

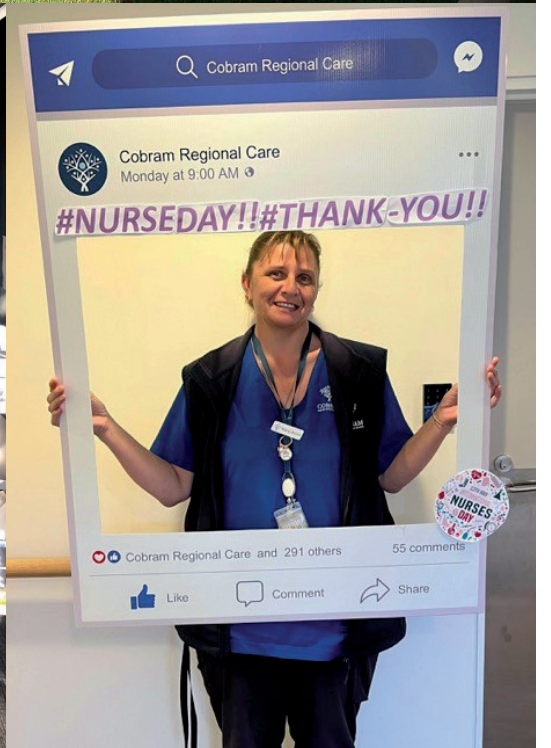


COBRAM
REGIONAL CARE



Annual Report

2022-23



Contents

About Us	2
Committee of Management	3
Our Leadership Team	4
Chairperson's Report	5
CEO/Director of Nursing	6
Corporate Services	8
Home Care	10
Operations	12
Care and Lifestyle	14
Workplace Development	15
Continuous Improvement	17
Overview of Financial Results	20
Annual Financial Statements	22
Annual General Meeting	26
Minutes – 17 Novemeber 2022	27
Agenda – 30 October 2023	31



About Us

Cobram Regional Care is a not-for-profit Provider of Aged services in the Moira Shire in Northeast Victoria. The organisation integrates Residential Aged Care, Home Care and Retirement living to ensure continuity of care for older people across the continuum of their aged care journey.

We are a leading employer within the region, with over 120 staff across all service areas.

Cobram Regional Care is committed to providing holistic person-centred care that demonstrates compassion, integrity, and sensitivity.

Our organisational culture is underpinned by a desire to treat every resident with dignity, respect, and kindness, and encourages residents to actively participate in making choices regarding their care.

Cobram Regional Care's integrated services work with all residents to understand their needs, identity, culture and diversity. We strive to bring joy and meaning to the lives of the residents in our care and support ageing.

Our Voluntary Committee of Management dedicates their time and knowledge in contributing to the effective Governance of the organisation. Each Committee member brings their own strengths and abilities to the organisation. Throughout the year, Committee members have demonstrated flexibility, innovation and enthusiasm within our rapidly changing aged care environment.

Committee of Management



Kate Hay

Committee Chairperson



Ellie Stephens

Secretary



Linden Mellier

General Member



Doug Wright

General Member



Joanne Tedesco

General Member

Our Leadership Team



Tracey Gemmill
CEO/ Director of Nursing



Lisa Ford
Corporate Services
Coordinator



Megan Gemmill
Home Care
Coordinator



Andrew Vernon
Operations
Coordinator



Tracy McKenzie
Clinical Care
Coordinator



Eily Nunn
Workforce
Development Officer



Emily Vernon
Continuous Improvement
Coordinator

Chairperson's Report



Kate Hay
Chairperson

It continues to be an honour to be the Chairperson of the Committee of Management at Cobram Regional Care, and I provide this report on behalf of my fellow Committee members.

I'd like to thank Committee members, Ellie Stephens, Doug Wright and Lindon Mellier for their support, expertise, and ongoing commitment to Cobram Regional Care. This year we welcomed Joanne Tedesco to the Committee, and I thank Jo for her contribution.

It has been a year of much growth and many achievements with a full program of work and projects planned. These objectives are now clearly outlined in our new strategic plan which sets out our direction and vision for the next 5 years. Financial viability is core to our planning and this year has seen Cobram Regional Care returning to a strong financial position.

Part of that plan includes the building of a new 20-bed wing, expected to commence in early October 2023 and completed in mid-2024. The funding provided by the Commonwealth Government demonstrates confidence in the current operations of Cobram Regional Care, both in its clinical standards and administration. This is also a great outcome for Cobram and the surrounding area with the additional beds but also provides many new employment opportunities during the construction phase and more importantly new permanent ongoing jobs for people wishing to work in a great environment with opportunities to learn and develop.

The Homecare program continues to go from strength to strength. recently moving to a high-profile space in Cobram's central shopping area. This expansion will provide greater visibility to clients and their families of the services and support available to enable them to live in their own homes. The program has provided older people with a real choice in provider and services. We continue to receive wonderful feedback on the high standard of services and the quality of our staff from clients and families.

Significant work continues to implement the reforms detailed in the recommendations from the Royal Commission into Age Care Quality and Safety. Many reforms have been implemented including the employment of additional registered nurses joining the team along with new reporting of data on many aspects of residential care. It must be acknowledged that this reporting, though necessary, is time-consuming and is impacting on expenditure.

To the amazing staff at Cobram Regional Care who continue to do a wonderful job, not just during the challenging times but every day. We thank you for caring, for your professionalism, and passion for providing the best possible care for our residents and their families, our clients, and those community partners that we interact with every day. We are very grateful for your dedication and commitment.

To our CEO/Director of Nursing, Tracey Gemmill, who continues to lead the team with passion, professionalism, and dedication, we thank you for your outstanding service and commitment. Your genuine care for the residents and staff is commendable. We look forward to the year ahead, knowing it will be a period of many achievements, opportunities, growth, and challenges.

CEO/Director of Nursing



Tracey Gemmill
CEO/Director of
Nursing

After a significant financial loss in the previous year, Cobram Regional Care delivered a Net Result of approx. \$315,000 for the 2022/23 financial year, which is pleasing given the challenges currently being faced by the Aged Care industry.

Whilst I don't subscribe to the notion of accepting COVID as 'the new normal', the resilience and skills of our workforce have really shone through, and we have developed systems and processes in response to the Pandemic which are now ingrained in our everyday working lives and practices. Despite experiencing a number of COVID outbreaks within our residential service, we have seen a drastic reduction in the impact of the infection such as severe illness or even death, thanks to our comprehensive education program, rapid response and resources, high levels of both staff and resident vaccinations, and the introduction of effective anti-viral medications.

Much of our decision-making over the past year has been in response to the significant legislative reforms introduced by the Federal Government following the Royal Commission into Aged Care Quality and Safety. This includes major changes to how we are funded, our Governance systems, as well as new laws about the quality, qualifications, and number of direct care staff we employ. While welcomed, legislative requirements to drastically increase Registered Nursing hours within the facility have proven challenging in our rural environment and continue to be our focus into the new financial year.

The Federal Budget, announced on 23 May 2023 had a strong focus on Aged Care, which will directly benefit us, and enable us to address the requirements of the legislative changes following the Royal Commission into Aged Care Quality & Safety more effectively. The \$11.3 Billion that was committed to aged care wage increases will support us to ensure we can afford to pass on the full 15% wage increases through the Aged Care Work Value Case implemented early this year. An additional 9,500 Home Care Packages will also be delivered which will support our Home Care expansion program. A \$12.9 million boost for better nutrition in residential aged care will address improvements to residents dining experiences and their overall nutrition. \$536.6 million was also committed for residential services to address the high costs of COVID-19, via a grant process, through which we are now recouping some costs.

The development and implementation of the Cobram Regional Care Strategic Plan is a significant milestone towards formalising our roadmap and securing our financial sustainability into the future. Members of the Leadership Team worked collaboratively over several days with our Committee of Management on the plan, with key organisational priorities being identified as Workforce Development, improved Governance systems and the expansion of our Home Care Program.

