



Annual Report 2022/23

MURRAY HOUSE WENTWORTH AGED CARE LTD



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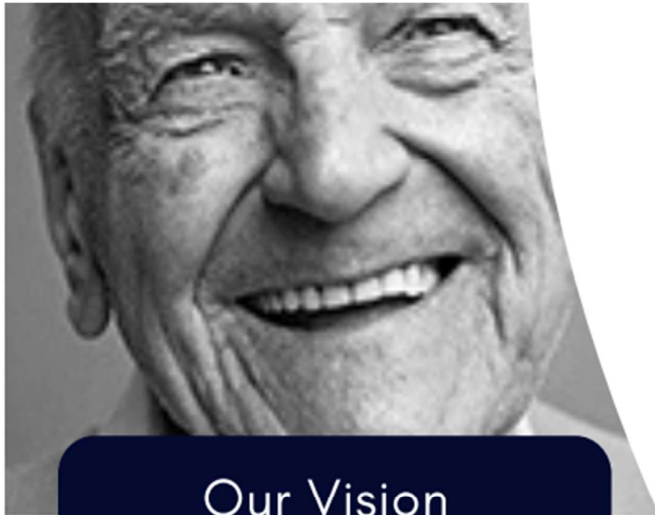
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Our Strategic Plan



MURRAY HOUSE
WENTWORTH AGED CARE LTD.



STRATEGIC PLAN
2020 - 2023

Our Vision

Murray House has the vision of being the preferred provider of quality aged care services through the provision of the highest standard of care delivered with rural values

Our Mission

To provide quality integrated care services and accommodation for our community and always promoting consumers to maintain independence, individuality, dignity and quality of life in a safe and supportive environment.

Our Values

- **Compassion:** We listen and want to make a difference for our elder community
- **Inclusiveness:** We value a diversity of opinion and background
- **Dignity & Respect:** We value each consumer as an individual with a rich personal history
- **Integrity & Quality:** We are committed to provide a service of the highest standard
- **Hard Working:** We believe in what we do and work hard to achieve it



Our Strategic Plan

KEY RESULT AREAS

Murray House is committed to achieving five key result areas by 2023

MALAK EL HALABI

Build Financial Viability

Murray House will ensure it is a financially viable and sustainable organisation through the implementation of financial plans, budgets, disciplines and targets that can continue to fund its future

Develop Our Services and Our People

Build and enhance our unique brand of care alongside of continual investment in the development of its people: the board, management, staff and volunteers in an environment of support and accountability.

Provide Enhanced Palliative and Dementia Care

Development and enhancement of capacity to provide the best quality, nurturing care to those at their most vulnerable

Enhance Our Facilities

Murray House will continue to renovate, refurbish, and appropriately expand its residential care facilities in accordance with robust plans and consumer needs

Broaden Our Impact, Reach & Collaboration

Murray House will continue to build capacity and expand services and supports available to consumers and their representatives through partnerships and alliances that will result in a diversity of services and expertise

KPIs

Meet or exceed all financial ratios, targets and budgets

- Profit & Loss Statement;
- Board Reports;
- FWP Reports;
- Cumulative trends;
- Balance Sheets

KPIs

Continuous Quality Improvement Plan executed; Governance Manual approved and implemented; Care & Workforce competence and satisfaction of Consumers

- Board/Clinical Care Reports;
- Cumulative results of management & staff appraisals

KPIs

Develop and successfully implement enhancement and capacity building in specialized services

- P.D programs;
- Feedback from stakeholders;
- Board/Clinical Care Reports;
- Evaluations of programs

KPIs

Renovation, refurbishment and/or new build projects delivered on time, within budget and to required specifications

- Balance Sheet;
- Board Reports;
- Building approval;
- Stakeholder feedback;
- Maintenance Log;
- Feedback register;
- Board Reports

