



A YEAR IN  
REVIEW  
2019-2020

A lot of living

# Board Members



## Doug Smith

*MIE Aust, CPEng (Ret)*

### President

- Cooinda 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

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



## David Tallis

### Vice President

- Cooinda Board (2006 - current)
- Retired Sales/Marketing Sustainability Victoria
- Member Rotary Club Benalla



## Vicki Dosser

*B.Bus, FIPA*

- Cooinda Board (2019 – current)
- Director of Smith Dosser – Accountants & Business Advisers
- Public accounting for 34 years
- Treasurer Benalla Business Network
- Former Vice President Greta Valley Primary School Council



## Maggie Fanning

*RN1, Grad Dip Ed*

- Cooinda Board (2019 – current)
- Principal of EdSpace education and training Benalla
- Chief Executive Officer Capability Building Inc.
- Registered Nurse with Grad Dip Ed



## Colin McDonald

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

- Cooinda Board (200 – current)
- Past President Rotary Benalla
- Paul Harris Fellow
- Mechanical Engineer (retired)
- Past President Cooinda Board



## Lis O'Halloran

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

- Cooinda 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



## Diane Martin

- Cooinda Board (2014 – 2020 Resigned)
- Team Leader, Aged & Disabilities Services / Family & Children's Services, Benalla Rural City (Retired)
- Alpine Valleys Community Leadership Program



## Rob Roach

- Cooinda Board (2014 – current)
- Treasurer Benalla/Euroa/Violet Town Legacy
- Community Planning Project Steering Committee
- (2008-2013) Australian Coordinator - Peru Luz de Esperanza

## RETIRED

Robyn Kelly (2008 - 2019)  
Ralph Stone (2010 - 2019)

## RESIGNED

Kristin Bolger (2017 - 2019)  
Marcus Bolger (2017 - 2019)  
Felicity Hartridge (2019 - 2020)  
Jane Still (2019)

## VISION

We deliver outstanding levels of person centred care and contemporary accommodation to meet the changing needs of individuals, families and the wider community.

## MISSION

Our purpose is to enhance the lives of people in our region by providing progressive and rewarding care and contemporary accommodation that reflect Benalla's community life and individual needs.

## VALUES

### EXCELLENCE

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

### LEARNING AND KNOWLEDGE

We look for opportunities to learn in order to develop our 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; focusing 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, compassion, love and dignity.

### RELATIONSHIPS

We work in collaboration with one another, our volunteers, residents, home care users, their families and our community. We recognise the importance of community involvement in our rural setting.

At Cooinda, our strength lies with the genuine care and compassion in every individual member of our team

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# A Year in Review

Cooinda is a for mission, not for profit aged care facility, with a proud 50 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.



Number of employees

**130**

Number of volunteers

**35**

Million turnover PA

**\$8.7**



# Board Chair

## 2019-20 report

The enduring response by all our dedicated staff and volunteers to protect our Coinda residents has been an outstanding effort that has kept Coinda Coronavirus free. I would like to acknowledge this wonderful effort and simply say thank you to everyone including the unwavering leadership displayed by our Chief Executive Officer, Alex McKenna and his committed staff.

### Looking Back

#### COVID-19

The COVID-19 pandemic that struck in the first six months of 2020, has affected all our lives and put many restraints on our freedoms. None more so than our residents and families who have had to suffer both physical and emotional separation from their loved ones during our additional safety measures.

The enduring response by all our dedicated staff and volunteers to protect our Coinda residents has been an outstanding effort that has kept Coinda Coronavirus free. I would like to acknowledge this wonderful effort and simply say thank you to everyone including the unwavering leadership displayed by our CEO Alex McKenna and his committed staff.

#### Performance

Coinda continues to achieve year on year high resident satisfaction levels and “punches well above its weight” across aged care facilities in Australia and New Zealand as recorded by the 2020 independent QPS benchmarking survey. Coinda ranked 20th out of 123 like facilities, achieving a 91.7% satisfaction level compared with the industry average of 85.8%. A continued trend of excellence by Coinda.

### Milestones

In July 2019, Cooinda received accreditation from the Australian Government Aged Care Quality and Safety Commission, for an additional three years, under the new Aged Care Quality Standards.

Cooinda celebrated the opening of its new 28 bed Ledger Wing in October 2019. This was a major \$6 million state of the art building development, funded by Cooinda and several of its philanthropic partners, which has enabled the older and smaller hostel accommodation units to be progressively closed. It hoped in the future that government assistance will be provided for the implementation of further works identified in the Cooinda Master Building Plan.

Cooinda's proud history was celebrated in December 2019 with the launch of a book "The Story of Cooinda – 50 years of Community Care". This significant milestone demonstrates the enduring reputation of high quality of care that Cooinda provides, as a not for profit facility, to the community it serves.

### Board members

The Board has seen a significant turnover of members due to retirement and personal circumstances. I would like to thank our long term members Ralph Stone, and Robyn Kelly who both retired at the September 2019 AGM; Jane Still and Kirstin and Marcus Bolger who left the Board in 2019 and Felicity Hartridge and Diane Martin who left in early 2020. My personal thanks goes to all these members for their dedicated service and time commitment to Cooinda and their valuable input to the Board and its respective Sub-Committees.

A warm welcome is extended to our new Board members, Vicki Dossier, Lis O'Halloran and Maggie Fanning.

### Financials

The aged care industry is going through a severe financial crisis with over 40% of aged care homes reporting an operating loss. The lack of government funding not matching the high cost of care demanded by the aged care standards is the prime reason for Cooinda recording a loss of \$112,130 compared to an 18/19 profit of \$693,404. This situation is not sustainable and has been clearly identified by the Royal Commission into Aged Care as the key issue to be addressed. In addition, a lack of government funding for capital works and the ongoing decline in interest rates impact on the financial viability of the organisation. The Board in response has adopted a new financial strategy, which is seeing an improved return on invested funds through shares and bonds, while maintaining a conservative liquidity management policy.

### Initiatives

A major step forward for our dementia residents has been the development of the memory support unit established in the re-purposed Norm Matthews Wing. This dedicated unit has been well received by residents, families and staff and is fitted out for the specific purpose of accommodating the unique physical and emotional needs of these residents.

Low occupancy of our older Independent Living Units on Kilfeera Road has been addressed by offering these units for rental. This has resulted in meeting a social need in the community, with improved occupancy and income.

