

# 2018 Annual Report

We listen.  
We respect.  
We care.





# 2018 *Annual Report*

*A year in review.*

*We believe some things don't need to change with age.*

*At Fairway, we strive to provide an environment where you can continue living life to the fullest. Fairway is not just like home — when needs change it can be even better.*

*A warm  
welcome from  
the committee.*

*Words: Michael Scully*

*The crowning achievement of the year under review was the completion of the building works which have caused so much disruption and inconvenience and the launch of our new logo and trading name Fairway Bayside Aged Care.*



*President of Sandringham  
Aged Care Association,  
Michael Scully.*

The occasion was marked by a formal opening ceremony on 26 September attended by over 200 residents, their families, staff, Association members, and other persons involved in the Bayside Community. The opening was jointly conducted by the Mayor Bayside Council Laurence Evans, a member of the Association's Committee, and Mr Tim Wilson, the Federal member for the seat of Goldstein. Mr Wilson unveiled a commemorative plaque and commended Fairway for its outstanding service to residents and their families over the past 20 years.

The building works have provided us with much improved amenities comprising a new entrance and

administration area, hairdressing salon, commercial standard laundry and a stunning new café. And most importantly the works have increased our resident capacity from 62 to 65 rooms.

The first review of our marketing strategy since Fairway started in 1996 has resulted in a new logo and trading name being developed and applied to all our stationery, literature and signage (including new signage for our bus) and in a major up-grade and improvement of our website. The new logo is in the shape of a bird representing the independence and freedom that accompanies our extensive lifestyle programme and an "F" embracing our core values of listening, respecting and caring.

## *Aged care in Australia continues to face considerable challenges which the 2018 Report of the Aged Care Financing Authority summarised as follows:*

“The challenge for providers is to ensure they are operating efficiently and effectively and driving productivity improvements. This will be increasingly important if the Government proceeds with proposals recommended by the Legislated Review of Aged Care 2017 to move towards a more consumer directed and competitive aged care sector. Providers will also need to consider if their business models and approaches of the past are the most efficient and effective for the market that may develop into the future.”

The Report also noted a significant decline in the sector’s financial performance in 2017-18 following a pause in ACFI indexation and adjustments to the ACFI tool, and a significant increase in wages which are the largest contributor to total costs and have grown approximately twice as fast as ACFI prices. These factors have a major impact on a small stand alone facility such as Fairway where economies of scale cannot be made.

*To meet these challenges your Committee has undertaken a number of projects including the following:*

1. A comprehensive review of Fairway’s operations to assist in determining Fairway’s needs for the future and ensure the best possible business model exists.
2. The introduction of a new position, namely a Business Development Coordinator, to strengthen the management and financial areas at Fairway.
3. An ongoing review of the IT needs of Fairway.
4. An ongoing review of the Association’s current legal structure so as to determine the most appropriate legal structure in moving forward.
5. Continuing investigation of possible opportunities for expansion of the facility.

*All of the above projects are designed to ensure that Fairway operates on the basis of contemporary business and financial principles, and is in a position to respond and adapt to the ever-changing aged care environment.*

Our goal is to manage change ahead of change and to future proof Fairway so that it remains the aged care facility of choice in the Bayside area.

One thing that distinguishes Fairway from many other aged care facilities is its lifestyle programs. As mentioned above the independence and freedom engendered by our lifestyle options were what inspired the design of our new logo.

Special thanks must go to Tonianne Hawthorne for all her great work and in particular in respect of the Cycling Without Age program, as well a thanks to all our volunteer riders. Cycling Without Age is a classic example of what sets Fairway apart from other aged care facilities.

Thank you to Sandy May our Chief Executive Officer and Director of Nursing.

Sandy has been in this position at Fairway now for 10 years and the love and care she provides to residents is magnificent.

Similarly, to all our wonderful staff and volunteers – a big thank you. Your contribution to the success of Fairway is critical and acknowledged.



*“We provide the highest possible nursing care that we can currently afford to provide.”*

In particular a thank you to Sandy and all her staff for their work in ensuring that Fairway has achieved accreditation from the Aged Care Quality Agency for a further 3 year period after the audit in June. A fantastic achievement. Well done to all concerned.

As you are all no doubt aware the Federal Government has recently announced an Aged Care Royal Commission to determine the full extent of the problems in aged care in Australia, and to understand how to meet the challenges and opportunities of delivering aged care services now and into the future.

It is also about helping to build a national culture of respect for aging and our senior Australians.

