



# 22 Annual 23 Report

**MORE THAN A PLACE,  
A COMMUNITY**



**SheppartonVillages**

## Mission, Values and Vision

Shepparton Retirement Villages (SRV) is a unique community-based organisation which started as a dream in 1963 through the Rotary Club of Shepparton and is now a leader in aged care and one of Shepparton's largest employers.

### Our Mission

To enrich the lives of people in our care.

### Our Vision

To be a centre for excellence.

## Our Values



#### Choice

We encourage and promote individual choice and independence.



#### Respect

We believe everyone is unique, we listen and demonstrate care and compassion in everything we do.



#### Care

We care and continuously improve what we do.



#### Passion

We love what we do and encourage creativity and diversity.



#### Teamwork

We work together and support each other.

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**Front cover:** Banksia Lodge residents Roy Rowan and Shirley Dean planting herbs in the vegetable garden at Mooroopna Place.

**Shepparton Retirement Villages Inc.**

**ABN** 94 314 031 069

**Association No.** A0024266Y

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# More than a place, a community

It is with great pride that I present the 2022-23 Annual Report on behalf of the Board of Directors of Shepparton Villages (SRV).

In doing so, I acknowledge this last year has been a year of challenges, changes, opportunities and new beginnings. This year's theme is "more than a place, a community" and everyone at Shepparton Villages, including the Board, the CEO, the staff, the residents and their families and the volunteers have worked really hard to make this a reality.

As we embarked on a new financial year, there was optimism and hope for the year ahead and a strong commitment to continue to provide the very best care and services to our residents and community.

*Through this time, there have been many challenges for Shepparton Villages and for all aged care facilities, including the continued threat and impact of COVID-19, which has made life difficult for our staff, our residents and their families.*

The need to isolate, endure lockdowns, be vaccinated, wear masks and protective clothing during a COVID-19 outbreak in our homes, has caused huge distress to many people and many challenges for our workforce who rose to the occasion and continued to provide wonderful care and services.

This workforce also showed how dedicated they are to the residents during the floods in October, going above and beyond to ensure our residents were safe, as they continued to provide care, services and security during this traumatic time.

We also relied heavily on volunteers during these times, and I want to sincerely thank those people who volunteered their valuable time when we needed it most.

On behalf of the Board, I would like to thank the CEO, Veronica Jamison, for her professionalism, leadership, vision and optimism, which has helped steer us through many challenges and opportunities and into a brighter and more sustainable future because of her sound management and good judgement.

I also acknowledge the role of the senior officers, managers and staff, who have also provided the expertise, care and compassion that makes Shepparton Villages "more than a place, a community", we are really grateful for the work you do.

The Royal Commission into Aged Care has brought forward a substantial aged care reform agenda and has made a number of changes into the way aged care is delivered.

The Board acknowledges the positive way the staff have embraced the need to comply with the new legislation and requirements, including increased care minutes, workforce requirements and the introduction of Star Ratings.

Because of the changing needs of our community and our residents, the Board endorsed a new master plan for the Tarcoola site in March 2023 which provides a vision for opportunities on the site.





Sue Sandilant, Jeanette Powell (President), Shirley Nicker and Albert Kellock cut the cake at the Hakea Lodge Farewell Party.

One of the most difficult decisions was to close Hakea Lodge, which was a much-loved home to a number of our residents. Unfortunately, the building did not meet the current standards expected and could not be upgraded to the standards required.

On behalf of the Board, I would like to commend the CEO and her team for the compassionate way they helped the residents and their families through that difficult time and found a new home for those who wanted to stay at Shepparton Villages and employment within Shepparton Villages for former Hakea staff.

Shepparton Villages was established thanks to the vision of the Rotary Club of Shepparton, and they continue to support us, as well as the Rotary Club of Mooroopna and the Rotary Club of Shepparton South.

On behalf of my fellow Directors, I would like to offer our sincere gratitude to Rotarian David Earle and the Shepparton South Rotary Club, who have had a long standing and valued friendship with Shepparton Villages and have been committed to establishing an "Intergenerational Activities Park" at Tarcoola, with plans for a barbeque pavilion, Junior Play Park and outdoor furniture, which will allow our residents to be outside with their families when they visit.

David has worked with students from Notre Dame Emmaus campus and GoTAFE and other community members to help establish this Park.

I would like to thank the Board of Directors for their support during this past year. Shepparton Villages is blessed to have a Board of skilled, professional, caring and passionate individuals who volunteer their valuable time to ensure we enrich the lives of the people living in our villages.

I would like to also acknowledge the former President, Mike Hall, for his leadership and vision in taking Shepparton Villages forward in a sustainable way and passing on a wonderful organisation to lead into the future.

We welcomed a new Board Director, Kevin Boote, who has taken on the position of Vice President and we have appreciated his important contribution.

Sadly, one of our long-term Directors and former President, Merushe Asim, will be retiring in October, but has indicated she will continue to be involved into the future.

Finally, it is an honour to serve as President of such a wonderful organisation, whose prime purpose is to provide quality aged care to those in our facilities and to our community.

**Hon Jeanette Powell AM**  
**President**



CEO, Veronica Jamison

## From the CEO

# The Year in Review

Our theme for this year's annual report is "more than a place, a community". With this in mind, it is pleasing to report that Shepparton Villages (SRV) has really moved forward in the right direction in the past twelve months.

Underpinning our work this year, has been our new three-year strategy which has the theme of "Refine Refocus and Stabilise". The Shepparton Villages 2022 – 2025 Strategic Plan comprises seven strategic directions – Market, Business Model, Customer Experience, Employee Experience, Buildings & Infrastructure, Finance and Governance.

Embedded into our strategy has been the goal of delivering commercially sustainable quality services. This is easier said than done, but it is pleasing to see the whole SRV community get on board with this. In the spirit of our new strategy, our combined efforts have been on refining, refocusing and stabilising our operations.

This approach has ensured Shepparton Villages is well positioned to continue to serve the Greater Shepparton community both now and into the future.

