



Pictured: Pam and Billie



Where the good life lives on

Sarie at Snug Village



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Our Mission, Vision & Values

Our Mission

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

Our Vision

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

Our Values

Christian Homes Tasmania delivering care through our Christian values of:

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

Honesty: Be morally upright and truthful

Respect: Value and esteem each person.

Integrity: Steadfastly adhere to moral principles and professional standards.

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

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

President's Report



When writing these President's reports for our CHT Annual Report, I am often mindful of the legacy that has been left to us by prior boards and members of CHT. I recall being approached some years ago to fill a casual vacancy on the CHT Board where it was explained that when the first wave of Dutch migrants had settled in Kingston, the first thing they did was build a church, then a primary school, then a secondary school, and then, as the first generation aged, they built a nursing home. This left an impression on me as a very practical outworking of Christian faith, a practical demonstration of community and a commitment to what is now called intergenerational care. I was happy to contribute to such a venture, and along with the entire current CHT Board, strive to continue this vision.

Our CEO, Mr Glenn Hardwick, has written in his report of the current government reforms – the delayed New Aged Care Act – along with the challenges that this brings. He has also written about our portfolio of current developments, including plans to redevelop the Denison Street site of the original CHT units – and of course, our planned new continuum of ageing precinct, Pinnacle Village. This is an ambitious project incorporating independent living units, residential aged care, and a new concept in Tasmania, ie assisted living apartments. Whilst progress on this development is sometimes slower than we would like, we are learning that a project of this scale has many moving parts and requires many approvals – it is, however, moving forward!



During this last year, the CHT Board developed a new strategic plan for the period 2025-2028.

This plan reinforced our vision (to provide quality care based on Christian values), our mission (enabling people receiving our support to live the lives they choose) and our values (compassion, honesty, respect, integrity, service, and truth). The revised plan has four elements with our clients and residents at the centre, supported by our workforce, compliance, organisational growth, and sustainability. Each of these four elements has a list of associated actions that will be monitored by the Board.

However, it is important that our residents and clients are at the centre of all we strive to achieve. An organisation can have new buildings and facilities, great IT and management, etc, but if they are not placing care and support for clients and residents as their primary goal, then they miss their main purpose for being!

CHT employs more than 260 staff in fulfilling this vision and mission – nurses, personal care workers, leisure and lifestyle staff, catering staff, cleaning staff, maintenance staff, those in our two main facilities, home care staff, executive and management staff – and undoubtedly others that I may have neglected to mention in this list. Each one plays a vital part, and it will not be possible to mention everyone; however, it was a thrill to attend our annual service awards ceremony and see staff receive awards for their length of service and to note the pride they demonstrate in being associated with CHT. We are equally proud of them and the part they play in providing support to those in our care, be it through home care, residential aged care, or in our independent living units.

After a successful 2024, the CHT Foundation, chaired by Mr Klaas Laning, will be holding a planning workshop later in 2025 to determine its future fundraising strategies in support of CHT.

Once again, I wish to give particular thanks and recognition to our CEO, Mr Glenn Hardwick. His knowledge of aged care and reputation in the sector are unmatched, and the team he has built is a large factor in CHT's current good positioning for the future. I also wish to thank my fellow Board members for their diligence and collegiality. We have a skills-based Board incorporating knowledge of health and aged care, property, finance, marketing, governance, amongst other skills – and importantly, board members who are not afraid to voice opinions, strongly at times, but will coalesce around decisions when debate is done. This approach is vital in the current changing environment and positions us well for the continued development of CHT.

Mark Hochman

Board President



Mark at Years of Service Awards

CEO's Report



Glenn Hardwick

One thing that has remained constant in the aged care sector over the last year is change.

The proposed new Aged Care Act implementation was due to commence on 1 July 2025. However, the new incoming government deferred the Act until 1 November 2025. Whilst the Minister's advice was that this allowed providers more time to prepare for the changes, it was clear to the industry that the government itself was not ready for change. New rules required for the new Act were not released in June as proposed. This delay meant that providers could not be ready for the unreleased requirements. Reports from July 2025 indicate that there are more delays in implementing the Act due to issues with the Government's IT systems. However, the Minister claims that there will be no additional delays.

This uncertainty is frustrating for providers in the industry. Providers have wasted resources because they prepared for a 30 June start, which the government deferred at the last minute. The industry is already dealing with workforce challenges and high stress levels. They welcomed the deferment, but it was also frustrating. For months, the sector had stated that meeting the 30 June deadline was not possible.

The new Act, when introduced, will increase the requirements on providers for reporting and compliance. In turn, this requires improved IT systems to track and report these to the regulators. Unfortunately, the government will not fully fund these changes, thereby placing pressure on provider finances.

The Aged Care Quality and Safety Commission will increase surveillance and monitoring of providers and care provision. This surveillance is a welcome safeguard for residents and clients receiving services. The Commission has obtained additional Government funding for these protections. Meanwhile, providers have not received the same level of support.

Dave at Bonorong



Another challenge throughout the 2024/2025 year has been the workforce.

Providers throughout Australia have faced this challenge as the government's mandated care minutes have been difficult to meet due to staff shortages. These challenges, in turn, resulted in an increase in the use of Agency Nurses at what some providers labelled "exorbitant" fees. Many providers, including CHT, had no alternative to engaging staff via Agencies to meet, or at least get closer to, the mandated staffing levels. Reliance on agencies again placed pressure on already stretched provider budgets. The dependence on Agency Nurses is now diminishing as more permanent positions are being filled.

Despite all this uncertainty and constant change within the sector, CHT has had another successful year.

At Frost Street, Snug, work is complete on the construction of ten new Independent Living Units. These units will add to our existing units at Snug Village. Plans are underway to extend the existing community centre to cater for the new residents.

Our existing units at 40 Wells Parade, Blackmans Bay, were initially constructed in 1978 and were at the end of their economic life. These units have now been demolished, and work has commenced on the construction of ten two-storey units, which incorporate an internal residential lift. We anticipate completing these units by March or April 2026.

