

a year in review

2021 - 2022



A lot of living

Board Members



Doug Smith

MIE Aust, CPEng (Ret)

President

- Cooida Board (2011- current)
- Member Institute of Engineers Australia
- Past President Rotary Benalla
- Past President Benalla & District Memorial Hospital Board
- Past President/Life Member Benalla Apex
- Qualified Civil & Municipal Engineer (retired)



Richard Rubira

B.V.Sc., M.V.S.

Vice President

- Cooida Board (2015 – current)
- Consultant / Subject Facilitator – Melbourne Uni Veterinary Faculty (Retired)
- Animal Health Australia
- Veterinarian (40yrs)
- Member Rotary Club Benalla



Lis O'Halloran

RN1, Grad Dip Paediatrics, Post Grad Dip in Health Promotion

Vice President

- Cooida Board (2020 – current)
- GOTAFE Nurse Educator
- Nurse Benalla Health
- 31 years nursing experience Royal Flying Doctors Service, acute and aged care, Royal Children's Hospital Paediatrics, Community Health



Logan Armstrong

B Econ LLB

- Cooida Board (2021 – current)
- Principal Armstrong Lawyers
- Former partner of a national law firm
- Former Trustee and Chairman, Baker Foundation
- Cattle farming



Kelvin Hodge

B.Arts, Dip Theology, Post Grad Comm. Dev., Pastoral Care, Comm Welfare, Prison Chaplaincy

- Cooida Board (2020 – current)
- Rev. Uniting Church Benalla
- Member Rotaract, CFA, Church, Youth Development
- Areas of interest community organisations, small communities



Norma Hodgson

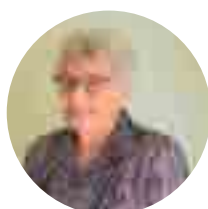
- Cooida Board (2022 – current)
- Management Accountant – local government, manufacturing
- Financial management, budgeting, forecasting and audit
- Member local community sport and organisations



Colin McDonald

H.N.D. Mech. Eng. (UK) N.C.2D

- Cooida Board (2002 – current)
- Past President Cooida Board
- Past President Rotary Benalla
- Paul Harris Fellow
- Mechanical Engineer (retired)



Joyce Poole

- Cooida Board (2021 – current)
- Former Market Researcher / Supervisor (20 years)
- Former Justice of the Peace (13 years)
- Former Secretary local Justices (8 years)
- President Cooida Independent Living Hub Committee



Margaret Richards AOM

- Cooida Board (2020 – current)
- Former Benalla Rural City Councillor
- Subdivision drawing and designer (retired)
- Board member Benalla Art Gallery
- Friend of Benalla Costume Museum, Weary Dunlop Learning Centre, Botanical Gardens & Benalla Performing Arts & Convention Centre
- Lifelong volunteer

our team mission

We create 'a lot of living' by providing outstanding levels of person centred care and accommodation to meet the changing needs of individuals, families and the wider community.

PAST BOARD MEMBERS

Maggie Fanning (2019-2022)

our team vision

Our purpose is to enhance the lives of people in our region by providing innovative, individualised care and accommodation that reflects Benalla's community life and individual needs.

our values

Excellence

We strive to be the best, continuously seeking feedback from staff, volunteers, residents, home care clients and their families. We measure performance in order to identify areas we can grow and improve.

Learning and Knowledge

We look for opportunities to learn in order to develop and expand our exceptional skills and knowledge within the care sector.

Creativity

We employ a positive, forward thinking attitude. Our team is proactive and empowered to find better ways of caring and new ways we can meet the future expectations of our community.

Respect

We respect the importance of every individual's diversity; focussing on the provision of person centred care. We will build trusting relationships within our community by caring for one another and all people with respect, friendliness, compassion, love and dignity

Relationships

We work in collaboration to create a sense of belonging with one another, our volunteers, residents, home care users, their families and our community. We recognise the importance of working and partnering with other health care organisations and our community in our rural setting.

contents

Cooinda Board	2
Mission, Vision and Values	3
A Year in Review	4
Chair Report	5 - 6
Chief Executive Officer	7 - 8
Cooinda Organisational Structure	9
Residential Care	10-12
Quality	13-17
Community Connection	18 -19
Community Care Services	20 -21
Media and Events	22-23
Health and Wellbeing	24-26
Independent Living Units	27
Building and Environment	28
Finance Report	29-31
Our Supporters	31

a year in review

2021-2022

Cooinda is a not for profit aged care facility, with a proud 53 year history of providing outstanding individualised care for older people and their families. Today, Cooinda is a major employer and a significant financial contributor to Benalla and the wider community.


\$ 7.01M

Wages

\$688,605

 Purchases in
Benalla community

125

 recipients
provided with
permanent &
respite care

60

 Home Care
Package clients

95.3%

 occupancy
against a national
average of 87.36%

\$8.39M

 reinvested into
the region

67

 Independent
Living Units
1,2 or 3 Bedroom

50

 Cooinda in the
Home, Fee for
Service clients

40

 Community
Meal
Clients

83

 Bed residential
care facility

Number of employees

148

as at 30/6/22

Number of volunteers

30

Turnover PA

\$9.4M

Board Chair report

In the 2022 independent survey, families were asked the question, *“How likely would you be to recommend Cooinda to family and friends?”* The Relative Experience index of 89.5% ranked Cooinda at 38th across 111 facilities. These figures are important measures of the quality of care Cooinda delivers.

COVID

After more than two years, COVID continues to impact aged care residents more than any other area of our vulnerable society. At Cooinda, we are proud to have kept our residents safe while continuing to deliver high standard care, via innovative means, to avoid the whole facility being directed into lockdown. This has only been possible through the extraordinary efforts of our dedicated staff, the support of our community volunteers and flexible isolation protocols.

Accreditation

Aged care facilities must be accredited every three years by the Federal Government's Aged Care Quality and Safety Commission in order to receive care funding. Cooinda's accreditation was due in 2022 but has been granted an extension to 2024. This is unprecedented and a huge compliment to Cooinda, which demonstrates the high level of trust that the Commission has in the management and operation of Cooinda.

Funding

Aged care funding continues to be severely inadequate for the level of care required by the Aged Care Standards. While it is hoped that the 2020 Royal Commission findings will see the new Federal Government provide additional funding support to

match the new care standards including appropriate staffing remuneration; to date these expectations have not been realised.

Cooinda, specifically as a community not for profit facility and the Aged Care industry generally, struggle financially to stay viable. It is hoped the new government funding model AN-ACC (Australian National Aged Care Classification) to be rolled out in late 2022, will address this critical matter.

Satisfaction Levels 2022

Cooinda has a Resident Satisfaction index of 93.89%, well above the industry benchmark of 85.6% ranking it 15th across 131 facilities. In the 2022 independent survey when the question was asked of families – *“How likely would you be to recommend Cooinda to family and friends?”*

The Relative Experience index of 89.5% ranked Cooinda at 38th across 111 facilities.

These figures are important measures of the quality of care Cooinda delivers and continue to demonstrate why Cooinda is a leading aged care facility not only in Benalla but across other aged care facilities in Australia and New Zealand.

Staff

My thanks is extended to all the Cooinda staff for the sacrifices, of which there are many, to give our residents quality and compassionate care over the enduring times of COVID.

The sacrifices include working long and extra shifts in spite of their personal domestic needs, deferring leave and enduring the uncomfortable practice of wearing full PPE (protective personal equipment), all for the wellbeing and protection of our residents.

We are also fortunate to have a very active group of volunteers who have supplemented and released the staff across a wide range of activities to attend to clinical care needs during critical times of staff shortages brought on by COVID.

At Cooinda, we are proud of the fact that over 70% of our costs relate to salaries and wages, well above the norm for aged care providers, which is why our level of care is of a very high, consistent and affordable standard.

Improvements

The Board has overseen the introduction of a number of technology systems to improve staff rostering, financial reporting and risk and compliance. Infrastructure improvements include an internal all weather link between Ledger Wing and Samaria House to enable residents to mix more freely and to reduce staff travel time to service these areas. Extensions to our Laundry will allow more in house processing of residents needs and provide cost efficiencies.

Architectural plans for the Stage 2 Master Plan development upgrading Rossmore House and centralising Cooinda administration with a new public entrance off Samaria Road, delayed due to COVID, will be completed in 2022. This will enable construction tenders to be

called in 2023 for this estimated \$7M project.

Plans are also being finalised for the installation of a \$700,000 dedicated ring main to improve water pressure for fire - fighting purposes at Cooinda.

The Board has also overseen the expansion of its Home Care Packages service to the Benalla and district communities. This initiative which is supported through Cooinda's core businesses, will continue to grow once staff availability improves.

Communication

COVID has presented many challenges including the need to link residents with their loved ones during times of mandated government lockdowns. I would like to thank our Cooinda staff for the many innovative ways they bridged this gap, but in particular for the excellent and very timely newsletters emailed to relatives, sometimes on a daily basis, that gave information for visiting protocols and an overview of Cooinda's COVID status. This is mirrored in the excellent Relative Satisfaction results for 2022.

