



# Annual Report

FY2021-2022

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## ACKNOWLEDGMENT OF COUNTRY



Evergreen Life Care wishes to acknowledge the Darkinjung people as Traditional Custodians of the land on which we reside.

We pay respects to the Elders, past, present, and emerging, and recognise the continuing connection and contribution to this land.

We would like to extend this respect to any Aboriginal people who are part of the Evergreen community.



## ABOUT EVERGREEN LIFE CARE

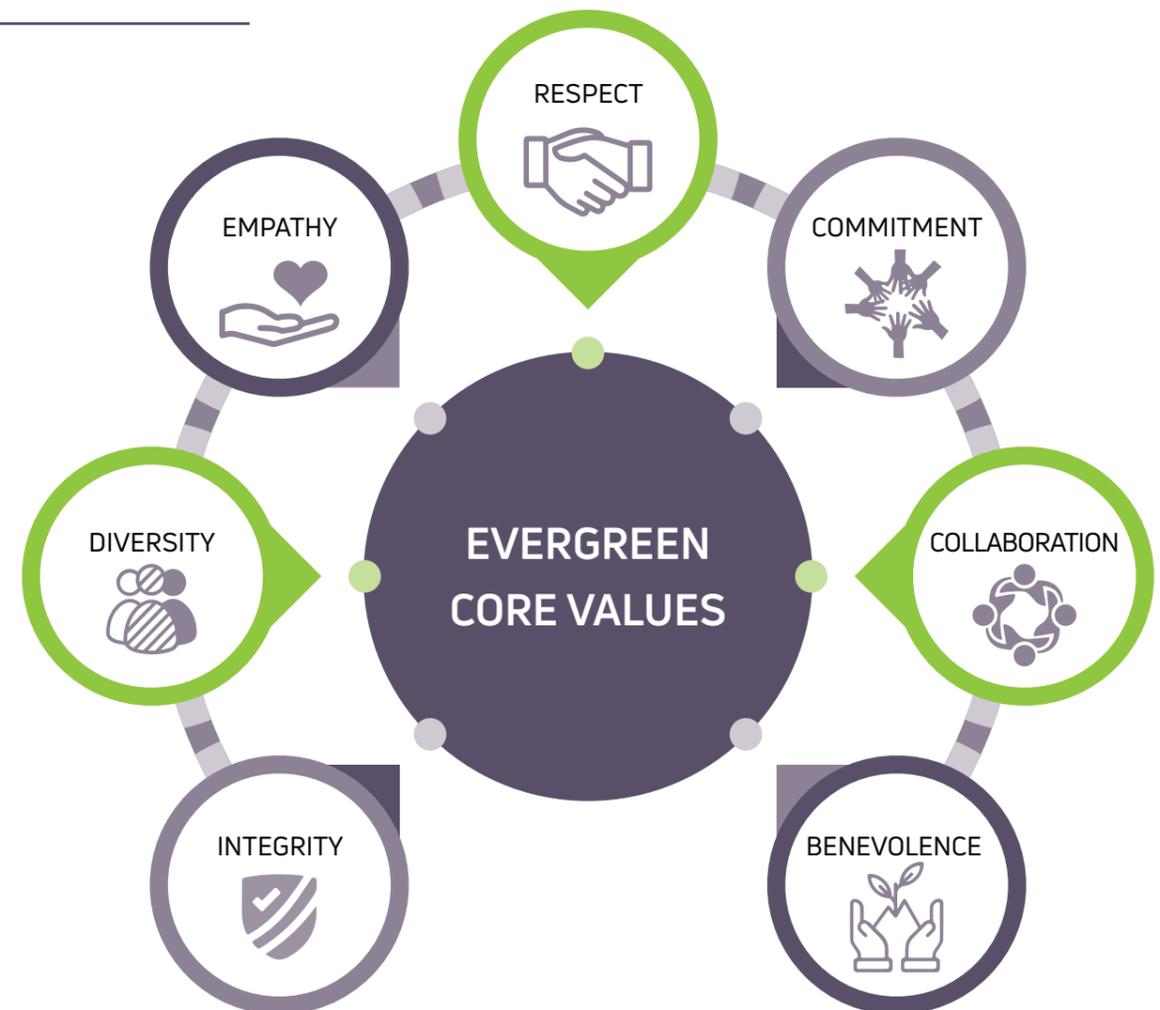
Evergreen Life Care is a not-for-profit organisation that has operated on the Central Coast of NSW since 1987.