In December 2022 we underwent our first Accreditation under the new Aged Care Quality Standards, achieving the full three years' Accreditation with no identified requirements for improvement. During their three days on site, Assessors relayed to us that the residents they interviewed felt safe and well cared for, family members were satisfied with their loved-one's care and staff felt supported and equipped to perform their work safely and effectively. Our ongoing commitment to quality and continuous improvement was evident during this review and continues to drive what we do.

In mid-2022 due to the increasing uncertainty around building costs and escalating supplier price increases, we reviewed our capacity to finance our planned 20-Room extension ("Ottrey House"), making our position clear to the Commonwealth Department of Health and Aged Care, who had originally committed to \$2.7 million towards the build. In February 2023 we received notification from the Commonwealth that, to alleviate some financial pressure associated with COVID and a difficult financial year in 2021-22, they were prepared to fully fund the project, incorporating cost increases that had occurred since our original cost estimate was completed. This took the total Capital Grant amount to \$5,794,000 being funded wholly by the Commonwealth. We would like to sincerely thank the Commonwealth Government for recognising the valuable contribution Cobram Regional Care makes to our community and supporting us through what has been a difficult few years.

The Committee of Management have been extremely supportive in enabling us to implement some significant changes which we anticipate will improve both the retention of our current employees, and in attracting and recruiting a skilled workforce. Initiatives such as the 'Workforce Incentive program' and the creation of the new role of 'Workforce Development Officer' have been key initiatives which will enable us to continue to provide safe, high-quality care to older people. I would like to sincerely thank Committee Chair Kate Hay, and members of the CRC Committee of Management for their wholehearted support in recognising the value of our people to this organisation.

In my tenth consecutive year at the helm of Cobram Regional Care (and my thirteenth overall), my heartfelt thanks must once again go out to the members of our Leadership Team, who provide me unwavering support and continue to enable us to realise the vision that we have for the organisation and the older people we care for. Your guidance and leadership, as well as approachability and professionalism has been the cement that binds us all.

Finally, to the staff who continue to deliver individualised care and services to residents and clients in their home day-in-day-out – without you we could not continue to provide the level and quality of care that we do. This was made clear through our accreditation process. The small instances where staff have gone above and beyond are too many to name. In what has been another tough year, your commitment to the people in our care has shone through. So, THANK YOU!

Corporate Services



Lisa Ford
Corporate Services
Coordinator

It is with great pleasure that I present my first Annual Finance Report as the new Corporate Services Coordinator.

What a big year we've had in 2023. Coming off the back of three tumultuous years due to the ongoing effects of COVID-19, staffing changes, new information systems and legislative changes, we have finished off 2023 with a \$315K net profit and positive cash flows.

Being a not-for-profit organisation, this surplus allows us to reinvest back into our facility and services to maintain our high standard of care for our Residents, Home Care and CHSP clients and Individual Living Unit (ILU) residents.

The complete General Purpose Financial Report can be found at the end of this annual report.

Financial Overview

Cash flows increased by over \$3 million during the year as we got back on track after the previous year's loss. This was mainly due to changes in the funding model commencing in October 2022 and receipt of the first capital grant progress payment of \$1 million for our new 20-bed wing that will be built over the coming 12 months.

Capital works for the new 20-bed wing had gotten off to a slow start with various hold ups, but work is finally underway at the time of writing this report. However, during the 2023 financial year, we continued with our strong focus on capital improvement, investing over \$420K in buildings, plant and equipment and a further \$154K on repairs, maintenance and minor capital purchases.

Direct care income increased during the year due to the change in funding model (see below – Funding) and as our CHSP and Home Care services continued to grow.

Expenses increased in some areas due to inflation and rising prices, especially regarding care consumables, catering and cleaning costs. Interest on borrowings also increased with the numerous rate rises imposed during the second half of the 2023 financial year. Staff shortages and Covid outbreaks lead to the use of agency staffing, significantly increasing these unforeseen costs.

Staff

We acknowledge the contributions of all staff at Cobram Regional Care for their continued care and support of all our residents, Home Care and CHSP clients and ILU residents. Their resilience during staff shortages and COVID outbreaks (with four outbreaks during the 2023 financial year) has been commendable and greatly appreciated.

We have had a strong focus on staff recruitment and training during 2023, with a designated Workplace Development Officer appointed to drive recruitment strategies and support staff with training and advancement opportunities. During the 2023 financial year, our workforce increased from 110 staff in July 2022 to 122 at the end of June 2023.

The Fair Work Commission delivered its decision on Stage 2 of the Work Value Case in May/June 2023 – announcing the 15% interim increase on the existing award rates for direct care staff would apply from 30 June 2023 (for the first full pay period on or after this date). This was closely followed by the award rates being increased again by a further 5.75% CPI on 1 July 2023.

Whilst our EBA rates are higher than the related awards, we passed on the dollar increase to all applicable staff from the first full pay period after 30 June 2023. The full effects of this increase will be seen in the 2024 financial year. The Government committed to supporting providers in passing on this wage increase to staff through additional AN-ACC funding commencing in July 2023.

Funding

On 1 October 2022, the Australian Government replaced the existing Aged Care Funding Instrument (ACFI) with the Australian National Aged Care Classification (AN-ACC). This made funding more equitable to residential aged care providers, especially in rural areas, and allowed funding to better match residents' needs and the costs of delivering care.

We had applied for several COVID-19 grants in early 2023 to assist with recouping some of the increased costs suffered during Covid outbreaks occurring during 2022 and 2023. As at the time of writing this report, no funds had yet been received so therefore we will be accounting for any covid related funding received in the 2024 financial year.

The Commonwealth Governments commitment to fully fund our new 20-bed wing extension meant we were able to move ahead with the development project. We received the first progress payment in March 2023. This marks the first of over \$5.7 million in funding we will receive (and spend) in the coming 12-18 months.

Capital

In line with our commitment and focus on capital improvements, another important capital investment has also just been completed (post 30 June 2023). Locating our Home Care and CHSP services to a shop front in the main street of Cobram has been met with much positive feedback. This will enable us to have a clear point of contact in the community and be able to reach out to more clients who require these services.

In closing, it has been a somewhat challenging but definitely a rewarding first year in my role as Corporate Services Coordinator.

I greatly appreciate the support and guidance I've received from Tracey Gemmill (CEO/DON) over the past 12 months, as well as that shown by all members of the Leadership Team in their various roles. I'd also like to thank my admin team who have come together to support and encourage not only myself but each other as well.

It's certainly going to be an exciting 2024 and I look forward to the challenges and achievements it will bring.

Home Care



Megan Gemmill
Home Care
Coordinator

We pride ourselves in being a local Home Care service provider offering local care and case management services.

Our Home Care services support people in their own homes through a range of aged care and support services to enable independence, improve social connections and promote positive health and wellbeing.

We have been delivering Home Care Packages (HCP), Commonwealth Home Support Programme (CHSP), Brokerage and Private services for just over 20 months, since commencement we have continued to grow our client numbers and the care staff to meet the growing demand for service delivery.

Home Care Packages

We have more than doubled the number of Home Care packages since June 2022 and whilst some clients have transitioned to residential care etc. our Home Care package client numbers have continued to grow.

Our Case Manager has met with all our Home Care Clients and reviewed their care plan and services and continues to monitor and review client care and services to ensure that we are maximising the benefit of their package and to ensure that they receive the care and services they require to keep them living independently in their home.

Having a Registered Nurse as a Case Manager is a significant benefit that is valued by our Home Care package clients.

Commonwealth Home Support Programme

We are currently funded to provide the following Commonwealth Home Support Programme services.

- Domestic Assistance
- Home Maintenance

The Commonwealth Home Support Program (CHSP) is delivered via Commonwealth grant funding and each service provider can only deliver the specified number of hours nominated in the grant agreement.

