



Pictured: Mavis Taylor

Where the good life lives on





Ann Jackson

Contents

- 3. Our Mission, Vision & Values
- 4. President's Report
- 6. CEO's Report
- 8. Our Board
- 10. Executive Management Team
- 11. Our Leaders
- 12. Strategic Plan 2022-2025
- 13. Christian Homes Tasmania Foundation
- 14. Organisational Structure
- 15. Our Occupancy Statistics
- 16. Key Financial Results
- 18. People and Culture
- 19. Our Staff Statistics
- 20. Residential
- 22. Home Care
- 23. Independent Living Units
- 24. Quality and Compliance
- 25. Hawthorn Village
- 28. Snug Village
- 38. CHT Development Projects

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.

President's Report



Mark Hochman

Each year as I write this report to members of CHT it seems that the uncertainties of the aged care sector increase, rather than decrease. Our CEO, Mr Glenn Hardwick has written extensively in his CEO's report of the current national state of play, outlining the new Aged Care Act (implementation delayed by 12 months) and the federal government's Aged Care Task Force (a government response still awaited several months post the Task Force's report).

That said, CHT views the future with optimism rather than trepidation. Despite over half of aged care providers currently trading in the red, financially our organisation is in a sound position, once again recording a surplus for the last financial year. Whilst our Hawthorn site continues to operate at a loss, income from other operations allows us to remain in surplus.

We have written previously about the need to replace our Hawthorn Village facility – it has served the organisation, residents and community well over its lifetime but changing regulations and the cost of ongoing maintenance necessitate a new facility. Members will be well aware of our planning for this new facility at the previously named Redwood Village site.

At the time of writing (August 2024) we are about to lodge a Development Application with the Kingborough Council for an exciting, integrated facility, Pinnacle Village, which will incorporate ILUs, a new 75 bed Residential Aged Care facility and associated new Assisted Living apartments. The Development Committee, chaired by Ashley Dales, ably supported by our CEO has worked with the architectural firm Circa Morris-Nunn Chua to design this integrated village which, we believe will be the first of its type in Tasmania.

In addition to Pinnacle Village we continue to develop new ILUs on other sites including Frost Street, Snug and Wells Parade, Blackman's Bay – and are exploring options for the original CHT Denison Street site in Kingston.

This year has also seen an active CHT Foundation, chaired by Mr Eric Abetz (now of course the Honourable Mr Eric Abetz following his election to the Tasmanian parliament) and latterly by Mr Klaas Laning, previous Chair of the CHT Board.



Ree McDermott & Sarie Van Sant



Margaret Green



Tracey Fouhy and Joan Miller

An inaugural Foundation dinner in April held at Home Hill Winery proved an outstanding success raising much needed funding towards the purchase of a new bus for use of CHT residents. We are very grateful for the members of the Foundation who give freely of their time and expertise and note, with sadness the passing of Mr Henk van Beelen, one of the inaugural Foundation Committee members.

Our Board is increasingly a skills based Board and the during the last 12 months we have welcomed two new members - Dr Anna de Vries, who provides GP services to many of our residents and Mr Harald Baulis who has a distinguished architectural career in both the private and public sector. I take this opportunity to extend my gratitude to these and all CHT Board members for their dedication to Board duties in an environment which makes increasing demands on time, knowledge and responsibilities. Psalm 133:1 says, "Behold, how good and pleasant it is for brethren to dwell together in unity," and I'm sure much of our stability comes from this unified spirit.

In writing this report we must not forget the reason that CHT exists – to provide high quality care and other support to our residents. Elsewhere in this Annual Report you will find more information on activities in our facilities and I willingly express my gratitude to the many people in our employment who work to make our residents and Home Care clients feel valued and cared for – the executive staff in our Channel Highway office, facility managers, nursing and care worker staff, those who provide catering, maintenance, lifestyle support, those who provide spiritual support and comfort – plus many others, employees and volunteers –we thank each one for your contributions to CHT and its residents. Finally, and once again, I express my gratitude to our CEO, Mr Glenn Hardwick – his knowledge of the industry is unsurpassed and his leadership is a key reason why we are positioned so well for the future.



CEO's Report



Following the Aged Care Royal Commission, the aged care sector has been on a continuing reform agenda. I have referenced this issue in my previous reports.

As it's said, it takes time to turn the Titanic around, and that is the same for the aged care sector. The pace of the reform and the lack of resources for small operators to implement all required changes is immense. Also, the Aged Care Quality and Safety Commission requires providers to make changes as they announce them. Many providers do not have the resources to implement these changes immediately.

That is not to suggest that the reform agenda is not warranted, many of the reforms are planned to improve services. They recognise the involvement of the residents and clients in the decisions that affect them. Nobody could legitimately argue against that. The problem is, however, that medium and small-sized providers need time to implement these changes. We need the staff, the technology systems, and the financial resources to do so. Unfortunately, many providers are still operating in a deficit position. So they struggle with the capacity to keep up with the reform agenda.

To add to this situation, the Government has issued a draft of a proposed new Aged Care Act as recommended by the Royal Commission. Unfortunately, the draft of the Act has drawn much criticism from inside the aged care sector. One concern is the proposal to impose civil and criminal sanctions on 'key personnel' for legislation breaches. Criticism includes the potential impact on attracting and retaining 'key personnel' to the aged care sector. In essence, 'key personnel' are the Board and Executive team of the provider. These proposed sanctions are more onerous than those for other sectors, including acute hospitals. The concerns raised resulted in the Government deferring the introduction of the Act. This leaves the industry in a state of uncertainty.

Additionally, the Government established an Aged Care Task Force to examine the recommendations of the Royal Commission. These recommendations go to the Government for the future sustainability of the aged care sector. The Aged Care Minister was the Chair of the Task Force. The Task Force submitted its recommendations in December 2023. However, the Government has not announced the proposed actions following the report. The sector expected announcements in the 2024 Federal Budget. It did not occur despite vocal calls through the sector and media for the Government to make these announcements. To date, nothing has been forthcoming.

The sector is uncertain. It is waiting for the new Act, the Task Force outcome, the new Aged Care Standards, and the start of the 'Care at Home program' (which is many times delayed). It is resulting in a lack of innovation and growth within the sector. While providers address increasing compliance and reporting requirements, they struggle with financial viability and uncertain regulation reform. This struggle occurs while an increasing proportion of the population reaches a stage in life when aged care services are required. However, there is a lack of growth within the sector to meet this demand. The sector and individual providers recognise the widening gap between the demand and supply of aged care residential services. However, they are reluctant to commit to capital expenditures due to ongoing uncertainty from the Government regarding future funding and legislative requirements. The rate of increase in aged care beds (to match an increasing aged care population) has steadily decreased in recent years. This situation is made worse by increases in the number of unoccupied aged care beds. Aged care providers are closing beds due to

financial pressures, workforce limits, or an inability to refurbish them. Recently, we've seen providers closing due to their operations no longer being viable.

