



ANNUAL REPORT



2019

DELIVERING AWARD
WINNING AGED
CARE SERVICES

BOARD OF DIRECTORS

David Litchfield	Chairperson
Kenneth Phillips	Vice Chairperson
John Hollier	Secretary
Helen Birt	Director
John Smith	Director
Sharon Smith	Vice Chairperson

Our Board members are from a range of professional backgrounds, bringing together a diverse set of skills including financial, management, leadership, development, strategy and legal.



Back row: John Smith, Viv Allanson CEO, John Hollier
Front row: Ken Phillips, Sharon Smith, David Litchfield. Absent: Helen Birt

EXECUTIVE AND OPERATIONAL LEADERSHIP TEAM 2018 - 2019

Viv Allanson	Chief Executive Officer	Silvana Peters	Accountant
Angela Carey	Director of Clinical Excellence	Robyn Tooze	Assistant Accountant
Tracy Walker	Director of Business Innovation	Vicki Carpenter	Spiritual Care Director
Louise Adnum	Director of Finance and Corporate Services	John Zammit	Maintenance and WHS Manager
Tamara Ott	Director of Care	Ann Power	Customer Experience Manager
Margaret Lowndes	Care Support Manager	Carolyn Johnstone	Education Co-ordinator
Tracy Cox	Organisational Governance Manager	Sarah Gamble	Executive Assistant and Marketing Support

Our Operational Leadership team have a wealth of experience in all aspects of our business ensuring the organisation is well managed and our residents and clients receive a high quality of care and service.

AWARD 2018-2019

Maroba is proud of our latest awards bestowed upon us as an organisation and our CEO, encouraging all of us to be the best we can be, every day in every way.

- Winners for the second year in a row at the ACQ5 Global Awards 2019.
- Company of the Year (Aged Care/Living) - Maroba
- Gamechanger of the Year - Viv Allanson
- Business Worldwide have once again recognised Viv in the Global CEO awards
- 'Best CEO - Nonprofit Organisation (NPO) Sector Australia' &
- 'Visionary CEO of the Year - Australia'



Welcome...

WE INVITE YOU TO JOIN US AS WE REFLECT ON THE PAST YEAR
THE MAROBA ANNUAL REPORT OF 2019

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Maroba's Strategic Vision

OUR RESIDENTS AND CLIENTS

Maroba is chosen by our community for our;

- Strong Reputation
- Loving and caring way
- High quality service delivery
- Authenticity
- Choice of flexible services
- Meaningful lifestyle benefits.

OUR PEOPLE

Maroba is chosen by our people as we offer;

- Caring, supportive and highly skilled team environment
- Positive culture
- Opportunities for individuals to grow and develop and make a real difference to others.

OUR OPERATIONS

Maroba's operations are strong as we are;

- Innovative
- Focus on Continuous Improvement
- Adaptable to meet changing needs
- Live by our Mission, Vision and Values
- Deliver high quality, flexible services
- Knowledgeable and experienced

SOCIAL RESPONSIBILITY

Maroba connects with the wider community by:

- Supporting local businesses and communities
- Sourcing more sustainable solutions
- Embracing our social responsibility commitments

BUSINESS

Maroba's business is strong as we are:

- Future planning
- Creating financial sustainability
- Continuously focussing on leading edge technology
- Developing strong relationships with other organisations, universities and community groups
- Governing effectively

SUSTAINING AND EVOLVING THE FUTURE OF MAROBA

The last 12 months represents a year of progress; continual improvements, growth and rapid change for Maroba. Consequently many new innovative business solutions have been implemented and developed to support the ever changing dynamics of the aged care industry. Maroba management have been striving to ensure Maroba is kept on the front foot and remains sustainable for another 65 years.

A priority for Maroba has been to remain relevant in the marketplace and to ensure our continued success in high quality service provision for our residents and clients. Eight new quality standards were introduced earlier this year and the buzz word "choice" is embedded throughout. To ensure Maroba continues to be marketable and a stand out from other service providers, we gave our branding a fresh contemporary look. This has been reflected throughout all our communications and marketing materials, including our new website.

Our Vision, Mission and Values statement has been reinvigorated to reflect the new way forward for Maroba encompassing our core values of "Caring, Integrity, Inspiring, Creative and Growth".

