



Nambucca Valley Care
your community. our community

42nd Annual Report

Year Ended

30 June 2017



CHAIRMAN'S REPORT

It is indeed a privilege to be Chairman of Nambucca Valley Care Limited. I thank my fellow board members for their unwavering support and their dedication. It is such voluntary commitment by these directors over the past few years that has helped this community-owned not-for-profit organisation continue to evolve.

Caring for the wellbeing of the elderly who live at Autumn Lodge and Riverside Gardens is at the core of NVC's responsibilities. For each of our places to continue to operate, NVC is required to pass Accreditation every three years. During the in between years we are subject to visits annually. These can be "announced" or "unannounced". In addition, we participate in benchmarking conducted by an independent company who provide information to both the Board members and staff on how Nambucca Valley Care is providing care to our residents.

For these processes, our staff are required to keep registers on a range of topics, including improvements, incidents, complaints and complements to inform the assessors. Board meetings are rotated between facilities and at each meeting the Board inspect these Registers. Together with this, the aforesaid benchmarking and the facility reports we receive each month, we can glean some insight into the complexity of the roles for management and staff.

While caring for your loved ones is our prime focus we must also see that our facilities are maintained and that we continue to strive for improvements. It is for this reason we have made the decision to expand Riverside Gardens to improve the efficiency and the amenity of their homes as they become frailer.

At Lakeside Gardens & Autumn Lodge we can report we have been able to amalgamate the property titles and we can now progress the re-alignment of Short Street.

The building on the highway has been transformed into the Nambucca Vocational College where we provide bespoke training for staff. The Board is encouraged by feedback from external colleagues that this training is more beneficial for the needs of our residents and for the local people we wish to employ.

Units at Riverside Gardens Village continue to be taken up by those looking for a relaxed lifestyle at Nambucca Heads.

Earlier this year the display duplex opened at Fairway Gardens, Macksville and sales are progressing. The next focus for this project will be the establishment of the community leisure centre.

We have continued to pursue opportunities in Malaysia to expand the training aspect of our organisation. Memorandums of Understandings have been signed and we are pleased with the progress of this project to add to the diversity of NVC and the creation of an additional income stream.

As we have previously flagged, for some time now we have been looking for opportunities to form joint ventures or partnerships with similar organisations. Earlier this year we were approached by

Cedar Place Aged Care Facility at West Kempsey to help them with issues they were encountering. We were able to identify synergies where NVC and Cedar Place could both benefit. Our executive team have been amazing in working through the issues with Cedar Place which is now under the umbrella of NVC. I would like to express the Board's appreciation for the work our staff have undertaken.

I would like to thank all those who contributed to making the lives of the elderly who live at Autumn Lodge, Lakeside Gardens and Riverside Gardens a better place - the volunteers who give selflessly of their time; our wonderful staff and those fabulous, interesting ladies who work tirelessly for Autumn Lodge Auxiliary. We are fortunate to have Jenny Zirkler as our Executive Care Manager as well as Andrew Bailey, Marea Slater and Narelle

I would like to express my appreciation to our Chief Executive, John Butler. It is indeed a pleasure to work with John and the Board.

After many years as a board member Len Moss departed for overseas. We thank him for his contribution and wish Len and Isabelle well in their exciting new venture. Thank you to Murray Sainsbury, Danny Ryan, Rod Edwards, John O'Neill and Henny Oldenhove for their support throughout the year.

It is with great pleasure that I present this report on behalf of my fellow directors.

Janine Reed
Chairman

CHIEF EXECUTIVE'S REPORT

The year ended has been marked by improvements across all divisions of the NVC portfolio.

Highlights for the year included:

- New College premises at Macksville.
- Expansion of the scope and delivery of full and part qualifications available through the College.
- Growth in student numbers and employment through the “New Entrant Programme”.
- New houses under construction at Fairway Gardens “lifestyle village”.
- Contract let for the expansion of the Riverside Gardens residential care home.
- With the consolidation of Titles now completed for Lakeside Gardens, planning for remodelling Short Street, fully gating and beautification of the Village.
- Contractual undertakings as the operations manager for new developments in Nilai and Johor Bahru, Malaysia, through subsidiary entity Golden Age Solutions.
- Expansion of the graduate year Registered Nurse programme.
- Development Grant, Austrade.
- Expansion of in-home care services and approval as a provider under the National Disability Insurance Scheme
- Operational and financial management of Cedar Place residential home, Kempsey.
- Granting of a Liquor Licence for Bluegum Conference Centre and Café that will be activated once the Short Street works are undertaken.

Residential Aged Care

In April, 2017, the NVC team commenced supporting the transition of Cedar Place Aged Care Facility Limited (Cedar Place) to become a subsidiary of NVC. Cedar Place is a community-based aged care provider based in Kempsey. The board of Cedar Place recognised the challenges facing standalone facilities and approached NVC as a regional community owned provider, with similar purposes, to support the operations of Cedar Place. NVC take that trust in us very seriously. NVC is excited about Cedar Place being a centre for growing and refining services in the Macleay Valley. We look towards making enhancements to the built environment over the coming twelve months.

At the time of writing, work has commenced on the expansion of Riverside Gardens Aged Care Home. When completed in late 2018, the Home will offer ninety seven bedrooms ageing-in-place. A significant progression in the delivery of services for older residents in the Nambucca Valley. Thank you in advance to the residents, visitors and staff for your patience and understanding during the construction period.

Planning continues for a new ageing-in-place home at Fairway Gardens. It is planned to have the new one hundred bedrooms home ready for occupancy in late 2019.

Enhancements continue at Autumn Lodge to improve the built environment. Over the coming year, with Short Street works to be undertaken, this will include accessibility improvements and enhancements to the grounds fronting Short Street.

Lifestyle Villages

The new Fairway Gardens neighbourhood is starting to take shape, with a number of new homes under construction and civil works completed for approximately half the subdivision. It is anticipated that the level of new home construction will pick up pace over the coming year. The new community centre and some recreation amenities will be constructed shortly, including a flood lit tennis court and bocce court. The village will soon be fully gated.

We continue to make enhancements to Riverside Gardens and Lakeside Gardens so that the built environment and grounds are maintained to the benefit of residents.

Nambucca Vocational College

Deputy Premier and Minister for Skills, John Barilaro opened the new Nambucca Vocational College premises, located at Macksville earlier this year. One of the features he identified where NVC was “ahead of the game”, is the linkage between education and employment. All full and part qualifications offered by the College have a direct association to the skills and qualifications requirements of NVC as an employer.

