

# 2022 Annual Report







# 2022 *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.



***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.



***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.



***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 nine years.



***Marcela Zamora***  
***(Director)***

Marcela's background includes over 20 years' experience in pivotal positions where she has been fortunate to enjoy commercial success both in internal management positions, and as a successful business consultant and project manager. Marcela is an Affiliate member of CPA Australia and has worked in accounting and finance management roles for many years.



***Stephen Domancie***  
***(Director)***

Stephen holds an MBA and Diploma in business management, he's an Executive General Manager retail operations for Kathmandu, a large footprint retailer which is part of KMD Brands. Stephen immigrated to Australia in 2009 from South Africa and has been part of the Bayside community since that date. Stephen's background includes senior management roles for businesses like Puma and Sportmans warehouse.



# From Chairperson of Fairway Bayside Aged Care Limited



*In last year's Annual Report, I mentioned that Fairway was preparing for Re-accreditation as an approved aged care provider. In January this year the Aged Care Quality and Safety Commission (Commission) advised of its decision to re-accredit Fairway for a further period of three years from 19 January 2022.*

Not only was Fairway re-accredited, but the Commission found that Fairway had met each and every of the 42 requirements set out in the Aged Care Quality Standards - a wonderful achievement -

and which is testimony to the professionalism, hard work and dedication of all management, staff, health professionals and volunteers at Fairway and the great care they all provide to Fairway's residents.

I am also pleased to report that an audit in June this year by the Prudential Compliance section of the Commission found that Fairway, in respect to the 2020/2021 year, was fully compliant with its responsibilities in relation to liquidity standards, governance systems for refundable deposit and accommodation bond balances (including investment management strategy for those balances), as well all Fairway's ability to refund deposit and accommodation bond balances as they fall due.

I am also proud to say that due to the magnificent, and tireless, work of management and staff at Fairway, combined with strong infection control

practices, the number of incidents at Fairway of residents and/or staff with Covid has been limited.

*"I want to express, on behalf of the whole Fairway Community, our great appreciation and thanks to all Fairway staff, health practitioners and volunteers for their compassionate and dedicated care to all our residents in extremely trying times."*

One of the greatest challenges this year has been work force shortages with Australia facing a significant



shortage of nursing and aged care staff. Whilst there are a number of reasons for this, including nurses and care staff leaving the industry often as a result of burn out and fatigue caused by the Covid pandemic, and reduced nursing and care staff availability because of immigration restrictions, a significant contributor has been the lack of planning (at Federal and State levels) for the supply of nurses and care staff needed to meet demands. The net result is that it has been extremely difficult throughout the year to fill all staff shifts with appropriate personnel. This has been exacerbated by a shortage of agency staff to fill roster vacancies, when a shift cannot be filled by a regular staff member.

I have mentioned in previous Annual Reports, the particular challenges facing small, standalone, aged care facilities like Fairway. It is very unfortunate that the model of service and care provided by such facilities is not recognised for the exceptional care it provides to residents. Regrettably, it would seem that both at a Federal and State level the authorities would rather deal with fewer but larger sized aged care providers.

Whilst Fairway has continued to enjoy high





occupancy rates (around 98% which is well above industry standards), increased cost and funding pressures including those related to Covid have impacted financial results for the year ended 30 June 2022. The financial result has also been affected by the very low interest rates during that period. Currently over 60% of residential aged care facilities in Australia are operating at a loss, and the results achieved by Fairway are at least better than for many other similar facilities.

On 1 October this year, a new Federal funding assessment tool was introduced for residential aged care facilities known as the Australian National Aged Care Classification (AN-ACC), and the classification of residents (which determines the level of funding that will be provided to a facility) will now be carried out by external assessors.

Whilst the new funding instrument is still in its infancy, and there are a number of implementation issues to be worked through, there is significant concern that the funding under AN-ACC will be insufficient to cover Fairway's annual staff wage increases, rising inflation and the new mandated care minutes

required from October next year.