The Royal Commission is welcome and will no doubt engender considerable debate about how to provide the best quality aged care to older Australians within the financial constraints available.

One matter that has gained publicity in recent times is the issue of staff ratios. Fairway has 5 Division 1 nurses (Bachelor of Nursing) offering 24-hour on-call service, 20 Division 2 nurses (EEN's) and a body of well-trained personal carers.

We provide the highest possible nursing care that we can currently afford to provide. It is also appropriate to note that Fairway has higher hours of care, per resident per day, than the average of the 900 or so facilities which participate in industry analyst Stewart Brown's surveys.

Further, Fairway has significantly higher lifestyle hours, per resident per day, than the average of all facilities participating in the Stewart Brown surveys.

Finally your Committee would like to pay our respects to Mr Garry McDonnell who died suddenly in August this year. Garry was our Treasurer in the first half of 2017 until he had to resign due to deteriorating health. Whilst he was only on the Committee for a short time his input, advice and guidance were of great long-term benefit to the Association. May he rest in peace.

*Michael Scully*

President, Sandringham  
Aged Care Association Inc



# *A message from our CEO*

*Words: Sandy May*

*We have had an amazing year! From staff without their offices, being thrown together in our huge Physio area whilst our renovations ramped up ..... through to our recent Gala Opening where we basked in the pride and glory of the finished product.*



*Chief Executive Officer  
and Director of Nursing,  
Sandy May*

*Our new resident rooms, offices, café, Reception area and other improvements are wonderful and timely. To do any build whilst living amongst the mess, noise and chaos is daunting enough but a build in an active health care setting with vulnerable residents and already extremely busy employees was as audacious as it was necessary!*

From black plastic draped walkways (with hindsight we could have called them installation art experiences ....) to inconvenient partitioning, daggy looking but effectively fashioned entrances and exits, to carpets in rubber sheeting and some jackhammer operettas..... we finally made it; and all due to one thing.

Our staff ..... and all of these brilliant folk are listed at the back of this report!

As ever .... and in every report and at every opportunity, we must thank those whose toil, positive attitude and ‘eye on the prize’ kept all safe and comfortable. You cannot buy or fashion such dedication it comes from the Fairway culture which was distilled in the statement that we ... “celebrate service and cultivate excellence” a concept we agreed upon (Committee of Management and Staff) earlier in the year when we considered what motivates and inspires us on a continuum at Fairway.

*“One of the many year’s achievements was the re-branding and ‘new look’ we have for our marvellous establishment.”*

After 22 years we felt it was well and truly time for a new wardrobe; our image was dowdy and not reflective of our upbeat heart. Our logo lacked meaning (the leaf motif over the picket fence was benign enough decades ago but our glorious pink Bird of Happiness is another thing again).

To match our bird - a clever and stylized play on the letter “F” for Fairway – a complete suite of new marketing materials; information pamphlets, business cards, medical forms and website materials has been devised. Even our bus is in a new fuchsia pink coat and we have gorgeous pink and green jackets for our Cycling Without Age pilots.

Now this sounds simple doesn’t it? But I can attest to the complexity and time involved in such a project and we need to thank the

brilliant company ‘Canyon’ which steered us through the required reflection, analysis, planning and creative consciousness to reach the successful end product which has delighted all who see it.

The process to get us to the end point involved a whole of Fairway questionnaire in which staff, families and residents were invited to tell us about the issues that matter to them and how they see Fairway in line with expectations.

There were then numerous hours spent in fusing aspirations with images, words and a reinvigorated Vision and Mission statement... President Michael Scully and COM member Anna Emanuel as well as myself were actually amazed but also very stimulated by the whole exercise - it pushed us to new and abstract thinking:

...What are the colours and images of values? What can you “say” without words?

How can words be used concisely but engagingly...and most important...authentically?

We are hugely pleased with the outcome but will be quite happy to let the message speak for itself from now on. For the present we need to concentrate on the year just passed and thank one and all for an exceptional 12 months of hard work and fantastic loyalty.

Our nursing management under brilliant Clinical Co-Coordinator, Carolyn Rigby has been as exceptional as ever. All members of the Care team do magnificent work - day in, day out and our thanks is as heartfelt as it is deserved. We always provide great and compassionate care and utilise the MATS team (Mobile Medical and Nursing Team which provides hospital treatment in house), whenever residents need intravenous or other therapies. Why go to hospital with all the disruption if it can be avoided?