A study by major aged care provider Bolton Clarke predicts that the growth of beds for residential aged care will turn negative. This change will happen by the end of the 2025 financial year. This negative growth will mean reduced available beds in the aged care sector. For this reason, there has been an improvement in bed occupancy in the aged care sector. We saw a decline since 2019 due to the COVID outbreak, and an increasing provision of Home Care services. Individuals preferred to remain in their own homes with available services. Bed occupancy throughout the sector hit a low of 90% in 2023. However, there has been an improvement since that time – with available beds contributing to that increase. In 2023, there was a total of 225,216 residential aged care beds in Australia, an increase of only 1,593 from the previous year. The increase in 2022 was only 827 beds. In the 2023 financial year, there was only a 0.7% increase in aged care beds compared to a 3.1% increase in people over 80 years of age. In Tasmania, the net bed increase in 2023 was 66 beds. Contrasting this is an anticipated increase of almost 7% or 90,000 in people over age 80 in the next decade.

An unintended consequence of the shortage of aged care beds has been increased hospital patient days for individuals waiting for residential care beds. Average hospital stays have grown from 9.2 days per 1,000 in 2021 to 13.2 days in 2023. Longer stays increase pressure on our hospitals and the healthcare sector in general.

While recognising all the challenges within the aged care sector, the Board of CHT is pursuing the opportunity to provide a nation-leading aged care precinct for the Kingborough community. As stated in our Mission Statement, CHT enables people receiving our support to live the lives they choose. Our Pinnacle project will be at the forefront of design and services. It will provide choices for individuals depending on the level of care and support they need to live their lives as they choose. With all the challenges detailed above, CHT has carefully considered and evaluated all aspects of the development. We are ensuring the Pinnacle projects' financial viability. More importantly, we are ensuring that we deliver services that the people of Kingborough and surrounding areas want and need. Our population has an increased need for these services and facilities.

This past year has certainly been one of challenges and opportunities. However, it has been an absolute privilege to work alongside the Board, Executive Team, Leadership Team, and all the wonderful CHT staff who continue to deliver excellent services to our residents and clients. We look forward to the year ahead. It will no doubt provide ongoing challenges, but also opportunities as we continue the CHT tradition of delivering quality care to those who it is our privilege to assist.

I especially wish to thank the Board for their ongoing commitment to CHT and their support and guidance as we set the strategic direction for the organisation. Their preparedness to face the challenges ahead, while also grasping considered opportunities to grow CHT services is encouraging and appreciated. I also thank my fellow Executive Team members. Their fellowship and commitment is inspirational and enables CHT to thrive and prosper.



Our 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 8 years and sits on the Development Committee, Clinical Governance Committee and the Audit, Finance and Risk Committee.

Mark works in research management and consultancy, both here in Australia and in America. He is a Board member of Australian Christian College, Tasmania (and NSW) and deacon in his local church.

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.

Marian Kemp | Director



Marian Kemp has over 30 years' experience in accounting and financial services. She is currently the CFO of a business management consultancy company which oversees 2 charities in the Tasmanian care industry that specialise in health, home care and assessment services. 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 is passionate about helping others and making a difference. 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 Chair of our Marketing and Communications Committee.

Ashley Dales | Director



Joining CHT in January 2019, Director Ashley Dales has extensive experience in construction, engaging in design and construction projects, developing his own multi block subdivision and building units and houses.

Ashley is also a business owner and manager, starting Access Solutions over 30 years ago which specializes in vertical transport from importation to installation and provides 24/7 emergency responses. Fittingly Ashley is Chair of the CHT Development 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 development roles.

Skye is a member of the Marketing and Communications Committee.

Harald Baulis | Director



Harald joined CHT in 2024 and also sits on our Development Committee. Harald is married with five children and three grandchildren, and is an Elder at CityLight Glenelg Church, Adelaide.

Growing up in Launceston, Harald has worked in architecture and planning nationally and internationally for over 35 years. Highlights include a significant involvement in the medical, teaching, hospital and research buildings for the University of Adelaide. and assisting the University of Tasmania in developing a strategic approach to future facility needs.

Dr Anna deVries | Director



Dr Anna deVries is a local GP who provides visiting medical services to residents of Aged Care Facilities. She is passionate about providing high quality medical care to people in the later stages of life. She sits on the CHT Clinical Governance Committee and has good relationships with residents and staff at both Snug Village and Hawthorn Village. BHSc (Nut & Diet); MBBS; FRACGP.

Executive Management Team

Glenn Hardwick - Chief Executive Officer



Glenn joined CHT in 2019 as CEO. He has over 25 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.

Janine Fyfe - Executive Manager Residential Services



Janine has extensive experience in the aged care sector starting out as a Carer 20 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.

Ellie Keany - Executive Manager People & Culture



Ellie joined CHT in 2022 as Senior People and Culture Officer and in 2023 was appointed to Executive Manager People and Culture. Ellie has over 10 years' experience in People Management, Training and Development, Operational Management, Business Growth and Human Resources. Ellie is currently studying a Bachelor of Business through the University of Tasmania. Through Ellie's career she has shown a passion for cultivating a positive work environment of empathy, empowerment and accountability.

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 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.

Our Leaders



Fadzai Munyenyiwa
Manager Hawthorn Village



Denise Oates
Manager Snug Village



Shelly Gleeson
Manager Property & Compliance



Sam Loader
Manager Finance



Anna Abela
Manager Marketing & Communications



Martin Howell
Chaplain

CHT Board Attendance 2023 - 2024

	Jul 2023	Aug 2030	Sep 2023	AGM	Oct 2022	Nov 2023	Dec 2023	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	✓	✗	✗	✓		✓		✓	✓	✗	✓	✓	✗
Harald Baulis								✓	✓	✓	✓	✓	✓
Anna DeVries		✓	✓	✓		✓		✓	✓	✓	✓	✗	✓
Ashley Dales	✓	✓	✗	✓		✓		✓	✓	✓	✓	✓	✓
Glenn Hardwick	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓

*Marian was provided a Board approved leave of absence for 3 months.

Strategic Plan 2022-2025

**under review*

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

1

Sustainability & Compliance

We need to do well to do good!

2

Our Workforce

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

3

Organisational Growth

Innovative, diverse and partnered sustainable growth.

4

Clients / Residents

Quality tailored choices for our people's lives.

Christian Homes Tasmania Foundation

The CHT Foundation was established to assist in raising funds to build for the future, to assist in the greater vision of Christian Homes Tasmania (CHT) to continue to grow its services to meet the demand for the aged in our community.

Following the successful State election campaign of Eric Abetz we welcome Klaas Laning to the role of Committee Chair. We are pleased to announce Robert Rockefeller joins us as a Committee member and grateful for the continued efforts of Eric Abetz, Hank Petrusma, Ashley Dales, Skye Drake and Natalie Verdouw.

The past year has seen the focus of the Foundation to raise awareness of the Foundation, to both our members and the community at large.

The culmination of this campaign was a Gala Dinner held at Home Hill Winery where CHT unveiled plans for Pinnacle Village, a new aged care facility set to be located within Redwood Village. The evening was a great success with the Foundation raising \$24,000.