OUR MISSION

Maroba is a dynamic, Christ-focussed organisation that enriches the lives of people

OUR VISION

Together, creating sustainable caring communities through transformational education, leadership and passionate people

OUR VALUES

Caring

how we love, respect and support people

Integrity

we do what we say

Inspiring

people towards success

Creative

in our expression and determining our preferred future

Growth

through personal and professional development

TIMELINE OF EVENTS

– AUGUST 2018

Academic Practice partnership established with University of Newcastle

First Open Day

Introduced after hours dining for residents

– OCTOBER 2018

First intake of students for Smart Training and Consulting Group

– APRIL 2019

New Chair of Board

New Values, Vision and Mission statement

Rental property purchased

– MAY 2019

Celebration for International Nurses day recognising staff achievements

– JUNE 2019

New website launched





CHAIRPERSON'S GREETING

It is both an honour and privilege to step into the role of Chairman at the sudden loss of our friend, and colleague Greg Gibbins in April. Leadership stability has always been a priority for Maroba Directors, and I know we can continue to make the difference Greg intended with the dedicated team of directors and staff we have at Maroba.

Everyone is contributing their expertise, goodwill and commitment to ensure Maroba remains a highly sought after service to meet the needs of Residential, Community and Retirement clients both now and into the future.

There have been many changes in our sphere of service, resulting in increased expectation and legislation requiring a fresh focus and enthusiasm from all of the team. As you know the Aged Care sector is under intense scrutiny with the Royal Commission and all that flows from the issues that it raises.

Of course Maroba has a strong commitment to Continuous Improvement, so we welcome the Royal Commission and will continue to strengthen the organisation through ongoing review and internal scrutiny of all our systems and processes. Education of our people is a key factor in building internal capability, ensuring staff are not only competent but confident in all they undertake.

Just as I have enjoyed my Maroba journey, I trust you will take some time over a cuppa to review Maroba's past year of service to this wonderful region we call The Hunter.

DAVID LITCHFIELD

Board Chair



CEO'S REPORT

Its Official..."We will never grow Younger"...So why not empower our people by adding Meaning, Purpose and Life to their years!

It is my pleasure to report Maroba's activities in this, our 65th Anniversary year, and what an exciting year it has been. On the 4th of June, I too celebrated a significant milestone as I clocked up 25 years of service with 19 years serving as Maroba's CEO. What a great privilege it has been to lead this significant ministry on behalf of Islington Baptist Church. I have been touched by so many wonderful people of all ages during this time, and have had so many opportunities to influence our region, our nation and our global colleagues through the many endeavors that Maroba has been involved with.

HONOURING THOSE WHO HAVE PASSED

It has also been a sad period as we miss our friends who have served alongside us as directors over so many years. Betty Gibbins served us as a Director through the Ladies Auxiliary for well over 4 decades. We appreciate the gift in her memory from her remaining Auxiliary team who have not missed a beat to keep serving Maroba's residents. We also farewelled Tom Heslop, who after his service as a director joined the Maroba family as a resident. He was much loved by all the staff who cared for him. Gregory Gibbins, diligently and enthusiastically served this community for over 7 years and 6 months and the last 4 years as Chairperson. Greg loved his Maroba family, and desired good things for all of us. He was a real friend and is greatly missed.



BOARD AND TEAM STRENGTHENED

We welcome David Litchfield to the Chairperson's role, Ken Phillips and Sharon Smith as Deputy Chairs and with a dedicated and professional team, we look forward to meeting the many challenges facing our sector.

And to help us with those challenges we have welcomed Louise Adnum to the role of Director of Finance and Corporate services and Tamara Ott to the role of Director of Care. Both bring many skills and experiences to our team to ensure we all play to our strengths and learn from each other.

Given the recent major changes to Aged Care legislation I am able to report that one thing is constant, CHANGE. We are now in the midst of a Royal Commission, putting the failings of our sector under the spotlight. We will welcome the recommendations of the commission, and appreciate there remains much work to do to meet the expectations of a changing society. We hope that the majority of providers will stay the course and honour their commitment to continuous improvement, just as Maroba remains committed to seek out opportunities to evolve and attain best practice in all that we do.



RECOGNISING MAROBA'S CHAMPIONS

At this year's International Nurses Day & Staff recognition event I spoke of Greg Gibbins leadership and legacy after his sudden passing. Greg always focused on the WE not the I, which is how Maroba has achieved so much over so many years.

This event was Greg's favorite as he loved to honour the people who served day in day out to fulfil the purposes and dreams of Maroba's founders, and all those who have been stewards over the organisation.