Palliative Care has been performed with expertise and devotion , several families have benefited enormously from the Advance Care Planning and utter involvement of all members of the team as a loved one has gone through the end of their lifespan. To die well is a gift we should all have, and this is our final - and often best – act of service.





*There is a kind of majesty in a life well lived and a journey shared with openness and honesty.*

Sadness is part of separation and cannot be denied but the tenderness and expertise of staff do much to temper the pain of loss and replace it in the family narrative as a good passing and a rightful end to an honoured love one.

But life is to be lived and lived as joyously as possible and to this end our Lifestyle Department delivers the spring in the step and the pleasure of the moment which helps to make living still enjoyable with added meaning and camaraderie. Cycling Without Age and our new and hugely popular 'Culture Vultures' continue to provide stimulation and happiness along with a host of other

activities and interests overseen by Manager extraordinaire Tonianne Hawthorne and staff. Her volunteer group continues to give superlative service and their dedication and generosity of spirit is impossible to thank enough. Our volunteers are truly amazing!

We were honoured this year to hold the National Symposium on Cycling Without Age at Fairway. Overseas visitors attended and there were some stimulating sessions on developments and creative planning to meet the needs of the ageing sector. Our guests were very complimentary about Fairway describing it as a beautiful and very progressive place...It would have been rude to disagree ...

## *Our Physio and Allied Health Team have kept all residents as mobile and pain free as possible.*

Our 3 new rooms have had ceiling hoists incorporated, a huge help with bed mobility – one area of management our dedicated therapists are always concerned with. Our Premium Care unit upstairs has every bedroom fitted with ceiling hoists. This is just one of the many features which make this unit the pride and joy of Fairway along with exceptional staff and the brilliant Leadership of Noelene Wilson.

Our ACFI and Finance Staff beaver away like never before. Huge tasks and miracles of organisation and great planning assist in Fairway's viability and all of you folk cannot be thanked enough. Cathy Lane and Candice Clarke are peerless in the role of ACFI claiming; a complex medical and bureaucratic maze upon which we flourish or flounder. We flourish under their acumen and they have had a record number of faultless validation visits – testimony to their diligence and attention to detail.

Chris Lyell and Megan Buckingham have worked hard in Finance. The changed landscape of funding has meant challenges

of new magnitude as we adapt to an element of user pays to survive. Leading Aged Services Australia lament the 3 billion dollar funding loss in the last 5 years and this is married to increased wages and costs and more vulnerable and unwell residents needing higher level care. Finance is thanked for their work in times of great flux and uncertainty.

Administration staff have also worked very hard this year. Relocating the whole of Reception, with the communications, IT and Security Systems having been based previously in the one spot, was daunting. The new Reception area is excellent and has heightened safety with the double door entry now requiring every person (non – family) to be keyed in and seen as they pass the window – before people could enter virtually unvetted. Lois Tonkin provides constant and amazing service at front of house, a more welcoming presence you could not find.



The creation of a new position to assist in all the areas of growth and change within Aged Care in general and Fairway's maturation in particular – has already reaped great reward. In July this year Susan Manners took on the role as Business Development Coordinator and has hit the ground running. There are many projects already attended to or being addressed such as Business Proposal presentations for the Café, staffing plans, Nurse Call (Xacom) review, Extra Services analysis, Payroll review and many other issues waiting in the wings for dissection and plans for change.

As well as future planning Susan has mentored our new Quality Manager and Nurse Janine Horsington into her old position. The Quality Manager role will now incorporate the new Accreditation Standards which came into practice in July this year.

Susan's last act as Quality Manager was to help steer us through our Accreditation Survey in June. We had a wonderful audit with surveyors commenting upon how "beautiful" Fairway was and how satisfied our residents and staff are.

*All staff are to be commended and thanked for the huge effort put into our successful result. A truly great credit when it occurred in the midst of renovations.*

My personal thanks is extended to our In Charge staff for their loyalty, care and professionalism. Sonia Pook, Karen Evans, Frank DeSumma and Sandra Francis are fantastic leaders who cope with whatever the day throws at them with competence and a smile..and to the Heads of Catering, Cleaning, Gardening and Maintenance



(Anne Holland, Mark Gibb, Darren Cheasley) and their brilliant teams who keep our environment beautiful and our food delicious, varied and healthy – our constant gratitude. Catering Manager, Carl D’Angelo has provided great assistance and dedication in the planning and opening of the new Café Frida which has been providing delightful coffee, drinks and snacks since its opening in late September. He is a gem as is Ayman Albana who has helped with many volunteered hours to get our project going.

