



Maroba Aged Care

**2022-23
ANNUAL REPORT**

CEO REFLECTIONS

"Laughter is timeless. Imagination has no age and Dreams are forever" Walt Disney
I really connected with this quote as it has been that kind of year where Laughter has been a necessary ingredient to keep us grounded when some of the challenges could have put us off course. We have exercised every creative muscle and imaginative thought amongst us to deliver what our residents need and aspire to, within very tight fiscal constraints. Yet we must keep dreaming to ensure Maroba has a robust and relevant future.

The Covid Pandemic did not leave town even though we had many more pressing reform matters to understand and implement throughout the 22/23 year. You may not be aware that Aged Care is in the midst of the greatest reforms in the entire life cycle of our sector. The Star rating system was introduced to help consumer be better informed about a service they are considering. We have faced enormous workforce challenges that are unprecedented, and that scenario is not letting up. It is not only a local or state problem but a National and International crisis. This was triggered by the Pandemic and now many other factors have come into play. The result for Maroba is that we are constantly introducing new team members with little or no experience in aged care. Thus, we have strengthened all our on-boarding and training systems and added designated support roles to ensure our teams are capable and confident to fulfill their roles.

The great news is the new Government committed to reviewing all Aged Care funding arrangements including the Fair Work Commission findings which has ensured our care staff are rewarded more appropriately for the work that they do. Funding overall has increased, however so have the staffing requirements and compliance arrangements adding an additional administrative workload.

Innovation and utilisation of Artificial Intelligence are now the expected norm for Aged Care services. We have, over many years attracted researchers and entrepreneurs who want to test their inventions and programs at Maroba in conjunction with the University of Newcastle. We have and continue to trial many exciting options with some being adopted into daily programs and others not making the grade without further refinements. It has positioned us on the front foot as we continue to explore this brave new world of health technology. One of Maroba's strengths is our Teaching model of service, always accommodating the next generation of Health Care professionals from a range of disciplines and education levels.

Our staff continue to shine culminating in our annual recognition event sponsored by many of our loyal suppliers and partners. Even our staff contribute to the all-important scholarship fund that enables us to support individuals in their growth and educational pursuits. Even though staff turnover has become more challenging, all that are present continue to make a difference in the lives of our resident's day by day, and I applaud them for their efforts and their resilience to push through the difficult aspects of their roles.

Finally, I want to acknowledge the work of my Executive team, as they truly hold fast to all that Maroba stands for and for standing with me and the Board in ensuring that our values are evident in all that we do. Together we "Love out Loud" and remind ourselves of that foundation scripture "Love thy neighbour as they self" (Mark 12: 30-31)

2022 - 23 ACHIEVEMENTS

123

**NEW RESIDENTS WE
WELCOMED IN 2022 - 23**

93

**TEAM MEMBERS WE
WELCOMED IN 2022 -23**

MAROBA WHERE LOVE AND LAUGHTER COLLIDE TO MAKE HOME



OPERATIONS @ MAROBA

2023 has been a very busy year addressing our non-compliances, continuing to build our care and service model, recruitment, focusing on our practice and culture and continuing to meet the ever-changing aged care reforms and requirements set by the government. Once again, our staff have shown their commitment and dedication in working together to provide our residents with quality care and service outcomes.

We have concentrated on strengthening our relationships and connections with residents, families and the wider community.

Over the past year we focused on

- The way we deliver care and services to our residents.
- Progressed our Care Service Model introducing a different structure to better deliver care and services to our residents whilst also meeting our regulatory obligations.
- We have reviewed our operation reporting and meeting structures.
- We purchased a new Mercedes bus, reviewed the way we deliver our programs which included increased outings.
- We refurbished our main Manor lift, upgraded car park lighting, created a new staff car park, refurbished the lodge rooms and outdoor areas and commenced refurbishment of the Waratah suburb. We implemented an asset management tracking system.
- Reviewed many of our clinical care systems, processes and practices.
 - Improved our communication and information flow.
 - Strengthened our Clinical and Organisational governance.
 - Changed our medication administration system.
 - Reviewed our admission processes and service frameworks.
- Spiritual care looked at ways we can support staff to deal with the increased loss of residents and initiated a staff reflection booklet for when our residents pass. Developed and education program for our staff around spiritual awareness.
- Reviewed of all operational team roles and accountabilities including induction programs.
 - Reviewed our offering and management of additional services.
- Incorporated more opportunities for resident engagement through our care support roles.
- Focused on See the person not the task and what that looks like in practice.
 - Focused on the importance of leadership and being accountable.
 - Implementation of a new Quality Advisory Committee.
- Participated in projects such as Live life get active, sounds scouts, virtual reality,

Our people are at the heart and soul of what we do, we want to ensure we create a place where people want to work, live and will continue to improve the way we deliver care and service outcomes for our residents. We will continue to make a difference in people's lives. It is a privilege to work alongside such a committed big-hearted team and for an organisation that really understands the true meaning of the value of people and what an honor it is to look after our most vulnerable.

