



Annual Report

FY2019–2020





Evergreen Life Care Ltd (Evergreen) is a not-for-profit community-based organization on the Central Coast of NSW that has been operating since 1987.

We currently support 100 older Australians and their families through residential aged care and 175 older Australians in our retirement village. We are governed by a volunteer board of directors and employ 140 staff. Although we are situated outside metropolitan Sydney, we are classified as a metropolitan service.

Our mission is “promoting vibrant caring communities”. We do this through delivery of safe, high quality residential aged care and retirement living services that recognise and celebrate each individual. Our values include integrity, diversity, empathy, respect, commitment, collaboration and benevolence.





CONTENTS

1/	CHAIRMAN'S REPORT	4	4.2/	YALLAMBEE VILLAGE A VIBRANT COMMUNITY	17
2/	CEO REPORT	6		OUTDOOR RECREATION AREA	17
3/	LEADERSHIP TEAM	7		MELBOURNE CUP DAY	17
4/	CUSTOMERS & STAKEHOLDERS	9		OPEN DAY	18
4.1/	YALLAMBEE LODGE HIGHLIGHTS	10		CEO BBQ	18
	UNUSUAL VISITORS	11	4.3/	COMMUNITY CONSULTATION	20
	WORDS OF WISDOM	13		YALLAMBEE LODGE	21
	ENHANCING THE HOME ENVIRONMENT	15	5/	OUR PEOPLE	22
	BETTYS SWANELL'S 100TH BIRTHDAY	15		LEADERSHIP WORKSHOPS TO ENHANCE THE CUSTOMER EXPERIENCE	24
	STAYING CONNECTED THROUGH COVID-19	16	6/	FINANCE	25

1/ CHAIRMAN'S REPORT

With COVID-19 dominating our everyday new normal it is hard to think back to the time before where we just delivered quality services to our residents.

We continue to monitor our service delivery proactively. We have introduced new systems, as well as clinical care and other benchmark measures of our performance.

We continue to invest in facilities, while being mindful of our objective not to introduce unnecessary COVID-19 risk.

Our response to the challenge of COVID-19 has been heartening, staff and contractors have risen to the challenge, suppliers and partners have co-operated with extraordinary but essential precautions; general practitioners have worked with us to support their patients, and residents families have understood our objective to keep them safe.

While we await the Age Care Royal Commission outcomes, we continue to work with the Commonwealth Department of Health and the Aged Care Quality and Safety Commission, local authorities including the Local Health Network and NSW Health to manage our COVID-19 risks.

Once again, the board congratulates management and staff for their accomplishments and for their consistent efforts and resilience.

Residents, carers and staff can be confident that the management team will take every opportunity to provide a safe environment at Evergreen.

I also wish to pay tribute to my fellow directors for their time and energy and especially Patrick McHugh who as the past Chair guided Evergreen Life Care through a challenging period and continues to provide his wise council as a continuing member of the Board.

JAMES ROBERTS



James Roberts
Chairman



Patrick McHugh
Director



Allan Keith
Director



Robert Carter
Director

"We continue to monitor our service delivery proactively.

We have introduced new systems, as well as clinical care and other benchmark measures of our performance.



2/ CEO REPORT



2019-20 was a year of great change and challenge for the whole community and for aged care in particular. The Evergreen Life Care Board of Directors have provided strategic direction and dedicated oversight of performance and risk management throughout this period. Our relatively new management team and all our staff have worked tirelessly to ensure that the people we serve can rely on safe, quality care and support. At the same time, residents, their families, volunteers and other services have generously contributed time, talents and ideas to ensure a welcoming, inclusive and caring community.

Key achievements include:

- Re-accreditation of Yallambee Lodge for three years under the new Aged Care Standards. The auditors commended our understanding of the intent and application of the standards
- Major refurbishment project in the Lodge to improve building access, energy efficiency and ambience in common areas
- Restructure of financial management and payroll services to create efficiency and improve internal capability
- Open day celebrations in the Village (prior to the pandemic)
- Creation of a new outdoor recreation area and redecoration of the Village Community Centre
- Our Central Coast Community Consultation on the Future of Aged Care attended by over 70 community members
- Management of the COVID-19 pandemic response.

The passion and commitment of the Evergreen team to our mission is evident in these quotes gathered from staff workshops in January:

Who do we serve?

- Our Community, people living a normal life
- The elderly and their families

Why do we serve them?

- Because of who we are - we care. You have to have it in you: goodness, love, compassion, care...
- Because of who they are – we respect our elders. We want to make a difference in their life!
- A lot of residents served in the war and survived the depression. This generation shaped our values and experience

How do we serve?

- We don't just give personal care – we connect with them and know something about them.
- We create an individual life for each resident
- With our hearts
- "There's no traffic on the extra mile."