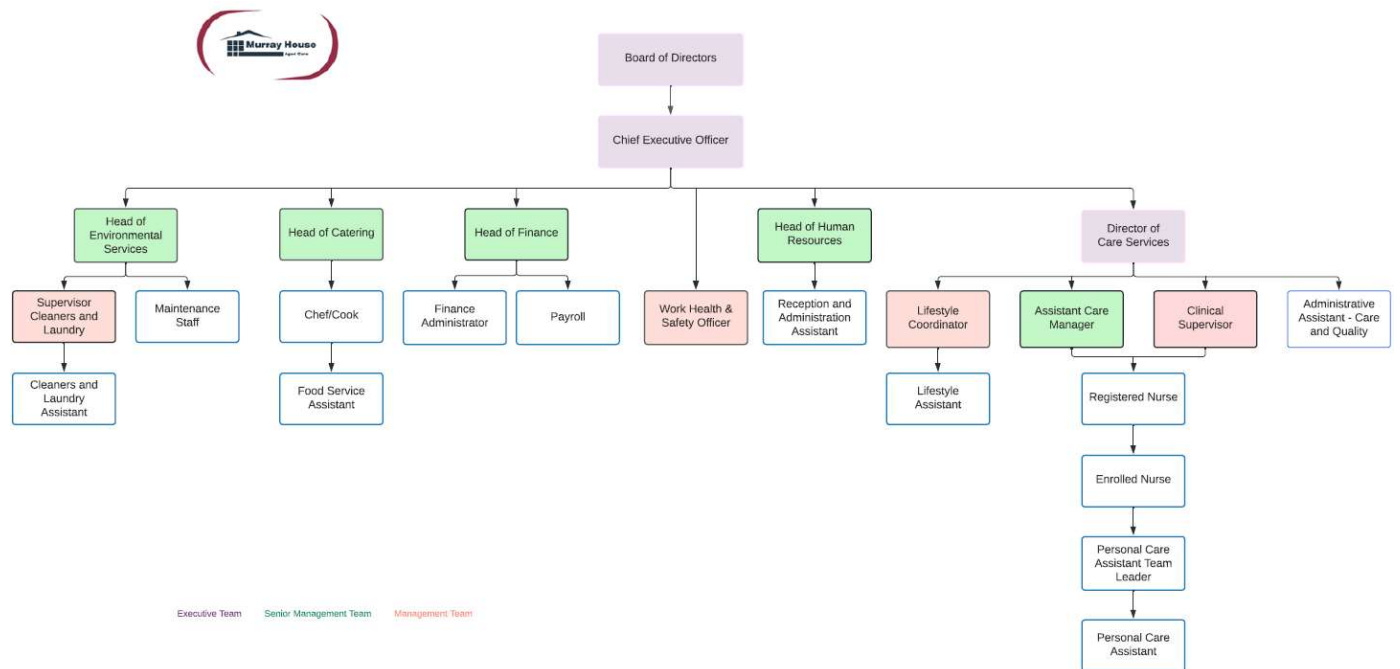
KPIs

Expansion of services and supports available to consumers

- Number and value of partnerships and alliances;
- Number of services available within facility

Who We Are

There are many people in many roles working together to make Murray House the lovely community it is. Every person is important, working tirelessly to provide the best quality care we can for our residents.



Executive Team Senior Management Team Management Team

Our Board



Bronwyn King
Chair



Andrew Rix
Deputy Chair



David Kirby
Director



Joe Kervin
Director



Robin Giddings
Director



Elizabeth 'Liz' Thomson
Director



Jeremy Seward
Director



Graeme Walden-Mills
Director



William "Bill" Wheeldon
Director

Thank you for all your effort, support and guidance over the year.

Our Staff

The last 12 months has again been a challenging time for our staff with the ongoing requirement of managing the threat of COVID and staff shortfalls. So many of our staff have risen to the occasion by going beyond their daily duties to assist Murray House and its residents in combatting these issues. We are so appreciative of their efforts.

Difficulties in recruitment, particularly Personal Care Assistants and Registered Nurses, continue through the industry and Murray House is no exception. However, with the introduction of the new funding instrument – Australian National Aged Care Classification (AN-ACC) – Murray House has a strategic advantage due to its regional location with a Modified Monash Model (MMM) classification of 5 compared to other aged care providers in Sunraysia at MMM 3. This enables Murray House to retain and attract care staff. I am pleased to report that Murray House will soon be providing 24/7 RN care in the new financial year. With the introduction of AN-ACC comes new requirements. One of which is the 200 care minutes including 40 RN minutes. This new requirement will be mandatory in October 2023. Already Murray House has achieved this 200 care minutes, but still working on the 40 RN care minutes.

Our efforts to retain and attract staff will continue and lead by the Head of Human Resources. As at the 30th June 2023 the composition of our workforce of 105 staff is shown below.



Seven staff have this year achieved milestone years of service to Murray House. We congratulate them on their service.