As Members are aware, CHT commenced in 1970 with the construction of ten single-bedroom units at Denison Street, Kingston. The Founding Fathers of CHT recognised the accommodation needs of older people within our community. From there, CHT commenced its vital work in providing support to those requiring accommodation and services. The Denison Street units, however, have proven to be unsuitable for elderly accommodation. As a consequence, CHT has submitted plans to the Kingborough Council to redevelop the site, providing 28 apartments designed to suit older people within our community. The site's location is near essential services, making it an ideal location for this type of accommodation. At the time of writing, we await Council approval.

The last year has also seen progress with CHT's innovative and industry-leading Pinnacle Village development. CHT has been working hard with our architects, Circa Morris Nunn Chua, and a team of consultants to bring this dream into reality. In April 2025, we received unanimous Planning Approval from the Kingborough Council for the residential care and assisted living components of the project. We have also settled the purchase of adjoining land in an area known as Kingston Green or Alfreds Garden, on which we propose to construct forty-two independent living units. This component of the Village is (at the time of writing) before the Council for Planning Approval. The combined impact of these developments is an aged care precinct. We will provide an industry-leading range of accommodation options, enabling individuals to access a continuum of care on a single site. This continuum of care will be beneficial for couples and friends who wish to stay connected, not only to each other but also to the social networks formed within the Village. While we have designed the Village to meet the needs of future residents, we will also ensure that the community recognises Pinnacle as a community asset. We will do this by offering public access to a café, hairdresser, meeting rooms, and other services, such as our Home Care service.

All demographic forecasts indicate an increasing demand for aged care services and accommodation as the population ages. This forecast is accurate, especially among those who rely on CHT for these support services. It is for these reasons that CHT is progressing with these developments.

These developments, however, are only bricks and mortar. Our most important achievement is the ongoing provision of quality care to our residents and clients. It is our privilege to provide these services to the individuals we support. Our development program will ensure that we remain at the forefront of this service provision.

Jan having fun at Hawthorn Village



Throughout this year, CHT has maintained high occupancy levels and achieved 5-star ratings at Snug Village and 4-star ratings at Hawthorn Village. These achievements are a testament to CHT's reputation within the community and to the excellent services provided by our staff.

I take this opportunity to acknowledge the work of our Leadership and Executive Teams. They continue to amaze with their loyalty and commitment to providing high-quality services despite all the challenges. I am honoured to work alongside each of these individuals. Their collective abilities and commitments enable CHT to remain highly regarded within the community. As I have repeatedly stated, at CHT, we are a Team, and it takes every member of that team for us to deliver.

I also acknowledge the ongoing support and direction from the CHT Board Members. The organisation is in safe and skilled hands as the Board comes together to address daily challenges while also focusing on and pushing towards the future. The CHT Board remains committed to addressing the challenges of the aged care sector while also being prepared to take considered and researched risks to stay innovative and at the forefront of service provision. This is a tradition that our forefathers initiated over 50 years ago, which we continue today.

I would particularly like to acknowledge the support, direction, and counsel of the Board President, Mark Hochman. Mark has always been available for an email or a phone call for advice, direction or approvals when required. This productive working relationship between the Board and Executive has enabled CHT to continue on its growth trajectory. Long may it continue.

Glenn Hardwick
CEO



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 9 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 also in America. He is also a Board member of Australian Christian College, Tasmania (and NSW) and a 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 Clinical Governance Committee and is a member of the Development 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 worked in the insurance and finance industry and operated his own business as a Certified Financial Adviser until 2024.

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 two 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.

Marian is also a member of the Audit, Finance and Risk Committee.

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. Natalie also serves as a member of the Audit, Finance and Risk 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.

Harald Baulis | Director



Harald joined CHT in 2023 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 as 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 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 all of the future developments at CHT. She is proud to be a member of the team at CHT.

Our Leaders



Fadzai Munyenyiwa
Manager Hawthorn Village



Denise Oates
Manager Snug Village



Shelly Gleeson
Manager Property & Compliance



Amy Bunder
Manager People & Culture



Bismita Subedi
Manager Finance



Anna Abela
Manager Marketing & Communications



Martin Howell
Chaplain

CHT Board Attendance 2024 - 2025

	Jul 2024	Aug 2024	Sep 2024	Oct 2024	AGM	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
Mark Hochman	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✗	✓
Ruth Feeger	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Christine Sward	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Andrew Glover	✓	✓	✗	✗	✓	✓		✓	✓	✓	✗	✓	✓
Marian Kemp	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Skye Drake	✓	✓	✗	✓	✓	✓		✓	✓	✗	✓	✓	✓
Natalie Verdouw	✓	✓	✓	✓	✓	✓		✓	✗	✗	✗	✗	✓
Harald Baulis	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Anna DeVries	✓	✓	✓	✓	✓	✓		✗	✓	✓	✓	✗	✓
Ashley Dales	✓	✓	✓	✓	✓	✗		✓	✓	✓	✗	✓	✓
Glenn Hardwick	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓

N.B. Andrew and Natalie had approved leaves of absence.

Christian Homes Tasmania Strategic Plan 2025 – 2028



At Christian Homes Tasmania Ltd (CHT), we are deeply committed to providing high-quality aged care services that truly support our residents, their families, and our dedicated team. As part of this commitment, our Board and Executive team have taken the time to review and update our Strategic Plan to ensure we're well-prepared for the future.

The aged care sector is undergoing significant change, with a new Aged Care Act coming into effect on 1 July 2025. These reforms will reshape the way providers operate and introduce new Quality Standards that we must meet to continue delivering exceptional care.

We know these changes come at a challenging time. Many aged care providers, especially smaller not-for-profits like ours, are under financial pressure, with more than 60% operating at a deficit. At the same time, demand for residential aged care is growing rapidly, with more people over 80 needing support and hospitals facing increasing strain as they care for those waiting for aged care placements.