We are home to Yallambee Village, a retirement living community that offers 149 units of waterfront living and Yallambee Lodge, a residential aged care facility with 93 rooms that provides the best in compassion and care services in a homelike environment.

Across Evergreen we have 150 wonderful staff members who are passionate about caring for our residents. Our team of compassionate, highly trained and qualified professionals provide you with the ideal balance of independence and support and are committed to delivering quality lifestyle, care and support services.

We value the contribution and support of our 18 volunteers. Our generous volunteers assist with many aspects of keeping the Evergreen community a meaningful and connected place, such as driving the bus, helping with the gardens, or running activities such as art classes, history clubs and community lunches.

## OUR VALUES



## 1/ CHAIR REPORT



We wish to again thank our staff and residents for their continuing contribution to another challenging year. Our Board recognises the ongoing difficulties that our residents and families have experienced due to the restrictions imposed by Public Health Orders in managing Covid and the effort by staff and residents to keep their vaccinations up to date as well as isolate as required. Thanks to these efforts, we have been very successful in keeping Covid to a minimum at Evergreen.

The Board is focused on ensuring all effort is maintained to protect and promote residents' health and wellbeing during these unprecedented times by supporting the recruitment of additional staff and the acquisition of resources including Personal Protective Equipment (PPE) for staff.

We have seen some changes to our Board membership this year. At the end of June, we farewelled Patrick McHugh, our longest standing Board member. Patrick served on the Evergreen Board for 18 years and we thank him for his significant contributions to the Evergreen community.

In October last year we also said goodbye to Robert Carter, who served on the Evergreen Board for three years. Robert was instrumental in the Lodge refurbishments during this time.

The Board were delighted to appoint two new directors at the AGM in October last year, with Dr Guruprasad Nagaraj and Ivan Kent joining us and building the clinical and legal strengths of the Board.

A number of our residents have turned 100 this year, and I offer my heartiest congratulations at this significant achievement.

Aged care reform continues to drive our agenda and we are preparing for changes in the year ahead, including:

- changes to how residential aged care is funded
- introduction of a star rating scheme
- additional reporting to the Department of Health

I'm pleased to report that Evergreen Life Care remains fully accredited by the Aged Care Quality and Safety Commission, and we continue to comply with the NSW Retirement Villages regulations including the recent introduction of a village Asset Management Plan.

A reported 60% of residential aged care providers are operating at a loss. Our financial performance these last few years has been challenging due to rising costs as a result of Covid and inflation. Government funding has not kept pace. Although we are amongst providers with the lowest rate of staff turnover, due to the spread of infection, requirement to isolate, and the burden of additional regulatory requirements, the cost of delivering care is coming at a higher rate than ever.

We must look to our future and start to prepare what it might bring, including a carbon neutral world and the impact it may have on us.

I hope you enjoy seeing the highlights across the Lodge and Village and our achievements over the last 12 months.

Happy reading.

**JAMES ROBERTS**  
CHAIR

## 2/ CEO REPORT



At the end of my first year at Evergreen, I look back with pride over what the team have achieved across a very challenging year.

### Covid

Covid has been an ever-present threat across the whole year, requiring our unrelenting focus to minimise the risks for our residents and staff. With a dedicated team including a full time Infection Prevention & Control Nurse, our focus has meant we have had minimal cases compared to the rest of the sector, however the impact on our residents and staff has been substantial.

Our residents were stoic in their acceptance of the necessary lockdowns, the difficulties in seeing visitors and the reductions in activities and freedoms to move around the Lodge or go out and about. The arrival of rapid antigen tests, vaccinations and antiviral medication has made such a difference to how we now manage Covid as to how we did 12 months ago, and has allowed more freedoms for our residents which has been wonderful to see.

Our staff have been accepting in the requirements for mandatory vaccinations, daily rapid antigen tests before work, and having to deliver care to our residents whilst dressed in PPE. It is hot, uncomfortable and makes it harder to look after our wonderful residents, but our staff have always understood why it is needed and have never complained.

My heartfelt thanks go to all our residents, staff, volunteers, and families who continue to help us keep Evergreen safe from Covid.

