

ANNUAL REPORT 2022/23

Enhancing
the health,
wellbeing & lifestyle
of people who
are ageing



Christian Homes
Tasmania Ltd

Celebrating
50 Years
of Care



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Our Mission, Vision & Values

Our Mission

Christian Homes Tasmania enabling people receiving our support to live the lives they choose.

Our Vision

Christian Homes Tasmania providing quality care that is based on Christian values.

Our Values

Christian Homes Tasmania delivering care through our Christian values of:

Compassion: Demonstrating empathy and support for others who need our help.

Honesty: Be morally upright and truthful.

Respect: Value and esteem each person.

Integrity: Steadfastly adhere to moral principles and professional standards.

Service: Inclusively ensure that the support we deliver is done in consultation with residents, clients or their representatives.

Truth: Faithfulness to our residents and clients, founded on our Vision, Mission, and Values.



Mark Hochman
President

President's Report

This past year has been a significant year in the life of Christian Homes Tasmania (CHT). Following our 50 year history celebration last year the Board of CHT has made several decisions that will hopefully establish our base for the next 50 years. The details of these are included in our CEO's report elsewhere in this Annual Report so I will not reiterate them here other than to highlight that it seems we are now making progress on the long-promised Redwood development. Despite myriad challenges with the site, unknown at the time of purchase, the appointment of Circa Morris-Nunn Chua as project architects seems promising to further the site's development.

There have been many reasons to celebrate this past year – the opening of 14 additional beds at Snug (opened by the Minister for Housing, Homelessness and Small Business, The Honourable Julie Collins) and the opening of beautiful new gardens at Snug Village by the Tasmanian Governor, Her Excellency, the Honourable Barbara Baker (with substantial support of the Tasmanian Lions Club) being highlights. In addition, we can be very thankful for our solid financial outcome due in part to the foundations laid by CHT forebears, the prudent financial modelling of our CEO and team and the portfolio of offerings available through CHT – Residential Aged Care facilities, Independent Living Units and Home Care packages. Of course, as an organisation founded and continuing on Christian principles we give thanks to our heavenly Father for His provision!



Joyce Johnson
Snug Village

That said, the aged care sector faces many challenges. Whilst we are thankful to be in the 33% of providers currently operating "in the black," our two aged care facilities struggle financially! It is now acknowledged by the federal government that the current funding model for aged care is inadequate and unsustainable, despite recent funding increases. In fact, aged care funding is now the fourth largest funding call on the nation's federal budget. Consequently, the government has commissioned a task force to report on options to enable a sustainable aged care sector, able to deliver the high-quality care and service expected by residents and their families. At the time of writing (August, 2023), the task force had released a draft issues paper with options for consideration including a new levy on income specifically for aged care, co-contributions from those able to pay for their aged care services, a social insurance scheme for aged care and use of superannuation to pay residential aged care costs.

This task force is scheduled to deliver its recommendations to government by the end of 2023. There are no easy solutions as the above options indicate, however, for those organisations with a solid footing, the future seems to provide many opportunities. I believe that CHT is such an organisation and is well placed to grasp the opportunities likely to be presented.

Each year it is a pleasure to reflect on our progress and to thank those whose efforts have contributed to CHT's standing. This year is no different. I have not yet mentioned the CHT Foundation and it is timely to thank each member for their great efforts in seeking to raise funds and profile for CHT, expertly led by Mr Eric Abetz. I must also thank all our staff for their dedication to our organisation. Our CEO, Glenn Hardwick has written about the issues attracting and retaining staff – we are especially thankful for those who have remained with us and for whom their roles are as much a vocation as a job! Our CEO, Mr Glenn Hardwick, is greatly appreciated by the Board and staff – his calm demeanour in the midst of challenges, and deep knowledge of the industry has been a major influence in CHT's current position – to reiterate a statement from previous years, he is God's person for our organisation in these challenging times! Finally, I must also thank my fellow Board members. We are now at a place where ideas can be challenged and debated without personal rancour – this is contributing to a very effective Board and I wish to thank each and every Board member for their dedication.

I have recently read a new biography of John and Charles Wesley whose influence changed England for the better in the 18th Century. The closing words of John Wesley on his deathbed seem appropriate to us as well – "the best is yet to come!"

Mark Hochman
President



Dirk Verdouw - Hawthorn Village



Glenn Hardwick
CEO

CEO's Report

In my 2020 Annual Report I stated:
"To state that this financial year has been challenging would clearly be an understatement."

In 2021 I stated:
"Yet another testing year for aged care and CHT."

And again in the 2022 report I noted:

"... the whole aged care sector braces for yet more change within the sector as more providers are falling victim to the financial and workforce challenges which have beset the sector."

This continual and ongoing commentary on the challenges within the aged care sector have also been the focus of the presentations which I have provided to various groups regarding my role within the sector.

Unfortunately, the situation has not substantially changed during this reporting period.

Thankfully, some of our workforce has been recognised at last for the value of the professional work which they perform in delivering quality services to our residents and clients. The Fair Work Commission granted a 15% increase to the award wages for our nurses, carers, homecare staff and our head chef. Our remaining staff however, who are essential members of our Team in the provision of aged care services, have not at this stage been afforded the same recognition and wage parity as other members of our staff. A "stage three" decision from the Fair Work Commission is awaited and as a matter of equity and fairness it is sincerely expected that they will similarly be recognised in that decision when released.

The Government committed to funding the Fair Work decision however the increase in the AN-ACC funding levels effective from 1 July 2023 was insufficient to cover this increase as well as the minimum wage decision of a 5.75% increase in addition to the 0.5% increase in superannuation contributions and the general inflation increases of 6%.

This continual challenge to the financial viability of the aged care sector has resulted in national benchmarking firm Stewart Brown announcing that as at March 2023 67% of providers were trading in a deficit position. As a result of this situation, the year has seen an increase in the number of providers being required to merge or amalgamate with other providers to remain viable. Similarly, the year has seen some providers having to cease operations with 23 facilities having closed in the last year and a further 30 to 50 expected to close in the next two years.

Clearly these closures are devastating for the providers with many being the only providers in rural and remote locations. Even more devastating is the consequences for the residents within those facilities who have lost their homes and they, together with their families, are forced to find alternative accommodation – often in locations away from loved ones and families.

CHT has not been immune from these challenges which have been heightened by workforce challenges whilst we enter a new era of mandatory requirements for a registered nurse 24/7 as from 1 July 2023 and the impending mandatory staffing levels effective from 1 October 2023. These requirements which follow recommendations from the Aged Care Royal Commission, come at a time of workforce challenges throughout all sectors of the community however in the case of registered nurses, has required the engagement of staff through employment agencies which has doubled the cost to providers at a time when our financial viability is already extremely challenged.

There are two key messages which CHT has taken from the past few years.

Firstly, CHT needs to continue to grow as a provider if it is to survive in the aged care sector. This is not to say that bigger is necessarily better however in order to remain compliant to the ever increasing regulatory requirements and reporting obligations, organisations need to be able to spread this corporate overhead across more areas of operation. It is essentially a question of economies of scale. Smaller operators, especially those in rural and remote locations, will not survive as they endeavor to stay compliant to the regulatory requirements which continue to be placed on providers by Government and the Aged Care Quality and Safety Commission – especially following the findings and recommendations of the Aged Care Royal Commission.

At CHT we have this year been progressing several capital projects to increase our service offerings to our community.