The Board is continuing with the development of Stage 2 of the Cooinda Master Building Plan. This will see the redevelopment of Rossmore House and the abutting administration areas revamped, with the main entry to Cooinda repositioned from Kilfeera Road to the Samaria Road frontage.

The Board continues its professional development and has engaged Governance Evaluator, an online tool, to identify board member skills gaps and provides access to a self-education resource library for members to embrace. Governance Evaluator is aligned to and supported by Leading Aged Care Services Australia (LASA), which is the national peak body representing the aged care industry.

### Looking Forward

The Royal Commission into Aged Care is scheduled to report to the Australian Government in February 2021. It is expected, that amongst the many recommendations, that a new aged care act and additional government funding will be provided to support the industry and the aged care community it serves.

I thank the Cooinda Board for its enthusiastic commitment of expertise and time to the betterment of the Benalla community and its aged care residents and look forward to that continuing in the year ahead.



**Yours sincerely**  
**Doug Smith**  
**Cooinda Board Chair**

# Chief Executive Officer

2019-20 report

A year of internal highs and external lows further demonstrates the great achievements of Cooinda over the past 12 months and reassures us that we are well placed for the challenges that we face as a community and as a provider.

Cooinda has a great history of delivering quality care on the backbone of growth and development. The publication of The Story of Cooinda, 50 years of Community Care history book beautifully captures each chapter in our story up to today, however I feel this reporting year is the year that has had the biggest impact on us to date.

It is hard to remember a life before COVID-19 and the momentous impact that it has had on us all, nevertheless, I assure you that in the background, life has continued at Cooinda. Our doors may have been temporarily closed but our minds and imaginative approach has created our own little Aladdin's cave of mystery and excitement.

Our year started on the buzz of knowing that we were edging closer to the opening of our new 28 bed purpose built Ledger Wing, which would complement the existing buildings in place. The new beds have allowed us to replace old for new, providing greater comfort for residents whilst also embracing ageing in place.

In October, the Ledger Wing was officially opened by Robyn Sutton, great niece of philanthropist, Laurie Ledger, in front of over 100 members of the community. Following the opening, significant planning was undertaken to smoothly move a high volume of residents and their worldly possessions in a short period of time. With the co-operation of residents, family, volunteers and staff, it ran as a very smooth operation and residents were having lunch in their new wing the very same day. A great success.

We also took the opportunity to conduct some upgrade works within our Norm Mathews Wing to convert it into a memory support unit. The increased prevalence of dementia and cognitive impairments within our ageing population has demonstrated the need to have specialised care and surroundings in place to best provide a supportive, calm and caring environment. This has been beautifully achieved in our new space with some outstanding care outcomes for its residents.

## Our success this year has not been by luck but by hard work and commitment.

The completion of Ledger Wing and refurbishment of Norm Matthews Memory Support Unit were great additions to Cooinda, however our redevelopment master plan has not stopped there. The tools may be down but innovative thinking and design continues, as we look towards the final build to replace the last of the ageing, hostel style rooms. Alongside this, we will be looking at completing a new administration block, the engine room of our beautiful home, as we continue to grow in size.

An acknowledgement of the great work that Cooinda continues to do was realised with Cooinda having two individual winners in the Leading Aged Services Australia Victoria/Tasmania Excellence Awards. LASA is the national industry association for all providers of age services across residential care, home care and retirement living/seniors housing. It is great for the staff involved, Julie Folan and Amorette Smith and for Cooinda, to be judged by our peak body to be the best across the two states.

As we continued on our journey through the year, in March we were met by the introduction of COVID-19 in Australia. It was only a question of time before what was an initial amount of sporadic infections soon became a tidal wave across both metropolitan and regional areas.

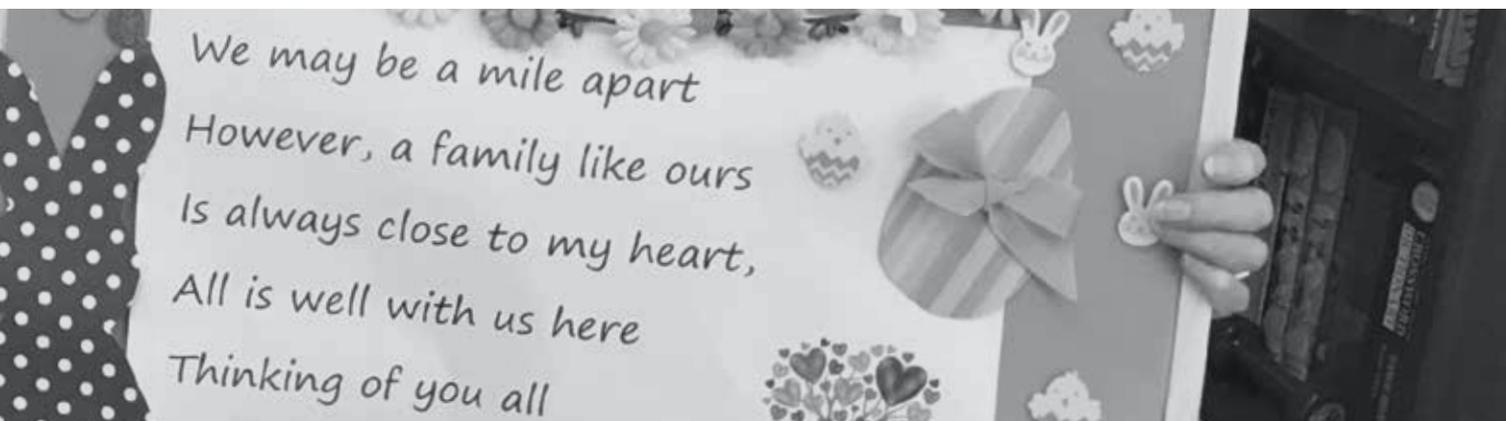
Like a bushfire season, we could foresee the conditions deteriorating overtime and the risk increase.

I am very glad to report that we had already commenced early planning for the very scenario that we have all had to face. Infection control plays a pivotal role in our everyday care. Over the years, we have developed stringent plans for dealing with communicable diseases like Influenza. From the outset, we have been well placed to deal with any eventuality and we therefore focused on strengthening our COVID safe plan with lessons learned from other aged care facilities across the country.

We have all been made aware of the devastating impact that COVID can have from the various media reports highlighting outbreaks in aged care facilities and hospitals. There were unfortunately people who succumbed to the infection and it is a timely reminder that at no stage can we afford to drop our guard in our preparedness. The success of maintaining a COVID free environment is the responsibility of everyone that takes a step inside the doors of our beautiful home.