I am immensely proud of what we have achieved together and pleased to be able to share the following highlights.

HELEN WILSON

"Our team have worked tirelessly to ensure that people we serve can rely on safe, quality care and support."

3/ LEADERSHIP TEAM

EXECUTIVE TEAM



Helen Wilson
CEO



Ann Young
Facility Manager



Roy Soaika
Corporate Manager



Elle Goldfinch
Executive Assistant

In addition to the Executive Team, other members of the Evergreen Leadership Team work together to achieve our organisational objectives.

LEADERSHIP TEAM



Malo Kilander
Care Manager



Carly Aliberti
HR Partner



Michelle Croft
Customer Care
Coordinator



Debbie Chew
Quality & Compliance
Manager



Steve Kane
Maintenance Manager



LEADERSHIP & COVID-19

The Evergreen Leadership Team held daily COVID-19 meetings from March – June 2020.

Each day we monitored events in the local, state, national and international arenas and evaluated the latest evidence on best practice. We have undertaken regular risk assessments and scenario planning, updating our precautions in consultation with staff, residents and families along the way. This has included changes to work practices, visiting guidelines, screening processes, additional staffing, additional equipment, additional

programs and additional costs. On a few occasions we have had to temporarily pause visiting in response to local virus transmission (with 94% agreement from residents and families), with compassionate exceptions. We always endeavour to balance the risk of infection with the mental health and wellbeing of our community. Families have received regular updates and we have used technology and social media to help keep people connected. We are extremely grateful for the cooperation and understanding of our community and we look forward to the time when we can return to a more 'normal' routine.

4/ CUSTOMERS & STAKEHOLDERS

Residents, families and the local community are at the heart of everything we do.

MAJOR ACHIEVEMENTS:



3 Year Re-accreditation
against the new Aged
Care Standards



Community Consultation
on future of Aged Care



COVID-19 Management
and Communication



RC submission on the
Future of Aged Care



Village open day



Above average occupancy
Lodge (94% – 98%)
and Village (96%)

MAJOR CHALLENGES: COVID-19

4.1/ YALLAMBEE LODGE HIGHLIGHTS



We act with respect and integrity in our interactions with older people.

In a consumer experience survey 48 residents in the Lodge

100% reported that staff treated them with respect

98% feel safe and secure within the home





UNUSUAL VISITORS

We like to have fun!

On Friday 20th September, Yallambee Lodge was visited by Wellington and Claudia. Clydesdales are blessed with such a beautiful nature, they walked calmly through the halls of Yallambee Lodge, to visit residents in their rooms, in the Courtyard and in Mari Ma Dining Room!







WORDS OF WISDOM

Our Leisure and Lifestyle Team Leader, Vicki Wright and a number of Yallambee Lodge Residents have worked hard to keep our community entertained during this difficult period with some weird and wacky outfits. Although It has been a difficult period, the good humour and kindness of our community has helped keep spirits up.



ENHANCING THE HOME ENVIRONMENT

The Lodge Foyer, Mari Ma, Illowra and Allawah common areas were updated at the start of the year in a major refurbishment project involving automatic doors, new lighting, air conditioning, windows, carpet, paint, and ballustrades. This has contributed enormously to the ambience and convenience of the facility.



BETTYS SWANELL'S 100TH BIRTHDAY

With family gathered outside the lobby, Betty presided over the reading of official letters from the Queen and Governor General of Australia and a cake cutting ceremony, looking rather regal herself, with a warm smile for everyone!



STAYING CONNECTED THROUGH COVID-19

Necessity is the mother of invention. During the initial COVID-19 restrictions in NSW.

We were thrilled when a local community member offered to arrange a pen pal initiative between residents and local children.

Some of our staff were selected to bring in their pets in on a visiting program.

We have also been creative in the way we celebrate birthdays and other major events.



4.2/ YALLAMBEE VILLAGE A VIBRANT COMMUNITY

As always, we value the work and insights of the Yallambee Village Resident Organisation who look after the interests of residents.

OUTDOOR RECREATION AREA

In February 2020, the Outdoor Recreation Area was completed! Unfortunately, due to the COVID-19 the resident-staff competition had to be postponed, but we haven't forgotten it. Residents have since christened the facility with Klops.



MELBOURNE CUP DAY

Residents donned their finest for Melbourne Cup Day! Pictured here are the winners of Fashions on the Field.

OPEN DAY

On Saturday 19th October Yallambee Village held our Annual Open Day. The sun shone, the band played, stall holders put on a great display and much laughter and fun was had by all!



CEO BBQ

The CEO BBQs are always popular with delicious food and good company! At the August BBQ, over \$300 was raised for the Cancer Council.