LEADERS IN THE SPOTLIGHT

Maroba began hosting this event in 2016 to create opportunities for professional growth for Leaders and emerging leaders within our sector. This now 'signature' event has gathered a much wider following, and continues to attract a range of professional and business people through our doors. We attract high quality speakers and consequently attract highly engaged participants. This is a wonderful opportunity for the Maroba team to engage in a different experience and conversations through networking with people outside our sector. Likewise it is our opportunity to showcase our people and our services to individuals who would otherwise have no reason to engage with an aged care service. The Institute of Managers and Leaders now partner with us to further engage their members while HESTA continues to sponsor the event since its inception. Everyone wins!

ANOTHER FIRST FOR MAROBA

Maroba has signed a Memorandum of Understanding; an Academic Practice Partnership in Aged Care with the School of Nursing and Midwifery / Faculty of Health and Medicine at the University of Newcastle. This is a significant partnership to further develop and promote excellence in Aged Care Nursing practice through education, research and development of innovative evidence-based nursing care for older people. We choose to continue to invest in our Teaching Facility model, even though we are not funded for this endeavour. This model began in 1995 when Maroba was first recognised as an Enrolled Nurse Training facility by the Nurses Registration Board. The model has grown significantly over the years to include the only Speech Pathology student unit in a Residential facility in Australia, Nursing, Medical, Social Work, Physiotherapy and Occupational Therapy students along with PHD candidates. The goodwill economy is working to make a difference to the student, staff and resident experience.

In addition, a number of Maroba senior staff have been recognised as Conjoint Fellows in the School of Nursing and Midwifery, and this has afforded us more opportunities to continue to influence the future of our profession.

Our positive relationship with the University has provided multiple opportunities to welcome international students, academics and hospital administrators from across the globe. It is a privilege for us to showcase all that Maroba has to offer whilst sharing the reason for our existence and our foundation of Faith. Staff are always pleased to share their experience and learn from our international guests.



ACCREDITATION

It has been a year of preparation to move into the new era of the Aged Care Quality Standards. The new Quality Standards now focus on quality outcomes for residents rather than provider process, and Aged Care Facilities will be assessed and monitored against these new standards from 1 July 2019. The new single quality framework, developed in consultation with the aged-care sector, replaces the four previous sets of aged-care standards. Under the Standard, quality care will be paramount, with aged-care providers required to prove their care and services are safe, effective and focused on their consumers. Aged care is now relationship driven. Whilst facilities provide essential clinical and technical services, the quality of these services is subject to the resident's perception and experience of the service. A good service experience is one that is co-created between the staff and the resident and their families.

In order to reach our goals, planning has been a vital tool for the Executive team and Tracy Walker, Director of Business Innovation has generously volunteered to co-ordinate the Executive planning project. The Executive team schedule and plan sessions every 3 months to review all our action plans, and to ensure effective timing and resourcing of all organisational activities and goals. Given the high workloads that everyone is experiencing in this time of change in our sector, the Executive team is gaining greater momentum and effectiveness through this strategic approach.

VIV ALLANSON
CEO



Residents Corner

MEET MARIA SOENNICHSEN

Maria first visited Maroba in 2017 on the recommendation of her grand-daughter who had completed a Speech Pathology placement here. Maria was immediately touched by the wonderful atmosphere, and attention to detail provided to her by Margaret Lowndes, who was then the Clinical Support Manager.

Moving into The Lodge in October that year, Maria has never looked back loving every minute of being part of the Maroba family, and the variety of activities and services on offer. Maria enjoys the community service program; the themed luncheons, and Café days, and the activities organised by the Leisure and Lifestyle team such as bus trips, bingo and many creative activities.

Maria appreciates the convenience of our on-site beauty salon, and allied health services, and accesses the gym on a frequent basis helping to keep her mobile and active. Maria is content knowing she and her family do not need to worry about her future living arrangements. Maria enjoys the companionship, and feeling of safety that comes with living in a community environment.



Our Services

RESIDENTIAL CARE | COMMUNITY SERVICES | RETIREMENT LIVING

Live, laugh, have fun and stay connected is what Maroba is all about.

Our residents and clients continue to enjoy new and meaningful experiences at Maroba as we consult and engage with residents and clients to offer more choice and opportunities to connect with community.

The Maroba community has grown this year to now providing care and service to over 240 people. Residents and clients are enjoying our themed luncheons, bus trips, exercise and lifestyle programs and making new friends in the process.



