

ANNUAL REPORT

2020/21

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



Christian Homes
Tasmania Inc

Jennifer Howell
Hawthorn Village Resident



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Our Values, Vision, Mission & Philosophy

Our Values

Christian Homes Tasmania... demonstrating our Christian faith by enacting our values:

Compassion: have sympathy for the suffering of others and a desire to help.

Honesty: be morally upright and truthful.

Respect: show admiration and esteem towards people.

Integrity: steadfastly adhere to moral principles and professional standards.

Service: with care and cheerfulness, to meet the needs of our customers.

Truth: faithfulness to our customers, founded on our Vision, Mission, Values, and Philosophy.

Our Vision

Christian Homes Tasmania delivering Christian care that is based on Christian values.

Our Mission

Christian Homes Tasmania enhancing the health, wellbeing and lifestyle of people who are ageing.

Our Philosophy

Christian Homes Tasmania providing Christian care and Christian accommodation.



Mark Hochman
President

President's Report

The ancient Greek philosopher Heraclitus, is commonly accepted as the one who remarked that “the only constant in life is change!” This year has proven that adage in aged care, and as I look to the future there will be more change – much more change for any aged care provider who wishes to remain viable! Members may have noticed more frequent Board communiqués in recent months – given the rate of change the Board believes that these are essential for members to remain up to date – no doubt more communiqués will be coming in future months and we always value any feedback that members may have.

This year has seen the release of the Royal Commission Report into Aged Care and the Federal Government's response via the 2020/2021 budget. Many of the details are covered in our CEO's report so I will not repeat them here but suffice to say that challenging times remain. New funding and new home care packages are welcomed; increasing oversight, regulation and difficulties attracting a skilled workforce may not be compensated by the increased funding. In fact, as I write this report I see that the Aged Care Financing Authority (ACFA) has just released its final report in which it concludes that Aged Care providers will have to adapt to the new environment or exit the industry!

That said, Christian Homes Tasmania (CHT) is well positioned to meet these future challenges, to adapt and to grow – for in this current environment we must adapt and grow to remain viable. Many articles in the Aged Care press are reporting the difficulties ahead for small providers who will be unable to afford the clinical care, wellbeing, and increased reporting requirements to stay afloat. This is evidenced by national benchmarking showing that 65% of Rural and Remote aged care providers are continuing to operate in the red and that this will remain at 52% even with the Budget impact. In contrast, CHT has had a solid financial performance in the last 12 months reporting an operating result of \$1.9M* – a large turnaround from two years ago where we incurred a loss in excess of half a million dollars. This turnaround has been essential to ensure our own viability and commence planning for our future.

As I reflect on the last 12 months, I see the staff have performed magnificently with the introduction of new care systems and technologies, with unannounced audit visits to our facilities (despite COVID) which found us meeting all standards with very significant documentation, reporting requirements, and more – all this while placing the service to our residents and home care clients as first priority. Our sincere thanks go to each person working within CHT for their dedication and hard work.

As I look to the next 12 months I see more change – the move to a company structure which we will discuss further at our AGM, expansion at our Snug facility, the need to replace ageing infrastructure in some rental facilities, implementation of Royal Commission recommendations, new branding for CHT, and an increased focus on marketing, especially in the home care area. Perhaps the largest change will be the beginning of work at our Redwood site – a new generation aged care facility with associated ILUs and supported living units, which will be one of the largest projects undertaken in the Kingborough municipality.

“
Christian Homes Tasmania (CHT) is well positioned to meet these future challenges, to adapt and to grow – for in this current environment we must adapt and grow to remain viable.
”



Mavis Gordon
Snug Village Resident

Finally, I would like to thank my fellow Board members, our CEO, our committee volunteers, senior headquarters staff and all facility and community care staff for their support and dedication this year. I especially thank our CEO, Mr Glenn Hardwick, for his leadership of CHT – his understanding of the aged care industry is immense, and our current position reflects his sense of purpose and his diligence. We are in challenging times and it is essential that we maintain a spirit of unity and sense of purpose. As a Christian based organisation we value the support and prayers of each one of you.

Mark Hochman
President
September 2021

*Before fair value gains on ILUs, liability for capital gains on ILUs and reversal of loan impairment.

“
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”



Glenn Hardwick
CEO

CEO's Report

Yet another testing year for aged care and CHT.

Whilst the 2020-2021 financial year has again been challenging for CHT, it has also been rewarding with the Board and Management progressing several exciting projects.

The year has been particularly dominated with the conclusion and report from the Aged Care Royal Commission. After two years of hearings and countless submissions, the Commission presented its Report to Government on 26 February 2021 with 148 recommendations.

The Government's budget was tabled in Parliament on 11 May 2021 and announced \$17.7 Billion in initiatives for the aged care sector over a five year period. There is no doubt that this is a substantial amount of funding, however, it falls short of the \$10 Billion per annum of reforms recommended by the Royal Commission. The majority of this additional funding (\$17.44 Billion) being outlaid in the years 2022 to 2025. Industry experts Stewart Brown have concluded that "52% of regional and remote aged care homes will still be incurring an operating loss."

The Budget announcements have also indicated an increase in the compliance, reporting, and supervision of aged care providers – this will certainly place an additional reporting requirement on all aged care providers.

Perhaps the biggest concern with the Budget announcements was the failure to address the entitlements of the aged care workforce. Retention and recruitment of sufficient staff to provide the workforce required to deliver the required services is an ongoing challenge to all aged care providers and is further exacerbated by the closed international borders.

A further requirement arising from the Budget outcome which adds to these pressures is the mandate to increase minimum staffing levels of 200 minutes per resident per day from October 2023.