Last financial year we were successful in sourcing additional funding through an ad hoc grant which meant that we were able to assist more clients and address the gap in our local area, unfortunately we were unable to secure recurrent funding at the time and were forced to reduce our client numbers, this was a disappointing time as we had the staff and resources to continue these services.

We were fortunate that the increase in Home Care packages at this time meant that there was no impact on staffing levels. We have since applied for a recurrent grant and were successful in securing additional hours for domestic and home maintenance.

We have also applied for CHSP funding to deliver Personal Care, Transport and Respite, but have not received a response to that application to date.

Brokerage/Private Clients

We continue to deliver Brokerage services for other providers which has assisted in increasing our community profile and have small number of private clients.

Workforce

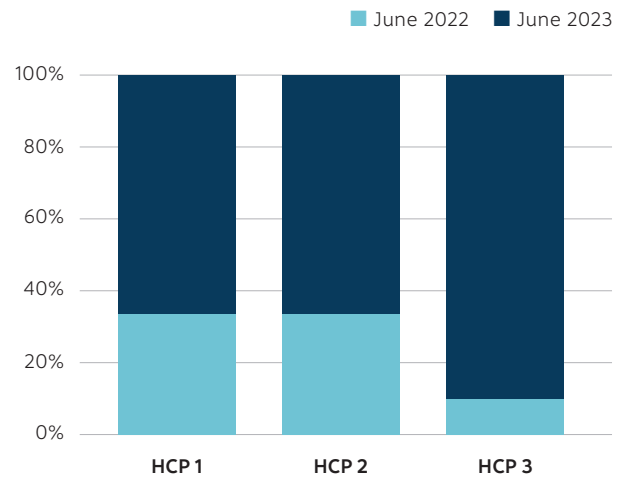
We have been fortunate with attracting and retaining a qualified workforce and been able to meet the service demands and continue to provide quality service delivery to our clients.

Our hardworking Home Care staff who are dedicated to improving the lives of the elderly people have now delivered over 4,279 service hours which is a significant increase from 1,600 service hours this time last year, the continued growth has exceeded our expectations and put Home Services an excellent position moving forward.

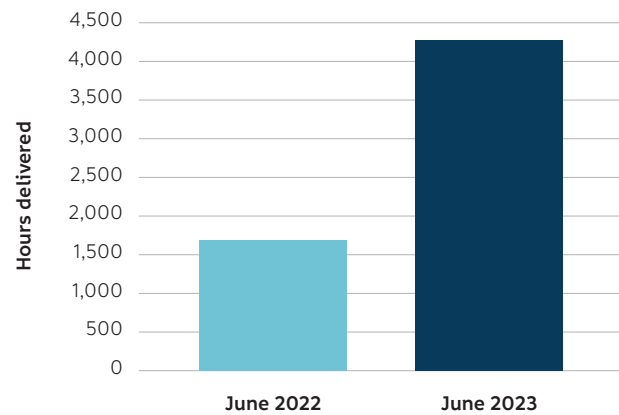
The Future

The Committee of Management has made a strategic decision to move Home Care Services into the central business district of Cobram in the coming months, so we look forward to the move and the increased exposure and continued to growth of the Home Care team and clients.

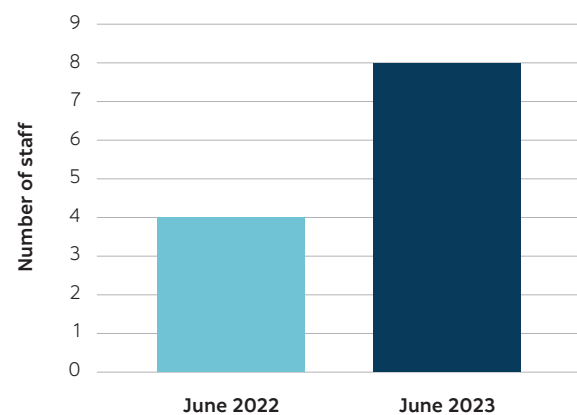
Home Care Packages



Care Hours Delivered



Care Staffing Levels



Operations



Andrew Vernon
Operations
Coordinator

Hotel services

The Hotel Services team once again, worked closely with all other areas of the organisation to get through another challenging year.

Again, we navigated through COVID-19 restrictions, COVID testing, multiple lockdowns, staff shortages, stock shortages, price rises and increased auditing and compliance in all areas.

Our Hotel Services staff worked efficiently, effortlessly, and tirelessly to minimise any impact on our residents throughout the organisation over the last 12 months, which is a testament to our staff's dedication to continually supply quality support service to Cobram Regional Care.

The Cleaning and Laundry departments, like the year before, felt the extra pressures with the continued cleaning duties and increased schedules associated with COVID-19. We continue with the extra touch point cleaning regime throughout the facilities which is carried out twice daily. This includes light switches, handrails, door handles, arms on chairs in public areas, and the list goes on.

This year, the Government supplied Cobram Regional Care with a majority of PPE for our stores which included P2 face masks, P3 face masks, gloves, goggles, face shields and Rapid Antigen Tests. These supplies helped mitigate some of the ongoing costs to the organisation with PPE expenditure which also covers RATs to staff, visitors, and residents.

Our Kitchen made over 91,000 meals for the 2022/2023 year. Cobram Regional Care had our annual "Third Party Food Audit" by Goulburn Valley food safety services. Once again, both sites passed with little issues of concern and Certificates of Audit, Adequacy and Compliance were issued on the day of audit for another 12 months. These audits cannot be passed without the diligence of catering staff and the time they put into cleaning, documentation, and food safety.

Our menu has is reviewed annually by a qualified practicing Dietitian, with further recommendations made and implemented. A significant change to our menu following the dietary review has been the implementation of a Texture Modified Food menu. This ensures that meals that are traditionally unappealing such as vitamised or minced foods are more appetising.

Key catering staff have continued to implement changes to the menu based on the comprehensive training they received in the 'Maggie Beer Foundation'. This program has been invaluable in making the eating and dining experience better for residents. As a part of this training, we have made some changes such as adding a fulfilling milkshake to our supper menu.

We have had considerable increase in costs and supply issues throughout the year, however, have been supported by the Commonwealth Government with the "Hotel Services Supplement" which is an additional \$10.00 per resident per day to assist us to support food and nutrition and daily living expenses. A condition of receiving this supplement is that all expenditure on food, dietary support, oral health, Food Service wages, nutritional supplements and food management must be reported quarterly.

This fee supplement is a boost to the budgets to help provide quality food, menu choice and nutrition to our residents. However, our last quarterly report has shown a 12% increase in food costs since July last year.

A number of staple food products eg: coffee, gravy, some vegetables, prunes, milk, cream, cheese, flour, sugar have had a significant increase in cost, with some items doubling in price from last year. While prices have stabilised over the last couple of months, we continue to pay top dollar for quality fresh essentials.

In our two Kitchenettes we have upgraded our dishwashers from domestic to commercial. This not only saves us time but also gives us flexibility to have staff stay in their section of the facility during an outbreak to reduce cross contamination.

Maintenance and Grounds

The retirement of our long-term Maintenance Supervisor John “Pommy” Hyde was a great loss to the Maintenance Department; however, Pommy’s second-in-charge Jon Cers has stepped into his role enthusiastically, and competently.

We have appointed additional Maintenance team members, who are also able to support the Home Care Team through the district in client’s homes.

This year saw the team deliver on several key capital projects including:

- Working with Architects in the planning and development of the 20 additional residential beds.
- Design and Refurbishment of our Homecare Department offices.

- The refurbishment of three independent living units.
- Painting of the externals of all twelve two-bedroom independent living units
- Purchase of a new vehicle to the fleet

Our preventative maintenance program continues to grow with the additional beds and spaces to maintain. The maintenance team have been busy upkeeping our surrounding grounds and gardens due to another wet year in the district.