The rollout of the ongoing aged care reform agenda certainly kept the entire organisation invigorated this year. In October the new funding model known as AN-ACC (Australian National Aged Care Classification) replaced ACFI (Aged Care Funding Instrument) and

this provided us with more funding to deliver care and services in our Residential Aged Care Homes.

The launch of the long-awaited Star Ratings for Residential Aged Care Homes saw all our Homes achieve a three-star rating. This rating was consistent with the rating most of the other Aged Care Homes across the country achieved.

Over the past 12 months each of our Aged Care Homes has undergone a full re-accreditation assessment against the Aged Care Standards.

Preparing for and getting through these audits has been a huge undertaking, given this has occurred against the backdrop of implementing the ongoing aged care reforms, various staffing challenges and the continued presence of COVID-19.

The introduction of a new audit compliance program certainly assisted the organisation to achieve this success, which is a real credit to all involved! The dedication of our team to the provision of quality care and service really shone through each time we were audited. Keep up the good work everyone!

Workforce is a significant pillar of the reform agenda. This year, the Australian Government focused on improving remuneration for the direct care workforce and on 1 July 2023, the introduction of the mandatory provision of a division one registered nurse on every shift in every aged care home across the country was introduced.

Whilst it was pleasing to see our direct care workforce get a significant and well-deserved pay rise from the first pay period in July 2023, it was disappointing this pay rise did not flow to the administration and support staff workforce, all of whom are supporting the daily living needs of our residents.

At the time of writing this review, we had successfully recruited nearly enough division one registered nurses to meet the new government nursing requirement which came into effect on 1 July 2023. Where we have not met this requirement, we have a contingency in place to ensure every shift in every home can access a registered nurse if needed.

Our next challenge is to find enough registered nurses to meet the new care-minutes requirement which comes into force from 1 October 2023. This will not be an easy task, given the Aged Care Industry across the country needs to find about 6,000 new nurses to meet demand in the coming years.

Through the use of our own funds and funds provided by the Australian Government's Aged Care Business Improvement Fund Program, we were able to fund the building of a new website and refresh our brand and marketing collateral, purchase a CRM (Customer Relationship Management) database, complete an upgrade of our telecommunications system, introduce a new data management system (SharePoint) complete the server/data storage refresh, launch an online policy and process platform and complete a security roadmap.

All these initiatives have contributed towards the delivery of our Information Technology enabled business platform.

In March 2023, the Governing Body endorsed the new master plan for the Tarcoola site. The long-term plans for this site are to expand our independent living units, allow enough land to expand Residential Aged Care (subject to demand) and to eventually build a new home for Administration. The goal is to ensure we use the land at Tarcoola in the best way possible to continue to meet the aged care needs of the Greater Shepparton community.

One focus of the master plan is to decide on the future of Acacia House. Late last year we looked at refurbishing this building for use as an aged care home.

However, it was decided there was not enough demand to support this. This decision will be revisited later this year. In considering the future use of Acacia, a review of the building fabric of Hakea lodge occurred.

It was agreed that this much-loved home was beyond refurbishment and the very difficult decision was made to close Hakea in April 2023 and to consolidate our residential care operations into our other three homes. It was pleasing to see that all but one of the Hakea Lodge residents chose to remain living at Shepparton Villages and we were able to find all these people accommodation in their home of choice.

With the closure of Hakea, we were able to stabilise our workforce, which has been a good thing. There is more work to be done in this area!

In preparation for the year ahead, SRV will be focusing on the ongoing rollout of the various aged care reforms, which include the commencement of the new care-minutes requirements in October 2023, the introduction of the new Quality Care and Consumer Advisory Bodies in December 2023 and the introduction of the revised quality standards in July 2024.

*Nothing can be achieved without a good team of people. I want to thank each member of the team for all they have done.*

There will be more change with workforce as we meet the care minutes requirements. This change will be difficult for some people but is something that is essential if we are to remain sustainable into the future.

Nothing can be achieved without a good team of people. I want to thank each member of the team for all they have done in meeting the continued challenges we face with workforce, COVID-19 and sustainability. We are blessed to have you all. I would like to say a special thank you to SRV's Board of Directors and Executive.

The dedication of each of these wonderful people is to be commended, particularly in the changing and challenging times of the last 12 months. This year the Honourable Jeanette Powell AM took over as Board President from Mike Hall. I cannot thank both Jeanette and Mike enough for all their support of Shepparton Villages and the support and guidance they have given to me.

Their skill and knowledge is valued by us all and on behalf of the entire SRV community I would like to thank them both for their continued support.

In closing I would like to assure the community that the entire team of Shepparton Villages will continue to use their best endeavours to deliver the best possible care and service we can through the wisest use of the resources available.

**Veronica Jamison**  
CEO





## Community Achievement

# Kathleen Treacy

On 26 January 2023, Independent Living Unit (ILU) resident and volunteer of many years, Kathleen (Kath) Treacy was awarded dual Senior Citizen of the Year Awards.

It was a proud and emotional moment for those who represented Shepparton Villages (SRV) at the event, and a complete surprise to Kath. The following was recited as Kath received the awards.

“Kath is President of the Rodney Park Village Residents Committee and also volunteers at Mooroopna Place.

Kath is firmly committed to ensuring the residents of Rodney Park and Mooroopna Place get first rate care at all times.

She does so through organising events, providing one-on-one support through cooking of meals, doing welfare checks in the Village and being a voice for the residents in a calm, considered and caring way.

Kath will do anything to help anyone and spends a lot of time coordinating activities, helping with the dissemination of key information and speaking up for the Village and Nursing Home residents.

In the recent flood, Kath coordinated and arranged material and practical assistance for many people at Rodney Park who needed help with procuring medications and food items during the flood, as they were unable to leave the village.

At this time, she continued to ensure people were not socially isolated.

**Kath has been an inspiration to others in the community by:**

- Going above and beyond every day to help the residents and staff of Mooroopna Place. No matter the task, Kath has a smile on her face and helps as many people as she can, including her husband (Pat) who lived at Mooroopna Place, until he passed away recently.
- Coordination of activities and support for the residents of Rodney Park Village.
- Regular volunteer at Mooroopna Place where she assists many people with their activities of daily living (feeding, social support, exercising etc).