The College, by virtue of NVC’s workforce demands, will expand its sphere of influence within and beyond the Nambucca Valley. The NVC Workforce Development Plan that underpins all elements of NVC’s workforce, including the delivery of person centred care, predicates that as NVC continues to shape services to meet demand, will require additional personnel that present with skills and experiences to meet the demands of providing service excellence.

We are now evidencing the improved leadership skills of the Registered and Enrolled Nurses and the move away from being process driven to person centric care. As we enter the next stages of consumer directed care principles, these are features that will stand NVC in good stead.

Hotel Services

There has been a great deal of effort made to improve resident amenities at Cedar Place. This has included significant improvements to the kitchen environment, with a menu that better reflects resident dietary requirements.

The Bluegum Café and Conference Centre at Macksville has continued to evolve as a quality meeting place for residents, their families and visitors. The Conference Centre is increasingly being utilised for small to medium meetings and seminars. As part of the evolution of services at Bluegum, a Liquor Licence was granted during the year. Once the Short Street works are completed, the Licence will be triggered.

Golden Age Solutions

As noted above, this year has culminated in progress towards binding agreements with developers in Malaysia to be the long term operational manager for three developments. The first village building commencement will be mid 2018.

With long term Agreements in place, that is a minimum fifteen years plus options, the Malaysian operation will deliver a valuable income stream to NVC over many years.

This is an important development for NVC as we diversify the business. It will enhance NVC's financial capacity to further develop services to meet the needs of the mid north coast community.

NVC's Workforce Development Plan will be bolstered by the considerable innovative employment and professional development opportunities to its employees.

Challenges

The past year has been challenging at a national level for the retirement, residential aged care and vocational education and training (VET) sectors. There has been negative press of the sectors, perhaps justified, including:

- the much publicised Oakden enquiry in South Australia and revelations of poor clinical care at several residential aged care homes around Australia.
- reported failings in the VET sector nationally; and
- a number of prominent retirement sector providers that have failed their residents.

As a provider of the three publicised sectors, we cannot be blinded to the fact that the public perception of these three most valuable sectors has been diminished. Our challenge is to continue to deliver services that at the very least meets, but hopefully exceeds the expectations of residents, their families and the community.

Other

Over the period, long term advocate and Director of NVC, Len Moss retired and made the move to Portugal to embark on a new chapter of life. Our collective thanks to Len, for his drive and passion, particularly related to education & training and clinical excellence. Len has been ably replaced by Henny Oldenhove. Henny has brought a background in vocational education and training that has been a significant benefit to the committee.

As NVC continue to evolve its services to meet demand and stay relevant as the regulatory environment changes, it is only possible by the forward thinking and diligence of the Directors of NVC.

Many visitors to the Villages comment on the peaceful park like surroundings. This is only achieved through the dedication of the maintenance and grounds personnel of NVC.

There have been many compliments throughout the year about the integrity of the care service employees, registered nurses, allied health and hotel services teams. My thanks to you collectively. It is only through your collective diligence that NVC can aspire to excellence.

As with previous years, a special thank you to the many volunteers that make a real difference to the life quality of residents. The support of the Autumn Lodge Auxiliary for equipment and other items throughout the year makes a tangible contribution to the life quality for residents at Autumn Lodge.

John Butler

Chief Executive Officer

EXECUTIVE CARE MANAGER REPORT

2017 has been a year of growth for Nambucca Valley Care (NVC). The ongoing development of Fairway Gardens, the inclusion of Cedar Place Aged Care Facility, the renovation and opening of Nambucca Vocational College, a footprint being established in Malaysia and the signing of a MOU with Charles Sturt University. Recognition of NVC as a Home Care provider and NDIS provider in the wider community.

The Nambucca Valley Registered Nurse Collaboration (New Graduate Program) running in partnership with Macksville Hospital continues. NVC New Graduate Aged Care Specialty RN Program has been reviewed and expanded to include a second year component.

The cafes at Lakeside Gardens and Riverside Gardens have become very popular with residents, families, staff and the wider community for a great cup of coffee and tasty nourishing food. Bluegum Conference Centre is the place to come if you need a meeting place for your business or a place for a social gathering.

NVC has been successfully providing Allied Health and Therapy Services to elderly people living in their own homes in the community. These services aim to increase elderly people's independence in daily living tasks and help reduce the risks allowing them to live at home longer.

A component of the services is Nambucca Valley Fit which provides exercise classes to help improve or maintain strength and balance working at a pace that suits individual needs. This program is lead by a Registered Certified IV Fitness Instructor, specialising in exercise for older adults. The cost of the classes is \$6 per session and has proven to be very popular and we have had to put on extra classes to cater for the demand. Many of the participants visit our cafes after the classes to socialise and enjoy companionship.

NVC qualified staff continue to deliver the 'Stepping On' Program on behalf of the local Health District. The course runs for seven weeks, two hours per week, with a booster session two months later.

NVC runs a monthly Carers Support Group with the purpose of bringing together carers of older people, to share the impact the ageing process has on their lives and the person they care for, as well as receiving education, encouragement and emotional support.

NVC is recognised as a provider of Home Care Packages for people over 65 who are registered with My Aged Care and are approved for a package. NVC has the capacity to provide for levels 1, 2, 3 and 4.

NVC has been approved to be become a National Disability Insurance Scheme (NDIS) provider. The NDIS and is a new way to help people under 65 with disability get care & support.

NVC is able to provide At-Home Support on a fee for service basis. At-Home Support is the provision of nursing, personal care, domestic assistance, maintenance and gardening services to individuals in their own home. At-Home Support is available for members of the community recovering from illness, accident, child birth or those who have a disability or are frail and aged or those who simply

have better things to do than do housework.

I must acknowledge and thank the wonderful volunteers for their continuing commitment in enriching the lives of elderly people who reside at NVC facilities.

I am continually inspired by the staff working across NVC for their dedication and efforts in providing high quality care and services every day.

Jenny Zirkler

Executive Care Manager

FACILITY MANAGERS REPORT FOR AUTUMN LODGE

Wow! Another year has flown by, which leads me to reflect on the 2016/17 financial year at Autumn Lodge. The first thing I would like to do, is to acknowledge the contributions of each and every one of our wonderful staff for their efforts in making Autumn Lodge not just 'another nursing home', but an individualised home for each resident. The Aged Care Quality Agency for accreditation visited both Rosewood and Tallowood in early July 2017, for an assessment contact (formally known as unannounced visit). They focused on Human Resource Management, Resident Choice, and Decision Making. We were able to highlight and demonstrate the robust management systems we have in place, while showing how we involve residents in choice and decision making. In 2018, our three-year full accreditation will occur.