That's why investing in aged care services has never been more important. We recognise the urgent need for more high-quality aged care options in our community, and we are taking proactive steps to meet this demand. Our Pinnacle Village project is a key part of this plan—a state-of-the-art aged care precinct designed to provide integrated services across the full spectrum of aged care needs.

Of course, we know that building for the future comes with challenges and risks. That's why we have carefully considered these factors in our updated Strategic Plan, ensuring that our approach is both ambitious and sustainable with care and respect for everyone in our extended community.

At CHT, we remain focused on what matters most – caring for our residents, supporting our team, and strengthening our community. Together, we're shaping a future where older Australians receive the compassionate, high-quality care they deserve.

Mark Hochman
President

Glenn Hardwick
CEO

Christian Homes Tasmania Strategic Plan 2025 - 2028



Our Values

Christian Homes Tasmania delivering care through our Christian values of:

Compassion
Honesty
Respect
Integrity
Service
Truth

Our Vision

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

Our Mission

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



Pinnacle Village is a key part of CHT's Strategic Plan, addressing the growing demand for high-quality aged care while adapting to upcoming sector reforms. Pinnacle Village is a full-service precinct that will deliver support at home, independent living, assisted living, and residential aged care, to ensure seamless support at every stage of life.

Designed to meet new Quality Standards, Pinnacle Village balances sustainability with CHT's commitment to compassionate, resident-centred care. With a vibrant community hub and a focus on independence, choice, and dignity, it reflects CHT's promise of "Where the good life lives on," shaping a future where older Australians receive the care and support they deserve.

We promise a place 'Where the good life lives on', speaking to independence, agency, empathy, community, compassion, and care for each step of the aged care journey. This is a commitment to living by, and sharing, the same values as our residents, the same goals and aspirations, and the same commitment to every resident living well into the future.

With over 50 years of experience, Christian Homes Tasmania continues to deliver quality care throughout Southern Tasmania. Pinnacle Village combines high-end hospitality with expert care, creating a space where residents can receive the care they need while embracing the next exciting chapter of life.