Board

Board members volunteer their time and skills to steer Cooinda's strategic direction. I thank our members for their personal commitment to the Cooinda and Benalla communities.

Board member, Maggie Fanning retired during the year and my thanks goes to Maggie for her insightful contribution. New members welcomed onto the Board include Joy Poole, Logan Armstrong and Norma Hodgson. They bring a variety of skills to match the existing complement.

My thanks to my fellow Board members for their support in my role of Board Chair throughout the year, their dedication and sharing of expertise, their welcoming and willingness to work with new board members and their contribution to board subcommittee meetings that collectively require a considerable time commitment.

While I will be stepping down from the Chair role after 4 years, I look forward to continuing to contribute to Cooinda's iconic role in our community.

Challenges

Cooinda continues to punch above its weight and as a not for profit community led and supported aged care facility, provides high standards of care to its residents and their loved ones. Government funding to support staff, while outlined in the Royal Commission findings into Aged Care, is well overdue. Financial stress continues to build on the business of providing a level of care at or above aged care standards laid down by Government.

Special thanks to our Chief Executive Officer, Alex McKenna, for his unrelenting drive and leadership in guiding the organisation, particularly the staff and Board, through these continuing difficult times.



Yours sincerely
Doug Smith
Board Chair
Cooinda Village Inc.

Chief Executive Officer

Well, here we are again, 12 months down the track and who could have believed that the time has gone so fast. Over that period, we have seen significant social changes occur in all our lives, in our local community within Benalla and more broadly across Australia and the world. A war had begun, the pandemic has slowed down and recession and climate change are now at the forefront of our thought processes.

Looking back at COVID, the introduction of vaccines, safe measures adopted and the real impact of what COVID was having on the world, has now fully emerged. As we move forward and look forward to a new COVID normal, we have to acknowledge is, as with any pandemic, flu season or world, what we have to be, is ready in our preparedness to take on any challenges it may bring.

I am glad to say our journey has been one that has been less bumpy than from what we heard in the media of other aged care facilities. Our case numbers and the rate of infection of residents and staff remained at an exceptionally low level compared to national figures. To achieve this, the systems and processes that we've had in place over the last 12 months have required the support and understanding of all who either live, work, volunteer or visit Cooinda.

I acknowledge that the journey we have travelled will have had the potential for some negative outcomes, which were unfortunately unavoidable. However, the path was taken in balance of choosing the lesser of, at the time, two unknown evils. One was the impact COVID could have if no safety measures were in place and the other centring around the impact of potential isolation if the practices maintained were too rigid.

I feel confident in saying that we were able to choose the happy medium between those two potential outcomes. The capacity to achieve this, could only be done through the fantastic hard work and dedication of the staff and volunteers on a daily basis. This required significant work and financial investment through the deployment of personal protective equipment, comprehensive rapid antigen testing, screening processes and the implementation

of a vaccination program, which was for both residents and staff. All of this ultimately created a blanket of safety for us all.

Ensuring the safe management of COVID was of course, to protect our residents, but it was also to protect our staff from becoming unwell. We could see firsthand, the impact short staffing has had on the industry and it was not a path we would choose or allow Cooinda to go down. Ensuring a full complement of staff on site allowed us to continue to deliver a high quality of care to our residents, whilst also dealing with the additional workload of safe COVID management.

Noting that we would have inevitably had some staff off sick, it was wonderful to see how our remaining staff rallied together, covering additional shifts to ensure that life continued at Cooinda as normal.

The adaptability and creativity our staff and volunteers have demonstrated what can only be described as poetry in motion. What may appear at the fore front as being a difficult year, where in reality life has continued to flourish. Residents have laughed, our visitors have loved and our wider Cooinda has lived. Celebrations and milestones continued, birthdays and anniversaries were rejoiced and the arrival of new family members were embraced, with our residents having the great privilege of meeting their new family arrivals in a safe space, their own home at Cooinda.

It is because of all of this that I feel proud to have worked alongside our staff and volunteers in providing a smooth journey on the backdrop of what was a bumpy road for the world. It must be acknowledged that in striving to achieve this, our staff and volunteers at every level and in every role, epitomized what it means to work in this great industry and to demonstrate what can be achieved despite the uncertainties we faced.

I would dare say, this commitment no doubt came at times with personal sacrifices and worries for the staff. The impasse which was placed on staff, especially in the preparedness for work even prior to starting a shift, meant the day on site was even longer than normal. It is easy to remember the line of staff sometimes starting as early as 5.30am as they queued outside our rapid antigen testing station on Central Avenue.

No staff member ever shied away from these onerous responsibilities. I always had a debt of gratitude towards the staff for all that they've done alongside our wonderful volunteers.

The resilience they have shown and their adaptability to the changing circumstances has certainly made our journey so much easier. Further to this is our residents at Cooinda, across our independent living units and with our clients and the community, I must thank them alongside their families for walking this journey with us and for the trust that they have placed in our decisions whilst supporting the path that we have chosen. The success at Cooinda does not come down to only one individual person but rather all at Cooinda and for that I say thank you.

I would like to acknowledge our board of directors who continued to provide excellent governance and direction despite the many challenges that lay ahead. The primary focus always at the centre of their decision making was to ensure everyone remains safe and well. The decision to ensure this was an easy one for the board, however it has resulted in some difficult decisions regarding the financial investment required to achieve this, alongside ensuring our capacity to sustain it over a long period of time.

Again, the board through the relevant subcommittees and the board director meetings have been able to achieve this successfully.

They have, throughout the year, contributed an unquantifiable number of hours towards Cooinda well above and beyond what would normally be expected of a voluntary board director.

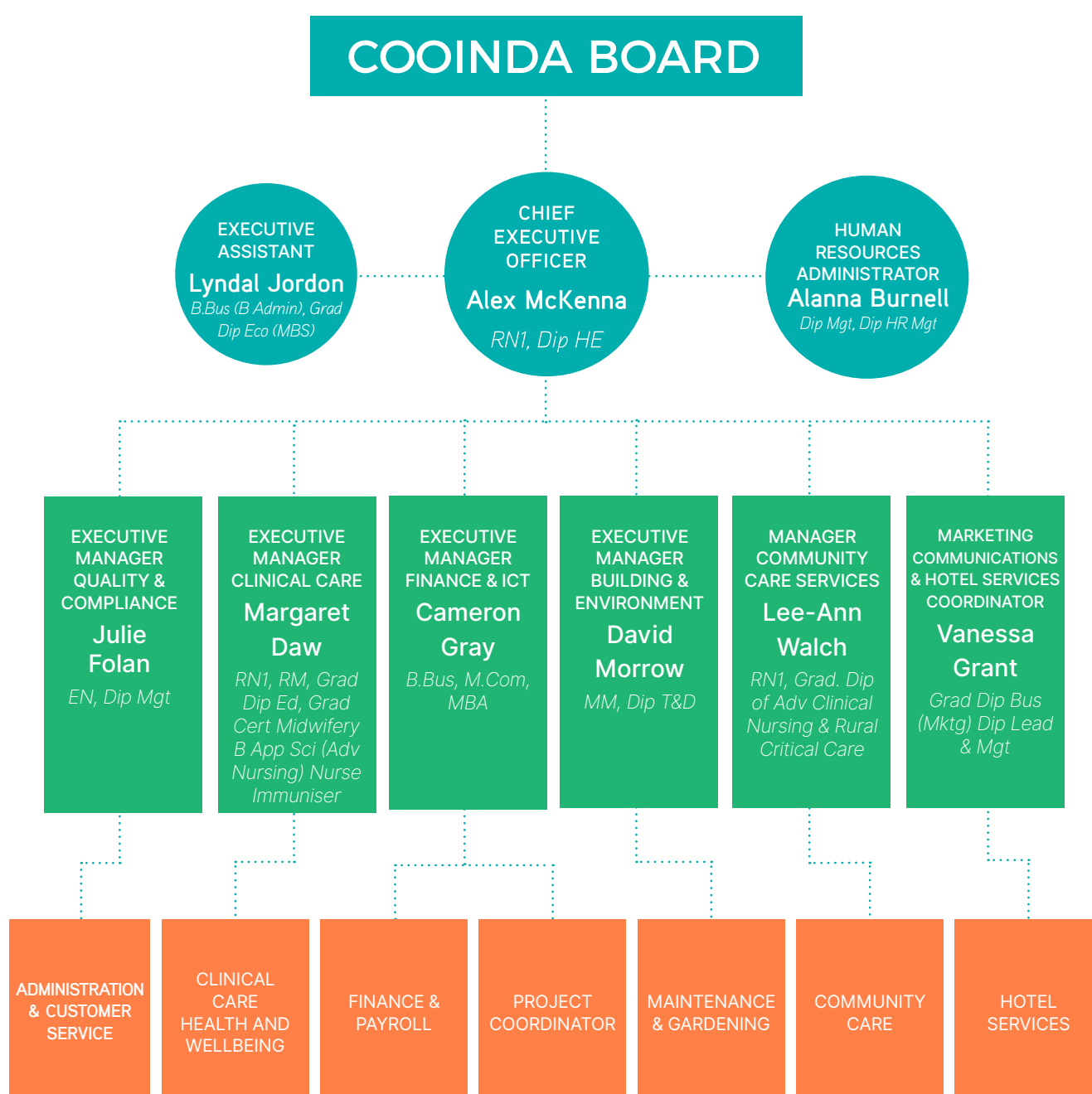
So, in summary the year may have passed fast, but it has not gone without achieving great successes. It is not always measured by what has happened or what changes have occurred, but rather what did not occur as we saw in so many other facilities. Outside of all of this, our commitment to the community, Benalla and the surrounding areas is unchanged.