To our Committee of Management thanks for an amazing year. A veritable tour de force of accomplishments have been realised under the diligent and dynamic leadership of President Michael Scully, whose energy and capacity for work leave us all amazed.

Also the secretarial and organisational skill of Anthony Price (assisted in the task by Felicity Frederico when Anthony was away). The work and dedication of Vice President (and Bayside Mayor) Laurence Evans is a constant as is the timeless

support and assistance we receive from our Treasurer, Kevin McDonnell and the many hours of help and creative input by Anna Emanuel both in her capacity as producer of the SACA Newsletter and also as a member of the Marketing Party for the Canyon re-branding project.

*“Life is to be lived and lived as joyously as possible — and to this end our Lifestyle Department delivers.”*

We all know the huge number of hours Angela Mills spends in Fairway working timelessly as a volunteer providing communion and assisting in many ways especially in the salon where the ladies receive a service we know as a form of life support but men would simply describe as a ‘hairdo’.

Thanks is beyond measure to all of you. Fairway could not exist without our COM and the work this group of devoted people do, all in a voluntary capacity, is exceptional.

Their support of me and my role also cannot go unmentioned nor unthanked. No detail of resident care or staff wellbeing is considered outside their scope of concern. Whilst they also steward Fairway through difficult times and bolster our future through sound strategic planning, I remain hugely respectful of their

dedication, and am privileged to work along side each one.

Our consultant Nancy Hogan has been of enormous importance. Her depth of knowledge and commitment to help us choose sound pathways to secure a great future have been hugely appreciated and yielded great results. Hubris is death to growth. We all need to be open to other experiences and perspectives and the wisdom to acknowledge that on our own we can never have all the answers.

In the spotlight for all the wrong reasons the recent expose of Aged Care failures has only consolidated our determination to forge ahead with what we know to be a marvellous service to our residents of the present and the future. This is such an amazing and wonderful field of endeavour. It is literally life changing and

humbling to be part of. We are so proud of our little gem in Bayside, long may it prosper.

*Sandy May*  
CEO/DON



*A thanks to our  
Fairway staff,  
volunteers and  
support services.*

*We are eternally grateful to the hardworking staff, volunteers and support services that contribute to Fairway's continued growth and success.*

## Fairway Staff

### *Nursing Admin & ACFI*

Sandy May RN1 (24 hour call)  
Candice Clarke EEN

Cathy Lane RN1  
Carolyn Rigby RN1 (CCC)

### *Team Leaders—Senior Nurses*

Frank DeSumma EEN  
Karen Evans EN2  
Sue McLean EEN (Night)

Sonia Pook EN2  
Noelene Wilson EEN

### *In Charge*

Sandra Francis (Roster Clerk)  
Iveta Gocky EEN  
Yuriko Kawabata EEN  
Tania McGoon EEN

Sussan Marashli EEN  
Chau Ngo RN1  
Marietjie Swart EEN

### *Senior Care Staff (incorporating In Charge Shifts)*

Sue Bantjes  
Rebecca Dennehy EEN  
LeeAnne Hill

Lynne Priestley EEN  
Kathy Stevenson

### *Carers*

Joselyn Bailey  
Rimpy Bala  
Kulvir Bath  
David Berresford  
Belinda Boer  
Beth Cain  
Tiya Chakma  
Ashleigh Clough  
Peter Crowe  
Gurmit Dhillon  
Estelita Docking  
Helen Dyson  
Brenda Edwards  
Kathy Egerton  
Robyn Faulks  
Corinne Gallacher  
Gurjeet Kaur EEN

Mahi Kaur  
Mandeep Kaur  
Nav Kaur EEN  
Anne Kent EEN  
Bohni Khisa  
Ewa Krol EN2  
Sam Kumar  
Lynn Lesslie  
Luz Monaghan  
Sangita Narayan  
Kyoko Nareai  
Patricia Newell  
Sumiko Niino  
Hansa Pankhania EN2  
Amber Qu RN1  
Jodie Turpin  
Ashleingh Shongwe EEN

## *Fairway Staff*

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### *Carers (continued)*

Amreen Sidhu EEN	Grace Wang
Jimmy Singh	Lydia Zhang
Ngawau Tapa	Cheryl Ribeiro
Ivy To EEN	Jennifer Schultz EN2
Aneta Todorovska	Ajay Singh EEN

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### *Physiotherapy Support*

Susan Clarke  
Lesley Furneaux

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### *Lifestyle*

Tonianne Hawthorne (Lifestyle Manager)	Joan Grimmer
Ayman Albanna	Ruth Grimmer
Dale Austin	Tina Halls
Christine Burdeos	Margaret Maher
Tom Daley	Rosemarie Mitchell
Brea Giles	Chrissie Stubbings
	Pamela Wheeler