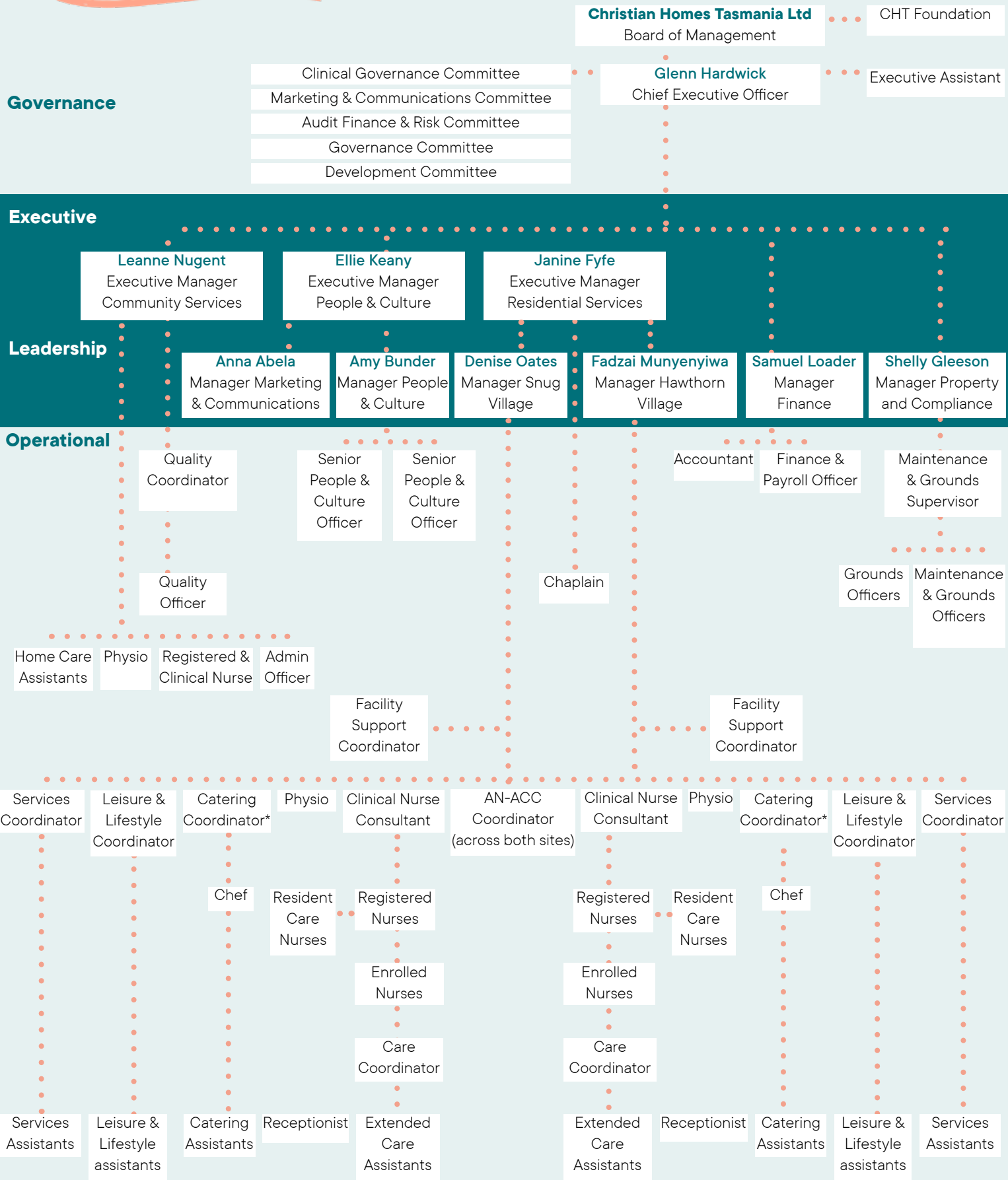
How to Help

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/bequests. Donations and bequests are tax deductible and 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.



Organisational Structure



Our Occupancy Statistics

Hawthorn (year average)

74.59%

Respite

99.79%

Permanent

99.29%

Overall

Snug (year average)*

82.24%

Respite

97.21%

Permanent

97.01%

Overall

*based on 76 beds.

Retirement Villages (year average)

96.95%

Roches Beach

97.40%

Snug

96.67%

Wellington

98.98%

Freeman

97.38%

Total Average Occupancy

Denison Court and Wells Court currently occupied by agency nurses and some private rentals whilst awaiting development.

Average Age of
Residential Consumers

85 years

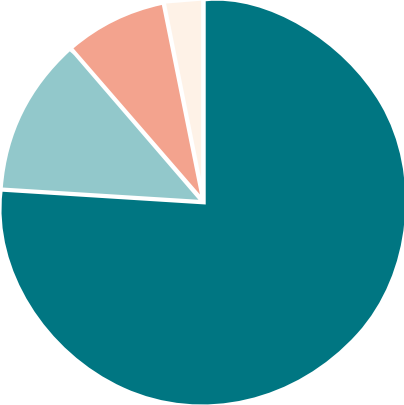
Value of Property
Plant and Equipment

\$98.1M

Key Financial Results 2024



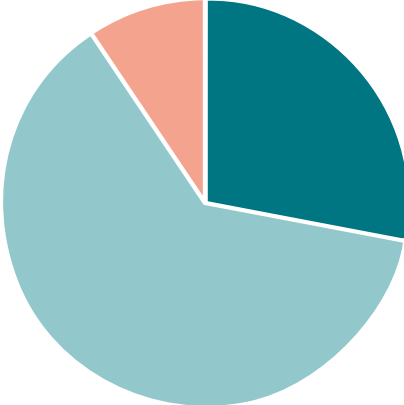
Sources of Income



- Residential Care \$ 17,738,592
- Independent Living Units \$ 2,953,904
- Homecare \$ 1,914,208
- Other \$ 73,3625

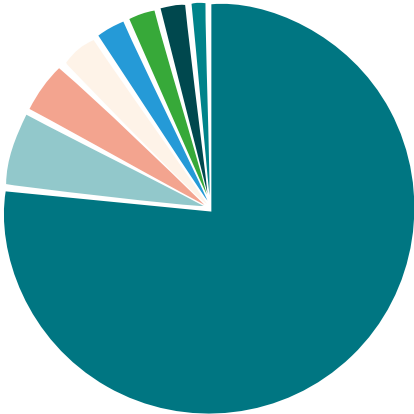
Excludes \$113,574 in net fair value gains.

