



yackandandah
health

Annual Report
2021 – 2022





Yackandandah Health Main Entrance

Table of contents

- 3. Acknowledge of Country
- 3. Vision
- 3. Mission
- 3. Board of Management
- 4. Chair Report
- 8. CEO Report
- 12. Treasurers Report
- 14. Little Yacks Learning Years
- 15. Medical Centre
- 16. Independent Living Units
- 17. Men's Shed
- 17. Staff
- 17. Volunteers

Acknowledge of Country

We begin by acknowledging the Traditional Owners of the land on which we meet today, and recognise their continuing connection to land, water and community. We pay our respects to Elders past, present and emerging.

Vision

To holistically care for our community.

Mission

To provide intergenerational, Age-friendly care and services that respond to the needs of our community.

Board of Management

President Doug Westland

Vice President Tim Evans

Secretary Tim Evans

Treasurer Ben Evans

Committee Bill Dee

Heather Maddock



Resident Betty Thomas and nurse Zarah Jurado

Report from the Chair

This year Yackandandah Health celebrates its 97th year providing care services to the Yackandandah community. In the face of enormous change over that time, the organization has evolved and adapted to meet changing community needs and expectations.

Yackandandah Health's origins can be traced to the early 1900s, when the Victorian Bush Nursing Service was founded to provide much-needed maternal and childcare to women in regional Victoria. The Yackandandah Bush Nursing Hospital was opened in 1926 and then established on its current site in 1932. In 1994 the Yamaroo Hostel was opened with community and Government support, providing 30 places for the aged in our community.

Today, Yackandandah Health operates services spanning a residential aged care (RAC) facility offering 84 places for aged residents, 10 independent living (retirement) units, Yackandandah Medical Centre and an early learning centre, Little Yacks Learning Years.

Throughout the tumult of social, political, and economic change that has occurred over Yackandandah Health's history, one thing has been a constant: our commitment to providing the best possible care and support services to the Yackandandah community. That commitment extends to ensuring the 75 residents of our RAC currently can enjoy the highest quality of life for the remaining years of their life, in our care.

Yackandandah Health is not immune from the acute challenges facing the aged care sector today. Increased funding requirements, a more complex regulatory burden, rising costs, and ongoing staff shortages have made it more difficult than ever for Yackandandah Health - a small, community-owned organization - to provide the services on which our community has come to rely.

Indeed, it has become apparent that Yackandandah Health cannot continue in its current given the pressures on our operations.

Understanding that ensuring our services can continue in Yackandandah is critical, the Board has been working hard in recent months to identify the operating model that ensures Yackandandah Health remains viable well into the future. This work and the financial challenges we face are expanded on elsewhere in the Annual Report and are the subject of our Annual General Meeting on 20 April.

Board Governance

Responsibility for good governance, financial health, legal compliance, and service delivery ultimately rests with the Board of Directors, formerly known as the Committee of Management. This responsibility extends across the discrete businesses of Residential Aged Care, independent living, the medical centre and Little Yacks. Each of these has its own customer base, legislative compliance requirements and financial and operational risks.

The Board is voluntary and ensuring it has the appropriate mix of skills, experience and member time has historically proven difficult. Members would be aware that the current five Board Directors has been in place since September 2022 following a period of instability with 12 Board members turning over in the previous the years.

We believe the current board has the skills and experience necessary to steer the organization through its next stage of evolution.

Executive management

Attracting and retaining suitable executive leadership able to manage four discrete businesses effectively has proved equally challenging for Yackandandah Health.

Not only has we seen five CEOs appointed over the past four years, but consistent turnover of senior managers has placed significant stress on day-to-day operations and left little scope for the strategic planning necessary to take Yackandandah Health forward.

Some simple metrics illustrate our complex operational requirements:

- 75 RAC residents, 6 ILU residents, and 64 children under our care, each unique personal needs, and circumstances
- Annual turnover of more than \$10m
- 145 families with which we must communicate.
- 140 staff
- A requirement to submit regular reporting to four different Government quality and funding bodies.
- Variable funding streams from at least five different government agencies and five user/client groups.

