



**Quambie Park
Waroona**

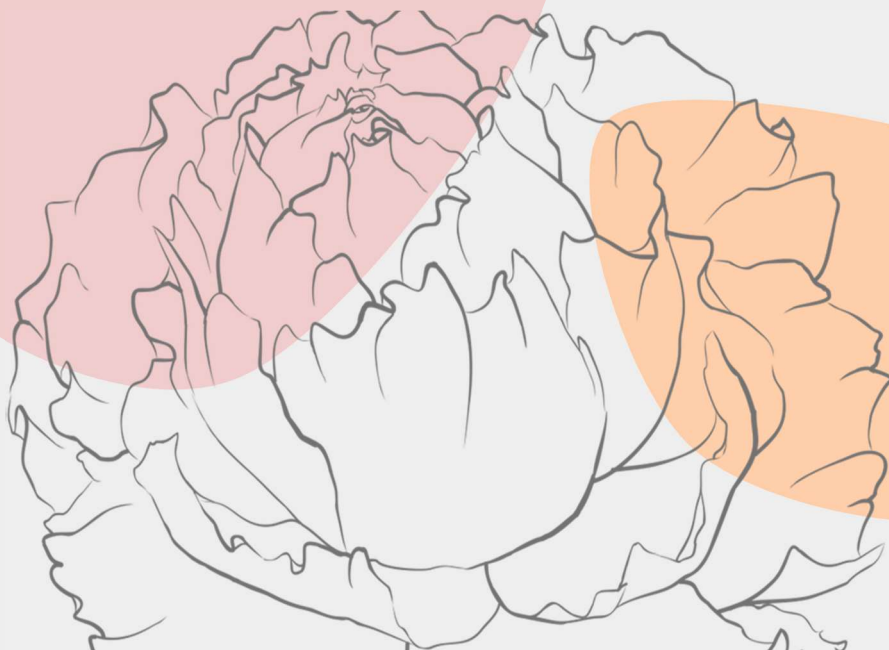
**Annual Report
2021/2022**



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WELCOME!

At Quambie Park, we understand people. Our strong link to the coastal, agricultural and mining communities of regional Western Australia spans over 35 years, and guarantees our ability to provide a respectful service to people living in these areas as they age.

Our Board of Governance, highly qualified clinical practitioners, dedicated care staff, experienced Home Care team, and friendly hospitality staff are local to the Waroona area and surrounds, and are devoted to providing the highest levels of care to our residents, our Independent Living and Home Care clients, family members and representatives.

Our Consumer Engagement Officer, Clair Cable, greets all visitors with a contagious smile and is happy to help all those who come through our doors. Please say hello to Clair when you visit our wonderful Facility!

Hello, my name is Clair!

Hailing from a small country town in the Wheatbelt, I learnt early that community plays a huge part in our quality of life; that's what I hope to contribute to with my role as Consumer Engagement Officer at Quambie Park.

Having spent the last 4 years building a little family in Harvey, I really wanted to test myself with a new role and gain a range of new experiences when I decided to return back to work, and I have found that in Quambie Park!

I have a passion for communication and giving back to my local community. My position allows me such a wonderful insight into the lives of our residents and their families, which I shall always admire and treasure!! I look forward to meeting you all in person.



OUR VALUES

RESPECT: *We respect and uphold the dignity of all individuals, their lives, choices and cultures.*

INTEGRITY: *We are open, honest, and seek to build trust in our community.*

EMPATHY: *We treat every individual with compassion and understanding of their situation, feelings and motivations.*

PRIDE: *We take pride in our performance as an aged care provider.*

KNOWLEDGE: *We seek to continually learn, improve and share.*

A "CAN DO" ATTITUDE: *We have a practical and proactive approach to serving our customers.*

CHAIRPERSON'S REPORT

On behalf of the Board of Management of Quambie Park, it is my privilege to capture the journey we have shared for the past year and to acknowledge the aspects of this organisation that continues to deliver for its residents and families.

I would like to begin my report by paying our respects and gratitude to the residents and families that support us in our endeavour to provide care and assistance. Aged care delivery and the very model that we administer, is as diverse as the residents who receive it. Just how that model should look and what exactly the care of our most vulnerable should be seems to be in a constant state of change. We can be proud in the knowledge that under all the scenarios that are constantly thrust at management, our residents are treated with the upmost respect and are front and centre of everything that occurs at Quambie.

This past period has presented challenges that we have not endured in our history of service. All through this period the stoic efforts of our CEO and senior management and staff to maintain a twenty four hour a day, seven day a week facility operating were simply remarkable. As a board and as a community that is home to an organisation such as this, we are truly humbled by your effort in the response to impacts that occurred and you must know that you gave everything that you could possibly muster and then some. For those that couldn't continue the journey with us, please accept our gratitude and please know these circumstances were unparalleled.

The Board continues to hold the delivery of quality care and sustainability as the very foundation of our priorities. I am pleased to report that given the state of play in the sector, we are operating on a slight positive which is only occurring in roughly 27% of regional not for profits. The past government's pledges of billions of dollars into Aged Care and the new government's platform of support to the industry, will perhaps take time to filter through. What is not appearing to change is the level of reporting and regulation, which for a small organisation like ours, is extremely onerous and consuming.

While we acknowledge poor performance in the sector is a driver for improvement, good providers are swept up in the negativity and are not acknowledged for the solid service they provide. While the accreditation process is the checklist for which we are measured, we can be proud that no adverse findings have occurred in our operation over the years and our reputation remains positive.

We are constantly reminded that on the spot audits can occur and also for noting is that our major audit has been adjourned for six months to allow us to catch our breath and for our administration to have some valued time to prepare. Successful audits are fundamental to our continued service and are true a testament to dedicated management and staff who are proud of what they do and have developed a strong culture of care.

The Board's strategic position has been somewhat curtailed by the events of the past period and while we know growing the organisation will deliver economies of scale and contribute to sustainability, the status quo has been a fair position to settle into and a focus on supporting the CEO has been more important. Growth will come in its own time but given staffing constraints and the current building conditions generally, sitting this period out has been a prudent strategy and has given us time to assess the areas of need of the organisation and plan accordingly to meet those demands.

Maintenance has been an area with which we have struggled a little as an organisation. I can say an increased focus has occurred to address this and we will be endeavouring to get this programme back on track. We are custodians of a significant community asset and it is imperative that it is maintained in an acceptable condition for our current and future residents.

A positive that has occurred in the past year is that our accommodation bond account is in a very healthy state and exceeds what the industry standard dictates should be in reserve. The organisation had established a facility in the event of multiple bonds being returned in a short period. I can report it was never required and that we can currently cover this event if it was to occur with our own reserves. This is another attribute of our dedicated CEO and finance team in building up this account. It also demonstrates the financial health of the organisation. Also of note is that while interest rate rises are not great for some people's situations, they will be of benefit for investing and returning some funds back to the organisation.

To our faithful and dedicated volunteer Board that shoulders the responsibility for the organisation's strategic and financial direction; thank you. Deputy Chair Mike Leroy, Secretary Judy Mather, Treasurer Roseanne Polinelli, Kerry Shore, Leonie Wilson and Howard Hull. We are privileged to have these stewards on our board and for being there for support and guidance to our CEO. You are all quality people and while at times we all felt somewhat helpless regarding what was occurring at Quambie with COVID, you were all ready to support in any way you could and that is what makes you special.