Last financial year I reported that Nambucca Valley Care was undertaking a research project in conjunction with Charles Sturt University (CSU) titled: "I'd rather die happy": Residents' experiences with food regulations, risk and food choice in residential aged care. A qualitative study". This research study has now been published in the Contemporary Nurse Journal (Volume 53 Issue 2). This relationship with CSU has gone from strength to strength, with a new study commencing in September titled "Older People: Teach, Educate Aged Care & Health Resource Development." The purpose of this study is to develop educational resources that will facilitate the inclusion of residents in education sessions. We want to better understand resident's perspectives on how to respect residents' rights, ensure their safety and enable the older person to contribute their expertise and lived experiences.

Occupancy rates continue to fluctuate across the entire site, with occupancy remaining a challenge into the short-term future. The Respite trend has continued this year, with new residents wanting to maximize respite days before taking up permanency (generally due to financial reasons). Admissions and discharges increased substantially last financial year, and this has continued for 2016/17 financial year with 161 admissions and 151 discharges.

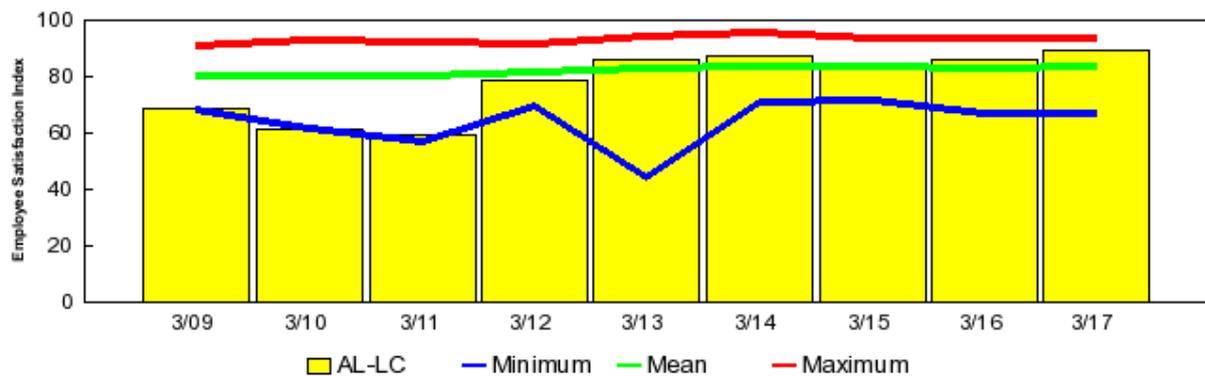
Autumn Lodge's core business of achieving optimal residential care is a priority for continual improvement. We have achieved this by focusing on a 'back to basic' approach, by reducing skin tears; trying to minimise falls; and ensuring residents get the right treatment at the right time. Aligning care provision with community needs remains core to our mission, with four husband and wife couples sharing our couple's rooms. The Maintenance Department's strong focus on garden aesthetics of both courtyards (internally and externally) continues. This has improved utilisation and

accessibility for residents - giving them more areas to sit in the sun, grow gardens and enjoy the outdoors.

Since January 2017, Autumn Lodge has received a total of twenty compliments from residents, families, significant others. Positive feedback was also received from the Commonwealth Respite & Carelink Centre survey, which highlighted the positive experiences of a resident with the respite provided. This resident is now permanent. One of the most memorable compliments we received was from a resident who received Palliative care. He wrote a thank you letter before he passed away, which was given to staff after his funeral service. All compliments have been passed on to staff to acknowledge the significant impact they have on the lives of not just our residents, but also on the resident’s entire family and support team.

Staff satisfaction increased at Autumn Lodge from 85% across the site in 2015/16 to 87% in 2016/17. Tallwood figures are displayed in figure 1 and sit at 90% - the highest on record to date.

Figure 1: Staff satisfaction rate averages – 2009 to 2017.



The Auxiliary remain tireless in their efforts to fundraise, and have provided the residents at Autumn Lodge with some fantastic intimate furniture settings to improve the ambiance and privacy for both residents and families; as well as much needed resources for activities; and other items such as wheelchairs and gel chairs.

Rosewood (High Care)

The 2016/17 financial year commenced with an occupancy rate of 85% for July, leaving off where we were in the 2015/16 financial year, with an average occupancy of 81% for that year. However, from August 2016, occupancy picked up throughout the year. Although some peaks and troughs occurred, we finished the year on a very positive note. Rosewood’s highest month of occupancy was

June, achieving **99.5%**. For the year, Rosewood had 64 admissions (compared with 84 for 2015/16) and 56 discharges (compared with 85 for 2015/16). The lowest month of occupancy was July 2016, at **85%** (only month where occupancy fell below 90%). The overall annual occupancy rate was **94.5%** - the best occupancy since 2010, and an increase of **13%** from 2015/2016.

The Aged Care Funding Instrument (ACFI) has remained stable over the 2016/17 financial year, with a slight increase to 182.8 in for last quarter of the 2016/17 year (figure 2), from 182.2 in 2015/16. The main increase came from the complex domain (figure 3), with increased allied health services to meet the complex health needs of our residents (for example, chronic pain management).

Figure 2: Average ACFI Funding

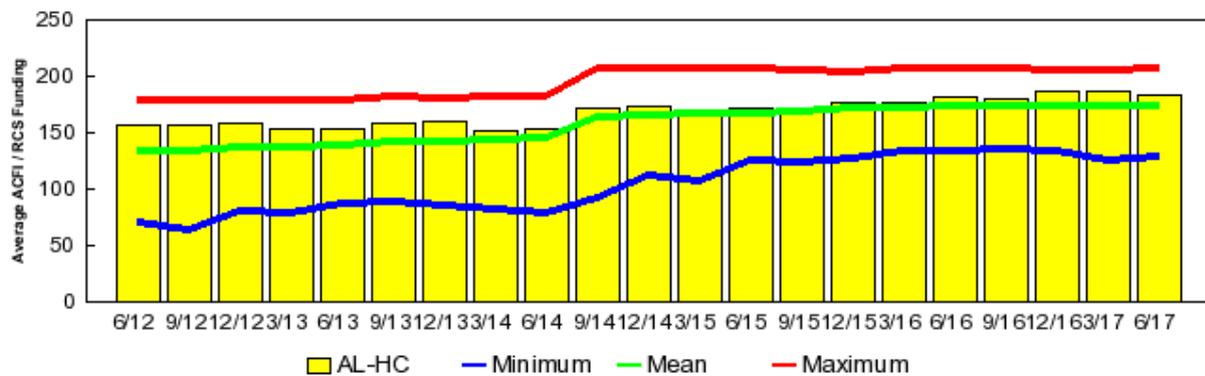
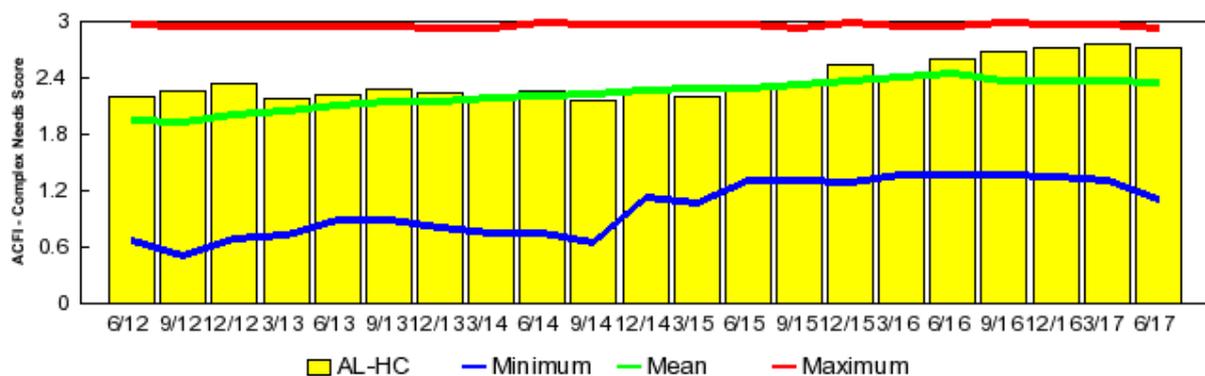