An acknowledgement of the great work that Cooinda continues to do was realised with Cooinda having two individual winners in the Leading Aged Services Australia Victoria/Tasmania Excellence Awards.





*Staying connected whilst remaining apart during COVID-19*

We have and will continue to take a cautious approach, one that ensures we are always one step ahead in our planning and responsiveness. This has meant the introduction of additional precautionary measures, which has placed a significant cost and time burden on the organisation. Having said this, these are measures we willingly embrace, to ensure the safety and well-being of all. As with any emergency planning, we are continually adjusting to the level of risk observed and making appropriate and timely adjustments.

I feel it is important to acknowledge the great efforts everyone has made as we adjust to the 'new normal' in our lives. It is reassuring to see how, as a community, we can rally together and by making small changes we have made a big impact. The new normal will most likely be with us for some time and I can foresee that it will have a lasting impact in adopting additional screening and safety measures for example vaccination programs.

In a year, whereby a lot has happened in the foreground, there has also been a significant amount of activity at a policy and government level. The completion of the Royal Commission into Aged Care is expected to bring sweeping reforms with none more important than addressing the constant issue of underfunding.

The question of funding is undoubtedly the biggest risk in the delivery of quality aged care services. At Cooinda, we have taken a proactive approach to counterbalance this issue and ensure that we continue to provide quality care.

I take this opportunity to thank everyone who has worked or volunteered at Cooinda in the past 12 months. As one family, we strive to the common goal of ensuring our residents receive the very best care. Whether a staff member or volunteer be in for 8 hours a month or 8 hours a day, the positive impact each and everyone makes is fantastic to see and poetry in motion.

Working tirelessly behind the scenes are two very important groups. Firstly, our Cooinda Achievers, who have raised funds through their creative ways, all of which is directed towards the purchase of additional equipment and resources that directly benefit the residents. Secondly, our board of directors, who have guided us through such a significant year without hesitation. Their time given, knowledge shared and clear direction has steered us onwards irrespective of the challenges we face. We thank you for being part of the Cooinda family.

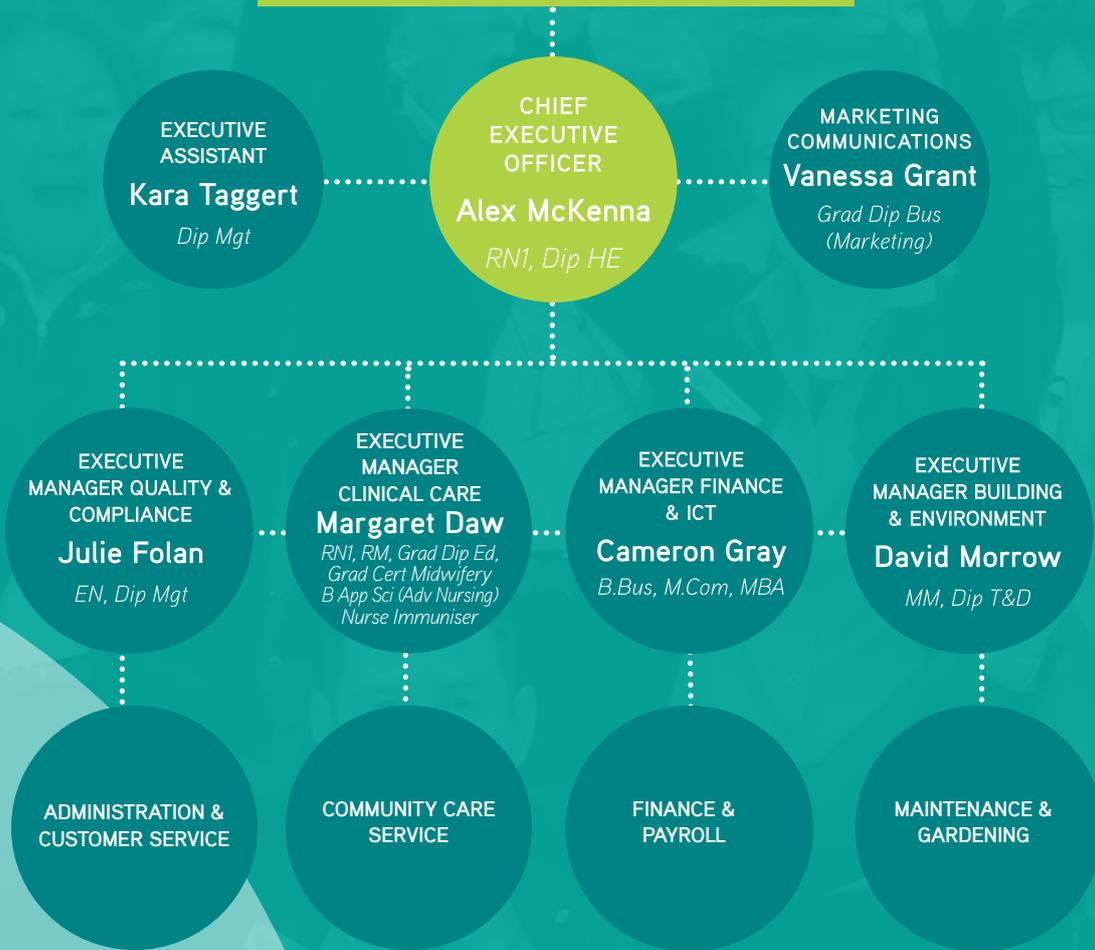
Cooinda has a special place in the heart of all those who work, volunteer and reside here. It is equally great to see how beyond our doors, we are supported by the local community. For this great partnership I thank the people of Benalla as we look forward to what we hope will be a brighter year ahead.



Warmest regards, Alex McKenna  
Chief Executive Officer

# Organisational Structure

## COOINDA BOARD



Our staff are our  
*number 1 asset*

# Residential Care

2019-20 report



**Margaret Daw**  
Executive Manager, Clinical Care

**There is no doubt that the past year has been an unprecedented time with the Coronavirus pandemic taking a major toll on all of us worldwide. No sector has been less impacted than aged care facilities, where our most vulnerable Australians largely reside.**

Prior to the onset of Coronavirus in March 2020, life at Coinda was a hive of activity with the very successful opening of the new Ledger Wing in October 2019. The excitement as residents were relocated to their new homes was palpable and thanks to the thorough planning and excellent team work, the move which involved over 52 residents, went very smoothly.