Staff Service Recognition

- 5 years - Nicole Angwin
 - Roxane Carter
 - Raspreet Kaur
 - Miriam Kelly
 - Y-Chun Liao
 - Tan Liddicoat
 - Tiffany Violi

Our Supporters

They are a vital part of the success of Murray House, and we express our appreciation for their support. Volunteers are a vital component of providing support to the Lifestyle activities for our residents as well as assisting them in travelling to their appointments. Unfortunately, Covid has restricted many of these activities and has placed restrictions that make it difficult for Volunteers to perform. We have seen a decline in Volunteer numbers as a result but hopefully we can recruit more in the coming months as they are so vital in our resident activity program.

These people include:

- * Pauline Garraway
- * Ronald Wescombe
- * Paul Gebhardt
- * Kerry Gillespie
- * Annette Smith
- * Bonny Ward
- * Bill Slee
- * Gwenda Toll

We also wish to express our appreciation for those who have supported us financially, particularly the Coomealla Club, and the Bendigo Bank. Their support has enabled us to upgrade and acquire much-needed equipment and facilities.

We would also like to acknowledge the ongoing support from Wentworth Rotary Op Shop & Mildura Working Mens Club for their donations towards ongoing costs of entertainment in the activities department.

We have also had donations throughout the year from local businesses that do not go unnoticed, and we are very thankful for them. Special thanks to Jackpot Bakery, Ritches IGA Wentworth and Wentworth Pharmacy.

Also, a big thank you to those in our community who have donated pots to Murray House throughout the year to facilitate the garage sale and to those in our community that have provided plants for us to sell on the day.

Special thanks to Wendy Larson, Joanne Barko, Alison McFall, and Frank Moroney who have continued to donate plants throughout the year for sale at Murray House reception as a continuing fundraiser in support of Murray House and its residents.

Another special thank you to our wonderful Volunteers Pauline Garraway, Ronald Wescombe and Bonny and Warren Ward for attending meat raffle fundraisers at the Crown Hotel Wentworth.

We are very grateful for the continued support of our volunteers who help weekly within the activities program and assisting with appointments and outings of residents.

Chairperson's Report

It gives me much pleasure to present the Chairs report for 2022/23.

The past year has been another challenging one and with the changing face of aged care, each year going forward will present its own challenges. Our more than capable staff handle these challenges with continued care and dedication. We extend our thanks and appreciation to all the staff for making Murray House the warm, inviting, and caring place it is.

Chelsea Stevens joined us as CEO in late August 2022 and left in April 2023 to await the birth of her 3rd child. We congratulate her and her family on the safe arrival of Ruby and thanked her for her hard work and initiative over the months she was with us. I would also like to thank Sid Duckett for his continued support and his work behind the scenes. We were very lucky to secure the services of Roy Soaika as CEO who started in April 2023. Roy has many years of experience in the aged care sector and brings with him new ideas and lots of enthusiasm. We welcome Roy to Murray House and the wider community and look forward to having him with us for many years.

Murray house has an excellent reputation within the Sunraysia community, and we work extremely hard to maintain and improve on that reputation. There are several exciting things happening over the next few months and years which the board feels will only enhance Murray House and make it even more attractive to prospective residents and their families.

I would like to extend our thanks to all our wonderful volunteers who continue to make the lives of our residents brighter. They do a multitude of things from taking residents on outings and appointments, calling bingo, helping out with activities and of course fundraising. Special mention must be made of those who give up their Easter Sunday to run our annual plant sale and sausage sizzle and to those who help out with our major fundraiser, our charity golf day. I would also like to thank those who support us financially such as the Bendigo Community Bank, the Coomealla Club and more recently the Buronga Gol Gol Lions club. Their generous donations help us purchase items that improve the quality of our residents lives such as the hot/cold food trolleys and new TVs for their rooms.

Our dementia garden was finally finished this year, many years in the making, and we are very happy with the finished project. Thank you to those who helped with it over its long completion. Thank you to my fellow board of directors for your support and guidance over the past 12 months. I look forward to working with you all again.

