

2021
Annual
Report



Rodney enjoys playing Indoor Golf - a very popular activity with many Club Champions living at Fairway.

2021 Annual Report

Mission

Enriching lives through care and compassion.

Vision

A vibrant community of care. Community is essential in everything we do.

Values

We listen. We respect. We care.

*A warm
welcome from
the Board of
Directors.*



Michael Scully
(Director, Chairperson)

Michael holds a B.Econ. (Hons) and LLB and was a commercial lawyer for 38 years. He was Vice President of the Association from November 2015, when he first joined the governing body, until May 2018 and from that time has been Chairperson. He has lived in Bayside for over 50 years. Michael chairs the Risk and Audit Committee, and is a member of the Clinical Governance Committee.



Felicity Frederico
(Director, Deputy Chairperson)

Felicity has over fifteen years experience on a diverse range of boards and statutory authorities, including former Mayor and Councillor at Bayside City Council. She has tertiary qualifications in both marketing and tourism and currently works as a Business Advisor specialising in developing and implementing Marketing Plans and Strategy.



Anthony Price
(Director, Secretary)

BA Cantab. Anthony worked in London for 37 years as a Solicitor of the Supreme Court before migrating to Australia in 2001 and settling in Sandringham. He has been a member of the governing body since 2012 and Secretary since 2016.



Laurie Evans
OAM (Director)

Founding Member and Secretary of Sandringham Aged Care Association in 1992, Past President of the Association, Mayor City of Sandringham 1990/1991, Mayor of Bayside City Council 2013/2014, 2017/2018, 2020/2021 and a current Bayside City Councillor.



Kevin McDonnell
(Director)

CPA, FCIS, FGIA, FAICD (past). Kevin has over 30 years' experience in senior finance & general management roles including directorship of both private & listed public companies in manufacturing, distribution and service industries. He has been involved with Fairway since 2006 serving as Treasurer and general committee member for 8 years, rejoined as Treasurer in 2017.



Stephanie Clark
(Director)

Stephanie is a retired health care professional with a broad range of experience in both acute and aged care sectors. Stephanie's last role before retiring was as CEO of a community based aged care organisation during which time she was involved in the planning, building and commissioning of a new aged care home. Stephanie has lived in the Bayside area for the last 9 years.

From Chairperson of Fairway Bayside Aged Care Limited



At last year's Annual General Meeting there was cautious optimism that the worst of the COVID-19 pandemic was behind us. Sadly, that optimism was short lived and four further lockdowns have occurred in Victoria this year, all of which have imposed significant restrictions on visitors to aged care facilities and have severely impacted the lives of our residents and their families.

The pandemic has posed some of the most challenging operating conditions in Fairway's history, and I am proud to report that no Fairway resident has been infected. This is due to the very

dedicated and professional work of Fairway's management and staff who have done everything they could to ensure that residents were protected from the virus.

Management has also devoted considerable time and resources to communicating with all Fairway stakeholders throughout the pandemic.

Significant efforts have also been made to keep our residents in contact with their families during the lockdowns, whether by phone or by electronic means or by way of window visits, to ensure that so far as is possible the mental and emotional well-being of our residents has been maintained.

Thanks must also go to all residents and their families for their cooperation, understanding and support throughout the year - despite its great challenges.

The pandemic has also meant that significant financial resources have

had to be devoted to the protection of our residents and staff, for example by way of additional staffing and infection control equipment and supplies. The pandemic has also resulted in a delay in implementing a number of projects at Fairway due to the inability of contractors to access Fairway.

Notwithstanding the pandemic, a significant number of projects have been undertaken at Fairway this year by management and your Board. These include the following:

Dementia Care

In February this year a report was commissioned from Dementia Australia as to how Fairway could improve the care provided to the residents in House 5.

Since receipt of this report, many recommendations have already been implemented and work continues to implement others including a significant upgrade of the Balcony area at the western end of