SNAPSHOT OF ADMISSIONS

37



RESPITE

19



HOURS DIRECT CARE

161,654



RATIOS FOR CARE AVERAGE

1:6



TOTAL # OF LEISURE & LIFESTYLE HOURS

5738

Highlights

At Maroba we aim to surprise and delight, and there were a number of highlights throughout the year with a different themed luncheon each month as part of integrated Residential and Community Services program, special birthday celebrations, spring animals paying us a visit, to a delightful Anzac Day service honouring our veterans.



COMMUNITY BUS TRIPS

12



THEMED LUNCHEON

12



CAFE DAYS

12



Spiritual Care at Work

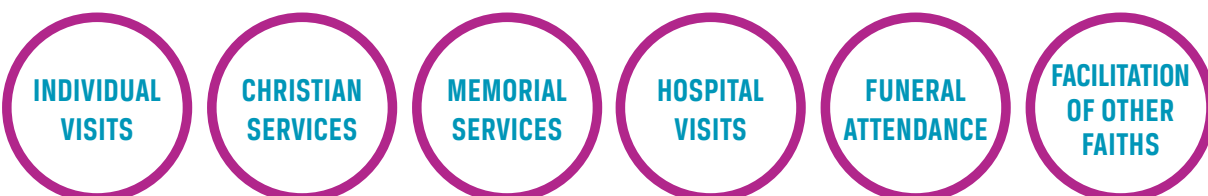
'ALL OF US ARE SPIRITUAL, BUT NOT ALL ARE RELIGIOUS.'

This is NOT a common understanding of Spirituality, but it is a truth we are aligning ourselves with as we care for all at Maroba; residents, family members as well as staff. It is looking beyond what we naturally see to find out what really is important for each individual now and in the future.

This year has been a focus on quality education for staff, helping them to see that everyone has an important role to play in Spiritual Care for our residents.

As individuals we all need to make sense of our world, our lives, our purpose, our significance and to work out our connections; to ourselves, each other and often, something bigger than ourselves.

This is our journey of life, and Maroba will continue to facilitate this through a number of ways;



We continue to build on the existing culture of person-centred care, empathy and compassion as this will lead many to feel loved, supported, cared for and known - all worthy goals of Spiritual Care.

VICKI CARPENTER

Spiritual Care Director

JO PATTERSON

Pastoral Care Worker

SPIRITUAL CARE
HOURS

1464



Our registered training organisation, SMART Training & Consulting Group.



Smart Training and Consulting Group commenced program delivery in October 2018. The first 12 months of operations has been challenging yet extremely rewarding and the business is going from strength to strength.

To support our growth, additional staff have joined our team and Smart Training is now made up of:

Angela Carey	Director	Breanna Carrick	Training Coordinator
Kylie Williams	Operations Manager	Rick Romeyn	Aged Care Trainer/Assessor
Jennifer Campbell	Training Manager	David Murray	Hospitality Trainer/Assessor
Sienna McCloy	Training Administration Officer		

Student numbers for our first 12 months exceeded our expectations and we have had the pleasure of supporting the learning journey of a number of individuals at various locations throughout the Hunter.

190 students have commenced training in a variety of courses including Aged Pre-Employment programs, Cert IV Ageing Support, Cert III Hospitality, Cert III Individual Support Traineeships, and Cert III Allied Health Assistance.

88 staff have been trained in progress note writing for another aged care facility.

Having a training organisation affiliated with Maroba has been beneficial to our reputation and also to our strategic direction of offering educational services external to Maroba.



Property Services

Our property team responded to a total of 1868 requests, an increase of 700 on last year which can be attributed to an improved reporting process from staff, residents and families. We continue to ensure the residents home and grounds are maintained at a high standard.

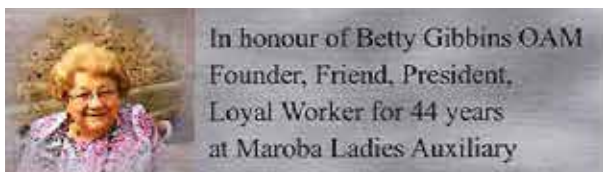
This year

- Plans have progressed for the refurbishment in the central common areas in Maroba Lodge, with the aim of commencing in the later part of the 19/20 financial year.
- Vinyl flooring is now the preferred option for floor coverings in The Lodge. This strategy in turn will provide a safer working environment for our staff as the care needs for our Lodge resident's increases.



