in their

everyday lives, so they can experience personal control in the face of loss and change. With this in mind we aim to :-

Provide opportunities for people to prevent decline in their health, by participating in our gym, walking and exercise activities with our strong Allied Health Service presence.

Provide activity engagement as a positive distraction, resulting in improved mood, and enhanced coping efficacy, and as an effective intervention in the management of aggression.

In particular our approach to challenging behaviours of concern has revealed its success with significantly reduced incidents requiring Mandatory reporting.

Contribute to general wellbeing through links with our community, having fun and affirming self value. Demonstrated in the intergenerational singing project with Albury Public School, supported by our fantastic volunteers.

Our success comes from what stays in peoples hearts and minds. Ultimately what matters most to people is the wonderful caring relationships we build and support in our everyday teamwork at Yallaroo and Lutheran Aged Care.

Through the Lifestyle program, Care and Allied Health staff give people the opportunity to live fully to their maximum potential, and on their terms, which is why we

are here. Behind each story lies dynamic and subtle enhancements to technology, education, training, and collaboration.

We have also successfully introduced a new customer management and documentation system, a new employee Intranet, along with new software and hardware technologies.

These are transformational projects requiring all staff to embrace new thinking and a willingness to adapt:

I applaud the energy of the Yallaroo staff and the commitment of our Nurse Managers Clare Dawson (Nahum & Manoah House), Michelle Allen (Kiah and Kankama House).

At times the pace of change has been frenetic, but what remains constant is the commitment by the organisation to provide the best care and services available, as we strive to embed our organisational values.

Our customers have been surveyed recently, and participated in a focus group rating the facility highly with an overall score of 86% who would highly recommend Yallaroo, from a care and services perspective.

Yallaroo staff have also been surveyed by the Gallup Group, reporting a consistency in engagement reflected in a high percentage response to the question; “At work, I have the opportunity to do what I do best every day”.

As one response stated “Staff work together from different sections as teams. The houses feel like homes not hospital. And Staff engagement with our residents on a mental and emotional level is high. We are like family to our residents and that is the best part”.

Thankyou to the Board of Governance and the organisational teams that support us to work towards our value of “ Excellence” in what we do at Yallaroo.



Dellacourt

Sheree Sheridan – Facility Manager



Dellacourt provides residential care to 122 people across the site; with three units – Alkira, Dellacourt and Arrunga.

Dellacourt is the largest of the sites within Lutheran Aged Care Albury; and based on bed numbers is one of the largest Residential Aged Care sites in New South Wales. Dellacourt is able to provide a high level of clinical care to those entrusted into our care.

In a significant period of turbulence in the industry, Dellacourt was accredited for a three year period in May 2018, following a full audit by the Australian Aged Care Quality Agency. This was then followed by an unannounced

audit in June 2018; with compliance reported across the four standards during both visits. These visits validate our standard of care as measured against industry standards and legislation. Successfully maintaining accreditation in today's industry is a significant achievement as we move towards a Royal Commission into Aged Care, and a new set of Quality Standards in 2019. Achieving compliance coupled with positive feedback from those we care for and their representatives, reinforces the reason we care as an organisation.

During 2017-2018 the success that Dellacourt has enjoyed is a tribute to the staff for their efforts in providing care and support to those who access our service. During 2018, the Electronic Care Management system in use for many years was changed over to 'Leecare'. Staff are commended for their effort in transferring a large amount of data across and taking on this program. Each year, we mark 'R U OK?' Day with a staff barbeque. This is an opportunity for staff to share a lighter moment together and support one another. In 2018 to commemorate this day, we awarded three scholarships to care staff members that will allow them to travel to a conference targeted at Aged Care Workers. This group of staff are at the coal face and deserve recognition and education to support the invaluable work they do every day.

The Lifestyle Team at Dellacourt provide a wonderful service to through programs and activities that meet the needs of individuals. The entrants in the Art and Craft exhibitions at the Albury Show were once again very successful with many awards won. In partnership with the Murray Conservatorium and the Albury West Public School, a successful grant application allowed for the running of a 'Music through the Generations' program in 2017 and 2018. The interaction between participants and the wonderful music created is amazing to see and hear. In conjunction with the Pastoral Care Team at Dellacourt, we have been able to work towards having a Connecto Spiritual Tool completed for all in our care. This tool supports the wellbeing of our customers and can be used to assess support they may need. 2019 promises to be a busy year with many industry challenges ahead of us. We eagerly anticipate the commencement of a rebuild of the Arrunga building in 2019, which will take us forward into the future and enable us to provide specialised care in a state of the art facility.

I wish to take this opportunity to thank all Care Recipients, Relatives, Staff, Volunteers and External supporters of Dellacourt for their continued support in 2017-2018.



Home Care

Emma Williamson – Manager Community Services



2018 has been a year of growth for the Home Care Team. The number of clients receiving services has increased from 215 clients in October 2017 to 290 clients for October 2018 (increase of 25%.) Select Care continues to grow, delivering services to several other organisation’s clients along with some private clients, and the number of referrals for the Commonwealth Home Support Program Flexible Respite have increased considerably.

