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# ANNUAL REPORT

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July 2018 — June 2019



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## Mission

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Our mission is to deliver high quality, innovative, flexible and person-centred care and services to people in the communities we serve to assist them to maintain their independence and chosen lifestyle.

Evergreen Life Care's mission reflects our commitment to choice for those that we serve. This choice is met through the range of services that we provide coupled with the innovate way in which we respond to our clients' needs.

Underlying our commitment to choice is the ability for us to recognise and understand our clients' needs and their point of view, be it in their lifestyle choice or the decision that they have made on how they wish to receive their care or other service.

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## Goals

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To be recognised as a leader in providing innovative and quality services to aged and disabled persons whatever their needs or lifestyles and in the setting of their choice.

To provide a safe home like environment for those who live in one of our independent living or residential care facilities

To be an employer of choice that fosters excellence, empathy, personal development and teamwork

To partner with others in the community to enhance the lives of those that we care for, those that we employ and the community at large

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## Values

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**Integrity** We act ethically and responsibly

**Diversity** We respect and embrace persons from all backgrounds

**Empathy** We strive to understand and compassionately respond to the needs of our clients

**Commitment** We believe that high quality services can only be accomplished through the commitment of our board, management and staff

**Respect** We value our staff and are mindful of their life and work needs

**Collaboration** We aim to engage with others in our community to improve the range of services that we provide and to benefit the community as a whole

**Benevolence** Where possible we will provide services and support to those in need.

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# Chairman's Report

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The past year has brought unparalleled challenges for Evergreen. We have faced the full effect of funding austerity and responded to a sea change in regulatory enquiry, regulation and oversight.

Accreditation under new standards was achieved in September, impressing the auditors.

This has tested our resources. Many of the majors in the sector with vastly greater resources, failed this test badly.

The board congratulates management and staff for this accomplishment and for their consistent optimism and resilience.

Residents, Carers and Staff can be confident that the management team will take every opportunity to enhance the quality of your experience at Evergreen.

**Patrick McHugh**  
Chairman

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# Chief Executive Officers Report

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Evergreen has been an active participant throughout the 2018/19 financial year in evaluating and responding to changes in community demographics, policy settings, consumer sentiment, technology and medical science. To reflect this, I have included a brief update of the sector and some key highlights from our activities and achievements within my annual report. I would like to acknowledge and commend the hard work, dedication and expertise offered by the board, management and staff. It is not possible to run an organization like Evergreen without a

collaborative team, continuous reflection, openness to new ideas and a passion for community wellbeing. I would also like to warmly thank residents and families for their words of encouragement, their patience with our refurbishments, their practical engagement in our improvement programs, and their advocacy on behalf of Evergreen through the year!

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# A Changing Outlook for the Sector

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## Aged Care

2018/19 was a year of structural change for the aged care sector, with the introduction of the new Aged Care Quality and Safety Commission on 1 January 2019, and preparations for the new Aged Care Standards, scheduled for introduction from 1 July 2019. These standards are intended to ensure the sector delivers high quality aged care services and accommodation aligned with consumer expectations.

Further to this, the government established an Aged Care Royal Commission on 8th October 2018, which will issue an interim report in October 2019, and will continue for another year. Evergreen made a submission to the Royal Commission in January 2019 and has been monitoring and considering progress in relation to our current and future service responses. While there have been examples of excellence and innovation in care, we also saw a sector under financial stress with systemic failures, and we were saddened to see some shameful examples of poor and even criminal practice exposed in some organisations.

Evergreen Life Care is working with our peak body, LASA, to understand and influence government responses to the Royal Commission findings, to ensure there is appropriate systemic response and adjustments required for sustainability. The residential care sector has been heavily impacted in recent years by funding cuts of \$1.2 billion in 2016, cuts to dementia funding, inadequate indexation to cover increasing costs and low interest rates. We recognize that change at all levels is necessary to ensure all older citizens can receive high quality support and services when needed, as our community ages.

## Retirement Living

Following an Inquiry into the NSW Retirement Village Sector by Kathryn Greiner in 2018, Leading Aged Services Australia (LASA) and The Property Council worked with the sector to develop a voluntary code of conduct for providers of retirement living services. The code was released in December 2018 and sets a new level of standards to promote and protect the interests of residents, including contracts, communication, management practices and complaints handling. This will be supported by a new Australian Retirement Village Accreditation Scheme (ARVAS) to be launched in late 2019.

At the same time, the NSW Government moved to review the *Retirement Villages Amendment Act 2018 No 77 (NSW)* and the *Retirement Villages Regulation 2017 (NSW)* with a view to implementing amendments from 1 July 2019. Evergreen Life Care has been voluntarily complying with most of the new requirements for many years and will need to make only minor changes in 2019/20 to seek Village Resident consent for appointment of an auditor. We have commenced work toward accreditation through the ARVAS.

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# Customer Service Highlights

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We undertook a number of initiatives across the organisation with a focus on customer choice and lifestyle.

## Yallambee Lodge

A project was initiated to move toward a neighbourhood model of care within Yallambee Lodge aged care home, so that residents would enjoy a smaller, more intimate residential community. This was achieved through Stage 1 of our major refurbishment program completed in February 2019. Enhancements to the building also assisted with streamlining care processes and increasing rooms available from 92 to 94. Resident feedback was appreciative of the quality and style of the 30 refurbished



bedrooms, the Amaroo corridor, the new Allawah dining room and outdoor courtyards. Workflows, and therefore time available for care, were improved through addition of two utility rooms in Amaroo and SCU, and additional storage facilities.