I would also like to take the opportunity to acknowledge the support of the volunteers that help out at various stages of the year. Your contribution is recognised and appreciated by all. With our annual fete being held over for the past few years, we are hoping you can return hopefully next year to help what has become an important event for our organisation and residents. Also to our dedicated staff, I'm sure our CEO will recognise your efforts in this annual report but from the Boards' perspective, this organisation would simply not exist without you and your caring efforts. Please accept our gratitude for what you have given over the past year in what can only be described and so eloquently put by our dear departed Queen, as an *annus horribilis*.

Lastly, Sharon James. I'm not sure which particular stars lined up to deliver you to us but my goodness, what an amazing leader and person you are. You seem to absorb a never ending array of difficult issues and challenges and deal with them in ways that leaves us all with a high level of admiration and respect. You certainly treat all our staff and residents in a way that very few individuals could ever have the skill and grace to do. I am very cognisant of the extremely demanding year that you have had and the path you have travelled has been a challenging one and at times soul conquering. The Board and Organisation are truly in debt to your management and composure and we certainly hope you will see some calming of the seas that we travel upon and you can sail along in favourable weather for a change.

Sharon, on behalf of all the organisation - *Thank you.*

Mike Walmsley

Chairman



CEO'S REPORT

It has been difficult to reflect on the year that has been and distil it into a report. So much has happened, we have achieved so much, we have faced so many challenges, and held so many conversations about how we continue to do what we do.

At best it has been a year of review and improvement and looking at how we do more with less.

At Quambie Park we pride ourselves on our ability to provide quality and safe care. We have a reputation that sets us apart. We continue to develop and build upon a foundation of excellence and we work hard at ensuring that the care and support at point of care is exceptional.

Despite the challenging landscape, Quambie Park has remained committed and focused on its Mission to provide Outstanding Care and to its Vision that paves the way for the future.

In an environment where we are now welcoming consumers who are increasingly frail and with multiple health and care needs, we are working to enhance our clinical governance which is identified as a critical and essential component of providing aged care services.

Irrespective of where or by whom aged care is provided, Australia is facing a serious workforce shortage. Aged care workers are some of the lowest paid in Australia and there is often insufficient support for informal carers. Despite many conversations and campaigns, the question of appropriate remuneration of the aged care workforce remains unresolved. The number of consumers is increasing while the number of skilled workers in the industry is decreasing. Heavy workloads, stress, limited career growth opportunities, long work hours, and dissatisfaction with wages are just a few of the reasons staff are leaving in high numbers.

At Quambie Park we believe – should these areas of dissatisfaction be suitably addressed at a legislative level – we would see a decline in the numbers of workers exiting the sector.

Aged Care providers and the Government are attempting to manage the situation: reforms and programs which attract youth to enter the aged care industry have been implemented and rules and regulations put in place to make the aged care industry a more lucrative and attractive career option.

The aged care workforce is ageing and there is considerable concern among policy makers and service providers about retaining existing staff and attracting new staff to the sector. Informal carers also play a significant role in the provision of aged care.

However, due to an ageing population, demand is expected to outstrip supply in the next 30 years.

'For many of us within the aged care sector it is a career of choice. We enjoy what we do, we want to see improvements, and we want to keep supporting the needs of our ageing population.'

However, we continue to question whether or not the current situation is tenable. The administrative burden is heavy and yet Government assured us it wouldn't be. We understand the need to record, to document and to report, however there needs to be an alignment of those requirements, the funding provided and the resource available.

We were not spared the rod of the pandemic, and in May this year a COVID-19 Outbreak affected both residents and staff. Overnight we were faced with high positive resident numbers followed by high positive staff numbers. Managing continuity of care and supporting our staff was our main priority. We were able to manage as effectively as we did thanks to our preparations: our Outbreak plan was implemented, and staff went to 12-hour shifts with no hesitation.

During the outbreak, I learnt so much more about our business, about our people and about humanity. In times of stress and need people really do rise to the challenge and I was very proud to work alongside our team of staff.

I am not convinced that we have 'recovered' fully from the impact of COVID and its potential threats. We remain diligent in our continued management of preventative measures.

Document control has been a major focus this year with the recruitment of a Document Control Officer. The benefits have been enormous and include increased productivity, quality improvement, compliance enhancement and professionalism in our operations.

One of the largest pieces of work undertaken was the engagement of Price Waterhouse Cooper (PWC) to provide support to Quambie Park to review its risk management processes and demonstration of compliance, by identifying key risk areas and providing support and review of the current controls in place. This was split into two phases;

- **Phase 1** - Data and initial document review to target risk areas
- **Phase 2** - Risk deep dive and guidance support

Following the works undertaken – which included working alongside the Board of Governance to identify the role of the Board and the information required for them to perform their duties – Quambie Park is now better placed to identify and manage risk.

Improvements have been made to the collection and reporting of data and ensuring that Board meetings are more focussed on Governance. This includes Accreditation preparedness; systems and processes review for the collection and monitoring of continuous improvement activities; development of mechanisms for the sharing of lessons learned from clinical incidents, complaints and feedback from residents, family and staff; and the review of current reports presented to the governing body for completeness, trending of data and recording of context where control failures exist.

Current Projects and Workings

The Australian Government Department of Health and Aged Care is currently delivering a significant program of aged care reforms together with the Aged Care sector.

In December 2021, all aged care providers were invited by the Aged Care Quality and Safety Commission to participate in a specialised development program, '**Governing for reform in aged care**'. This was aimed at supporting members of governing bodies and senior leaders to advance the current reforms in aged care. Quambie Park participated in many of these discussions.

The core issues from the Royal Commission were: funding, governance, people-centric aged care, workforce conditions and technology. Our commitment to and focus on these key areas has been a major contributor of our works this year.

Australian National Aged Care Classification

With the changes fast approaching, the *Australian National Aged Care Classification* (AN-ACC) starts on 1 October 2022 and we are completing the transitional works for this.

Reduced Funding Availability

There is expected to be a continuation of the move away from the provisions of Refundable Accommodation Deposits (RADs) by new residents and their families. Consequently, operators will need to progressively replace existing RAD funding with alternative sources. This may be challenging for smaller operators in particular, where there has been a dependency on RADs.

The banking sector is somewhat tight and unlikely to be enthused about providing working capital funding to replace RADs, particularly for businesses which are experiencing declining performance. Over the past 3 years and continuing, Quambie Park has addressed this risk.

Measures to Improve Accountability and Transparency

Implementation of aged care reforms will continue to occupy the aged care sector and Provider Governance is front and centre of our minds. On 2 August 2022, in response to 17 recommendations of the Royal Commission into Aged Care Quality and Safety, legislation was passed implementing nine (9) measures to improve accountability and transparency.

The AN-ACC is a key component of the major aged care reforms being implemented and will provide more equitable care funding to providers that better matches the true cost of delivering care. It involves:

- Independent assessments to determine classification levels for care funding purposes
- A new assessment tool and method for classifying and funding permanent residents
- Annual independent analysis to inform changes in funding.

Care planning is not conducted as part of the AN-ACC and will remain the responsibility of aged care providers.

Mandatory Quality Indicator Program

The National Aged Care Mandatory Quality Indicator Program (QI Program) started on 1 July 2019 and was updated on 1 July 2021. The mandatory program requires Commonwealth-subsidised residential aged care services to collect data and report on a set of Quality Indicators (QIs) every three months.

Currently, services must collect data and report on these five QIs:

- Pressure injuries
- Physical restraint
- Unplanned weight loss
- Falls and major injury
- Medication management, including polypharmacy and anti-psychotics

In addition to the above QIs, from October 2022 residential aged care providers will also have to report on:

- **Activities of daily living (ADL):** percentage of care recipients whose ADL function has declined
- **Continence:** percentage of care recipients with incontinence associated dermatitis
- **Hospitalisations:** percentage of care recipients who presented to hospital
- **Workforce:** percentage of staff turnover
- **Consumer experience:** percentage of care recipients who report good or excellent experience of the service
- **Quality of life:** percentage of care recipients who report good or excellent quality of life.