Figure 3: Complex Domain ACFI Funding



The overall Quality Performance Systems (QPS) report for end of financial year 2016/17 quarter four stated:

Average daily occupancy has increased to 97.24%, performing above the QPS industry benchmark of 93.27% for this quarter. The higher occupancy has increased the total daily ACFI funding by \$584.67. Nil pressure injuries have been recorded for this quarter, and the number of aggressive episodes

remain low and well managed. Falls have increased slightly, and are just above the industry benchmark mean – however, falls with injuries have been maintained at very low levels over the last six months.

Tallowood (Low Care or Hostel)

Occupancy in Tallowood - especially Coachwood (dementia specific unit) have been associated with high vacancy rates, with the annual occupancy rate falling under 90% for the first time since 2011. Several factors have contributed to this, including the Aged Care Reforms and increased community packages to assist people remain in the home for longer. This has meant that when people enter residential care, they can no longer be managed within the lower care environment, due to acuity and complexity of their care needs and comorbidities. The highest occupancy was seen in July 2016, where occupancy was **95.03%** for the month. The lowest occupancy occurred in January 2017, and was only 79.96% (the lowest on record). The overall average occupancy for the year was **86.98%**, which is a decrease of **5.82%** from the 2015/16 financial year. Tallowood’s occupancy has now been trending down for the last three years, which shows that chronic disease is being better managed in the community, and that residents are entering into care with a higher level of chronic disease. For the year 2016/17, Tallowood had 97 admissions (compared with 81 for 2015/16) and 95 discharges (compared with 83 for 2015/16). As occupancy has decreased over the past three years, activity has increased with admissions and discharges increasing by **36%** since the 2014/15 financial year.

The Aged Care Funding Instrument (ACFI) in Tallowood although increased over the 2016/17 financial year this is largely dependent on occupancy and will have peaks and troughs with the turn over of residents (figure 4). The behavioral domain in ACFI has decreased with vacancies in Coachwood, however complex care needs of residents has increased hence this domain has improved (figure 5).

Figure 4: Average ACFI Funding

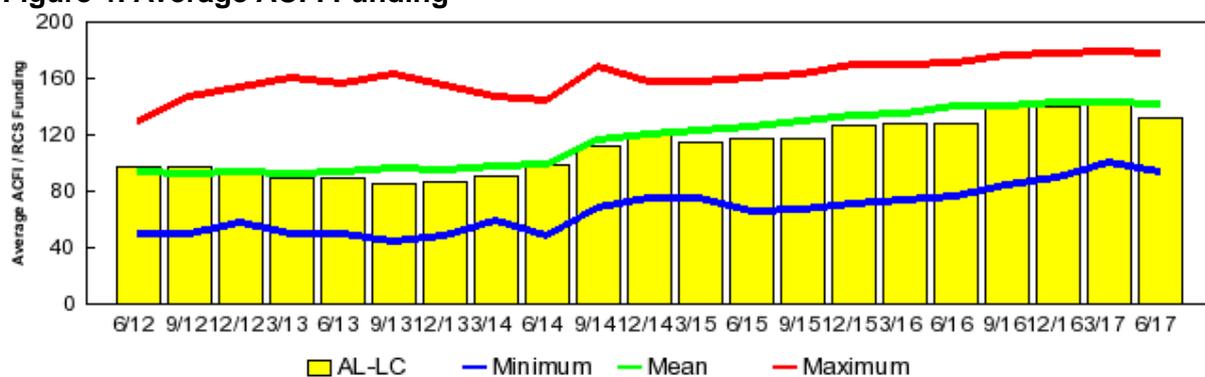
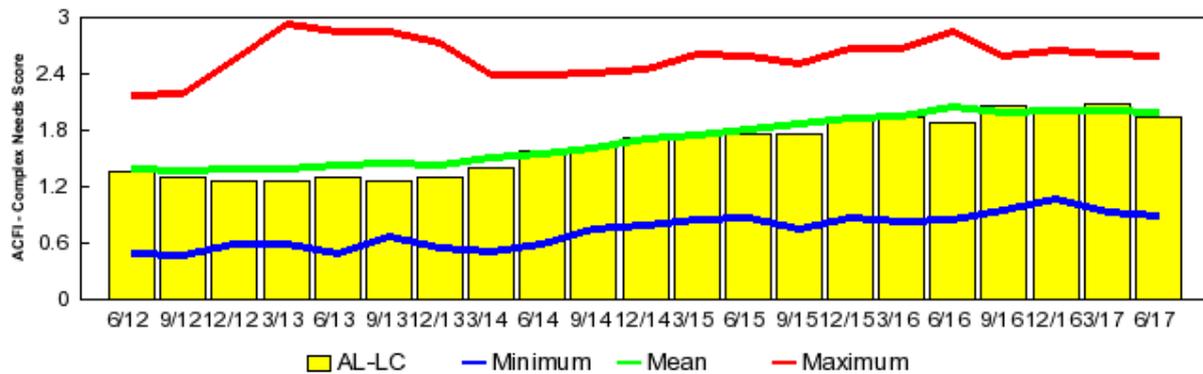


Figure 5: ACFI Complex Care trend Graph



The overall Quality Performance Systems (QPS) report for end of financial year 2016/17 quarter four stated:

Average daily occupancy has increased performing at 91.32% (for this quarter). ACFI funding per resident per day has decreased as a result of changes in the resident population and their care needs. The extra two resident assessments completed has offset the effect on total ACFI funding per day. Improvements this quarter include: reductions in Skin Tears - General (-1.89%), Aggressive Episodes - General (-12.77%) and Aggressive Episodes - Dementia Specific (-26.29%). There have been no incidences of pressure injury for six months.