The team have also been busy in general maintenance requests and maintaining our residents’ rooms to keep the residential aged care facility looking like a brand-new home.

Independent Living Units

Independent Living Unit (ILU) residents are a vibrant and important part of our business, with a number of ILU residents being valuable members of our Volunteer Team within the residential facility. Ongoing Plans for the Retirement Village and the Independent Living Units remain high on our priority list for future strategic planning.

The affordable housing shortage in Cobram is evident with full occupancy of all Independent Living Units throughout the year. We have an extensive waiting list for both one and two-bedroom units. As outlined, ongoing preventative and reactive maintenance has continued on the ILUs. In preparation for demolition and the 20-bed extension, we have kept six (6) one-bedroom units empty.

Care and Lifestyle



Tracy McKenzie
Clinical Care
Coordinator

In 2023, the aged care sector transitioned to a new funding model, AN-ACC. As a part of the implementation of the new funding model, CRC has also reviewed our process for residents' assessment and care evaluations to continue to ensure the residents assessments and plans of care are current and reflective of the resident's care needs and preferences. As a part of this process all residents have been allocated a primary nurse. This provides the resident and their family a point of contact with the same nurse when reviewed and evaluating their care.

Again in 2023, we have been faced with the challenge of managing COVID-19 outbreaks. Although these times can be challenging, residents, their families and staff have demonstrated resilience and understanding through these difficult times.

CRC continues to be able to provide residents access to allied health services including podiatrist, physiotherapy, occupational therapy and speech pathologist. In addition, we are also able to support residents with complex needs by retaining the services of a Geriatrician Dr. Arup Bhattacharya who visits the facility every 6-8 weeks. We have recently engaged a wound care specialist who can review residents' complex wounds as required. We also continue to receive support of local General Practitioners, with certain local GP visiting regularly.

Digital health continues to be a priority at technology advances. CRC recently purchased a telehealth cart through a grant. This provides an opportunity for residents to be reviewed by specialists without having to leave the facility. CRC is also in the initial phase of transitioning towards an Electronic National Residential Medication Chart (eNRMC), this will ensure a streamline process of prescribing and dispensing medications between the GP's, pharmacy and CRC.

Although the flu season has passed for 2023, all residents were provided the opportunity their influenza vaccination onsite as part of the organisational wide program to ensure residents and staff stay safe. 91% of our residents have elected to be vaccinated.

Cobram Regional Care continues to provide palliative care as an integral part of the residents care as well as providing support to the resident's families during this difficult time, having staff trained in palliative care continues to enable residents to live well and receive palliative care at Cobram Regional Care without having to be transferred to hospital in their final days.

Advance Care Directives have been a focus of 2023 – with all residents/their families encourage to make a time with one of our Registered Nurses to complete their advance care plan. An Advance Care plan is important as it outlines the treatment you would like or decline, should you be in a position where you are seriously ill and unable to make or communicate your decision about your care and treatment.

Workforce Development



Eily Nunn
Workforce
Development Officer

2022-23 has been a challenging one in terms of increasing legislative changes and evolving workforce needs. I commenced my new role in early 2023 after Workforce Development was identified through our strategic planning sessions as a priority for CRC.

My key responsibilities include the attraction and retention of Registered Nurses, which is a priority for us following new legislative reforms around the number of RNs required each shift. A significant amount of my time has been spent establishing relationships with Skilled Migration services as well as recruitment consultants. I am also responsible for the Training and Education Program – ensuring staff are offered ample opportunities to learn, and that they have the skills and qualifications to perform their roles safely and competently.

This role is to undertake planning and provide recommendations and solutions to workforce learning and development, including training needs analysis, training delivery, training provider relationship management, course participation management, training logistics, and/or other services.

The Workforce Development Officer plays a key role in the recruitment and retention of staff in response to the organisation's Strategic Plan, identified workforce needs and changes to legislative requirements. Therefore, pivotal to the role is the development of positive working relationships with other agencies including Registered Training Organisations, and Recruitment & Migration Agencies.

As a part of my new role, we have implemented new and improved systems for recruitment, induction, and employment services.

My focus turned to actively recruiting staff into all roles across our aged and community care services. with a focus on traineeships that provide a career progression path at CRC. Since 1/7/2022 we have recruited 78 personnel during this time in various roles across the organisation.

We have commenced our Certificate III in Individual Support Traineeship Program, and planning is currently underway for some of our PCA staff to undertake a Diploma in Nursing.

We now have the capacity to provide wide support for the next generation of industry employees through the Work Placements and Work Experience programs.

Placement opportunities for TAFE and University students completing qualifications that include Allied Health, Disability and Nursing are numerous and CRC also supports local schools with work experience placements in VET courses ranging from allied health to kitchen operations.

E-Learning continues to grow in importance and our education provider ALTURA, continues to provide up-to-date content on an easy to access and use platform.

Education undertaken at CRC has included:

Understanding the Serious Incident Response Scheme (SIRS)	Bullying and Harassment	Understanding Dementia	HLTHPS006 Assisting clients with medications
A day in the life of Dementia Program	Donning and Doffing of PPE	Continence Management	Food Handlers
Fire and Evacuation Training	Hand Hygiene Competency	Managing and Detecting Urinary Tract Infections	Foot, Skin and Nailcare
Infection Control	PEG Gastronomy	Manual Handling	Wound Care
Elder Abuse	Maggie Beer Foundation Program	Cultural Safety, Trauma Informed Care	Safe use of lifting Equipment

The aged care workforce is ageing, and skilled workers are leaving the sector due to an increasing workload and long working hours. According to the 2022 report by the Committee for Economic Development of Australia ‘Duty of Care – Aged Care Sector in Crisis’, 20% of aged care workers are expected to leave in the next 12 months and 38% are expected to leave in the next 1-5 years.

There are many reasons for this including:

- **Competition** – We are competing for a workforce that is in high demand across the Aged and Health sectors.
- **Wage discrepancies** – Private (not-for profit) sector competing with Public sector wage rates, and incentives being offered by Public sector (for example, a \$10,000 Regional Bonus for attracting Registered Nurses to Public Sector jobs, NDIS funding enables higher wages for direct care staff)
- **Funding imbalances** – NDIS funding versus Aged Care, State based services versus Private.
- **Regional location** – inability to attract or retain qualified staff to regional areas.
- **Housing** – property and rental shortages, increased rental prices - hindering many aged care workers from relocating to regional areas.

- **COVID-19** – Increased community and media scrutiny during the pandemic, as well as increased risk of contracting COVID and the challenges of the vaccination roll out for aged care workers.
- **Royal Commission into Aged Care Quality and Safety** – increased negative media scrutiny on the Aged Care Sector
- **Legislative Reform** – Increased burden of legislative reforms after the Royal Commission.
- **Costs of Skilled Migration** services and Visa applications.
- **Leave is not being taken** to the degree that is most beneficial to staff wellbeing – TOIL and overtime are increasing.

Although we identified many challenges, our workforce continues to be strong and dedicated. Better recruitment and more skilled staff are the ingredients of a successful workforce which has always remained our focus.

Cobram Regional Care values its people, including over 130 staff and dedicated volunteers, who have worked tirelessly to provide exceptional care despite staffing challenges in the aged care sector.

Continuous Improvement



Emily Vernon
Continuous
Improvement
Coordinator

2022-23 was a huge year for Cobram Regional Care in terms of Continuous Improvement, as we were scheduled to have our first Accreditation under the new Aged Care Quality Standards. Preparation for Accreditation was busy with the development of all new policies and procedures to reflect the new Standards, as well as our usual Continuous Improvement activities which are ongoing.

In addition, the implementation of new Quality Indicators and the Federal Government's 'Star-Rating' Program has meant a busy year for us!

