

2023 Annual Report



2023 *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.



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.



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.



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.



Olivia Darcy
(Director)

Olivia started her career in chartered accounting before moving overseas to work in investment banking. Upon returning to Australia, Olivia worked for ANZ in a variety of roles across projects, corporate communications and finance.

Following a lifestyle change, she moved to a farm in regional Victoria and worked as CFO of a community-based, not-for-profit aged care facility igniting a passion for using skills gained from a corporate background in the "for purpose" sector.

From Chairperson of Fairway Bayside Aged Care Limited



Developments in Aged Care in Australia

Aged care in Australia is undergoing significant change as a result of the recommendations of the Royal Commission into Aged Care Quality and Safety.

In June this year, the Federal Government announced the changes it intends to introduce over the next 2 years known as the Aged Care Reform Roadmap (Roadmap) which is intended to put older Australians first and

improve quality, safety and choice in aged care.

I encourage all members and Fairway stakeholders to read the Roadmap by going to the Australian Government Department of Health and Aged Care website (health.gov.au).

In August this year, the Federal Government also set up an Aged Care Taskforce to review funding arrangements for aged care and develop options for a system that is fair and equitable for everyone. The Taskforce has released draft funding principles which include:

- Older Australians should be encouraged and enabled to remain in their home for as long as they wish and can do so;
- Aged care funding arrangements should be fair, simple, transparent and sustainable;
- Government funding should be focused on care costs, and user contributions focused on accommodation and

everyday living costs with an appropriate safety net;

- Government and user contributions should be sufficient to provide quality and appropriate care delivered by a skilled workforce, and innovation should be encouraged;
- There should be accountability for funding received from government and users;
- The residential aged care sector should have access to sufficient capital to encourage the development of new accommodation and upgrades to existing accommodation.

The Taskforce is due to report by December this year and its recommendations will then be considered by the Federal Government.

By 1 December this year, all residential aged care providers must establish:

- A quality care advisory body whose role is to support and inform the

governing body, help with problem-solving and suggest improvements.

This body must include a member who represents residents' interests; and

- A consumer advisory body whose role is to give residents a voice and provide feedback to the governing body which must be considered when making decisions about the quality of care and services provided.

Fairway management is in the process of establishing these bodies.

Financial Results for the year ended 30 June 2023

I am pleased to announce that the financial results for the year ended 30 June 2023 have shown significant improvement compared to last year's results. Despite an operational loss, we achieved an overall surplus of \$520,942. The main contributor to this result was the improved returns from the investment of our accommodation deposits, as well as an (unrealised) increase in the capital value of our managed funds.

As our auditor has noted, care needs to be taken to keep payroll expenses under control given that



the current return from investments is unlikely to continue in the longer term.

Operational matters

Like numerous other aged care facilities, operational challenges continue at Fairway. The great shortage of nursing and care staff has continued, as well as the problems of finding suitable management personnel. Agency staff usage during the year has been very high. Agency staff significantly increase the care costs of the facility, and often do not provide the same level of care to residents as permanent staff who have a better knowledge of the residents and their needs.

A significant number of new registered nurses and care staff have been engaged in order to meet the new mandatory care minute requirements that commenced on 1 October 2023.

In order for standalone aged care facilities to survive they are going to need to embrace new technology and work smarter in the future. Significant investment has been made over the last few months in new financial, payroll and rostering software to improve efficiencies and reduce costs.

Software has also been purchased to streamline the preparation and execution of new resident agreements, including electronic signing, which will be more efficient and convenient for management as well as families.

And investigation is well advanced of software which will simplify governance, risk, compliance and policy management, and improve efficiency and reduce costs.

A review of Fairway's future IT needs is under way, and here I want to acknowledge the work which is being carried out by Robin Burrows who is currently providing advice to the Board on IT matters as well as on core risk issues for Fairway.

In light of the Federal Government's announcement of the Roadmap, and in order to ensure that the high quality clinical care provided by Fairway continues in the future, the Board has determined that the preferred Organisational Structure for Fairway in moving forward is to have a full-time Director of Care supported by a Quality/ Compliance Manager as well as a full time CEO. Allowance has been made for these positions in the operating budget for 2023-24.

I would like to welcome the following persons to Fairway. The first is Charles Crisostomo our new CEO. Charles worked for 6 years in senior management roles at HammondCare, a leading aged care provider in the care of residents living with dementia. Charles holds a Master of Business Administration and a Bachelor of Science in Nursing. Fairway is fortunate to have a person of Charles' skills, experience and passion.