A Full Service Precinct



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

100%

23a Wells

97.38%

Total Average Occupancy

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

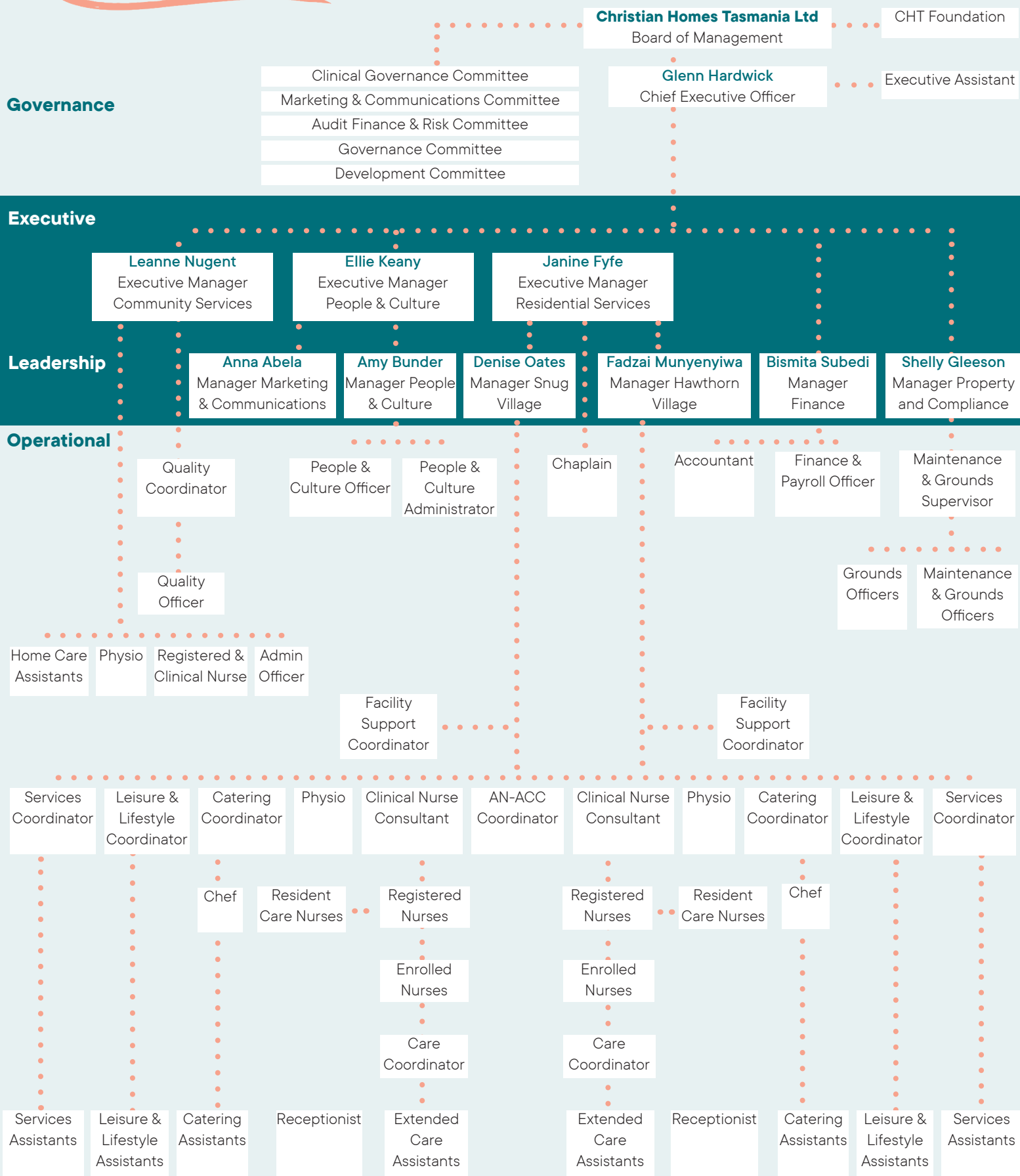
Average Age of
Residential Consumers

85 years

Value of Property
Plant and Equipment

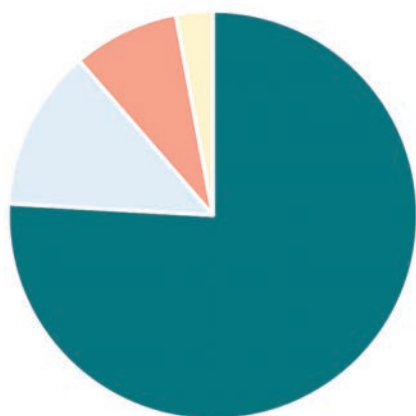
\$113.2M

Organisational Structure



Key Financial Results 2025

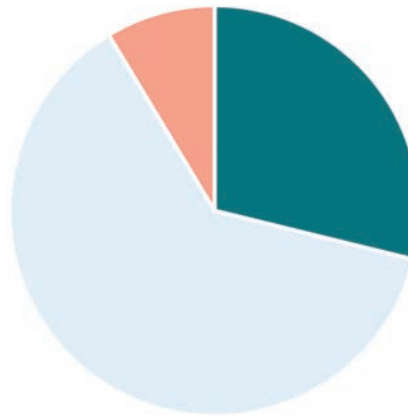
Sources of Income



- Residential Care \$19,154,906
- Independent Living Units \$3,223,458
- Homecare \$2,125,153
- Other \$735,338

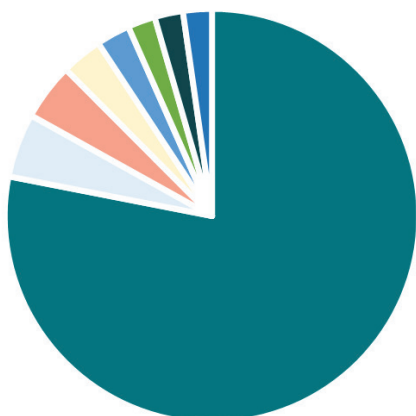
Excludes \$4,405,454 in net fair value gains.

Sources of Income



- Residents \$7,273,846
- Government \$15,786,149
- Other \$2,178,860

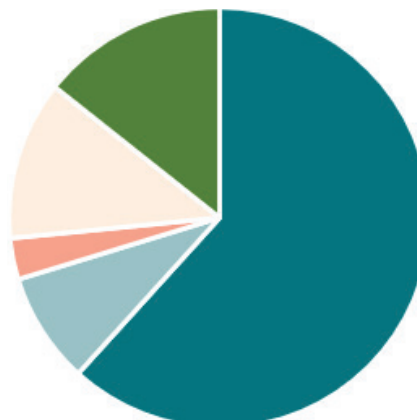
Expenditure by Nature of Expense



- Employee Expenses \$18,744,669
- Administration \$1,204,565
- Cleaning, Laundry & Catering \$1,067,749
- Resident Supplies & Services \$771,569
- Depreciation \$632,188
- Repairs and Maintenance \$517,361
- Utilities \$532,135
- On-charged Expenses \$540,996

Excludes \$698,000 expense on fair value of liability for residents share of capital gains on units

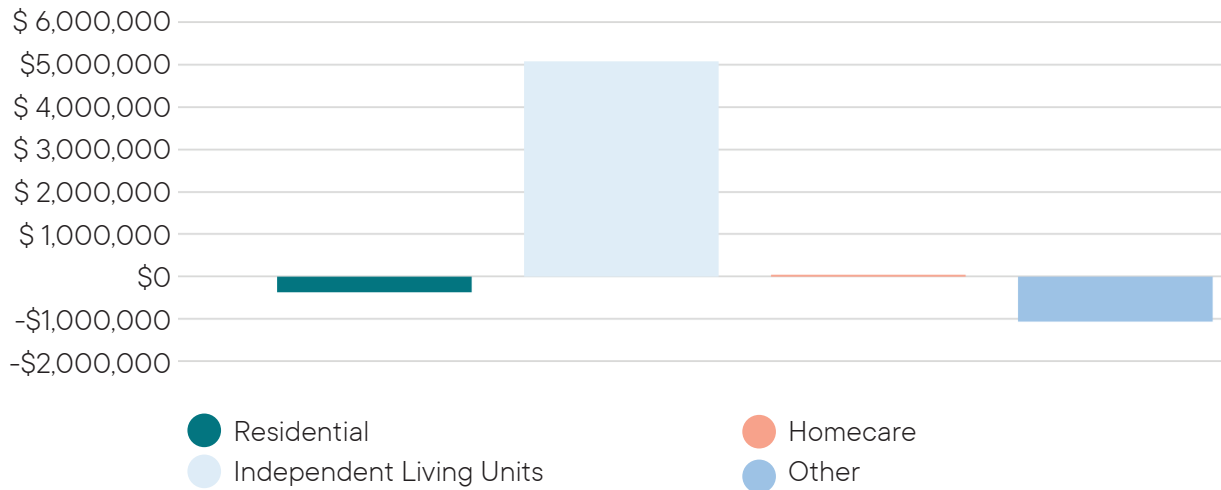
Expenditure by Activity



- Care \$14,309,192
- Catering \$2,115,583
- Cleaning & Laundry \$781,119
- Accommodation \$3,283,247
- Administration \$3,522,091