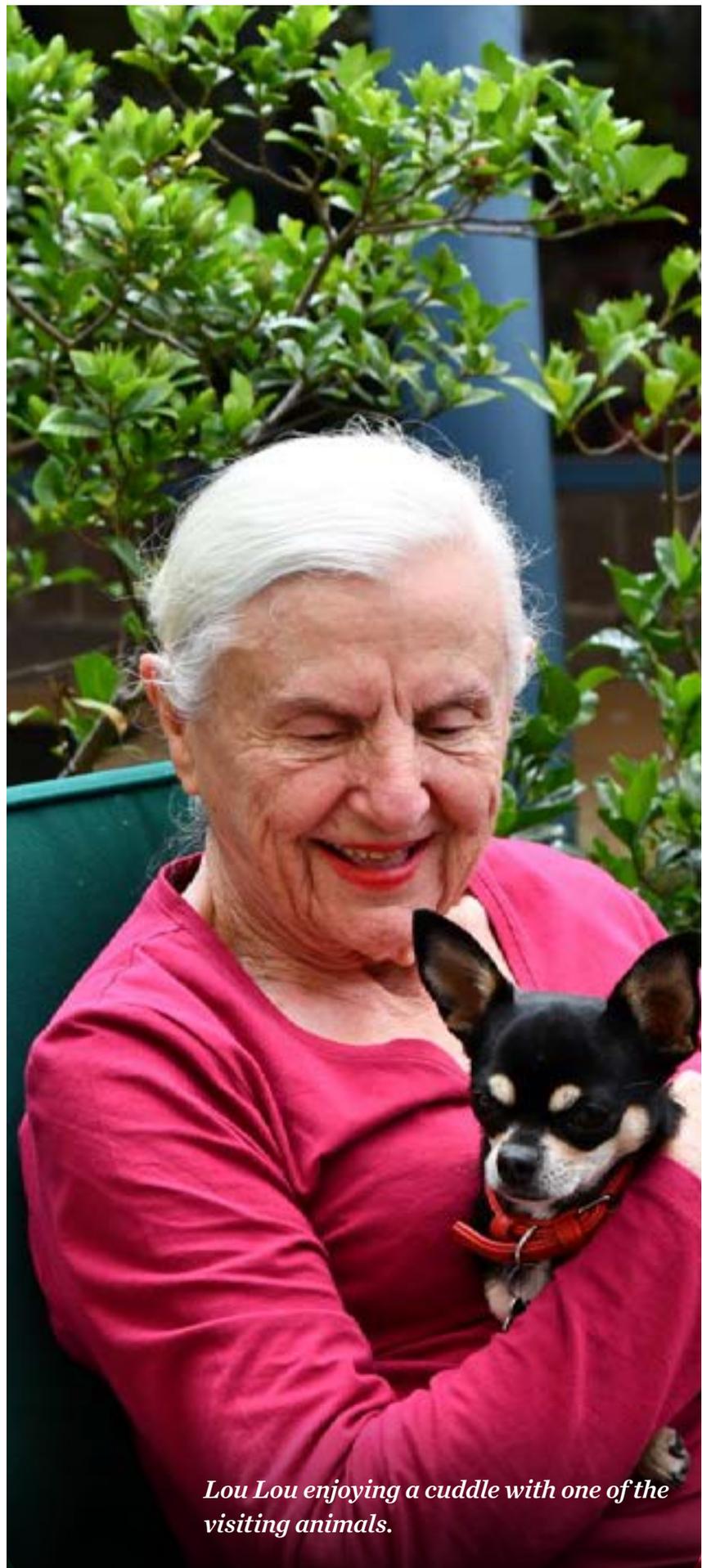
House 5. This will involve the installation of automatic doors to greatly improve access to the Balcony area, new pavers and a weather proof pergola so it can be used all year round.

Unfortunately, planning for these works has been delayed by the pandemic and the inability of contractors to access Fairway. When the balcony works have been carried out, they will significantly improve the environment for residents in House 5 and the lifestyle options available to them.

Preliminary discussions have also taken place with Dementia Australia regarding our involvement in a six-month program known as the Birch Pathway Program which would seek to develop the knowledge and skills of all Fairway staff to better support people with dementia. This will be further investigated by the Board after the pandemic is behind us, and reaccreditation has occurred.

Preparation for Reaccreditation

Reaccreditation was due to occur before 21 September this year, and considerable preparatory work has been carried out by management and Fairway's clinical staff. Regrettably, the reaccreditation audit has



Lou Lou enjoying a cuddle with one of the visiting animals.

been delayed due to the Covid restrictions and may now not occur until the first quarter next year.

New Nurse Call System

A new hard wired nurse call system is in the final stages of installation which will significantly upgrade the nurse call facility at Fairway. The new system will include the latest nurse call technologies as well an escalation facility so that if a call made by resident cannot be answered by the resident's usual carer in a timely manner, because the carer is busy on other duties, then the call is escalated to another carer.

The new system will also involve the installation of an additional call point in a number of bathrooms at Fairway so each bathroom has two emergency call buttons in accordance with best practice. The new system will be able to be readily extended if our expansion occurs.

The new system will improve the care and safety facilities available to all Fairway residents.