Kath has been a long-serving, greatly respected and active member of the Shepparton Villages community for many years. Despite her husband being admitted into care, she has continued to be the glue that holds the ILU residents committee together at Rodney Park.

Prior to joining the Shepparton Villages community, Kath was a teacher at St Mary's Primary School and a strong member of St Mary's Church.”

**On behalf of the SRV community, we extend our congratulations to Kath on this wonderful achievement that is so richly deserved.**





Murray Slee from Maculata Place celebrating a milestone 'big' birthday of 100 years.

# Residential Care Services

The aged care sector is now embarking on a significant change in the care model for delivery of care and services.

These changes are driven by the Australian Government under the Aged Care and Other Legislation Amendment (Royal Commission Response) Act 2022. The first stage of implementation involved active recruitment of RN Division 1 nurses to be rostered within each facility 24/7.

This process is very near completion. The most significant date for the changes being October 1, 2023, which sees our obligation to provide an average of 200 minutes of care time per resident per day (including 40 RN minutes).

To achieve this outcome a review of the current roster structure within each facility has been undertaken to align with required care minutes aimed at improving care outcomes for residents.

Our facilities continue to be affected by COVID-19 outbreaks and to ensure our residents remain safe ongoing restrictions occur. The in-reach team from Goulburn Valley Health and the Public Health Unit have provided valued support and guidance to all our facilities, assisting positive care outcomes for all residents.

Virtual access to medical appointments has been assisted by the provision of grant funding provided by the Murray Primary Health Network.

This funding was used to purchase a computer and equipment dedicated for virtual medical appointments which has allowed resident access to medical practitioners without the need to travel.



Banksia Lodge resident Phyllis Bartlett with Ozzie the Border Collie, and resident Roy Rowan in the background.



Mooroopna Place resident Joan Senior, with Nova the Pug.

## Quality Outcomes and Innovation

# Resident-Centered Care

Our commitment to resident-centered care remains unwavering. We continued to focus on individualised care plans, fostering a sense of community, and actively seeking resident feedback to improve their quality of life.

We continued to exceed regulatory requirements and industry standards, ensuring that our facilities provide top-tier care.

The department has led several continuous quality improvement initiatives aimed at improving the overall quality of care. Regular audits, incident reporting, and investigations have contributed to our proactive approach in addressing issues promptly.

The COVID-19 pandemic continued to pose unprecedented challenges, and we have swiftly adapted with rigorous infection control measures. We continue to protect our residents and staff, with minimal disruptions to their daily lives.

We leveraged technology to streamline our policies and processes, through the introduction of Centro Assist, improving both efficiency and care quality.

We have also diligently kept abreast of regulatory changes and have adapted our policies and practices to comply with new regulations, demonstrating our commitment to operating with the highest ethical and legal standards including the establishment of the Quality Care Advisory Body by 1 December 2023.

We are dedicated to maintaining and exceeding these standards in the coming year, driven by the unwavering commitment of our staff to compassionate care.





A big smile from resident Philomena Lo Piccolo at Mooroopna Place.



Banksia Lodge resident Gwen Wallace with Lifestyle Coordinator Jamima Van Someren.



CEO, Veronica Jamison with Rodney Park ILU President and volunteer, Kath Treacy.



Tarcoola Village  
Independent Living Units  
nestled amongst the  
Maculata Gums.



Banksia Lodge  
residents Una O'Dwyer  
and Elaine McMullan  
sharing stories.

## Independent Living

# Living well, independently

Our Independent Living Unit (ILU) residents live on their terms in well maintained units nestled within manicured gardens at our three sites – Rodney Park Village, Kialla Gardens Village and Tarcoola Village.

There is strong demand for ILU accommodation in Greater Shepparton with the 274 SRV ILU units at capacity with a waiting list.

The ILU residents are an important part of our community and a hive of social activity, with happy hours, luncheons, library, craft and walking groups and enthusiasts who are keen for a bus trip to the Goulburn Valley region and beyond. The annual Christmas Party held at each Village is highly anticipated.

Enjoying their independence, residents often take the opportunity to travel during the winter months to visit family and friends and enjoy the warmer weather or go overseas to relax and enjoy favourite destinations.

Staying connected with our ILU community is an important aspect of life at SRV. Regular meetings are scheduled and chaired by the CEO, Veronica Jamison, and attended by Executive members to hear firsthand about the high and lows of Village life.

The ILU Support Groups led by the Presidents, play a key role in ensuring residents are warmly welcomed and a part of all there is on offer. We are grateful for this integral link to and from our ILU community.

Our ILU residents are rarely idle and give back to SRV in many ways often volunteering in our homes playing music, delivering the mail, driving the bus, and helping with events and Lifestyle activities.

### ILU Units at SRV

72

Tarcoola Village

93

Rodney Park

109

Kialla Gardens

## Home Care and Short-Term Restorative Care

# Support in the home

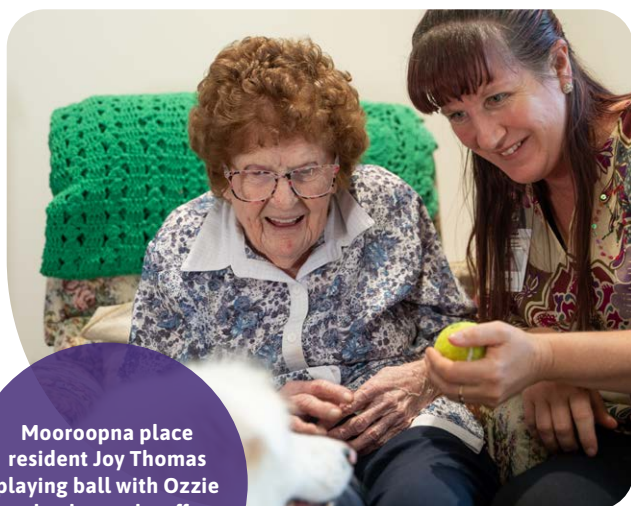
The range of services available at SRV is diverse ranging from at home care, independent living units and residential care.