A welcome announcement in the Budget was the release of additional HomeCare packages into the community to address the very long wait lists for HomeCare packages. CHT is reviewing its marketing strategy and operations within our HomeCare program so that we can provide some of these services when they are released.

Regulation within the aged care sector is also increasing! The Aged Care Quality and Safety Commission has increased their surveillance of aged care providers in response to the findings of the Aged Care Royal Commission. These increased reporting and compliance requirements will ensure transparency and confidence in the aged care sector, however, they also place additional administrative burdens on providers and their administrative functions.

On this topic - the Quality Commission conducted an unannounced visit to our Hawthorn facility in February 2021 and to the credit of the staff and management involved, were found to have "met" all of the standards reviewed. In the current environment this is a very welcome achievement and one that we can all be proud of.

“
Retention and recruitment of sufficient staff to provide the workforce required to deliver the required services is an ongoing challenge to all aged care providers and is further exacerbated by the closed international borders.
”

Despite all these challenges, CHT continues to examine opportunities to improve our service provision to our residents and clients.

Following consultation with staff and residents, we have prepared plans for a 14 bed extension to our Snug Village facility and for a Day Centre facility. We have received Council Development Approval for these works. CHT submitted an application for financial support from Government under the Aged Care Approval Round (ACAR) for this development. We were advised at the end of July 2021 that we were successful in our application for \$3.41 M towards this project. Subject to signing necessary agreements with Government for the grant monies, we anticipate calling for tenders for the work and a start of works later in 2021.

The Board has been working with Health Planners in planning for development opportunities at our Redwood Village site. The approximately 5 Hectare site provides a great opportunity for CHT to develop an aged care precinct for the community which delivers the type of services and accommodation expected by the emerging demographic population and aligns with the recommendations from the recent Royal Commission. The development will require approval from the Kingborough Council, however, we have commenced the development with the demolition and removal of the existing infrastructure on the site in preparation for a future proposal.

We have commenced a review of our Denison Street units – the very first accommodation complex constructed just on 50 years ago. Whilst this complex has provided accommodation for many residents over this period, the complex is at the end of its economic life so we are undertaking a review to improve the amenity of the complex so that it can continue to provide a valuable accommodation option for residents into the future.

In order to provide for future expansion proposals, The Board is also looking to some strategic land acquisitions to ensure that CHT can continue to expand our operations in line with increasing community expectations.

In order to ensure that CHT expands its reach into the community and grows its client base, a marketing and branding strategy is being developed. This strategy, when implemented, will ensure that CHT's great reputation for provision of aged care services to the highest standards are known within the community for anybody who is in need or desiring of support.

Next year is particularly important in CHT's history as we mark the 50th anniversary later that year of the establishment of CHT which began from humble but important beginnings with the provision of accommodation facilities for the parents of the originating founders of the Association. To mark this occasion, a history of CHT over the last 50 years is being prepared for publication.

As can be seen from the financial statements included with this report, CHT has managed to return a positive result for the year. It is essential that we continue to do so in order that we can continue to improve our services and upgrade our facilities so that we stay contemporary to the ever changing requirements of our

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residents, clients and the general community. As stated above, this is becoming more challenging in the year ahead however we are extremely fortunate to have a dedicated and committed workforce who continue to provide excellent services despite the challenges within the sector. To each and every one of our staff, I say thank you and be proud of the way you are making a valuable contribution to the lives of those who it is our privilege to support.

I also take this opportunity to acknowledge the contribution of the Executive Team, Leadership Team, and Board of CHT. Despite the challenges which the aged care sector has placed before us over the last year, each individual within these Teams has dedicated an effort well beyond what could have been expected and it is through their commitment to providing quality services that CHT has achieved what it has over this period.

I particularly record my appreciation to the Board President Mark Hochman for his support, guidance, and friendship throughout the year.

Together we can achieve.

Glenn Hardwick
Chief Executive Officer
September 2021



Michael Warren
Hawthorn Village Resident

Joan Stewart
Hawthorn Village Resident





Redwood Village Site
Before Demolition



Redwood Village Site
After Demolition

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 5 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 been Treasurer since mid 2019.

Andrew has a long history in the insurance and finance industries, and operates his own business as a Financial Advisor. 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.



Brian Bosveld
Director

Director Brian Bosveld joined the CHT Board of Management in 2017.

Brian is a Business Manager specialising in finance and business functions. Brian is a member of our Audit Finance and Risk Committee.



Skye Drake
Director

Skye Drake joined the CHT Board of Management in 2016.

Skye has extensive experience in sales, marketing, and business management and development. Skye is a local small business owner specialising in promotional products and manufacturing. 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.

Fittingly, Ashley is Chair of the CHT Development Committee.



Marian Kemp

Director

Marian Kemp has over 30 years' experience in financial services, and is recently retired as Principal of a local Accountancy firm. 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. Natalie has extensive experience in risk management, assurance, insurance, legal services, banking and finance, investigations and review. Natalie works in an executive role in governance, performance and outcomes for a large not for profit organisation in Queensland. Natalie serves as a member of our Audit, Finance and Risk Committee and our Marketing and Communications Committee.