Our first 'unannounced' Accreditation Audit under the new Aged Care Quality Standards commenced on November 29th 2022, with three Auditors on site for a full three days. Auditors assessed our organisation against the Quality Standards with a finding of either 'met' or 'not met', and spent considerable time interviewing residents, representatives, and staff.

We were found to comply with all 8 Quality Standards, with extremely positive feedback from the auditors, and received the full 3-Year Accreditation, with no further changes or improvements being required.

Some findings included:

- Residents feel valued and respected.
- The home is welcoming, well-lit with safe access for residents.
- Residents and their representatives reported that care and services are provided by kind, respectful, competent and well-trained staff.
- Residents enjoy a diverse range of lifestyle activities.
- Staff feel supported by Management when performing their roles.
- Information from feedback and complaints is used to improve care quality using Open Disclosure.
- Residents actively participate in their assessment and care planning.
- CRC regularly collaborates with health professionals to meet resident's needs.
- The service has a range of Governance, Risk and Incident Management systems in place to enable the delivery of safe and effective care to residents including a clinical governance framework and systems which ensure the quality and safety of clinical care.

National Quality Indicator Program

Like all Government funded residential services, we are required to submit data to the Commonwealth around a number of clinical indicators including pressure injury prevalence, any restraints used, unplanned weight loss, falls and medication management.

In April 2023 this program was expanded to include data on the following measurable indicators:

- Activities of daily living (decline)
- Incontinence care
- Residents who are hospitalised
- Workforce attraction and retention
- Resident experience – requires interviews on a regular basis with residents or their representatives.
- Quality of life – as reported by the resident or their representative.

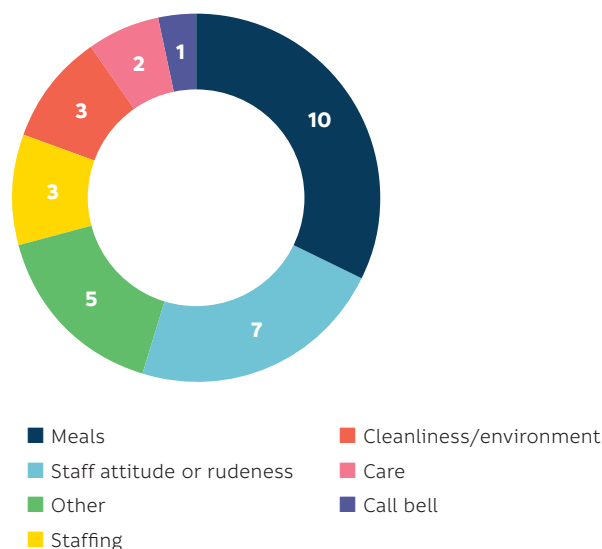
This is a time-consuming process that we MUST get right, as the Government use this information to inform our performance against other aged care services and the 'Star-Rating' Program. We also use the information we obtain, to improve our own practice and the care and services we provide to residents.

Complaints Analysis

It is important that we listen to our stakeholders if a complaint or concern is raised. Each year we undertake an analysis of the complaints we have received. We view complaints as an 'opportunity to improve' and use this information to inform how we provide services. A Complaints Analysis was undertaken in March 2023 to capture complaints received from 1st April 2022 to 31st March 2023.

Complaints by type

1/4/22 to 31/3/23



While there were relatively few complaints, the majority (10) were about meals or meal service and 7 complaints were related to staffing, or staff attitude or rudeness – notably 6 of these originated from employees, not residents or representatives.

Overall, there was a marked decrease in the number of complaints received about the care and services provided by the organisation, with a total of 31 complaints received in the period of 2022-23 compared to 54 complaints received in the previous year (2021-22).

This is a decrease in the number of complaints received of 42.5%. This is a positive result and is indicative of a concerted effort to improve first line resolution by identifying issues as they arise, contacting potential complainants as soon as possible, listening to their concerns and dissatisfaction, and working with them towards achieving a satisfactory outcome.

In response to the proportionally high number of complaints around Food and Meals, a 'Food Focus Group' was established, with the first meeting held in May 2022. The forum - held every two months, provides residents and their representatives an opportunity to discuss food-related issues or concerns and make suggestions about changes to the menu. The response from residents and their representatives has been positive and has enabled residents to 'have their say' and raise further concerns about foods.

We recognise also, that this exposure to the complaints process, and robust discussion about food services has resulted in an increased opportunity to complain, and hence a higher number of complaints about food.

The Operation's Coordinator (who is also a qualified Chef) as well as the Food Services Coordinator and Deputy FSC, were all enrolled in, and completed the "Maggie Beer" online program 'Aged Care Skills Training program for Chefs and Cooks in Aged Care'.

This program was created in response to the findings of the Royal Commission into Aged Care Quality and Safety with a focus on improving both the quality and quantity of food provided in residential aged care services.

In response to concerns about workforce and staffing, workforce capacity and increased staff turnover, the organisation created the position of 'Workforce Development Officer'. The successful applicant holds relevant Qualifications, with Certificate IV in Workplace Training and Assessment, and has significant experience training Personal Care Workers in Aged Care.

In light of COVID, a group email was established to ensure an open, transparent communication system with representatives, and ensures that they are updated as changes occur. Anecdotally, this has resulted in far more emails being sent from resident representatives directly to the CEO/DON who can then respond to any issues early, before they escalate to a formal complaint.

Additionally, each Registered and Enrolled Nurse has been nominated as the 'Primary Nurse' for residents. This staff member is responsible to undertake 'Care Evaluations' with residents or representatives and acts as the first point of contact for any representative who has a query or concern, which in effect means that issues can be addressed before becoming a complaint.

Quality Achievements 2022-23

COVID-19

The COVID-19 Prevention and Management Policy was developed in response to the Pandemic and has been reviewed and updated constantly since that time. Strategies are in place to reduce the spread of the COVID-19 infection and to respond appropriately and in a timely manner where infection is detected. This includes auditing of our systems to ensure they constantly respond to the ever-changing COVID landscape, and ensuring all staff receive training in PPE and responding to infections.

Improving the Mealtime experience

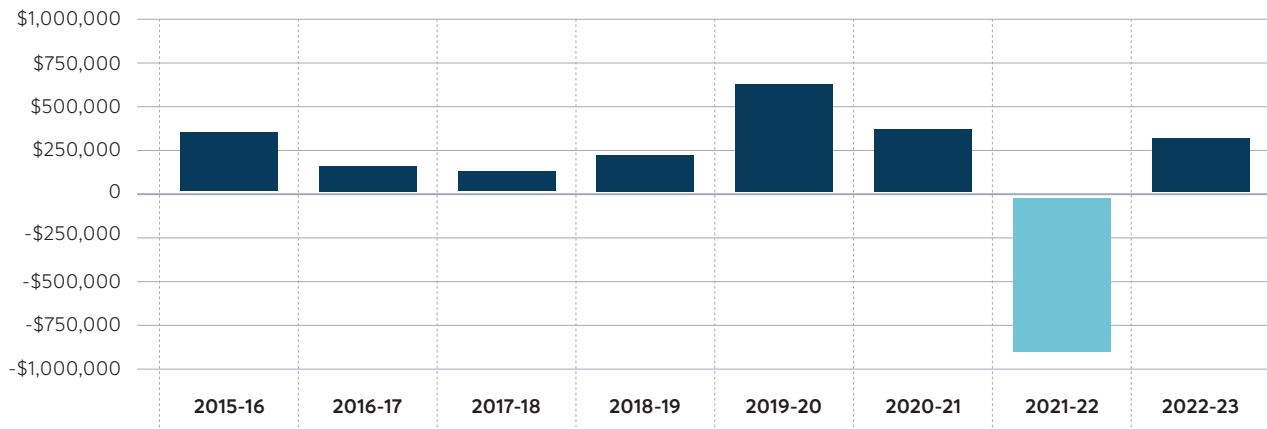
Our key catering staff, as well as the Operation's Coordinator (who is also a qualified Chef) enrolled in and completed the Maggie Beer Foundation course "Training for Aged Care Cooks and Chefs". Learnings gained through this course have been invaluable and have formed the foundations of improvements to our Menu and the Dining experience.