The annual relative satisfaction survey was performed by QPS benchmarking in Quarter 2 within the 2016/17 financial year, which benchmarks participating residential care homes across Australia and New Zealand. Tallowood ranked seventh in its category with a score of 92% out of all facilities surveyed.

The Quality Performance Systems (QPS) report for Periods ending December 2016; Quarter 2:

Management recognises the importance of maintaining and strengthening existing relationships with their key external stakeholders, responsible for decision making and influencing community perception. The improvements achieved in the surveys provide evidence the results and feedback received from relatives have been used to improve the care and services delivered. An excellent result, ensure the survey results are used to market and promote the services to current and potential customers including new staff recruits.

Andrew Bailey
Facility Manager

FACILITY MANAGER REPORT

Nambucca Valley Care (NVC) was asked by the Cedar Place Board to manage Cedar Place from April.

It has been a busy and exciting time at Cedar Place over the last seven months.

Our aim has been:

- Effective communication between all Cedar Place stakeholders
- Support residents, relatives and staff during the transition to NVC management.
- Maintain the high standard of care that Cedar Place is known for.

I would like to share with you some improvements which have occurred.

The frequency of Resident meetings has been increased to monthly to share information and gain feedback from residents.

Staff rosters for care staff and hotel services staff have been reviewed and adjusted to better meet the needs of the residents and requirements of the organisation. Maintenance hours have been increased the gardens are reflecting their efforts. Included is a photo of the revamped Cedar Place entrance.

Kitchen equipment has been upgraded where necessary and a new 6 weekly rotating menu has been introduced. The new menu has been well received the aromas from the kitchen are wonderful.

Some improvements in technology have been the upgrades for the documentation & medication management system. The purchase of 2 smart TV's has enhanced the activity program for residents. The armchair travel club has been successful with online information for the destination of choice as well as movies and music of interest easily accessible. The Residents have enjoyed outings for lunch and other events within the local area. Some in house events have included the Mad Hatter Tea Party. There is much anticipation for the performance of the play that 4 residents wrote and 16 residents will perform in the near future.

I would like to thank the Cedar Place Board of Directors, NVC management team and the residents, relatives and staff for their support during the changes.



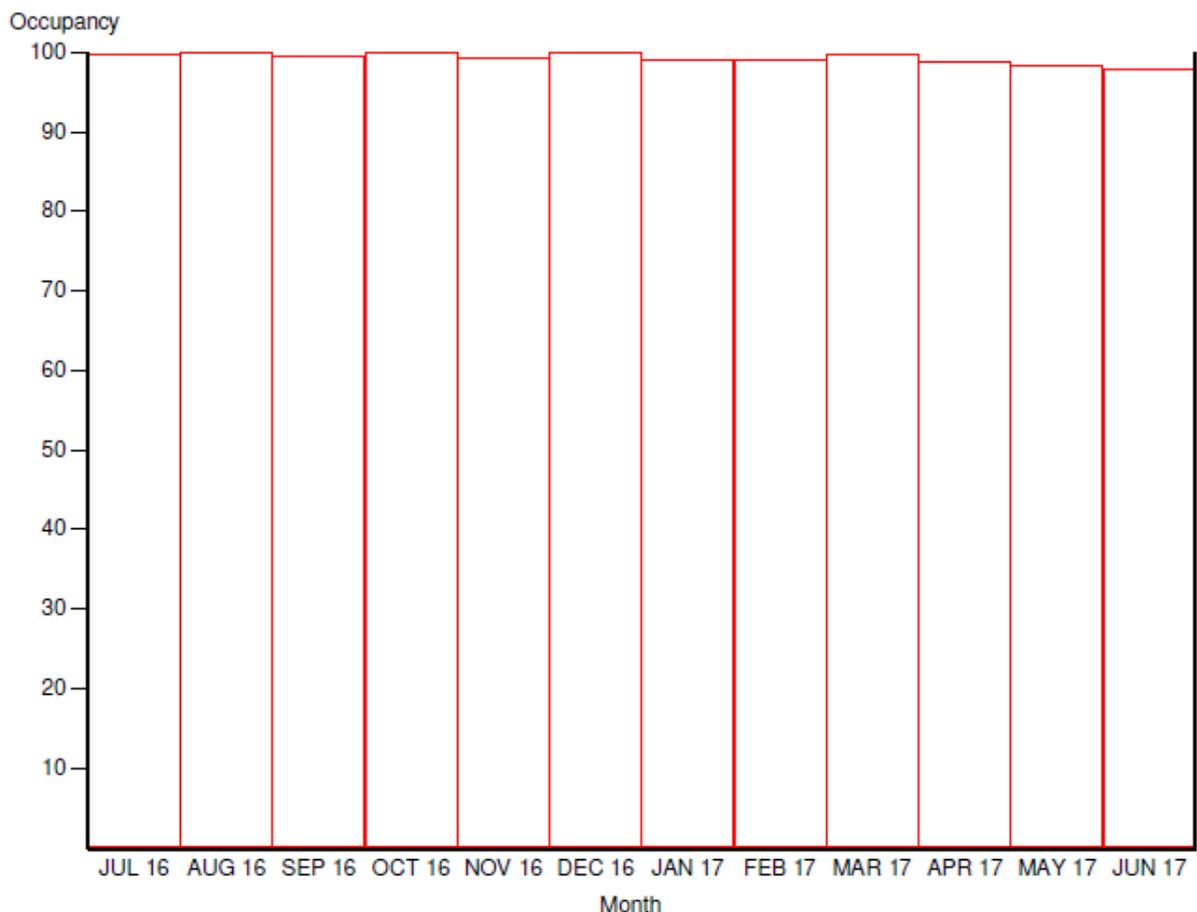
Marea Slater
Facility Manager

RIVERSIDE GARDENS FACILITY MANAGER REPORT

I am pleased to present the Annual Report for Riverside Gardens Aged Care Centre and Riverside Gardens Cottages. Having only been in the position of Facility Care Manager since 22nd May 2017, much of this financial year had already passed before I came along.