Sources of Income



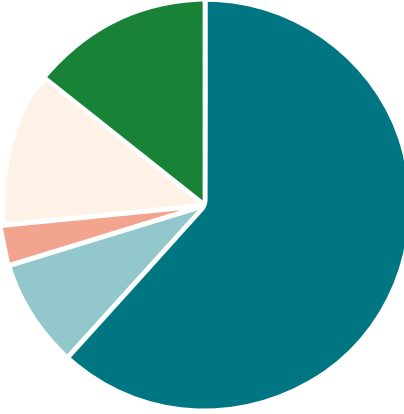
- Residents \$ 6,530,389
- Government \$ 14,613,503
- Other \$ 2,196,437

Expenditure by Nature of Expense



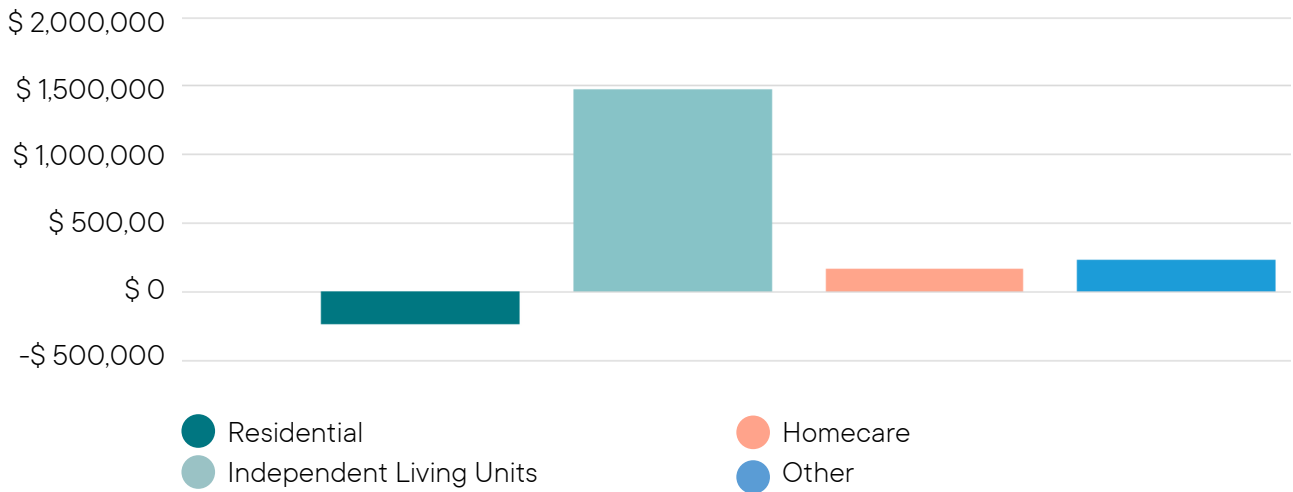
- Employee Expenses \$16,613,442
- Administration \$1,350,100
- Cleaning, Laundry & Catering \$983,109
- Resident Supplies & Services \$731,537
- Depreciation \$591,398
- Repairs and Maintenance \$556,049
- Utilities \$526,442
- On-charged Expenses \$345,922

Expenditure by Activity



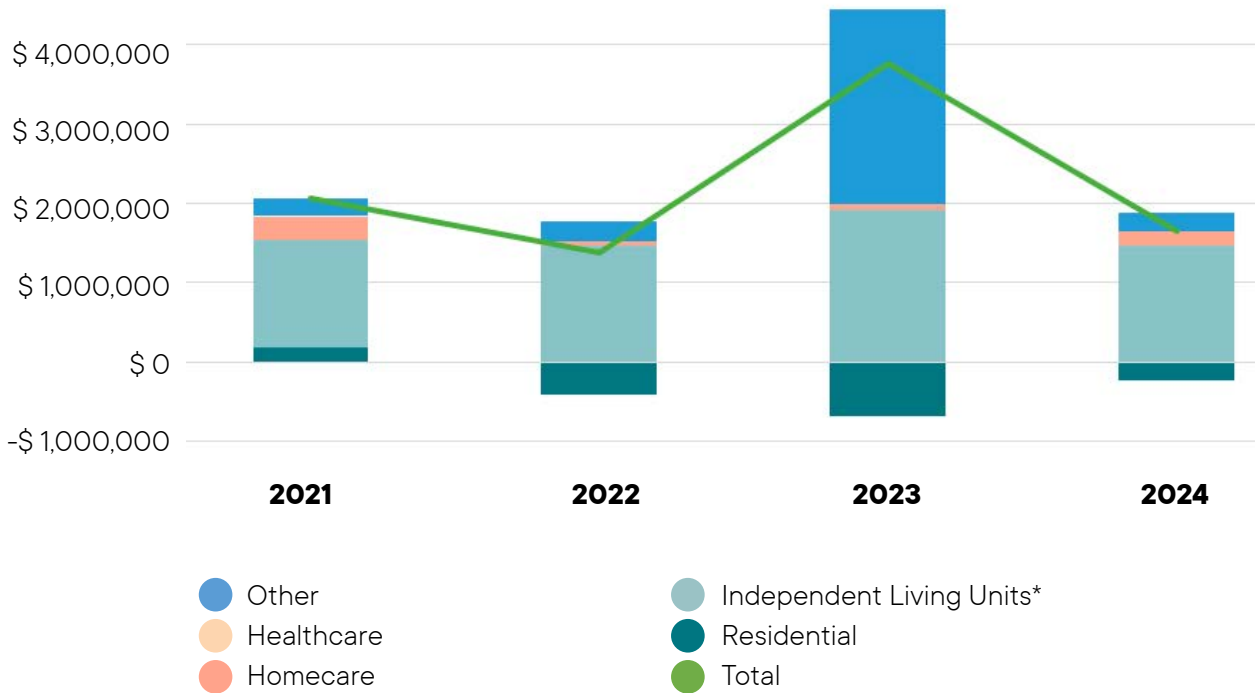
- Care \$13,391,874
 - Catering \$1,854,217
 - Cleaning & laundry \$687,961
 - Accommodation \$2,658,425
 - Administration \$3,105,522
- Excludes \$66,824 in fair value losses and \$85,000 expense on fair value of liability for resident share of capital gains on units

Segment Report 2024



Excludes \$66,824 in fair value losses and \$85,000 expense on fair value of liability for resident share of capital gains on units

Segment Results 2021 to 2024



* 2024 excludes \$46,750 in net fair value gains and \$85,000 expense on fair value of liability for resident share of capital gains on units

People and Culture



Executive Manager
People and Culture

“

At CHT, we take pride in cultivating a diverse workforce that fosters continual learning and growth.

”

At the heart of Christian Homes Tasmania Ltd (CHT), lies an exceptional workforce that embodies compassion, expertise and dedication in Aged Care. This allows CHT to continue to deliver safe and quality care to all of our residents and clients.

We continue to be thankful for our wonderful workforce. Their commitment ensures the safety and well-being of our residents and clients, treating each person with dignity and respect, and empowering them to live a life of independence and choice. To our valued staff, we extend our sincere gratitude.

At CHT, we take pride in cultivating a diverse workforce that fosters continual learning and growth. Embracing diversity enriches our collective knowledge, driving innovation, progress, and a deeper understanding within our organisation.

Learning and development continues to be the cornerstone that elevates Christian Homes Tasmania. We have focused on infection control, safe food handling, and promoting good mental health for older persons. It is critical that our training is enhanced each year, focusing on topical items like areas identified for improvement and areas of interest for our staff. Other training focuses have been epilepsy, dysphagia and oral health training. We continue to work with our staff to identify areas for training or retraining.

CHT will soon be introducing a leadership program for our aspiring leaders, to teach all things leadership and management. We have been very mindful that although we spend a lot of time on training aspects of management roles, we do not have a large enough focus on “how to be a leader”. We are very excited about this new project, and to see where this takes our leaders!

Recruitment continues to be a strong focus throughout the last year.