FINANCIAL OVERVIEW

2022 - 23

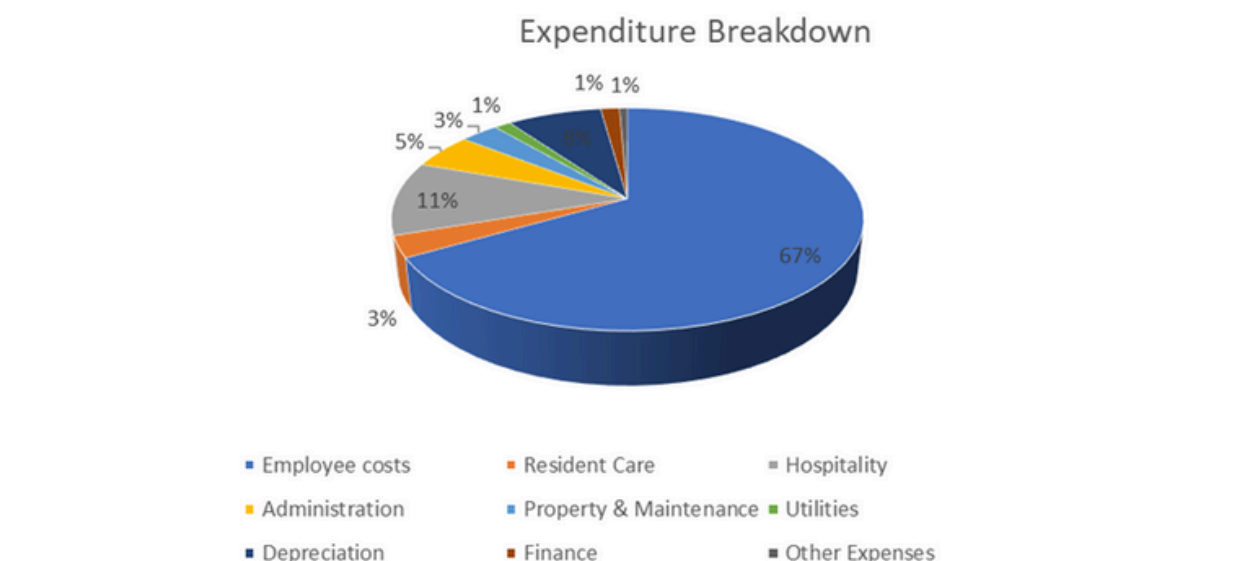
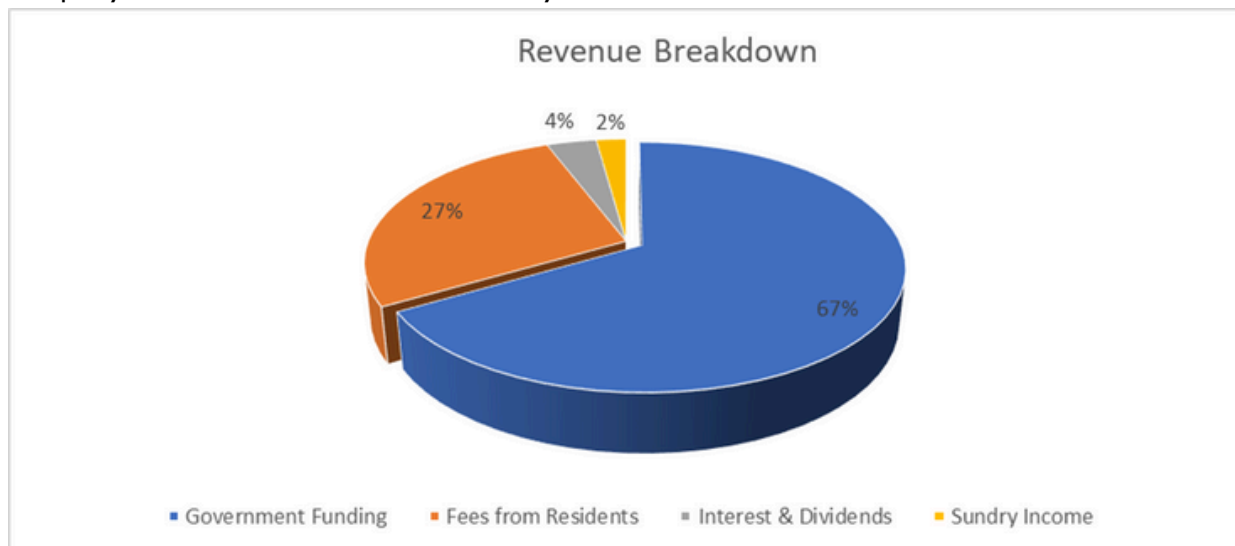
2022/2023 Financial year has seen an improvement in results as COVID impacts lessen towards the second half of the financial year. The new funding tool (ANACC) was introduced in October 2022 along with an uplift in the starting price for subsidy based on advice provided by the Independent Hospital and Aged Care Pricing Authority (IHACPA).

Occupancy trends have also started to increase providing additional revenue to cover expenditure.