4.3/ COMMUNITY CONSULTATION

Central Coast Community Consultation on the Future of Aged Care

Evergreen Life Care convened a Central Coast Community Consultation Forum on the Future of Aged Care on Friday 24th January in the Community Centre auditorium. Over 70 people attended, including retirees, family carers, health professionals, academics, financial advisors, lawyers and other services. All were keen to hear more about the issues and contribute to the solutions for our community.

The session formed part of our research for a submission to the Royal Commission into Aged Care Quality and Safety, with Federal member for Robertson, Lucy Wicks as the Key Note Speaker.

Excellent presentations were made by:

- Bronwyn Chambers, Elder in Residence/The Wollotuka Institute
- James Roberts, Chairman Evergreen Life Care
- Grant Corderoy, Senior Partner, Stewart Brown
- Denise Jepsen, Associate Professor, Macquarie University

The second half of the day was comprised of small group sessions facilitated by a range of internal and external experts. Key themes arising concerned funding inadequacies, and the need to invest in improved access to care, the retention of quality staff, dementia specific services, re-ablement and respite services. Ideas and solutions were also captured and included in our submission. Residents and community members reported that they appreciated the exposure to ideas, explanations and conversations about the complex maze that is aged care.

Our motivation was the belief that no Central Coast resident should be afraid of growing older or afraid of aged care. We aim to listen, to inform, and to give locals a voice in response to the Royal Commission, to highlight the type of society we want to live in.



We continue to consult and encourage conversation through social media, newsletters, surveys and forums.

YALLAMBEE LODGE

We have gained excellent insights and suggestions through monthly Resident/Representative Meetings and Quarterly Consumer Consultation Forums on topics ranging from the resident handbook, refurbishment priorities, communication, COVID-19 responses, menu options and staffing.

The first Virtual Quarterly Consumer Forum was held on Tuesday 5th May via Zoom and we have been supplementing the information with surveys and informal feedback.



5/ OUR PEOPLE



- An Employee Engagement Plan was developed in consultation with staff
- Casual staff were provided with job security (88% now have permanent contracts)
- Leadership and emotional intelligence workshops were run for 60% staff
- Aged Care Workers Day resulted in phenomenal feedback
- Staff morale increased 26%
- Staff retention increased (turnover 4% better than industry benchmark)
- Absenteeism reduced better than benchmark (2.75%)

On Aged Care Employee Day in 2019, we were overwhelmed by endorsements from residents/families which we displayed on a Wall of Fame, including:

- 'Thank you for all the effort provided in caring for the residents and striving to improve the lives of our loved ones'
- As a family we have nothing but praise and gratitude for the "Band of Angels"
- "You go above and beyond every day. Thank you."
- "Mum always looks fabulous when you look after her!"
- "A caring nurse who understands the importance of a good laugh and routine".

EMPLOYMENT CONTRACTS



- 64% Permanent Part Time
- 24% Full Time
- 12% Casual

EMPLOYEE LENGTH OF SERVICE



- 25<
- 10-24
- 5-9
- 3-4
- <2





LEADERSHIP WORKSHOPS TO ENHANCE THE CUSTOMER EXPERIENCE

Staff participated in a range of mandatory and optional education programs throughout the year.

Eighty staff participated in a series of interactive training workshops covering emotional intelligence and psychology with a focus on enhancing teamwork and creating quality customer experiences. A tailored program was created based on research into organisational citizenship behaviours and their contribution to service excellence for residents. We learnt how small shifts in the way we understand and respond to resident needs, family concerns and other team members can make a big difference in the emotional and practical outcomes for all. By recognising the unique value of each individual, we can better empower and support our residents in their choices and life style.



6/ FINANCE



PACE Transition
Project Completed



Major Refurbishment Stage
2 Completed



New Insurance
program established



Liquidity Strong, cashflow
positive



New Finance and Payroll
System implemented



New Corporate Services
Team established



Lodge P&L performance – ACFI
dropped, accommodation income
low, interest dropped



A copy of our Annual
Financial Report can be
found online at
evergreenlifecare.org.au

FINANCIAL SNAPSHOT



Our Funding - Revenue	AUS (\$)
Govt grants, subsidies & supplements	6,683
Residential fees & charges	4,970
Investment & other	385
	12,038

Our Spending - Expenses	AUS (\$)
Staff costs	7,634
Residents services & admin	3,214
Property, depreciation & amortisation	1,070
	11,918

Result of Our Efforts - Surplus	AUS (\$)
	120

What We Own - Assets	AUS (\$)
Financial assets, trade & other receivables	7,959
Investment property	53,114
Property, plant & equipment	12,743
	73,816

What We Owe - Liabilities	AUS (\$)
Payables to residents	51,165
Trade & other payables	276
Employee benefits	894
	52,335

Our Worth - Net Assets	AUS (\$)
	21,481

CONTACT

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