At our Snug residential facility we have successfully completed our 14 bed extension, a new Day Centre and internal modifications. This \$5.4M project was supported with an ACAR Grant from the Federal Government. Also at Snug, we have opened a revitalised garden area with the generous support from Kingborough Lions and many other individuals and contractors who generously provided labour and materials.

Following our acquisition of land in Frost Street Snug, we are also in a position to lodge a planning application to the Kingborough Council for an additional ten Independent Living Units on that site which will link in with our existing units on the Snug site.

During the year we entered into a partnership with CentaCare Evolve Housing for the redevelopment of our Denison Street housing complex. This site, the first developed by the CHT Founders, has been used for temporary nurses' accommodation following the relocation of existing residents to new modern accommodation in Blackmans Bay.

CHT has also worked closely with CentaCare for the rehousing of residents from our Wells Parade complex to enable that site to similarly be redeveloped into modern contemporary accommodation.

Similar opportunities are being explored for vacant land which CHT owns at our Roches Beach site.

Our development plans for the existing Redwood Village site have taken off over the reporting year with the updating of demographic research; completion of a functional brief; engagement of Circa Morris-Nunn Chua for design work and updating of our financial modelling to verify the viability of the project. This innovative design of new service delivery models will provide CHT with a state of the art facility which will rival any in Australia and will replace the ageing Hawthorn Village facility which has served the Kingborough community for many years.

Each of these development proposals will provide CHT with an expanded service provision portfolio and provide an increased financial security for the organisation.

The second key take out message from past years has been the resilience, commitment and genuine desire to care from our staff. Whilst our staff turnover has been high similar to the whole aged care sector, CHT has been fortunate to have a dedicated core group of staff and managers. Despite the obvious sustained pressures on our workforce I am continually amazed and humbled by the commitment shown by many within CHT. Without this genuine desire to care for our residents and clients exhibited by our workforce, the elderly within our community would not be able to live the lives which they choose to live. This sustained commitment over the past few years is something which the Board and Executive recognise on a daily basis and certainly do not take for granted. The issues of fatigue and exhaustion are genuine as we try to maintain our rosters and service provision. Management are continually working to balance the competing pressures of financial viability, filling our rosters, workforce fatigue and regulatory compliance which at times has been challenging and often with competing priorities.

As in previous years, I acknowledge that CHT is fortunate to have an experienced, dedicated and well qualified Executive Team. The unwavering commitment and dedication of Janine, Julie and Leanne is something which I have appreciated and respected throughout the year. Our respective roles and responsibilities are taken very seriously however we do so with respect as members of this Team and we do it with humour and support for each other. For that I am grateful and thank each of them. Julie decided to move on from CHT towards the end of the year however her contribution was none the less valuable throughout the year. To each of them I say a heartfelt thank you for their support and encouragement. Everything achieved within CHT is the result of Team effort throughout the organisation. From the Executive Group, the Leadership Team, Facility Management, HomeCare and all aspects of service delivery, we are a Team and nothing is achieved without contributions from all of our valuable staff.

In addition to our staff, CHT is very fortunate to have a committed Board who individually and collectively bring a wealth of knowledge and experience to the organisation. At a time of increasing regulatory compliance within the sector with much of that attention focusing on the governance of the organisation, CHT is in very good hands with our Board who have continued to exhibit their commitment to serving our residents, clients and staff. I particularly thank Board President Mark Hochman for his support, direction and guidance throughout the year.

CHT has a proud history of 50 years of serving the community and look forward to continuing this service in the years ahead.

Glenn Hardwick
Chief Executive Officer



Board



Mark Hochman
President

CHT Board President Mark Hochman has been on the Board of Management of CHT since 2014, and has been President for 7 years.

Mark works in research management and consultancy, both here in Australia and also in America. Mark is a member of the CHT Development Committee and as Board Chair also participates in Audit Finance and Risk Committee and Clinical Governance Committee meetings.



Ruth Feeger
Vice President

Ruth Feeger has been a member of the Board of management since 2015.

Ruth is an Occupational Therapist, and business owner. She specialises in Rehabilitation and return to work consultancy. Ruth serves as Board Vice President and Chair of the CHT Clinical Governance Committee.



Andrew Glover
Treasurer

Andrew joined the Board of Management in 2017 as a Director, and has filled the role of Treasurer since mid 2019.

Andrew has worked in the insurance and finance industry since 1994 and operates his own business as a Certified Financial Adviser.

As Treasurer, Andrew is Chair of our Audit Finance and Risk Committee.



Christine Sward
Secretary

Board Secretary Christine Sward has a long history with CHT, becoming a Director in 2002.

Christine is an active volunteer assisting with activities at our facilities, and also provides Pastoral care to our residents and their loved ones. Christine is a member of our Clinical Governance Committee.



Skye Drake
Director

Skye Drake joined the CHT Board of Management in 2016.

Skye has extensive experience in sales, marketing, and business management.

Skye has worked with corporate and government agencies within the IT industry, specifically in brand development, including sponsorship, sales and marketing and business development roles. Skye is Chair of the CHT Marketing and Communications Committee.



Ashley Dales
Director

Joining CHT in January 2019, Director Ashley Dales is a business owner and manager with extensive experience in construction and design.

Ashley has had experience in subdivisions, multiple unit and housing developments, commercial projects and contracts, as well as growing a local business to successfully compete with multinationals in their own space. This has involved developing, mentoring and growing local talent to match interstate agents.

Fittingly, Ashley is Chair of the CHT Development Committee.



Marian Kemp
Director

Marian Kemp has over 30 years' experience in accounting and financial services.

Having run and been the principal of a local Accountancy firm for over 25 years she now provides Accounting Consultancy services including as a Chief Financial Officer to a business servicing the Tasmanian care industry. She is also a Director on a Community Bank Board.

Marian recommenced on the Board of Management in 2019, having previously been elected in 2011.



Natalie Verdouw
Director

Natalie Verdouw joined the CHT Board in 2017. She has extensive experience in risk management, assurance, insurance, legal services, banking and finance, investigations and reviews, information security, social impacts and outcomes, compliance and clinical and corporate governance

Natalie works in an executive role in governance, performance and outcomes for a large not for profit organisation in Queensland. She serves as a member of our Audit, Finance and Risk Committee and our Marketing and Communications Committee.

CHT Board Attendance 2022-2023

Board of Management	Jul 2022	Aug 2022	Sep 2022	AGM	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
Mark Hochman	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓
Ruth Feeger	✗	✓		✗	✓	✓		✓	✓	✓		✓	✓
Christine Sward	✓	✓		✓	✓	✗		✗	✓	✓		✓	✓
Andrew Glover	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓
Marian Kemp	✗	✓		✓	✓	✓		✓	✓	✓		✓	✓
Skye Drake	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓
Natalie Verdouw	✓	✓		✓	✓	✓		✓	✗	✗		✓	✓
Ashley Dales	✗	✓		✗	✓	✓		✓	✓	✓		✓	✓
Glenn Hardwick	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓

✓ In Attendance ✗ Apology

Executive Management Team



Glenn Hardwick
Chief Executive Officer

Glenn joined CHT in 2019 as CEO. He has over 20 years' experience in senior executive roles in aged care. Glenn has a background in corporate services and finance with previous roles including forensic accounting, project managing major infrastructure projects, and senior positions within the health sector in both Tasmania and New South Wales.