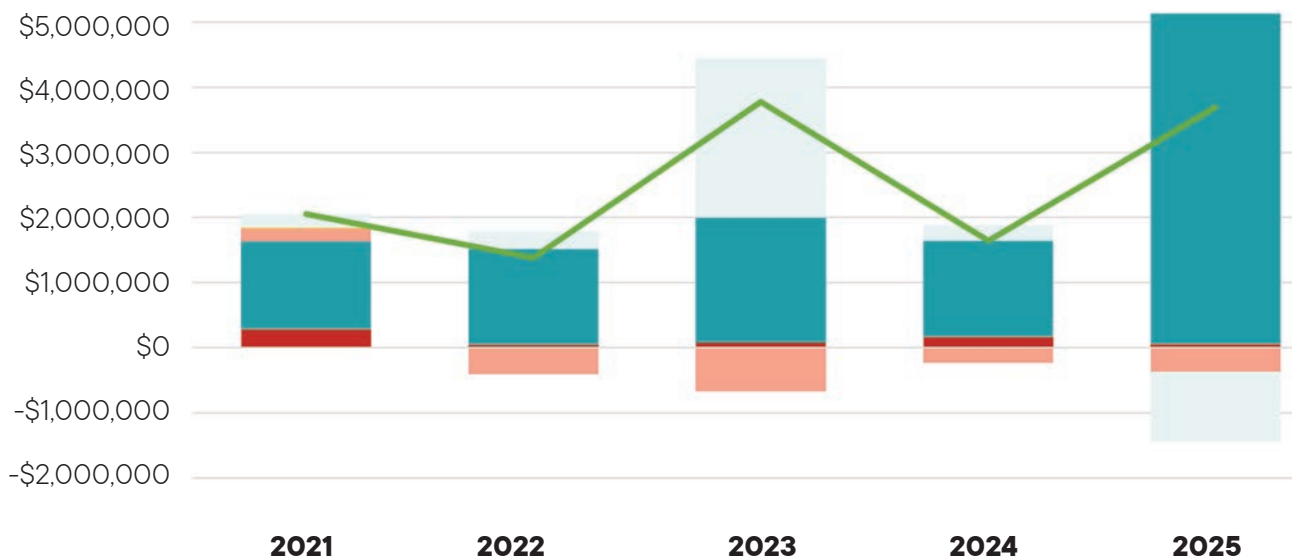
Excludes \$698,000 expense on fair value of liability for residents share of capital gains on units

Segment Report 2025



Includes fairvalue gains and losses, and the expenses on fair value of liability for residents share of capital gains on units.

Segment Results 2021 to 2025



Includes fairvalue gains and losses and the expenses on fair value of liability for residents share of capital gains on units.

Residential



Executive Manager
Residential Services

“

Time rarely stands still, and in aged care, it moves not only in minutes and years but through lives lived, legacies honoured, and care continually evolving.

”

As each year swiftly passes, we are reminded that nothing in our world remains motionless. Change is ever-present, progress is continuous, and challenges are inevitable.

“Time slips past unnoticed, until we pause — and realise a whole year has already walked beside us.”

Time rarely stands still, and in aged care, it moves not only in minutes and years but through lives lived, legacies honoured, and care continually evolving. At Christian Homes Tasmania (CHT), we are reminded daily that change is constant — in our residents’ needs, in workforce expectations, and the wider regulatory and funding environment. Yet amid this movement, our mission remains unwavering; to serve with compassion, integrity, and excellence.

In residential aged care, this passage of time is especially profound, marked not only by the evolving needs of those we care for but also by the shifting landscape in which we operate.

The past year has been a period of both reflection and growth for our residential aged care services. We have navigated substantial changes with resilience, upheld our commitment to high-quality care, and sought innovative approaches to improve outcomes for our residents. At the same time, we have confronted increasing operational demands amid ongoing sector reforms, workforce pressures, and financial constraints.

Snug Village

Dirk at TMAG



Snug Village remains a lively and important part of its community. Last year, the closure of the longstanding Snug Medical Centre following the retirement of Dr Robert (Bob) Hamilton created a significant gap.

In response, CHT provided a temporary location within the Snug Day Centre for the new medical practice being developed in Margate — ensuring continuity of local care.

The Snug Day Centre has also become a hub of connection and innovation. Alongside housing the temporary Medical Centre, it has welcomed the launch of our Intergenerational Program, Wisdom & Wonder Play. Inspired by the ABC program that brought together residents of

a retirement community and preschool children, the initiative poses a powerful question: “Could encounters between young and old transform lives?”

The answer, witnessed firsthand, has been a resounding yes. With heartfelt connections formed and joy shared across generations, lives – especially those of the elderly – have been enriched.

In partnership with Playgroup Tasmania, CHT proudly introduced Wisdom & Wonder Play for children aged 0–5 years and their parents or carers. This free, inclusive program fosters meaningful interactions through play, shared activities, and learning experiences, strengthening community bonds and creating joy for all involved.

Snug Village continues to thrive under the leadership of Manager Denise and her dedicated team. Their commitment to excellence has been recognised with an outstanding 5/5-star rating across almost all Quality Indicators (QIs). Congratulations to the Snug team for this achievement.

Hawthorn Village

Hawthorn Village, though smaller, remains equally vibrant. Our Leisure and Lifestyle team continues to deliver a wide range of activities designed to enhance residents’ mental, emotional, and physical wellbeing. Outings are especially popular; therefore, CHT invested in an additional bus for use across Residential and Home Care services — ensuring no one misses the chance for an adventure.

Last year also saw the launch of our partnership program with TasTAFE: Engaging the Person (Making a Difference). Forty staff across both sites participated, and the program was met with enthusiasm and positive feedback. Later this year, another group will commence the course. Building on this success, a follow-up program — Service with Accountability — will focus on how participants have integrated positive changes within their practice from the initial training.

Under the strong and resilient leadership of Manager Fadzai, Hawthorn Village has embraced change in key roles, with the Clinical Nurse Consultant (CNC) and Resident Care Nurse (RCN) positions now filled by highly valued team members. Hawthorn continues to uphold its reputation for excellent care and community engagement and is well on track toward achieving a 5/5-star rating across almost all of the Quality Indicators (QIs). Congratulations to the Hawthorn team.

Harry at Wisdom & Wonder Play



Moving Forward

The Royal Commission into Aged Care Quality and Safety has catalysed a transformative era for the industry. While reforms are essential and welcomed, their rapid implementation continues to place immense pressure on aged care providers. Key ongoing reform areas include:

- Transition to the new Aged Care Act which is expected to reframe provider obligations with a human rights-based approach.
- Increased focus on consumer choice, transparency, and governance accountability.