Recruiting Registered Nurses continues to be an ongoing challenge, not only for CHT but also for Tasmania as a whole. CHT have continued to be innovative in their recruitment strategy, collaborating with agency workers. We also provide the CHT Registered Nurse Initiatives which include commencement and retention bonuses, desirable hourly rates, the opportunity for advancement, and lastly assisting Registered Nurses who are relocating



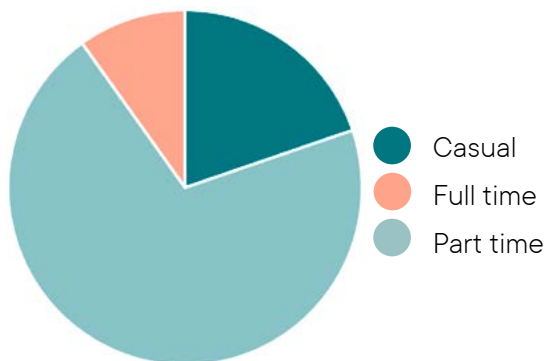
to Tasmania with short-term accommodation. These initiatives and strategies have continued to reflect our dedication to investing in the nursing profession and supporting those in our team.

The wellbeing of our workforce is paramount. We maintain a steadfast commitment to prioritising health, safety and wellbeing within our organisational framework. This commitment extends beyond the physical safety of our workforce but also encompasses their psychological health. Central to our efforts is the provision of a confidential Employee Assistance Program (EAP), developed in collaboration with our trusted partners at Positive Solutions and supported by our Chaplain Martin Howell. This program offers our team members confidential support and guidance, addressing personal and professional challenges they may encounter. By fostering an environment where individuals feel supported and valued, we empower our workforce to thrive at work and in their personal lives.

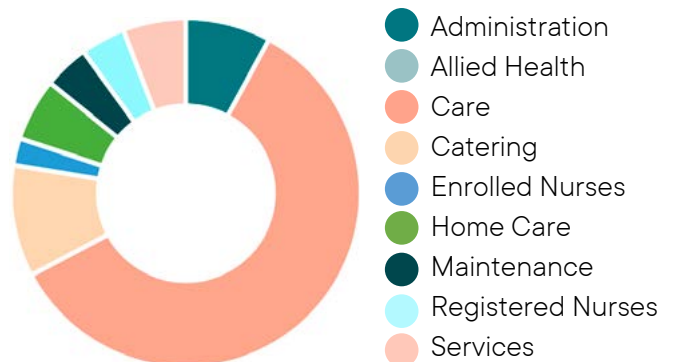
As we conclude another remarkable year, I am filled with immense pride and gratitude for the dedication and passion shown by our team. Together, we have continued to uphold our commitment to providing compassionate, high-quality care to our residents and clients. I look forward to being a part of the many exciting projects occurring at CHT and achieving even greater heights together.

Our Staff Statistics

Workforce by Employment Type



Workforce by Employment Type



Learning and Development

2495 training hours

completed in 2023/2024

Based on a workforce of 253 that is an average investment of over 9 hours per employee.

Remuneration

A **5.75% increase** in remuneration was received by all CHT staff from July 2023.



Key Staff Survey Results

92% 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 their work area always adopt safe work practices.

Residential



Executive Manager
Residential Services

“

We have made significant strides in enhancing the quality of life for our residents through various initiatives

”

The past year has been a period of challenges and accomplishments for our residential care facilities. As we reflect on our journey, we acknowledge the increasing complexity of healthcare needs among our new residents. We also celebrate the successful implementation of innovative solutions that enhance our quality of care.

Australia’s aged care sector is navigating a complex landscape of many significant reforms. The reforms aim to improve care quality and ensure better outcomes for residents. The reforms are essential for addressing systemic issues and improving standards. However, they present challenges for providers including; increased regulatory demands, extensive staff training, financial pressures, navigating regulatory complexities, and ensuring compliance. Managing the financial implications of these changes requires strategic planning, robust management, and commitment to continuous improvement.

We have also seen a change in higher complex care needs. There is a noticeable increase in the frailty and complexity of healthcare needs among newcomers to our residential care. This trend required us to adapt our care strategies to ensure that we meet the higher demands for medical and personal care. Managing the emotional and psychological needs of our residents, particularly those living with dementia, continues to be a focal point of our efforts.

We have made significant strides in enhancing the quality of life for our residents through various initiatives. We implemented a mobile dental service, which has significantly improved the dental health of our elderly residents. This service has made dental care more accessible. It has reduced the need for residents to travel for appointments and ensures timely interventions.

Recognising the pivotal role of technology in modern healthcare, we have invested in several key items to enrich our care delivery. The Tovertafel or “Magic Table” is an innovative games console. The high-quality projector, infrared sensors, and interactive games will stimulate cognitive function and social interaction among our residents.

Anita Sigris-Wikart and Terrapin Puppet



We will be integrating NeuronsVR into our therapy programs. NeuronsVR offers specialised virtual reality therapy tailored for aged care and those living with dementia. This technology supports multiple aspects of resident care, including:

- Providing immersive experiences such as armchair travel, animal therapy, and group activities that enhance residents' quality of life.
- Enhancing resident care plans to address various clinical needs, including pain management, insomnia, anxiety, and relaxation.
- Addressing behavioural and psychological symptoms of dementia through personalized 1-on-1 sessions and integration with Behaviour Support Plans.

Both Snug Village and Hawthorn Village underwent accreditation processes in the last 12 months. Snug Village undertook their 3-year accreditation in May 2023, resulting in full compliance with all 8 standards met.

Hawthorn Village undertook accreditation in May 2024, resulting in 7 out of 8 standards met. Standard 2(3)(a) was found to be not-met, predominantly around environmental restrictive practices. Specifically, residents who were unsafe to exit the facility without being accompanied were restricted from doing so due to associated risk factors. The Aged Care Quality and Safety Commission (ACQSC) guidelines deem such scenarios as Environmental Restrictive Practices, as one is not free to exit without key elements in place.

Both facilities received positive feedback from the assessors on the quality of care delivered to our residents, the environment and surroundings, and our caring staff. Consequently, both Hawthorn and Snug were re-accredited for another 3 years. CHT remains committed to positioning the organisation as a leader in the industry, setting a benchmark for excellence and innovation.

The hard work and commitment of our staff across all areas of the organisation have been the cornerstone of our success. From frontline caregivers to administrative support, each member of our team has contributed to the seamless operation and compassionate care that defines our service.

As we celebrate our accomplishments, it is essential to recognise the profound wisdom and historical significance that our elderly residents bring to our community. Their lives are rich tapestries of experiences and lessons that offer invaluable insights and inspiration.

We look forward to continuing our mission of providing exceptional care and improving the quality of life for all those entrusted into our care.





Executive Manager
Community Services

Home Care

Home Care has had considerable growth over the past twelve months with many new clients choosing CHT to be their Home Care Provider as well as a successful submission to DVA to continue to provide care to Veterans through the Veterans Home Care program.

Unlike many other Home Care providers, CHT Home Care is in the fortunate position to have two exceptional Registered Nurses who take on the role of not just clinical care coordination, but also as Care Managers for all CHT Home Care clients from level 1 to level 4. We are confident that this gives us a point of difference from other providers as it allows for a seamless progression of support as clients progress through the care levels they require. Their nursing assessment skills and years of industry knowledge allow them to support clients in all aspects of their care journey. From referrals to Allied Health providers to supporting the transition into other care services such as respite or residential care.