Julie Manning
Executive Manager People & Culture

Julie joined CHT in 2019 as part of our Executive Team. She has worked in Human Resources for over twenty years with fifteen years in the not-for-profit sector. Julie has extensive experience in industrial relations, change management, learning and development, work health and safety, recruitment and performance development and management.



Leanne Nugent
Executive Manager Community Services

Leanne joined CHT in 2020 as Manager Quality and Innovations and then Executive Manager Community Services later that year. She commenced her career as a Registered Nurse at the RHH before moving to Community Nursing and Aged Care.

She has over twenty years of experience in senior and management positions in aged care and in community housing as Operations Manager with Mission Australia. Leanne has seen many changes within Aged Care and is looking forward to future developments. She loves working with the team at CHT.



Janine Fyfe
Executive Manager Care Services

Janine has extensive experience in the aged care sector starting out as a Carer 19 years ago, and within 12 months had commenced her university degree in Nursing. Janine has experienced many different roles within the sector including Clinical Nurse, Clinical Nurse Manager, ACFI personnel, and Facility Manager. Now as Executive Manager Residential Services, Janine leads the residential team and remains as passionate as ever about the sector.

Our Leaders



Denise Oates
Manager Snug Village



Fadzai Munyenyiwa
Manager Hawthorn Village



Shelly Gleeson
Manager Property & Compliance



Ellie Keany
Manager People & Culture



Sam Loader
Manager Finance



Martin Howell
Chaplain

Strategic Plan 2022–2025

The Board and Executive team have reviewed the existing Strategic Plan and prepared a new plan for the years 2022 to 2025. We have also updated our Mission, Vision and Values which remain centred on Christian values.

Christian Homes Tasmania (CHT) enters this new strategic planning period at a pivotal point in its history. Whilst there are challenges within the new plan, there are also opportunities and, if well implemented, enable us to thrive into the new future.

CHT remains committed to a mission of providing high quality care for our aged and aging clients and residents – it is fundamental in our values and a practical outworking of our Christian heritage.

Strategic Pillars

Our strategic pillars form the foundation of Christian Homes Tasmania—now and into the future.



Sustainability & Compliance

We need to do well to do good!

KEY STRATEGIES

Best practice workplace environment

Analyse forecasted Aged Care Employee labour market challenges and plan for attraction and retention of individuals who understand and believe in our mission. Creating a culture of engagement based on our core values of compassion, honesty, respect, integrity, service and truth.

Financial stability

Increase philanthropic and grant funding while leveraging partnerships with other organisations including non-Aged Care providers to strengthen mutually beneficial networks.

Regulatory environment (governance)

Compliance with regulations and accreditation through efficient/effective systems and processes. This includes ongoing review of current policies and procedures to ensure they reflect the standard of service expected.

Enacting a Board succession strategy while providing the Board with professional development opportunities that consolidate knowledge and understanding.

Service provider of choice

Transparency in quality and safety for residents/clients, employees, families and stakeholders to ensure we are the provider and partner of choice. We create a welcoming environment where services provided meet our core purpose.

Volunteer management

An increased focus on marketing and communications to develop partnerships with volunteering organisations to grow our volunteer base.

Margaret Cannell - Snug Village



Joan Stewart - Hawthorn Village



Our Workforce

“

We recognise, appreciate and reward our employees.

”

We will understand, value and develop a high-performing professional culture.

KEY STRATEGIES

Our people and culture strategy builds, attracts and retains the workforce we need

Leadership supports employees, is present and accessible, bearing a commitment to diversity and leveraging individual strengths. Employee remuneration and benefits are comparative, competitive and best practice.

Work with compassion

Employees are supported and guided to live and work in compassion, honesty, respect, integrity, service and truth. Communication is open and welcome on both ends.

Team development in an inclusive environment dedicated to wellness

Our workplace engenders pride for all employees who are supported to meet their full potential through career pathways, engagement of external partners and employee review to ensure job satisfaction, competence and capability.

Celebration of individual and team wins.

We recognise, appreciate and reward our employees.

Fred Helm – Hawthorn Village



Hawthorn Village



Organisational Growth

Innovative, diverse and partnered sustainable growth.

KEY STRATEGIES

Co-creation, collaboration and relationship building

Partner with peak Aged Care industry bodies, industry leading providers, universities and NGOs to strengthen services and workforce potential.

Innovation

Digital transformations to improve operating efficiency and to enhance our client's and employee's experiences. Explore funding options to build services that complement our core business.

Diversification

Identify opportunities to increase revenue streams, such as building connections in areas where there is limited support, review current services to ensure they meet our standards, explore technologies and avenues where we can serve the community.

Evidence-based decision-making

Draw insights from reliable data, processes and systems to respond efficiently and responsibly to opportunities of growth in our sector.

“

Explore funding options to build services that complement our core business.

”



Clients / Residents



Quality tailored choices for our people's lives.

KEY STRATEGIES

Client-centred service

Engagement with residents/clients through a provision of holistic care; from independent living, home care, residential care through to end of life.

Advocacy

Develop an Advocacy Strategy that allows us to have a voice with Federal and State Ministers and other key decision makers. This Advocacy Strategy will assist us to ensure the residents/clients' needs are met and their expectations exceeded with the assistance of specialised support. In turn this will also address systemic challenges in relation to care needs to ensure our consumers and next of kin voices are heard at a national and state level.

Consultative and empowering

Extend respect, compassion, honesty, truth and integrity in consultation with residents/clients in all aspects of their care and service. Act on residents/clients wishes, as they should be the driver of their own care, keeping open two-way communication.

Inclusive family and client support services

Develop and implement a Framework for stakeholder Advisory groups. Develop systems and process to implement the Navigator model and to strengthen the process for distribution of education packages for new and transitional clients.

“

Act on residents/clients wishes, as they should be the driver of their own care, keeping open two-way communication.

”



Our Occupancy Statistics

Hawthorn (year average)

78.08%

Respite

95.97%

Permanent

95.62%

Overall

Snug (year average)#

87.12%

Respite

97.75%

Permanent

97.58%

Overall

#Based on 62 beds, new Hope wing beds beginning to be occupied.

Retirement Villages (year average)

93.84%

Total Average
Occupancy

74.03%

Denison*

99.55%

Roches

95.36%

Wellington

97.70%

Freeman

96.99%

Snug

99.59%

Wells^

*Site now vacant pending redevelopment. ^Site now being used for temporary staff accommodation.