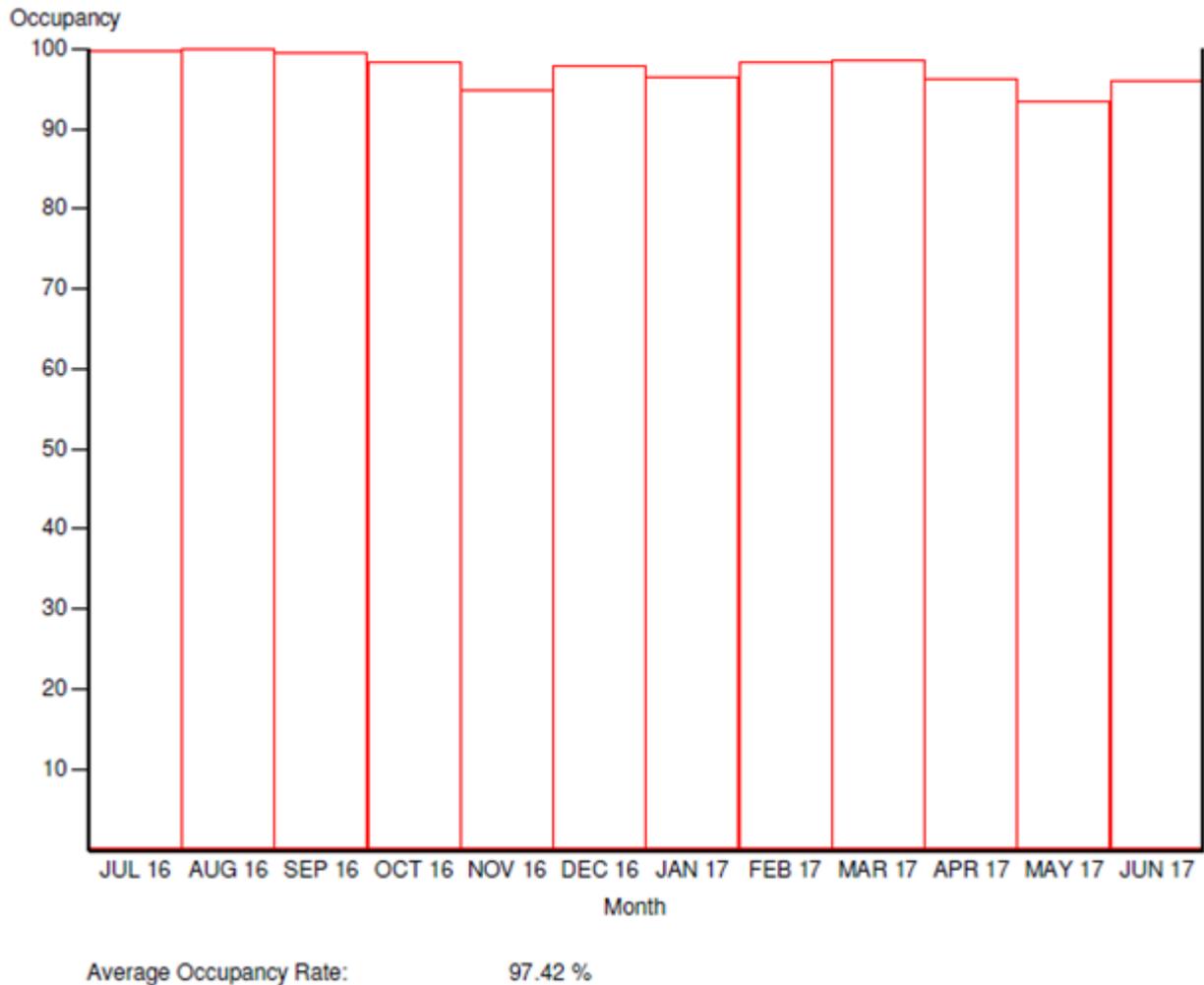
The occupancy for the financial year 2016 to 2017 has been fairly consistent throughout, at 99.27% for Riverside Gardens Aged Care Centre and 97.42% in the Riverside Gardens Cottages. I have already developed a great working relationship with the local discharge planner and we are working well together to meet the needs of both the hospital's bed situation and RSG's occupancy rates.

Riverside Gardens Aged Care Centre
Monthly Occupancy Rates for the Year to June, 2017



Average Occupancy Rate: 99.27 %

Riverside Gardens Hostel Monthly Occupancy Rates for the Year to June, 2017



Recruitment, appointment and retention of staff is a constant issue but the effort is worthwhile as we have maintained a high standard of care staff. The New Graduate Nurse program is a great source of Registered Nurses, whilst allowing NVC to promote aged care nursing to upcoming Registered Nurses as the specialty that we know it to be.

Much energy has been invested through the Nambucca Vocational College to attract more care staff, many of whom have proven to be valued staff members.

I can report anecdotally that the care needs of the hostel residents are increasing and a few have needed to transfer to RGACC throughout the year to access higher level clinical care. This highlights the benefits of the proposed redevelopment which will see all residents under the one roof, and will allow us to provide an improved continuum of Ageing in Place.

CAPITAL IMPROVEMENTS:

Riverside Gardens Aged Care Centre

Before Marea Slater moved across to manage Cedar Place, she put a lot of effort into improving the décor of the public areas in RGACC. The stylish fabric lounge chairs have given the facility a 5-star appearance and provide comfortable nooks for residents to spend time with visitors.

Riverside Gardens Cottages

In view of the proposed redevelopment at Riverside, and the short-term lifespan of the cottages there has been very little capital expenditure in the hostel. Basic maintenance and only necessary refurbishments have been attended, aimed at keeping the place afloat until the residents will all come under the one roof of RGACC in 2018.

I would like to finish by saying I have been made very welcome, and feel very much a part of the team at NVC, and am extremely grateful for the opportunity to guide the staff, residents and their families through the next exciting period of redevelopment at Riverside Gardens.

Narelle Marshall

Facility Manager

PEOPLE & INFORMATION TECHNOLOGY

It's hard to believe that another year has passed...where did that time go?! This has been an exciting and, at times, challenging year, yet a year that has been so very rewarding for the whole team!

Staff

At the beginning of the cold and flu season this year, the very serious flu strain hit our staff with a vengeance putting of pressure on the roster and those staff who managed to avoid coming down with it! I have to say – our staff are troupers who step up under pressure, and we are certainly blessed to have such a committed workforce. Recognition for those that went above and beyond included not only much praise and thanks, but also movie tickets and personalised thank you notes.

For the fifth year running our traineeship program continues to bring fantastic results and high quality staff to the NVC family, as does our New Graduate Registered Nurse Program. There is a special kind of pride that comes with nurturing, educating and watching new students & staff grow with experience and confidence.

Throughout the year we have had a number of staff lose loved ones, and also a colleague. They have all rallied around each other in support, friendship and genuine caring. I believe its experiences like these that bring our team closer together in all respects resulting in a greater capacity to work harmoniously.

