



Annual

2021 - 2022

Report

Maroba Aged Care

Enriching Lives

People feel safe and can love out Loud

While the year brought many challenges, Maroba remained committed to providing exceptional care and services..



CEO's Report

"Be ready to enjoy the smooth ride once the turbulence subsides"

This past few years have certainly been turbulent with the Pandemic still running its course, having an ongoing impact on the aged care sector.

Maroba has not been exempt from the challenges of Covid having experienced 8 outbreaks between July 2021 and June 2022. Each experience has taught us to be even more resilient and innovative in how we responded in the circumstances. It never ceases to amaze me how adaptable older people can be in the face of a global Health crisis, and how encouraging they are to all of us who show up to care for them. Over the duration of the Pandemic we have challenged the status quo, advocated for older people and adapted the rules of engagement in favour of our residents and their families as best we could whilst upholding Infection Prevention and control measures. Funding has continued to deteriorate as has been the trend over the past 10 years, yet we keep looking forward to being nimble and agile to accommodate new approaches and care models that fit into the limited resources and community expectations.

Our renovations within the Lodge are working out a treat and attracting a greater range of seniors to Maroba. It gladdens my heart every time I see our communal areas in both the Manor and Lodge full of smiling faces with lots of laughter and movement to suit the exercise groups, spiritual care gatherings, live concerts, games, crafts, intergenerational programs, themed luncheons and dancing to name a few.

Life is lived to the full and love is shared in abundance whilst acute clinical care and support is delivered by a compassionate team of professional nurses and carers. In fact every service offered by Maroba is offered with genuine care and compassion providing dignity for all. I reflect on Viv Corks dream all those years ago to provide 'dignity to elderly ladies in care', and I am full of Hope knowing we have a strong and enduring foundation to continue our work in Transforming the expression of services and experience for interested in your amazing work older people in this Nation.

Viv

OPERATIONS @ MAROBA

Another interesting year where we have faced continual periods of outbreaks and many government reform changes. However, we have continued to work together, show our resilience and commitment to ensuring our residents are at the heart and focus of what we do. Our staff have done exceptionally well, considering the length of time we have been dealing with covid and its impacts. We have worked hard to keep the morale in good spirits by having small celebrations of thanks for our staff. It has been a strain on our residents as their life continues to be disrupted however we have tried extremely hard to continue to provide a variety of social activities, wellness programs, celebrate their birthdays and be supported with their spiritual care needs. Our families and the Maroba community have been very understanding, patient and supportive.

Over the past year we focused on

- Our resident's story and capturing how individuals choose to live their life.
- Review our assessment and care planning commencing with functional and behaviour management
- Review our podiatry and footcare management which gave staff an opportunity to upskill.
- Introducing the Look & Listen Tool used by all staff to alert the RN if they see something different in a residents' condition.
- Introduce new service frameworks.
- Introduce a Multidisciplinary Team approach. Key team every month to discuss complex resident care. This initiative has improved resident health outcomes and improved communication.
- Introduce the Moove and Groove Program
- Developing our staff knowledge and skills in dementia by providing several education programs.
- Reviewed our preventative maintenance program
- Incident management review
- Clinical Care Leadership to ensure we meet better outcomes for residents.
- Infection Control Practices and having 2 Infection Preventative and Control Lead
- Worked on our electronic systems to create more efficiencies.
- We refined our stock management processes.
- Introduction of new training module "Creating a home & see the person not the task."
- Expanded the gym service to 5 days a week
- Developed a transition staffing model
- We have continued to review our care model which seen the introduction of the care support role and more hours into direct care.
- Lodge refurbishment and new education centre with allied health rooms.

So, you can see we have continued to be flexible, change and evolve even through other challenges to achieve better outcomes for the people we have the privilege to serve. Our people are our purpose – our residents, families, friends and community.

FINANCIAL OVERVIEWS 2021-22

COVID has continued to impact the operations of Maroba, in particular, in the Residential care area of the business. Increased costs relating to management of COVID outbreaks and workforce impacts have seen occupancy reduce and consequently Revenue decrease.

Additional government subsidy payments to lessen the impact of COVID have been ceased in 2021/2022 financial year which has further impacted the results along with reduced interest and dividends from investments due to the wider economic effects of COVID.