Clinical Reports to the Board

Having regard to the Board's responsibility for

oversight of the clinical care at Fairway, it is critical that the best possible clinical information is available to the Board. Accordingly, the Board instigated an independent review of the clinical reports it receives from management each month, and a number of recommendations were made which have now been implemented by management.

Fairway's Critical Incident Management Plan (CIMP)

In the event of a serious incident occurring at Fairway, for example, a fire or major gas leak, it is imperative that staff know what has to be done, and by whom, so as to protect residents and staff. Considerable work has taken place, in conjunction with external advisers, in reviewing and substantially updating Fairway's CIMP, so that it sets out in a clear, step-by-step process, what needs to occur in the event of a serious incident occurring at Fairway. Staff education has also taken place regarding the new CIMP so that residents are fully protected in the event of a serious incident occurring.

Improvements in Clinical Care

Fairway's Director of Care and Clinical Services (DCCS) has implemented a number of changes on the clinical side this year to improve care delivery at Fairway including the introduction of three mobile nurse stations, IT upgrades and transition to a paperless system (so far as is practicable). There has also been a review of all clinical procedures to adopt best practice and address changes to regulatory government requirements.

Review of various Fairway Policies and Procedures

Policies are the general guidelines that guide an organisation's actions for tackling various issues. Accordingly, it is important policies are kept current and reflect best practice. Management, in conjunction with the Board, has conducted a review of all Fairway's Quality Policies (68 in total), and all Human Resources Policies (43 in total), and consolidated these into a single document for online access by staff.

The works carried out ensure that the best possible information is readily to all persons involved in the provision of care at Fairway.

Proposed expansion/ alterations

Significant work has continued in respect of the proposed expansion of Fairway. Questionnaires were sent to all Fairway stakeholders in November last year seeking their comments on the current layout of the existing facility, and what facilities stakeholders would like to see provided at Fairway. A significant number of responses were received and which formed the basis of the development of a number of possible expansion plans for consideration by the Board.

In April this year, schematic plans showing an expansion of Fairway by 35 beds, were made available to all stakeholders for discussion purposes. Three information sessions were held at Fairway in April to explain the proposed plans to members, residents and their families, and staff and volunteers and to answer any questions regarding the schematic plans.

Whilst all stakeholders strongly supported an expansion, and understood the reasons for it, concern was raised that an addition of 35 more beds ran the risk of Fairway losing its homely feel and that a better balance needed to be achieved between the longer-term

benefits to Fairway and the inconvenience that would be caused to current residents during the alteration works.

After carefully considering all comments raised, the Board decided to reduce the expansion to 19 beds only which would not involve the demolition of any existing house at Fairway (as the initial proposal had contemplated), thereby significantly reducing the construction time and the inconvenience to residents, staff and visitors during the construction period.

As I set out in correspondence to all Fairway stakeholders in late September, the expansion proposed will enable a number of operational issues to be rectified, and will enable Fairway to better meet the age care needs of people in the Bayside area.

The proposed expansion plans were presented to the City of Bayside Councillors on 31 August 2021, and a meeting took place with the Director City Planning and Amenity at the City of Bayside and other senior officers on 21 September 2021. A planning application has now been lodged and the Board will keep all stakeholders up-to-date as that application progresses.

I want to update members of two important matters:



Committees of the Board

There are two Board committees which operate at Fairway.

The first is the **Risk and Audit Committee (RAC)** which has responsibility for the identification, evaluation and prioritisation of risks, development of risk control strategies, monitoring Fairway's financial performance and reporting systems, and ensuring compliance with regulatory requirements. The RAC is chaired by myself and includes Kevin McDonnell and Felicity Frederico who replaced Anna Emanuel on her retirement in August this year, and our CEO and Finance Manager.

The other is the **Clinical Governance Committee (CGC)** which oversees the delivery of the clinical program at Fairway so as to ensure that the care provided is resident focused, of high quality, and in line with **Fairway's Mission, Vision and Values**. The CGC has developed a Clinical Governance Framework which sets out the key structures, systems and processes that enable the delivery of high quality and safe care at Fairway.

The CGC is chaired by Stephanie Clark who joined

the Board in July this year. Stephanie has extensive experience in clinical governance issues, having been the Chief Executive Officer at a number of aged care facilities during her working life. We are extremely fortunate to have her as the chair of the CGC. The other members of the CGC include myself, our CEO, our DCCS, our Clinical Care Coordinator and our Quality Manager.

The Royal Commission into Aged Care Quality and Safety (RC)

The Final Report of the RC was delivered to the Federal Government on 26 February this year. There are 148 recommendations. The Federal Government's response to the RC's recommendations was delivered in May 2021. Whilst the great majority of the RC's recommendations were accepted by the Federal Government, a number of matters were subject to further consideration.