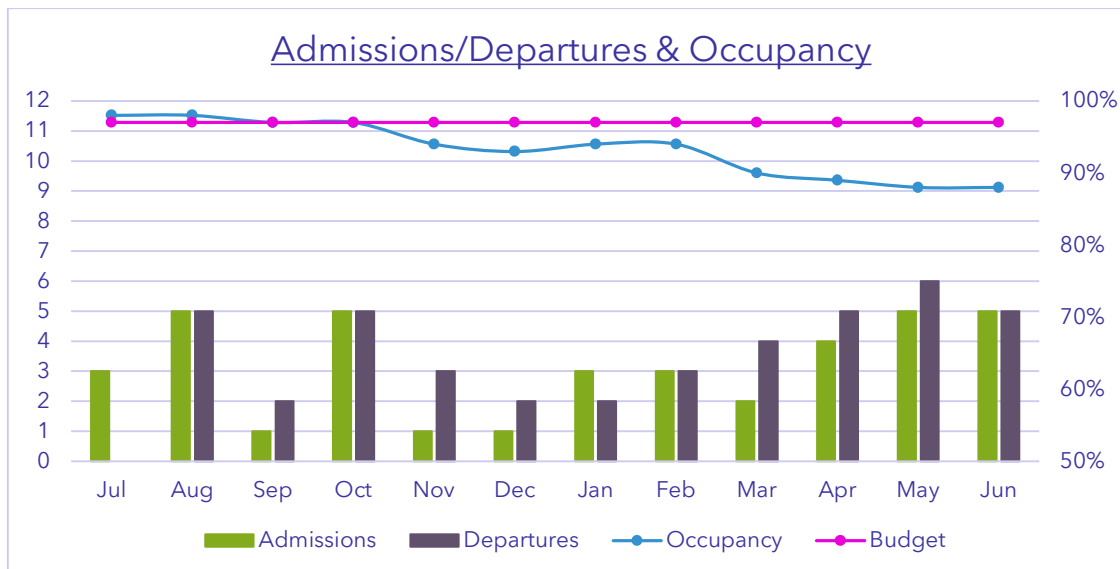
In closing I wish everyone involved with Murray House the very best for the year ahead.

Bronwyn King

CEO's Report

The 2022/23 financial year we see changeover of three CEOs, namely, Sidney (Sid) Duckett, Chelsea Stevens and myself as the new CEO. Sid was the Acting CEO to October 2022, Chelsea from August 2022 to April 2023 and I commenced on Monday 17 April 2023. I thanked both Sid and Chelsea for their dedication and commitment to Murray House. Further, I thanked Sid for continuing his service to Murray House on a volunteer basis in managing our residents accounts.

As I commenced in April 2023 occupancy was below 90%. This was considered not normal. This coupled with workforce challenges and reviewing of the corporate services were my immediate priorities. At the end of the financial year occupancy was still below 90%. However, I am pleased to report that at the time of writing occupancy has improved and sitting at 98%. Below is the occupancy trend in the year.



In the review of the corporate services, duplicate and manual processes were removed with the introduction of modern technology and improvement in system integration. Below is the finance suite that was implemented and went live on 1st July 2023. This was followed by a review of the finance team which took effect in July 2023.



May 2023 saw the commencement of Kate Amos as Director Care Services. Roz who was Acting Director Care Services for more than three years moved to a Clinical Supervisory role. I thanked Roz for stepping into the Director Care Services role initially for a period of three months but continued for more than three years.

A major reform in the industry is the change in the funding instrument from Aged Care Funding Instrument (ACFI) to the Australian National Aged Care Classification (AN-ACC) effective 1 October 2022. The new AN-ACC is considered to bring in additional funding however, it comes with additional requirements of 200 care minutes which includes 40 RN care minutes. Further, there is also new requirement of 24/7 onsite RN effective 1 July 2023.

Further new requirement introduced in the year is the star rating reporting effective 1 December 2022. This star rating is broken down into four categories, namely, compliance, quality, residents experience and staffing. I am pleased to report that the December 2022 and March 2023 quarters Murray House rated three star-rating which is considered acceptable. The categories with opportunity for improvement are quality, residents experience and staffing.