At a strategic level we have continued to develop some exciting plans for both the development at a service provision level and infrastructure. The hard work which has taken years in the planning is coming to its final stages and will serve as a fitting piece in the next successful chapter of Cooinda's story, of which we are all a part of.



**Warmest regards,
Alex McKenna
Chief Executive Officer**

Organisational Structure





Residential Care

There is no denying that the challenges associated with providing the highest standard of care to our community's most vulnerable is enormous. That said, the reason why staff at Cooinda continue to deliver such wonderful care, is because they are passionate about the wellbeing of every individual who has chosen Cooinda as their home, where they are enabled and supported to live their best lives.

Daily accounts in the media and outcomes from the Royal Commission report the aged care sector is certainly in crisis, evidenced in the almost daily accounts of staff shortages, lack of funding, an ageing workforce, gaps in training, a lack of ratios, marked disparity in wages and the burden of meeting compliance in the face of little increase in funding to assist in support of doing so. Aged Care does not attract the funding similar to that in the acute sector, yet the majority of those in our care have very complex needs and require expert nursing care to ensure they remain as well as able and find enjoyment in their twilight years, which they richly deserve.

Throughout the reporting year, the ongoing threat of COVID with new variants emerging and numbers of infections from the virus rising daily continued to affect every aspect of life, particularly in aged care where residents are considered at far greater risk of contracting the virus and not being able to fight it. The new strains were considered very highly contagious, and facilities found it extremely difficult to contain, despite very strict infection control measures and extensive staff training.

It is almost three years post the declaration of a worldwide pandemic and little has changed within residential care in terms

of the required enforcement of infection control measures. Staff continue to wear masks full time at work and are required to Rapid Antigen self-test a minimum of three times per week. Any experiencing respiratory symptoms, even if very mild, require further testing and renders them unable to work for seven days as a precaution. At one point, there were 21 staff unable to attend work, placing enormous pressure on our most valuable human resources, our staff, however they continued to come together for the benefit of the residents.



The first case of a resident infected with COVID was recorded in January 2022 and subsequent to that resident, we had a total of two further cases associated with that outbreak.

A second outbreak occurred in April 2022, resulting in a total of 12 cases.

Prior to the outbreaks, a proactive approach saw all consenting residents receive their winter booster immunisation for COVID and an annual vaccination against Influenza. In addition, supplies of antiviral medication were at the ready ensuring no delay in affected residents being administered these for additional protection, resulting in only very mild symptoms of the illness and a quick recovery.

By comparison, Cooinda has done extremely well to have only two relatively minor outbreaks, of which both were contained rapidly. A review of the number of infected staff and residents and numbers of outbreaks across the sector reveal up to 100 residents affected and multiple residents isolated, and sadly many deaths. Cooinda's achievement was not reached without significant personal cost.

Many long hours, particularly for senior management staff has been necessary and given without exception under the strong leadership of our Chief Executive Officer, Alex McKenna. The path chosen was not always easy, but Alex was determined to keep our residents and staff safe, which has paid dividends.

I commend and thank the staff for all their cooperation, hard work and commitment to ensuring such a positive outcome in what have been very challenging times. I wish to acknowledge the clinical excellence, stamina and compassion provided by Karli Cox and Rebecca Binion, our two Clinical Care Coordinators whose support to myself, our care staff and indeed, to our residents and their families is immeasurable.

Cooinda is fortunate to enjoy a very high level of medical support from local doctors, with whom staff work collaboratively, to achieve best outcomes for residents. I also thank sincerely, the residents and their families for the support they give and trust they place in us.

Clinical Governance

Cooinda has again demonstrated outstanding results across all areas of clinical care during this reporting period.

Outcomes of care have long been extensively audited, reported and compared through QPS external benchmarking auditors across 278 care facilities in Australia and New Zealand. In the most recent quarterly report, which measures clinical indicators of care including number of falls, use of antipsychotic medication, number of infections, unplanned weight loss, aggressive behaviour, pressure injuries chemical and physical restraint, Cooinda rated extremely high.

The results demonstrated Cooinda exceeded the benchmark in all areas, with 11 indicators within the highest quartile possible. Looking back over the trended data for Cooinda, these results reflect the best results in 7 years and are testament to the very high standards of care being delivered to residents of Cooinda.

In addition, the Government also require mandatory reporting of these care indicators quarterly.



The data examines similar care indicators but analyses them using different reporting parameters.

Again, the results for the last quarter reflected high achievement of all benchmarks across the sector, with reporting requirements planned to expand by the end of this year.

Aged Care Quality Standards set a clear expectation for the level of care to be achieved. We are confident Cooinda exceeds these expectations in clinical care.

Education

The focus on education has been to ensure staff are provided with the opportunity to maintain and develop their skills and knowledge so that the public can feel confident our workforce is appropriately equipped to provide safe, holistic, person-centred care to every resident.

Cooinda has a long history in supporting and nurturing students and encouraging learning. Cooinda supports graduate nurses as they commence their careers in aged care.

Staff must complete annual training across a variety of areas, depending on their roles within the organisation. Infection control education remains an important mandatory requirement for all staff. Online learning is provided to all staff at no cost to them and enables convenient access to training modules. 100% of staff have successfully completed all training requirements for the year.

The education calendar outlines a range of additional targeted learning opportunities staff may access or attend. Interest groups such as Palliative Care also meet regularly to support education

and review of practice, exchange ideas and experiences and identify areas for improvement.

Despite the difficulties and sometimes obstacles that can seem insurmountable, Cooinda has continued to strive for excellence and ensure the residents are happy, safe and living their best lives because they're worth it!



Margaret Daw
Executive Manager,
Clinical Care



Quality

The past 12 months continued to present a period of unprecedented challenges for the aged care sector across Australia and in particular the first half of 2022 for Cooinda, as government COVID directives around the country eased.

As we move into another year of life with COVID sitting in the wings, we remain optimistic and work hard to cultivate a Cooinda that is resilient and committed to maintaining a supportive, safe and happy environment for everyone.

The pandemic has undeniably caused enormous disruption for aged care residents, their families and friends and employees across the country. Although Cooinda has not been immune to the effects of COVID, through strong leadership and planning, we have fared exceptionally well by always focussing on the safety of residents whilst balancing the physical, emotional and psychological wellbeing of all.

All our efforts have been overwhelmingly appreciated by our residents and families, as you will read through our internal surveying results and feedback throughout the year.

Comments and suggestions provided are listed on our ongoing action plan developed by the Quality Committee around identified gaps in satisfaction. Feedback is provided and the results are discussed with residents, relatives and staff where possible.

Resident Satisfaction Survey 2021 – 2022

In December 2021, we conducted our annual resident experience survey. This survey helps us to better understand and identify areas for improvement and overall level of satisfaction.

Our resident's happiness and safety is extremely important to us and to ensure we maintain this, we must be guided by resident feedback.

Several volunteers were invited to assist residents in the completion of the survey, who would understand and be able to communicate their views with the survey, for whom we thank.

All residents were encouraged to undertake the survey, 91% happily responded, giving Cooinda an accurate account of resident experience – achieving a very pleasing 93.89% overall resident satisfaction.

Result Summary

Questions rating 90% and above - 94% of respondents. Questions rating higher than 85% - 6% of respondents. This is a good indication that the positive level of overall satisfaction is inclusive of all aspects of life at Cooinda.

- "Recommend Cooinda to family and friends". - 95%
- "An overall rating for living in Cooinda". - 95%
- "Staff treating me with dignity and respect at all times". - 96.5%
- "Timely and appropriate care and services". 97.5%
- "Staff being kind, caring and respectful of my culture and identity". - 96%

These results truly highlight Cooinda's commitment to the care and happiness of the residents and are indicative of the dedication to the hard work and values held by all staff.

There were encouraging and positive comments noted by the residents when asked, "What is the thing you like most about Cooinda";

- "It is great that there's no pressure from any staff to do things. They respect that I know how I'm feeling from day to day".
- "The staff are number one, happy, caring people".
- "Everything, staff, facilities, comfort, attention to detail".
- "It is a home away from home, wouldn't want to go anywhere else".

There were also some comments and suggestions identifying areas for improvement, when asked "What is the thing you dislike most about Cooinda."

- "Not able to have visitors".
- "Don't get down the shops now".
- "Need more staff".
- "Telephone communication, mobile telephone drops out all the time - Telstra /tower?".