Serious Incident Reporting Scheme

Preparation is underway to meet the 1 December 2022 deadline of the Serious Incident Reporting Scheme (SIRS) to be extended into Home Care. Our Incident Management Systems are under review and are integral to risk management and continuous improvement and the delivery of safe and quality care to aged care consumers.

There are five new Quality Indicators for Home Care;

- **Organisational Governance**
- **Care Planning and Assessment**
- **Clinical Care**
- **Vulnerable Consumers**
- **Management of Package Funds**

Maintaining Strategic Focus

Quambie Park's key strategic focus areas continue to guide our works and in continuing this journey we believe that we will continue to meet all compliance requirements and remain a sustainable entity, continue to be a provider of choice and a strong voice for those requiring quality and safe aged care supports both now and for future generations.

In closing, I want to acknowledge and thank my wonderful team of staff for their support, commitment to Quambie Park and their work ethic during a year like no other. We have worked through challenges and we have celebrated all that we have achieved.

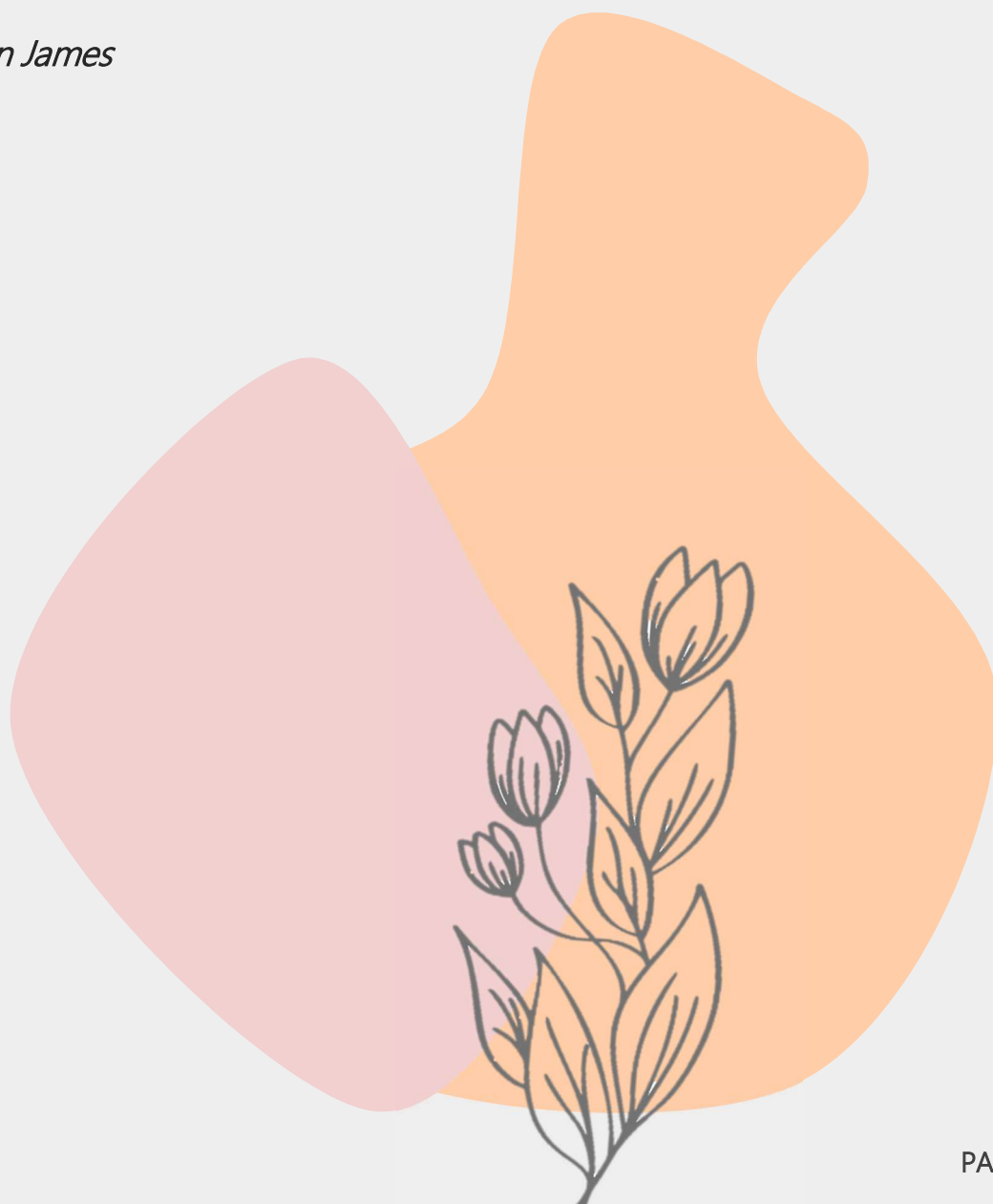
I look forward to our continued conversations and to improving upon all that we do. Your individual personalities, skills and attributes, contributions and passion make for a great team and a very rewarding environment.

To our Board, your unwavering dedication and commitment to good governance is to be commended. We understand how the risk and governance bar is lifting and the pressures placed on Boards to govern well is increasing. For volunteer boards such as Quambie Park it is challenging and requires an investment of time and energy to understand the complexities of aged care and provider responsibilities to manage an organisation such as Quambie Park.

To our consumers and families thank you. We are honored that you choose Quambie Park to provide your care and supports. To journey with you is a privilege.