The Federal Government has also legislated to implement a number of recommendations of the Royal Commission into Aged Care Quality and Safety, several of which will commence in December this year, including:

- a Star Rating system for residential aged care services to help consumers and their carers compare services, and make informed choices on their care options;
- A new Aged Care Sector Code of Conduct which will set out how providers, and workers, delivering care are expected to behave;
- strengthened governance of aged care providers and which will include requirements regarding membership of governing bodies of provider organisations, staff qualifications, skills and experience, and the submission of an annual statement on operations.

In addition, the National Aged Care Mandatory Quality Indicator Program, aimed at driving quality improvement and greater transparency in care, will be expanded from 1 April

2023 to require providers to report quarterly to the Federal Department of Health on six new quality indicators (activities of daily living; incontinence care; hospitalisation, workforce; consumer experience; and quality of life) in addition to the five indicators (pressure injuries; physical restraint; unplanned weight loss; falls and major injury; and medication management) which already have to be reported.

Whilst all these reforms are welcome, they are going to require additional resources and systems at Fairway. The Federal Health Department claims that the increased AN-ACC funding will compensate a facility for these increased costs, but this is unlikely to be the case particularly for a standalone facility like Fairway. Meanwhile works to completely refurbish the balcony at the western end of House 5, and the adjoining lounge area, are nearing completion. These works involve the installation of a new all-weather pergola (with adjustable louvres) over the whole of the balcony area, the installation of new floor pavers on the balcony, increases in the height of the glass balustrades on all exterior wall areas to provide protection from the weather, and the installation



of heating and fan facilities under the pergola. The works will significantly enhance the facilities available to the residents in House 5, and their families.

Work continues on the proposed expansion of Fairway which will increase the number of beds by 19 and involve the construction of a new basement area (with underground parking for families), an expanded ground floor and new first floor area at 195 Bluff Road, and the construction of a new grade car park at 206-208 Bluff Road, Sandringham.

We obtained a planning permit from the City of Bayside early this year and since that time have been working to meet the various conditions of the planning permit which need to be satisfied before any construction works can commence. In addition, significant work has taken place on the design plans and which are nearly nearing finalisation.

As you will know, Fairway is surrounded by the Sandringham Hospital to the south, the City of Bayside offices and car park areas to the west, and by Family Life to the north, and the only pedestrian and vehicular access is via Bluff Road.

Discussions are progressing well with the City of Bayside so as to obtain temporary access through part of the Council car park area (to the immediate north of Fairway) for deliveries and waste removal during the construction of the new basement, expanded ground floor and first floor area at the front section of 195 Bluff Road, and for temporary access for pedestrians through the northern boundary of Fairway during the alteration works.

Discussions are also continuing with Alfred Health, who operates Sandringham Hospital, regarding continued access to the Fairway site across land owned by them and to obtain their consent to certain aspects of the alteration works.

The alteration works cannot proceed until satisfactory arrangements have been reached. Fairway has always enjoyed co-operative and strong relations with the City of Bayside as well as Alfred Health, and we are hopeful that agreement can be reached in the near future so that the alteration works can commence.

After careful consideration the Board has recently taken the decision to combine the previous roles of Chief





Executive Officer and Director of Care and Clinical Services into a new position of Chief Executive Officer/Director of Care (CEO/DOC).

Ms Alice Roos has been appointed as the new CEO/DOC. Alice, who is a registered nurse, was Acting Director of Care and Clinical Services from 5 September 2022, and has previously held Facility/General Manager positions at many aged care facilities as well as having been a senior quality assessor at the Aged Care Quality and Safety Commission. We welcome Alice to Fairway.

I want to thank Kyan Ho, our former CEO, for all his work and commitment to Fairway in that role and wish him the very best for the future. I also want to thank Julia Kotliar, who was Fairway's Director of Care and Clinical Services, for all her work whilst at Fairway. Julia resigned at the end of August for urgent family care reasons. We wish her, and her family, well.