VOLUNTEERS

We thank our volunteers, the support of which greatly enhances opportunities for residents and clients. Our volunteers assist at our social and recreational activities escorting residents in the community, driving buses, assisting at on site functions and with aspects of maintenance. Kay and Barney, a Golden Labrador from Delta Dogs are regular visitors to Maroba providing much enjoyment to our residents who are animal lovers. We are grateful for the continued support of the Ladies Auxiliary who have met once a month for many decades to mend and sew new items amongst other things for our residents. Sadly their President and Founder, Betty Gibbins passed in January 2019. We thank the committee for the donation, in Betty's honour, of a lectern to Maroba.



Our People

STAFF

Our staff go above and beyond to ensure our residents live a full and happy life here at Maroba.

Through staff newsletters and regular meetings staff are engaged and connected with organisational activities, sector news, and training opportunities.

Our popular Wellness Clinic looks after the health and wellbeing of staff in the workplace by offering massages, advice and general physiotherapy services.

Staff are offered and encouraged to pursue professional development to progress their careers, and achievements are acknowledged every year on International Nurses day.



NUMBER OF
EMPLOYEES

185



STAFF RATIO

86%
FEMALE
14%
MALE



STAFF WHO HAVE
BEEN EMPLOYED
FOR OVER 3 YEARS
54%



STAFF WHO HAVE
BEEN EMPLOYED
FOR OVER 5 YEARS
35%



STAFF INVOLVED
IN DIRECT CARE
75%



THE WELLNESS
CLINIC WAS OPEN
FOR **288** HOURS
THIS YEAR FOR
STAFF



VOLUNTARY HOURS
PER WEEK
120



INFLUENZA - ZERO OUTBREAK THIS YEAR

98% OF RESIDENTS VACCINATED

75 REPORTED OUTBREAKS IN NSW AGED
CARE FACILITIES FROM JAN-JUN 2019.

Education

The right education is essential for staff to provide the highest quality of care. It builds on their confidence and understanding; providing them with the skills and knowledge to support residents and clients well. Maroba staff participate in a range of education and professional development courses that are delivered via online, and face to face.



700

HOURS ON-LINE VIEWING VIA
OUR ALTURA LEARNING SYSTEM



2600

HOURS FACE TO FACE EDUCATION



19

HOURS AVERAGE PER STAFF MEMBER
PROVIDED FOR TRAINING



Celebrating our People

An annual event held in May, we celebrate and recognise staff achievements on International Nurses Day, and once again Maroba was generously supported by sponsors. Kerry Johns took out the coveted Nurse of the Year Award, while Michelle Knight took home the Maroba Medal. Lisa Mostyn on reception received the People's choice Award. A proud moment for all of us as we cheered on our champions.



YEARS OF SERVICE
AWARDS
30 ISSUED



64 CERTIFICATES ISSUED TO STAFF
FOR EXCELLENCE ACROSS A RANGE OF
CATEGORIES SUCH AS LEADERSHIP, SAFETY,
CONTINUOUS IMPROVEMENT, RISING STAR,
AND IN KEEPING WITH THE ETHOS OF
MAROBA 'LOVE THY NEIGHBOUR'.



SCHOLARSHIPS AWARDED
FOR PROFESSIONAL
DEVELOPMENT

9



SUSTAINABILITY AND CORPORATE RESPONSIBILITY

Maroba is committed to making a positive and sustainable difference for our people, communities and the environment. As part of our values, we choose to work towards enhancing sustainability in all areas of our business. To support our commitment, Maroba have established a “Green Team” where we encourage our employees to make a difference socially, environmentally and in their day to day practices.

SNAPSHOT OF HOW MAROBA WORKS TOWARDS BEING SUSTAINABLE



SOLAR PANELS - WE HAVE PRODUCED 146.42 MWH OF ENERGY WHICH HAS GONE BACK INTO LIGHTING OUR PREMISES



LIGHT FITTINGS - WE HAVE ENERGY EFFICIENT LIGHTING IN THE MANOR



WATER TANKS - HOLDS 88,000 LITRE TANKS THAT ARE FILLED FROM OUR ROOF WITH THE WATER USED IN OUR TOILETS AND IRRIGATION SYSTEM.



WORMS - THEY ARE HAPPY CHAPPIES BEING WELL FED FROM OUR KITCHEN, REDUCING WASTE TO LANDFILL.

Community

We appreciate all the support the community gives us, and we love to give back to the community.