### Leadership Team Changes

We have had some changes to the Leadership Team over the last 12 months. We said goodbye to our Facility Manager, Debbie Chew, who had the opportunity to progress her career at a larger aged care organisation. Ann Young, who had previously held the role of Facility Manager graciously agreed to return to fill this important role whilst we looked for a permanent replacement, with Arlene Kozaroski joining us in March 2022. We also had some new team members with Vicky Coumbe (Strategic Project Manager) and Rosie Beardsley (Quality, Compliance & Education Manager) coming on board. This gives us a strong team that can successfully navigate the ongoing reforms in aged care and seniors living.

### Improvements

Despite the importance of focusing on Covid, we were also able to make a number of improvements to the way we work and to the services we provide to our residents. More details are provided later in this report, but some highlights have included completing the new kitchen in the Lodge; a new staff recognition program called the Spirit Awards; receiving a grant that we could use to upgrade our computers, software & IT infrastructure; bringing in the Moove & Groove program; making Carinya a more dementia-friendly environment and last but definitely not least, introducing the wine tasting afternoons in the Village which have quickly become a popular event!.

### New Residents

It has also been a big year for our team in welcoming new residents to the Evergreen family. We had a record breaking 26 new residents in the Lodge and 22 in the Village. My warm welcome to you all!

**KATE MORTON**  
CHIEF EXECUTIVE OFFICER

### 3/ BOARD OF DIRECTORS

Evergreen is governed by a Board of Directors.

Our Board members bring experience in quality and risk management, financial management, legal services, property and building management, geriatric medicine, marketing and homecare services.



**JAMES ROBERTS—Director since 2018, Chair since 2019**

James graduated in Accounting and Economics and is a CPA amongst many non-accounting professional associations. James followed a career in project management in the power industry and for the past 15 years has been involved in government businesses managing technical staff and interagency. He continues to be involved with several technical and administrative boards and committees.

James’s strengths include governance, teamwork, leadership, accounting, financial knowledge, project development and marketing.



**PATRICK MCHUGH—Director since 2004**

Patrick qualified in Law, LLB in 1970. In 1985 he qualified as an Accredited Specialist in Business Law. For most of his career, he has advised local businesses and not-for-profits. He remains a legal practitioner and a director of his eponymous law firm.

Patrick has served several terms a director of Gosford Chamber of Commerce and Central Coast Jazz festival.

Patrick’s strengths also include financial competency, organisational ability, practical business experience and being a long term resident on the Central Coast.



**ALLAN KEITH—Director since 2019**

Allan (a Chartered Accountant) has over 35 years’ experience with a mix of chartered and commercial roles. His commercial experience includes large public companies, government event management organisations, through to smaller privately run businesses.

Allan has also been involved in the development and delivery of material for the CA program for the Institute of Chartered Accountants for more than 25 years.



**JANE FLOYD—Director since 2020**

Jane is an aged care specialist with ACCPA (Aged & Community Care Providers Association) the peak industry association. She is an experienced board member with extensive experience in aged care, public health, community, and primary health. Jane is an expert in consumer engagement, customer experience and corporate communication functions. She is a strong strategic and operational planner skilled at working collaboratively to drive change agendas.

Jane has a Bachelor of Commerce (Marketing, Management and Public Relations) and post graduate degrees in Communications and Public Administration.



**DR GURUPRASAD NAGARAJ—Director since 2021**

Joining the Board in 2021, Guruprasad is a senior emergency physician with special interest in geriatric acute care, integrated care and end of life care.

Over the last decade he has led clinical innovations in the acute care of the elderly and end-of-life care, while supporting the establishment of geriatric emergency medicine training in Australia and emergency medicine as a specialty in several countries.



**IVAN KENT—Director since 2021**

Ivan is the Principal of Kent Law Group in Gosford NSW and joined the board in 2021. He has represented many elderly residents of Central Coast retirement villages and homes.

Ivan has degrees in Aeronautical Engineering, Social Science and Law and has recently been awarded a master’s in law specialising in Dispute Resolution.