The second person is Dean Weston who is Fairway's new Business/Finance Manager. Dean has extensive experience in accounting and business matters relating to residential aged care facilities having worked with the Mayflower Group for 11 years. Dean holds a Master of Applied Finance, is a member of the Institute of Chartered Accountants, and holds a Bachelor of Business (Accounting).

And finally, Yulia Paley our new Director of Care. Yulia holds a Master of Health and Medical Law, a Master of Public Administration (Health Systems) and a Bachelor of Science in Nursing, and has worked for a number of years in the aged care sector including at Blue Cross, Mayflower Group and Lifeview Residential Care.

Capital Projects

I advised you in my Chairperson's Report last year of several capital projects underway, or planned, at Fairway. These are as follows:

House 5 works

The complete refurbishment of the balcony at the western end of House 5 and the adjoining lounge area has been completed. The refurbished balcony area now provides an all-weather area for use by residents and their families to significantly improve the lifestyle options available.

In addition, new air-conditioning units have been installed at either end of House 5, and new blinds installed in the House 5 lounge and dining area.

New car park at 206-208 Bluff Road

Work has commenced on this car park. When complete it will provide grade parking for 25 cars for use by staff and residents families. Access will be controlled by a boom gate. It is hoped the car park will be completed by December this year.

Proposed expansion at 195 Bluff Road

This involves an increase of 20 beds at Fairway through the construction of a new basement and expanded ground floor in the area that is currently car parking, and the construction of a new House 6 at first floor level and which will link into the existing House 5.

The proposed costings have been under continuous review and significant work has also taken place on the financial viability of the proposed expansion.

I mentioned in my Chairperson's Report last year that the proposed alterations could not proceed unless satisfactory arrangements were made with Alfred Health (AH) for continuing use of a small section of land owned by them to access the Fairway site. Unfortunately, AH has advised that such access cannot continue beyond December 2025. Accordingly, we have had to redesign the entrance to Fairway in the proposed expansion, and plans have been submitted to the City of Bayside for approval under the planning permit already issued for the proposed expansion.



Work continues on the finalisation of the design plans and specifications so that final costings can be obtained from the proposed builder to enable the Board to make a final decision on whether to proceed with the proposed expansion.

Refurbishment programme for rooms in Houses 1, 2 & 3

The Board's intention is to commence in 2023-24 a 3 year plan to refurbish rooms in these houses, as and when opportunities arise, so as to ensure the rooms remain of high quality. An interior designer will be engaged to ensure that the refurbishments are consistent with the proposed expansion works.

Vale Lesley Falloon OAM

In Fairway's September Newsletter I included a Vale to Lesley who became a resident of Fairway in June last year and passed away on 17 August 2023.

Her contribution to the establishment of Fairway was enormous and we owe her an enormous debt of gratitude for her foresight and work which was instrumental in establishing Fairway.

Thank you again Lesley and may you rest in peace.

Board changes

Kevin McDonnell resigned from the Board in March this year. Kevin has been involved with Fairway over a 15-year period as a member of the governing body of Fairway Bayside Aged Care Limited (FBACL) and its predecessor Sandringham Aged Care Association Inc (SACA).

Kevin's contribution has been enormous. He was the Treasurer of SACA and the director primarily responsible for financial matters on the Board of FBACL. I thank him for all his hard work and particularly for all the advice and support provided to myself which was greatly appreciated.

I am very glad that Kevin has agreed to continue to be involved as a consultant to the Risk and Audit Committee to provide advice to that Committee on financial and non-clinical matters.

Olivia Darcy joined the Board in March this year. Olivia is a Certified Public Accountant and is currently the Chief Financial Officer and Company Secretary at Better Place Australia. Her late father was a resident of Fairway. Olivia was previously involved in a

not-for-profit aged care facility in western Victoria. We are so fortunate to have Olivia's passion, business skills and aged care experience on the Board.

Marcela Zamora left the Board in June this year, having been appointed in April 2022. We thank Marcela for her contribution.

Acknowledgements

To all staff at Fairway (be it management, carers, lifestyle, catering, cleaning, laundry, maintenance, finance or administration), and to all our volunteers and health professionals, an enormous thank you for all your amazing work, care and love to all our residents and their families, and your contribution to the successful operation of Fairway generally. Despite a number of challenging and difficult operational circumstances your efforts have been tremendous.