A development application was approved for further works, and Stage 2 refurbishments commenced in June 2019.

## Events

### Spring Fair

The Lodge endeavors to support residents to stay connected to friends, family and the local community through welcoming visitors, providing regular outings and organizing special events

Our Lodge spring fair was a festive affair, with music, stalls and fun for the families



## ITALIAN DAY

Each month residents and staff participate in a special multi-cultural celebration involving food, activities and traditional dress.



## REFELCTION DAY

A special Reflections ceremony was held at the Lodge for residents and families in November to remember residents who had passed during the year.



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## A WORD FROM ONE OF OUR FAMILIES.....!

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*"I'd just like to say high care is such a lovely caring place, the girls all do a great job ... They have become like family to me, just like the residents in there. They are so passionate, caring, loving in their jobs with the residents. I love to be there, they are so wonderful to me and in all that I require so helpful, nothing is a trouble for them in any way."*

Julie Cheswood



# Quality and Accreditation

At Evergreen we are passionate about making a difference in our community, and we are committed to continuous improvement of process and outcomes. Extensive work was undertaken during the year in preparation for the new Aged Care Standards taking effect from 1 July 2019. During an unannounced audit in December 2018, the Aged Care Quality Agency identified two required improvements within our human resource management and wound care standards. These were addressed immediately, and the Aged Care Quality and Safety Commission confirmed full compliance with the standards during a second visit in March 2019.

Residents and their families and representatives helped us prepare for the transition to new standards through various feedback and planning processes, including surveys, focus groups and quarterly forums.

## Village

Yallambee Village provides retirement living within landscaped gardens, surrounded by waterways and just a few minutes' walk to shops and services. It proved attractive to newcomers during 2018/19, with the number of units occupied increasing from 134 to 138 by June 19. This reflected an increased emphasis on marketing and promotion, including two successful open days, which attracted prospective buyers, and engaged the village and suppliers in festivities – raffles, stalls, tours and entertainment. In preparation for the event, a number of residents and staff participated in the filming of some lovely promotional videos, which can be viewed on our Facebook page.



Resident participation has been high at social events, ranging from Quarterly CEO BBQs, to Melbourne Cup Fashion Parades, to the Christmas party, to bus outings, all organized by our customer service team. As always, the Anzac Day Service was a major highlight, reflecting widespread respect and gratitude to those who served our country in war.

# Continuous Improvement

Many residents have participated in various consultation processes, providing feedback on services and future hopes for the Village. Regular communication with the Resident Organisation Committee has helped to ensure a speedy response to questions and concerns, and a collaborative approach to service development. We also undertook formal market research to assist with future planning.

In addition to our preventative maintenance program, we have continued the program of installing new lifts and resurfaced the pathways outside level 1 units. Enhancements have been implemented to the fixtures and fittings within newly refurbished units, and a local furniture retailer, Nick and Jane's has assisted us with staging of units for sale. One of the units was converted to a guest unit for the convenience of visiting relatives and friends of residents.

Next year we will begin the journey toward accreditation of our retirement village to ensure sustainable customer outcomes.

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## Our People

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### Board

Evergreen Life Care is governed by a volunteer Board who donate their time and expertise to the further our mission. The whole Board engaged in a self-review and education program regarding the new aged care standards in January 2019 and have implemented a governance plan to ensure the organisation can grow and thrive in this volatile environment.



**Patrick McHugh**



**James Roberts**



**Lynne Rainford**



**Leigh Kildey**

### Chairman



**Allan Keith**



**Rob Carter**

## Management

2018/19 was a time of internal change, including formation of a new management team. Key personnel changes included:



- ◆ Carly Aliberti joined the team as HR Coordinator in February 2019, replacing Nat Martorano. She brings 9 years' experience in HR and Talent Management and a passion for excellence.
- ◆ Ann Young joined the team as facility manager in June 2019, replacing Deborah Carters after almost 4 years of service. Ann is a registered nurse and a specialist in clinical governance and risk management. She brings 30 years experience in managing health and aged care services.
- ◆ Chris Champ joined the team in a new role as Business Project Officer in June 2019. Chris has 30 years' experience in financial services including 11 years in Aged Care and Community Services. He is a current member of the Audit Committee of the Aged Care Quality and Safety Agency.
- ◆ Michelle Croft commenced as Customer Care Coordinator in June 2019, managing sales of retirement units and admissions to the residential aged care facility. Michelle has 10 years' experience in Aged Care, and 5 years in not for profit organisations, in fund raising and service development.

## Staff

Our workforce is the key to friendly, high quality service and we have invested heavily throughout the year.

This has included:

- ◆ Staff surveys, forums and focus groups
- ◆ A formal Staff Engagement Plan including a communication strategy, reward and recognition, career development and involvement in continuous improvement.
- ◆ Staff training initiatives in clinical areas, leadership development, work health safety, and accreditation.
- ◆ Implementation of a Human Resource Information Management System.
- ◆ Revision of our return to work program.
- ◆ Purchase of assistive equipment.



## Volunteers

Evergreen is privileged to have the support of 48 volunteers who contribute time and skills to the benefit of our community. We recognised their services during Volunteer Week this year, with a celebration lunch at the Box on the Water at Ettalong.

## Contact Evergreen

**Website** [www.evergreenlifecare.org.au](http://www.evergreenlifecare.org.au)

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