The continuation of holistic care is a key strategy of CHT's strategic plan and we believe that this is supported by the team in Home Care. We offer priority access to Hawthorn or Snug if it is a client's preferred option. Over the past financial year, 73.3% of Home Care clients who entered Residential Aged Care were supported to gain admission to Snug or Hawthorn Village.

Our people are our best assets and this includes our Home Care support workers. We have a core group of dedicated staff that are selected based not only on their qualifications but also their ability to connect with older people while providing proficient and professional care. Our staff are mature, highly trained, and confident - our clients tell us this helps them to feel safe and secure in their care.

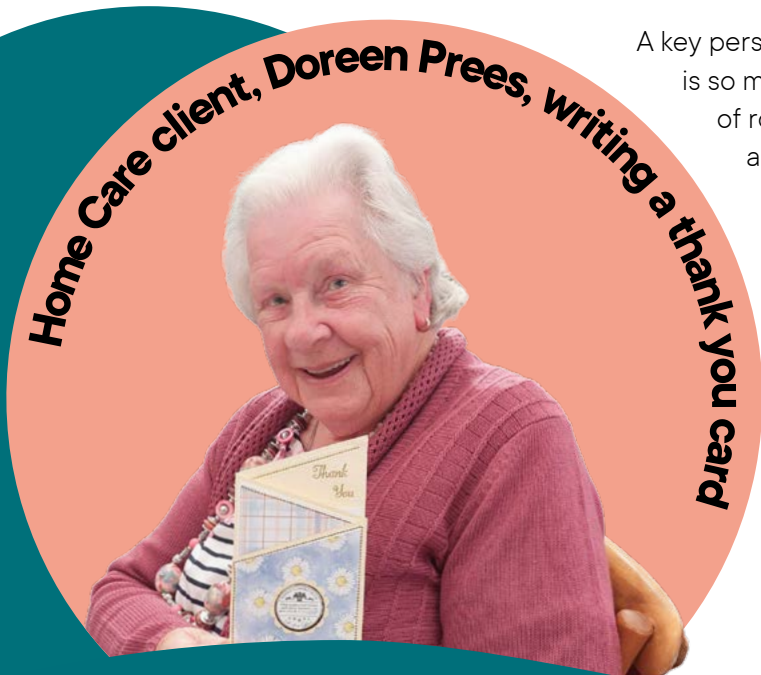
“

We have a core group of dedicated staff that are selected based not only on their qualifications but also their ability to connect with older people while providing proficient and professional care.

”

A key person in our team is our Administration Officer, Tam Bourke, who is so much more than her title gives her credit for. The management of rosters, and schedules for Home Care, Veterans Home Care, and other client services is a skill that not everyone can undertake successfully. She not only does this well but she also never fails to show respect and compassion when consulting with clients, families, and staff. She very skillfully coordinates the care of clients while understanding the need to act on clients' needs and wishes.

With the support of the Manager of Property and Compliance, we have secured the ongoing support of a key team of preferred contractors who assist our clients with services to support their independence such as



installing handrails, gutter cleaning, and bathroom modifications.

Up until recently Home Care has not had their own gardener therefore using the services of a contractor. Recently the contractor has become fully booked so we have employed Katie who has taken on the role of grounds person for Home Care. Katie comes with qualification and experience from the likes of Government House and her appointment will allow Home Care to take on more of the garden work requested by clients.

There are some big changes coming for Home Care providers in Australia in 2025 when the new Support @ Home program is expected to start however we are sure that we can remain flexible and continue to provide excellent care to the Community.

Independent Living Units

CHT Independent Living Units have become the place to be! This year we have filled all of our units at every village.

The waitlist remains strong, and competition for a unit when one becomes available has increased - and why wouldn't someone want to downsize and live in one of our beautiful units? They offer safety and security along with a vibrant community, surrounded by beautiful gardens and like-minded people.

With this demand comes the need for growth and we have many developments planned for the coming years including 10 new units at Frost Street in Snug. These are currently under development and we hope to have them ready over the next 12 months. There will be an opportunity for those on our waitlist to purchase these units off the plan and we are expecting them to be very popular.

This year extra staff have been employed in the Grounds / Maintenance team enabling some large gardening projects. Snug and Roches Beach Villages have had a makeover with older plants removed and cut back and new natives planted to bring in the bird life and enhance the appearance for all the residents to enjoy.

Some of our long-term residents have been finding the upkeep of their gardens difficult and have handed back their care to our Grounds / Maintenance Team. These gardens have been cleared and replanted with easy-care native plants to allow the resident to enjoy their garden again.

Currently, the team is working around the Wellington Vista community centre to replant new plants and refresh the area.

A bit of fun was had just before Christmas with a burst water main under the driveway at Freeman Village. This not only created a very large hole in the driveway but a headache for the residents and Shelly our Manager of Property and Compliance as well. Many new buckets were needed and everyone pitched in to support each other while the water was turned off and contractors were on site.

Overall, it has been a very successful year for our ILU's and we look forward to increasing our stock and inviting many new people to come to live the good life.

Quality and Compliance

The Quality Team continues to complete its responsibilities in CHT reporting, auditing, and continuous improvement programs. We also respond to government-directed initiatives as they arise. Our end goal is to improve the quality of care and services provided to CHT residents and clients.

Last year, The CHT Board approved the creation of a new quality role to meet the increasing demand for legislative compliance, most notably the increase in the number of reportable mandatory National Quality Indicators (NQI) each quarter from six to twelve. Dinesh Sapkota commenced as CHT's Quality Officer in October 2023 and has proven to be an asset to the team. He ably completes data entry for NQI reporting and for many of the 35 non-mandatory benchmarking audits conducted throughout the year as part of CHT's Continuous Improvement Program.

Document review is a key activity of the Quality Team that ensures CHT documents are compliant with regulations and standards and consistent with current best practices. In October 2023, our Privacy and Consent documents and processes were reviewed and improved, and our Feedback and Complaints program was updated and expanded in February 2024.

A major document review is currently underway in preparation for the new Aged Care Act, which is due to commence on 1 July 2025. Parallel to the new Act is the amendment of the existing Aged Care Quality Standards. The updated standards called the 'Strengthened Aged Care Quality Standards' and the new Act, bring significant change to the approach and language used in the provision of care and services for residents. The change not only impacts CHT's practices but also requires a significant review of our policies and procedures. The review commenced in May 2024 and will continue as an ongoing task to ensure our documents are compliant by 1 July 2025.

The new Aged Care Act strengthens the governance arrangements of aged care providers and aims to improve leadership and culture and to increase transparency and accountability. To this end, CHT and other aged care providers were mandated to establish a Quality Care Advisory Body (QCAB). The role of the QCAB is to support and inform the Board, help with problem-solving, and suggest improvements. CHT's QCAB meets twice a year and comprises a member of CHT's executive and quality teams, senior nursing, care staff, residents, and resident representatives. The two meetings conducted so far have proven an effective forum for residents and representatives to provide quality feedback and make recommendations to the Board for the improvement of care and services to residents. The meetings are convivial and are conducted in the spirit of collaboration. The Quality Team is pleased to report that residents and representatives have felt comfortable providing even negative feedback at the QCAB meetings which is imperative for effective and meaningful continuous improvement.