CHT and CHML Board Attendance 2020-2021

Board of Management	Jul 2020	Aug 2020	Sep 2020	AGM	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021
Mark Hochman	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Ruth Feeger	X	✓	✓	X	✓	✓		✓	✓	✓	✓	✓	✓
Christine Sward	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Andrew Glover	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Marian Kemp	X	✓	✓	X	✓	✓		✓	✓	✓	✓	✓	X
Skye Drake	✓	✓	✓	✓	✓	X		✓	✓	✓	✓	✓	✓
Natalie Verdouw	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	X	✓
Brian Bosveld	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Ashley Dales	✓	✓	✓	✓	✓	✓		✓	X	✓	✓	✓	✓
Glenn Hardwick	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓

✓ In Attendance X Apology

Executive Management Team



Glenn Hardwick
Chief Executive Officer

Glenn joined CHT in 2019 as CEO. He has 20 years' experience in senior executive roles in aged care. Glenn has a background in corporate services and finance with previous roles including Forensic Accountant, Official Receiver in Bankruptcy, Project Manager for 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. She is excited to continue working with a progressive organisation and lead our approach to workforce 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 at CHT and finds all employees to be both positive and dedicated.



Janine Fyfe
Executive Manager Care Services

Janine has extensive experience in the aged care sector starting out as a Carer 17 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 Care Services, Janine leads our Residential and Community Care Services and remains as passionate as ever about the sector.

Our Leaders



Denise Oates
Manager Snug Village



Fiona Lawson
Manager Hawthorn Village



Shelly Gleeson
Manager Property & Compliance



Shona Manning
Manager Health Care



Belinda Snooks
Manager Quality



Robert Groom
Accountant



Martin Howell
Chaplain

Organisational Structure

Operational

Marketing & Communications Committee
Audit Finance & Risk Committee
Development Committee
Clinical Governance Committee

Christian Homes Tasmania Inc.
Board of Management

Glenn Hardwick
Chief Executive Officer

Executive Assistant

Leadership

Julie Manning
Executive Manager
People & Culture

Janine Fyfe
Executive Manager
Care Services

Leanne Nugent
Executive Manager
Community Services

Executive

Shelly Gleeson
Manager Property
& Compliance

Robert Groom
Accountant

Denise Oates
Manager
SnugVillage

Fiona Lawson
Manager
Hawthorn Village

Belinda Snooks
Manager
Quality

Shona Manning
Manager Health
Care

Governance

Maintenance Foreman

Financial Analyst

Chaplain

Allied Health Professionals

Maintenance Officers

Finance & Payroll Officer

Senior People & Culture Officer

Roster Officer

Community Care Assistants

Registered Nurse

Clinical Nurse

Admin. & Roster Officer

Clinical Nurse
Leisure & Lifestyle Coordinator
Registered Nurses
Enrolled Nurses
Care Coordinator
Extended Care Assistants
Leisure & Lifestyle Assistants
Receptionist

Services (Cleaning & Laundry) Assistants

Catering Coordinator
ACFI Coordinator
Catering Coordinator
Cooks
Catering Assistants

Cooks
Catering Assistants
Services (Cleaning & Laundry) Assistants

Receptionist

Leisure & Lifestyle Coordinator
Clinical Nurse
Registered Nurses
Enrolled Nurses
Care Coordinator
Leisure & Lifestyle Assistants
Extended Care Assistants

Strategic Blueprint

Christian Homes Tasmania Inc Strategic Blueprint January 2019 – December 2022

STRATEGIC INITIATIVE ONE

Strengthen Our Governance, Enhance Our Organisation

The Directors, Chief Executive Officer, and Executives/Managers of Christian Homes Tasmania Inc. will develop, implement, and monitor a range of Enabling Strategies and associated projects which should significantly strengthen the Board's governance and organisational structures and positions, as well as systems and processes, with a specific focus on the following enabling descriptors and respective strategies and projects:

Our Enabling Strategies

- 1.1 Enhancing the Board's Governance & Leadership
- 1.2 Strengthening Our Defining Christian Culture
- 1.3 Professional Staff; A Planned Workforce
- 1.4 Engaging Aged Care & Health Care Reforms
- 1.5 Creating Financial Sustainability & Success
- 1.6 Delivering Organisational-wide Performance Management
- 1.7 Integrating Organisational Systems, Comprehensive Digital & Assistive Technologies

STRATEGIC INITIATIVE TWO

Grow Our Business, Develop Our Services

The Christian Homes Tasmania Inc Board, Chief Executive Officer and Executives/Managers will adopt a focused and disciplined approach to strategic business development and growth, including business intelligence, research, and planning, the growth of existing services and the development of new services with a specific emphasis on the following growth descriptors and growth strategies:

Our Growth Strategies

- 2.1 Engaging & Educating Customers, Their Carers, Partners, Families & Communities
- 2.2 Co-designing A New Business Model
- 2.3 Advancing Christian Homes Tasmania Inc, An Iconic Brand, A Pre-eminent Organisation
- 2.4 Facilities Fit For Purpose
- 2.5 Developing & Growing Home Care, Health Care & Medical Care Services
- 2.6 Strengthening Mutually Beneficial Contacts, Networks & Partnerships

John Reece
Hawthorn Village Resident



Our Occupancy Statistics

Hawthorn (year average)

85.01%

Respite

97.78%

Permanent

97.53%

Overall

Snug (year average)

99.48%

Respite

97.78%

Permanent

97.80%

Overall

Retirement Villages (year average)