Our Short-Term Restorative Care program has been slowly increasing the number of clients, and there is continued work with ACAT to identify potential clients. Home care packages increased overall since the reforms and the National Wait list.

The transition of many Home Care clients to our residential facilities continues either for respite care or permanent care. Streamlined consultation between Julie Meredith (and now Helen Ashton), our facility managers and clients, ensures those who wish to enter care at Lutheran Aged Care after a Home Care package are well supported. The Home Care team have also worked with Julie Meredith and Helen Ashton in supporting our village residents with services and support and assisting them with the process of communication with My Aged Care.

The Home Care team have 15 clients in the age range of 80-105 years, with 2 current centurions (100 years, and 103 years). It is very rewarding when clients can remain living in the community at such a grand age. One of our centurions has featured in the making of the promotional video for Home Care, even showing how she effortlessly climbs her stairs each day.



Hardworking Assistant Coordinators

We have seen several faces come and go within Home Care in 2018, including the departure of Leanne and the arrival of Liz and Maria as Assistant Coordinators. I sincerely thank my wonderful team – Nicole and Vickie, who continue to support our clients in their wishes to remain living at home. We have welcomed back Monique to the Community team as our Short-Term Restorative Care coordinator, and Rosanna and Marie have provided clinical care to our clients and brokered clients throughout the year. Annette, Heather, Liz, Maria and Wendy (who has had some long service leave) have done a fantastic job of ensuring our clients get the services they require often under challenging circumstances such as juggling staff shortages. I thank you for your commitment.

Charlene has provided efficient financial support in ensuring our budget statements are produced in a timely manner and collating financial information as required. Thank you also to Georgia for her administration support.

Thank you to all the Home Care Workers for the great work they have done in delivering the services our clients request. I appreciate those who have worked extra hours over the year and thank you for your commitment to our Home Care program.

2019 will see the Home Care team have its Quality Agency accreditation. Whilst we don't have a date yet, we anticipate it will be around April. I thank Louise and Christine for their continued support in conducting audits and other quality improvement initiatives. Home Care has commenced using Lee Care from a clinical perspective which gives us greater compliance in this area.

I am proud to advise that I have completed my master's degree in health administration and would like to thank the management team and Wendy Rocks for the support over the past 4 years and especially this year whilst undertaking my project "Working toward a mentally healthy workplace".

I would also like to thank the Management team for their support of the Home Care Program in 2018.



Corowa Team 2018. Working remotely means restocking on the run

Property and Maintenance

Stewart Taylor – Property and Maintenance Manager



Lutheran Age Care (LAC) is committed to providing a high level of service to all our residents and staff. The maintenance team provide various types of service & assistance to the residents across all sites – Dellacourt, Yallaroo, Emily Gardens and the 52 Independent Living Village Units.

The safety of our resident's and staff is our major priority, along with the resident's garden and building maintenance. We plan each day's task schedule from our 'Leecare maintenance request system'. These vary from day to day, from priority tasks such as a faulty electronic bed operation, broken shower heads, nurse call system malfunctions, faulty lights & power points, to non-priority tasks such as putting out the garbage bins, changing batteries in a clock and delivering cleaning product. These are just samples of our reactive tasks; there is also a large number of scheduled preventative maintenance work carried out throughout the year, and a number of regulatory compliance standards to be met.

In early February LAC encountered a major disaster when Wattle House flooded due to a blockage in the sewer main. The renovations

commenced immediately & the resulting fit out was completed within four (4) weeks. Residents & furniture were eventually returned to the newly renovated house.

Meanwhile, some of the other projects that we have been working on throughout the year include – The repainting of living areas and halls as well as new vinyl flooring installed in the Arrunga houses. Dellacourt Administration and some Arrunga houses required smoke detectors to be replaced due to aging units. To reduce the activation of the break glass fire alarms a 'Eurostop Alarm Cover' was been installed over all break glass switches in both Yallaroo & Arrunga. This has resulted in only one alarm being activated in the past twelve months which has resulted in a major cost saving for LAC from false fire alarms.

With summer upon us, we have had a major overhaul of our cooling systems; bearings have been replaced in many motors and fan shafts to help reduce any problems in the future.

Our extensive gardens and lawns, which bring so much pleasure to our residents, are continuously being attended to and maintained by our experienced maintenance team and contractors. Pruning and manicuring of trees, fertilizing, weed retention of lawns as well as spraying of shrubs for prevention of disease and pests, are just some of the jobs that keep our team busy throughout the year. We have also introduced a few new species of plants and shrubs into our gardens that are less prone to disease and are more suitable for our busy environment.

We have had a few changes in the maintenance team this year with the retirement of Lynton Enerver and we have also welcomed two new employees - Craig Broughton at the Albury sites and Robert Hill at Emily Gardens.

In closing, on behalf of the maintenance team & myself, we would like to thank all the staff contractors for their continued support and we look forward to another successful year in 2019.