For an individual, or couple to live well and maintain a home in ageing years can be overwhelming. The Home and Community Care Program is designed to help support local community members to stay living at home.

We provide support and coordination with Short Term Restorative Care and Home Care Packages to assist with everyday activities such as domestic assistance, gardening, shopping, showering and general house maintenance, and equipment to enabling people to maintain a level of independent at home.

SRV has been working to build on the services and assistance to enable people to have independence for as long as possible and provides support services to 60 clients. The Home and Community Care Program has adapted to ensure the program, processes and systems are COVID-19 safe, bringing peace of mind to clients.

The Short-Term Restorative Care Program (STRC) is an early intervention program that aims to reverse and/or slow 'functional decline' in older people and improve wellbeing. STRC runs over a 8 week program, goal-oriented, multidisciplinary and coordinated range of services designed and approved by the client.



Mooroopna place resident Joy Thomas playing ball with Ozzie the dog and staff member Tanya Morgan.



Mooroopna Place resident Noela Douglass with her beloved plants that adorn her room.



**Vale**

Our thoughts are with the families of the residents that have passed this year. As valued members of our community, you and your loved ones will forever be in our hearts.

## Our Workforce

# Staffing matters

Shepparton Villages (SRV) is the third largest employer in the Greater Shepparton region and proudly employs over 450 staff, supported by an additional base of dedicated volunteers.

Caring for our residents and ensuring they live well is at the very heart of all we do, and our workforce have risen to the challenge repeatedly in particular throughout the flood and COVID-19. Staff and volunteers continue to exceed expectations with resilience, dedication, and commitment.

We invest in our workforce and strive to provide support and acknowledgment at every opportunity. On Aged Care Employee Day and at Christmas time, every staff member received a gift voucher.

Hot meals were provided to staff in the homes during COVID-19 lockdown periods, snacks and chocolate treats provided to all staff rooms, with regular updates and messages of ongoing support from the CEO. Staff and volunteers are also warmly invited to enjoy cooked breakfasts and barbecue meals and dine with our residents on a regular basis.

A staff survey was distributed with pleasing results overall and an action plan developed to address the key areas of improvement.

The employee experience end to end will be a key priority in the new financial year and will include employee relations, wellness, recruitment and retention, safety and training and a program to acknowledge the staff and volunteers that embody SRV Values.

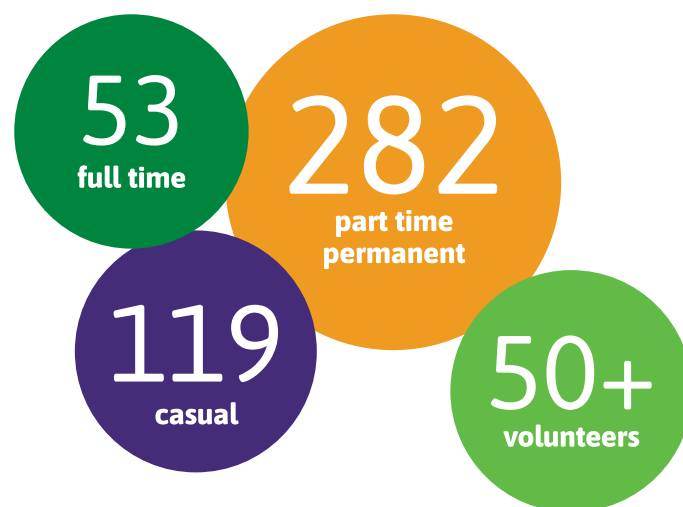
There is much to look forward to at SRV and we are excited about the new year ahead and all that can be achieved, together.



**Deb Railton,**  
Mooroopna Place  
Receptionist.

### Workforce overview – FY 2022/23

The current workforce comprises over 500 staff and volunteers



### Staff recruitment – 20%

- Refer a Friend program
- Bonuses for hard to fill positions
- Orientation and induction days

### Staff retention – 80%

- Employee Assistance Program
- Professional development
- MedeHealth training incentives

### Recognition

- Aged Care Employee Day
- Appreciation during COVID-19 outbreaks
- Accreditation acknowledgment
- Staff celebratory events
- Service Awards
- Individual recognition

### Trends

- Retention outweighs recruitment
- Reduction in the number of casual employees
- Increase in the number of staff who transitioned from casual to permanent roles.





## Employee Recognition

# Years of service milestones

Congratulations and thank you to the following employees for achieving a milestone year of service for the 2022/23 financial year. Your contribution and commitment to SRV is valued and appreciated.

### Service Awards

#### 10 years

Mirasol Bawagan  
William Bawagan  
Elizabeth Bellos  
Dolores Earley  
Allischia Halson  
Robyn Hanley  
Shannen Hill  
Rosemary Hutchinson  
Hima Jose  
Vinod Kalappurackal Mathew  
Poh Chai Lee  
Beverley Mclean  
Peter Rusak

#### 15 years

Natasha Schultz  
Tracey Scott  
Sarah Singh  
Jamima Van Someren  
Hayley Webb  
Heather Dove  
Jillian Hall  
Melissa Lepp  
Edward McNair  
Susanne Taylor  
Fiona Thomson  
Bryan Wayman

#### 20 years

Ann Maree Bramley  
Susan Cahill  
Leanne Hotchkiss  
Dawn Rogers  
Jodie Toohey  
Joanne Whennen

## Community Engagement

# Our community, stronger together

Choice, respect, care, passion, and teamwork are the values that we embody daily and sit across everything we do. Ensuring our residents live well and have the best experience is at the heart of Shepparton Villages (SRV) and what drives us every day.

Without our amazing community to help, guide and support us, our mission would be more difficult to achieve. Our committed volunteers, donors, Rotary Clubs, partner schools, support groups, staff, the Board, sub-committees and the wider Shepparton community, form a collective mix of wonderful people and organisations who have helped make SRV the place it is today.