And to my fellow Board members, Stephanie Clark (the Deputy Chair), Anthony Price (who is also our secretary), Laurence Evans, Stephen Domancie and Olivia Darcy, a huge thank you on behalf of Fairway community for all your work over the past year. It involves enormous amounts of time, all on a voluntary basis.

Fairway would simply not exist without your fantastic contribution.

Michael Scully
Chairperson
Fairway Bayside Aged
Care Limited
30 October 2023



From Our CEO.



I am honoured to have been appointed as CEO of Fairway with effect from 25 October 2023, having originally joined as Director of Care and Deputy CEO.

I am a registered nurse by background having worked at Alfred Health and in aged care. I also have a Master of Business Administration degree from Edinburgh Business School which is part of Heriot-Watt University in the UK.

Prior to coming to Fairway, I held senior management positions in a not-for-profit charity organisation, a larger private residential care business and a family-owned and operated care services group. My last role was with HammondCare where I was the local operations lead, managing up to 169 residents over two sites. In more than 6 years with HammondCare,

I gained transferable skills and knowledge in complex dementia and frail aged care. More importantly, I developed a deep appreciation of what dignity of risk truly means which I am keen to translate to Fairway to support a meaningful quality of life.

Fairway has always interested me due to its positive reputation as a community-based organisation with a strong network of support. On my very first visit, I immediately felt at home - the warmth of the colours, the open spaces and the sense of a vibrant community.

“I am passionate about improving outcomes for our residents and have been inspired by what Fairway has achieved over the last 12 months in terms of improving and delivering care to our residents.”



In particular, Fairway has responded in an agile manner to the recommendations and requirements of the Aged Care Quality and Safety Commission.

The updated care roster, which is reflective of the required increase in care minutes, allows our staff to spend more time with the residents and enables them to foster positive trusting relationships more effectively with those they look after and their loved ones.

Fairway has also invested in support staff (that is, cleaning, laundry) and we are receiving compliments to the effect of the place never looking as clean as it does now. This frees our care staff to do what they do best - looking after our residents and supporting them in what they find important. In saying so, we will continue to improve our housekeeping as there are still improvement opportunities in that space.

Our Board Chair has mentioned embracing technology as a way forward, and it is impressive to see the positive impact of the new accounting software and electronic rostering and payroll systems that have been brought in this year as well as an

electronic medication management system.

This automation allows for better monitoring and governance over what can be high-risk areas. Our staff are embracing the updates to how we work, and I can only anticipate with excitement with how further new technology will help us deliver safe and quality care in the future.

In the next coming months, I will proactively seek to get to know you, our valuable stakeholders and partners in care. If you have any questions, feel free to reach out. Thank you for your warm welcome, and I look forward to seeing you around.

Charles Crisostomo
Chief Executive Officer

26 October 2023



Fairway Lifestyle Report 2023.

The year has been satisfying and rewarding.

We welcomed Sally Porter, Rebecca Santineer and Keren Grant as members of the Lifestyle team. Keren joined on completing her Lifestyle and Leisure placement with us, and we now have a full complement of staff. Furthermore, Lorien Lethborg joined us in September to complete her placement hours as part of her Lifestyle and Leisure certificate.

Volunteers

Our advert in the Bayside Hub supplied enough volunteers to enable us to open the café five mornings a week; providing our residents with a barista made coffee to enjoy whilst socialising with others.

Volunteers continue to be an integral part of the Lifestyle Program assisting with Cycling Without Age, dog therapy, religious service, café, bus outings, golf, and in-room visits. Our program is enriched by the service of those who freely share their time for our residents.

If you or anyone you know may wish to give our residents a ride down the beach or the local park while exercising themselves, feel

free to ask about our Cycling Without Age Program! What a way to be personally fit and healthy while giving back to the community.

Spiritual wellbeing

The spiritual wellbeing of the residents is continually addressed throughout the year.

Georgina, an ordained Anglican Minister, has been delivering a monthly service including prayer and communion for residents of all faiths for throughout the year.

Joan, another of our regular volunteers, provides communion monthly for our Catholic residents. Discussion with members of the Catholic diocese regarding an additional volunteer was positive and we are waiting confirmation of further details.

Birthdays are celebrated with a cake to be shared at the table with a rousing 'Happy Birthday' sung by residents and staff.

Cultural celebrations such as Australia Day, Anzac Day and Remembrance Day are welcomed by residents, evidenced by high attendance.







Community outings

Community outings have been a challenge as our bus driver numbers have dwindled.