Other Achievements 2022-23

- Development and appointment of new role "Workforce Development Officer"
- Development of our Strategic Plan
- Governance Training for Executive Team and Board Members
- Full staffing review with significantly increased clinical hours allocated
- Purchase of a suite of new equipment to support Clinical staff such as telehealth monitor and cart, urinalysis machines, BP Machines
- Implemented 'Menu Focus group' meetings
- Implemented 'Primary Nurses' for all residents
- Offering a range of Education in response to identified issues, or incidents
- Implementation of a newly developed 'Workforce Development Plan'
- Implemented a Workforce Incentive Program to reward employees and encourage staff professional development
- Trained and assessed the competency of 6 PCA staff in Medication Management
- Implemented the 'Code of Conduct' for all Aged Care Employees.

Overview of Financial Results

Cobram Regional Care Historical Profit (Loss)



Cobram Regional Care’s financial position has improved after a challenging 2021-22 period, with a Net surplus from ordinary activities of \$315,012 for the year. This is in stark comparison with the reported industry averages for the year which reflects an aged care industry in crisis.

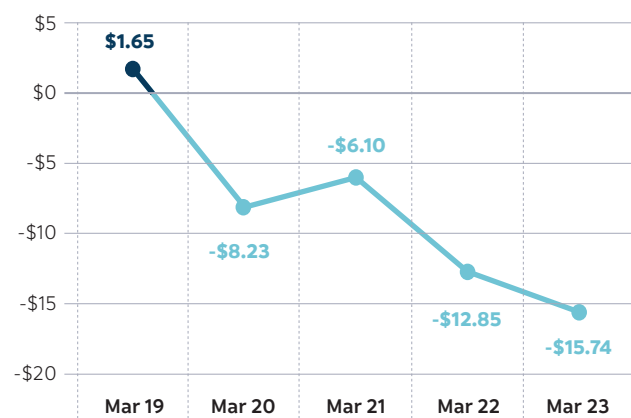
StewartBrown National Average – Operating Result

Stuart Brown’s ‘Aged Care Performance Survey Residential Care Report’ for the 9 months ending 31 March 2023 reported a continued decline in financial performance for residential aged services, with the average operating results for residential aged care homes in all geographic sectors having an operating loss of \$15.74 per bed day. For the same period, CRC reported an operating profit of \$13.59 per bed day. A severe shortage in staffing capacity was reported, impacting negatively on care service delivery across all levels of aged care, with additional financial burdens being placed on services following the Fair Work Commission ruling of a 15% wage increase for direct care workers.

The implementation of the AN-ACC subsidy from 1 October 2022 has had a positive transition impact on our performance. However, consideration needs to be given to the fact that, whilst being funded from that date, the requirement to meet mandated Registered Nurse and direct care minutes does not become obligatory until 1 October 2023, thus income through subsidies has not been fully expended.

Additionally, we did not fully implement the full wage increases until after 1 July 2023, so will not realise this until next financial year.

Operating Result per bed day



The StewartBrown report documented a severe shortage in staffing capacity impacting negatively on care service delivery across all levels of aged care, with additional financial burdens being placed on services following the Fair Work Commission ruling of a 15% wage increase for direct care workers.

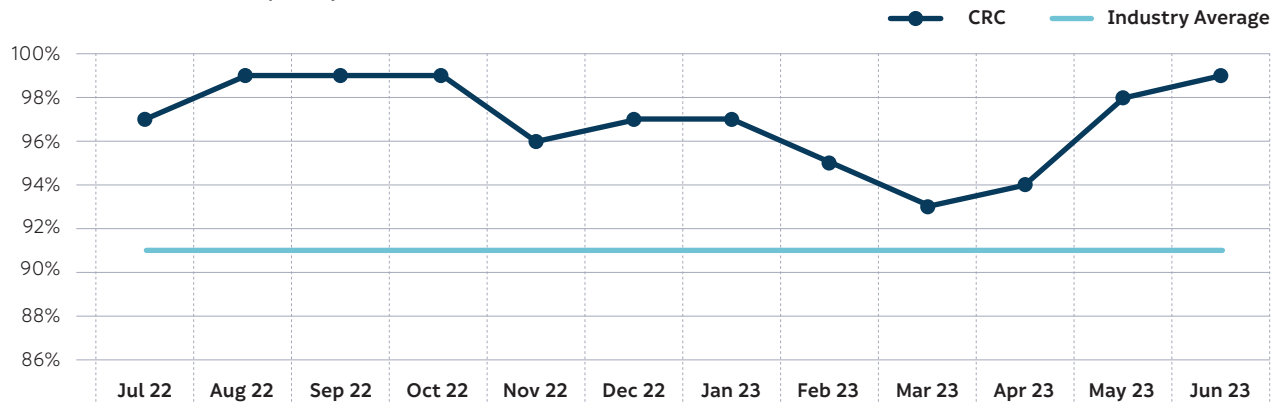
StewartBrown reported that 64% of all aged care services in Australia operated at a loss, and 41% operated at an EBITDA (cash loss) with estimates being that these percentages could have been higher had it not been for the short-term benefit of the increased AN-ACC subsidy.

The StewartBrown report notes the effect of the AN-ACC subsidy increases not being fully offset by the requirement to meet the average 200 mandated minutes per resident per day (not mandated until 1 October 2023) has resulted in an improved direct care surplus. It is anticipated that this surplus will further erode in the period to June 2023 as providers increase the direct care staffing minutes (cost) with no projected further increase in the AN-ACC subsidy (in real terms)

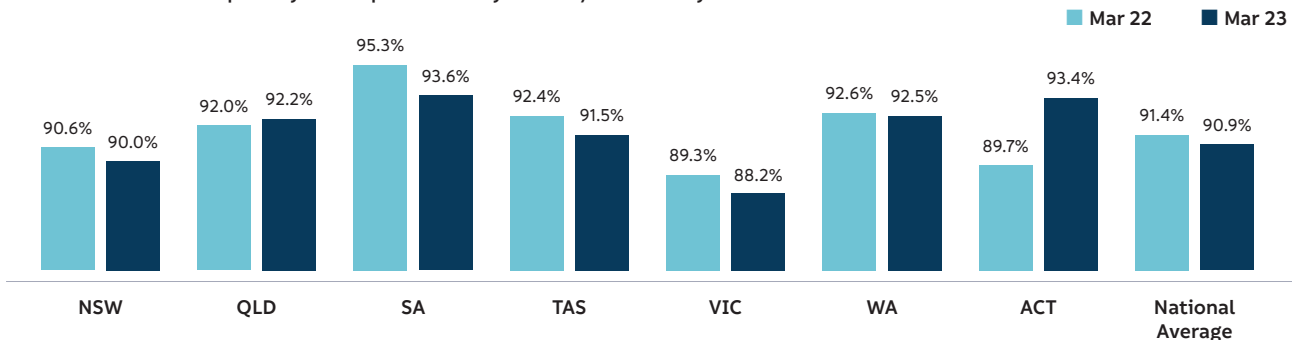
Occupancy

Industry Average Occupancy has declined to be 90.9% of available beds, further eroding organisations financial performance, however CRC maintained an annual Occupancy of over 97% for the year.

Residential Care Occupancy 2022-23



Residential Occupancy Comparison by State/Territory



Annual Financial Statements

The following is a financial summary drawn from our audited Annual Financial Statements.