We are grateful for the ongoing dedication and commitment of our community, and the legacies to help support us now, and well into the future. Despite the ongoing challenges of COVID-19 and the devastating flood in October 2022, our community both internal and external rallied again this year.

The outbreaks in our homes and the flood significantly impacted our workforce and volunteer base. The flood was significant for the Greater Shepparton area. Shepparton and Mooroopna were cut off by the causeway and significant flooding throughout the central business district and surrounds caused havoc.

Hakea Lodge residents were evacuated to Maculata Place, and Tarcoola Village was inundated. Many people came to help including our dedicated Board members, and we got through it all.

Paul Wickham and his team in Mooroopna ensured our residents had pharmaceutical items and prescriptions, wading through flood waters to deliver them. Our CEO, Veronica Jamison set off to Seymour by car to collect critical supplies for our residents and had to navigate major flooding to get back to Shepparton safely.

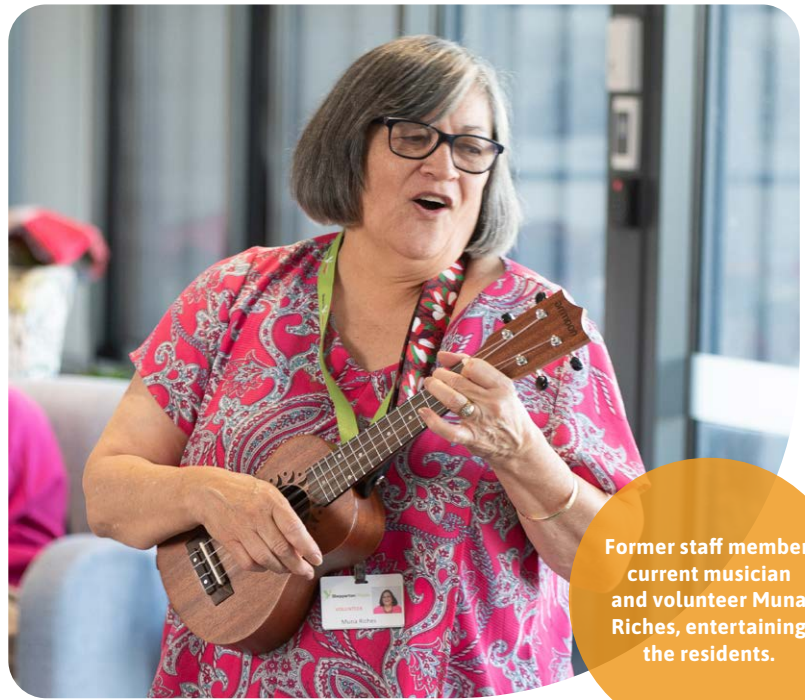
Volunteers helped drive our staff on and offsite in 4WD vehicles at Tarcoola Village and random acts of kindness were evident day in and day out. It was truly amazing to see the support and help throughout these challenging periods.



Tarcoola Village was inundated during the flood in October 2022.



Garth Andrew, Ross Cooper, Ed McNair, Veronica Jamison (CEO), Greg Roberts and Barry Curtis are proud employees at Shepparton Villages.



Former staff member, current musician and volunteer Muna Riches, entertaining the residents.

Our volunteers contribute in so many ways every week. Social interaction and helping our residents with day-to-day tasks, driving the bus for small group activities, art and crafts, entertainment, helping in the homes as door monitors and at Reception, delivering the mail, cleaning, assisting in the servery and the laundry. No task was too great.

A volunteer thank you function was held in the Tarcoola Village Activities Centre to acknowledge the ongoing support with gratitude. Our beloved resident, Wilma Woodhouse gave a speech, for just the second time throughout her long life, and a wonderful time was had by all, with a delightful lunch, prizes and a fabulous cake.

The Rotary Clubs of Shepparton continue to give their time and support ever since SRV was established in 1968. Former Rotary President, David Earle is leading the Intergenerational Activities Park project at Tarcoola Village supported so generously by local businesses. Several students from Notre Dame College and GOTAFE have assisted with refurbishing benches and tables for the BBQ area and this community interaction has added significant value to the project.

Notre Dame College students took part in a series of Intergenerational activity visits onsite with residents from all three of our homes and ILUs, sharing information about their life, school, pets and families with games and a cuppa and chat.

A cooking class where students and residents made scones and Anzac biscuits together, and a joint art session were highlights throughout this highly valued engagement.

There are a multitude of magical moments and acts of kindness from our internal and external communities every day. Thank you for choosing us.

## Today, Tomorrow and Always

The commitment and support from our community is boundless. Our donors continue to give year after year to help support dedicated projects and those within our community that need it the most.

The SRV staff give in so many ways and the workplace giving program is a testament to their commitment, donating over \$5,000 in gifts this financial year. The depth of our gratitude is immeasurable. Thank you!



# Finance Report 2022/2023

Shepparton Villages (SRV) reported a financial operating deficit for the year ended 30th June 2023 of \$2,478,292. This year's result is \$4,890,796 better than last year's reported deficit of \$7,369,088.

The negative operating deficit reported of \$2.478 million has been significantly impacted by the amortisation of the carrying value of bed licenses \$2,588,805. This is due to the Government announcing the deregulation of bed licenses by 30 June 2024.

Shepparton Villages Board resolved to fully amortise the carrying value of the bed licenses to zero this financial year. This adjustment is a non-cash entry and does not have any impact on the cash position of the organisation.

When this entry is discounted from the reported operating deficit the adjusted result would be a surplus of \$110,513.

Shepparton Villages Board resolved to close 57 bed residential aged care facility "Hakea" during the year with the closure taking place on the 3rd April 2023. The decision to close the facility was due to several factors, in particular the age of the facility and the oversupply of beds in the region impacting on occupancy and workforce issues, in particular recruitment and retention of staff.

Apart from one resident who chose to go to another facility, all residents were relocated internally within Shepparton Villages to an alternate facility of their choice and staff were redeployed across the organisation.

Post the closure of Hakea, operational residential aged care beds across the three sites were reduced to 286 beds which had an immediate positive impact on occupancy with the last quarter reporting an average occupancy of 97%.