Average Age of
Residential Consumers

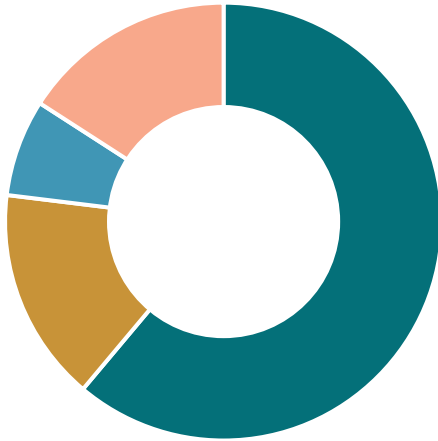
85 years

Value of Property
Plant and Equipment

\$95.9M

Key Financial Results

Sources of Income



- Residential Care: \$12,570,298
- Homecare: \$1,471,716
- Independent Living Units: \$3,251,782
- Other: \$3,270,184

*Excludes \$2,545,728 in FV gain on investment properties

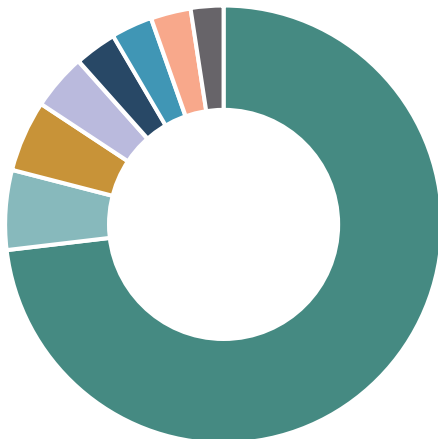
Sources of Income



- Residents: \$6,506,198
- Government: \$10,181,956
- Other: \$3,875,826

*Excludes \$2,545,728 in FV gain on investment properties

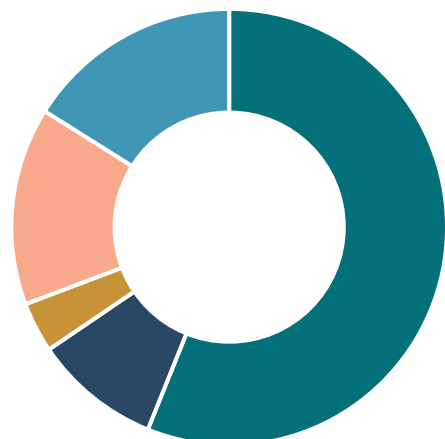
Expenditure by Nature of Expense



- Employee Expenses: \$11,863,262
- Cleaning, Laundry & Catering: \$853,220
- Repairs & Maintenance: \$495,290
- Administration (inc ILU liability): \$954,313
- Resident Supplies & Services: \$671,069
- Utilities: \$483,145
- Depreciation: \$509,232
- On-charged Expenses: \$393,240

* Excludes \$285,750 expense on fair value of resident share of capital gain on ILU units

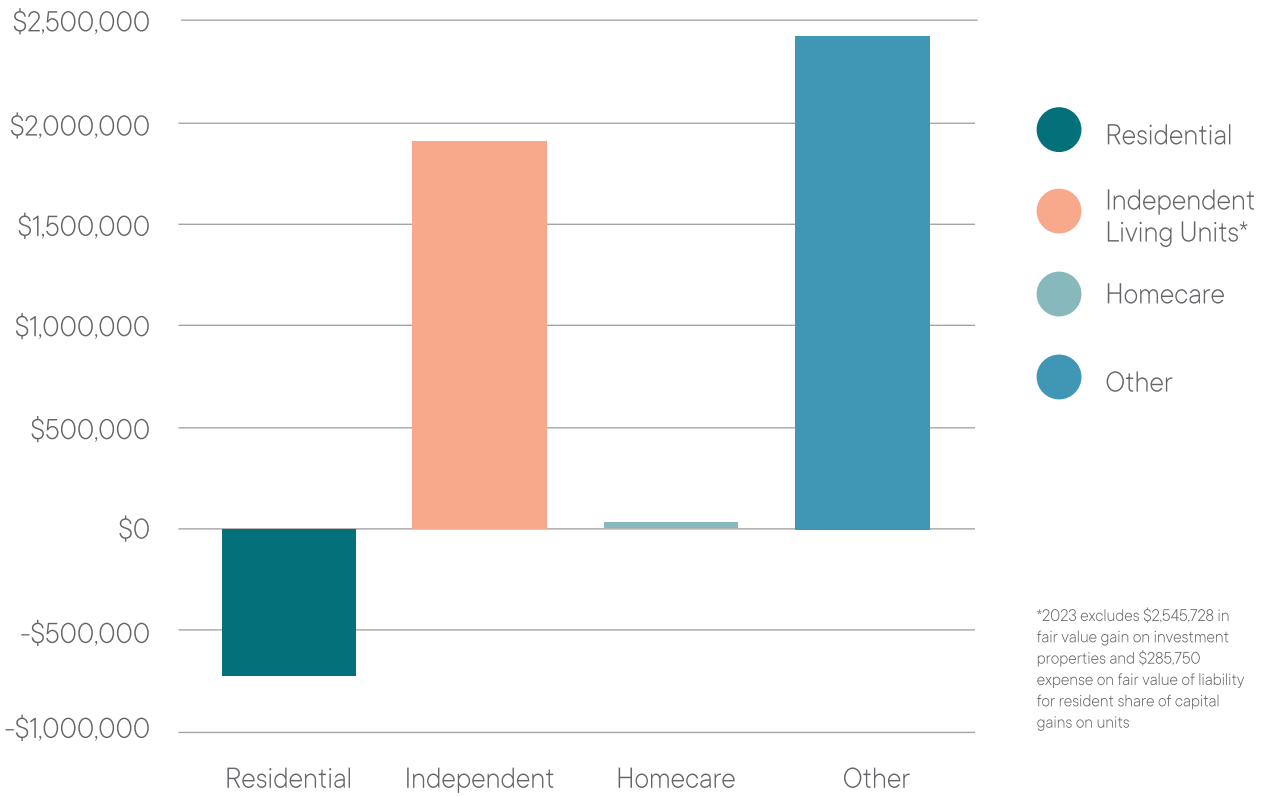
Expenditure by Activity



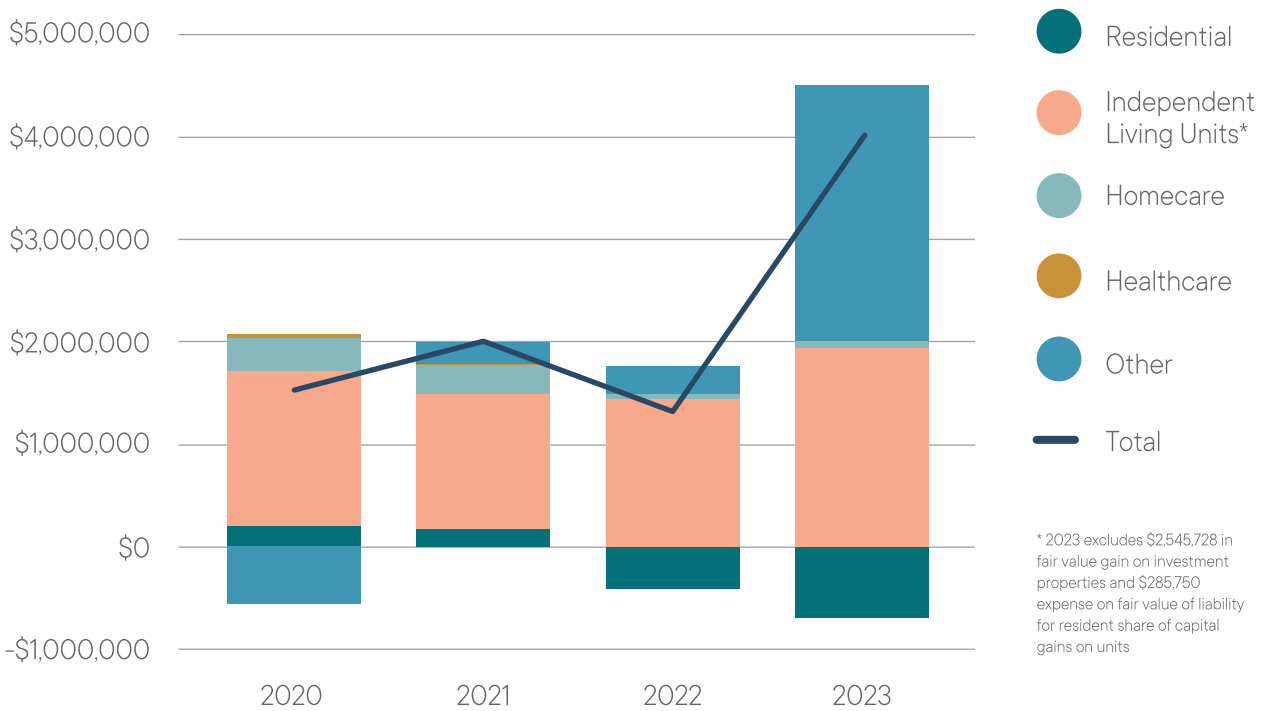
- Care: \$9,100,465
- Accommodation: \$2,379,148
- Catering: \$1,528,836
- Administration: \$2,608,672
- Cleaning & Laundry: \$605,649