** Some feedback received during this period specifically relates to government COVID directives within aged care.*

Discussions with local government have continued during 2021-2022 with respect to mobile coverage improvement works.

Relative Satisfaction Survey 2021 - 2022

All relatives received a survey via email and were also offered a survey upon entry to visit as an alternative, of which 21% of relatives responded, generating an overall relative satisfaction of 89.49%.

Questions rating higher than 90% - 59% of respondents. Questions rating 80% and higher - 39% of respondents, whilst one remaining question rated 78%.

- "Staff treating your relative with dignity and respect at all times". - 95%
- "Staff being kind, caring and respectful of my relative's culture and identity". - 94%
- "Staff being respectful of my relatives lifestyle choices". - 93%

There were encouraging and positive comments noted by the relatives when asked, "What is the thing you like most about Cooinda?"

- "Very approachable staff. There is a lovely atmosphere when you go into Cooinda".
- "The wing mum is in is new, it has a large room and ensuite with a beautiful view. All staff are just beautiful people and caring".
- "The relationships that can be built between families and staff. The lovely care they give to my loved one. The eagerness of staff to give their best to the resident".
- "Everyone is given a choice and their choices are respected".

We also received feedback and suggestions identifying areas where improvement could be made.

- "Inconsistency in the food quality."
- "Mealtimes too early. Would like to be more homely re furnishing and some carpet. Communication about processes could improve such as payment arrangements".
- "No kitchenette for residents to make own cup of tea".
- "Parking options are not great".

Staff Satisfaction Survey 2021 - 2022

It is well reported that the pandemic has exacerbated aged care workforce issues across the country. In response to this, it is not surprising that our staff satisfaction ratings have decreased, given the dire situation of the aged care workforce shortage.



This issue has been further highlighted in a recent report by the Australian Nursing and Midwifery Federation (ANMF) with findings that one in five aged care workers plan to leave aged care within the next 12 months.

Although our Staff Satisfaction Survey decreased overall from 88% to 81%, Cooinda continues to rate above the industry benchmark in all but 4 of the 12 domains of the survey.

Given the current turbulence within aged care nationwide, these results are encouraging with 9 out of the 12 domains rating above 82%, leaving three rating above 70%.

Cooinda's staff satisfaction survey was provided to all staff members, resulting in 76% respondents, an increase of 35% from last survey

When asked to comment on "What most satisfies you about your work?" the results were very positive:

- "Working with a great team, a great vibe even in the depths of challenging times. Working with wonderful residents, we get to know each other. Being able to help people have a better day helps me have a better day. Working for an organisation that is well regarded in the community. Learning that working in aged care can be this fulfilling, this good, restores my faith in human nature after my last experience working in aged care".
- "Being able to work in a facility that is a leader in the field and the sheer pleasure it gives me to support and bring joy and meaningfulness to our residents".

- "Being part of a team that is committed to providing the best activities and support to residents, so they feel there is always something they enjoy taking part in, to look forward to".

The survey also provided the opportunity for people to provide positive feedback.

- "Cooinda is the most supportive, fun and well-run workplace that I have experienced and heard of. I see for myself the commitment from staff in all departments to provide and maintain a happy caring home for the residents. I feel very lucky and proud to work at Cooinda, knowing firsthand the standard of care and services available to the older community members".

Resident Survey Results Quality

94.5%

Overall satisfaction rate for living in Cooida

96.2%

Staff being kind, caring and respectful of my culture and identity

96.5%

Staff treating me with dignity and respect at all times

94.7%

Recommend Cooida to family and friends

97.5%

Timely and appropriate care and services

- “Great place to work, great teamwork and consistent strategies and goals to be a leading organisation within the industry. Reputation and high standard of care services is outstanding”.
- “I am aware staff try hard to meet resident’s needs and care about and support one another. There is a positive environment that staff create and the fun that the whole team, especially the Health and Wellbeing team create for the residents”.

The survey provided the opportunity for staff to make comments.

Comments and suggestions are very helpful and will be taken into consideration when planning improvements.

- “Communication across the board – between staff and management and between teams”.
- “Electronic rostering system”.
- “More up to date IT equipment”.

To the question regarding “What most dissatisfies” you about your work, some of the comments were:

- “Lack of staff and communication”.
- “The rostering system”.
- “Old software and technology”.
- “Lack of staff, leading to increased workloads”.

Service Improvement, Positive Feedback & Complaints 2021 / 2022

Feedback from our residents, their families, staff and visitors is vital, actively encouraged and is key to improving how we deliver care and services to our residents and their families. As well as our various surveys, we have an open door policy, meeting schedules and service improvement forms available to everyone and is a great way for all stakeholders to have input.

Compliments and positive feedback

– 101 written compliments have been received in the past year thanking and acknowledging Cooida for their care and commitment to the residents. Relevant staff members have been acknowledged for their efforts.

Suggestions for improvement – 44 suggestions received, all have been referred to the Quality Committee and 40 have been actioned with good outcomes. Four of the suggestions were deemed unviable and 6 are pending further investigation and action. All originators of suggestions were provided with feedback on outcomes.

Complaints – 23 complaints received were referred to the Quality Committee and Cooida Board. All received were addressed, actioned and resolved within a timely manner, with originators provided with input and/or feedback on action and outcomes.

New Initiatives

Whilst COVID continues to restrict many activities within Cooida we are currently working on 30 quality submissions. To highlight just a couple:

Internal and External Menu Review for Resident Satisfaction

A qualified Dietician has been appointed to undertake an external menu review with a focus on balanced meals and meeting nutritional requirements. Proposed new menus are circulated to residents and community members to seek feedback. Daily taste testing of lunch and dinner meals by independent parties submitting feedback with a view to improved meal service and best practice in the delivery meals.

Payroll and Roster Software Upgrade

As you would have noted when reading some of our staff suggestions

Types of forms submitted



101

Compliments



44

Suggestions



0

Verbal
Complaints



23

Written
Complaints



0

Maintenance
Complaints

for improvements, a couple of them being an electronic rostering system and more up to date IT equipment. One quality activity this year was to introduce a more efficient, user friendly and effective system for payroll/roster management.

An enormous amount of work has and is being done to replace our old cumbersome paper-based systems, with a new Software program which, offers a complete bureau to handle our accounting, payroll, billing. Plus, an electronic rostering system which will allow staff to check their own roster, view and apply for vacant shifts, check leave balances and payslips, etc. Supervisors can check full rosters, have access to leave accruals, answer leave requests and payroll queries, and much more.

The system includes an SMS designed to allow a supervisor to advise available shifts by sending an SMS to a selection of employees or groups. There is still work to be done but so far, a much improved and streamlined process all round.

Volunteer Coordinator Role

While our staff do a great job looking after the needs of the residents in their care, we

also rely on the generosity of volunteers to spend quality time with the residents. This can be a huge blessing, and many crave that connection and time with other people. Our volunteers are not only great for our residents and staff, but also provides many benefits for the volunteers as well, everyone has something special to share, and in doing so enriches the lives of our residents and staff in a very rewarding way.

To ensure our volunteer program remains robust, supported and well managed, Cooinda was in need of a Coordinator to help organise and manage all aspects of volunteering, from administration, recruiting new volunteers to promoting opportunities for people who want more hours in their schedule and to accommodate the needs of Cooinda.

In 2021 a new Volunteer role was planned, developed implemented. We now have our very own Coordinator who is doing well, and we can already see the benefits of the role.

In Summary

I thank all Cooinda staff and management for their continued dedication. I am proud of the way our team continues to rise

to every challenge to provide compassionate, care and support to our residents and each other.

Looking forward, we need to focus on continuing to meet the challenges and to provide safe and quality care to our residents and each other. In doing this, it is comforting to know that Cooinda is in the safe hands of the wonderful Cooinda team.

We appreciate and thank everyone who has provided feedback, bearing in mind the complexities of the year we have experienced and look forward to continuing to address any concerns highlighted.



Julie Folan
Executive Manager
Quality and Compliance

Connecting with Community



Employment opportunities created

Staffing throughout COVID has remained a major focus. Cooinda continues to support local employment by offering traineeships, student placement and study sponsorship. In May 2022, a connection between Cooinda and local registered training organisation, The Centre, resulted in a collaborative information stand held at two separate student career days highlighting careers in aged care.

FCJ letters – residents

Our strong connection with FCJ College continued throughout the past year, despite not being able to hold the annual Let's Find Our Voice Concert or film a clip due to COVID safety measures. FCJ students remained connected with Cooinda by writing letters and cards to residents, to the delight of our recipients.



Dementia Australia Community Engagement 'RemPod'

The relaxation of some Government COVID restrictions, saw the resumption of Cooinda's Dementia Australia 'RemPod' outings in the local community. The 'RemPod' attended the Benalla and Violet Town markets, engaging with community members and holding conversations about dementia and aged care supports.

Volunteers out in the community

Local, community minded volunteers have played an integral role in the support of high quality care since before Cooinda's inception. Their commitment, dedication and selflessly offered time has never been more important than now. Ongoing recruitment of volunteers has been key to supporting extra work COVID has brought to aged care. During 2022, volunteers hit the main street of Benalla to showcase volunteering opportunities available at Cooinda.