In the RAC, which accounts for the vast bulk of our operation, the response to Covid-19 in recent years created an additional layer of complexity and costs that could not have been anticipated. Nor have we been unaffected by the chronic shortage of skilled staff affecting the aged care sector nationally.

Our challenge now is to adapt to the operating environment and devise balanced, safe processes and practices that respect the quality of life for those in our care, especially aged care. It is testament to the dedication and focus of our people that we have been able to maintain such a high standard of service during this time.

Looking to the future

It is timely heading into the AGM to reflect on the seriousness of the financial challenge Yackandandah Health faces and the enormous strain it has placed on our leadership, staff and, indeed, Board members.

Having explored all available options, the Board is now convinced that the only way we can remain financially viable and continue to provide high-quality services into the future is to be part of a larger structure. That is, as part of a larger entity with the financial resources, governance capability and access to specialized management expertise that our complex business and risk profile demands.

This course of action is not one the Board recommends lightly, but it is the only one that guarantees the historic role played by Yackandandah Health in our community can continue, well into the current century.

Doug Westland
Chair
Yackandandah Health



Yack Health Leadership team (from left back) Eileen O'Toole (DON) Becky Hyde (Lifestyle Coordinator) Andrew (Fritz) Scheidl (Catering Manager), Jenni Back (Finance Manager), Zarah Juredo (Team leader RN), (Left Front) Shell Morphy (Director Quality & Compliance), Charlotte Hewitt (Team Leader RN) Karen Hyde (IPC and Intake Coordinator) Absent Tamara Rockwell LYLY Director, Meaghan Fahey (Team Leader RN) Andrea O'Neill (CEO)

Report from the CEO

The last 18 months has been challenging for Yackandandah Health, as the ever-moving challenges in the aged care, childcare and general practice combine to add new layers of complexity, and cost, to our business activities.

Covid continued to disrupt our operations, requiring at different time resident isolation, mandatory use of Personal Protective Equipment (including masks, shields and sometimes gowns and gloves), and restrictions on families and visitors moving throughout the RAC facility and also Little Yacks Learning Years.

As far as possible Yackandandah Health sought to maintain business as usual but we could not avoid screening, protection and prevention measures to meet the requirements of the Government and Health Department.

Pandemic restrictions required specific planning, resources and effort and created challenges in managing and maintaining our workforce and a significant financial impact. It is a credit to our team that despite the disruption Yackandandah Health was able to provide services to a high standard.

This year Yackandandah Health submitted to re-accreditation with the Aged Care Quality and Safety Commission (ACQSC), a process undertaken every three years. I am pleased to confirm that we passed all eight standards, testament again to the professionalism of our staff. The process highlighted a number of improvements, which we are now focused on addressing.

Under the guidance of the Board Yackandandah Health is now implementing new requirements arising from the final report of the Royal Commission into Aged Care Quality and Safety and the Federal Government's subsequent aged care reforms. These are mainly in the areas of processes, compliance and funding and demand close attention from management and the Board.

More broadly Yackandandah Health's work to ensure we are providing best practice, evidence-based care services across all areas of the business continued and a number of senior appointments were made to accelerate this work.

Eileen O'Toole was appointed Clinical Nurse Lead during the year, with a remit to drive improvements in clinical care throughout the RAC. Already Eileen's wealth of experience has taken clinical education at Yackandandah Health to new levels, with initiatives including weekly education sessions for staff, daily staff huddles, and a Resident of the Day program.

In other management developments throughout 2022:

- We farewelled RAC Operations Manager, Emma Atkin, who is commended for her sterling work uniting the team in difficult circumstances in the first half of 2022. We wish Emma well in the future.
- Tamara Brockwell provided strong leadership as Little Yacks Director. In an extremely challenging time, Tamara successfully drove our inter-generational program creating many memorable moments as our RAC residents and Learning Years children came together.