*Excludes \$285,750 expense on fair value of resident share of capital gain on ILU units

Segment Report 2023



Segment Results 2020 to 2023





Ellie Keany
Manager People and Culture

People & Culture

At the core of Christian Homes Tasmania Ltd (CHT), beats an extraordinary workforce, a living embodiment of compassion, dedication and excellence in Aged Care. Our team of skilled and resilient individuals are consistently enriching the lives of our residents and clients.

Our workforce never ceases to amaze us with their exceptional skills, unwavering resilience, and remarkable ability to embrace change. Their dedication shines through as they tirelessly ensure the safety and well-being of our residents and clients are treated with the utmost dignity and respect, empowering all to lead lives of their own choosing. To our wonderful staff, we extend our heartfelt recognition and sincere gratitude for your continuous efforts.

We take pride in fostering a diverse workforce which constantly opens new doors for learning and growth within CHT. Embracing diversity has allowed us to gain valuable insights and perspectives, enriching our collective knowledge and understanding. As we continue to nurture this diversity, we are excited about the endless possibilities it brings for further development, innovation and progress as an organisation.

The Royal Commission into Aged Care Quality and Safety (Royal Commission) recommended mandatory care time and this was adopted by the Government. CHT welcomed this and in late 2021 commenced a Workforce Planning Project to ensure the implementation of the mandated minutes per resident per day. Our commitment in this space saw accelerated Board approval, roster investment in December 2022, February and May 2023 alongside consistent and in-depth reviews.

Recruitment has been a focus throughout this period as we continue to work with challenges relating to labour shortages. Recruiting registered nurses (RN) has been an ongoing challenge for us, particularly in the context of attracting nurses to Tasmania. In our pursuit of skilled and dedicated registered nurses, we have continuously explored new avenues to attract and retain nursing talent. Our major milestone in this regard was the implementation of the registered nurse initiatives in February of 2023. These initiatives reflect our dedication to invest in the nursing profession and support those in our team.

The Registered Nurse initiatives encompassed a significant investment in various incentive programs. A five dollar increase was awarded to all RN Level One to Level Three base hourly rates. A commencement bonus was introduced to acknowledge and welcome new registered nurses joining our organisation, recognising the value they bring from the start. Additionally a retention bonus was put in place to demonstrate our commitment to those who choose to be a part of the CHT team, and appreciating their continued dedication.

Recognising the importance of providing a seamless transition for registered nurses who are relocating to Tasmania, we have also introduced complimentary short-term accommodation. CHT have also welcomed new graduate nurses who have been given the opportunity to learn from our highly experienced RN's and leaders. By taking these proactive steps, CHT aim to not only attract registered nurses to our organisation but also create an environment that encourages their professional growth and fulfillment. CHT remain unwavering in our commitment to finding innovative and diverse approaches to continue to address shortages in this space.

“
We take pride in fostering a diverse workforce which constantly opens new doors for learning and growth within CHT.
”

Learning and development continues to be a strong focus for our workforce. We have seen key leaders within our facilities successfully complete the Infection Prevention and Control training, becoming qualified IPC Leads. We had some fantastic tool box talks which saw our leaders on the floor conducting demonstrations, detailing new processes and answering questions. These tool box talks included call bell training, catheter and wounds and insulin management. These tool box talks are a fantastic way to learn from our own, create conversations and ensure a collaborative approach. These learning opportunities have also been complemented by our online training that allows our workforce to participate and absorb the information at their own pace.

Professional development opportunities have seen CHT inviting experts and specialists to attend and deliver education and training, with some highlighted areas being Dementia Australia and Palliative Care Tasmania. CHT are excited about future opportunities for growth and development in areas such as leadership training, customer service training and a focus on LGBTQIA+.

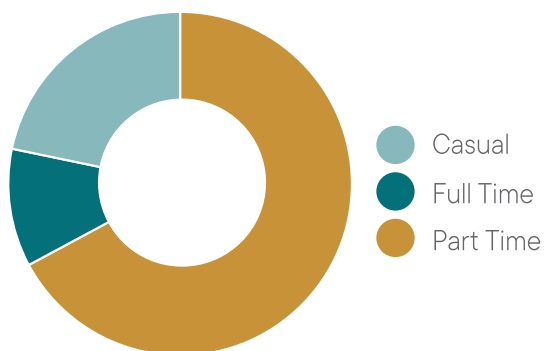
Work Health and Safety remains at the forefront of our organisational priorities, reflecting our commitment to creating a workplace that ensures not only physical safety but also fosters psychological well-being. We firmly believe in supporting our workforce's overall health, and to that end, we provide a confidential Employee Assistance Program (EAP) in collaboration with our partners Positive Solutions and our Chaplain, Martin Howell. With this comprehensive approach to employee well-being, we are dedicated to maintaining a work environment where each team member feels valued, safe and empowered to thrive.

As we move forward, we remain inspired of our workforce's dedication and are excited to continue being part of an organisation that places people and culture at the heart of its mission. I look forward to being a part of nurturing excellence within CHT and achieving even greater heights together.

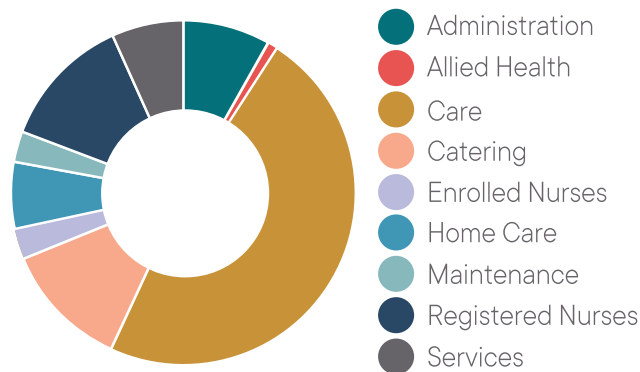
Ellie Keany
 Manager People and Culture

Our Staff Statistics

Workforce by Employment Type



Workforce by Employment Area



Learning & Development

1750 TRAINING HOURS
 Completed in 2022/2023. Based on a workforce of 213 that is an average investment of 8 hours per employee.

Remuneration

4.6% INCREASE
 in remuneration was received by all CHT staff in 2022.

Workforce

INCREASED INVESTMENT
 Our workforce is assisted by a dedicated group of 16 Volunteers contribute their time to CHT residents and clients.