Sharon James

CEO

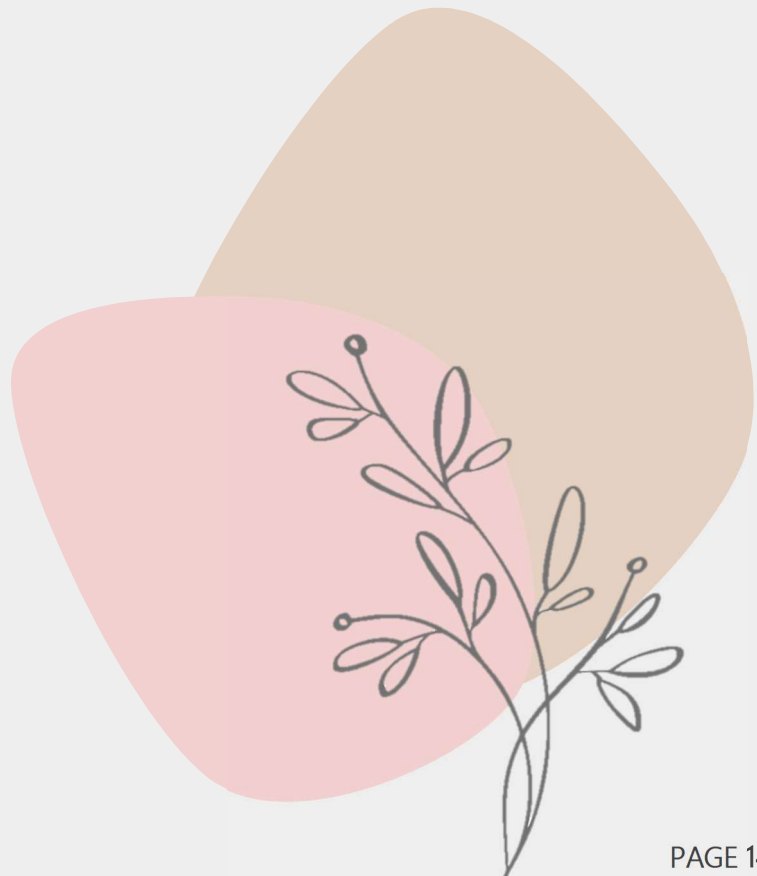


NEWS HEADLINES

2021 - 2022

- *A single industry association was born May 3rd 2022 the Aged and Community Care Providers Association (ACCPA) to lead and unite the aged care sector.*
- *New Minister's for health and Aged Care were elected*
- *Aged Care Providers marked World Elder Abuse Awareness Day*
- *Aged Care Providers welcomed wage increase and ask that Government fund it to improve quality of care*
- *Growing financial pressures are being faced by all aged care providers*
- *Urgent action needed for workforce shortages*
- *Aged Care Reform crucial*
- *Home and Community Care minimum hours changes impact clients and providers*
- *Aged care subsidy indexation figures inadequate*
- *It's time to say thank you to our aged care workers*
- *ACCPA announces new CEO*
- *Aged Care sector welcomes release of COVID winter plan*
- *Aged care sector responds to COVID third wave measures*
- *COVID outbreak hits more than 1,000 aged care facilities*
- *Decision welcomed to defer start of new Home Care program*
- *Aged Care employee day celebrated*
- *Aged care reform bill passage welcomed*
- *New aged care funding model*
- *Governance reform*
- *Additional Quality Indications*
- *Home Care Governance*

- *New aged care funding model*
- *Governance reform*
- *Additional Quality Indications*
- *Home Care Governance*
- *Minutes of Care to be met and reported*
- *Registered Nurse coverage*
- *Visitor Restrictions*
- *Mandates to work in aged care*
- *Prudential Requirements strengthened*
- *Mass exodus of staff and CEOs*
- *Infection Control Spot checks in facilities*
- *Increase in Unannounced visits by the Aged Care Quality Commission*
- *Reduced enterprise value arising from the write-off of bed licenses, as their value declines in preparation for their removal.*



PEOPLE & CULTURE REPORT

The past year has presented challenges like no other. COVID-19 has had an impact in the way we all live and work. The global pandemic required not just Quambie Park but the entire aged care sector to swiftly adapt to constant changes in uncertain and unprecedented times.

In order to provide the best care to our residents, recruitment was of the highest priority to ensure that we had sufficient suitably qualified and experienced staff to care for our residents during the pandemic and into the future. The market for personal care workers and nurses is becoming increasingly more competitive, and as in previous years, attracting and retaining this cohort of employees is challenging.

Around 191,000 older Australians live in one of Australia's 2,700 communal residential aged care homes. They're cared for and supported 24 hours a day by a workforce of 280,000 dedicated managers, registered nurses, enrolled nurses, care workers and hotel services staff.

Existing staff are leaving the industry in unprecedented numbers, with 50% of workers (139,000 people) intending to leave within the next three years, and sadly 23% (64,000) who plan to leave within the next 12 months.

Quambie Park is not immune to the workforce challenges affecting the industry, internally having to transition our care staff to twelve hour shifts, adequate staffing is a prerequisite for high quality care and without our dedicated and resilient care staff we would not be able to operate to such a high standard.

We continue with our plans to invest in our people, targeted at upskilling and building capabilities to meet the needs of our consumers. In 2022, we funded seven individuals to commence Certificate IV in Aged Care, had various staff attend training master classes and complete diabetic management and dementia-specific training. The goal is simple; **strengthen skills that unlock better client relationships and overall results for Quambie Park.**

Although we continue to move through uncertain times and pressures of meeting additional requirements and reporting remains a struggle, moving forward we will continue to meet those challenges and provide safe and quality care to our residents. In doing so it is comforting to know that Quambie Park is in safe hands with an amazing team that delivers great service and care to the community we serve every day of the year.

SIGNIFICANT STAFF MILESTONES REACHED IN 2022

10+ Years

Lynn DeRosa (10 yrs)

Kylie Ferguson (10 yrs)

Kerri Spain (10 yrs)

Lynda LeRoy (11 yrs)

Davis Ramones (11 yrs)

Ellen Archer (12 yrs)

Elaine De Mamiel (12 yrs)

Monique Warr (12 yrs)

Monina Aguila (13 yrs)

Sharon Harbour (13 yrs)

Sharon Cools (14 yrs)

20+ Years

Ellen Burbage (21 yrs)

Sue Caruso (26 yrs)

15+ Years

Shirley Fisher (15 yrs)

Deb Dunne (15 yrs)

Nerida Hoaré (15 yrs)

Rebecca Maiolo (15 yrs)

Grace Maiolo (18 yrs)

30+ Years

Kathryn O'Brien (34 yrs)

Aileen Frost

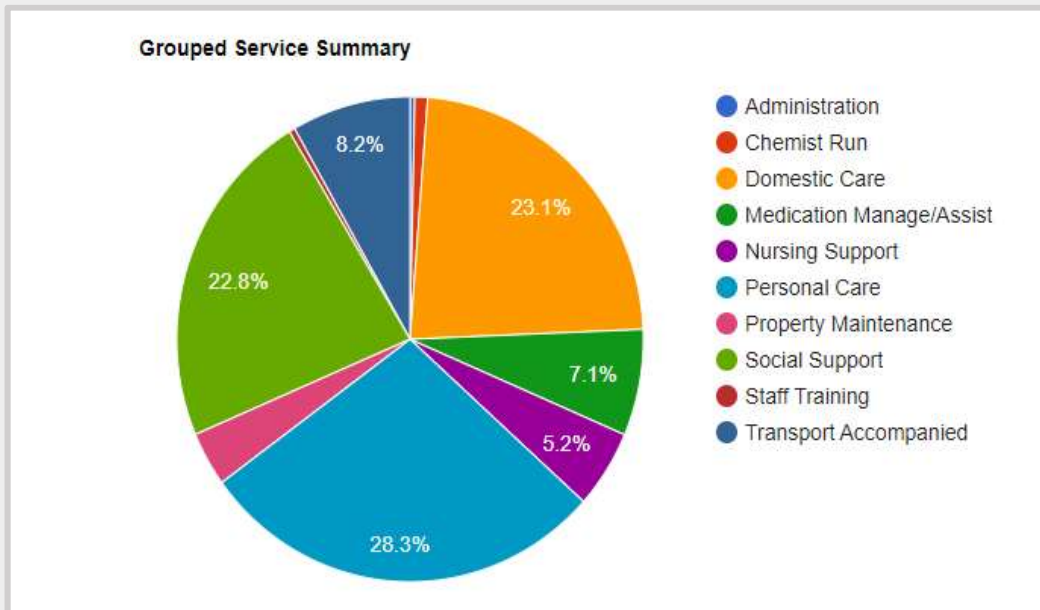
Manager People & Culture

HOME CARE REPORT

What a busy year we have had in Home Care! We continue to grow through the provision of quality and safe care and supports, and this would all not be possible without the efforts of everyone involved in Quambie Care. The increasing demand for our services is a direct reflection of the contribution of each of our dedicated staff who form the heart and soul of our services.

Many of our team are long-serving and have been with us for up to 11 years. We have had a few staff additions over the past 12 months, including Tony our long-awaited Full-Time Community Gardener, two new Cleaners Tanith and Jenny and our Enrolled Nurse Sharon who is with us three days a week.

I am so very grateful to work with such a wonderful team. Each and every day they provide outstanding care and service, and go that extra mile to meet our clients' needs. This, and our relationship building with our clients, is what sets us apart from other organisations.