Thirteen residents living with advanced dementia were also settled into the newly created Norm Matthews Memory Support Unit. Again, the move, which was highly anticipated, went exceptionally well with all residents settling in to their new home and enjoying the quieter, more appropriate environment. The transformation of the memory support unit undertaken in discussion with Dementia Australia, continues to evolve.

With the wonderful support of the Coinda Achievers fundraising group, we were able to purchase and install a Tovertafel or "wonder table" which is an interactive cue projector, displaying fun games for individuals or groups, designed specifically for people living with advanced dementia. The joy on the faces of our residents who engage with the games is heart-warming.

Staff have embraced the changes and settled into the new areas very well.

## Clinical Care Coordinator

Coinda was fortunate to attract Karli Cox to the role in September 2019. Karli has come home to Benalla with her family and brings with her many years of experience in a similar role. She has taken on the role with great enthusiasm, experience and skill.

## Clinical Governance

With the new Quality and Safety Commission Standards in Aged Care introduced in July 2019, changes in practices were necessary, with the new emphasis being far more about the consumer in relation to their dignity of choice and risk. In addition the government introduced the National Aged Care mandatory Quality Indicator program to monitor physical restraint, pressure areas and unexpected weight loss. These are all areas that we have monitored internally, so providing the data was straightforward. The results we submit and review each quarter reflect very high standards in clinical care. Infection rates are likely to be added in the near future as an additional national marker.

Our clinical results for the past 12 months have been very pleasing, reflecting overall a better than industry result. Full credit goes to our care staff for their diligence and commitment to excellence in quality care, in particular, the minimisation of antipsychotic medication use has been very successful.

The results of more audits undertaken by Coinda are benchmarked through QPS Benchmark reporting and are compared across over 120 like facilities in Australia and New Zealand.

In response to suspension of many conferences and education seminars, Cooinda staff have embraced technology and attended many virtual training sessions either on site or from their own homes and again this has been a positive created out of necessity.

### Education

In order to maintain high standards of care, ongoing education is vital for staff. With the ongoing pandemic, the focus of much of the education over the past six months has been a review of infection control policies and procedures. Additional learning modules relating to hand hygiene and the basics of infection control is mandated to every staff member, regardless of their role in the organisation, as a cohesive team approach and shared understanding is vital to ensuring all understand their individual role and responsibility in infection prevention. Many sessions both, formal and informal, regarding the use of personal protective equipment (PPE) have been provided.

The introduction of mandatory masks and eye protection by all staff, along with daily attestation of fitness to enter the work facility, has also meant that all staff needed to train in the use of these items. Incorrect use is futile and has the potential to increase risk rather than provide the intended protection of residents and staff alike. Two registered nurses are to be trained as immunisers in readiness for the much anticipated vaccine against Coronavirus so that there is an immediate uptake when it becomes available. One staff member is to commence further specific training in infection control with the aim of having a key person in the facility to oversee all matters relating to infection prevention.

Cooinda continues to enjoy an excellent relationship with The Centre and works in partnership to provide on the job training one day per week for Personal Care Attendants. As in previous years, many join our staff after having completed their placement here at Cooinda. They are work ready and already know many of the residents and staff by the time they complete their studies.

A number of staff are currently undertaking studies at diploma or degree level to gain qualifications as Registered Nurses (Division 1 or 2).



*A Happy 100th Birthday Family Video Call*

The students are mentored and supported to attend placements and gain additional experience in order to be successful in completing their studies.

Cooinda also supports two graduate Division 1 Registered Nurses for 12 months, assisting them to consolidate their studies. This year's graduates have performed extremely well and stepped up with confidence, now able to manage the facility alone after hours.

Staff with a keen interest in dementia specific care have been given the opportunity to further their education in this specialised field and thus apply their learnings to care of residents.

Cooinda supports all staff to access the Regional Health Services eLearning Network (ReHSen) online learning platform, which during this time of restrictions and social distancing, has meant that education continues. There are numerous subjects and modules available on this site with an excellent uptake from staff.



*Telehealth brings specialist to Cooinda during COVID-19*

### Impact of the COVID Pandemic

For Cooinda, the challenges and ongoing management of risk has imposed a heavy burden for residents, families and staff alike.

From the outset early in March, the approach has been extremely proactive: Planning: Prevention, Preparedness, Response and Recovery have all formed part of Cooinda's plan in readiness should an outbreak in the facility eventuate.

100% of staff were immunised against Influenza in March along with 98% of residents. Anyone entering the facility was required to show evidence of their immunisation status in line with Department of Health and Human Services (DHHS) directives.

Prevention is key and no effort has been spared in taking vital steps to ensure, as far as possible, that the infection did not impact our residents. It is pleasing to note that at the time of writing this report, Cooinda remains COVID-19 free.

This is by no means good luck, as it has taken strong, proactive leadership, cooperation of residents and their families, a willingness from staff and a strict adherence to guidelines and recommendations to achieve this outcome.

In saying this, prevention has come at an enormous emotional, physical, financial and social cost. These include and not limited to:

- separation of residents from loved ones and decreased freedoms to move freely
- the need to increase emotional support to residents and families
- additional responsibilities in ensuring screening of all wanting to access the facility

- sourcing of adequate PPE and supplies
- compartmentation of staff into separate work areas and the establishment of separate staff rooms
- hours of planning to ensure preparation for any event across all areas including communications
- staffing issues with COVID-19 testing and turnaround times for results meaning higher absenteeism
- supporting staff whose livelihood and personal circumstances have changed
- refocussing on use of technology for meetings, telehealth, family contacts and communication
- mandatory wearing of masks and eye protection for all staff on site
- reviewing the fast moving new regulations daily and guidelines in an ever changing environment
- additional education for all staff
- constant updates to government regarding our preparedness to respond
- innovation in terms of rostering
- regular communication with relatives and the development of a communication response plan

The Coronavirus situation remains fluid with instructions from the Department of Health and Human Services arriving daily and needing to be actioned. During this time, it is of note that our occupancy has remained at almost at 100%, reflecting the confidence our community has in Cooinda, to continue to meet the needs of those entrusted to our care. Hopefully, 2021 will see a return to a more normal environment, when we can relax our additional safety measures and again freely welcome loved ones and visitors back to Cooinda.

# Quality

2019-20 report



**Julie Folan**  
Executive Manager  
Quality and Compliance

Cooinda is committed to maximising performance to deliver quality care and services to our residents, their families, decision makers and all stakeholders. Within our Quality Systems we embrace the Benchmarking Process

## Benchmarking Process Wheel



Although experiencing significant competing external pressures and challenges of COVID-19 since March, we all have and will continue to remain focused and committed to maintaining a loving and safe environment for all.