155 PEOPLE ATTENDED OUR QUARTERLY LEADERS IN THE SPOTLIGHT EVENT HELPING TO DEVELOP OUR REGIONS LEADERS.



CHARITY OVER \$10,000 RAISED

CHARITY OVER \$10,000 RAISED

- \$6000 for Hunter Medical Research Institute to support their research into Ovarian Cancer.
- \$3750 for the Mark Hughes Foundation ‘Beanies for Brain Cancer’ fundraiser.

Other organisations we support are Dementia Australia, Gotcha Back Sista, Diva’s on the Green, Pink Ribbon day and staff through our ‘Love Thy Neighbour’ program.

We also thank the following organisations and individuals who contributed financially to our scholarship fund to enable employee professional development opportunities.

Community Business Bureau, Acetek Health and Aged Care, Essential Coffee, OAS Technology Group, Geraldine Crawley, Catering Industries, Hesta, Wound Rescue, Form 1, Castle Chemicals, MBIT Technologies, Helen MacDonald, Kay MacDonald, National Australia Bank, EJE Architecture, XtraAged Care.

Beyond Bank AUSTRALIA

PARTNERING WITH A COMMUNITY ORGANISATION

Maroba was recognised by Beyond Bank for our contribution to older people in residential care. Beyond Bank loves our approach to promoting a meaningful life that enables and empowers our residents. The Beyond Bank Foundation have provided a generous grant to enable us to continue these valuable life enhancing programs, and it has contributed to us being able to extend our Maroba Day Spa Service, and Gymarobics gymnasium.



Financials

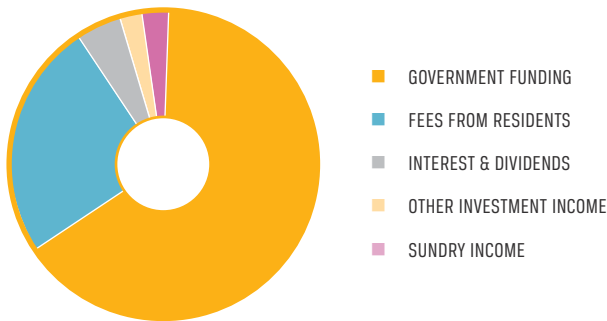
MAROBA IS COMMITTED TO ENSURING OUR LONG-TERM VIABILITY IS SECURE.
THIS WILL ENABLE US TO PROVIDE THE HIGHEST LEVEL OF CARE AND LIFESTYLE FOR OUR RESIDENTS.

Financial performance

- Revenue increased by 8% to \$16.2 million
- Expenditure has increased by 4% to \$15.7 million
- Surplus of \$470,503 was achieved compared to a loss in prior year of \$(138,741), an increase of \$609,244.
- Net assets have increased by \$96,847 to reach a total of \$6.5 million

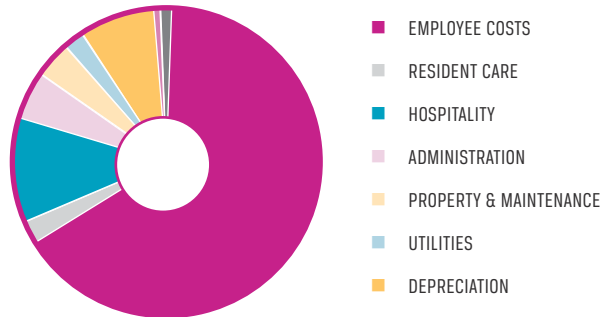
Income

GOVERNMENT FUNDING	10,609,247
FEES FROM RESIDENTS	4,043,672
INTEREST & DIVIDENDS	871,438
OTHER INVESTMENT INCOME	238,280
SUNDRY INCOME	422,715
	16,185,352



Expenditure

EMPLOYEE COSTS	10,523,346
RESIDENT CARE	309,843
HOSPITALITY	1,709,276
ADMINISTRATION	864,520
PROPERTY & MAINTENANCE	550,375
UTILITIES	272,919
DEPRECIATION	1,235,740
FINANCE	104,493
OTHER	144,337
	15,714,849



Smart Training & Consulting

In March 2018 Maroba purchased a Registered Training Organisation (RTO) – Smart Training & Consulting. Smart Training commenced providing training services in October 2018.

Smart Training is currently undergoing a period of growth and has established many beneficial partnerships both within the Aged Care industry and outside of the industry.

It is expected that Smart Training will continue to build the business within the next financial year.

Financial Performance

REVENUE	118,189
EMPLOYEE COSTS	321,386
TRAINING RESOURCES	21,422
ADMINISTRATION	141,272
PROPERTY & MAINTENANCE	7,765





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