**Board Meeting Attendance**

James Roberts	11
Patrick McHugh	10
Robert Carter	4 (until October 2021)
Allan Keith	10
Jane Floyd	11
Guruprasad Nagaraj	4 (from October 2021)
Ivan Kent	5 (from October 2021)

## 4/ LEADERSHIP TEAM



**KATE MORTON**  
CEO



**ARLENE KOZAROSKI**  
General Manager,  
Residential Care



**ROY SOAIKA**  
Corporate Services  
Manager



**VICKY COUMBE**  
Strategic Project  
Manager



**SARAH KANE**  
HR Advisor



**MICHELLE CROFT**  
Senior Customer Care  
Manager



**ROSIE BEARDSLEY**  
Quality Compliance and  
Education Manager



**STEVE KANE**  
Maintenance Manager



**ELENA GOLDFINCH**  
Executive Assistant

## 5/ OUR YEAR AT A GLANCE

We welcomed 26 new residents to the Lodge and 22 new residents to the Village.



Staff recognition program:  
Spirit Awards



Lodge:  
Kitchen Upgrade



45 New Staff



Annual Revenue  
Increased



Successful marketing  
campaign launched



Yallambee Lodge  
reaccredited until 2024

## 6/ BUSINESS IMPROVEMENT FUND

Evergreen received \$400,000 of government funding through the Department of Health & Ageing Business Improvement Fund initiative.

This funding went towards improving the technology in both the Village and the Lodge. This included replacing our ageing computers, upgrading the call bell system in the Lodge and introducing new software and handheld devices to reduce the time our care staff spend on administration and paperwork.



## 7/ YALLAMBEE LODGE RESIDENT SURVEY RESULTS

We asked our Lodge residents and their relatives what they think of us and what we can do to improve. Our excellent results are:



**88%** of relatives say we are treating their relative with dignity and respect.



**86%** of relatives say our staff are knowledgeable, capable and caring.



**86%** of relatives say our care and service delivery is good.



Net Promoter Score of **+55.56%**.  
↑ 8.89 from last year.

## 8/ YALLAMBEE LODGE HIGHLIGHTS

### 100TH BIRTHDAY CELEBRATIONS

This year we celebrated three 100th birthdays! Congratulations to Max, Arthur and Fifi on reaching this momentous milestone!



**Max Daniel, 100!**  
Max and his beautiful wife Eileen.



**Arthur Heggie, 100!**



**Max Daniel & Arthur Heggie.**



**Fifi Kavanagh, 100!**

### SPECIAL CARE UNIT RENAMING

In August we held a competition for staff and residents to rename our Special Care Unit. The winning name was Carinya meaning "Happy Peaceful Home" which fits this wing perfectly!



L-R: Malo, Laurel Ellis, Kate, Debbie, Kerrie & Bev Ross.

## MOVE AND GROOVE PROGRAM

The Move and Groove Program is designed to improve the well-being of our residents living with Dementia. It also assists those who care for them by bringing moments of joy and connection. It's wonderful to see the joy on our residents faces.



L R: Fifi Kavanagh, Joan Kendricks, Angelina Genovese & Audrey Korin.

## 9/ YALLAMBEE VILLAGE HIGHLIGHTS

### ANZAC CEREMONY

The annual ANZAC Ceremony was once again a success, with members of the Evergreen and wider communities bracing the rain to attend. It really is a moving service each year.



L-R: Bruce Stewart, Mary Young & John Ridout.

## MELBOURNE CUP DAY

The Village residents turned up in style for the Annual Melbourne Cup festivities!



L-R: Barbara McCarthy & Cherie Flett.

Deidre Mayo

Burt & Ronda Jordan.



L-R: Jean Harrison, Caroline Bunney, Lorraine Hickey, Kaye Thompson, Beryl Morton & Beth Ronan.



Bruce Stewart

L-R: Joan Gotts, Mary Young, Pat Stephenson, Stephanie Wilcox & Deidre Mayo.

## CEO CHRISTMAS BBQ

CEO BBQs are always a hit with Village residents! It's always enjoyable celebrating special occasions with our residents.



L-R: Heath Banks & Roy Soaika.

L-R: Elizabeth Phillips & Shirley Templeton.

Nancy & Patrick McMahon.



L-R: Robyn Duffy, Evelyn Newington, Jessie Mather & Betty Niblett.

L-R: Stephanie Wilcox, Suzanne Willis & Claire O'Conner.

## WINE TASTING

Our residents enjoyed a lovely afternoon of wine and cheese tasting afternoon in the Community Centre. It was such a hit we will be hosting another tasting.