These changes demand not only operational adaptation but cultural and systemic transformation — a task that requires sustained leadership, collaboration, and adequate resourcing.

As we move into the new financial year, our focus will remain steadfast: delivering safe, person-centred care while navigating the complexities of reform with diligence and integrity. We will continue to advocate for a fair and sustainable aged care system that recognises the unique needs of residents and the dedication of our workforce.

Our achievements this year are a testament to the resilience, compassion, and professionalism of our staff, leadership team, and volunteers. We thank each of you for your contribution and ongoing commitment to excellence in aged care.



Dorcus, Dirk, and Sietje during a visit from Calvin Christian School

People and Culture



Executive Manager
People and Culture

“

The well-being of our workforce remains one of our highest priorities.

”

At Christian Homes Tasmania Ltd (CHT), our exceptional team is the heart of our organisation. Their compassion, expertise, and dedication make it possible for us to consistently deliver safe, high-quality care to all residents and clients. We are deeply grateful for their ongoing commitment. Each day, our staff uphold the dignity and independence of those in our care, ensuring their safety and supporting their right to make meaningful choices. To our valued team, we extend our sincere gratitude.

At CHT, we are proud to nurture a diverse and inclusive workforce that values continuous learning and growth. We believe that embracing our differences and using our unique perspectives strengthens our team, sparks innovation, and deepens our collective understanding.

Ongoing learning and development remain fundamental to our commitment to excellence. We have prioritised key areas such as infection control, safe food handling, and the promotion of mental health and well-being of our residents. Recognising the importance of responsive and relevant education, we have also delivered specialised training in epilepsy, dysphasia, and oral health. We remain committed to engaging with our staff to identify emerging needs and areas for continued professional growth. Their feedback plays a vital role in shaping our training programs and ensuring we continue to adapt, improve, and deliver high-quality care across all areas of our work.

CHT has introduced a leadership program called “Good to Great.” This program focuses on teaching our leadership team and aspiring leaders all things management. It is evident that although we spend a lot of time on training aspects of the management role, we do not have a large enough focus on “how to be a leader.” This program has empowered our leadership team to have the tough conversations with their teams, take control of their team’s development, and give them ownership of the team’s performance.

CHT has seen a large improvement in our leaders since implementing this program and the flow-on effects throughout the greater organisation, including higher retention and satisfaction within roles.

The well-being of our workforce remains one of our highest priorities. At CHT, we are committed to creating a safe, healthy, and supportive workplace – one that

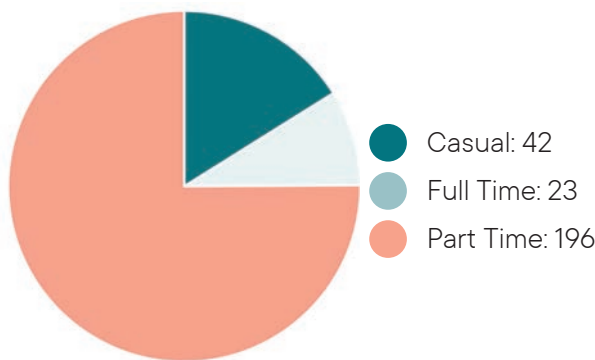


looks after both the physical and psychological needs of our team. A key part of this commitment is our confidential Employee Assistance Program (EAP), which includes confidential conversations and support with our People & Culture team, as well as our Chaplain, Martin Howell. These services offer confidential guidance and support for staff navigating personal or professional challenges, helping employees feel heard, supported, and valued.

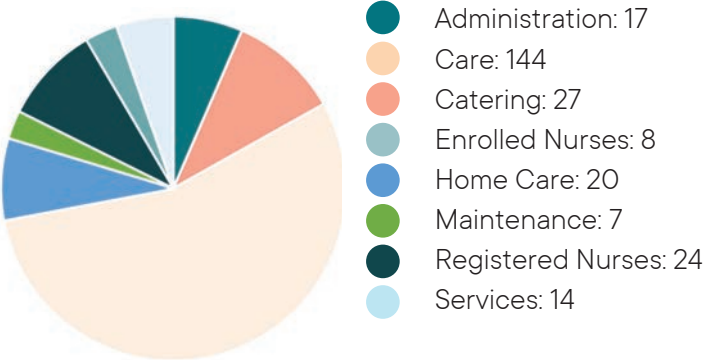
As we reflect on another successful year, I am incredibly proud of the dedication and care our team continues to show. It is through their commitment that we can provide compassionate, high-quality care to our residents and clients. I look forward to the journey ahead and to all that we will achieve together in the coming year.

Our Staff Statistics

Workforce by Employment Type



Workforce by Employment Type



Learning and Development
3195 training hours
completed in 2024/2025

Remuneration
All CHT staff received a
3.75% increase in remuneration
from July 2024.

Our training hours have **increased by 700 hours** from 2023/2024 to 2024/2025



Executive Manager
Community Services

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Our staff are at the heart of what we do

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Home Care

Over the past twelve months, CHT Home Care has welcomed many new clients who have chosen us as their preferred provider.

A defining strength of our service is the leadership and expertise of our exceptional Registered Nurses. This year, we were very fortunate to secure the services of an additional nurse for the team. Our nurses have a deep industry and clinical knowledge to support clients across all aspects of care, from Allied Health referrals to transitions into respite or residential care.

Our staff are at the heart of what we do. Our Home Care support workers are carefully selected not only for their qualifications but also for their ability to build meaningful connections with older people. They are experienced, compassionate, and consistently deliver high-quality, professional care. These are the qualities that help clients feel safe, confident, and supported.

An essential part of our team is our Administration Officer, whose contributions go far beyond her title. She expertly manages rosters and schedules for Home Care, Veterans Home Care, and other services, ensuring smooth coordination. Her respectful and empathetic communication with clients, families, and staff is consistently praised and reflects the values of CHT.