Service Recognition

15 years	20 years
Carl Warden	Mandy Skrzybczak
Cath Brawn	

Congratulations to these three staff members who contribute so much to the team!

Workers Compensation and Work Health & Safety

Safety in the workplace continues to be at the forefront of everyone's mind especially our WHS Committee members. Staff are confident in reporting through to them if they have concerns, the team shows initiative and support for those involved with safety concerns. With the commitment to health and safety of all staff, the WHS Committee are doing a great job.

The most positive reflection of our team's commitment to everyone's health and safety is the incredible reduction in our Workers Compensation Premium. When a worker is injured, a combined effort by the medical team involved, the worker, management and staff ensure that recovery is well supported and as quick as possible for them. The positive effect goes beyond just the premium. Well done to everyone involved.

Information Technology

Technology throughout NVC continues to evolve and improve meeting our needs at every step.

From SKYPE for Business being used in many aspects including but not limited to interviews for new staff who are not locally based, medical specialist appointments for our residents, resident case conferences, meetings with external parties and/or staff. It helps us all remain connected and feel like we are contributing as part of the team no matter our location..

Our hardware replacement continues to ensure the efficiency and reliability of the products we are using. Staff enjoy the challenge of learning new products and new ways of doing things with even those who claim to be “computer illiterate” are embracing it.

Overall 2016-2017 has been a rewarding year of growth and opportunities.

Karen-Louise Angus

People Support Manager

HOTEL SERVICES MANAGER'S REPORT 2016-17

The 2016 third party audit saw Nambucca Valley Care achieve 3 A's for the 3 kitchens. The only issues raised were minor and generally able to be fixed within a couple of days from the audit.

The changeover to cook fresh has remained a very positive decision. Over the past year, with input from residents and staff, the current menu has been reviewed and updated 5 times. This will be ongoing as the seasons change and resident's likes and dislikes change.

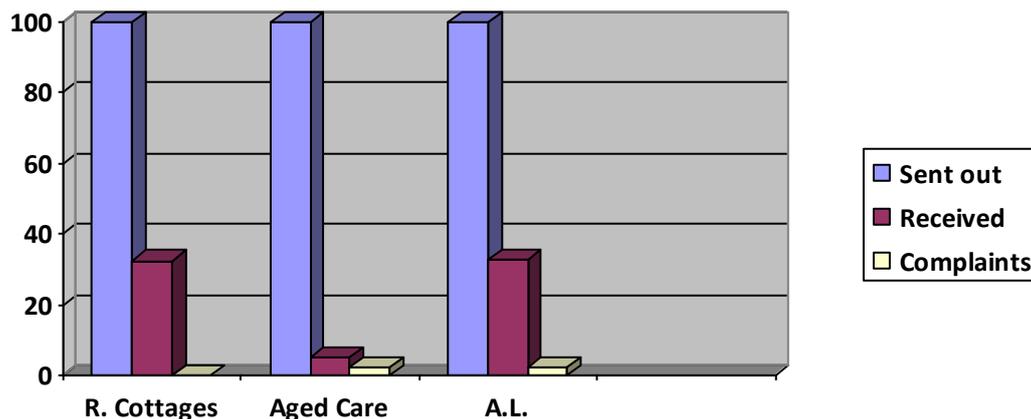
After consultation, NVC has updated the look of the dining rooms by reviewing the table settings. New white plates, white pasta plates, dessert bowls and new glasses were purchased. Also added to the dining room improvements are daily table menus for residents to easily make their meal choices for the day. These menus are placed on the tables every morning before breakfast.

NVC, where ever possible, prefer to use local businesses as our suppliers. On some occasions this is not possible due to either price, delivery issues or HACCP certification. Macksville Quality Meats was successful in winning the yearly tender to supply meats to Macksville and Nambucca Heads again this year. Cleanaway was successful in winning the 3 yearly tender for waste collection till November 2020.

The resident's satisfaction survey collated this year showed the fresh cook menu is generally received in a positive manner by residents. This became apparent after we collated the results of the surveys received.

Generally the greater percentage of residents did not return the questionnaire, which lead us to believe there was not much to complain about.

As you can see from the graph – most complaints were actually about the residents' personal food choices rather than complaints regarding the quality of the food prepared.



Food Services Education:

Education and training is an ongoing requirement when working for NVC. Certificate SITXFSFA001 has been on scope for the past year and all Food Services Staff have completed the certificate. The Food Safety Supervisors certificate and RSA are also on scope and the delivery of both these will begin in October/November 2017.

Kimberley Daw, originally from Canada, found the qualifications carried from Canada with her were not able to be converted to the Australian based qualifications. In view of this she has just completed, through Tafe, her qualification Certificate III in Commercial Cookery.

Of our two apprentices Vicky McDairmid will complete in 2018 and Jesse James in 2019.

Joining our team at the end of the 2016 are two school based trainees – Kate Single from Macksville High has joined the Macksville kitchen and Jessica McEwen from Bowraville High has joined the Nambucca kitchen. Both will be working with us every Wednesday and most school holidays till the end of 2018.

Christmas 2016:

The family Christmas luncheon in December last year was a great success with many compliments received. The aim of the RAO's and the Hotel Services Staff on these occasions is to ensure all guests leave with the knowledge that NVC is a wonderful place for their relative to be living.

Staff were also very appreciative of the staff Christmas hampers received which comprised of all local products i.e. Perrys Lemon Myrtle, Macnuts, Valley of the Mist and Red Sparrow Tea. Each business was very grateful for the opportunity to be included in the hamper. We are currently working on this years staff hamper.

Café's – Functions:

Both the BlueGum Café and the Riverside Café are audited by the local council Food Inspector. The inspections for 2016 and 2017 showed no issues with either Café.

The introduction of the liquor license and with the help of the Facebook page we aim to promote the café's and the function area at every opportunity.

The BlueGum area has had the new bi fold door fitted and some new furniture which gives the area a more professional look. Christmas bookings are coming in which is a positive sign. This will be followed up this week by advertising Pre-Christmas lunches on Facebook.

Community:

Community cleaning this year has increased. We have regular cleaning work every week or fortnight and pick up "one offs".

The delivery of meals, especially to the unit residents in Macksville, has remained positive. In Riverside we have added the delivery of "specials" to the unit residents via the cafe. This seems to better suit these residents.

Cedar Place:

Cedar Place has proven to be very challenging over the past 5 months. A complete change for the Hotel Services Staff and residents. A changeover to cook fresh using our menu and standard recipes was well received by the residents who were used to only 1 choice for lunch with not much variety in meals. All desserts were bought in, nothing made from scratch.