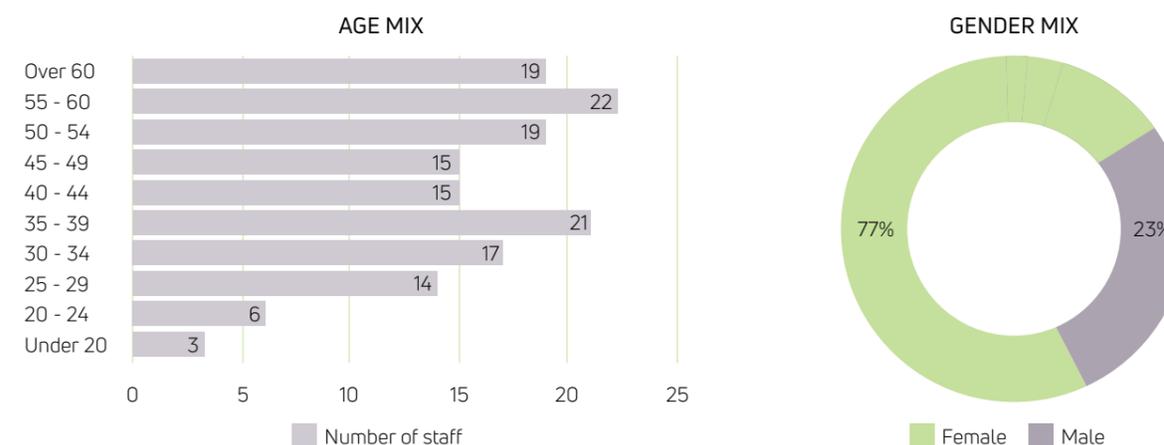
L-R: Mary Young, Wendy Smith & Barbara McCarthy.

Yallabee Village Residents enjoying the event.

## 10/ OUR PEOPLE

Our people are the heart of Evergreen. Always putting residents first, they make Evergreen such a wonderful, caring community. Despite covid restrictions and covid safe work practices making the last 12 months particularly tough for our team, we are proud to be an employer of choice in aged care on the Central Coast.

Our staff continue to be predominantly female, with representation across all age groups.



## OUR VOLUNTEERS

Evergreen Life Care is very fortunate to have 18 volunteers that are an integral part of the team. They graciously offer their time and support, fulfilling a range of jobs such as driving the bus, maintaining our gardens, helping with administration, providing pastoral care, and running art and history classes.



L-R: Chris Hewett, Tamara Beckwith, Mark Grigg, Ann Loudon, Paul Beckman, John Burrows, Les Blundell, Fiona James, Geoff Gale, Pam Miles, Barbara McCarthy & Lyle Keating.

## NEW UNIFORMS

Following staff feedback, we have changed the styles of our uniforms. Each area now has their own colour and design, making it easy to identify staff working in different departments. The new uniforms look professional, and our staff look fabulous!



## EVERGREEN SPIRIT AWARDS

A new employee recognition program was introduced in January 2022, recognising outstanding customer service and excellence in innovation.

Both staff and residents can nominate a staff member who demonstrate the Evergreen spirit.

The following staff members have been winners of the Evergreen Spirit Awards:



Award	Winner
Employee of the Year Award	Christine Caccaby, RN
CEO Award	Philip Connell, Team Leader
Yallabee Lodge Residents Choice Award	Kerrie Martin, Care Staff Team Leader
Yallabee Village Residents Choice Award	Julie Barry, Receptionist
Monthly Spirit Awards	Jan: Christine Romano Feb: Mody Phupiriyaporn Mar: Yin Yin Apr: Heidi Guthrie May: Jerrilyn Obut Jun: Jess Douglas

## 11/ FINANCIAL SNAPSHOT

Our Funding - Revenue	AUS (\$k)
Govt grants, subsidies & supplements	8,038
Residential fees & charges	5,351
Investment & other	11,347
	<b>24,736</b>
Our Spending - Expenses	AUS (\$k)
Staff costs	8,853
Residents' services & admin	3,947
Property, depreciation & amortisation	5,783
	<b>18,583</b>
Result of Our Efforts - Surplus	AUS (\$k)
	<b>6,153</b>
What We Own - Assets	AUS (\$k)
Financial assets, trade & other receivables	3,465
Investment property	66,150
Property, plant & equipment	8,948
	<b>78,563</b>
What We Owe - Liabilities	AUS (\$k)
Payables to residents	48,955
Trade & other payables	443
Employee benefits	1,335
	<b>50,733</b>
Our Worth - Net Assets	AUS (\$k)
	<b>27,830</b>