Key Staff Survey Results

91% OF OUR WORKFORCE indicated that they have an understanding of their position description and what is expected of them in the workplace.

86% OF OUR WORKFORCE indicated that our policies and procedures are effective, easy to understand and accessible.



Janine Fyfe
Executive Manager
Care Services

“
The elderly within our care are not just recipients of our services; they are a profound source of inspiration and wisdom.
”

Residential

As we reflect on the year gone by it reminds us of the need to seize each moment while we have the opportunity, for it is through mindful action today that we continue to build upon enhancing the lives of the elderly within our community and service.

The elderly within our care are not just recipients of our services; they are a profound source of inspiration and wisdom. Their life experiences span eras, and their journeys have weathered storms and celebrated triumphs. In their presence, we find a living testament to both resilience and adaptability. They have witnessed the ebb and flow of generations, seen societies evolve, and observed the unfolding of great changes within their own generation.

For us at CHT, the year gone has seen many changes and challenges for both Hawthorn and Snug Village. The sector faces frequent changes in regulations and compliance requirements, staying abreast of these changes and implementing them across our facilities requires substantial effort and resources. Yes, there continues to be challenges around, staffing, funding, and many other issues which are industry wide but as always we are ever humbled and privileged to be entrusted to care for those within our care.

As we focus on ensuring quality services and care for our elderly, we continue to make significant strides in implementing technology to enhance our processes.

Last year we reported on the commencement of a new Electronic Medication Management System (EMMS) following recommendations from the Aged Care Royal Commission. The implementation of the new system (EMMS) was undertaken in a two (2) part process, which commenced initially at Hawthorn Village. As we know, not everything goes according to plan and subsequently we had some technical issues to iron out prior to further implementation at Snug Village. The final stage of the system was implemented at Snug in February (2023), which I am happy to say went relatively seamlessly and according to plan. Ultimately this has streamlined our medication management and removed the aspect of paper based medication charts. Feedback from all stakeholders involved with the EMMS has been positive, with the General Practitioners (GPs) commenting on time efficiencies utilising a paperless remote system.

In addition, a review of our catering department was undertaken with the intent to remove (again) a paper system in order to improve workflow and efficiencies within the two (2) facilities. After reviewing several catering systems it was decided to implement an electronic system called SIMPLE. Again Hawthorn was the first stage in implementation of the new system, followed by Snug Village in June 2023. The system gives an electronic ordering aspect along with the ability for residents to preview the day's menu on the large television within the facility's dining room.

Recently both Hawthorn and Snug Village were successful in obtaining a grant towards implementing a Telehealth service. Each facility was able to purchase a 'state of the art' Telehealth cart in order to facilitate virtual GP and Specialist appointments for our residents to attend in the comfort of their own room where applicable.



Moving forward, we continue to explore innovative technologies to enhance resident care and optimise operational efficiency.

Amid the ongoing COVID-19 threat, we continue to prioritise the health and safety of residents and staff. Stringent infection control protocols remain implemented, and vaccination drives organised accordingly, resulting in minimal COVID-19 cases within our facilities this year. Hawthorn Village recently underwent a spot Infection Control Audit which was undertaken by the Aged Care Quality and Safety Commission (ACQSC), the audit resulted in a great outcome which only testifies to the efficiency of our stringent protocols in this regard.

Snug Village continues to be a busy hub within the local community, especially with the addition of 14 new rooms added to the facility. This takes Snug residential facility to a total of 76 rooms. Added to the portfolio is a Day Centre adjacent to the new wing (Hope), and work continues in developing a business plan for the Day Centre.

As Manager, Denise continues to lead an effective team ever drawing on her many years of experience working within the industry. As such, Snug Village were recently reaccredited with full compliancy for another three years.

Hawthorn Village, a smaller facility but by no means any less busy also remains active within the local community. Our Leisure and Lifestyle team continue to develop a diverse range of activities and social programs that promote mental, emotional, and physical well-being, engaging the community to ensure our residents remain connected. Outings are a regular occurrence and enjoyed by all who are called to 'board the bus'.

As Manager, Fadzai leads her team with strength and tenacity, which results in Hawthorn continuing to be known for its great reputation and service delivery.

In conclusion:

As stewards of our organisation's mission and vision, we recognise that time is a finite resource. Our actions, decisions, and dedication align with the understanding that the clock is always ticking, urging us onward to fulfil our purpose and drive transformational progress within our services.

And as we embrace the uncertainties of the future, one thing remains certain; the dedication and compassion of our staff and the resilience of our elderly. We are committed to leveraging technology, implementing best practice, and engaging our elderly and the community to ensure that Hawthorn and Snug Village continue to be places of exceptional care, compassion, and support.

Janine Fyfe
Executive Manager Care Services

Home Care



Leanne Nugent
Executive Manager
Community Services

“
The CHT Team have developed a comprehensive Client Handbook to assist both new and current clients to understand the complexities of their Home Care Package.
”

The Home Care program empowers older people with complex care needs to live independently in their homes. It follows a consumer directed care approach, tailoring support to meet each person’s specific needs and goals. A Home Care Package combines various services like household assistance, equipment provision, minor home modifications, personal care, nursing, allied health, and physiotherapy.

We express our heartfelt gratitude to the dedicated Home Care staff for their exceptional care and services. The program offers four levels of care packages, ranging from basic to high care needs. Each client is assigned a Registered Nurse as their Case Manager. CHT Registered Nurses have extensive nursing and community care experience. This allows regular assessments and early identification of health changes, leading to proactive strategies.

As part of ongoing reforms in Aged Care, the new Home Care Manual, released by the Aged Care Quality and Safety Commission, includes specific guidelines on included and excluded items funded by Home Care. Our team have diligently prepared a comprehensive Client Handbook to help both new and existing clients understand the complexities of their Home Care Package.

We are grateful that more clients are choosing CHT Home Care, often recommended by current clients and their families. Despite the lingering presence of COVID in the community, our Home Care staff prioritises the safety of clients and themselves, ensuring excellent care and services continue. Once again, we thank our amazing Home Care team for their dedication and compassion.

Leanne Nugent
Executive Manager Community Services



Independent Living Units

CHT Independent Living Units are thriving villages of older Tasmanians. Each Village has access to a Community Centre where a host of activities are held such as luncheons, craft groups, Bible studies, play readings and indoor croquet to name a few. These are arranged by the village residents and are always well attended.

The later part of 2022 saw an increase in people who were looking to buy into our villages and wait lists were long. In 2023 this has slowed down somewhat as interest rates have gone up and people are more reluctant to sell their current homes.

The hard working maintenance and grounds team have been working hard on the gardens at each site and despite the challenges brought by the weather the gardens are flourishing.

Quality

Work in CHT Quality has been plentiful over the last twelve months. Most notable was the introduction of the six new National Quality Indicators (NQIs) to be reported to the Commonwealth Government each quarter from 1 April 2023. These include statistics for activities of daily living, incontinence care, hospitalisation, workforce turnover, Consumer Experience survey and Quality of Life survey. The surveys are offered to each resident or their proxy, allowing them the opportunity to provide feedback about care services in our facilities. The first round of survey results were favourable and CHT will be able to note improvements following the next quarter's results.