Looking ahead, significant changes are coming in the later part of 2025 with the introduction of the Support at Home program and the new Aged Care Act.

Like the current Home Care Package program, Support at Home will provide access to services, equipment, and home modifications to help older people remain healthy, active, and socially connected. The services will be based on assessment, approval, and budget and will continue to support individuals to choose a mix of services to support their needs.

Support at Home also provides access to new funding pathways such as:

- The restorative care pathway will fund 12 weeks of care focusing on building strengths and capabilities with the support of a multi-disciplinary team
- An end-of-life pathway, so that people who are at the end of life can have a higher level of care in their final months
- Dedicated funding for assistive technology and home modification.

While there is much to do to prepare for this transition, we are confident in our ability to adapt and continue delivering high-quality care to the community.

Quality and Compliance

The Quality Team's (the Team) goal is that CHT's care and services consistently meet or exceed the expectations of residents, clients, families and representatives. This is a significant charge, and enabled by CHT's reporting, auditing, and continuous improvement programs, but can only be achieved with the commitment and cooperation of our amazing staff.

Among the many activities undertaken by the Team, much of our attention over the last 12 months has focused on implementing aged care reforms arising from the Royal Commission. The primary reform is the new Aged Care Act (the Act) and its accompanying Quality Standards (the Standards). Their introduction has been postponed to 1 November 2025 to allow for industry readiness. Much preparation is necessary, and the Team is well underway and confident that our update of CHT's systems and documents will be completed in good time.

In addition to the Act and the Standards, reporting requirements for the National Aged Care Mandatory Quality Indicator Program (the QI program) will be increased. From July 2025, three new residential staffing indicators will be reported to the Department, raising the number of mandatory quality indicators reported quarterly from 11 to 14. Then, from January 2026, an additional three quality indicators will be introduced to measure the quality of Home Care services, noting that this reform marks the introduction of reporting Home Care services in the QI program.

Three new audits were introduced to CHTs' non-mandatory reporting schedule over the last 12 months: Oral hygiene completed quarterly, Food and Nutrition completed six-monthly, and Palliative care completed annually. These audits enable us to better meet the requirements in the Standards by identifying gaps in the provision of quality services in these areas and implementing corrective actions to close those gaps.

With respect to the timely reporting of national quality indicators and non-mandatory audits, the Team wishes to acknowledge the substantial contributions made by other CHT staff. We extend a sincere thank you to our Clinical Nurses, Resident Care Nurses, Facility Support, Leisure and Lifestyle, and Catering Coordinators, as well as members of the Leadership Team.

The Quality Care Advisory Body (QCAB) met in November 2024 and May 2025. The QCAB comprises CHT staff, residents, clients and representatives. At these meetings, members submit quality and continuous improvement activities for discussion and receive feedback on CHT's performance. The QCAB then submits a report, including recommendations for continuous improvement, to the CHT Board for review, and the Board responds accordingly. The QCAB is a positive forum for the partnership between CHT and its 'care customers', and demonstrates CHT's commitment to transparency and the continuous improvement of quality care and services.

Other activities undertaken by the Team include fortnightly quality meetings to review feedback (including complaints), continuous improvement, audits, quality indicators, aged care reforms, and updates to policy and procedures; and the provision of Feedback and Continuous improvement reports for CHT's monthly Clinical Governance Committee meetings.

In conclusion, I can report that Star ratings for Hawthorn and Snug Villages saw considerable improvement in May this year. This improvement indicates that the quality and continuous improvement systems in place, plus the sustained effort by all to strive for excellence, are achieving an outcome which is most encouraging and about which we can be well pleased.

Independent Living Units

Our Independent Living units remain in high demand, with 14 new residents warmly welcomed across all our sites this year.

Extensive landscaping and gardening efforts have been undertaken to enhance the visual appeal of our villages. These improvements create a more attractive environment for residents and help to reduce long-term maintenance requirements.

Frost Street, Snug

At Frost Street in Snug, construction has been completed on ten architecturally designed units. Interest has been strong, with several units sold off the plan before finalisation, and new residents have now moved in.



Wells Parade, Blackmans Bay

Meanwhile, at Wells Parade in Blackmans Bay, construction is now underway on another ten contemporary two-storey units. Each are thoughtfully designed with individual lifts for ease of access. Positioned in a highly sought-after location with stunning beach views, these new residences have already attracted considerable attention.



Manager Hawthorn Village

Hawthorn Village

Another year has passed, and all achievements are a testament to the team at Hawthorn Village, who are dedicated to the health and well-being of our residents.

The focus for the year has been service innovation through the development of great leadership and resident engagement.

Our exceptional team is led by the leadership team, which includes Clinical Nurse Consultant - Jen Cane, Maree Bauckham - Care Coordinator, Kellie Terry - Catering Coordinator, Maria Monks - Leisure and Lifestyle Coordinator, Dineash Adluru Krishnamaraju - Services team, and Martin Howell - Chaplain.

Highlights of the year

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The focus for the year has been service innovation through the development of great leadership and resident engagement.

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Successfully passed compliance audits from the Aged Care Quality and Safety Commission in October 2024.

- Achieved a well-being and overall satisfaction rate of 91% from our latest resident survey.
- The ongoing “Life Stories” project captures and celebrates the lives of our residents.
- Established a quarterly newsletter to keep residents engaged and updated on current events.
- Increased choice in food and nutrition options by introducing a second hot option on the lunch menu.
- Upgraded the residents’ environment with a mural installed in the garden

Resident care & well-being

We continue to provide care services tailored to address individual physical, emotional, mental, and social needs.

Key programs include:

- Person-centred care plans are revised quarterly with resident and representative involvement, with a multidisciplinary approach.



- Wellness & Enrichment: Over 300 activities were held, including music therapy, gardening, pet therapy, bus trips, and cultural celebrations.
- Nutrition & Dining: Mealtime and menu review with seasonal menus in place based on resident input, with a focus on choice and dignity at mealtimes.