Accepted recommendations which relate to the care of residents, and which will directly impact Fairway, include:

1. a new consumer focused Aged Care Act intended to commence from 1 July

2023;

2. a new star rating for aged care facilities to be published on My Aged Care by the end of 2022 providing performance information for people seeking residential age care;

3. the establishment of an Aged Care Workforce Planning Division, within the Australian Department of Health, by 1 January 2022 and which would be responsible for developing workforce strategies for the aged care sector;

4. a minimum staff time standard for residential care, and which will require an aged care facility to engage registered nurses, enrolled nurses, and personal care workers for at least 200 minutes per resident per day for the average resident, with at least 40 minutes of that staff time provided by a registered nurse, and at least one registered nurse will have to be on site for the morning and afternoon shifts (16 hours per day).

The Government has said the new minimum staff standard will become mandatory from 1 October 2023, as opposed to the RC's proposed date of 1 July 2022.

From 1 July 2024, the minimum staff standard will be increased to at least 215 minutes per resident per day for the average resident, with at least 44 minutes of that time provided by a registered nurse, and a registered nurse will have to be on site at all times.

5. Immediate funding for education and training to improve the quality of the current aged care workforce.

The Federal Government has also announced that on 1 October next year all Australian Government funded residential aged care facilities will transfer to the new Australian National Aged Care Classification (AN-ACC) funding model, and which will involve an independent assessment of a resident's care needs for funding purposes. AN-ACC will replace the current Aged Care Funding Instrument (ACFI) system where assessments are carried out by aged care providers.

Proper implementation of the RC's recommendations will require appropriate funding to be provided to aged care facilities.

The Board will keep members up-to-date as further information is

known from the Federal Government in relation to the implementation of the RC's recommendations, and in relation to those recommendations where the Federal government is still to announce a final position.

Vote of thanks

Finally, I would like to thank our CEO, Kyan Ho, and our DCCS (Sylvia Spacil), for their leadership and work throughout the year, as well as to all Fairway staff and volunteers for their care of our residents through a very challenging period.

Sylvia has advised that for personal reasons she will be stepping down from the role of DCCS on 27 October 2021. The new DCCS will be Julia Kotliar, a registered nurse with extensive experience in aged care, and who will start at Fairway on 28 October 2021.

To all Board members, an enormous thank you on behalf of Fairway for all your work (as volunteers) and contribution throughout the year.

Thank you to Anna Emanuel for her significant contribution to Fairway. Anna resigned as a director in August this year for health reasons, after having been on the governing body of Fairway for seven years in

total.

I also want to thank Elizabeth Esdale for her contribution whilst on the Board. Elizabeth became a director in September last year but resigned in March this year as her other commitments did not enable her to devote sufficient time to her Board duties.

Michael Scully
Chairperson
18 October 2021





Joan and Pat enjoying the outdoors.

A message from our CEO



It has been another extraordinary year, with our response to the COVID pandemic overshadowing all of our work and private lives leaving us no alternative but to be more resilient and do things differently.

Our daily routine now involves a rigorous infection control process which includes the frequent use of hand sanitisers, wearing a face mask and shield, checking in using a QR code and strict screening protocols. And all our staff have been fully vaccinated. These measures are in place to maintain a COVID free environment for everyone who visits Fairway and keep all our residents and staff safe.

The pandemic has presented many challenges to the operations of Fairway and our staff have adapted professionally and efficiently to the new

environment and continue to deliver quality care and services, supporting the needs and wellbeing of residents. They do so with a great deal of tenacity and compassion with the aim of maintaining the homely feel that Fairway prides itself on.

Our lifestyle staff continue to encourage residents to do what they love to do, or to discover new passions and interests.

When restrictions make it difficult to have physical contact, the lifestyle team use every possible means to ensure residents remain connected to the community, their family and friends. This is often achieved by adopting the use of technology to support facetime communication, virtual excursions, group online competitions and virtual resident and family meetings. Contactless activities such as window visits, Cycling Without Age and bus outings allow staff, volunteers and residents to maintain a connection with the local Bayside community.

Our housekeeping and maintenance staff have heightened their awareness of infection prevention principles and deliver services to ensure a safe and infection free environment. Finance and administration provide a range of support

and services to meet compliance and reporting requirements. Our care and clinical team have had to work under difficult conditions to deliver safe and personal care, and health professionals have had to change the way they deliver services to residents.

“Measures are in place to maintain a COVID free environment for everyone who visits Fairway and keep all our residents and staff safe.”