There is no doubt that caring for our residents is a partnership between residents, families, decision makers, friends, volunteers and our skilled and caring staff. We are extremely proud of everyone who has shown themselves to be committed, adaptable and resilient during these challenging times.

The aged care sector continues to be reformed with increasing emphasis on new aged care quality standards. This new system places a greater focus on resident choice rather than systems and processes, which is a great outcome for our residents.

In July 2019, Cooinda was one of the first aged care facilities to be assessed under the new quality standards framework. I am very pleased to report we received extremely positive and encouraging results, in particular in relation to resident experience and satisfaction.

Cooinda's consistent, positive results, together with positive resident and family feedback to the Aged Care Quality and Safety Commission during our assessment, is a direct reflection of the dedication of the entire Cooinda team.

We continue to review the way we deliver care and services and develop ways for improvement and better outcomes for all. Feedback from all stakeholders is vital to our continuous improvement. Feedback helps us to identify where there may be a gap in the way we are delivering our care and services. This combined with our many audits and surveys, provides fundamental information, views and ideas that help us improve the way we nurture and grow life at Cooinda.

## Resident Satisfaction Survey

Satisfaction survey results are also indicative of the dedication to the hard work and values held by all staff. In 2019, we conducted our annual resident and relative experience survey, the survey helps us to better understand and identify areas for improvement and level of satisfaction.

96%

Staff treat me with dignity and respect at all times

97%

Staff respect my lifestyle choices

97%

I can choose lifestyle activities to participate in

95%

I receive care and services right for me

96%

My accommodation and living areas clean and comfortable

95%

Staff care and understand about my relatives needs and choices

94%

I trust and always feel safe with the staff who care for my relative

# These results truly highlight

# Cooinda's commitment to the care and happiness of our residents



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

Volunteers assisted 94% of residents to undertake the survey.

Results from the survey saw a very pleasing overall result of 91.75% in resident satisfaction, which was an increase of 4% over previous year.

The survey provided the opportunity for people to make comments. Comments and suggestions are very helpful and are taken into consideration when planning for improvement.

**When asked, "What is the thing you like most about Cooinda, there were many very encouraging comments:**

- "Family feeling, helping each other and being listened to by staff"
- "Friendly, peaceful, quiet and private"
- "It's home, I feel safe and very well cared for"
- "My nice bed, I like that my room is so big"

**When asked what they disliked most about Cooinda, some comments were:**

- Sixty percent (60%) of residents stated "Nothing at all". However some of the comments were as follows;
- "The communication between staff sections"
  - "The garden outside my Ledger Wing room is yet to be completed"
  - "Occasionally there's a lack of consultation, things happen that I'm not aware of"

## Relative Satisfaction Survey 2019-2020

The main aim of this survey is to seek feedback on how well relatives and decision makers believe Cooinda and staff are meeting the needs of their loved one. It also aims to find out things that could be changed or improved.

This year's overall relative satisfaction rating was 90% with 57% of the questions asked rating greater than 90%.

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

- "The family atmosphere and care given by staff in all positions"
- "The care staff, Health and Wellbeing team, reception, kitchen staff and volunteers are all wonderful"
- "Staff and sense of community"

**There were also a number of comments and suggestions identifying areas for improvement when asked, "What is the thing you dislike most about Cooinda;**

- Whilst 54% of respondents stated "Nothing at all" or made no suggestion or comment in this section, some of the comments were as follows:
- "Easy to get lost inside"
- "Communication has sometimes lacked in the past, but is definitely improving"

## Service Improvement: Positive Feedback or Complaints in 2019/20

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, open door policy and meeting schedules, service improvement forms are available to everyone and is a great way for all stakeholders to have input.

### Type of forms submitted

**83** Suggestions

**0** Complaint - verbal

**14** Complaint - written

**0** Maintenance - written

**58** Compliment

### Suggestions for improvement

Of the 83 suggestions for improvement received and referred to the quality committee for review, 69 have been actioned with positive outcomes, 10 suggestions were deemed unsuitable or not viable and 4 activities are pending. All originators of suggestions have been provided feedback on outcomes.

### Complaints

The Quality Committee and Cooinda Village Board had 14 complaints referred to them. All were for minor issues and were addressed and actioned within a timely manner.

### Compliments and positive feedback

This year we received 58 written compliments thanking and acknowledging Cooinda for their care and commitment to the residents. All noted staff members have been acknowledged for their efforts.

*Enjoying a Window Visit during additional safety measures*



## Some of the new initiatives and outcomes for 2019 -2020:

### Cooinda Carers Support Group

Even if moving to an aged care home is agreed to be the best option, for some people, it can be a time of stress, high emotion and uncertainty. It is a challenging and emotional decision for the person moving and their family, friends, and carers. The purpose of our support group will be to bring together families and carers of the people who live at Cooinda to interact and connect with people who have been in a similar situation. Due to the Coronavirus, we have had to put development of the group on hold, however we are excited about the idea and look forward to establishing it when restrictions lift.

### Memory Support Unit

Research and our own observations have identified that many people with dementia function better in quiet, smaller spaces meaning that options for various group sizes and more intimate settings would provide a positive outcome. Also, noise and visual stimulation should be controlled to minimise overstimulation and reduce stress. A huge amount of planning, research and implementation was undertaken to develop our Memory Support Unit. Transferring 13 high care residents to the new Ledger Wing in November 2019, provided us the opportunity to create a smaller, vibrant environment that is safe, secure and inclusive for 13 people who live with dementia and memory loss. Refurbishment of the Norm Matthews Wing commenced with a focus on a homely household model, with particular attention paid to wall colours, décor and furniture.

### In summary

This past year has been one of achievement, challenges and forward thinking. It has been a very busy year, but we always have more living to do.

Cooinda staff and residents take great pride and enjoy a reputation as a provider and employer of choice within the community and through our values and our quality framework, we intend to keep the focus firmly on the happiness and safety of our residents and their choices.

**Relative and decision maker opinions and feedback helps us ensure that the care and services provided to their loved one is of the highest quality and best meets his/her choices and needs.**

# Community Care Services

Our caring and committed Community Care Services team deliver in-home services to clients across the local community to help them continue to live independently in their own home. The team support people living at home with the delivery of Fee for Service, pay as you go and those aged over 65 who receive a Commonwealth Home Care Package.