Presenting in the Community

In November 2021, Alex McKenna, Cooinda Chief Executive Officer, was privileged to be invited to speak at The Centre's annual Anne Pennington Awards event which celebrates outstanding learning. Alex spoke to the audience about aged care in the context of the need for ongoing training and education and the wider impacts the aged care sector has experienced through Government policy and the pandemic over the past couple of years.

Former Board Members acknowledged

In 2022, board members past and present, gathered in The Hub at Cooinda to acknowledge and celebrate the contributions of former board members, several of whom had retired after many years of dedicated service to Cooinda.



Our Care Support Workers are utilised across all programs, delivering a wide variety of services and supporting a greater number of clients, including clients from external organisation including: Department of Veteran Affairs, Traffic Accident Commission. Carer Gateway and Benalla Health.

48
Clients

Cooinda Home Care Package

45
Clients

Cooinda Meal Delivery

18
Clients

Brokerage

17
Clients

Fee for Services

7
Clients

Post Acute Care

6
Clients

Carer Gateway

5
Clients

Upper Murray Family Care
National Disability Insurance

Community Care Services

Cooinda Community Services experienced unprecedented growth across all our community care services during 2021-2022, which was only limited by the challenges COVID presented including government directives and related staff leave. Despite these challenges we have continued to achieve and expand, managing to deliver in-home care safely, whilst upholding Government guidelines and Aged Care Quality Standards of care.

Community Care

Our Community Care Services encompass several areas of care provision under its umbrella:

- Cooinda in the Home - Fee for Service and Home Care Package Program
- Community Nursing
- Leisure Activity Program
- Cooinda Meal delivery

Our administrative team who support the care staff with service scheduling and care coordination saw improvements mid-2022 with the introduction of an electronic software which has improved many administrative tasks.

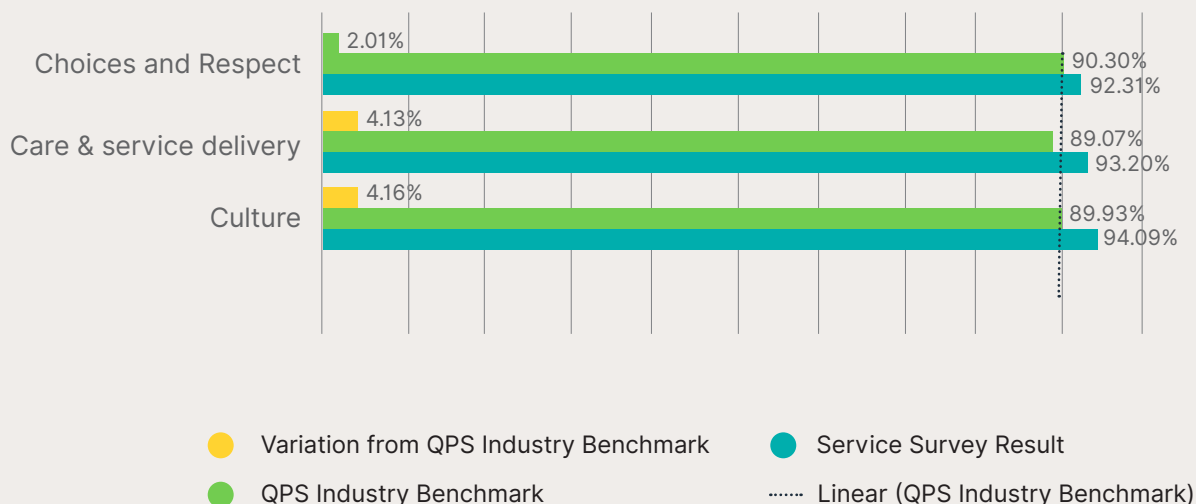
Cooinda in the Home - Cooinda is very fortunate to have its own dedicated care team of fully qualified Certificate III Care Support Workers who provide in-home support and care. This team known as 'Cooinda in The Home', provide supports based on client choice and need, which include domestic home care, personal care, shopping and meal preparation, gardening and transport.

Community Nursing - Registered and enrolled nurses as well as allied health assistants deliver specialised care within our Community Nursing service. Staff work and liaise with our clients' families and carers, as well as general practitioners to ensure the welfare of all clients by providing health monitoring, support with medication administration and monitoring of skin integrity care and wound management.

Home Care Packages - are funded by the Commonwealth Government to address the care needs of older people who choose to live independently and safely whilst remaining in their own home. Cooinda's Home Care Package program currently provides in-home care to 50 clients. We have admissions and discharges most quarters, so our client numbers regularly fluctuate; who are managed by dedicated Case Managers and Care Coordinators.

Cooinda Meal Delivery - Our meal delivery service has continued to expand over the last twelve months, pushing the geographical boundary well past the immediate Benalla township.

2021 - 2022 Cooinda Community Care Service Strengths



Most days we deliver between 30 - 40 meals freshly prepared in the Cooinda main kitchen.

Clients are provided with a choice of meals that includes soup, main meal and dessert, cooked and delivered hot on the same day. We have the assistance of EdSpace whose students and supervisors coordinate the deliveries during the school term, for which we are very thankful for contribution of time and care.

Leisure Activity Program -

Our social engagement bus trips remain very popular, with participants making the most of their travels throughout Northeast Victoria. This year we were fortunate that only a few planned days were missed due to COVID restrictions. The driver and care staff provide the group with plenty of interesting attractions and fun when visiting the district towns. We are very thankful to our volunteer drivers and appreciate the time and care they give to our program.

We maintain our commitment to providing excellence in all supports and services we deliver. To ensure our delivery of service meets best-practice management, each year we undertake a Quality Satisfaction Survey which benchmarks our Home Care Package services against other provider nationally.

Proudly, we again rated 90.5% satisfaction, which is above the industry benchmark of 86.6% and received some lovely compliments around our personnel and standard of services.

All the feedback offered through our surveys feed into our continuous improvement plan, which ensures we remain focussed on better outcomes and improving provision and delivery of care.

As with any expanding service, we monitor our delivery closely to ensure we are making a positive impact on our client's wellbeing and take every opportunity to learn as we tailor client care needs with planning and dedication. We look forward to continuing this model of care and delivering client satisfaction.

Thank you for your support and ongoing patronage of our service.



Lee-Ann Walch
Community Care Services Manager

Cooinda In the Media



Alison McCloud



Doreen Hillier



Les Bain

www.benallaensign.com.au

Olympic festivities at Cooinda

Cooinda's residents enjoyed their very own Olympic torch relay to commemorate the opening of the Tokyo Olympic Games on Friday, July 23.

There were plenty of enthusiastic participants in the relay, which saw the Cooinda Olympic Torch travel across the whole facility, including all residents.

"Our regular Friday Happy Hour this week was marked with the placing of the Cooinda Olympic Torch in our activities room to celebrate the opening of the Olympics," Cooinda chief executive Alex McKenna said.

"We have a high number of residents who enjoy watching sport, which we support with a paid subscription to ensure they can watch it on demand.

"We know the Olympics will be a real highlight of the next couple of weeks.

"Our Health and Wellbeing Team, along with volunteers and staff joined in the relay.

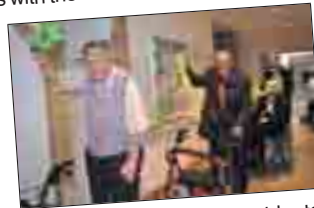
"It was wonderful to see everyone joining in the Australian green and gold theme, with plenty of laughs and smiles, friends catching up and a really happy, positive feeling throughout Cooinda, while Victoria as a whole is in the midst of a couple more COVID weeks.



Torch-carrying event: Dawn Berry is with the torch heading to the finish.

"I'd sincerely like to thank our hard-working volunteers, Health and Wellbeing team and everyone involved in creating a wonderful afternoon of fun for our residents at Cooinda."

● If you would like to find out more about Cooinda's Health and Wellbeing activities, phone 5761 3300 or ao to cooinda.org.au



On their way: Cooinda residents celebrate the start of the Olympics with a torch-carrying event.



Lest we forget: Cooinda residents Jones with Executive Manager Clin.

Resident remembered

Residents of Benalla's Cooinda care facility paused to mark Remembrance Day on Thursday, November 11.

A service and flag raising was held on the grounds of the facility for those who could not attend the service put on in Benalla.

A Cooinda spokesperson said a resident not pictured in service was Betty Bowen who placed a wreath at the Remembrance Day ceremony held in Benalla.

"Cooinda residents gathered to pay respects to those who fell defending our country and freedom by placing wreaths at the Cooinda flag post," the spokesperson said.

"Many thanks to..."

BENALLA ENSIGN



Celebrating democracy: Cooinda residents with a sausage.

Cooinda funding green lit

By Simon Ruppert

Cooinda residents, staff and families are celebrating news of a major funding boost, which will contribute to the next stage of the Benalla aged-care home's redevelopment.