96.09%

Total Average
Occupancy

86.13%

Denison

95.93%

Roches

98.53%

Vista

98.40%

Freeman

99.56%

Snug

98.03%

Wells

Average Age of
Residential Consumers

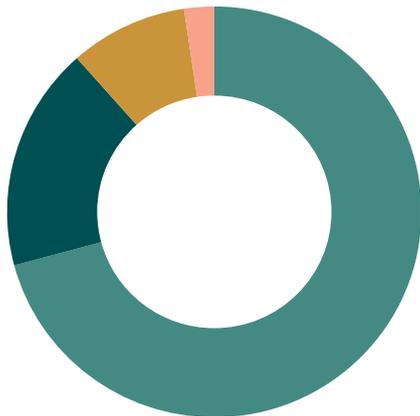
85 years

Value of Property
Plant and Equipment

\$74.2M

Key Financial Results

Sources of Income



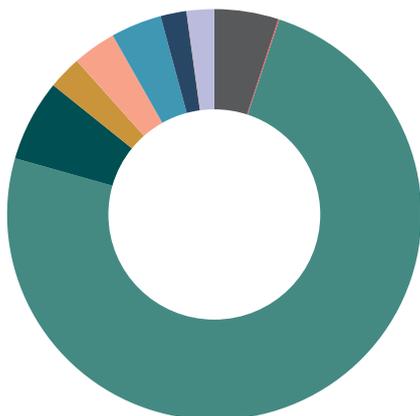
- Residential Care: \$10,736,829
- Independent Living Units: \$2,676,531
- Homecare: \$1,395,109
- Other: \$354,993

Sources of Income



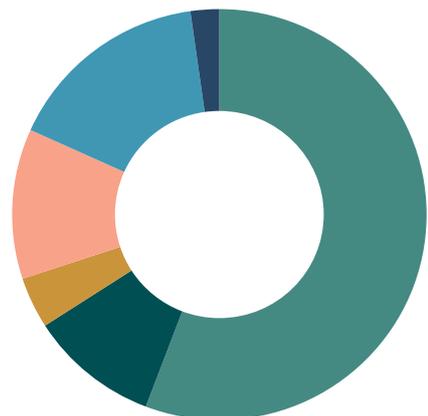
- Residents: \$5,656,514
- Government: \$7,578,401
- Other: \$84,858

Expenditure by Nature of Expense



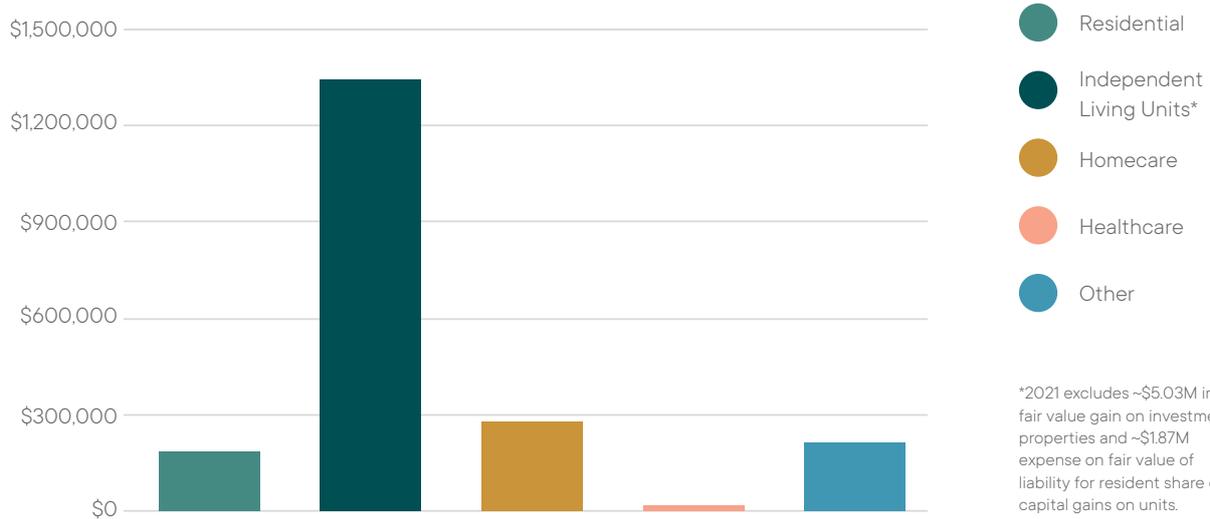
- Employee Expenses: \$9,749,793
- Cleaning, Laundry & Catering: \$843,054
- Repairs & Maintenance: \$343,080
- Administration (inc ILU liability): \$656,400
- Resident Supplies & Services: \$265,126
- Interest: \$10,822
- Utilities: \$445,679
- Depreciation: \$521,718
- On-charged Expenses: \$282,776