*Meet some members of our Community Care Services Team*

## Coinda in the Home Fee for Service

Coinda in the Home service delivery has experienced a steady increase in the number of people receiving its services despite only limited promotion. The positive feedback from our clients and local word of mouth has paved the way for the service to grow and assist the needs of more clients. The area in which the services are delivered has also grown to include the town of Mansfield and outer lying areas within the Benalla Rural City.

As our team has grown, so has the variety of supports available which include:

- Meal Preparation
- Home Care
- Personal Care
- Transport
- Shopping
- Minor Home maintenance
- Gardening
- Assistance with social activities.

## Home Care Packages

Our case managers within our Home Care Package team provide a tailored service for our clients through partnership and planning. They provide valuable advice when planning and addressing the needs of clients to ensure that their requirements no matter how big or small are catered for.

Consequently, Coinda has doubled the amount of Home Care Packages we service over the past 12 months to over 40.

In partnership with the Coinda In The Home Team, they are able to provide a range services to help older people in the wider community of Benalla remain living independently in their own homes for as long as possible.

**Melanie Kelly**  
Case Manager

**Jacqui Cox**  
Case Manager

**Jeanette Harris**  
Coinda in the Home

# 2019-20 Events & Media



Celebrating a  
year of Awards,  
Milestones and  
New Beginnings





### Prime Super Employer Excellence Awards Finalist

In September 2019, Coinda was announced as a finalist in the Prime Super Employer Excellence in Aged Care Awards for the second consecutive year. The aged care award is a category of the Victorian Regional Achievement and Community Awards, which recognise excellence in the delivery of aged care services across regional Victoria.

### Ledge Wing Official Opening

Coinda's Ledger Wing was officially opened on Saturday 26th of October, 2019. A plaque unveiling was performed by Robin Sutton, great niece of philanthropist, Laurie Ledger after whom the wing was named and Coinda Chief Executive, Alex McKenna to mark the occasion. Over 100 community members including dignitaries enjoyed a celebration marking the occasion, including entertainment by resident and bush poet, Roderick Williams, viewing of the new wing and light refreshments.

### Ledge Wing Garden Naming Ceremony & 50 Year Book launch

On Friday 13th of December, Coinda celebrated 50 years of delivering excellence in aged care to the community by launching a commemorative book, The Story of Coinda, 50 years of community care. This event was also a celebration of the Ledger Wing garden naming ceremony, where long serving former board member of 20 years, Irene Wills, unveiled the Irene Wills Peace Garden Plaque. Dignitaries and invited guests enjoyed a day of milestones and the ceremonious cutting of Coinda's 50 year cake by Chief Executive Officer, Alex McKenna and former Coinda voluntary secretary to the Committee of Management, Nancy Burgess.



### LASA Excellence Awards Individual State Winners

In February 2020, two of Coinda's staff were announced as Victorian/Tasmanian Individual and Rising Star winners in the LASA Excellence Awards. Julie Folan, Executive Manager Quality and Compliance was announced the state's Individual winner and Amorette Smith was awarded the Rising Star Award. Both winners were recognised for their leadership, commitment and excellence in the provision of high quality care.

### Bridging Spaces

Michael Verde, the founder of Memory Bridge brought 'Dementia without Loneliness' staff, volunteer and carer training to Coinda on Monday 16th March, 2020. Sponsored by Coinda Achievers, Michael's enlightening presentation introduced many new concepts to participants, which have been very successful in better communicating with people living with dementia in the new Norm Matthews Memory Support Unit.

# Health and Wellbeing

Our team is compassionate, caring and dedicated to bringing fun and engaging activities to everyone living in Cooinda. Their busy monthly program of activities focus on lifting spirits and improving feelings of wellbeing by delivering a wonderful blend of fun and entertainment, gentle exercise and social connection which brings ... a lot of living, to everyone at Cooinda.

This year has undeniably brought challenges to all since March, 2020, as the extended impact of the pandemic continues. Our Health and Wellbeing Team has been Cooinda's backbone to ensuring loved ones stay connected, whilst for safety reasons, having to remain apart.

When the pandemic hit Victoria, the Health and Wellbeing Team coordinated booked video calls and outside window visits, which as the cooler weather arrived, moved to booked inside designated area visits, whilst also continuing to deliver activities each weekday. The teams concierge responsibilities extends across weekends and includes accepting all calls for visitor bookings, the screening of visitors upon arrival, monitoring the visit to maintain social distancing and guiding visitors to their exit.

Prior to March 2020, activities delivered as in previous years included:

- Kinder Kid visits from Dookie College
- Friday Happy Hour with visiting entertainers
- Monthly Instant Restaurant
- Walking groups and bus outings
- Benalla Performing Arts and Convention Centre for movies and performances

- Let's Find Our Voice FCJ College and Cooinda choir, memoirs and social media clip
- Memorial Services with residents, family and staff in attendance
- Pet Therapy
- Companions program for people living with dementia
- Spring Social Dance
- Mens shed - weekly with the assistance of volunteers
- Benalla Street Parade
- Walk and Wake up to Dementia community awareness event

In March 2020, the full impact of COVID-19 necessitated the introduction of additional safety measures, which saw our Health and Wellbeing Team having to adapt and facilitate many new initiatives to lift the spirits of our residents who, due to safety reasons, could no longer receive in room visitors.

## **New projects and Initiatives**

- Remaining connected whilst staying apart by managing the booking of window and designated inside area visits, assisting with relative video calls, eCards, emails and text messages



## The Health and Wellbeing team are creative and generous

*Our connection with FCJ College remains strong*

- Ledger Wing Sensory Garden was established in conjunction with residents based on their choices and memories
- Resident trading tables cooking and selling baked treats, in place of the regular Cooinda Achievers Bake Stall
- Kiosk on Wheels coordination, with the necessary closure of the Kiosk due to COVID, shopping for regular kiosk supplies is undertaken and offered to residents in all areas on a trolley once cleaned and quarantined
- Resident shopping whilst care parcels are unable to be passed directly to residents under additional safety measures in place
- Library trolley across all areas
- Virtual spiritual church services – recorded church services are shown on the Ledger Wing Activities Room wall projector on Sunday's. Staff members who are able to, conduct lay services for residents in their own time
- Cultural and Theme days are recognised days of national significance, with this year's celebrated days including Rainbow Day, Italian Day, Bastille Day, Chocolate Day, Odd Sock Day, Naidoc Week, Elder Abuse Day (Purple Day) and Friendship Day
- Mens shed runs weekly with the assistance of volunteers. Our male residents enjoy projects such as restoring old furniture and creating garden ornaments
- Tovertafel, an interactive cue light projector with games, has brought much lightness and entertainment to people living with dementia in the Norm Matthews Memory Support Unit

### Volunteers

During the year, we welcomed a new volunteer coordinator, Rob Pugh. A volunteer himself, Rob now manages all aspects of volunteers, which during additional safety measures due to COVID-19, has been an invaluable support to the Cooinda team. Volunteers have come into their own, by assisting with booked visits, coordinating shopping, cleaning and delivery of resident special orders, coordinating the stocking and delivery of the kiosk trolley and the library trolley.