A \$1.5 million grant awarded by the Commonwealth will add to funds Cooinda has already raised allowing for an almost \$5 million upgrade.

It will include a new main street, renovated residential accommodation, new communal living spaces and new administration block.

Cooinda board member Colin McDonald said the upgrades were the result of extensive consultation.

"It's quite important after the Royal Commission that we involve the



Funding green-lit: Steph Ryan, Colin McDonald and David Morrow.

community and stakeholders," Mr McDonald said.

Cooinda executive manager building and environment David Morrow said the total budget was in the region of \$5 million with up to \$4 million of that going on capital works.

"The full amount includes all of our landscaping, furnishings, and other things that don't come under the capital works," Mr Morrow said.

The upgrades will be undertaken in two main areas, the

first being new facilities for residents, and the second being the creation of a new administrative hub that will include an undercover drop off/pick up point, improved access from Samaria Rd and new disabled parking bays.

An exciting element of the upgrades, from the residents' perspective will be the creation of a main street.

"That will have a dedicated chapel, and from a resident's perspective a dedicated chapel is quite an important thing: (a) large activities room that will hold the majority of our residents at one time; a hairdresser, cafe, craft room, and...we're incorporating a library," Mr Morrow said. "All of our admin staff will be housed together, currently they are in different areas across the facility.

"So a lot of convenience, and a lot of improvement there. We'll have a dedicated board room, several meeting rooms, a training room."

State Member for Euroa Steph Ryan visited Cooinda on Wednesday, December 8, to congratulate Cooinda's board and chief executive officer Alex McKenna on their achievement.

"This is a very exciting milestone for Cooinda," Ms Ryan said. "This grant is the first time Cooinda has received funding from the Commonwealth to upgrade its buildings.

"Cooinda is to be applauded for the significant investment it is making to undertake this redevelopment. Buildings are important but as a community-owned, not-for-profit aged-care provider, Cooinda is

successful because its staff are local people who care deeply about the residents they support."

Ms Ryan said the aged-care sector was facing big challenges, including difficulties in recruiting allied health professionals and increased costs.

"Cooinda prides itself on providing Benalla residents and their families with the highest quality of care," she said. "This grant will help deliver some exciting changes, which will not only improve the lives of current residents, but all prospective residents, too."

Mr Morrow said Cooinda was waiting on final approval for its plans.

"We don't have a completion date, that is still to be decided upon," he said. "We...

are awaiting planning approval, which we are expecting to be finalised soon.

"Best-case scenario will be to go to tender in the first quarter of next year, and we would commence the building soon thereafter."

Ms Ryan said while this was all great news, she would like to see more investment in the sector.

"As more people age and the cost of health care increases, there is growing pressure on aged-care services like Cooinda as they try to maintain high standards of care," she said.

"Greater investment is needed in aged-care across the board to ensure services like Cooinda can continue to provide a high standard of care to residents for years to come."

WEDNESDAY, DECEMBER 15, 2021 3

Pol has

By Simon Ruppert

While many voters the country were wary around polling places for democracy es that were not the people of Benalla were disappointed.

That was thanks to teachers from Cooinda A who hosted a sausage

WEDNESDAY, NOVEMBER 17, 2021



Les Bain, Doreen Hillier, Marg Elliott, Ned Tumath and Bonnie Margaret Daw.

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Proud RSL

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Cooinda residents Kevin Feeley and Les Bain enjoying a democracy

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at Benalla's polling place at Benalla P-12 College.
A Cooinda spokesperson thanked everyone who visited the sausage sizzle on Saturday.
"It raised \$638," the spokesperson said.

"The community's generosity is much appreciated with all proceeds contributing to a number of health and

wellbeing activities for the enjoyment of residents.
"Those include local in-house entertainers who perform at Friday Happy Hour and the monthly birthday party and bus outings."
Cooinda's Julie Folan, who helped run the barbecue on the day, asked to thank Rettkes Carrier St Meats for donating the sausages.

WEDNESDAY, MAY 4, 2022



Remembering: Doreen Hillier and Margaret Elliot at Cooinda Aged Care's Anzac Day service.

Cooinda marks Anzac Day

Cooinda Aged Care held an Anzac Day service last week. They supplied these photos of the event.



Respect: Betty Bowen

BENALLA ENSIGN

Volunteering with Cooinda is rewarding

Cooinda Aged Care offers a wide variety of volunteering opportunities which draws on the skills, availability and interests of local people.

Its volunteer coordinator, Adrian Daw, is interested in hearing from community members who are keen to give their time in supportive, fun roles which offer as much to the volunteers as it does to residents.

"Cooinda has a wide variety of volunteering opportunities, there is sure to be an area of interest to suit just about anyone," Mr Daw said.
"We currently have up to 30 regular volunteers, some of whom have been volunteering at Cooinda for more than 20 years."

"We offer a wide variety of activities which includes visiting residents, footy tipping, assisting our catering team, driving the Cooinda bus, craft activities, knitting and sewing, gardening, transporting residents to appointments,



Convivial: Cooinda Volunteer Felicity Tuck visiting a resident.

greeting visitors at our screening station and much more."
Cooinda chief executive officer Alex McKenna said the team appreciated and valued the time and contributions of our all dedicated volunteers, who undertook important and diverse roles.

"Their volunteering time with us focuses on the care and quality of life of everyone at Cooinda which is acknowledged by staff, residents and families alike," Mr

McKenna said.

New volunteers to Cooinda will undertake a full orientation process, which includes familiarisation of policies and procedures, the Aged Care Standards and training across several areas including infection control and occupational health and safety.

• If you would like to find out about becoming a volunteer at Cooinda please call Adrian Daw during business hours on 5761 3300.



Health and Wellbeing

The emotional and spiritual wellbeing remains the primary focus of our Health and Wellbeing Team, as we maintain additional safety measures to ensure the safety of all, whilst gradually returning to a more “normal or pre-pandemic” life at Cooida.

In the first half of 2022, aged care experienced a slight easing in Government pandemic directives which restricted visitation. This news came as a much welcome relief for all. Throughout the COVID pandemic, our Health and Wellbeing Team has continued their focus on delivering enjoyable creative and entertaining activities across all areas. This has proven to be vitally important in support of the emotional, physical and spiritual wellbeing of everyone living in Cooida.

Visitor screening continued to be maintained, which saw all visitor booking calls received by Health and Wellbeing Team. Positive feedback has been received from loved one's who express their gratitude and thanks for keeping their loved one safe and for our team members to be available to speak with them when calling to book.

Our regular activities continued to be delivered across all areas, recognising special days, events and cultural occasions, which include:

- Foot Tipping
- AFL Grand Final Party
- Virtual and In-Person Church Services
- Virtual Exercises
- Indigenous Painting
- Scrap Art
- Exercise group
- Tree of Life
- Pop Up Op Shop
- Cooking Groups
- Men's Shed
- Scrabble Group
- Monthly Birthday party
- Bowls
- Paint by Numbers
- Entertainers/Musicians
- Volunteer Companions
- Residents Christmas Concert/ Party
-

- Friday Happy Hour
- Residents New Year's Eve Party
- Busy Bees
- Volunteers Week
- Legacy Day
- Anzac Day
- Seniors Festival
- St Patrick's Day
- Biggest Morning Tea Party
- Easter
- Queen's Birthday
- Pancake Day/Shrove Tuesday
- Daffodil Day
- Mother's Day Celebrations
- Father's Day Celebrations
- Yarn Bombing
- Crazy Hair Day
- Naidoc Week
- Friendship Day
- St Valentine's Day
- Elder Abuse Awareness Day (Purple Day)



New activities and initiatives

- Virtual Melbourne Orchestra Recital
- Chat and Chew with Rod and Ray
- Sewing group and Mending
- Reading Group with Cath O'Connor
- Friendship Quilt
- Minii Golf
- Rummikub
- Virtual Entertainers
- Pen Pal program with FCJ
- Memoirs of residents with FCJ
- Students and Benalla Kindergarten
- New Entertainers
- New Quiz programs with volunteers
- Zoom video call to other residential Facilities
- Cooinda Gets Crafty – Display of all resident projects Via Zoom
- Painting of 2 Centurion Residents by Archibald prize winning Artist
-

Volunteers

Cooinda appointed a dedicated Volunteer Coordinator to staff during the past year. This initiative has paid dividends, with the recruitment of several volunteers as a result of personal networks and promotion into the local community.

Volunteers have continued to perform a wide variety of activities as required, choosing activities in accordance to their interests and skills.

Much of their efforts have supported COVID initiatives which has included the delivery of library books and treats from the kiosk trolley to resident rooms while Cooinda has maintained Government safety directives.

We are also so very thankful to the volunteers who 'man' the attestation desk, greeting and screening visitors day in and day out. Our appreciation is immeasurable and we cannot thank you enough.

Without the support of our dedicated team of volunteers, some activities simply would not be possible. It is with sincere thanks and gratitude we acknowledge your kindness and the generosity you display in selflessly offering your time to Cooinda for the greater benefit of the people who call Cooinda their home.