In addition to mandatory NQI reporting, CHT conducts 33 non-mandatory audits each year as part of its Continuous Improvement Program (CIP). Non-mandatory audit results are used to drive performance improvement and are submitted for industry benchmarking. CHT's CIP also comprises regular and reactive updating of its documents to ensure content is consistent with best practice and CHT remains compliant with legislative changes, such as the National Disability Insurance Scheme (NDIS) and Voluntary Assisted Dying (VAD). The Quality Team looks forward to ongoing opportunities to support the care and services provided to CHT's residents and clients.





Denise Oates
Snug Village Manager

“
Our newly upgraded garden provides a warm and welcoming space with seating. It has lovely wide paths to enable access for wheelchairs and larger mobility aids, and some wheelchair accessible gardens that residents will be able to plant out.
”

Snug Village

This last year has been challenging in many respects, we have seen many changes especially environmental with the Snug Village re-developments that have taken place. This has improved the overall functionality of the home and has enhanced the wellbeing of residents in our care.

The re-development with the addition of a new 14 bed unit called Hope has included:

- The addition of a kitchenette towards the end of the Grace wing
- A complete upgrade to the laundry
- Additional storage spaces
- A Telehealth room which will support residents to be able to have access to medical services without the need to leave the facility
- An upgrade to the main dining room
- Lovely outdoor space – Gazebo next to the main dining room
- Internal courtyard
- Upgrade to the call bell and emergency systems

This redevelopment has improved the services for our residents, and has created a lovely environment for residents, families, visitors and staff to enjoy.

The Lions Club of Kingborough were instrumental in offering both grant funding and man power to upgrade our garden within the Faith unit. The Snug Village Garden was opened by the Governor of Tasmania The Honorable Barbara Baker on the 20th July. This garden provides a warm and welcoming space, it has lovely wide paths to enable access for wheelchairs and larger mobility aids, seating, a bus stop, windmill, fountain, post box, telephone booth with an old fashioned telephone and some wheelchair accessible gardens that residents will be able to plant out. As the weather warms up, residents, families and staff will be able to enjoy the sun and the



fresh air – please take the time to go out for a look and wander through the garden. Thank you to all members of the Lions Club of Kingborough – this project and your valued and ongoing support is very much appreciated and valued.

Whilst COVID-19 has appeared to have lost focus somewhat in the community, it still remains a high priority within the Residential Facilities. Members of the Outbreak Management Team continue to meet on a regular basis, review the risk in the community and then consider the strategies to minimise the risk for our residents. There is very considered discussion regarding interventions that are in place, as we aim to minimise the impact that these place on residents and families and we remain grateful for residents and families understanding in this respect.

Early May 2023, Snug Village was visited by the Aged Care Quality and Safety Commission (ACQSC) for consideration of a re-accreditation. We are very pleased to announce that we received correspondence in June to advise that we would be accredited for a further 3 years. This was a great outcome for the facility and the organisation, and we appreciate the feedback from residents and families, and the effort by staff to achieve this positive outcome. We continue to engage with residents and families to look at ensuring quality care is provided to all resident and maintain ongoing support to families.

Our Leisure and Lifestyle team are always looking at new ideas and activities. We engage with our team at Hawthorn Village to offer joint activities including going on outings which are enjoyed by all. Sing a longs, craft activities, bus outings, bingo, visits from the local museum, exercise classes, and travel adventures by a team member are activities undertaken just to name a few. If residents or families have any suggestions that are achievable – and that they feel that residents may enjoy – please let us know.

Changes and challenges within the Aged Care space will continue to impact Snug Village moving forward, but we continue to commit to all residents and families that we will engage with you all at these times to ensure that we make Snug Village a lovely place for all to reside and feel safe in.

Lastly I would like to thank all staff working at Snug village for their dedication and commitment to residents and our team at Snug. You are all valued and appreciated in all that you do, it is a team effort – thank you!

Denise Oates
Manager Snug Village



Snug Village



Snug Village

“
Our Leisure and Lifestyle team are always looking at new ideas and activities.
”



Patricia Lowe - Snug Village



Fadzai Munyenyiwa
Hawthorn Village
Manager

Hawthorn Village

At the start of the year Hawthorn Village received some good news post an assessment visit in December 2022 by the Aged Care quality Commission. The assessment was conducted to assess the quality of care and services provided through the service against the Aged Care Quality Standards (the Quality Standards) and we were found to be compliant. This was and is a great result and is a credit to the staff at Hawthorn for their commitment to addressing the issues raised in a previous visit. The accreditation process highlighted the facility's commitment to quality care and service excellence.

The team at Hawthorn Village continues to be intentional in their actions by staying focused on the resident's need through resident engagement, service orientation and continuous improvement. Through the Leisure and Lifestyle team there has been a diverse range of recreational and social activities based on residents' interests, abilities, and cultural background. We have continued with the Ladies café/ luncheons, Bunnings Men's group, and bus outings. Our lovely volunteers continued to support our residents with bingo and craft making. We saw the Terrapin Puppetry return in April and we also introduced 'around the world' themed luncheons and 'Armchair Travels'. Food and tourist sights of France, Britain and The Netherlands were shared with the residents. Individual and group activities are fostered to provide a balance between individual and group activities to cater to the different preferences and needs of residents. Through the Aged Care Volunteer Visitor's Scheme which is offered through the Department of Aged Care we have advocated for our residents to receive support from volunteers facilitating meaningful interactions, enhancing their overall experience for the residents.

“

Individual and group activities are fostered to provide a balance between individual and group activities to cater to the different preferences and needs of residents.

”

Similarly, the Clinical and Care team has continued engagement with the residents and resident representatives to ensure person-centred care through the application of person-centred care plans to ensure individual needs and preferences are met. The care plan process



advocates for continuous review of care and updating individualised care plans for each resident. This has been undertaken in a consultative manner with the presence of the resident, resident representative, and a multidisciplinary team involving the medical team, allied health, nursing team, care staff and the leisure and lifestyle team. This regular consultation with residents and their families continues to be undertaken to ensure their specific needs and preferences are effectively incorporated into care plans effectively informing the staff. We continue to strengthen collaboration with healthcare professionals, and community organisations to enhance holistic care for our residents at Hawthorn Village. Collaborations with the Tasmanian Health Service: Specialist Palliative Care Service have been nurtured with monthly meetings with clinical and medical staff ensuring best practice specialised clinical care is provided for specific resident needs. Other external service providers like Dementia Services Australia, Richmond Fellowship through the AgeWise Program have partnered with Hawthorn Village in supporting person-centred quality mental health services thus promoting resident's mental and emotional wellbeing.

Effective service delivery entails the optimised resource allocation to maximise efficiency and minimise costs without compromising quality. The use of technology to improve service delivery was undertaken in the implementation of SIMPLE system in the catering service. The streamlined processes and implemented standardised protocols through this system to ensure consistent service delivery. The introduction of system in the catering service has enhanced efficiency, accuracy, and accessibility of information while improving resident care in menu taking and meal provision. Open collaborative communication with our residents through the facilitation resident's meetings, resident's food forums, family meetings, suggestion boxes, and feedback forms, ongoing continuous improvement programs are undertaken to enhance our service delivery. Regular audits on service delivery are undertaken and corrective actions to address identified gaps are communicated to staff for improvement.