Expenditure by Activity

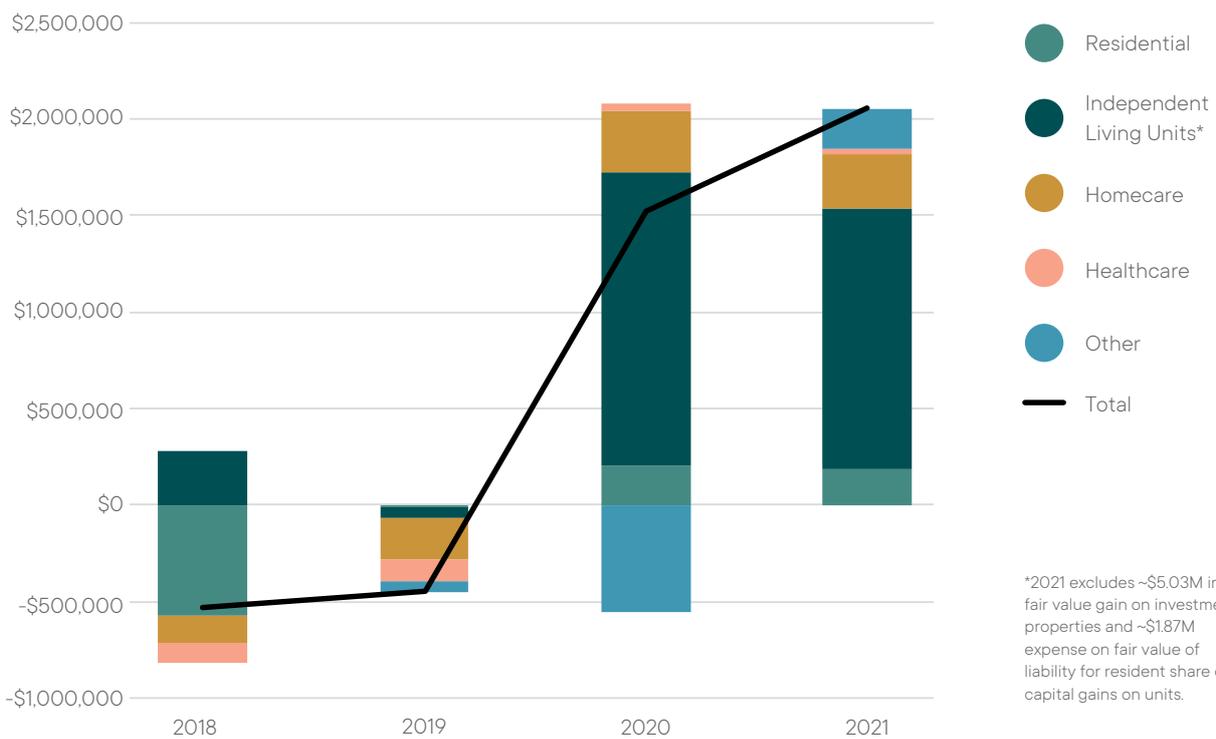


- Care: \$7,566,815
- Catering: \$1,375,003
- Cleaning & Laundry: \$546,661
- Accommodation: \$1,602,520
- Administration: \$2,172,345
- Other: \$303,839

Statutory Reporting 2021



Segment Operating 2017 - 2021





Julie Manning
Executive Manager
People and Culture

“
Our recruitment strategy has continued to evolve, providing CHT with an opportunity to maintain a workforce that is skilled, qualified, trained, equipped and supported to deliver the outcome of the Aged Care Quality Standards.
”

People & Culture

At Christian Homes Tasmania Inc. (CHT) we continue to be surrounded by a workforce that demonstrates their commitment to our organisation, and the Aged Care sector. This allows us to continue to deliver safe and quality care to all of our resident and clients.

It is our workforce, that have continued throughout the last twelve months, to demonstrate how well they are able to deal with change, specifically that which has resulted from the COVID-19 Pandemic. This was not in any way unexpected, as we have every confidence in our workforce. However, the ease in which they adapted to change was well recognised and made changes that much easier to implement effectively. We thank our staff for this.

We continue to work within a diverse workforce and this continues to provide us with opportunities as an organisation to learn. From team members sharing recipes and cooking with residents, through to one on one conversations, we continue to grow in this space.

Our recruitment strategy has continued to evolve, providing CHT with an opportunity to maintain a workforce that is skilled, qualified, trained, equipped, and supported to deliver the outcome of the Aged Care Quality Standards.

The strategy to enable 100% of our residential roster to be filled with permanent staff members continues to be maintained, offering benefits for our residents with increased opportunity to develop rapport with staff, while offering our workforce increased job security and structure with a consistent roster. Our casual workforce continue to play an important role, none more so than in the last twelve months when they have been able to contribute by working during periods of leave and when recruitment is occurring, allowing us to maintain safe and quality care for our residents and clients. Our community care rosters continue to evolve, and again, our workforce in this area facilitated care being delivered to people throughout periods when their contact with others may have been limited.

Learning and development continues to be a strong focus for our workforce. This saw key leaders within our organisation successfully complete the Infection Prevention and Control training, becoming qualified IPC Leads. There was also opportunity to revert to some face-to-delivery which has provided increased opportunity for practical 'hands on' training for Manual Handling and Fire and Emergency Training. It has also provided an increased opportunity for conversations and information sharing. This has been complemented by some online training that allows our workforce to learn and absorb the information at their own pace. Professional development opportunities have CHT inviting experts and specialists to attend and deliver education and training, with some of the highlights being Dementia Australia and Palliative Care Tasmania. In addition, there have been opportunities for attending training and education offsite with some key sessions being Mental Health First Aid and Being LGBTIQ+ Inclusive. CHT remain committed to investing in learning and development and look forward to providing our workforce with more opportunities as we move forward.

Work health and safety is a priority for us as an organisation. Ensuring our workforce is able to come to work in an environment that is not only physically safe, but also acknowledges psychological safety. We continue to support our workforce with our

confidential employee assistance program, facilitated by our partners in this area, Positive Solutions and our Chaplain, Martin Howell. This year also saw CHT invest in new incident, near miss, and hazard reporting software that provides our workforce with the opportunity to report in these areas using a simple and user friendly app.

As I approach two years with CHT, I am excited to be a part of an organisation that is committed to investing in their workforce and strives for continuous improvement.

Julie Manning
Executive Manager People and Culture

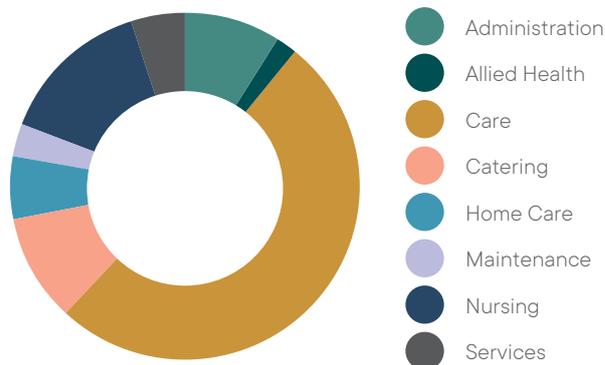
“
Learning and development continues to be a strong focus for our workforce.
”

Our Staff Statistics

Workforce by Employment Type



Workforce by Employment Area



Learning & Development

2119 TRAINING HOURS

Completed in 2020/2021. Based on a workforce of 205 that is an average investment of 10.34 per staff member.