The increase in occupancy has a positive impact on revenue streams.

The Federal Government implemented a new funding tool 'Australian National Aged Care Classification' (AN-ACC) to replace the previous tool 'ACFI' effective 1 October 2022. Since introduction, the new AN-ACC rates have had a positive impact on revenue at an average of \$20 per resident per day greater than the previous funding tool. This has assisted greatly with improving the financial performance of residential aged care operations in the 2022/23 financial year.

Important to note is the additional mandated care minute requirements which have also been introduced effective 1 October 2023. This requirement is to deliver 200 minutes of direct care per resident per day (including 40 minutes from a Registered Nurse). The increase in care minutes will have a major cost impact on care rosters as providers endeavor to recruit staff to ensure this requirement is achieved.

A further mandated increase in care minute requirements will occur 1 October 2024 rising to 215 minutes of direct care minutes per resident per day (including 44 minutes from a Registered Nurse), placing further financial stress on the sector.

During the 2022/23 financial year the residential aged care program continued to be impacted significantly by COVID-19. 13 instances of COVID-19 outbreaks were experienced across the program throughout the 12 months. Although able to submit Government grants to offset eligible COVID-19 expenditure the broader impact has been the impact on occupancy across the program.

Whilst in COVID-19 lockdown, residential aged care facilities are unable to accept new admissions and potential residents and their families are reluctant to take up residency in a COVID-19 environment. It is estimated that this has had a negative impact on revenue by approximately \$250,000.

Also included in the operating result is \$4.942 million in depreciation.

A review of operating cash flows reports net cash of \$2.894 million.

Capital expenditure for 2022/23 as reported in the cash flow statement is \$1.018 million. The main capital expenditure items during the year were:

- Various equipment purchases for residential aged care totaling \$261,000.
- 20 Independent Living Unit refurbishments across the 3 sites totaling \$628,000.

The funding of the capital works as identified in the cash flow statement is from cash generated from operations.

The investments and cash equivalents as reported in the Statement of Financial Position are \$35.03 million, this has increased from last year by \$5.761 million.

This increase is attributable to an increase in net inflows from refundable deposits and independent living unit ingoing loans of \$3.26 million and net cash generated from operations of \$2.894 million.

Both the community program and independent living units performed well for the financial year.

Shepparton Villages Board resolved to increase the value of the land holdings by \$88,600. The increase is based on the Victorian Valuer General CPI index for the year ended 30 June 2023 and is recorded in the Statement of Financial Position via property, plant and equipment and in equity via the asset revaluation reserve.

Looking ahead, the aged care sector has now approached the 12-month anniversary of the introduction of the new funding tool AN-ACC and the mandated care minute requirements underpinned by AN-ACC funding commenced October 1st, 2023.

Over the previous 12 months Shepparton Villages has been progressively working towards implementing rosters that provide the relevant staff resources to meet the requirements whilst also ensuring 24/7 Registered Nurses are in place to deliver appropriate clinical nursing for our residents (This additional 24/7 legislated requirement was effective from 1 July 2023).

Further to the above, the Fair Work Commission (FWC) granted a 15% pay increase to direct care workers effective in the first pay period on or after 1 July 2023. The Federal Government increased the AN-ACC funding rates by a similar percentage to assist providers in covering the cost of the FWC pay increase.

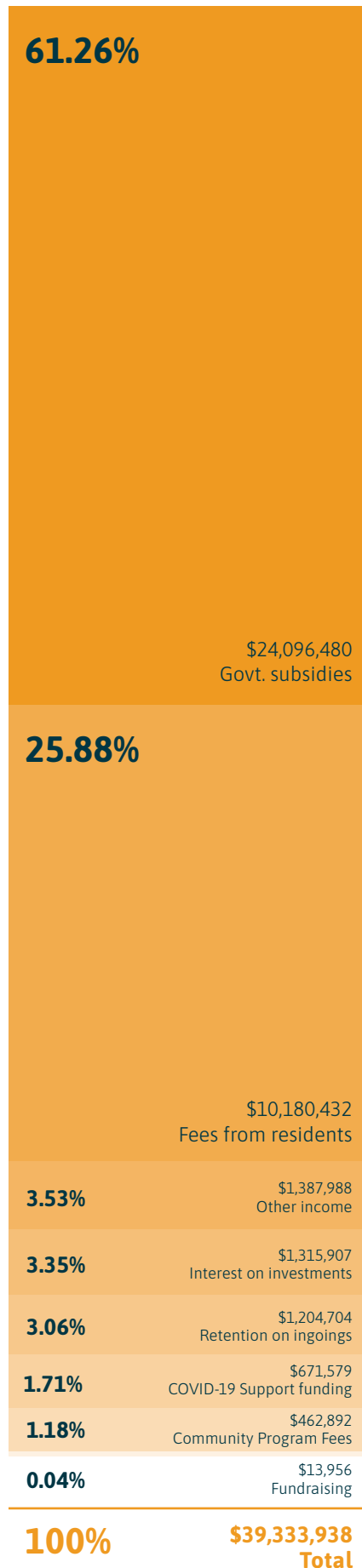
The workforce continues to be the single biggest issue facing the aged sector, in particular the recruitment of nursing and care staff to achieve the mandated care minutes and nursing registration requirements.