The NVC Food Safety Plan had to be reviewed and all forms to cover the changes in cooking.

This year Cedar Place will be audited by The NSW Food Authority – a date yet to be set. All being well this year next year we should be audited by our 3rd party auditor.

Equipment purchased for Cedar Place:

Labeler, a food processor, gastronome pans, breakfast trolley, tea trolley, meal delivery trolley, plates, bowls, mugs, glasses and containers to name a few.

Staff at Cedar Place:

All food services staff required retraining. This was ongoing for weeks. A cook and pastry cook/food prepper work a 7.5 hour shift in the kitchen every day – 7 days a week. All daily prep lists had to be generated, standard recipes modified to suit the numbers, task lists for all other food services staff generated.

SITXFSA001 Use Hygienic Practices for Food Safety is to commence in October, 2017 for all staff followed by the Supervisors Certificate for the Chef and Pastry Cook/Prepper and possibly two other food services staff.

Looking at the cleaning and laundry are the next issues to be tackled.

All in all I am very pleased with where we are at the moment in Kempsey and the direction in which we are heading.

Sheryl Taylor

Hotel Services Manager

Education Report

NVC have had a multitude of education across all of our sites which includes staff education on the floor and in the classroom environment. We have had visiting educators and clinical nurse specialists along with trainees in collaboration with Nambucca Vocational College.

New Graduate Registered Nurse Program

The new graduate registered nurse program has seen us introduce six new nurses to our facilities this year. The program has supported and mentored the new graduates through their first experiences on the floor as a registered nurse through to growing their leadership skills and providing holistic nursing care for our residents. Monthly targeted education sessions has been attended by new graduates and has included such topics as Palliative care, the ageing process, foundations of dementia, falls prevention, leadership and management, movement body and bones, chronic care conditions and clinical skills. We have been fortunate enough to have guest speakers such as clinical nurse specialists, Doctors, Allied health professionals, Paramedics, Aged Care specialists, Nurse practitioners and University professors specialising in Aged Care. The graduates also have been lucky enough to have been visited by the Simulation Van Program from the Mid North Coast SIM Lab. This entailed a state of the art simulation manikin re-enacting acute scenarios for the new graduates giving them the chance to experience real life situations in a controlled environment. This provided lots of interaction and feedback opportunities.

We look forward to our next intake in 2018. The new Graduate program continues to grow and develop each year.

A second year will be introduced for new graduates in 2018. This will follow on from their first year and grow their skills into more advanced practices. This will include more specific education centred on three areas offered, giving them the opportunity to expand their knowledge which is utilised through education and the knowledge of other staff.



Allied Health New Graduate Program

In 2018 NVC are also introducing a program for new graduate Allied Health professionals. This will include either a physiotherapist or occupation therapist. This program will help transition our new allied health graduates into our speciality area of aged care with guidance and support from our senior team and allied health professionals. Education will be a priority in this transition, giving the graduates targeted education days which include a broad range of medical conditions, assessment and treatment of activities of daily living, home visits and modifications, pressure care and pain management.

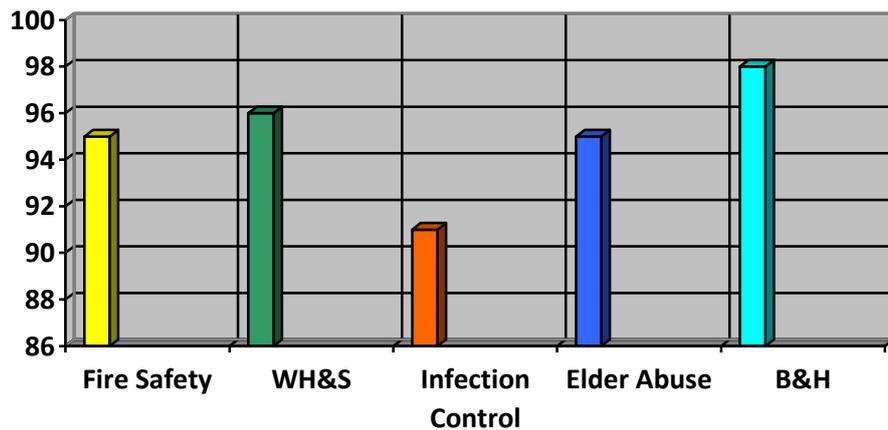
Leadership and Management

Leadership and Management has been a focus in 2017 for our Registered nurses and staff. A skillset was introduced in conjunction with Nambucca Vocational College giving staff the skills to effectively lead and manage their team within the workplace. The course entailed a 6 week block incorporating practical on the job education together with classroom based assessments.



Mandatory Training and ELearning

Mandatory training for staff includes Elder Abuse, WH&S, Infection Control, Fire Safety and Bullying and Harassment. Our mandatories are a mixture of eLearning and face to face sessions for all staff across Nambucca Valley Care. Our compliance this year has been very positive as staff become more comfortable utilising our online system and completing their modules in a timely manner.



ELearning Compliance percentage graph

Our current ELearning system has served us well over the past four years. NVC will be upgrading our platform in order to continue to develop and grow our eLearning system. The new platform when introduced will include, a more user friendly set of modules as well as using more video and interactive technology for staff.

Education across the sites

Education flows through Autumn Lodge and Riverside gardens all year round. The introduction of structured education at handover has been successful. This gives the registered and enrolled nurses the opportunity to pass on their knowledge to care staff and also provides a platform for feedback and interaction. Positive results have been achieved in the increased education which has been rolled out to all care staff. Attendance recorded has increased as the knowledge base of staff. Verbal feedback from senior staff has also been very positive.

A certificate IV in Mental Health has been offered across the year in monthly sessions and has included a very positive intake of all staff. An online dementia course has been was also offered and will continue to be introduced across 2018. This course has given staff the opportunity to enrol and learn about different forms of dementia, online chats, forums and discussions, and also gives the opportunity to progress to a more in-depth course.

We have also seen many short courses, on the floor training including ACFI, clinical skills, vital signs, the ageing progress, foundations of dementia and behaviour understanding and management, person centred care, the palliative approach, skin care and pressure area care, personal care, assisting with meals and positioning, documentation and careplanning and assessments and many more. Each year staff contributes to their education by providing feedback via an online survey, verbal or paper based survey, this helps contribute to the targeted education they request.

We have commenced a newly formed medication education package for care staff as they transition into assisting with medications. This program will follow through into 2018.

The 3 year accreditation cycle for Nambucca Valley Care will begin next year with visits by the Quality Agency, which education had already begun to assist staff in a greater understanding of the process. We are also looking forward to more specific education centred on clinical skills, documentation, leadership and management for our registered nurses.

Melissa Brodie

Quality and Education Coordinator