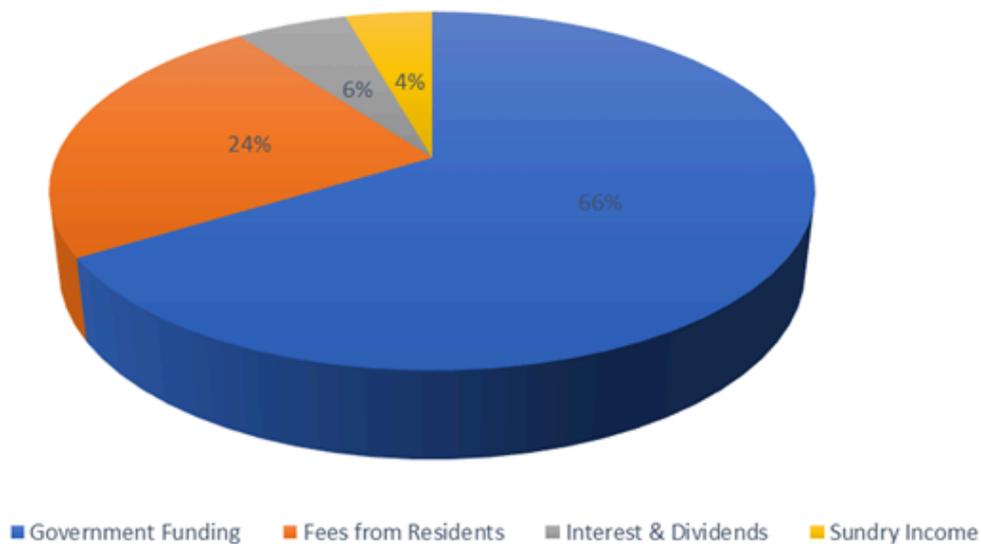
Financial Performance

- Revenue has decreased by 2% from prior year
- Government funding has decreased by 1%
- Dividends & Interest have decreased by 21%
- Expenses have increased overall by 2%
- Resident Care expenses have increased by 17%
- Results have deteriorated to a loss of \$1.4M

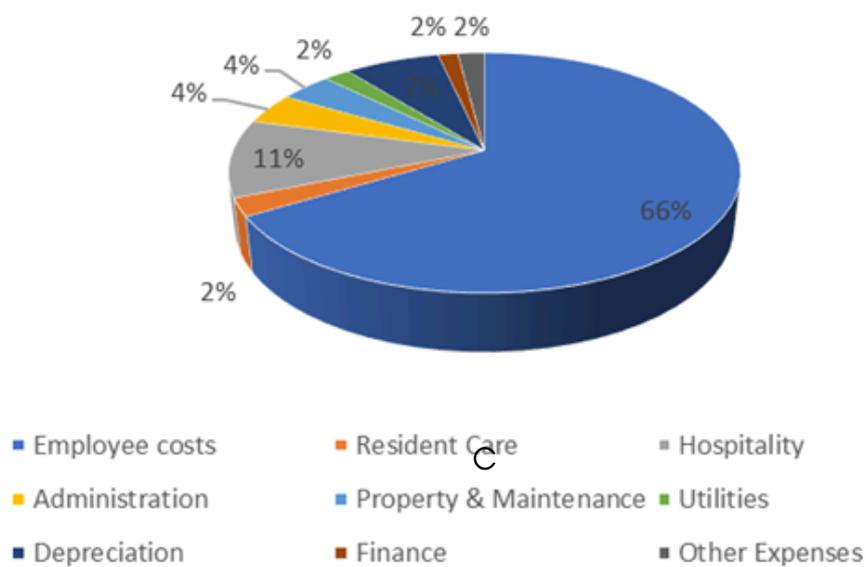
	2021/2022	2020/2021
Government Funding	9,956,172	10,097,801
Fees from Residents	4,116,341	4,139,258
Interest & Dividends	542,290	689,623
Sundry Income	325,158	354,104
TOTAL INCOME	\$ 14,939,961	\$ 15,280,786
Employee costs	10,901,871	10,778,906
Resident Care	508,406	433,001
Hospitality	1,752,356	1,747,688
Administration	838,621	692,754
Property & Maintenance	511,078	529,033
Utilities	220,499	216,874
Depreciation	1,262,998	1,292,560
Finance	251,998	200,061
Other Expenses	106,791	111,428
TOTAL EXPENDITURE	\$ 16,354,618	\$ 16,002,305
RESULTS	(\$1,414,657)	(\$721,519)

FINANCIAL OVERVIEWS 2021-22

Revenue breakdown



Expenditure Breakdown



Our People @ Maroba

Big Hearts and Hard Working



Total
Employees
163

New Team
Members
72

Employees
Leaving
80

2021-22 @ Maroba will stand out as the year that our people challenges really took centre stage.