Compliments

- "To the 'Pink Team', especially those who work weekends. They are run off their feet and always able to greet visitors like long lost friends. At time having to repeatedly remind families to keep their masks in place - this team go above and beyond the call of duty."
- "Thank you to the present Committee of Management and those before them who have made Cooinda into the wonderful facility it is today. I know how much work it takes to keep the tasks needing



to be done going, this can only be achieved by a hard working and dedicated committee and staff working together, it is truly amazing what has been achieved. We are often slow to thank people for the work they undertake, I am sure many would want to say thank you and well done to the Committee, Management and staff. May Cooida go forward into the future as it has for over 50 years and give those who choose to become residents at Cooida a happy and beautiful place to live."

- "Acknowledge and thanks to Cooida team - most unexpected and appreciated hand written letter in regards to the recognition of the first anniversary of mothers passing. What cannot be emphasised strongly enough is the fact that we received a hand written letter, in this day of computer generated, keyboard based impersonal correspondence. A hand written letter is a rarity indeed."
- "Acknowledgement and thanks for the time spent on the phone with me last week. I continue to be impressed with Cooida and the community of staff who work there. I just finished talking to mum, she told me she had a happy day. I was

able to look at Cooida's photos on Facebook, which brightened my evening and it is a great idea."

- "Acknowledgement and thanks to our 'Pink Team'. Well you did it again! You brightened our world with Easter Bunnies, eggs and beautiful Easter decorations all over. It is a pleasure to walk around our home and know that you have waved your magic wand once again to brighten the home of our residents. It was heart warming to see the NMW residents admiring the decorations they helped make."



Debra McCabe
Health and Wellbeing Team Leader



Independent Living

Administration

The introduction of Daniel Whipps as Independent Living Administrator has certainly streamlined the process of liaising with current and prospective Independent Living residents and the subsequent changeover in unit occupancy to the benefit of all concerned.

Occupancy and Unit Upgrades

Fourteen units changed occupancy over the last financial year, with minimal vacancy times. All units are given a face lift between residents to uphold the high standard of living we strive to provide. This includes, as required, painting, floor coverings, window coverings, kitchen upgrades or replacement and bathroom renovations.

As well as work within vacant units, our grounds staff are undertaking landscape garden upgrades in line with our Landscape Master Plan and input from incoming residents.

The high level of interest in independent living has continued, with all units being occupied, under contract or being renovated, giving us the confidence to know that the Independent Living precinct is meeting the needs of those choosing to live there.

Landscaping

A major landscaping upgrade has been completed around the HUB facility in Jean Lee Drive to esthetically enhance the area, making it more pleasant to hold resident outdoor activities. This includes the installation of a large electric push button BBQ to replace the small gas BBQ.

Cooinda's gardening and outdoor team have again undertaken streetscape plantings in line with our Landscape Master Plan, predominantly through the centre of the Independent Living precinct.

Building and Environmental Services

My introduction to last year's report spoke about disruption and uncertainty based around the COVID pandemic and associated supply chain and workforce planning constraints. Unfortunately, the last 12 months has been just as, if not more disruptive. We have had to come to terms with firsthand COVID experiences and deal with an industry mass distribution of personal protective clothing and equipment, as well as the removal and safe storage of waste on a mammoth scale. Thankfully our approaches and teamwork have so far been successful in defeating the chain of infection on each occasion.

Building Master Plan Stage 2

Planning for the next stage of Cooinda's Building Master Plan has now been more than two years in the making, while this drawn-out time frame is disappointing, it is not without valid reasons and holdups. One unexpected benefit we have gleaned, is that the delay has given us insight as the planning a pandemic building for the future. We fully expect, that by the time this report goes to print, Cooinda's Board will have a complete portfolio of pre-tender plans and estimated costs on which to base a decision regarding the substantial investment required to proceed.

The proposed works include:

- Relocating the main kitchen
- Refurbishing the decommissioned Rossmore House rooms in to seven high care rooms modelled on the recently completed Ledger Wing rooms
- New resident recreation and activities areas including a craft room, dedicated chapel, hairdressing salon and cafeteria

- New reception facing Samaria Road with improved access and car parking
- New centralised administration hub

Ledger Wing/Samaria House Link

Connecting Ledger Wing and Samaria House was approved by Cooinda Board to streamline operations and provide all weather access for residents and staff between these wings. Work on this important connection finally commenced early this year and despite progressing slowly, we anticipate having it fully functional late August to early September at the latest. Once the builders are complete, our in house gardening team will get to work and provide an uplift to the garden area between Ledger Wing and Samaria House.

Laundry Service Expansion

Following the completion of minor building works to facilitate this initiative, we have chosen to wait on implementation.

In the interim, the new space has proved invaluable as a drive through COVID testing centre,

initially for staff and now only for visitors to the residential care facility. In time, as staffing allows the expanded laundry service will be introduced.

Homecare Gardening

This enterprise has continued to expand and with the reduction in hours of a key staff member, Cooinda has employed a second trainee in the horticulture field. As a result, we are ready to meet increased community demand as it arises.

Staff

As always, I wish to acknowledge the commitment and compliment all staff associated with the upkeep of Cooinda's buildings and grounds over the past year.



David Morrow
Executive Manager
Building and Environment

Financial Report

The 2021/2022 financial year continued to be very challenging both operationally and financially. Cooinda incurred an operating deficit of \$1,538,936, being significantly higher than last year's deficit of \$720,934.

With the ongoing COVID pandemic our expenditure continues to increase due to requiring additional supplies for increased precautions, an increase of employee benefits, and lower occupancy due to additional precautionary measures when admitting new residents.

Operating Revenue for the year was \$9,423,230. This was a 3% (\$256,240) increase in revenue from the previous year.

Expenditure for the year was \$10,962,167, which was a 10% (\$1,024,943) increase from the previous year. Employee benefits which accounts for 70% of our expenditure increased by 11%, contributing to this was the regular EBA increases, increase in staff hours, and an increase in leave provisions. Insurances increased by 37%, which was primarily due to our increased WorkCover premiums.

During 2021/2022 we continued with our investments in the Bond and Share market Investment income was significantly higher for the year being \$992,769 as compared to \$664,762 in 2020/2021. This significant increase was the result of investing additional funds in the later part of the 20/21 period. Although the increased investment income was welcomed to offset some of our operating losses we did see a decline in the market value of our investments. As the 30 June the market value of our investments

had decreased by \$1.86 Million. Despite these losses we have not eroded our principal investments, and fortunately we have seen an increase in market value in the early part of the 22/23 year.

Attributing the results from our investments the net deficit from all activities was \$530,226, compared to the \$56,171 deficit from last year.

Cash Flows

Our net cash outflow for the year was just under \$1.3 Million, which was predominantly which was primarily as a result of the operating loss for the year, and additional investments in bonds and shares.

Total cash and cash equivalents as at the 30 June 2022 was just over \$2 Million.

Financial Position

During the year we had the property revalued. The revaluation saw an increase in value of land, buildings and improvement of \$13.2 Million. This has been adopted and is reflected in our Statement of Financial Position, which shows our total assets have increased by \$10.7 Million (24%) to a total of \$55.47 Million. In the same period, our liabilities slightly decreased by \$153,998 to a total of \$21.34 Million.

Our total equity has increased by 46.7% to \$34.13 Million.

Segment Reporting Residential Aged Care

The income for Residential Aged Care dropped slightly to \$6,993,266, while expenditure rose by 9% to \$8,667,982, providing a deficit from operations of \$1,674,716. Interest/investment income attributed to the aged care operations was \$439,656 providing an overall deficit of \$1,235,060.

Community Care Services

During the 2021/22 year, we again experienced a significant growth in this area of the organisation, which includes Home Care packages, Cooinda In the Home Fee for Service and Brokered services. Income from these Services increased by 34% to \$1,369,914. Expenditure was \$1,030,548, resulting in an operating surplus of \$339,366.

Independent Living Units

The income for the Independent Living Units (ILU) dropped by 9% to \$1,060,050 while expenditure was up by 8% to \$1,263,637, providing an overall operating deficit of \$203,586. Investment income attributed to the ILU operations was \$553,113 providing an overall surplus of \$349,527 for the ILU operations.