I would like to take the opportunity to thank all my staff for their ongoing hard work, dedication and commitment to our home care clients. Each one of you should be very proud of the service that you deliver.

Here are a few samples of the positive feedback we have received this year:

"Mum wants to thank the ladies that visit her every morning and night for their care and happy disposition. She feels safe and secure as she gets older."

"I am writing to you today to give feedback on your wonderful staff who look after both my parents. There is not one of your staff members that visits my parents for care that isn't amazingly caring. They all go out of their way to make sure my parents are cared for. Nothing is ever too much trouble to get assistance."

"Would like to acknowledge that the new gardener has done an outstanding job and I am so grateful for all his help."

The past 12 months has seen many changes in the Home Care industry. Operating in a constant changing environment means we are continually learning and adapting. This can create its own set of challenges, and I wish to thank both our clients and staff team for their patience and flexibility as we adjust to all the changes.

Some of these changes have included:

- Pricing schedule changes
- SCHADS award changes as of 1st July 2022
- Transitioning to SIRS (Serious Incident Response Scheme) in the community
- Developing new look Care Plans and files for all clients
- Provision of customised COVID management plans
- Provision of COVID Outbreak kits and training for staff
- Introduction of the mobile-friendly AutumnCare App for community staff to access
- Implementation of the improved payment scheme

OUR SERVICES INCLUDE:

- ✓ Personal Care
- ✓ Domestic Care
- ✓ Medication assist
- ✓ Chemist Delivery
- ✓ Property Maintenance
- ✓ Social Support
- ✓ Transport
- ✓ Nursing support
- ✓ Property Maintenance
- ✓ Social Support
- ✓ Transport
- ✓ Nursing support
- ✓ Chemist Delivery

Past 12 months **56** packages

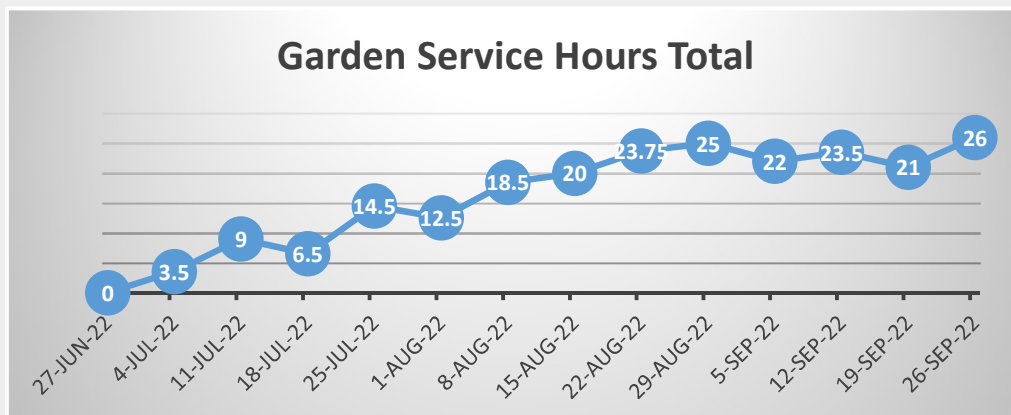
Currently have **45** clients

Delivered **19191**
scheduled appointments

Provided **14280**
hours of service

The Australian Government is returning to the timeframe put forward by the Royal Commission to deliver a reformed and improved in-home aged care program by 1 July 2024. The Government will also be making improvements to in-home aged care for older Australians while the design of a new program progresses. This includes capping administration and management charges under the Home Care Packages Program and improving access to Goods, Equipment and Assistive Technology.

Demand for gardening services has grown steadily since Tony took delivery of our new Home Care Vehicle, and began spreading the word about our garden care service. Demand grew from as little as 3.5 hours a week to 26 hours, with clients emerging from Dwellingup, Waroona and other surrounding areas.



Independent Living Units

Tenancy for our Independent Living Units (ILUs) has been strong, with an approximate 6-week turnaround when a unit becomes available. In the past 12 months, 7 units (including 2 in Janet Fiorenza Gardens) have become available and were quickly tenanted.

2 of our older, smaller units have been freshly painted and had new kitchens installed. This refurbishment has made the units more attractive to prospective tenants who are looking for a modern downsize.

Recently Aileen Frost, Quambie Park’s Manager of People and Culture, has expanded her bow and taken over the management of maintenance for the ILUs. This has freed up a considerable amount of my time, enabling me to devote my energies to other aspects of ILU management.

I’m looking forward to another wonderful year with Quambie and seeing what else we can achieve!

Candace Jones

Independent Living Co-Ordinator

LIFESTYLE & CARE REPORT

The time has come again to reflect on our residents' journeys throughout Quambie Park for the financial year!

We have had one of the most challenging years to date, with lock downs and a COVID outbreak, but nevertheless we have tried to maintain a "normal" day-to-day structure while working within our restrictions. Our outings were limited to picnics as attending venues posed challenges and risk; our large concert groups were postponed; and only 2 family members were able to visit at one time. Our mask and health screens for visitors remains in force. Extra social support times were given to our residents by reaching out to friends and family via technology.

We started attending and supporting the *fish ability* days held at the local Waroona Weir. Here the residents were supported by a team of volunteers who join in with the activity and help our consumers catch the local fish. Our residents really look forward to these days and always have the best time in the outdoors.



Additional in-house activities were held such as; high-tea, arm chair travel days and themed days. These aimed to help bring joy and excitement to everyday living in residential age care setting, and brighten up the days for our residents.

To support our lifestyle program, we developed a new newsletter template which provides current updates and news happening here at Quambie Park. This is distributed every three months to our residents' families, ILU members and volunteers, and a copy placed in every residents' room.

The Lifestyle Program, when able to operate at its full potential, helps to engage our consumers in their likes and preferences in areas of culture, social, emotional and leisure needs.

We run so many different activities from gardening, fishing, group exercises/games, church events, sensory and cognitive stimulation activities and much, much more! Our consumers complete a survey annually where they help decide what they would like to get out of their leisure program. This information is then incorporated into the consumers program on a day to day basis.

We look forward to seeing what 2022/2023 will bring us, and hope with the new lifestyle staff on board that it will bring new and fresh ideas to include in the program.

Nerida Hoaré

Lifestyle Co-Ordinator





TREASURER & FINANCE REPORT

Aged Care Financial Environment

The 2022 financial year has continued to present challenges to the Australian business environment, our local communities and the health sector at large. Providers of aged care services have been subject to intense clinical and financial pressures throughout the pandemic period.

General Purpose Financial Report

Quambie Park Waroona Inc. (the Association) is incorporated in Western Australia as an association under the Associations Incorporation Act 2015 and is registered as a charity under the Australian Charities and Not-for-profits Commission Act 2012.

Quambie Park is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Accordingly, the Association has prepared general-purpose financial statements in accordance with Australian Accounting Standards - Simplified Disclosures. The Financial Statements have been audited by Independent Auditors Stewart Brown Chartered Accountants. A copy of the Audited Financial Report (including the Auditor's Report) is available for perusal.

Overview of Financial Result

Quambie Park recorded a consolidated surplus for the financial year ended 30 June 2022 of \$1,920,367, inclusive of a fair value adjustment to the investment properties totalling \$1.774m based on an independent valuation. This compares to a surplus of \$1,361,466 for the year ended 30 June 2021 which included significant Government COVID-19 subsidies totalling \$1.352m. As at 30 June 2022, Quambie Park's Net Assets/Total Funds totalled \$13,525,543 compared to \$11,605,176 for the previous year.