Resident engagement

We embedded regular feedback loops to ensure facility improvements are responsive and meaningful by enhancing resident participation in operations through:

- Monthly resident meetings.
- One-on-one engagement.
- Biannual Consumer Advisory Body and Quality Consumer Advisory Body.
- Quarterly resident satisfaction surveys.
- Yearly resident and family satisfaction surveys.
- Facility-based feedback boxes (with anonymous option).

Compliance, Safety, and Risk Management

Operations continue to play a key role in ensuring all regulatory, clinical, and safety standards are met through:

- Ongoing review of incidents and processes to ensure compliance and safety of residents and staff.
- Ongoing education and training to embed knowledge and skills.
Regular maintenance and review of equipment and the electronic management systems.
- Ongoing regular risk assessments and audits, with clear action plans documented.

Challenges and Mitigation

Workforce culture: Staff training through Good to Great leadership and service with accountability programs has been implemented to improve our resident experience through excellent service.

Revenue and cost measures: AN ACC reassessment is ongoing to reflect resident care needs along with cautious procurement strategies.

Resident acuity: With increased clinical complexity, we have adapted to a resident-focused support staffing model and are collaborating more closely with the clinical leadership, medical team, allied health professionals, and specialists.

New changes: In light of the introduction of the New Act and the Strengthened Aged Care Standards, we are continually reviewing processes and providing education to ensure readiness by 1 November 2025.

Gratitude and Acknowledgements

To our residents: You are the heart of our home!

To our staff: Your care and kindness towards our residents is our strength.

To families and partners: Thank you for your trust and collaboration.

We look forward to another year of service.

Snug Village

Denise Oates

Snug Village Manager

I can certainly identify with the old adage that time seems to fly the older we get. It only seems like yesterday that I was writing a report for the previous year, and now I am compiling an Annual Report for 2024-25.

At Snug, we are embracing change with the introduction of the New Aged Care Act and the New Strengthened Aged Care Quality and Safety Standards that will come into effect in November 2025. In addition, we are starting to implement a new Premium Living Package for new and existing residents who may choose to access. This package will see new and exciting changes within the Leisure and Lifestyle Activities Calendar, and we look forward to enhancing our calendar for all residents to participate in, who may choose to do so.

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I often receive lovely feedback from residents and families for the care, support and love that is shown to our residents and families by our staff.

Over recent months, we have been improving our community engagement, and have commenced an Intergenerational program with the support of Playgroup Tasmania. The program is very new and exciting for Snug Village, and fortunately, we are able to include Hawthorn Village in this program. This program, called Wisdom and Wonder Play for Families, is inclusive of families with young children from babies to 4-5 years of age. Nurturing strong relationships, breaking down social barriers, and enabling generations to enjoy spending time together in play is so valuable for all. Seeing the joy on residents' faces, the smiles and engagement with the children and their families have been magic, and we will continue to encourage and promote this program to ensure its ongoing success.

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We are currently looking at ways to expand and improve our Leisure and Lifestyle Program. With the addition of new buses, we will be offering more bus outings, including scenic tours. Again, traditional activities that residents enjoy, including Zumba, concerts, and entertainment visits, will continue, but we are really interested in being able to offer different events that can be enjoyed. These additional activities offer choice and allow our residents to live the life they choose. Suggestions for activities are welcome from residents and families.

We are also very grateful to our volunteers who offer their services in a variety of ways. One-on-one time with residents is very much appreciated, and assistance with group activities is also invaluable. It is lovely to see the community coming back and offering their support since COVID-19. COVID-19 and other viral illnesses continue to reappear intermittently, and

Sarie at Wisdom and Wonder Play



we are very alert to this. We monitor these illnesses within the community closely and adjust our infection prevention and control practices accordingly. We do understand that these measures impact the quality of life for all residents and aim to minimise them as much as is practicable. We continue to offer vaccination clinics regularly to ensure that residents choosing to be vaccinated for either COVID-19, Influenza, or Shingles are able to receive these vaccinations in a timely manner. These vaccinations continue to be strongly encouraged by the Department of Health, Disability and Aging. Residents and Representatives are encouraged to speak to their GP or the nursing team if they have any questions or concerns.

In addition to the valued support that our General Practitioners provide to the facility, we are now being supported by a program called Hospital@home. This service is an interdisciplinary service; it is for patients who require hospital-level care that can be safely managed in our facility, and is not intended to replace our GP's services but rather to enhance them. This service has been operating for some time; however, the service has only recently extended its catchment area and now includes Snug Village. Whilst there are some parameters for admission into this program, for those residents who do meet the criteria, this will also assist in minimising transfers into hospital and therefore assist in supporting resident care, comfort, and safety.

A very recent upgrade to our main kitchen has taken place with the replacement of ovens, a significantly larger deep fryer, and improvements with shelving and bench space. This upgrade will improve the overall workflow in this area and assist the catering team in providing nutritious, tasty, and enjoyable meals for all residents and visitors.

As a result of the New Reforms that are occurring in Aged Care, Snug Village continues to work towards compliance and optimising resident care and quality of life. Attendance at residents' meeting forums is increasing and is a great way for residents to be involved within the facility. They can hear what is happening within the facility and provide valuable feedback.

I often receive lovely feedback from residents and families for the care, support and love that is shown to our residents and families by our staff. I would also like to acknowledge this; their commitment and dedication are so very much appreciated and valued, and it does not go unnoticed. Many thanks to the wonderful team that I work with. May we continue to strive for compassion, honesty, respect, integrity and trust as we go about day-to-day business in looking after the residents that we are entrusted to look after.



National Volunteer Day at Snug Village

Gae and Billie



Martin and Fred



Marion and Jenny



Elmo



Deb



Brian



Bevis



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Hawthorn Village
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Blackmans Bay 7052
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Snug Village
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Snug 7054
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