The Quality Team wishes to acknowledge the substantial contribution of CHT staff to the reporting of NQIs and non-mandatory audits; thank you to our Clinical Nurses, Resident Care Nurses, Facility Support, Leisure & Lifestyle and Catering Coordinators, and members of the Leadership Team.

Leanne Nugent

Executive Manager Community Services



Manager Hawthorn Village

“

The stories shared by our residents have been deeply impactful and it has been a privilege to meet remarkable individuals, both clients and staff.

”

Hawthorn Village

The team at Hawthorn is committed to providing excellent personalised care and services to our residents through cost-effective actions. This has been acknowledged in the recent accreditation and financial reports over the past months. The positive outcome attests to the dedication and efforts that the staff have towards our residents through the guidance and support of their leadership team. All credit goes to this leadership team at Hawthorn Village.

As Chaplain, Martin Howell has consistently engaged with residents, attentively listening to their narratives and participating in their activities. Church services and bible study sessions are offered weekly, informed by resident preferences. Martin actively participates in the leisure and lifestyle program at both facilities and connects with residents daily as a priority. In the coming year, the goal is to continue to offer unwavering support for residents, family members, and staff as needed. The practice of actively seeking ideas and suggestions from residents and family members on how they want to be supported in the pastoral care space will continue. We will continuously seek new opportunities to support the residents and staff through the role of chaplaincy by fulfilling spiritual and emotional needs.

Maria Monks, our Leisure and Lifestyle Coordinator has been leading this team for 2 years and has seamlessly integrated well organised activities into the residents' schedule, tailored to our residents' diverse interests and abilities. The team has organised group outings and events, such as scenic drives, picnics, and luncheons, tailored to the residents' enjoyment. The mission continues to foster a capable and dependable Leisure and Lifestyle team that demonstrates a high-quality understanding of residents' diverse needs and ensures appropriate levels of engagement are implemented. This will be achieved through training and engaging in other avenues like Virtual Reality simulations.

Harmony Day at Hawthorn Village



Going forward, we intend to introduce additional chair activities like tai chi and explore more paths through animal therapy.

Our Care Team is being led by Maree Bauckham who has garnered 30 years of experience in the aged care industry, working in various roles including ECA, L&L, ACFI Office, reception, and supervisory positions. The vast experience has provided Maree with profound insight into the significance of each role and the necessity of fostering robust teamwork not just within the care team, but also across the other teams in CHT. Not only does it serve well in the team but it translates to the provision of quality care for the residents. The stories shared by our residents have been deeply impactful and it has been a privilege to meet remarkable individuals, both clients and staff. I strongly agree with Maree in her firm belief that our combined strength is best showcased when we work together effectively, whether during challenges or moments of triumph. Maree is grateful for the support she has received from the team and management while holding this position.

Kellie Terry has guided the catering team for the last 2 years as the Catering Coordinator for both Hawthorn and Snug Village. Kellie brings 22 years of valuable experience as a qualified Chef, having previously worked in restaurants and catering companies before transitioning to Aged Care. Kellie and her team have been a part of the exceptional collaboration between departments to ensure the best care for our residents. The team has been dedicated to transforming the perception of Aged Care food by emphasising the use of fresh, seasonal produce and whole foods to enhance nutrition, flavour, and cost-effectiveness. These efforts have significantly improved our menu offerings, incorporating resident input through conversations and food forums. We have also introduced seasonal menus, updated recipes, and refined our approach to achieve a balanced diet in collaboration with Dietitians. Work continues in building robust catering teams with excellent communication skills and an unwavering commitment to continuous improvement and personalization of our services to residents.



Dave Ellis at Hawthorn Village

Dee Basnet proudly serves the residents as a Clinical Nurse Consultant and leads the nursing team. Dee started her career in Aged Care in 2017 and joined the team nine months ago from an acute care background. Despite the challenges, Dee has led the team through invaluable experience and has thrived as a part of this dedicated team. I concur with Dee in that aged care nursing is immensely fulfilling as it allows one to provide holistic care by getting to know each individual personally.

The team continues to gain invaluable experiences and opportunities for professional growth through collaboration with other teams, residents, and their representatives.

Looking ahead, Dee and her nursing team are committed to enhancing the quality of care by fostering a collaborative, compassionate environment. The foremost goal is to contribute positively to the wellbeing of our residents and provide support through expertise gained. Dee and her team are

enthusiastic about their role and continue to work with increased teamwork and support.

Dineash Krishnamaraju leads the Services team and is the Services Coordinator. Dineash is passionate about community service is not just a passion but a driving force in his life. From an engineer and co-founder of an NGO Dineash has continued his passion in serving the residents across both sites. Through his team, Dineash has ensured the continued provision of cleaning and laundry services to our residents. Dineash believes that good health is a fundamental necessity and is unwavering in his conviction that assisting others, especially those who cannot help themselves, is an invaluable service. His team supports the residents to achieve good health through collaboration with other team members in ensuring infection prevention and control practices are always maintained. The services team being led by Dineash will strive to support the residents at Hawthorn through continued diligence in the provision of services with commitment and boundless compassion for as long as possible.

Christine Gaudion in her capacity as Facility Support Coordinator, has been fostering a strong sense of teamwork among staff from all departments. The role of the Facility Coordinator is centred around providing unwavering support to the Facility Manager to ensure the seamless operation of the facility and to provide the best quality of life for the residents. In addition, the role also involves roster management and Chris has supported the team diligently to forge stronger working relationships with the staff and gained in-depth insights into staff rosters and their respective agreements. In this regard, the teams strive to accommodate personal leave requests by covering shifts and acknowledge that it's not always feasible to find replacement staff. Looking ahead, the primary objective is to cultivate a more cohesive team spirit across all departments and continue to support the Facility Manager in ensuring the continued seamless operations of the facility to provide the best quality of life for the residents.

I would like to express my sincere gratitude to the team at Hawthorn Village for consistently delivering high-quality care and services. I extend my thanks to the residents and their representatives for placing their trust in the dedicated team.

Fadzai Munyenyiwa

Facility Manager Hawthorn Village



**Hawthorn
Village
Residents
on an outing
to Mount St
Canice Church,
Sandy Bay.**

Snug Village

Snug Village continues to experience the challenges that it has in previous years, meeting the requirements of our residents and families, regulatory requirements and ongoing management of the business of the aged care environment. We do however continue to remain motivated and optimistic as we continue to progress and navigate all the recommendations that are regularly appearing due to the new Strengthened Aged Care Quality Standards and the new Aged Care Act which will come into effect in 2025.

This year we have again experienced Covid 19 outbreaks and a gastro outbreak, these impacted a significant number of our residents, however with the support of residents and families, and the stamina and resourcefulness of staff, we successfully navigated these and continue to learn from each outbreak. The Australian Government Department of Health and Ageing, continue to recommend that regular vaccination against Covid 19 and the Flu is the best way to protect our residents from this serious illness. We have continued to hold clinics at the facility with the support of Snug Medical Centre. We maintain regular Outbreak team meetings, and also closely monitor the risk status within the community to determine risk minimisation strategies that we apply within the facility, to minimise the risk, but also maintain a degree of normality, and quality of life for all residents and families. We thank both residents and families for their understanding – both managing outbreaks and reducing the risk of bringing a virus into the facility. We do ask that visitors are vigilant with their health and please do not visit if you are unwell.