Significant Financial Events 2021/2022

During 2022 the Quambie Park team lead by the executive members, have achieved the following financial highlights:

- ✓ Above average residential industry occupancy rates (increase of 0.30% to 98%).
- ✓ Increased ACFI average rate.
- ✓ Receipt of Grants:
 - Business Improvement Fund Grant of \$243,000 to address IT, Staff recruitment and Training, Consultant advice and general improvements.

- PEACH grant for equipment purchases
- Powering Communities Grant to install Air-conditioning units.
- ✓ Increase in Liquidity Ratio to 69.13% (2021 – 61.93%)
- ✓ Successful implementation of the Government's improved payment arrangements for Home Care.
- ✓ Significant reduction in Home Care Unspent funds liability.
- ✓ Increased uptake in filling ILU vacancies.

Financial Results from Services

Annual 2022 operating revenues increased to \$6.653m from \$5.971 million from 2021 results. The 2022 increased revenue figure is mainly attributable to:

- ✓ An increase in the average ACFI rate from \$175 to \$193.
- ✓ The introduction of an improved Home Care Costing model.
- ✓ Receipt of an Aged Care Workforce retention bonus payment to direct care workers of \$40,860. Quambie Park took the decision to distribute this bonus to all employees, including those not officially included in the Government criteria.
- ✓ Receipt of Business Improvement Grant totalling \$243,000.
- ✓ Adjustment to fair value of investment properties totalling \$1,774,000 based on an independent valuation.

Residential occupancy rates have continued to be high with an aggregated rate of 98% for the financial year. This performance significantly exceeds the industry average as determined by the Stewart Brown aged care benchmark survey average of 91% (June 2022).

Quambie Park recorded total expenses of \$6.705m for 2022, compared to 2021 expenditure of \$5.979m. This result represents an overall increase of \$726K and was a consequence of challenging circumstances including:

- ✓ An outbreak of COVID-19 in the facility.
- ✓ Increase in Labour Costs relating to additional staffing requirements associated with managing the COVID-19 outbreak, with an under-pressure workforce resulting in additional sick leave and additional rostered shifts needed to meet increasing complex care needs.
- ✓ Increased expenditure relating to cleaning costs and Personal Protective Equipment.

Positive net cash inflows from operating activities for 2022 of \$111,757 compared to 2021 of \$1.596m (including Commonwealth COVID-19 supplements). This 2022 result indicates that Quambie Park's operations are in principle self-sustaining from a cash flow perspective with little reliance on capital funds to support working capital requirements.

Statement of Financial Position

Total Assets

Total assets increased to \$22.230m for the Financial Year from \$19.479m in 2021 and was primarily attributable to increased cash and cash equivalents resulting from increased Refundable Loan holdings. Property Plant and Equipment reported a carrying value of \$6.391m compared to 2021 of \$6.506m. Investment Properties reported a carrying value of \$10.280m compared to \$8.506m as at 30 June 2021 as a result of the increase in fair value adjustment.

Total Liabilities

Total liabilities of \$8.704m increased compared to \$7.874m in 2021 due to new Refundable Accommodation Deposits and ILU Bonds received, together with an increase in employee benefit entitlement liabilities. These increases in liabilities were in part offset by a pleasing reduction in the unspent HCP funds liabilities.

Capital Expenditure

The 2022 year included additional capital expenditure to ensure Quambie Park continues to deliver the quality care expected of us, maintain WHS compliance and management of the ongoing COVID-19 risks.

Capital expenditure during 2022 included:

- ✓ Digital Visitor Lobby System with a thermal scanner for visitor management.
- ✓ Tablets for each resident's room to ensure 'Point of Care' access to IT systems.
- ✓ Replacement of 13 PC's and upgrading of another 5.
- ✓ IT improvements to the Community Hub.
- ✓ Installation of a Light year Cloud-A Cloud Purchasing and Accounts Payable platform to facilitate an improved Invoicing/payment system.
- ✓ Various equipment including shower chairs, wheelchairs etc.

Stewart Brown Benchmarking

The Stewart Brown benchmarking survey provides Quambie Park with comparative data to analyse and compare to other survey participants. Some interesting benchmarking comparisons include (March 2022-Inner Regional):

	<u>March 2022 – Inner Regional</u>	<u>QP 2022 Result</u>
ACFI	\$187.59	\$193.04
Res Operating Result (\$pbd)	(\$16.51)	\$0.72
Average Occupancy	92.1%	98%
Average Full RAD taken	\$378,285	\$350,000
HC Unspent Funds per package	\$10,690	\$9,941
HC Operating result (\$pcd)	\$4.29	\$6.71

Financial Governance

As a registered non-profit organisation, Quambie Park operates within a very specific legal and regulatory framework. To ensure that the organisation has fiscal controls and safeguards in place, the Finance Sub-Committee meets monthly to discuss the financial reports with feedback and recommendations made to the full Board monthly meetings.

Each month, Dianne Saunders (Finance Manager) prepares and presents the monthly financial results to the Finance Sub-Committee to ensure that:

- ✓ Actual financial performance is compared to monthly and YTD budgets.
- ✓ Financial operations are in line with regulatory funding requirements.
- ✓ Legal and regulatory frameworks are operated within.
- ✓ Strategic issues are identified and accounted for.
- ✓ The organisation continues as a going concern.

Financial Focus for year ahead

- The budget for Financial Year 2022/23 was difficult to predict based on the uncertainty around external factors such as the introduction of the AN-ACC funding model, occupancy rates, continued COVID-19 uncertainty, ongoing workforce challenges and uncertainty around CPI indexation.
- Introduction of the new Government Residential care funding model under AN-ACC will commence on 1 October 2022 and replaces the existing Aged Care Funding Instrument (ACFI).
- Review and development of Quambie Park's Investment Management Strategy to maximise return on funds.
- Management of significant employee entitlements liability.
- Further Home Care services development.

Business Partners

On behalf of myself as Treasurer and the Quambie Park Board, we would like to sincerely thank:

- ✓ Our dedicated staff for continuing to go above and beyond for our clients and for the Quambie Park organisation. The value they provide to our community organisation is outstanding and we thank them all for their dedication and hard work throughout the year and in particular for standing up to the challenges during these very disruptive times.
- ✓ The Finance team for their ability to adapt to a changing landscape under the competent and professional guidance of Dianne Saunders. Whilst it is challenging at the best of times within the aged care industry, COVID-19 has added additional workloads associated with variations to occupancy, government financial support, increased expenditure, rosters, sick leave, and the extra reporting requirements. When you mix this workload with the impact of COVID-19 in every household it becomes exceedingly demanding. I commend Dianne and the Finance team for their commitment, strength and ability to meet the work demands in these most taxing times.
- ✓ All members of the Finance Sub-Committee for their important feedback, debates, and discussions throughout the year.
- ✓ Stewart Brown Chartered Accountants for their ongoing assistance to our organisation and for conducting the 2022 financial audit.

Summary

The Stewart Brown Aged Care industry survey (March 2022) suggest approximately 78 per cent of regional aged care facilities are running at an operating loss due to factors such as pressure on staffing costs, remoteness and smaller scale operations. In comparison and due to the efforts of each individual Quambie Park team member, our organisation has been able to continue to provide residents with a high level of care, whilst operating at a modest surplus.

Aged Care will continue to be a very complex industry, margins remain extremely tight with the industry struggling to maintain occupancy, funding asset refurbishment, Information Technology enhancements and maintaining the workforce being amongst the most critical.