Our Board of Directors have provided invaluable support to the management team. It is this collective and collaborative effort from all, that enables us to foster a community of care and compassion.

Reaccreditation

Management and staff combined with our Board of directors have undertaken considerable amount of preparatory work for reaccreditation. Due to the pandemic the Aged Care Quality and Safety

Words cannot express how proud I am of the dedicated staff, volunteers and health professionals who work at Fairway.

Commission accreditation audit has not yet taken place, and although our accreditation officially expired on 21 September 2021 the Department of Health have confirmed that for the purposes of eligibility for Government subsidies we are taken to have met the accreditation requirement for a further 6 months or until the audit takes place, whichever is the sooner.

Upgrade of Information and Communication Technology (ICT)

Significant work has been undertaken to upgrade our ICT systems. We have moved our applications to a more secure cloud-based platform and upgraded our firewall and security configurations. This includes setting up a multi factor authentication process, a secure private network and implementing procedural measures to combat the escalating threat of cyber attack as businesses transition and operate in a digital world. In collaboration with

an external IT provider, we have also updated our business continuity and recovery plan, and reviewed current policies and procedures to be better prepared for a potential cyber security breach.

Social Media

The recent launch of Fairway's Facebook and Instagram account was an exciting initiative.

Social media is an effective platform to communicate the latest news, showcase key events and keep the families and the community informed about important events and matters relating to Fairway.

We are proud of Fairway and its history, and we will continue to promote them through social media.

Government Budget announcement

In response to the recommendations made to remediate the current system and bring it up to a standard that is sustainable

and meets the care needs and safety expectations of older Australians and their families, the Federal Government announced a \$17.7 billion outlay over 5 years (2022 to 2025).

While the Budget funding outlays are significant, and some of them will ease the financial hardship of aged care providers, there are still some prevailing unknowns. As we await more details about the funding arrangements, the Board and management are committed to investing any additional funding back into Fairway's operation to fulfil our mission of enriching lives through compassion and care.

We owe an enormous debt of gratitude to the residents of Fairway who have shown resilience to the changing environment, enduring regular restrictions and supporting the changes even though at times it has been very challenging. Many have embraced the use of technology to connect with their loved ones but we know it is not the same as face-to-face contact. Staff

will always endeavour to assist families to ensure communication with loved ones continues to be the best it can be under the current circumstances.

Words cannot express how proud I am of the dedicated staff, volunteers and health professionals who work at Fairway caring for the residents. I want to especially thank the direct care staff for their courage in having to endure challenging circumstances whilst still maintaining the quality care and services with a smile (yes, there is a smile behind the face mask).

Finally, I want to thank our Board chairperson Michael Scully and his team of directors who continue to support and dedicate their time to the Fairway cause. They have shown strong and passionate leadership and commitment to strengthen our governing body and lead Fairway's future prosperity.

Kyan Ho
Chief Executive Officer
11 October 2021



From Our Director of Care and Clinical Services



When I took on the role of Director of Care and Clinical Services (DCCS) in November 2020, it seemed as though we were COVID free and we were looking forward to nice warm summer days and excited about spending Christmas with our families and friends and going on holidays.

On New Year's Eve, however, Victoria's borders were closed. Families had to cut their Christmas holidays short and another round of restrictions commenced. Since the beginning of 2021 we have had to endure seemingly endless limitations on visits, and today as I write this message, we anxiously await the easing of restrictions

in accordance with the roadmap for Victoria.

At Fairway we have worked hard to ensure the safety of our residents and to look after their health and wellbeing. Our Staff have continued to show up, be professional and supportive of one another and of course our residents. It is heart-warming to see the care and compassion shown by them which is most evident in their day-to-day interactions with residents, and their resilience under pressure is a credit to who they are as individuals and I am so grateful for their efforts.

Following the recommendations of the Royal Commission we have seen a tightening of quality standards, and there has been an enormous increase in the administrative burden of meeting new mandatory reporting requirements.

The current Aged Care Funding Instrument (ACFI) is to be replaced by a new funding model – Australian National Aged Care Classification (AN-ACC) on 1 October 2022.

In preparation for the new model, independent assessors were meant to have visited Fairway to reassess residents' care needs which will determine the new level of Government funding for each resident, but their visit has been delayed due to the current restrictions and we are waiting to hear from them regarding a new date.

“Our Staff have continued to show up, be professional and supportive of one another and of course our residents.”

We are also still awaiting our reaccreditation audit where, as you are probably aware, the ACQSC auditors can arrive unannounced at any time and there is currently a backlog due to Covid restrictions.