In June this year Lesley Falloon became a resident at Fairway. Lesley, as many of you know, has a long-standing association with Fairway as a founding member and worked tirelessly for the establishment of Fairway

in the mid-1990s, and as an initial Committee member. Lesley also served as a Councillor at the former City of Sandringham from 1978 to 1992, and was the Mayor of the City of Sandringham in 1982/83 and in 1991/92. Lesley was patron of Fairway until 2015 and has been a passionate and tireless advocate for the Bayside community. We are delighted that Lesley has now made Fairway her home.

I would like to pay tribute to the late Anna Emanuel who died suddenly on 11 January this year. Anna was a Committee member of Sandringham Aged Care Association Inc (SACA), the previous operating entity of Fairway, and then a Board member of Fairway Bayside Aged Care Limited (FBACL), the current operating entity, for over seven years before her resignation in August 2021. Anna joined Fairway after a career in education. She was a dedicated and hard-working member of Fairway's governing body and we thank her for her contribution.

I also want to thank Felicity Frederico for her work and contribution to Fairway since joining the governing body in June 2018. Felicity became Vice President of SACA in November 2018, and was Deputy

Chairperson of FBACL from its incorporation in January 2020 until her resignation on 20 April this year due to her consultancy work commitments. We wish Felicity the very best for the future.

We welcomed two new board members in April this year, namely Marcela Zamora and Stephen Domancie. We are excited, given their respective business backgrounds, to have both Marcela and Stephen on our Board.

An enormous thank you to the other Board members, Kevin McDonnell (who is Fairway's new Deputy Chairperson from April this year), Anthony Price, Laurence Evans and Stephanie Clark for all their work and support over the year. Fairway is very fortunate to have such committed and hard-working persons on its Board as the time commitment in order to properly fulfil the roles and responsibilities of a director is ever-increasing.

Finally, I want to mention an important matter of which we all need to be aware. Fairway's ability to continue as a standalone, independent, aged care facility is critically dependent upon it having a governing body which has



the time and skill sets to properly oversee an aged care facility, and to keep up with all the various changes that are currently occurring in the sector. This is a significant, and challenging commitment in the current environment. Members and the whole Fairway community cannot expect the current Board members, many who have served for several years, to continue indefinitely.

**Michael Scully**  
**Chairperson**  
**Fairway Bayside Aged**  
**Care Limited**  
24 October 2022





# *From Our CEO / Director of Care.*



*I feel privileged to be able to contribute to this Annual Report as Fairway Bayside Aged Care enjoyed a remarkable twelve months that all consumers, representative and staff should be proud of.*

In December 2021, we achieved full compliance to all 42 requirements of the Aged Care Standards at the accreditation assessment by the Aged Care Quality and Safety Commission. Fairway now has full accreditation status till 19 January 2025. This can only be achieved by staff incorporating the requirements of all Aged Care Standards into care delivery and by genuine efforts to achieve the best outcome for every consumer.

Another key emphasis is our respect for all consumers at Fairway. Their care is individualised and they are made to feel at home; our

Lifestyle program not only stimulates memories but also allows them to build special memories here; and our skilled Chefs prepare the home-cooked meals for them to enjoy.

As with most aged care facilities, the COVID 19 pandemic has been a challenge. Fairway had a COVID 19 outbreak in May this year. Due to Fairway's COVID-19 readiness and robust response and working closely with the Department of Health, the outbreak was cleared in a couple of weeks. We wish to thank all consumers and representatives for your understanding and co-operation during this very difficult time.

*“Fairway has enhanced its leadership team with the introduction of another Clinical Care Co-ordinator and Registered Nurses on the weekend and afternoon shifts.”*

This is in addition to the very capable and experienced Endorsed Enrolled Nurses and Personal Carers we already have. Consumers in aged care have a right to receive safe and clinically competent care, and our new staffing arrangements are part of a clinical governance framework which is designed to deliver excellence in care and the best possible outcomes for consumers including consumers with special needs such as dementia. Our Memory Support Unit has been providing specialised care for such consumers, and our care plans are developed with each individual person in mind.