Trips along the foreshore, either stopping for coffee or just enjoying the views and reminiscing, are still popular. New venues for future trips are being sought and assessed on a continuous basis: for example, museums, sports clubs, RSLs, parks, and special concerts by high school students.

Activities

Additional activities have been introduced. Ten-pin bowling, ask google, and gentle exercise and meditation were well attended; activities such as golf, quizzes, bingo, and darts, continue to have a faithful following.

In response to requests for more public speakers, residents enjoyed a presentation from Marie walking the Camino trail, Sandy May enthralled us all about her visit to New York and Sandringham police educated us on cyber security. Residents also heard about the roots and ongoing support of Golden Day Radio, and a

representative from the Sandringham Historical Society provided us all with some personal stories of those who came before us. Several residents were able to enhance the experience with their own narrative as many of them have lived in the area all their lives.

Fundraising

Our fund-raising efforts have been rewarding. We raised funds through selling Christmas cakes made by residents. Each resident in the cooking group made four cakes. After keeping one for themselves we presented volunteers with one at the thank-you afternoon tea for the wonderful work they do, with the remainder being sold to staff, relatives and friends.

We also sold beanies from the sales table that were made by our prolific, and generous knitter Yvonne. Funds raised have been used to purchase items such as a helium balloon tank, a couple of games for House 5 and a laminator for the office.

Community relations

Students from Sandringham Secondary College assisted staff with running the café two days per week in the

first half of the year. Benefits were two-fold: students gained practical skills such as learning how to use the coffee machine and also personal skills such as communication and service. Of course, Fairway benefitted from their service.

The intergenerational program Fairway participated in with St Mary's Primary School and the Highbury Community Hub was well received by those who attended.

Two students from St Leonards College, completing their community service module, spent four days interacting with residents in July and August. They assisted with bocce, darts, golf, and chatted one on one with residents; both parties benefited from the experience. The college is interested in Fairway being involved in each term of 2024.

We also have students from Kilvington College volunteering with us as they complete community service hours for the Duke of Edinburgh Award.

Family & friends

Early in the year we enjoyed an afternoon tea celebration with family members which

was welcomed. Positive comments such as “It’s so lovely to meet other families and be able to sit down and have a conversation” and “We should do this more often” were common.

July was celebrated with a cocktail/mocktail party which was fun. Drinks flowed, food was delicious, music and dancing were non-stop. The energy in the room was electric as everyone from the CEO, residents, staff and family members let their hair down and had a wonderful time.

Grants

We were delighted to learn that we were the recipients of two grants, namely \$3495 from the Sandringham Branch of the Bendigo Bank and \$7500 from the Bayside City Council, to fund a Brike (a bike that can accommodate a person in a wheelchair). This will complement our Cycling Without Age Program, and we are most grateful to the Bank and the Council for their generosity.

Thank you to everyone who has made 2023 a rewarding and happy year.

Margaret Maher
Lifestyle Co-ordinator
26 October 2023



Fairway Bayside Aged Care Limited

Financial Statement

Statement Of Comprehensive Income	2022/23	2021/22
REVENUE / INCOME	\$	\$
Resident Fees & Charges	2,498,340	2,488,764
Government Subsidies	4,882,675	4,774,086
Other Income	1,099,411	481,828
	8,480,426	7,744,678
EXPENSES		
Employee Benefits	6,026,891	5,345,875
Depreciation	526,489	609,601
Finance Costs	22,663	18,881
Resident Expenses	430,473	350,181
Occupancy Expenses	536,300	461,709
Auditors' Remuneration	25,000	25,000
Other Expenses	498,030	999,699
	8,065,846	7,810,946
Surplus / (deficits) for the Year from Operating Activities	414,580	(66,268)
Managed Funds - Unrealised Losses	106,362	(191,980)
Impairment of Intangible Assets (Bed Licences)*	0	(2,170,000)
	106,362	(2,361,980)
Surplus / (deficit) for the Year	520,942	(2,428,249)

* At 30 June 2022 the Board wrote off the value of bed licences 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	2022/23	2021/22
ASSETS	\$	\$
Cash & Investment Receivables	35,605,037	32,856,176
Receivables	700,593	325,944
Property, Plant & Equipment	16,615,198	16,402,482
	52,920,828	49,584,602
LIABILITIES		
Payables & Accomodation Bonds	36,538,039	33,426,102
Employee Entitlements	875,024	1,171,677
	37,413,063	34,597,779
NET ASSETS	15,507,765	14,986,823
EQUITY		
Retained Earnings	8,250,425	7,729,483
Asset Revaluation Reserve	7,257,340	7,257,340
Surplus / (deficit)	15,507,765	14,986,823