With sadness, I wish to advise that I will be stepping

down due to personal reasons. I have thoroughly enjoyed the opportunity as Fairway's DCCS and will miss my daily interaction with residents, families and staff. I welcome Julia Kotliar, Fairway's incoming DCCS, and I wish her all the very best. Julia is a registered nurse and has extensive experience in aged care.

Thank you to everyone who has supported me over this past year. To say the least, this past year has been an incredible experience for me, and I appreciate all the assistance and guidance I have received from our Board, Kyan and the staff who work so well together to ensure they deliver the best quality care possible.

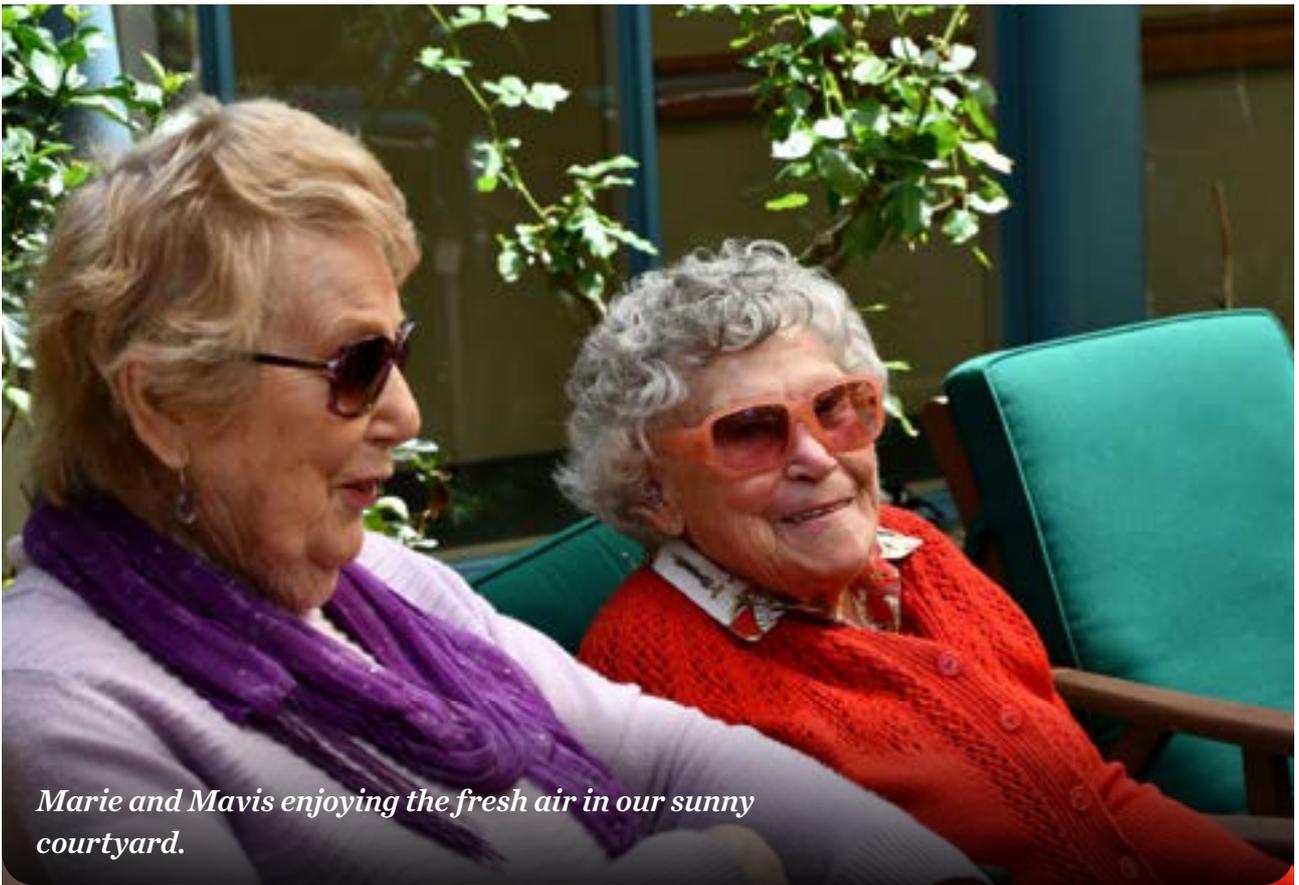
The commitment shown by everyone at Fairway is truly quite amazing.