It has been declared that the aged care sector nationally requires an immediate recruitment of approximately 6,000 registered nurses to achieve the care minute requirements of providing 40 minutes per resident per day of nursing care. (Increasing to 44 minutes 1 October 2024)

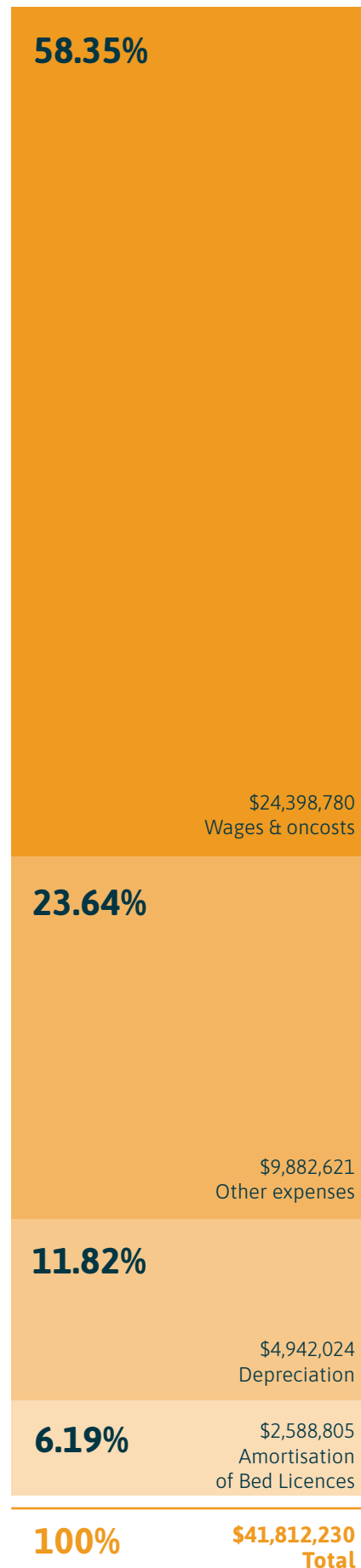
The Government is aware of the major issues surrounding recruitment of staff and has been reassuring the sector, that providing all endeavors are made to ensure appropriate care delivery and sufficient systems and processes are in place to cover clinical management of residents, there will no short term enforced compliance from the Department, let's hope that this is the case!