We sincerely thank all our wonderful volunteers for their continued support of our Health and Wellbeing program. Their generosity in offering their time and skills to assist our residents and support our busy activities program is very much appreciated.

Thank you also to all the volunteer entertainers, singers and groups who perform at Cooinda throughout the year, the Benalla Churches' clergy for conducting regular church services and our residents who volunteer and their families.

We are sincerely grateful for your kindness and support to Cooinda and the care you offer our residents.

Thank you also to Lu Willan, who stepped down as Volunteer Coordinator, for her commitment in supporting our invaluable group of dedicated volunteers.



**Debra McCabe**  
Health and Wellbeing Team Leader

# Connecting with Community



## Let's Find Our Voice Memoirs Shake A Tail Feather Clip

For eight consecutive years, Cooinda's residents and FCJ College Year 7 students have joined in choral voice at the Benalla Performing Arts and Convention Centre. On Tuesday 22nd of June, the Let's Find our Voice choir performed to an full BPACC auditorium audience of 300 people.

Over a seven week period of rehearsals held at Cooinda, friendships develop between the Year 7 students and Cooinda's older people. There is a tangible buzz in the air when the students arrive, which brings about a magical transformation to Cooinda. During the hour of rehearsal, the room is filled with energy, fun and happiness, as students and Cooinda residents enjoy singing as one, with feelings of wellbeing, infectious smiles and shining eyes lasting well into the afternoon.

These feelings have again been captured in another outstanding social media clip, Shake a Tail Feather produced by Christine Knight. The clip, launched at the Let's Find Our Voice concert was again resoundingly popular on social media with over 250K views and drawing national media attention.

The memoirs of six residents were also showcased at the concert, presented by the FCJ College Year 10 students, who interviewed residents to bring their memories and stories to life.

## Australia Day Awards

Cooinda celebrates Australia Day each year by recognising the dedication, commitment and service of Cooinda residents, volunteers and staff. In January 2020, we acknowledged the outstanding contributions awarded to recipients : Resident - Wilma Fynmore; Volunteer - Beverley Essenhigh; Cooinda Reception/ Administration Team – with Beverley Sangster accepting the award on behalf of the team.

## Walk and Wake Up To Dementia

Now in its third year, Cooinda's community dementia awareness walk was held during Dementia Awareness month on Friday 20th of September, 2019. The event attracted over 300 people consisting of community members and FCJ College students. The lakeside community walk was officially opened by Benalla Rural City Councillor, Peter Davis, who spoke about the importance of community events to raise awareness to important causes such as dementia and the affect it has on the local community.



### National Volunteer Week

We also celebrated National Volunteer Week on social media in May 2020. A full week of residents and staff enjoying fun, while acknowledging the important role our volunteers play in the life of Cooinda. Their support throughout our Coronavirus additional safety measures has been vital to assisting our residents remain connected with loved ones through designated area visits and video calls, undertaking shopping and delivering little extras, normally visitor care parcels, assisting with transport to appointments and coordinating kiosk and trolley deliveries. We thank you all!

### International Nurses Day

In May 2020, we recognised and acknowledged the care, professionalism, dedication and courage our Registered and Endorsed Enrolled Nurses deliver to Cooinda's residents every day. Social media posts and name badges were a part of the COVID-19 safe day of recognition.

### Benalla Street Parade

The Benalla Street Parade, held on Saturday 9th of November, 2019 was themed Fiesta of Festivals. Cooinda's residents, staff, volunteers and family members embraced the theme by creating Cooinda Carnaval, a tropical entry with wonderfully bright costumes and Jamaican music. Cooinda won the Best Float Entry for a second consecutive year and best of all, everyone had a lot of fun!

A full week of residents and staff enjoying fun, while acknowledging the important role our volunteers play in the life of Cooinda.

# Building and Environmental Services

## Building Master Plan

### Ledger Wing

Completion of the Ledger Wing was on schedule with occupancy granted in late August 2019. After completing the landscaping and installation of furnishings, we held the grand opening on October 26 with an overwhelming response from the local community in attendance.

The Ledger Wing officially became operational over the several weeks following the opening, as resident's families, volunteers and staff worked tirelessly to complete the myriad of moves involved with occupying the new building, while at the same time, decommissioning 28 of the oldest rooms at Cooinda. Almost 12 months on, the Ledger Wing has proved an invaluable asset to Cooinda's model of high level care.

### Norm Matthews Memory Support Unit

During the transition to Ledger Wing, the opportunity was taken to renovate and repurpose our Norm Matthews Wing into a dedicated Memory Support Unit for those residents living with advanced dementia. The memory support unit décor was researched and selected to provide a safe, calming home for this group with increased care needs.

### Samaria Community Group House and C Block

Samaria House had an external makeover by being completely painted to blend with the Ledger Wing and new external blinds were also fitted. The C Block sitting room also received a minor upgrade with painting and new blinds to freshen it up.

### Building Master Plan Stage 2

Planning for Stage 2 of the Building Master plan is under way. After a competitive tender process, Melbourne architectural firm N2SH, was awarded the design contract and have presented several options to the Cooinda Board for comment prior to moving into the next design stage.

Stage 2 consists of a further seven high care beds which will allow for the closure of the last seven ageing rooms and hold resident activity and recreation spaces including a dedicated chapel, craft room and hair salon. The Stage 2 development will also feature a centralised reception and administration



hub, which will bring our fragmented management and administrative staff together to support a more cohesive team environment.

## Across the site

### Landscaping

Each year our small team of gardeners work to bring identified areas of the site into line with Cooinda's Landscape Master Plan. As well as completing the Ledger Wing gardens, they are close to finishing works in Harry Williams Drive and Jean Lee Drive for this year.