Investment income from dividends and interest have increased significantly due to a rebound in markets post the worst of the pandemic.

Financial performance:

- Government Funding has increased by 18%
- Interest & Dividends have increased by 84%
- Overall expenditure has increased by 12%
- Employee costs have increased by 11%



FINANCIAL OVERVIEW

2022 - 23

	2022/2023	2021/2022
Government Funding	11,726,810	9,956,172
Fees from Residents	4,203,306	4,116,341
Interest & Dividends	1,000,125	542,290
Sundry Income	776,467	325,158
TOTAL INCOME	\$ 17,706,708	\$ 14,939,961
Employee costs	12,129,535	10,901,871
Resident Care	439,803	508,406
Hospitality	1,912,163	1,752,356
Administration	771,959	838,621
Property & Maintenance	714,459	511,078
Utilities	360,854	220,499
Depreciation	1,308,660	1,262,998
Finance	272,721	251,998
Other Expenses	368,450	106,791
TOTAL EXPENDITURE	\$ 18,278,604	\$ 16,354,618
RESULTS	(\$571,896)	(\$1,414,657)

OUR PEOPLE @ MAROBA

2022 – 23 The year of reform in Aged Care has seen change on change introduced in response to the Royal Commission findings. This together with increasing complexity of care needs and a much-discussed shortage in the Aged Care workforce and ongoing Covid impacts has seen pressure on our Maroba people intensify in the 2022-23 year.

This year we farewelled 70 team members and excitedly welcomed 93 new Maroba team members and as at June 2023 we employed 183 paid employees and a team of very dedicated volunteers. The influx of new team members brings with it new perspectives, energies and ideas but also the challenge of how we ensure we welcome, engage and teach our new team members Maroba's very strong Vision Mission and Values. We invested in our direct care teams and have increased care hours by 16 hours per day over this period, this is an important strategy to ensure we continue to strive to provide exceptional care in the current climate. Of these employees we invested in traineeships with Smart Training and engaged 4 School Based trainees continuing to diversify and build our pathways into Maroba.

In important news a partially funded sector wide increase for direct care workers of 15% was awarded to take affect in July 2023. This was a welcomed change as this goes some way to addressing the significant differences in pay rates for our employees against those in the Acute sector and disabilities. The story around pay increases is as yet unfinished as the Work Value case continues for all non direct care employees (such as cleaning, maintenance and administration) who did not receive the increase and we expect a result from this case in early 2024.

Once again we continued our commitment to our core value of growth and L&D continued across the year. We were pleased to have 100% compliance with all competencies and mandatory training. We continued through 22-23 with a heavy focus on clinical learning and investing in dementia education. We invested in our New RN Grad program (a program we have been refining year on year) and we appointed a part time Practice mentor who was a long term Maroba Senior RN. It is important that we have a comprehensive program to support this important and emerging cohort for Maroba.

In joyful and very visible news we also revamped our uniforms in this financial year – we responded to feedback and request from our teams and residents to bring some colour and some joy - it is true that a highlight of the year has been the transition to the printed scrub tops of team members! We also celebrated Aged Care Employee day, R U OK day our rewards and recognition ceremony as well as supporting many different charities throughout the year – it is fair to say that the MARoba team have huge hearts and we should be all very proud. In finishing let me paint you a picture of the average Maroba employee as @ June 2023... Our average Maroba employee is female, she is 43 years of age, she has worked for Maroba for 5.8 years, she works on a part time basis and has completed 22 hours of training over the past twelve months.

As we head into our 70th Year of operations and we continue to Love out Loud – I for one cant wait to see the future of Maroba unfold.

2022/23 MAROBA HUMAN RESOURCE METRICS DASHBOARD

Headcount

183

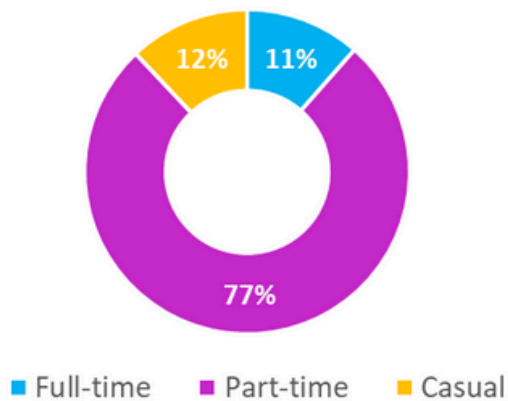
Average Age

43 years

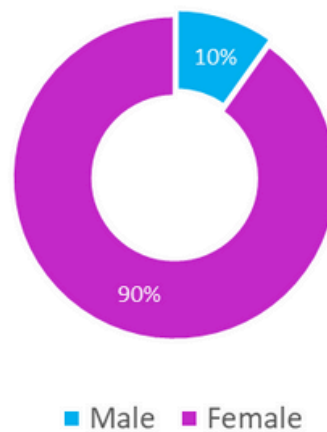
Employee Movements



Employment Status



Gender



Average Turnover

39%

Average Tenure

5.8 years



Our People



Our Heart