Despite challenges in balancing cost-effective service delivery while maintaining high quality care, adapting to regulatory changes and implementing new quality clinical indicators and reporting guidelines, addressing RN staff shortages and maintaining adequate staffing levels, Hawthorn Village's staff members have remained dedicated to serving the residents by working together as a team to deliver service that meets resident's needs. There is a Chinese proverb that says, "A journey of a thousand miles begins with a single step." I would like to take this opportunity to thank all the amazing staff for their continued commitment in this journey in supporting the residents at Hawthorn Village and also each other. Your dedication and commitment is greatly appreciated and is never taken for granted. Thank you for your continued dedication in taking these steps with me, as we have much more to accomplish.

Fadzai Munyenyiwa
Manager Hawthorn Village

Kath Hay - Hawthorn Village



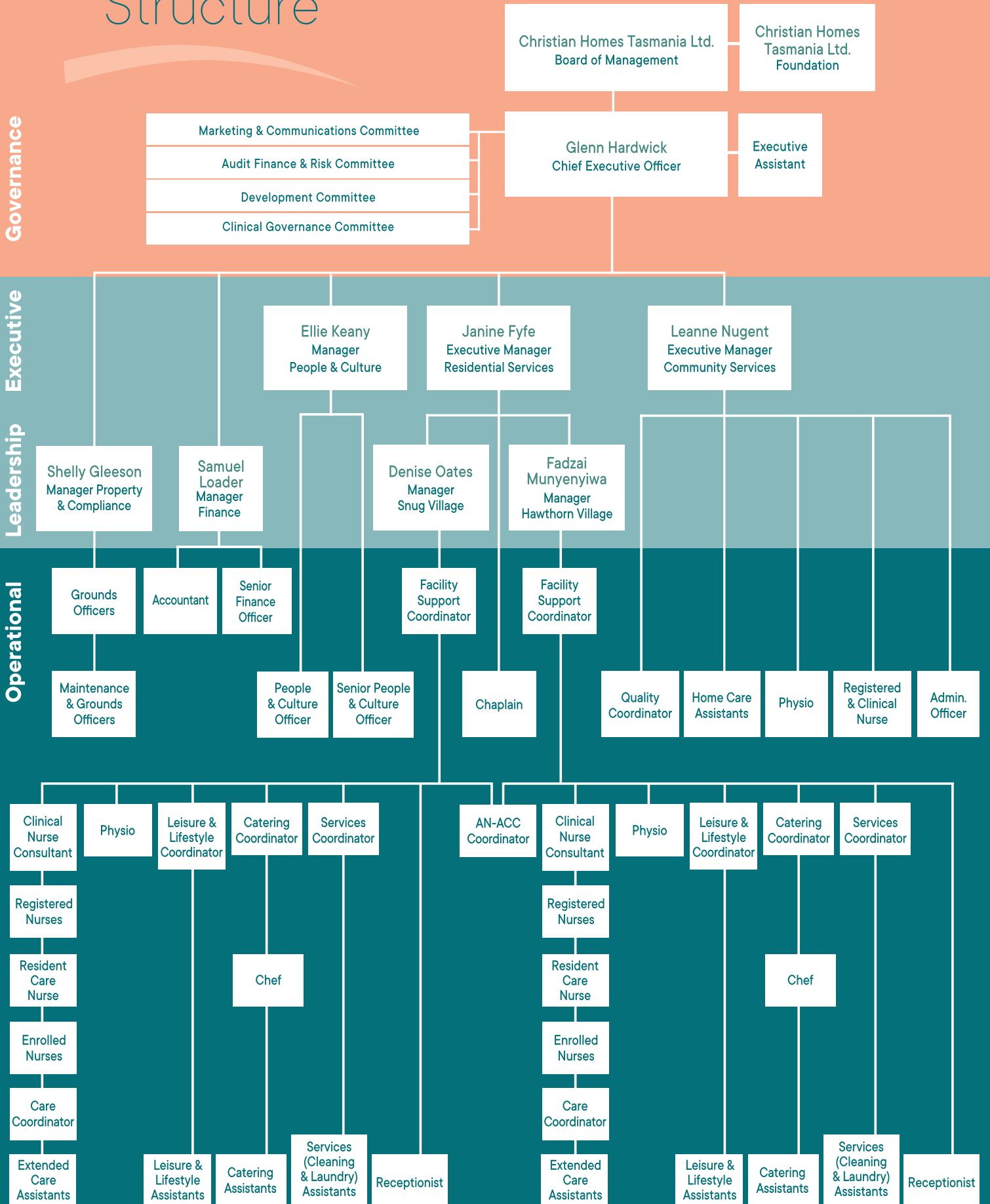
Jennifer Hayward - Hawthorn Village



Sietje Lamprecht - Hawthorn Village



Organisational Structure



Christian Homes Tasmania Foundation



About the CHT Foundation

After 50 Years of service to the aged residents of Kingborough, Christian Homes Tasmania (CHT), has established a Foundation to assist in raising funds to build for the future. The focus will be in building suitable versatile accommodation to cater for the high demand and changing needs of the future generations of aged residents.

Former government Senate Leader, Hon Eric Abetz is the inaugural Chair of the Foundation and along with real estate veteran Hank Petrusma and fellow committee members Klaas Laning, Henk van Beelen, Natalie Verdouw, Ashley Dales and Skye Drake, will help CHT deliver the facilities needed to enable CHT to build for the future.

About CHT

CHT operates two Residential Aged Care Homes in Blackmans Bay, (Hawthorn Village), and Snug, (Snug Village), and over 150 independent living units over five campuses throughout Kingborough and one at Roches Beach.

In serving its residents CHT employs over 200 people with a financial turn over just above \$22M per year.

CHT's vision is to continue to grow its services to meet the demand for the provision of Christian based care for the ages in our community. This is why the establishment of the Foundation has become so important.



CHT's Mission: ... enable people receiving our support to live the lives they choose

Aged care is capital intensive with the provision of homes vital to ensure the quality of care delivered to CHT's residents. The Foundation's role is to raise the much needed funds to continue the growth of CHT's vision.

Wherever an older person lives, that is their home, their sanctuary. We need to build sanctuaries...

About Aged Care

CHT is fortunate to be in a strong position to look after and service the needs of the people in our care. We cannot be complacent however and are mindful of the economic pressures being brought to bear as well as the forecast for the support our elderly will require in the future:

- 67% of aged care facilities are operating at a loss
- 23 facilities have closed in the last year
- 30-50 facilities are expected to close in the next two years
- A shortfall of 110,000 aged care workers is projected by 2030
- The average operating loss for a Residential Aged Care facility is over \$5,200 per bed, per annum

How to Help

CHT Foundation (ABN 18 218 156 752) has been endorsed by the Australian Taxation Office as a deductible gift recipient (DGR) organisation. For donations please go to www.cht.org.au/donation. Please consider a bequest. A standard clause can be found at www.cht.org.au/bequest. Donations and bequests are utilised for capital expenditure only.

Your consideration of the CHT Foundation is greatly appreciated. We would like to acknowledge all benefactors however we respect your right to privacy should you choose to remain anonymous.



“

Demographic forecasts indicate that the demand for aged care services will continue to outstrip supply for the foreseeable future. Living longer means we have more complex health requirements. Consumer demands and requirements are becoming increasingly specific for consumers.

”

Grant Thornton in conj. with Leading Age Services Australia



Emma Blazely - Snug Village



Roy Brexton - Snug Village



Ruth Taylor - Snug Village



Anita Sigris-Wilkart - Snug Village



Janice Cooper - Snug Village



Michael Warren - Hawthorn Village



Nancy Stevens - Snug Village



Joyce Johnson - Snug Village



CHT

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