For a copy of the fully audited Annual Financial Statements for the 2023 financial year, please visit the Australian Charities and Not-for-profits Commission website at acnc.gov.au

OTTREY HOMES COBRAM & DISTRICT RETIREMENT VILLAGE INC.
T/A COBRAM REGIONAL CARE
ABN: 73 510 548 920
STATEMENT OF PROFIT OR LOSS FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
Income		
Operating Revenue	9,488,491	7,844,744
Other Income	426,664	190,686
Total Income	9,915,155	8,035,430
Expenses		
Care - Allied Health	223,269	323,880
Care - Consumables	216,398	157,078
Cleaning, Laundry & Linen	197,574	148,887
Depreciation	481,050	453,330
Employment Costs - Wages, Super, Workcover	6,746,467	6,763,584
Employment Costs - Agency	303,520	-
Employment Costs - Other	121,741	103,917
Food & Catering (incl net Café)	338,097	288,993
Insurance	50,227	52,233
Interest	207,765	78,031
Office Expenses (incl IT)	126,043	109,496
Repairs & Maintenance	154,729	160,086
Utilities - Phone, Power & Rates	211,019	218,519
Sundry Expenses	222,220	55,639
Total Expenses	9,600,119	8,913,673
Net Profit (Loss)	315,036	(878,243)

OTTREY HOMES COBRAM & DISTRICT RETIREMENT VILLAGE INC.
T/A COBRAM REGIONAL CARE
ABN: 73 510 548 920
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2023

	2023	2022
	\$	\$
ASSETS		
Current Assets		
Cash & Cash Equivalents	4,970,396	1,852,489
Trade & Other Receivables	249,425	224,280
Inventories - Uniform	32,361	38,561
Total Current Assets	5,252,182	2,115,330
Non-Current Assets		
Property, Plant & Equip (WDV)	16,118,946	16,256,451
Total Non-Current Assets	16,118,946	16,256,451
TOTAL ASSETS	21,371,128	18,371,781
LIABILITIES		
Current Liabilities		
Trade and Other Payables	3,575,334	2,458,465
Borrowings	200,040	200,040
Employee Provisions	556,522	748,035
Total Current Liabilities	4,331,896	3,406,540
Non-Current Liabilities		
Bonds & Deposits	9,919,190	8,051,429
Borrowings	2,549,910	2,749,950
Employee Provisions	258,019	26,140
Total Non-Current Liabilities	12,727,119	10,827,519
TOTAL LIABILITIES	17,059,015	14,234,059
NET ASSETS	4,312,113	4,137,722
EQUITY		
Retained Earnings	3,636,629	3,462,238
Asset Revaluation Reserve	675,484	675,484
TOTAL EQUITY	4,312,113	4,137,722

OTTREY HOMES COBRAM & DISTRICT RETIREMENT VILLAGE INC.
T/A COBRAM REGIONAL CARE
ABN: 73 510 548 920
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
Cash Flows From Operating Activities		
Grants & Funding	1,005,000	-
Direct Care & Accomodation	9,402,698	7,795,762
Interest Received	59,711	2,686
Other Operating Receipts	159,947	86,992
(Payments to Suppliers & Employees)	(8,882,810)	(8,472,463)
(Interest Paid)	(207,764)	(78,030)
(Other Expenses)	(209,992)	(178,576)
Net Cash Generated from Operating Activities	<u>1,326,790</u>	<u>(843,629)</u>
Cash Flows From Investing Activities		
Proceeds from Sale of Property, Plant & Equip	-	-
(Payment for Property, Plant & Equip)	(343,545)	(644,143)
Net Cash Generated from Investing Activities	<u>(343,545)</u>	<u>(644,143)</u>
Cash Flows From Financing Activities		
Net Increase (Decrease) Accomodation Bonds	2,334,701	1,034,953
Net Increase (Decrease) Borrowings	(200,040)	(50,010)
Net Cash Generated from Financing Activities	<u>2,134,661</u>	<u>984,943</u>
Net Increase (Decrease) in Cash Held	3,117,906	(502,829)
Cash on Hand at Beginning of Financial Year	1,852,489	2,355,318
Cash on Hand at End of Financial Year	<u><u>4,970,395</u></u>	<u><u>1,852,489</u></u>

Annual General Meeting

MINUTES

COBRAM REGIONAL CARE ANNUAL GENERAL MEETING (AGM)

Name:	Ottrey Homes - Cobram & District Retirement Village t/as Cobram Regional Care
Date:	Thursday, 17 November 2022
Time:	1:00 pm to 2:00 pm (AEDT)
Location:	Mogg Accountants, High Street Cobram
Board Members:	Kate Hay (Chair), Doug Wright, Ellie Stephens, Lindon Mellier
Attendees:	Tracey Gemmill
Apologies:	Lisa Ford, Brant Doyle
Guests/Notes:	Peter Mogg & Liz Stronge (Mogg Audit & Assurance)

1. Opening Meeting

1.1 Welcome and Introductions

Committee of Management Chairperson Ms. Kate Hay welcomed all members and attendees to the 2021-22 Annual General Meeting for Ottrey Homes - Cobram & District Retirement Village trading as COBRAM REGIONAL CARE.

Ms Hay thanked Peter Mogg and his team for the use of their facilities in light of the recent challenges faced at the residential aged care facility.

1.2 Apologies

Apologies from Brant Doyle who was unable to attend was noted

1.3 Acceptance of Minutes of previous AGM

Cobram Regional Care AGM 30 Nov 2021, the minutes were confirmed with the following changes:

Item 1.3 "The minutes of the AGM held 30th November 2020 were accepted as a true record of that meeting". The original minutes presented stated November 2021.



The Minutes of the Annual General Meeting held 30th November 2021...

The Minutes of the Annual General Meeting held 30th November 2021 were accepted as a true record of that meeting

Decision Date:	17 Nov 2022
Mover:	Lindon Mellier
Secunder:	Ellie Stephens
Outcome:	Approved

1.4 Interests Register

Ms Hay called for any actual or perceived conflicts of interest. None were declared

2. Presentation of Annual Report and Financial Statements

2.1 CEO/DON Presentation

CEO/DON Tracey Gemmill presented her report as outlined in the Annual Report.

Mrs. Gemmill outlined achievements and challenges over the past year, and the impact of COVID on both workforce and financial results.

Mrs. Gemmill spoke positively about the upcoming year in relation to recent Commonwealth funding changes, however also discussed anticipated challenges moving forward including potential COVID outbreaks, Registered Nurse shortages in light of legislative changes and other workforce issues.

2.2 Annual Report

Ms. Kate Hay presented the Annual Report, outlining highlights and challenges for the year.

Ms Hay thanked her co-Committee members for their efforts in a particularly challenging year, as well as CEO/DON Tracey Gemmill.

Ms Hay wished to make particular mention of the staff of Cobram Regional Care for their tireless efforts and resilience under very difficult and challenging circumstances, and for always putting residents/clients at the centre of their decision-making, which she stated was evident during her time on site in June 2022.



Annual Report to be accepted

Proposed resolution: That the Annual Report tabled at the Annual General meeting be accepted

Decision Date: 17 Nov 2022
Mover: Ellie Stephens
Seconded: Doug Wright
Outcome: Approved

2.3 Financial Statements

Auditors Peter Mogg and Liz Stronge presented the Audited Financial statements and provided some explanatory notes pertaining to the results. There was some discussion around the impact of COVID on the financial results as well as the impact of depreciation after the first full year operating the new building.