## Finance and Governance

### Revenue 2023

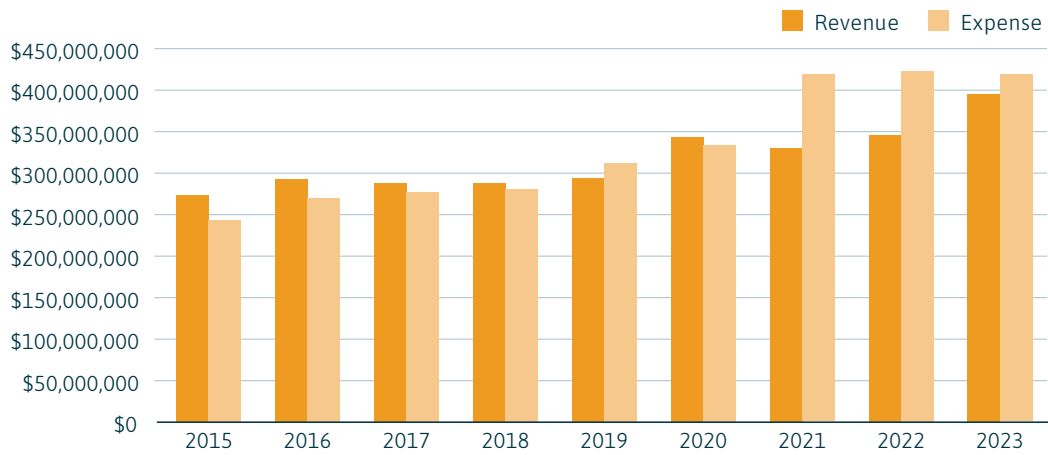


### Expenses 2023

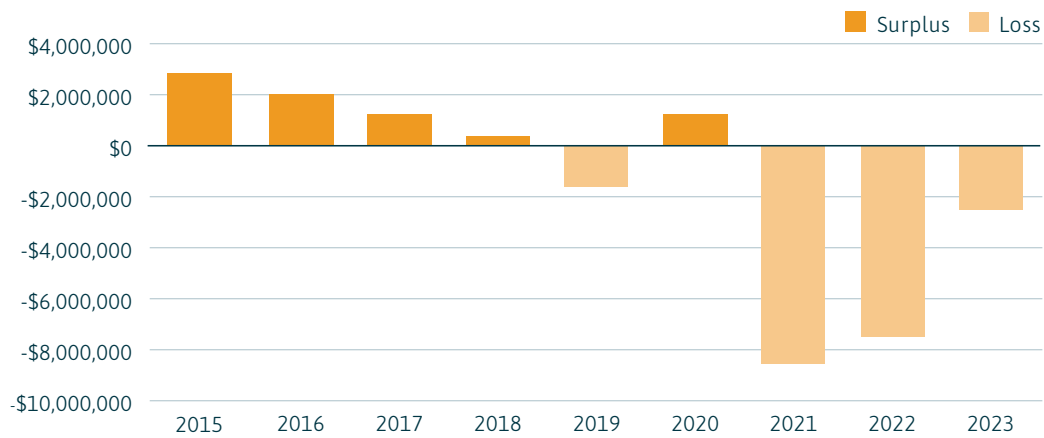




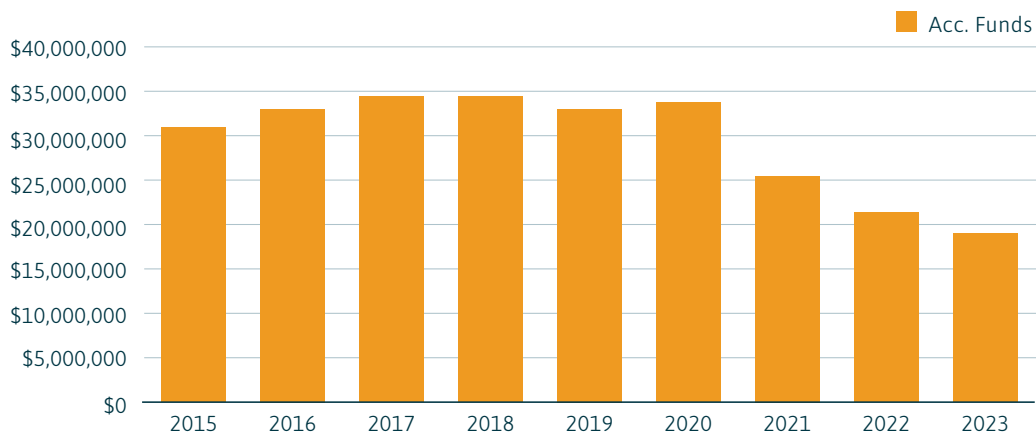
### Revenue & Expense



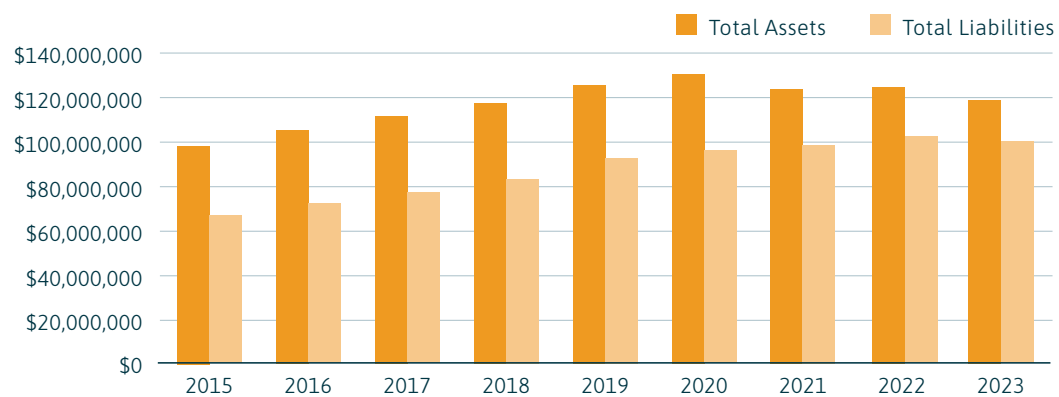
### Profit/Loss



### Accumulated Funds



### Total Assets & Total Liabilities



## Board of Directors

### **Hon Jeanette Powell AM** **President**

Quality & Clinical Governance Committee  
Finance & Audit Committee  
Project Control Committee

### **Kevin Boote**

Vice President  
Quality & Clinical Governance Committee  
Project Control Committee

### **Merushe Asim**

Chair – Project Control Committee  
Finance & Audit Committee  
Quality & Clinical Governance Committee

### **Robert Crow**

Deputy Chair – Project Control Committee  
Finance & Audit Committee

### **Barbara Evans**

Chair – Finance & Audit Committee  
Quality & Clinical Governance Committee

### **Joshua Freeman**

Deputy Chair – Quality & Clinical Governance Committee  
Project Control Committee

### **Michael Hall**

Deputy Chair – Finance & Audit Committee  
Quality & Clinical Governance Committee  
Project Control Committee

### **Elizabeth Lee**

Chair – Quality & Clinical Governance Committee

### **Steven Strange**

Finance & Audit Committee



## Merushe Asim – 19 years of dedicated service

Mrs Merushe Asim joined the Shepparton Villages Board in 2004 to fill a casual vacancy. She was invited to join the Board because of her skills in finance, human resource management and her extensive network within the ethnic community.

Merushe was elected President of the Board in 2016 and was President when Maculata Place was opened in 2018.

Merushe has also been Chair of the Project Control Committee in recent years, overseeing our latest two constructions of Maculata Place and Mooroopna Place, negotiating with architects and builders, and keeping the Board abreast of developments.

Merushe was a wise counsel to Board members and two CEOs as President.

During her years on the Board, Merushe has been instrumental in planning a calm course for Shepparton Villages through some turbulent years in Aged Care.

She has been involved with the Royal Commission, significant changes in the delivery of Aged Care, four large building projects, (Acacia House, Banksia, Maculata, and Mooroopna Place) three CEO's and eight Board Presidents. The Board will miss Merushe's wise words and knowledge.



## Life Members

- 1982** Mr Pearce Barber (dec)
- 1986** Mr Keith Godden (dec)
- 1992** Mr Hugh Devine (dec)
- 1992** Ms Audrey L Jameson (dec)
- 1999** Mr Lance Woodhouse OAM (dec)
- 2006** Mrs Mavis Euling OAM (dec)
- 2006** Mrs Sheila J Favaloro (dec)
- 2006** Mr Geoff Freer (dec)
- 2006** Father John Price
- 2006** Mr Keppel Turnour OAM (dec)
- 2008** Mr Geoff Freer (dec)
- 2009** Mrs Erna Werner (dec)
- 2009** Mr Neil Werner OAM
- 2011** Mrs Dolly Berwick (dec)
- 2011** Mr David Berwick (dec)
- 2011** Mrs Gaye Gaylard
- 2011** Mr John Gaylard
- 2011** Mrs Daphne Turnbull
- 2011** Mr Ross Turnbull
- 2011** Mrs Teresa Varapodio (dec)
- 2011** Mr Santo Varapodio OAM
- 2011** Mrs Lesley Young
- 2013** Mr Bruce Lloyd AM
- 2013** Mrs Jeanette Ryan (dec)
- 2014** Mr Kevin Bertram (dec)
- 2014** Mr Barry Campbell
- 2015** Mr Bruce Mactier
- 2018** Dr Selina Quilty
- 2019** Mr Graham Hill OAM
- 2021** Mr David Fordyce

## Our locations

### Tarcoola Village (Head Office)

(03) 5832 0800  
9 Batman Avenue,  
Shepparton

### Maculata Place

(03) 5892 4000

### Rodney Park Village

30-50 Knight Street,  
Mooroopna

### Mooroopna Place

(03) 5820 5500

### Kialla Gardens Village

15 Waranga Drive, Kialla

### Banksia Lodge

(03) 5823 9900

### Home Care and Short-Term Restorative Care

(03) 5832 0800

### Admissions Enquiries

(03) 5832 0800

### Contact us

**Phone** (03) 5832 0800  
**Email** [info@sheppvillages.com.au](mailto:info@sheppvillages.com.au)  
**Website** [sheppvillages.com.au](http://sheppvillages.com.au)

### Follow us







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**Website** [sheppvillages.com.au](http://sheppvillages.com.au)

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ABN 94 314 031 069  
Association No. A0024266Y