- RAC Lifestyle Co-ordinator Becky Hyde brightened the lives of residents under her watchful eye, delivering a busy program of cooking, craft, reading, quizzes, music and films, and external activities when Covid-19 restrictions permitted.
- Karen Hyde successfully led infection, prevention, and control after volunteering for this position and undertaking 12 months of dedicated training. It was a steep learning curve for all but under Karen's guidance Yackandandah Health weathered the Covid storm had management of outbreaks down to a fine art.
- Meals and nutrition are among the most important areas of operations in both aged care and Little Yaks. The hard work of Andrew "Fritz" Sheidl ensured we could provide a home-cooked menu that is widely appreciated by residents, children, families, and the community. Fritz has taken the standard of meals to a new level, introducing variety and consistency in the kitchen.
- The Yackandandah Medical Centre has grown over the past 18 months from one to three doctors working three days a week to five GPs providing service five days a week. The centre provides an outstanding GP service to not only our residents but the wider Yackandandah community.
- Jenni Back as finance manager has worked tirelessly to keep our finances on track during an extremely difficult period, characterised by rising wage and other costs, ageing plant and equipment, and low levels of Government funding. We thank her for her efforts.

Clearly, 2022 could not be considered a successful year financially for Yackandandah Health, which has recorded another significant operating loss for the year. The Treasurer's Report will outline the specific challenges we have in more detail. Suffice to say, Yackandandah Health has some difficult decisions to make if we are to continue to operate our businesses into the future.

As always, our greatest asset is our people, who go above and beyond each day and shine across all areas of our business. It is their camaraderie that makes Yackandandah Health a special place – it is a privilege to lead such wonderful group of individuals.

In closing, I again want to thank all our residents, clients, children, staff, volunteers, and the Board for their support throughout another challenging year. On behalf of the leadership group, we look forward to working with all our

stakeholders to find a way forward that allows Yackandandah Health to continue providing the best possible service to our community into the future.

Andrea O'Neill
CEO
Yackandandah Health



Resident Horst Wimmer

Treasurers Report

With the residential aged care activity representing around three quarters of all revenue, the story of Yackandandah Health to a large extent is the story of its aged care facility.

As the Stewart Brown Aged Care Financial Performance Survey Reports indicate, at a sector level, this story is one of declining financial viability for the average provider, and Yackandandah Health is no exception, which is reflected in the declining financial position represented in the financial reports for the 2022 year.

Compounding the sector specific concerns is Yackandandah Health's position as a regional provider, creating a challenging staffing environment, particularly with regards to finance, governance, and clinical staff.

The financial impact of Covid-19 on the operations over the reporting period have also been significant resulting in increased costs of a temporary and permanent nature.

I joined Yackandandah Health as part of its newly constituted board in September 2022, for two reasons. The first was that I had absolute confidence in the importance of the facility and the high-quality care it provides to the community. The second was that it was apparent to me that the question of the ongoing financial viability of the organisation needed to be immediately addressed.

As a board, and with the assistance of CEO Andrea O'Neil and the management team, we undertook an investigation into the cost structure of Yackandandah Health in October 2022. Our conclusion was that there was a theoretical model of viability for the organisation with the new Australian National Aged Care Classification funding model commencing. However, it was the board's view that the organisation lacked sufficient financial and managerial resources to complete that process.

It was also the board's view that If any transformation could be achieved, there would still be no change to the fundamentals effecting the sector and the regions and no guarantee that the any new position of viability could be sustained in the long term.

The status quo was not an option, the prospect of a transformational process was risky. Closure of the services and relocation of the residents was (and is) the

last possible choice. In the context of this the option of a merger into a larger organisation was considered.

The board has determined that this is the organisation's best pathway forward to sustainable viability. This represents a new model for Yackandandah Health, where strong community roots are maintained, and an overarching governance model is placed over the organisation so that its financial performance and business management can be brought up to the same exceptional standard as its front-line care.