Sylvia Spacil
Director of Care and
Clinical Services

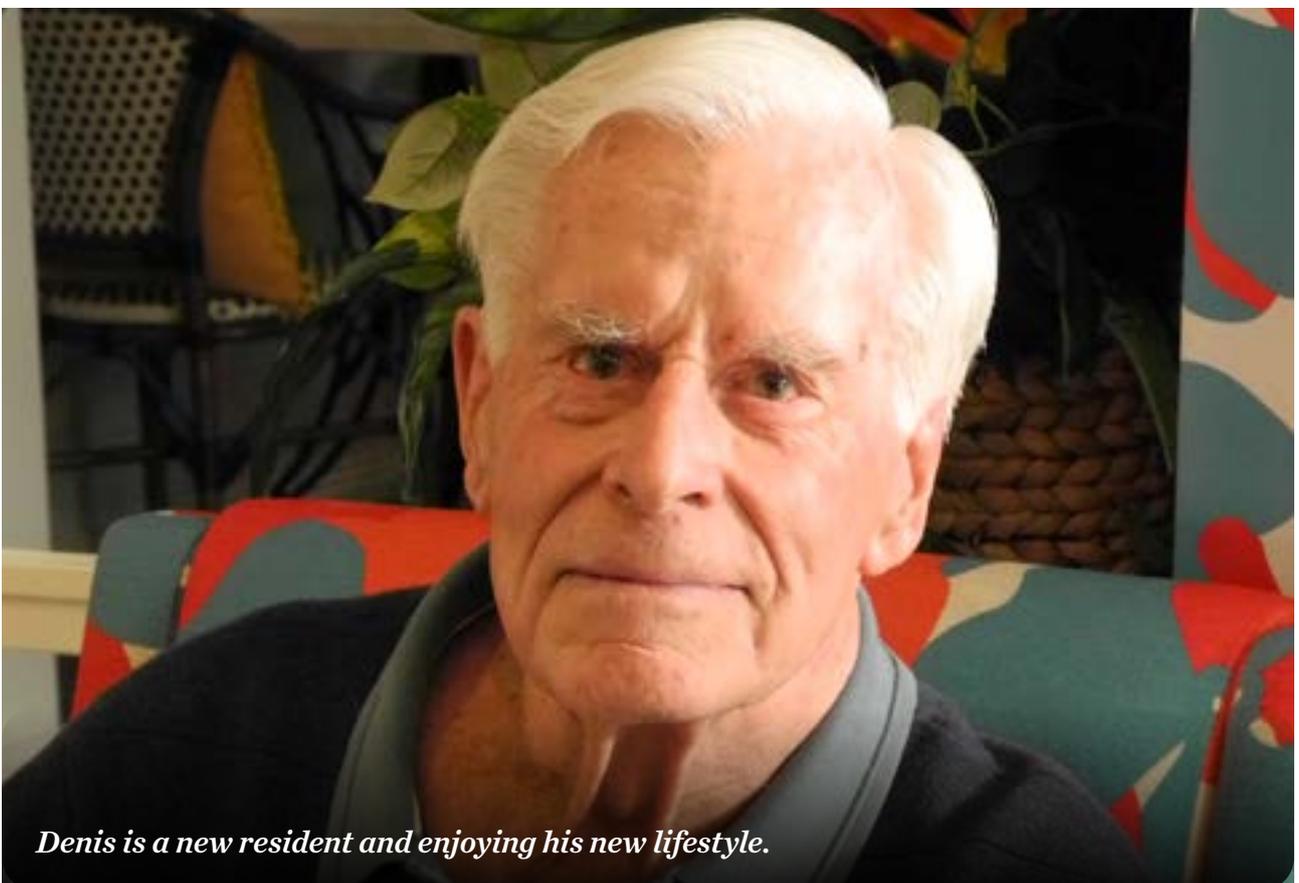
15 October 2021



Jim turned 100 this year and received an award for his service during World War II.



Marie and Mavis enjoying the fresh air in our sunny courtyard.



Denis is a new resident and enjoying his new lifestyle.



Elka recently celebrated her 103rd birthday.

Fairway Bayside Aged Care Limited

Financial Statement

Statement Of Comprehensive Income	2020/21	2019/20
REVENUE / INCOME	\$	\$
Resident Fees & Charges	2,352,562	2,456,711
Government Subsidies	4,399,035	4,282,083
Other Income	605,583	654,931
Gain / Loss on Financial Assets	-62,453	
	7,294,727	7,393,725
EXPENSES		
Employee Benefit Expenses	-5,379,393	-5,308,906
Depreciation	-647,589	-662,698
Finance Costs	-15,118	-22,854
Resident Expenses	-365,901	-397,197
Occupancy Expenses	-435,927	-453,280
Auditors' Remuneration	-25,091	-26,350
Other Expenses	-520,871	-505,199
	-7,389,889	-7,376,484
Surplus / (deficits) for the Year from Operating Activities	-95,162	17,241