Remuneration

1.75-2.00% INCREASE

in remuneration was received by all CHT staff in 2020-2021.

Volunteers

29 VOLUNTEERS

(or 38 if you include the Board) are willing to contribute their time to CHT residents and clients.

Key Staff Survey Results

84% OF OUR WORKFORCE

indicated that they have access to information to provide safe and quality, care and service.

90% OF OUR WORKFORCE

indicated that they have an understanding of their position description and what is expect of them in the workplace.



Janine Fyfe
Executive Manager
Care Services

“
Despite the challenges we currently face within the industry, staff continue to ensure our residents are the main focus of our service delivery.
”

Residential

Residential care continues to be a busy place – never remaining still, but continually changing. As we continue to move forward in a world with COVID, ensuring safety for both our residents and staff certainly is a top priority. We have a specific team formulated to address all aspects of COVID. This team meet regularly, discussing State and Federal updates, and current alerts which could possibly pose a risk to our facilities. The team regularly review CHT’s Outbreak Management Plan (OMP) to ensure procedures are current and in line with best practice for optimal outcomes. Over-all Tasmania has seen minimal restrictions within our state, however, we are only too mindful of recent events on the mainland and how quickly things can change.

Last year many of our residents experienced modern technology for the first time in the form of face time and Facebook in order to remain connected with loved ones. This form of communication remains popular and staff continue to do an amazing job assisting our residents in reaching out to family members across the waterways.

During the last 12 months we have implemented the role of a ‘Visitor Liaison Officer’ who undertakes health checks on all persons entering the facility. The staff allocated to this role have done an amazing job over the last 12-18 months and certainly have been a significant contributor to ensuring the safety of all within the facility. Recently, we have moved to an Electronic Visitor Management System (EVMS) in order to streamline our process along with the required QR Code. Introduction of the EVMS went extremely well with the assistance of the Visitor Liaison Officers who assisted in the initial first week with check in and check out.

Challenges and changes continue post the outcomes of the Royal Commission into Aged Care. Despite the challenges we currently face within the industry, staff continue to ensure our residents are the main focus of our service delivery.

We continue to accommodate students from TAFE and University for study placements, we look on this as a great opportunity to skill and input into the next generation of Carers and Nurses.

We are also immensely grateful to all our volunteers who give their time graciously. Our volunteers are a great support and each brings their own unique flair to the team. They are very much valued and appreciated.

Both sites in respect to their Leisure and Lifestyle Coordinators are continually looking for innovative ideas to ensure variety, stimulation, and engagement for all our residents. Recently, Hawthorn has engaged the Terrapin Puppet Theatre for a period of 12 months. This is an amazing opportunity for our residents and at the end of the year the puppet theatre will undertake a concert with puppets made from resident engagement.

Zumba Dance continues to be an all-time favourite for residents, staff, and visitors across both sites. This activity actively engages all with song, movement, and laughter. Many a resident and staff member have been photo snapped for our Facebook page. I encourage all to take a look at our Facebook page, it is a great tool to remain connected to what is happening within the facilities.



Richmond Outing
Snug Village Residents

Hawthorn has seen a change in Facility Manager. We are pleased to welcome Fiona Lawson to the team. Fiona has significant experience within the health care industry and brings a fresh perspective to Hawthorn.

Snug Village has seen a change in Clinical Nurse. We are pleased to welcome Fadzai Munyenyiwa to the team. Fadzai has worked within aged care for many years and brings a significant amount of experience to the clinical team at Snug. Snug has also undergone a review for extensions to the facility, moving from a 62 bed facility to a 74 bed facility. Snug is a very popular site, therefore the increase in bed numbers will be a positive for support services within the Snug community.

Clinical Indicators continue to be monitored through our QPS auditing system which is reported through our Clinical Governance Committee. This committee consists of a multidisciplinary team whom are highly skilled within their field of practice. The aim and purpose of this committee is to ensure best practice in all aspects of care delivery. We believe those within our care deserve the highest quality of care service.

Moving forward, we continue to review our processes in order to optimise service delivery. Currently we are looking at our medication system, streamlining administration delivery / times and moving towards Electronic Prescribing for ease of access for both our General Practitioners (GPs) and Pharmacists. Reviewing and streamlining our processes ultimately enhances our service delivery and places additional time into staff – resident interactions. Remaining engaged with those entrusted into our care is important to us.

Stay safe, stay connected.

Janine Fyfe

Executive Manager Care Services

“
Reviewing and streamlining our processes ultimately enhances our service delivery and places additional time into staff – resident interactions. Remaining engaged with those entrusted into our care is important to us.
”

Dorothy Goodwin
Snug Village Resident



Community Services

CHT Home Care has had a year of consolidation and growth after the disruptions caused by the pandemic during the early part of 2020.

A lot of work has been completed in the area of documentation, policies and procedures to ensure that we continue to maintain the highest level of support to our clients in their homes.

The team has been focusing on infection control measures that enable us to maintain service levels in a way that is safe for both clients and staff.

Our point of difference at CHT Home Care is that all of our clients have a Registered Nurse who is their Care Manager. Each client's care needs and concerns are reviewed through regular assessment, often leading to early detection of issues and allowing for increased support to be provided before a crisis occurs. A big part of the role of the Care Managers is to refer clients to allied health services and support organisations such as Podiatrists, Speech Therapists, Low Vision clinic and continence advisors as well as our in-house Physiotherapist and Occupational Therapist.