Yackandandah Health has been in constructive dialogue with the Commonwealth Government which has been supportive and helpful in assisting with programs and guidance in this area. The Commonwealth Government is supporting the initiatives of the board to move forward to a sustainable future. As the notes to the financial statements indicate, a significant resource commitment has been made by the Commonwealth Government to Yackandandah Health to facilitate this process.

This means that the process of combining Yackandandah Health into a larger organisation can be done with the best possible resources for ensuring the outcomes to residents, care recipients, staff and the community at large. It also means that we are managing the risks, particularly to the vulnerable residents by undertaking transformational processes with adequate resources, rather than exposing them to the risks of other processes undertaken from a fragile financial position.

Several reputable providers have shown an interest in the facility and given the commitment of the commonwealth government to providing support combined with the high standard of clinical care, GP and early childhood education being delivered by the management team, the board have confidence that the facility will continue to serve the community well into the future as part of sustainably viable group.

Little Yacks Learning Years

Another great learning year at Little Yacks with wonderful experiences enjoyed by all. This year we saw our renovations completed thanks to Yack Construction. The renovations gave us an extra learning area and the big sliding door access to outdoor play for our junior toddlers. The kindergarten program is now in a purpose-built room with additional space for teaching.

Little Yacks continues to provide intergenerational experiences with the residents at Yackandandah Health. Throughout the year the children and residents have had many opportunities to engage in meaningful interactions which have been joyful to both the residents as well as the children.

These GOLD moments as we call them capture the essence of intergenerational learning and show us how much bringing the 2 groups together enhance the quality of life not just for the older participate but how much our older generation still has to offer to the future.



Little Yacks and Raffi

Medical Centre

Yackandandah Medical Centre has seen the practice grow in GP services this year. We have welcomed Dr Simon Davis and Sharon Emmett to our team along with Dr Jane Gardener and Dr David Oliver. Working alongside Dr Tess Goodwin we now have 2 GP's available 5 days per week provided a wealth of knowledge and expertise to the local community as well as service to the residential aged care residents.

This year at Yackandandah Medical Centre we have focused on providing preventative support to our patients including Men's health, pre- and post-natal care, diabetes education and of course immunization and general health checks for over 75 years.

Although we have seen many changes due to COVID we continue to strive to provide a person-centred practice where the GP's support everyone to live their best possible life.



Independent Living Units

Yackandandah Health Independent Living Units offer a quality lifestyle, social connections, and peace of mind. Just a short stroll to the Yackandandah Village Yackandandah Independent Living Units are a hidden treasure in Yackandandah. With a modern, comfortable layout, user-friendly bathroom and kitchenette these one-bedroom units are really ideal for a retired couple looking to downsize or a single person wanting to be closer to likeminded people.

Living independently, you have the security of knowing assistance is only a phone call away. Continue to be involved in the community knowing that all your maintenance and gardening is looked after. Independent Living provide you with the opportunity to enjoy your twilight years knowing there are services available if and when you need them.



Independent Living unit bottom floor

Men's Shed

Yackandandah Health continued its support of the Yackandandah Mens shed throughout 2022. Yackandandah Men's shed currently has 30 members and provides an opportunity for members to work together and supported each other throughout the year. There is always something to do at the Men's Shed in providing for community minded service opportunities for local men. Yackandandah Health has received support for the Little Yacks operation in the form of a magnificent boat in the playground.

Staff

Thank you to all staff who have worked through a very difficult time in the past two years during the covid period. You have demonstrated great professionalism and support to our residents, patients, and Little Yacks. You are the backbone of the organisation, without whom we would not have the continued reputation of being a wonderful service, a great place to work, and a community to be proud of.

Volunteers

Once again it's been difficult for volunteers at Yackandandah Health over the last year due to continued Covid-19 and government restrictions. Volunteers are a huge part of Yackandandah Health, and we look forward to welcoming them back in 2023. There are so many areas that volunteers can make a difference. Please consider signing up in the New Year to offer a few hours of your time. Your contribution and support will be invaluable to Yackandandah Health and the residents and children. We appreciate the efforts of all current volunteers.

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