Adjustments to the numbers and hours of staff have been aimed at improving skills and team work. We also focus on issues associated with the recruitment and retention of staff, such as job satisfaction and attitudes towards care for our consumers. We are proud to have many staff who have been with us for long periods. Recently we have two staff members who have reached their twenty-year anniversary here. Fairway is always grateful to our staff for their hard work and dedication.

As part of the ongoing education opportunities, one of our Endorsed Enrolled



Nurses has completed the Infection Prevention Control leadership course and she is an additional resource in our infection control. Dementia Australia provided an excellent education session on “Applying a Problem-solving Approach to Behaviours”.

This has provided our team with additional knowledge in understanding changed behaviours related to dementia, their impact and contributing factors and has strengthened our nursing skills in the care of consumers with dementia. And, we have recently introduced “interactive staff education” where staff members are issued with learning packages with information, references, reminder cards and a quiz. Our first topic was Falls Prevention which was well received by staff.

Last but not least, on 1 October 2022 the Australian National Aged Care Classification (AN-ACC) replaced the Aged Care Funding Instrument (ACFI). AN-ACC assessment is carried out through consumer interviews, observation (including care activities) and clinical documentation. These capture the frailty, mobility impairment, functional decline, cognitive loss,

behavioural disturbance and technical nursing needs of each consumer. To ensure that Fairway achieves the appropriate AN-ACC revenue, we have engaged Operandi, an Australian based company committed to support of the not-for-profit aged care industry, to carry out such assessments for our consumers.

In closing, I wish to thank the Board, all consumers, representatives and staff for providing me with a very supportive environment to work since my commencement at Fairway in early September.

**Alice Roos**  
**CEO / Director of Care**  
22 October 2022





# *Fairway Lifestyle Report 2022.*

*In December 2021 Toniaanne Hawthorn retired after 12 years as Lifestyle Coordinator and Margaret Maher took her place.*

The Covid pandemic continued to present challenges during the year under review, but in February 2022 we were able to welcome back our volunteers who are a fundamental part of our team and whose dedication, time and energy are invaluable. It was uplifting to witness again the joy and value they bring to the residents' lives.

Our lifestyle team have continued throughout to provide emotional and practical support to residents including regular FaceTime calls with loved ones, assistance with phone calls and extra one on one time.

### *Cycling Without Age*

With the challenges of Covid and the unsettled weather of winter we have not been able to provide rides for the residents on a regular basis. Thankfully, the bikes are now back in action thanks to our amazing volunteers who give so much of their time to keep our residents out and about and connected to the

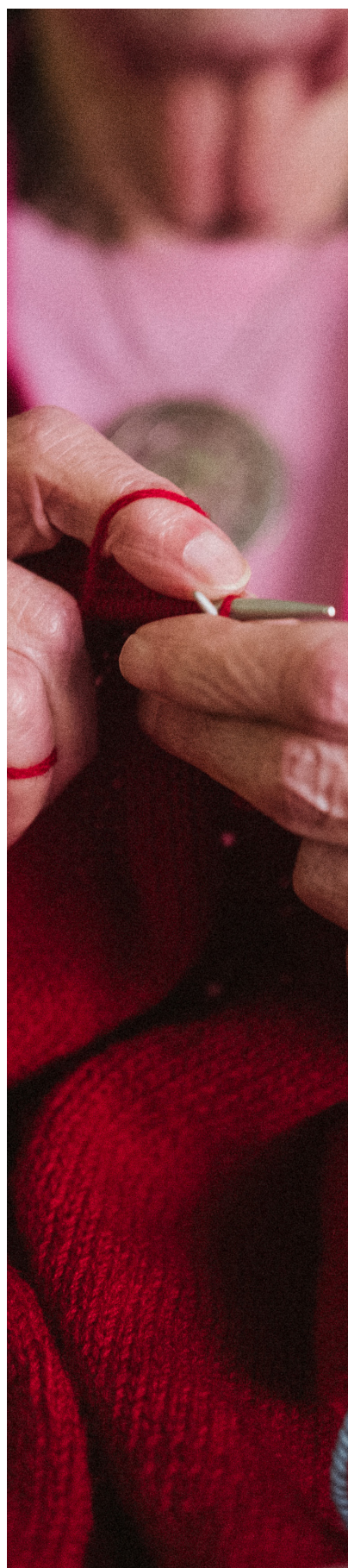
community they know and love so well.