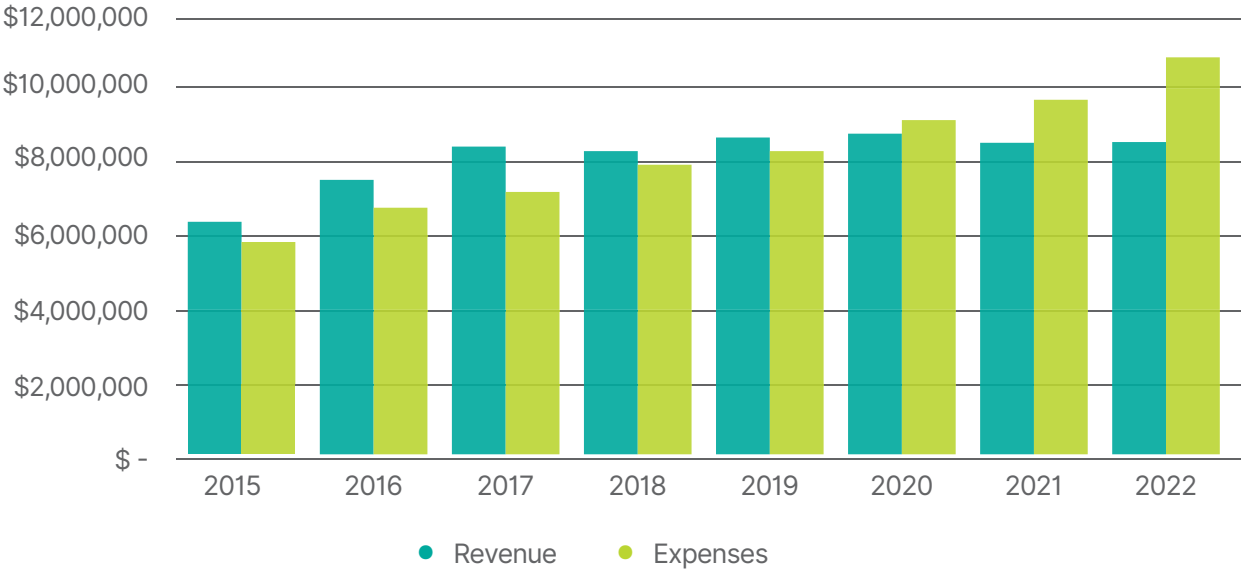
Although we have faced some financial challenges over the past few years in the Aged Care sector we are optimistically looking forward to the roll out of the new AN-ACC funding model in October 2022, which should begin to bridge the gap between the real cost of aged care and the funding that is provided.



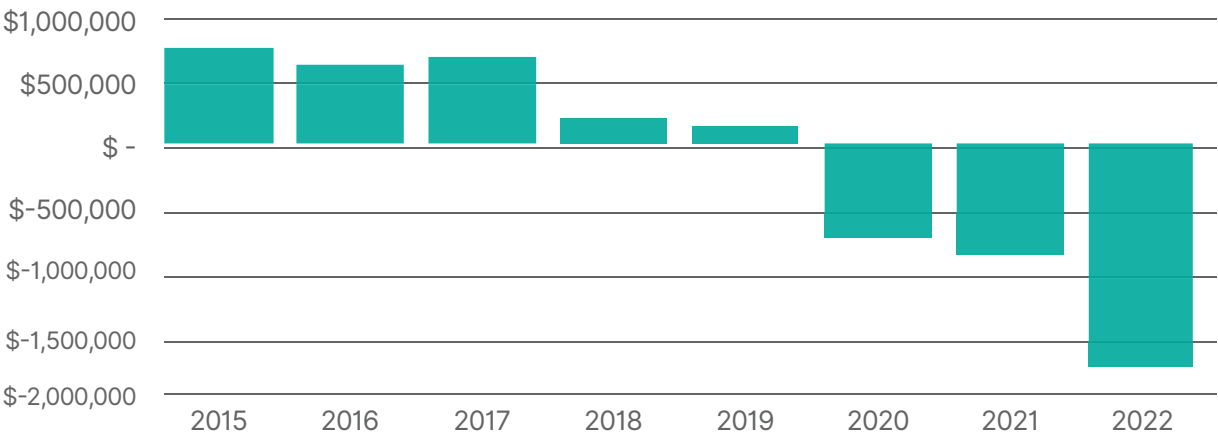
Cameron Gray
Executive Manager,
Finance and ICT

Financial Report

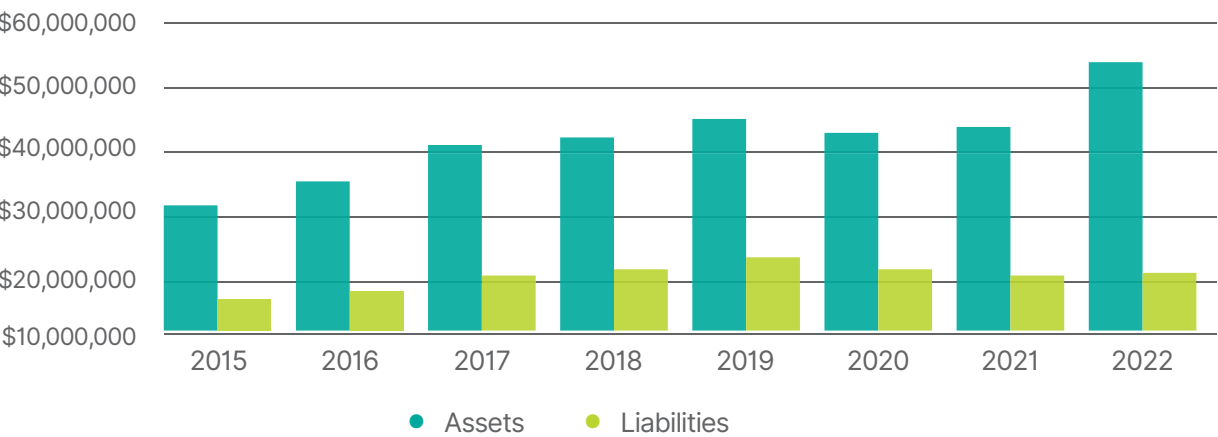
Operating Revenue and Expenditure



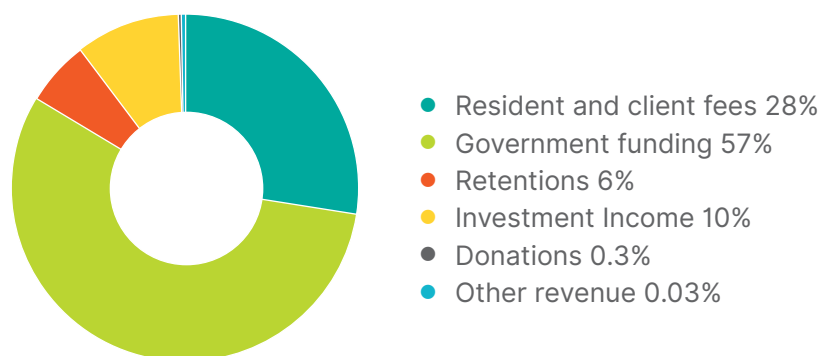
Operating Result



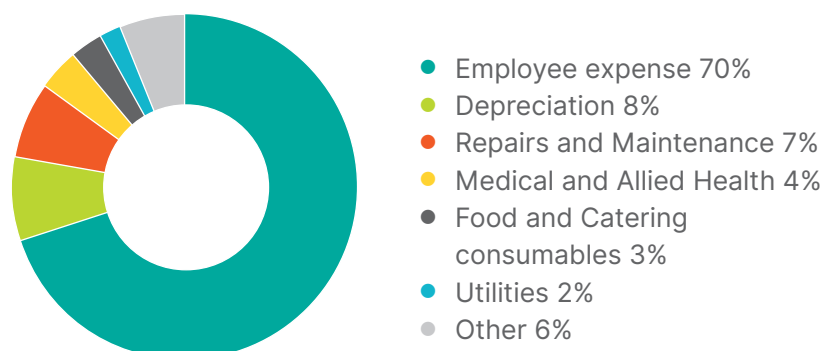
What we Own and What we Owe



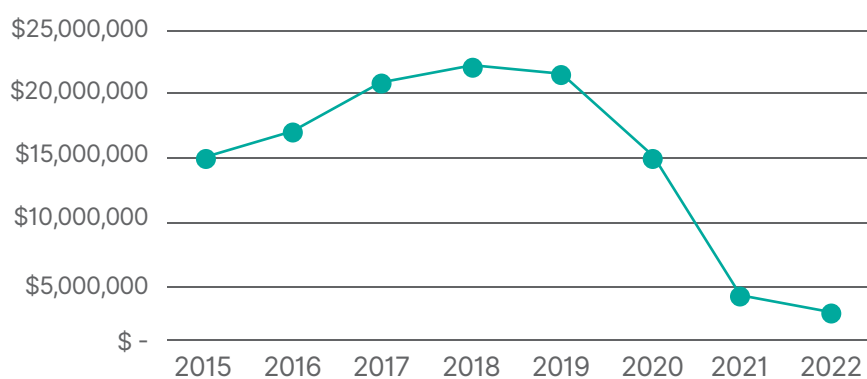
What We Earned 2021 - 2022



What We Spent 2021 - 2022



Cash & Cash Equivalents



Our Supporters

DONATIONS OVER \$10,000

Estate of Joan Hamson

Alex McKenna

\$1,000 - \$10,000

Cooinda Achievers

Radford Family in Memory
of Winifred Radford

Estate of Arthur Ford

Lois Glover

Rotary Club of Benalla

William and Jane Parris

Coco Healthcare

David Morrow

Cameron Gray

\$100 - \$1,000

Roger Cowan

J Gourlay

Julie Folan

In Memory of Jean Walker

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1-35 Kilfeera Road Benalla Victoria 3672

03 5761 3300

admin@cooinda.org.au