Presentation of Financial Statements

Resolution: That the 2021-22 Financial Statements tabled at the Annual General Meeting be accepted

Decision Date: 17 Nov 2022
Mover: Lindon Mellier
Seconded: Ellie Stephens
Outcome: Approved

3. Special Resolutions

3.1 Special Resolutions:

There were no proposed or special resolutions

4. Appointment of the Auditor

4.1 Committee of Management to elect Auditor for the 2022-23 Financial Year



Appointment of Auditor

2 Quotes were Presented:

- Mogg Audit & Assurance
- Johnsons MME (Albury)

The Committee of Management voted unanimously to appoint Mogg Audit & Assurance as Auditors for the next 3 Financial years

Decision Date: 17 Nov 2022
Mover: Ellie Stephens
Seconder: Lindon Mellier
Outcome: Approved

5. Election of Committee of Management

5.1 Committee Chairperson



Committee Chairperson to be elected

Ms. Ellie Stephens nominated **Ms. Kate Hay** to be re-appointed as the Chairperson of the Committee of Management

Decision Date: 17 Nov 2022
Mover: Lindon Mellier
Seconder: Doug Wright
Outcome: Approved

5.2 Deputy Chairperson



Deputy Chairperson to be appointed

Mr Doug Wright nominated **Ms. Ellie Stephens** to be Deputy Chairperson

Decision Date: 17 Nov 2022
Mover: Doug Wright
Seconder: Lindon Mellier
Outcome: Approved

5.3 Joint Secretary/Treasurer



Joint Secretary/Treasurer to be appointed

Ms. Kate Hay nominated **Mr Lindon Mellier** as joint Secretary/Treasurer of the Committee of Management

Decision Date: 17 Nov 2022
Mover: Doug Wright

Seconder: Ellie Stephens
Outcome: Approved

5.4 Ordinary Members



Ordinary Members to be elected

Ordinary members re-elected were:

- Mr Doug Wright

Decision Date: 17 Nov 2022
Mover: Kate Hay
Seconder: Ellie Stephens
Outcome: Approved

Note: As **Mr Brant Doyle** was a late apology for the AGM, his intentions to remain on the Committee of Management were not clarified. Ms. Hay stated she would contact Mr. Doyle directly to ascertain his intentions.

6. Retiring/New Committee members

6.1 Retiring/New Committee members to be elected



Retiring and new members

Nomination: Mr Doug Wright nominated **Mrs. Joanne Tedesco** to become an Ordinary member of the Committee of Management. Mrs. Tedesco has indicated she would be willing to join the Committee of Management. The nomination will need to be formalised by a Nomination form to be completed by Mr. Wright.

No current members indicated that they wished to retire from the Committee of Management.

Decision Date: 17 Nov 2022
Mover: Doug Wright
Seconder: Kate Hay
Outcome: Approved

7. Close Meeting

7.1 Close the meeting

Next meeting: Committee of Management Meeting - 17 Nov 2022, 2:00 pm

Signature: _____

Date: _____

AGENDA

COBRAM REGIONAL CARE ANNUAL GENERAL MEETING (AGM)

Name:	Ottrey Homes - Cobram & District Retirement Village t/as Cobram Regional Care
Date:	Monday, 30 October 2023
Time:	5:45 pm to 6:45 pm (AEDT)
Location:	Cobram Regional Care Board/Training Room , 16 Campbell Rd Cobram Vic
Board Members:	Kate Hay (Chair), Doug Wright, Ellie Stephens, Lindon Mellier, Joanne Tedesco
Attendees:	Lisa Ford, Tracey Gemmill

1. Opening Meeting

1.1 Welcome and Introductions

Kate Hay

Committee of Management Chairperson Ms Kate Hay to welcome members

1.2 Apologies

Tracey Gemmill

Apologies for AGM to be noted

1.3 Acceptance of Minutes of previous AGM

Kate Hay

Minutes of the Annual General Meeting held 17 November 2022 to be accepted as a true account of that meeting

Supporting Documents:

1.3.a Minutes : Cobram Regional Care Annual General Meeting (AGM) - 17 Nov 2022

1.4 Interests Register

Kate Hay

Call for any Conflicts of Interest

2. Presentation of Annual Report and Financial Statements

2.1 CEO/DON Presentation

Tracey Gemmill

CEO/DON to present report

2.2 Annual Report

Kate Hay

Proposed resolution: That the Annual report tabled at the Annual General Meeting be accepted

2.3 Financial Statements

Lisa Ford

Presentation of Financial Statements

3. Special Resolutions

3.1 Special Resolutions:

Kate Hay

Any special resolutions to be discussed and accepted

4. Appointment of the Auditor

4.1 Committee of Management to elect Auditor for the 2023-24 Financial Year

Kate Hay

Committee of Management to elect Auditor for the 2023-24 Financial Year

5. Election of Committee of Management

5.1 Committee Chairperson

Committee Chairperson to be elected

5.2 Deputy Chairperson

Deputy Chairperson to be elected

5.3 Joint Secretary/Treasurer

5.4 Ordinary Members

Ordinary Members to be elected

6. Retiring/New Committee members

6.1 Retiring/New Committee members to be elected

Kate Hay

Call for Retiring or new Committee members

7. Close Meeting

7.1 Close the meeting

Next meeting: Cobram Regional Care AGM - 24 Oct 2024, 5:00 pm



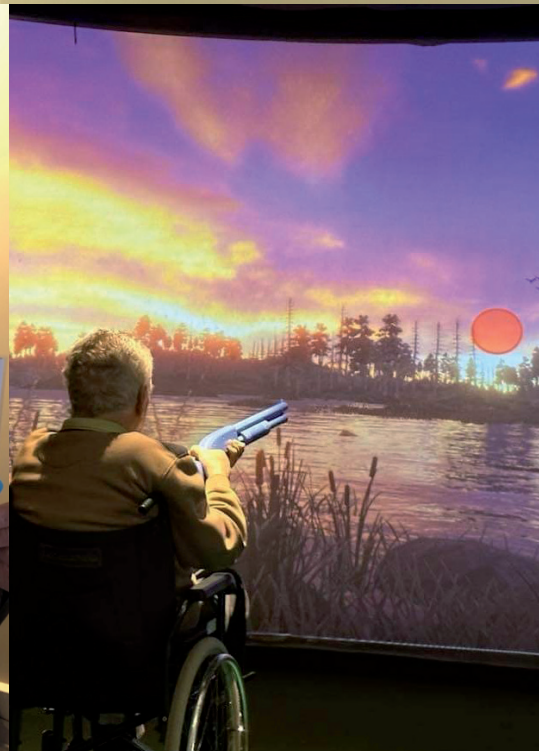
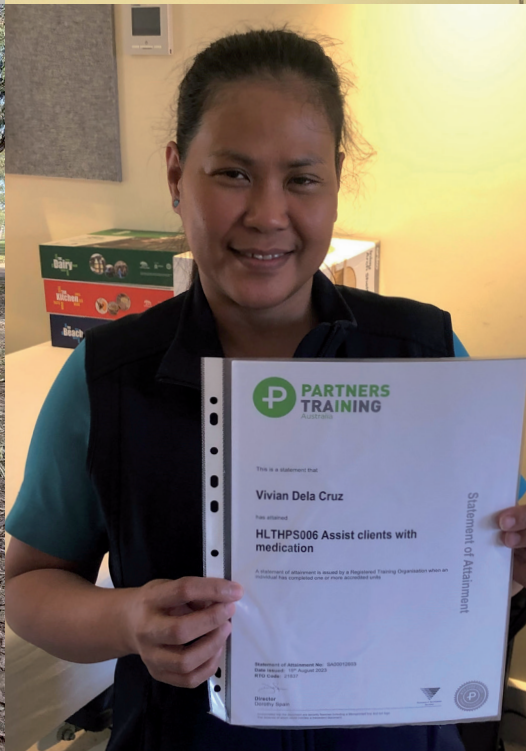
Dear Mrs Luigia Valente

My wife and I are so pleased to know that you are celebrating your one hundredth birthday on 19th March, 2023. This brings our warmest congratulations and heartfelt good wishes on such a special occasion.

Thomas R *Carilla R*



Photo: Alexi Lubomirski



cobramregionalcare.com.au



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Ottrey Homes Cobram & District Retirement Villages Incorporated
trading as Cobram Regional Care