The 8th August 2021 marked the day that we had our first Covid positive team member and this commenced the seemingly never ending round of outbreak management plans and lockdowns – over the following ten months we were in and out of lockdown almost every month. These were the days when people were checked by police to stay at home, we were introduced to close and casual contacts and some people were moved out of their homes to temporary accommodation if they tested positive. We supported many staff through Covid positive and negative results for either themselves or their family over this year. 2021-22 saw the advent of permanent mask and goggle wearing, rat testing and symptom monitoring - the fear that you might be the person to bring Covid into Maroba was and is a real fear that weighs heavily on our team. Whilst we farewelled six employees who did not wish to be vaccinated under the mandatory vaccination program we had 100% compliance for all other team members with Covid vaccinations – a huge logistical undertaking.

2021 -22 saw other external pressures such as the handing down of the Aged Care Royal Commission findings, which saw a community focus on the delivery of service in Aged Care and the conditions of Aged Care for both residents and employees under the spotlight. The negative stories that were circulated and publicised brought additional pressure to the Maroba team as they worked tirelessly to keep Covid from our residents they also had the added pressure of the broader community questioning the work of Aged Care workers. Alongside the Royal Commission phenomenon, the option of \$5 per hour more to work in disability services became a real option for our employees and in 2021-22 the Aged Care employee crisis arrived @ Maroba's doors. In this year we farewelled 80 employees – that equates to 50% of our team and 1.5 more resignations than any year in the preceding three years. On analysis over 25% of those people left Maroba to start work in disability services, 23% went to a public or private hospital, the remainder either changed industry or left for relocation or family reasons, less than 1% of leavers went to alternate Aged Care providers.

As you may imagine there are a number of challenges when you lose this many team members in one twelve month period. Not least of which is recruitment – finding, engaging and training new team members is an incredible investment in time and resources and utterly necessary to ensure we can continue to provide exceptional care to residents. In the tough employment climate that was 2021 -22 we welcomed 72 new team members to Maroba. Recruitment for Registered employees such as Registered Nurses and Occupational Therapists remain our greatest challenge however in other areas we have been fortunate to continue to attract and engage strong numbers of employees. Rostering remained a challenging activity in 2021-22 as the Covid absences and lockdowns added complexities in this area.

Continuing learning and development in a year that was governed by lockdowns and restrictions in group gathering it is a testament to our team that we were able to achieve our learning and development goals. We really focused on infection control and hand hygiene ensuring that we had 100% compliance with competencies in these areas, we also had 100% compliance with our mandatory training both online and face to face. We delivered some required training in areas of reform including Serious Incident Response Scheme training. 2021-22 saw some exciting and important partnerships for training including Dementia Australia, Black Dog Institute, ACON, and Lifeline. We continued to work with Smart Training to deliver traineeships for five employees.

Our Recognition and Celebration event in December 2021 was vitally important for Maroba to stop and recognise the many achievements of our team and we saw over thirty annual Awards presented and nine scholarships offered to employees undertaking external study. This was made possible by the wonderful support of Maroba's partners and sponsors – without them we would be unable to offer this vital recognition. 2021 -22 saw the introduction of a new role at Maroba "Care Support" this new role was borne out of a need to provide additional support to residents and our teams, to provide an alternative pathway to employment in Aged Care and attract a broader range of candidates and it has been a roaring success. Care Support sees team members without Certificate three qualifications work in a role which provides care and support to residents which does not include personal care. We launched in March 2021-22 and employed 10 team members in this role in the year and subsequently have seen five of those team members move into our traditional Care roles or commence training for those traditional care roles. It has been an absolute success and we have continued to build on this program into this current financial year. It is initiatives like Care Support that will help Maroba to negotiate the challenging world that is the employment of people to work in Aged Care.

In 2021 -22, whilst being confronted with a quickly changing employment world we also looked to review and refine our staffing models of care across Maroba to ensure we could provide the maximum numbers of employment hours into direct care. As a result we increased direct care hours by just over 20 hours per day across Maroba. We continue to make changes and refinements as we review and assess resident's requirements.

In summary 2021 – 22 was big at Maroba from our People and Culture perspective. In a year filled with challenges we were able to create opportunities and provide a clear vision for our teams moving into future years. We have clarity on what we need to do and will continue to be innovative about how we achieve those results. Keeping pace with challenges as they present themselves, including reforms, employment competitors, engaging registered employees, and changing expectations, are key however we must ensure we are clear that the other two levers for success are ensuring we have comprehensive retention and learning and development investment and strategies in place to retain corporate knowledge at Maroba and continue to build on the existing skill base of our team.