### *Bayside Art Connections*

Bayside Art Connections has continued to be an important part of our activities calendar with the online program growing in popularity each month. This is due to the facilitators at the Brighton Art Gallery bringing their expertise and knowledge to the residents as well as our own lifestyle staff providing additional art to view and discuss. Four of our residents have recently completed a four-week program in person at the Gallery which was well received by the participants.

### *Armchair Travel*

Although we have been unable to travel overseas this has not dampened our resident's enthusiasm for travel. We have enjoyed 'trips' to parts of Australia, Canada, Argentina, France, Italy, New York, and South Africa. Many of our residents are well-travelled and love to share their own experiences during this time. Secretly, the highlight is enjoying a taste of food and drink of the country visited!













## ***Entertainment & Activities***

Residents have enjoyed a variety of entertaining and pleasurable performances including the amazing vocals of opera singer Paul Gulinello, Irish dancers, classical pianist Paul McCarthy, a reptile show, The Old Favourites, Kaylah, an exotic dancer, and many others too numerous to mention. And of course, Christmas, Australia Day, Easter, Mothers' Day, Fathers' Day, the AFL Grand Final and the late Queens' Birthday and Platinum Jubilee have all been observed and celebrated with gusto. We have also continued with our popular activities such as darts, bocce, and golf which are always well attended.

## ***Centenarians Club***

The year has seen our Centenarians Club increase its membership by 2 with the addition of Mary Lee whose birthday was in May and Mavis Graham in June. They joined Lesley Falloon (102), Nita Fone (102) and Jim Brooks (101) in this exclusive club.

## ***House 5***

Residents in House 5 seem to have an affinity with poetry and art, with many works making it onto the walls of the lounge and activity rooms. Earlier this year we were treated to an exhibition of photographs taken by one of our residents, Jill Wharton. Jill has a wonderful portfolio of work including several that have previously been entered into local art exhibitions, winning her many prizes.

**Margaret Maher**  
**Lifestyle Co-ordinator**  
18 October 2022









# Fairway Bayside Aged Care Limited

## Financial Statement

Statement Of Comprehensive Income	2021/22	2020/21
<b>REVENUE / INCOME</b>	<b>\$</b>	<b>\$</b>
Resident Fees & Charges	2,488,764	2,352,562
Government Subsidies	4,774,086	4,399,035
Other Income	481,828	605,583
Gain / Loss on Financial Assets	-62,453	
	<b>7,744,678</b>	<b>7,357,180</b>
<b>EXPENSES</b>		
Employee Benefit Expenses	-5,345,875	-5,379,393
Depreciation	-609,601	-647,589
Finance Costs	-18,881	-15,118
Resident Expenses	-350,181	-365,901
Occupancy Expenses	-461,709	-435,927
Auditors' Remuneration	-25,000	-25,091
Other Expenses	-999,698	-520,871
	<b>-7,810,946</b>	<b>-7,389,889</b>
<b>Surplus / (deficits) for the Year from Operating Activities</b>	<b>-66,268</b>	<b>-32,709</b>
Managed Funds - Unrealised Losses	-191,980	-62,453
Impairment of Intangible Assets (Bed Licences)*	-2,170,000	
<b>Surplus / (deficits) for the Year</b>	<b>-2,428,249</b>	<b>-92,162</b>

\* The Board has written off the value of Bed Licences at 30 June 2022 to Nil as there will no longer be a value in these licences going forward from 30 June 2024 due to a change in Government regulations.