*Thanks to
Fairway Staff,
Volunteers &
Support Services*

Fairway Staff

Nursing Admin

Pooja Patel RN1 (Project Officer)
Carolyn Rigby RN1 (CCC)

Dinesh Sharma RN1 (CCC)

RNs

Braydon Aguinaldo
Liyan Du
Navdeep Kaur
Jess Kaur
Jeff Komen
Amber Lyu
Sanchita Panta
Mai Pham

Premila Pillay
Kulwinder Sidhu
Adriana Silva
Andy Singh
Julyne Yap
Lydia Zhang
Phoebe Zhang
Zhenyue Zhao

Senior Nurses

Austin D'Cruze EEN
Reena Dango EEN
Jack Hodonu
Janine Horsington EN2
Yasmeen Kaur EEN
Yuriko Kawabata EEN

Anne Kent EEN
Sue McLean EEN
Meredith Millar EEN
Ivy To EEN
Noelene Wilson EEN

Senior Care Staff

Sue Bantjes
Brenda Edwards

Kathy Stevenson

Carers

Ayman Albanna
Belinda Boer
Sheila Cabana
Ann Casuyon
Peter Crowe
Estelita Docking
Kathy Egerton
Corinne Gallacher
Ellie Garbett
Juliann Jannoun
Gloria Jerono
Rupa Kandel
Amreen Kaur
Gulreen Kaur
Ramandeep Kaur

Lovepreet Kaur
Ruby Kaur
Shamanpreet Kaur
Gloria Kemei
Dhurba Khanal
Laxman Khanal
Amit Khatri
Tess Kirby
Anastasiya Kiryanava
Ewa Krol EN2
Sudesh Kumar
Lynn Lesslie
Tanya Mitchell
Jesse Mlatya
Sarah Murray

Sangita Narayan
Sumiko Niino
Jyoti Pal
Hansa Pankhania EN2
Ken Petty
Cheryl Ribeiro
Yashnoor Sandhu
Yuko Shimode
Aman Singh
Abhitha Valsala Sivankutty
Grace Wang
Michael Yumul

Fairway Staff

Lifestyle

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

Tanya Munari
Sally Porter
Rebecca Santineer
Erica Symmons
Jodie Turpin

Catering

Carl D'Angelo (Manager)
Kimberlee Baker
Nick Chambers
Ruth Grimmer
Ayumi Ihara
Jill Karas

Eleanor Kurian
Jayde Maluga
Genevieve Morris
Ruby Pollio
Theresa Scolah
Vicky Tasopoulos

Housekeeping

Margaret Kolczynska
Akira Murakami

Roy Perera
Jo Rushby

Maintenance & Garden

Richard Pegler

Fairway Management Team

Chief Executive Officer

Charles Crisostomo

Business & Finance Manager

Dean Weston

Director of Care

Yulia Paley

Payroll & HR Administration Coordinator

Susan Manners

Receptionist

Mercy Robinson

Fairway Volunteers

Patsy Allan	Lifestyle
Jennifer Anderson	Café
Matt Anderson	Café
Dale Austin	Lifestyle
Kimberley Baker	Kitchen
Robin Burrows	Cafe
Nick Chambers	Kitchen
Julian Curwen	Lifestyle
Eric D Souza	Lifestyle/Saturday
Rosa D Souza	Lifestyle/ Occasionally
Debbie Edmeades	Dog Therapy
Andrew Fisher	Kitchen/ Lifestyle
Keren Grant	Lifestyle assistant / occasional volunteer
Joan Grimmer	Kiosk and Catholic communion
June Isaacs	Bus volunteer
Georgina Mc Gill	Anglican Service
Bob McPherson	Cycling “W” Age
Birgit North	Dog Therapy
Roy Pollard	Cycling ‘W’ Age and Dog Therapy
Danielle Price	Bus driver
Sophie Reid	Duke of Ed
Donna Rodwell	Café/ support for Matt
Mark Sutton	Cycling “W” Age
Ruth Terrell	Garden
Joy Speer	Cycling “W” Age
Peter Walker	Cycling “W” Age
Peggy Woods	Dog Therapy House 5
Alex Young	Duke of Ed Companionship
Riley Young	Duke of Ed



Fairway

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