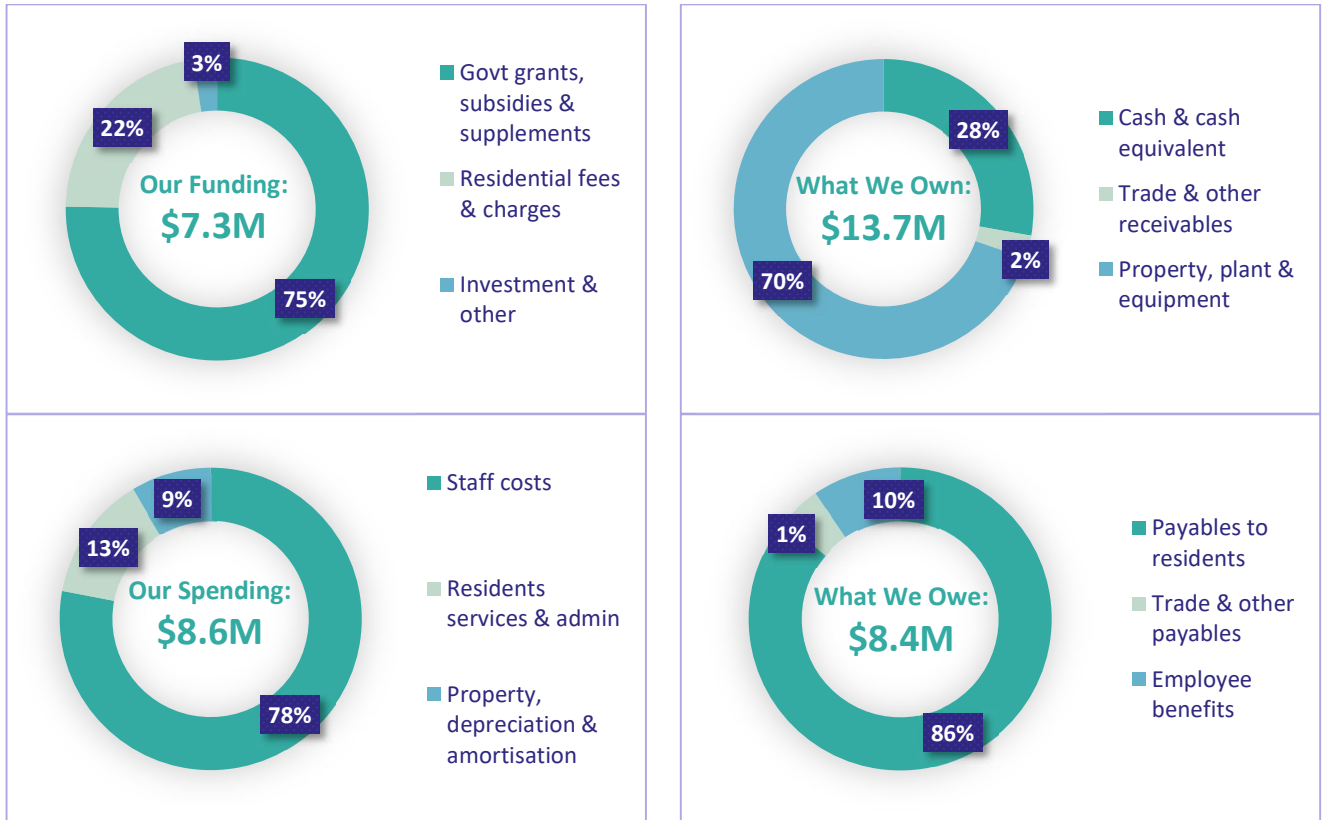
The year also see a change in auditor purely from a governance point of view. A tender was conducted and Accounting, Audit Services Bendigo (AASB) was selected. The first audit by AASB was completed satisfactorily as presented in the AGM.

Murray House experienced COVID outbreaks during the year. We were very fortunate that we were able to control these outbreaks through the efforts of our staff and the processes put in place. It also placed a great imposition on residents and their families. Unfortunately, COVID will be here to stay and we need to learn to live and manage COVID.

Despite COVID's layer of challenges, Murray House has continued to make advances. With the grant received in August 2021 of \$240,000 from the Federal Government, an additional room was refurbish, kitchen upgrade, pearl garden and redevelop the main wing lounge.

Financially the year has been challenging with major changes in the industry as well as managing COVID outbreaks and changes in key personnel. Further, abnormal items during the year are change in depreciation for building from 1.7% to 4% at additional \$220k in annual depreciation, and additional \$150k in provision for leave entitlements due to increase in wages by 20.75% as industry incentive to retain and attract staff. Below is the snapshot of the year.

Financial Snapshot



Net Result (deficit) (\$1.3M)

Our Worth (Net Assets) \$5.3M

When I first entered Murray House, I could not help but notice the high level of cleanliness and a well-maintained facility. The departure of Paul Booyesen, and Josh Swarbrick took on the responsibility as Head of the Environmental Services both have done a great job in managing a clean and well-maintained home that we are proud of.

The challenge of meeting the culinary requirements of 65 residents continues day to day. The Head of Catering, Ash Allford, and his staff continue to maintain a very good standard of service.

Finally, to all involved in Murray House, thank you for your contribution to what makes Murray House a unique and special place in our community.

Sincerely,

Roy Soaika | MBA, MCom, CPA
Chief Executive Officer