This year our Physiotherapist and Occupational Therapist have visited many of our clients to assist with the purchase of equipment or to give recommendations on modifications to the home in order to maintain independence and allow them to stay in their own homes.

Our team of Support Workers are all highly experienced and dedicated to their clients and the feedback from clients and representatives has been overwhelmingly positive. We provide regular Support Workers to clients in order to maintain consistency for the client and to allow professional relationships to form. It is comforting to the clients and their family to know that someone familiar is coming and allows the support workers to be able to recognise subtle changes in a client's condition if they arise.

The Home Care team are looking forward to the year ahead.

Leanne Nugent
Executive Manager Community Services



Leanne Nugent
Executive Manager
Community Services

“
Our team of Support Workers are all highly experienced and dedicated to their clients and the feedback from clients and representatives has been overwhelmingly positive.
”



Denise Oates
Snug Village Manager

Snug Village

This last 12 months has continued to remain a challenge for residents and staff in the Aged Care sector due to the pandemic that we are learning to live with. We continue to be guided by Public Health directives from our State Government and information provided by the Aged Care Quality and Safety Committee.

With the recent introduction of Zipline, our visitor management system, we are closely monitoring entry into the facility to ensure the safety and wellbeing of our residents. Ongoing infection prevention and control strategies including hand hygiene, social distancing, environmental cleaning, and undertaking testing when unwell is vital to ensure the safety of our residents. The COVID vaccination program mandated by the Federal Government and undertaken via Aspen Medical and the Tasmanian Primary Health Network, was a resounding success and I would like to thank all residents and staff for their assistance on the day. The facility will continue to monitor Covid vaccination status for all new admissions into the facility. Mandatory vaccinations for all staff is required by September 2021, and the organisation is assisting staff to ensure that this will be achieved.

Snug Village has a very active Leisure and Lifestyle program, and all residents are encouraged and assisted by staff to attend as desired. Snug continues to provide trusted activities such as concerts, bingo, craft making, Zumba, ice cream trolley visits, exercise classes, and outings that have been recommenced. Residents have enjoyed a morning of dumpling making by our Nepalese staff and were able to enjoy their efforts with a taste session.

Martin Howell, our Chaplain, continues to provide 1:1 visits to residents, and Church services for residents that wish to attend. Martin has a cheery disposition and his quick smile makes him a firm favourite and a valued resource providing support to residents, families, and staff when needed.

We are continuing to explore leisure and lifestyle activities that our residents would like to do, and encourage feedback from both residents and families. The Friends of Snug Village continue to provide valued support to assist with the Leisure and Lifestyle program and we are grateful for their ongoing support.

“
Snug Village has a very active Leisure and Lifestyle program, and all residents are encouraged and assisted by staff to attend as desired.
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Trevor Hodge
Snug Village Resident

Due to ongoing high occupancy, the Board of CHT have made careful consideration for a redevelopment at Snug Village. The intent is to add 14 more resident rooms and ensuites, and upgrade existing areas of the facility including the laundry, kitchen and dining room, additional storage spaces, and a small kitchenette towards the end of the Grace Wing. The inclusion of a Telehealth area is also going to be provided. This will assist with enabling medical and specialist consultation via Telehealth systems, and also provide a private area for consultation with residents, families, and staff. Consultation remains ongoing with residents, the Architect, and Management via resident meetings, plans, and flip charts, providing information has been made available in the main dining area, and all residents and families are invited to view and provide feedback as desired.

I would like to thank all staff for their efforts in trying to support, reassure, and motivate our residents during this time. As we continue to move forward, may we continue to remain safe and ensure that we provide the best possible care for all residents entrusted in our care.

Denise Oates
Manager Snug Village

“
Due to ongoing high occupancy, the Board of CHT have made careful consideration for a redevelopment at Snug Village.
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Fiona Lawson
Hawthorn Village
Manager

“
We are fortunate to have a caring, committed, resilient team who work together across departments to face challenges head on.
”

Hawthorn Village

Most of the hard work was done when I arrived at Hawthorn Village in early April this year. An unannounced pre-accreditation site spot visit was conducted on the 25th of February. We had a good outcome, with our residents feeling safe and supported. Due to COVID-19 the Aged Care Quality and Safety Commission are limiting visits for accreditation purposes based on risk and the current state/territory based related legislation. As a result, our visit has been delayed. The accreditors are, however, expected any day.

The start of 2021 saw many key staff changes at Hawthorn Village. Myself, as Facility Manager, a new Catering Coordinator, new Leisure and Lifestyle Coordinator, our Carers have a newly appointed Care Coordinator, and our Nurses have had a few changes in their Clinical Lead. We are fortunate to have a caring, committed, resilient team who work together across departments to face challenges head on. Residents are treated with dignity and respect with staff aiming to give the highest quality of care possible to our Residents.

We continue to have a high staff turnover which is a constant challenge and nothing new across Residential Aged Care Facilities in general. Christian Homes Tasmania (CHT) recruits continuously to meet safe staffing levels and offers opportunities to staff wherever possible. CHT also Partners with UTAS and TAFE to host R/N and Aged Care Certificate students on a regular basis. This gives our senior staff opportunity to mentor, teach, and share their skills.

CHT has a Quality Management System in place. Quarterly audits are conducted across all departments in order to identify key areas of improvement. These are closely scrutinised and plans are put in place to continuously improve our services.

Covid challenges continue with added pressure to maintain safety within our Hawthorn Village community. In April and May, Hawthorn Residents and staff attended on-site Covid Vaccination clinics. The days were hectic but a great success with approximately 86% of our residents fully vaccinated. From September this year it will be mandatory for all Aged Care workers to have had at least one Covid Vaccination. CHT is working on meeting this requirement for our workforce. CHT has also run a staff Flu Vaccination Program and are working with GP's to offer the Flu Vaccination to our Residents. The safety of our Residents is our primary focus. Infection prevention and control is high on our agenda. In this Covid world we are strongly focused on preventing the spread of all infectious illnesses.