As a means to continue to optimise the quality of life for all residents, we are always looking at means of adding to our Leisure and Lifestyle calendar. Again animals are very popular and Walter the dog visits regularly on a Wednesday and enjoys his time spent with all his friends. Outings into the community, Snug Primary School, bus rides and looking at new destinations to enjoy a meal are also very popular. Old favourites including craft,

Zumba, exercise classes, Church services, concerts,

and Around the World lunches are always well received, and supported. Snug continues to enjoy joint activities with Hawthorn Village, with a recent visit by the Terrapin Puppet Theatre.



Denise Oates

Snug Village Manager

“

Your support and effort do not go unnoticed and you are all very much appreciated – a team effort.

”



Terrapin Puppet Theatre visiting



Carleen Crane

Snug has very recently purchased some virtual reality equipment NeuronsVR headsets, which are utilised as specialised therapy for Aged Care. These headsets enable reminiscence therapy and allow a window to the world – to places one has visited or lived, enable cognitive stimulation and enhance memory, offer musical therapy, and be an effective adjunct to pain and wound management by offering diversional therapy. The Leisure and Lifestyle team will formulate new activities using these headsets for all residents to enjoy which will be included on the Activities calendar.

Snug Village was also successful in a Telehealth grant and has been able to purchase equipment to support telehealth visits by medical staff including consultants, to minimise the need to travel and to optimise medical appointments on site. Training has been undertaken by our nursing staff. This will better equip our nursing staff to engage with medical staff, including after hours to optimise the health and comfort of all residents.

Snug Village was recently visited by the Aged Care Quality and Safety Commission for a support visit focusing on Food, Nutrition, and Dining. Feedback provided by the auditor on the day was very positive from both residents and families, regarding the meals that we are providing and meal choices. Residents also have access to the new snack fridge that is in the main dining room, this provides healthy food options for all residents with snacks, fruit, custards, yoghurts, and sandwiches. Residents can access it themselves, or request a staff member to get something for them. If residents or families have any suitable suggestions please feel free to let us know.

Snug Village continues to engage with external agencies including Dementia Support Australia, Older Persons Mental Health Service, Richmond Fellowship, and the Community Palliative Care team to optimise clinical care for all our residents. These services have been invaluable and we thank them for their ongoing support. Ongoing engagement is continuing with the Tasmanian Health Service and the Royal Hobart Hospital in relation to communication and support that the service can provide to enhance care for our elderly residents.

Lastly, I would like to thank the staff at Snug Village for their ongoing commitment to the residents that we care for, the families and friends that they provide support to, and the camaraderie that we provide to each other. Your support and effort do not go unnoticed and you are all very much appreciated – a team effort.



CHT Development Projects

Frost Street, Snug

CHT acquired this site with the intent of incorporating this development into the existing Snug Village. Following a detailed design process and statutory approvals, the project has progressed to a construction contract which saw a commencement on site in July 2024. The development will provide ten independent living units which will be incorporated into the existing village.



Artist Impression



Artist Impression

Wells Parade, Blackmans Bay

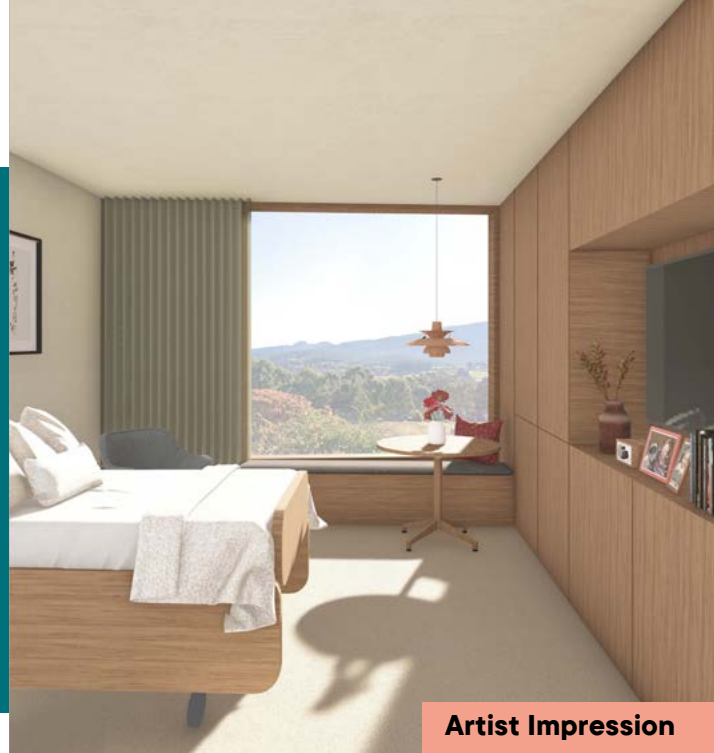
This existing 12-unit complex has reached the end of its economic and aesthetic life. Design work has progressed for the provision of a ten-unit complex together with a community centre on the site. A Development Application has been lodged with Kingborough Council and subject to approval and a tender process, it is anticipated that construction will commence in the first quarter of the 2025 calendar year.

Denison Street, Kingston

This facility, the first residential facility provided by CHT over 50 years ago, has reached the end of its economic life and studies have been undertaken as to its future development. Early attempts to enter a partnership agreement with a Community Provider were not successful and consequently, an options assessment was undertaken to determine the future of this site. This assessment is ongoing at the time of this report however development of the site is under active consideration.

Pinnacle Village

Plans for the development of the site at Redwood Village, Kingston have consumed considerable resources during the year. Pinnacle Village will provide residential facilities at the forefront of aged care services and provide an aged care precinct offering a continuum of care all located on a single site. The development will provide a Residential Aged Care facility of 75 beds to replace the ageing Hawthorn Village facility with an increase in bed numbers.



Artist Impression

In addition, as a new concept in Tasmania, the site will also offer a 60 apartment Assisted Living facility which will allow residents to access support services that enable them to maintain their independence for as long as possible. This facility will provide access to a restaurant, cafe, gymnasium, and other services which will encourage socialisation between residents and the broader community.

The site will also provide independent living units for those residents able to live independently whilst leaving CHT to manage the site costs including maintenance, insurance, and statutory outgoings.

The whole precinct will be set within a landscaped environment which will provide external spaces for residents, visitors, and staff to support socialisation and encourage all onsite to enjoy the outside areas.

This is a large development for CHT however it has been carefully considered and costed to ensure that CHT remains at the forefront of aged care service provision.



April 'Billie' Van Der Laan and Sietje Lamprecht



Peter Van Sant



Willie Powell



Colin Marsh



Dorcas and Dirk Verbouw



Alice Griffiths



Renee Collet and Carol Morgan



Corporate Office
52 Channel Highway,
Kingston 7050
info@cht.org.au
Tel: (03) 6239 3514

Hawthorn Village
23a Wells Parade,
Blackmans Bay 7052
Tel: (03) 6229 1397

Snug Village
10a Torpy Avenue,
Snug 7054
Tel: (03) 6267 9966

Home Care
27 Wells Parade,
Blackmans Bay 7052
Tel: (03) 6239 3516