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### *Office Manager*

Lois Tonkin

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### *Business Development Co-Ordinator*

Susan Manners

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### *Quality Co-Ordinator*

Janine Horsington EN2

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### *Finance & Payroll*

Chris Lyell  
(Finance & Systems Manager)  
Megan Buckingham

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## *Fairway Staff*

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### *Catering*

Carl D'Angelo (Manager)  
Terence Ryan (Chef)  
Christine Blackmore  
Nick Chambers  
Jill Karas  
Tess Kirby

Eleanor Kurian  
Genevieve Morris  
Luana Palermo  
Felicity Stratton  
Vicky Tasopoulos

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### *Housekeeping*

Anne Holland  
(Cleaning Co-ordinator)  
Debbie Brooks

Maria Dalianis  
Margaret Kolczynska  
Jo Rushby

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### *Maintenance & Garden*

Geoff Dunne  
Mark Gibb  
Darren Cheasley

## Fairway Volunteers

### *Lifestyle*

Patsy Allan	Charles McArthur
Dianne Astwood	Rhona Noakes
Dale Austin	Dianne Semmens
Jan Bates	Ruth Terrell
Robyn Bloink	Harvey Vincent
Tom Daley	Norm Waller
Angela Hodgman	Jillian Ward

### *Knitting, Craft and Chat group*

Frances Batt	Meg MacLure
Amanda Fisher	Judy Sinclair
Janette Marashli	

### *Happy Hour*

Wilma Hardy  
Dick Munt

### *Religious / Spiritual*

Father Frank O Loughlin  
Joan Grimmer  
Angela Mills

### *Marriot Support Services*

### *Food Service Support*

Nick Chambers  
Ashlee Wyer

### *Cafe*

Margaret Mason	Nadia Pozzobon
Virginia Ogilvie	Anita Sleight
Carla Olsson	

### *Cycling Without Age*

Kathleen Bagot	Wendy Davis
Lielia Bennett	Marietjie De Kock
Claudia Boster-Laidlaw	Liz Elliot

## Fairway Volunteers

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### *Cycling Without Age (continued)*

Claire Falkiner	Joy Speer
Catherine Harvey	Peter Stephen
May Judson	Mark Sutton
Michelle Keogh	Clifford Trend
Jane Kirsner	Karina Van Maanen
Ty Ty Lim	Karyn Wallbrink
Robert Lister	Joseph White
Bob McPherson	Thelma Wiltshire
Susan Murphy	Julie Witte
Ciaren O'Connor	Mark Wood

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### *Children and Carers from Story House Early Learning*

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### *Lifestyle Support*

Andrew Fisher  
Chris Pascoe

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### *Pet Therapists*

Visiting Dogs: Darcy, Tillie, Bonnie & Angus

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### *Grant & Financial Support*

Bendigo Bank

## Fairway's Precious Support Services

### Allied Health Team

Kimsiew Chuah	Physiotherapist
Mike Davey	Physiotherapist
Jayde Draffin	Physiotherapist
Kristy O'Connor	Physiotherapist
Leyla Koparen	Physiotherapist
Leading Nutrition	Dietitian
Sue Kalff	Optometrist
Complete Speech	Speech Pathology
Health Care 2 U	Podiatry
Melbourne Pathology	
Dorevitch Pathology	
Dr Peter Lucas	Consultant Geriatrician
Dr Ian Pressnell	Aged Persons Mental Health Team
Bluff Pharmacy	Pharmacy Services
All Local Clinics	Medical Services
Gina Tan	Dentist
Vanessa Henry	Denture Dentist

### Creative Therapies

Jenny Bolitho	Bibliotherapist
Michael Mildren	Musician
Anja O'Connor	Art Therapist
Bron Lewis	Art Therapist
Sarah Punch	Music Therapist
Anna Huller	Harp Therapist
Angela Hodgman	Massage Therapist

### Holistic Wellbeing

Sandra Koutaplis	Hairdresser
Angela Mills	Hairdressing Assistant Volunteer
Tina Hall	Beautician Nail Technician
Ashley Clough	Beautician
Georgina McGill	Pastoral Care

### Medication Advisory Committee

Dr David Shap	Southend Medical Centre
Lina Mascaro	Consultant Pharmacist
Michelle Beck	Bluff Road Pharmacy



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