# *Fairway Bayside Aged Care Limited*

## *Financial Statement*

Statement Of Financial Position	2021/22	2020/21
<b>ASSETS</b>	<b>\$</b>	<b>\$</b>
Cash & Investments Receivables	32,856,176	30,025,583
Receivables	325,944	187,945
Property, Plant & Equipment (net of depreciation)	16,402,482	9,181,311
Intangible Assets		2,170,000
	<b>49,584,602</b>	<b>43,564,839</b>
<b>LIABILITIES</b>		
Payables & Accomodation Bonds	33,426,102	32,235,990
Employee Entitlements	1,171,677	1,171,117
	<b>34,597,779</b>	<b>33,407,107</b>
<b>NET ASSETS</b>	<b>14,986,823</b>	<b>10,157,732</b>
<b>EQUITY</b>		
Retained Earnings	7,729,483	10,157,732
Asset Revaluation Reserve	7,257,340	
	<b>14,986,823</b>	<b>10,157,732</b>



*Thanks to  
Fairway Staff,  
Volunteers &  
Support Services*

## Fairway Staff

### Clinical Care Co-ordinators

Carolyn Rigby RN1 (CCC)  
Matthew Taylor (CCC)

Sue Zaks (CCC)

### Registered Nurses

Jess Kaur  
Parwinder Kaur

Premila Pillay

### Senior Nurses

Austin D'Cruze EEN  
Frank De Summa EEN  
Janine Horsington EN2  
Harleen Kaur EEN  
Yasmeen Kaur EEN  
Yuriko Kawabata EEN

Anne Kent EEN  
Sue McLean EEN  
Karen Thomas EEN  
Ivy To EEN  
Holly Vallance EEN  
Noelene Wilson EEN

### Senior Care Staff

Sue Bantjes  
Brenda Edwards

Kathy Stevenson

### Carers

Ayman Albanna  
David Berresford  
Belinda Boer  
Peter Crowe  
Estelita Docking  
Kathy Egerton  
Kristen Furio  
Corinne Gallacher  
Roemary Heales  
Juliann Jannoun  
Amreen Kaur  
Ruby Kaur  
Bohni Khisa  
Tess Kirby  
Anastasiya Kiryanava

Ewa Krol EN2  
Sudesh Kumar  
Lynn Lesslie  
Jesse Mlatya  
Sangita Narayan  
Sumiko Niino  
Hansa Pankhania EN2  
Natalie Patterson  
Cheryl Ribeiro  
Theresa Scolah  
Yuko Shimode  
Abhitha Valsala Sivankutty  
Sioban Vignali  
Grace Wang  
Ping Xie



## Fairway Staff

### *Lifestyle*

Margaret Maher (Co-ordinator)  
Suzy Cavanagh  
Keren Grant  
Tina Halls  
Lynne Hobbs

Luz Monaghan  
Tanya Munari  
Erica Symmons  
Jodie Turpin

### *Catering*

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

Eleanor Kurian  
Jayde Maluga  
Genevieve Morris  
Brendon Paynter  
Vicky Tasopoulos

### *Housekeeping*

Anne Holland (Cleaning Co-ordinator)  
Margaret Kolczynska

Jo Rushby

### *Maintenance & Garden*

Richard Pegler

## Fairway Management Team

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*Chief Executive Officer /  
Director of Care*

Alice Roos

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*Payroll & HR Administration  
Coordinator*

Susan Manners

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*Roster Coordinator /  
Receptionist*

Emma Pollio

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*Receptionist*

Michelle Daniels

## Fairway Volunteers

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Patsy Allan

Eric D'Souza

Andrew Fisher

Fleur Good

Paula Good

Keryn Grant

Joan Grimmer

Georgina McGill

Bob McPherson

Jonathan Muller

Rhona Noakes

Robert Noakes

Judi Overmars

James Pollock

Joy Speer

Sarah-Jane Stratford

Mark Sutton

Ruth Terrell

Peter Walker

Lynne Witnyski

Peggy Wood





**Fairway**

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