In the foreseeable future, increases are expected in major cost centres, utility charges, direct care costs, catering, administration and ongoing maintenance to property plant and equipment. However, Quambie Park is very well placed financially, to deal with these challenges and continues to seek improvements to operational efficiency, asset utilisation with a focus on core growth sectors.

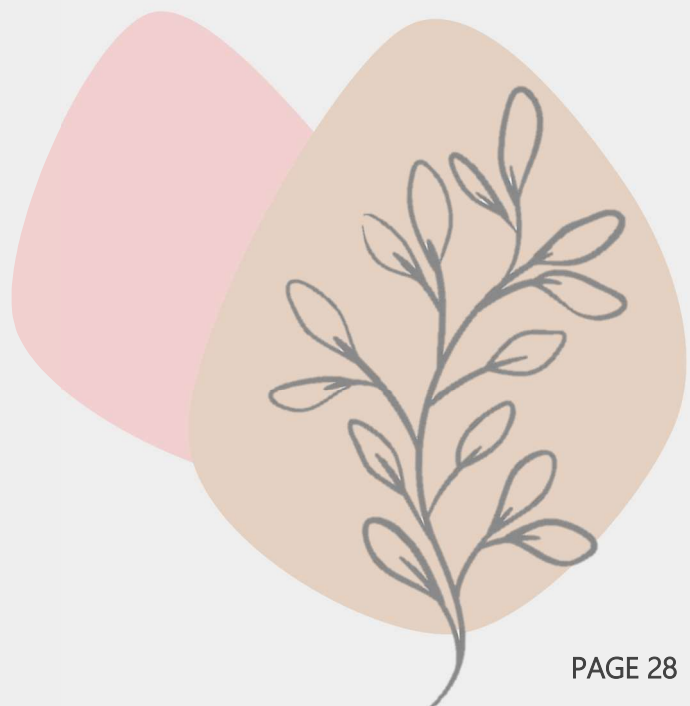
A sincere thank you for the community support provided throughout yet another momentous year. The Board are proud to oversee the Quambie Park organisation and are excited by the opportunities that present themselves to further support the Waroona aged care sector and the broader community.

Roseanne Polinelli (CPA)