The Director of Public Health notified Residential Aged Care Facilities that a new Directive would take effect on 31 July 2021. It is now a requirement to collect information from people who enter and remain on the premises. We are required to use the Check in TAS app to collect entry information from all staff, volunteers, contractors, and visitors.

In order to meet the requirements, we have implemented a 'Zipline' check in system. Our 'Zipline' at Hawthorn Village is affectionately known as 'Bob-e.' Visitors are given a sticker to confirm they have had their temperature checked and relevant questions answered. 'Zipline' will also enable us to track, trace, and collect additional information if required.



Hawthorn is very thankful to all of our Volunteers for their invaluable service and support. Our Volunteers have been running craft groups, activities, games, and have been involved in our café. Visits from Quexy the therapy dog are much anticipated and looked forward to. Our Leisure and Lifestyle team has been very busy adding in changes to the program with choirs, music, arm chair Zumba, and exercise classes featuring on a regular basis.

The kitchen has seen some changes in the menu, with residents choosing some old-time favourites during their Food Forum discussions with our Catering Coordinator.

Our ACFI team headed by our ACFI Coordinator conducts assessments of Residents and their ongoing care needs in order to obtain the Australian government subsidy for each resident. Hawthorn Village has achieved excellent outcomes as a direct result of staff working as a team to assess residents and meet assessment deadlines. The additional funding is crucial in order to meet the care needs of our residents.

Whilst being at Hawthorn, one thing is very clear to me. We have the most wonderful residents and the most amazing staff, leadership team, and volunteers. I have spent over 30 years in different areas of nursing and I know this to be a fact. I feel very privileged to be part of the Hawthorn team.

Fiona Lawson

Manager Hawthorn Village

“
In April and May Hawthorn Residents and staff attended on-site Covid Vaccination clinics. The days were hectic but a great success with approximately 86% of our residents fully vaccinated.
 ”



Shona Manning
Manager Health Care

Health Care

CHT provides physiotherapy and occupational therapy services to consumers in both residential and community settings. With a team of two physiotherapists and an occupational therapist we are able to assist consumers with their wellness and health goals alongside the rest of the multidisciplinary team. They provide assessments and treatments for musculoskeletal issues, falls reviews, falls prevention, equipment prescription, activity modification to improve independence, and general education around their health and wellbeing.

This year saw the expansion into 'fee for service', opening up our physiotherapy services to the wider community including our residents in ILUs. Our physiotherapist comes to the home to increase access for those who might find it hard to access clinics in town.

Group classes within residential facilities returned following the COVID lockdown and have proven to be popular with regular attendees. These classes target a combination of strength and balance training to help improve resident's mobility and wellbeing to keep them active and able to participate in the activities they enjoy. We also provide 1:1 exercise programs facilitated by allied health assistants within the facilities which gives those who cannot attend the classes the opportunity to work on their physical mobility goals as well. Moving into the new year, exercise classes are growing into the community space within ILU community centres to further promote the benefits of keeping active and healthy in a safe and controlled space.

Our occupational therapist has had an increased presence this year in the community setting, providing expertise on equipment prescription and home modifications for many of our consumers. He has also completed further training in massage therapy and palliative care to expand on his skills within the residential setting and provide more holistic care to our consumers.

CHT's physiotherapists continue to work hard in the falls prevention space, taking part in some research with the University of Sydney and Monash University. These studies are around improving assessment tools for assessing balance exercises and looking at improving motivation and communication with patients to see better outcomes with adherence to exercise programs.

Our team continues to work hard and grow with the aim to provide high quality allied health services to consumers. The next year will see an increased presence in the community setting and more opportunity to connect with individuals face to face.

Shona Manning
Manager Health Care

“
Group classes within residential facilities returned following the COVID lockdown and have proven to be popular with regular attendees.
”

“
Our team continues to work hard and grow with the aim to provide high quality allied health services to consumers.
”

Elaine Macdonald
Hawthorn Village Resident



Independent Living Units

With the increased popularity of Tasmania as a safe place to live; there has been an upsurge in the value of residential homes. This seems to have inspired many older Tasmanians to investigate selling their family home and moving into Independent Living where they can continue to enjoy their independence without having to worry about the maintenance of a house and large garden.

The CHT Independent Living Unit wait list is very healthy, with some wanting units soon, and others preparing for the future.

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This seems to have inspired many older Tasmanians to investigate selling their family home and moving into Independent Living...

”

Christian Homes Mobility Limited

Christian Homes Tasmania acquired the store known as TasMobility in 2017 and operated it under the company Christian Homes Mobility Limited.

The leased store in Main Road Moonah was upgraded and the product range was extended. The business also expanded into the area of hire equipment and the repair of mobility equipment and associated products.

The store operations were impacted by the COVID outbreak which resulted in decreasing sales and the need to stand down staff under the Job Keeper scheme.

During this time, the Board of CHT considered the future of TasMobility and if its continued retention was in accord with the strategic direction of CHT. Following careful consideration, the Board made the decision to divest the business and Expressions of Interest were called for the sale of the business.

Following assessment of the several offers received, the Board accepted an offer from St Johns Ambulance to acquire the business and to integrate it into its existing operations. The offer included the transfer of staff to the new owner.

The business was formally transferred in November 2020.

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Following careful consideration, the Board made the decision to divest the business and Expressions of Interest were called for the sale of the business.

”

Brenda Cooper
Snug Village Resident





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