Fairway Bayside Aged Care Limited

Financial Statement

Statement Of Financial Position	2020/21	2019/20
ASSETS	\$	\$
Cash & Investments	30,025,583	33,938,629
Receivables	187,945	265,172
Property, Plant & Equipment (net of depreciation)	9,181,311	9,552,145
Intangible Assets	2,170,000	2,170,000
	43,564,839	45,925,946
LIABILITIES		
Payables & Accomodation Bonds	32,235,990	34,691,500
Employee Entitlements	1,171,117	981,552
	33,407,107	35,673,052
NET ASSETS	10,157,732	10,252,894
EQUITY		
Retained Earnings	10,157,732	10,252,894
	10,157,732	10,252,894

*Thanks to our
Fairway staff,
volunteers and
support services.*

Fairway Staff

Nursing Admin & ACFI

Catherine Dunn RN
Cathy Lane RN
Carolyn Rigby RN (CCC)

Sylvia Spacil RN (DCCS)
Sue Zaks RN (CCC)

Team Leaders—Senior Nurses

Frank De Summa EEN
Karen Evans EN
Sue McLean EEN (Night)

Noelene Wilson EEN
Lydia Zhang RN

In Charge

Iveta Gocky EEN
Harleen Kaur EEN
Yasmeen Kaur EEN

Yuriko Kawabata EEN
Ivy To EEN

Senior Care Staff (incorporating In Charge Shifts)

Sue Bantjes
Vicki Chu EEN
Austin D’Cruze EEN

Janine Horsington EN
Anne Kent EEN
Kathy Stevenson

Carers

Ayman Albanna
Joselyn Bailey
Kulvir Bath
David Berresford
Belinda Boer
Peter Crowe
Gurmit Dhillon
Estelita Docking
Refika Dzelalagic
Brenda Edwards
Kathy Egerton
Corinne Gallacher
Juliann Jannoun
Amnolpreet Kaur
Amreen Kaur
Mandeep Kaur
Bohni Khisa
Tess Kirby
Anastasiya Kiryanava

Ewa Krol EN
Sam Kumar
Lynn Lesslie
Luz Monaghan
Sangita Narayan
Sumiko Niino
Katsuko Omiya
Hansa Pankhania EN
Cheryl Ribeiro
Stella Rodrigues Matos
Cherrie Roufos
Theresa Scolah
Vernon Selway
Yuko Shimode
Kim Signoretti
Abhitha Valsala Sivankutty
Grace Wang
Yu Chan Zhou Rees

Fairway Staff

Lifestyle

Tonianne Hawthorne (Manager)
Suzy Cavanagh
Ruth Grimmer
Tina Halls
Margaret Maher

Rosemarie Mitchell
Danielle Price
Erica Symmons
Jodie Turpin

Catering

Carl D'Angelo (Manager)
Nick Chambers
Tuyen Hoang
Ayumi Ihara
Jill Karas

Eleanor Kurian
Jayde Maluga
Genevieve Morris
Daniela Rodrigues Baracioli
Vicky Tasopoulos

Housekeeping

Anne Holland (Co-ordinator)
Elpida Dalianis
Maria Dalianis
Margaret Kolczynska

Daniela Rodrigues Baracioli
Jo Rushby

Maintenance & Garden

Phil Rayward

Fairway Management Team

Chief Executive Officer Kyan Ho

Office Co-Ordinator Tracey Husek

Quality Co-Ordinator Susan Manners

Finance, HR & Payroll Bronwyn Burroughs (Finance Manager)

Fairway Volunteers

Patsy Allan	Fay Raydan
Dianne Astwood	Amanda Jane Schunker
Jan Bates	Judith Sinclair
Frances Batt	Anita Sleight
Lisa Blamer	Joy Speer
Robyn Bloink	Sarah-Jane Stratford
Lucy Calder	Mark Sutton
Amanda Fisher	Ruth Terrell
Andrew Fisher	Clifford Trend
Joan Grimmer	Harvey Vincent
Dale Austin	Meg Walker
Deborah Lillie	Peter Walker
Charles McArthur	Norman Waller
Georgina McGill	Jillian Ward
Meg MacLure	Christeen Waring
Bob McPherson	Joseph White
Jonathan Muller	Andrea Wood
Susan Murphy	Mark Wood
Rodney Murrell	
Rhona Noakes	
Virginia Ogilvie	
Judi Overmars	
Mark Pellas	
Rod Pemberton	
Roy Charles Pollard	



fairway
Bayside Aged Care



Fairway

Bayside Aged Care

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