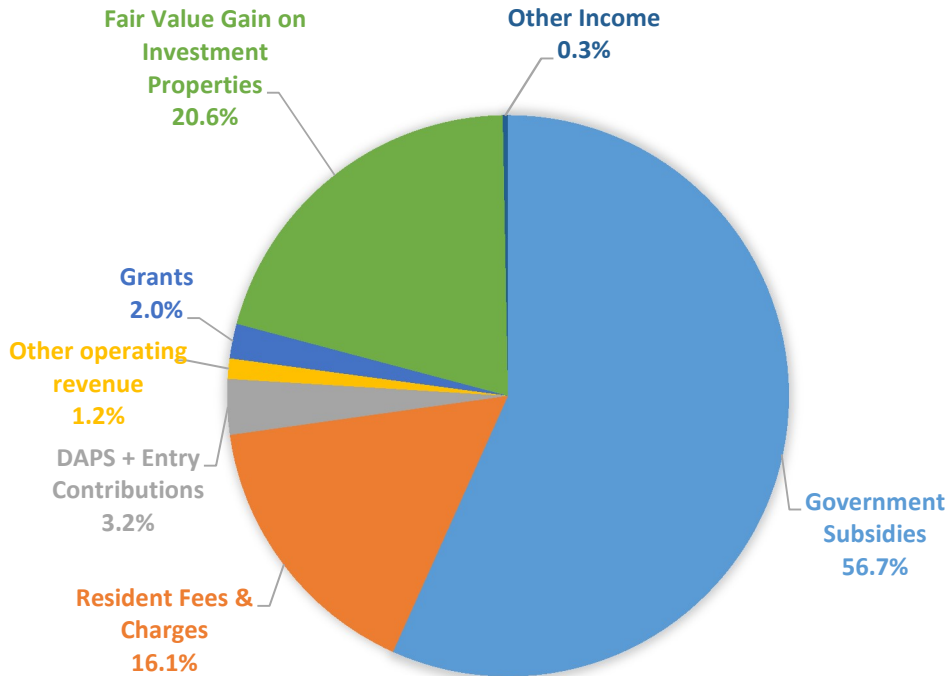
Treasurer

Dianne Saunders

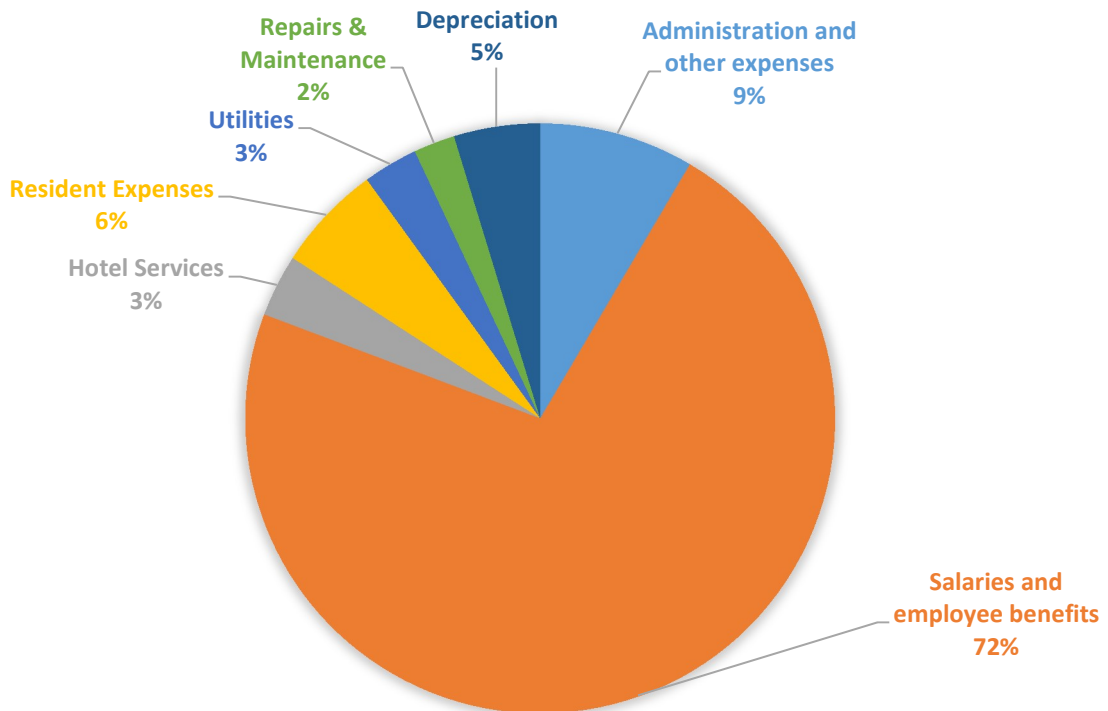
Finance Manager



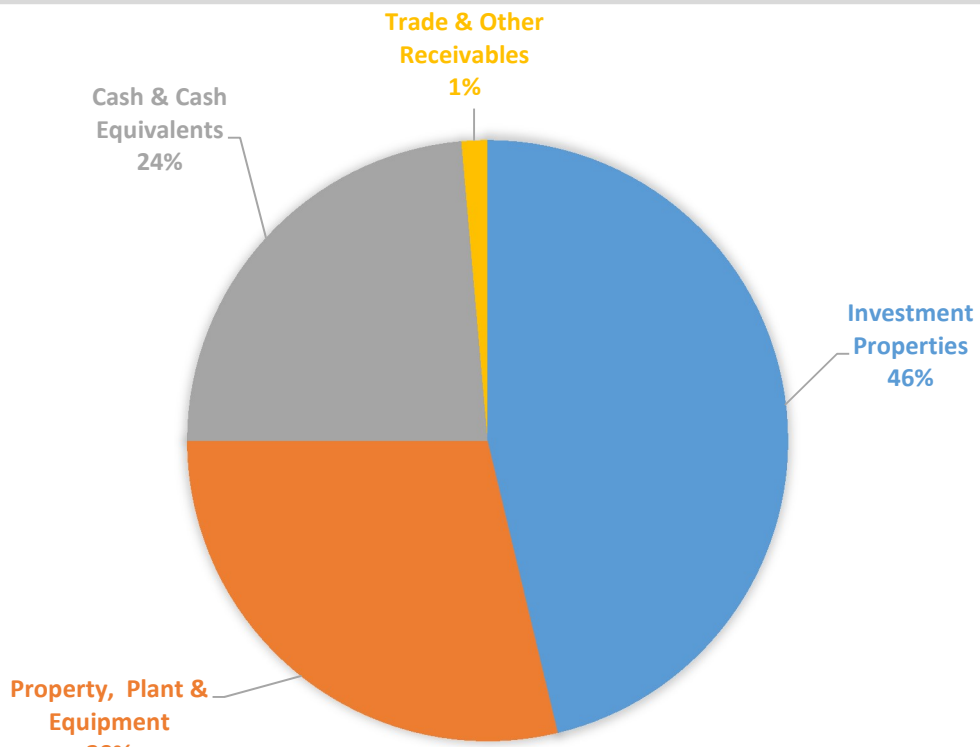
FINANCIAL SUMMARY



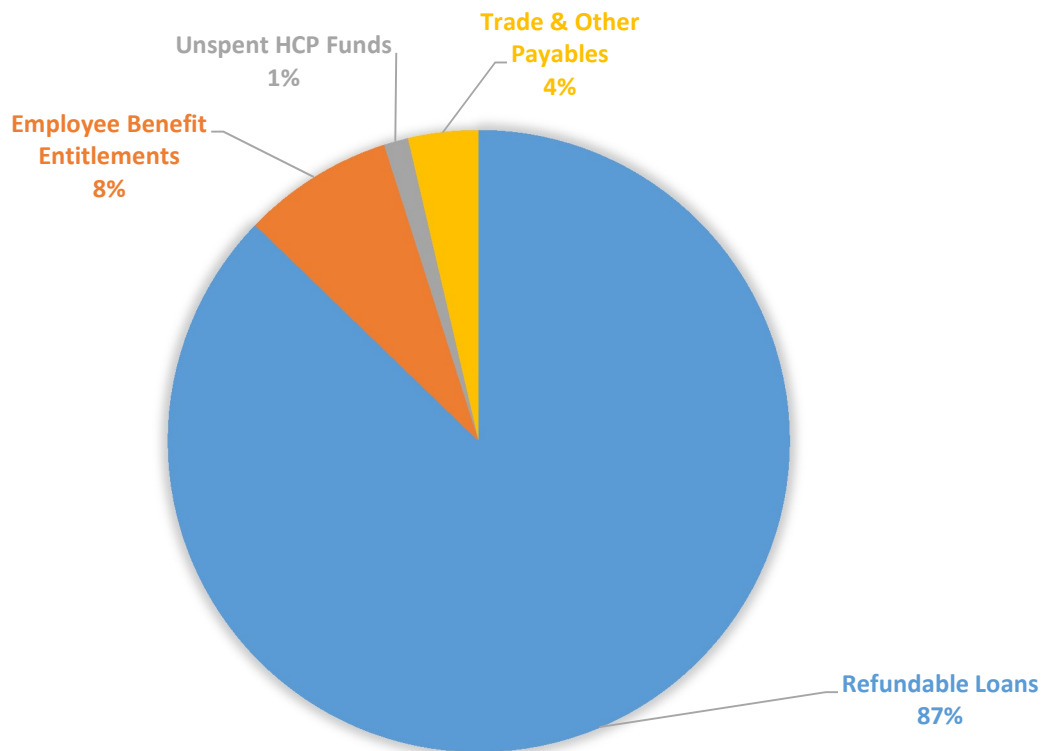
WHAT QP EARNED - TOTAL REVENUE



WHAT QP SPENT - TOTAL EXPENDITURE



WHAT QP OWNS - TOTAL ASSETS



WHAT QP OWES - TOTAL LIABILITIES

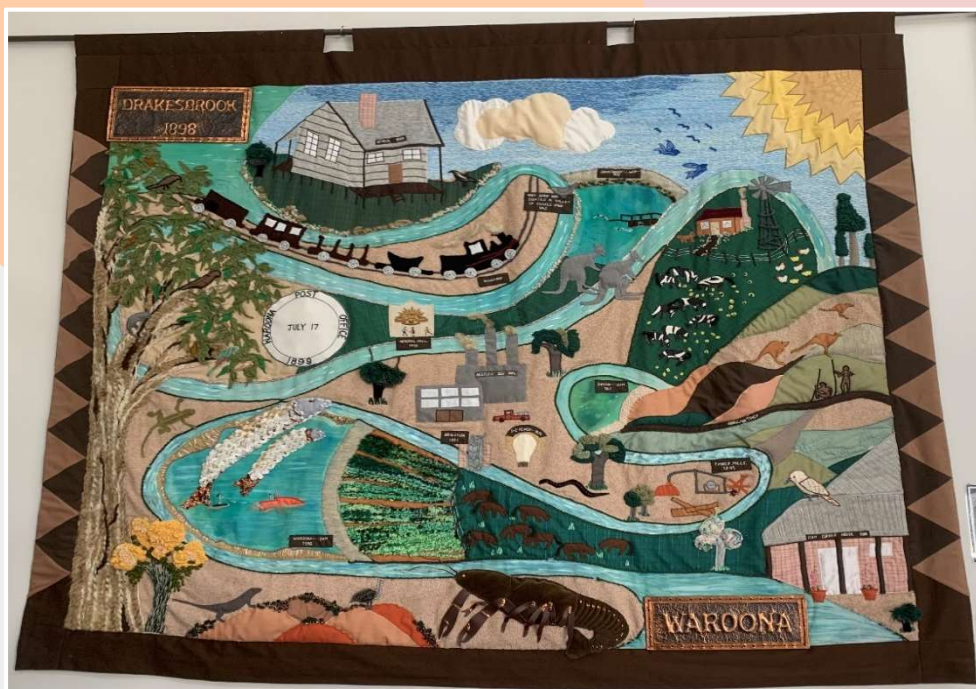
A Restoration of History



Earlier this year, we were very lucky to have the capable hands of Anne Lalor and Llynne Neil restore an original wall hanging that was donated to Quambie Park back in 1986.

The wall hanging depicts the History of the Drakesbrook/Waroona area and was created by 30 members of the Waroona Learning Centre. It is now proudly being shown in our foyer, so all who enter the building are able to see it and admire it for its wealth of local history and craftsmanship.

Thank you Anne for also providing us with an image of the newspaper clipping showing a handful of the ladies working on the wall hanging back in 1986. We are so lucky to be able to cherish this piece of history within our facility for years to come.



Our Valued Supporters

Thank you for your continued support to Quambie Park and to our residents; our appreciation has no bounds!

Drakesbrook Hotel

Shire of Waroona

Mitre10 Waroona

Waroona Lions Club

Terry White Pharmacy Waroona

The dedicated volunteers of Quambie Park

PEACH (Personnel Employed at ALCOA Charity Help)

ALCOA



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