### Traffic Management

We are still investigating options to improve traffic safety in Central Avenue, particularly adjacent to the newly completed Ledger Wing as well as Alice Goulding Wing. Design work in these areas will also give opportunity for further landscaping to take place.

## Environmental Services and Maintenance Staff

I would like to take this opportunity to thank everyone in our Cleaning, Laundry and Maintenance teams for their continued efforts in maintaining and improving Cooinda's built environment.



**David Morrow**  
Executive Manager, Building and Environment

# Independent Living Units

As always our Independent Living Units have remained popular as a retirement option amongst the local community as they choose the next step in their life.

## Occupancy

A total of 17 units were re-leased and quickly occupied throughout the year, with a series of varying upgrades conducted to ensure that we provide the very best to our residents. Upgrades range from new floor coverings, to re-painting and in some cases the installation of new kitchens and bathroom upgrades.

## Environment

It was a big year which saw the completion of Ledger Wing. This allowed for the normal flow of traffic to return along Central Avenue. Furthermore, Units 20 and 21 were repurposed back into Independent Living Units following their use as site offices during the build. New fencing and external blinds were a part of the renovations.

As part of the landscape masterplan, we will continue to beautify the grounds and review the roads infrastructure. As a part of this review, the walkway between Harry William Drive and Jean Lee Drive was widened to allow improved scooter access.

## Connected Community

A community feeling, which is enjoyed by our independent living unit residents, was a little different in the second half of this financial year due to the COVID-19 outbreak commencing in March. What would have been a bustling HUB during the busy social schedule had a much more subdued outlook. Despite this, it was great to see that the connection amongst the residents and Cooinda have remained strong. Due to COVID-19 restrictions, a resident independent living unit survey was not undertaken.

## Community Safety

With a changeover of the internet service across the facility through the introduction of NBN, we took the opportunity to explore the implementation of new call bell technology. The new technology selected is independent of phone, NBN and power, to ensure that all residents had a call bell system in place that was not reliant on technology or the supply of electricity in the event of a black out. The new system was installed with great success.



# Financial Report

The 2019/2020 financial year was very challenging both operationally and financially.

Cooinda incurred an operating deficit of \$506,304, being significantly lower than last year's surplus of \$147,660. Significant factors that contributed to this decline in profitability included: increased operating expenditure, although there is no indexation in government funding to offset this, COVID-19 – increased expenditure due to requiring additional supplies for increased precautions, an increase of employee leave provisions and lower occupancy due to additional precautionary measures when admitting new residents. The finalisation of the new EBA also occurred during this financial year, resulting in an overall 5.7% wage increase during the period.

Operating Revenue for the year was \$8,714,074. This was a 1% (\$100,071) decrease on revenue from the previous year.

Expenditure for the year was \$9,220,378, which was a 6.3% (\$553,892) increase from the previous year. Wages increased by 5% in accordance with EBA increases and a slight increase in staff hours. Insurances increased by 27%, which was primarily due to our increased WorkCover premiums. Repairs and Maintenance increased by 25% due to a higher number of ILU's being vacated and refurbished, as well as reinstating ILU 20 & 21, that were repurposed as maintenance and site offices during the Ledger Wing build.

With declining interest rates on term deposits, changes were made to our investment strategy during the year. After significant review and assessment, Cooinda began investing conservatively in the Bond and Share market.

At the end of the financial year, Cooinda had invested a total of \$6M in these

markets with plans to invest further funds in the coming year. Investment income for the year was \$394,174 as compared to \$545,745 in 2018/19. Cooinda Village's cash holdings decreased marginally and interest rates began to drop, although our weighted average interest rate remained the same as last year at 2.38%.

Net deficit from all activities was \$112,130, which was a significant decrease from the surplus of \$693,404 last year.

## Cash Flows

Our net cash outflow for the year was just over \$7 M, which was predominantly from investing \$6 M into the Bond and Share Market, as well as capital expenditure of \$584,161 for the completion of the Ledger Wing.

As reported in the Cash Flow Statement, our net decrease in cash from operating activities is \$952,322.

Cash used for investment and building development was \$6M.

Net cash used in financial activities including interest, receipts of accommodation payment and lease premiums and grants was \$79,382.

Total cash and cash equivalents as at the 30 June 2020 was \$14.9M.

## Financial Position

Our balance sheet shows our total assets have decreased by just under \$2M to \$44.3M. In the same period, our liabilities have decreased by just over \$2M to \$22.1M.

Our total equity has increased by 0.5% to \$21.9M.

## Segment Reporting

### Residential Aged Care

The income for Residential Aged Care was \$6,916,485, while expenditure was \$7,560,574, providing a deficit from operations of \$644,090. Interest income attributed to the aged care operations was \$178,472 providing an overall deficit of \$465,617. This was significantly down on last year's surplus of \$179,502.

### Home Care Packages/Cooinda in the Home

During the 2019/20 year, we experienced a significant increase in the number of packages we manage, totalling 40 at the end of the financial year. As well as administering packages, we also continued to develop Cooinda In the Home Fee for Service. Income for the year from these two services was \$697,290, a 46% increase over previous year. Expenditure was \$497,333, resulting in a surplus of \$199,958.

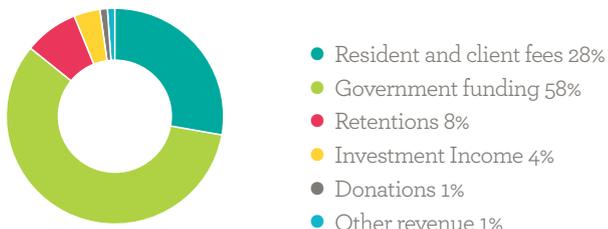
### Independent Living Units

The income for the Independent Living Units (ILU) was \$1,100,299 while expenditure was \$1,162,471. The deficit from operations was \$62,172. Investment income attributed to the ILU operations was \$215,701 providing an overall surplus of \$153,529 for the ILU operations.

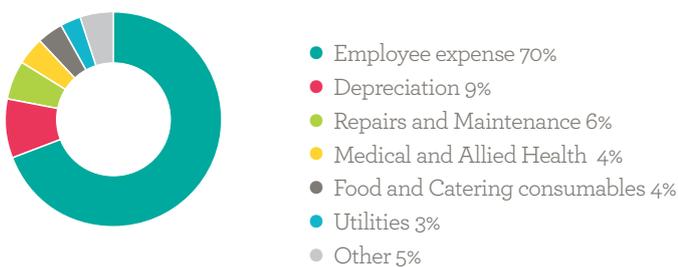


**Cameron Gray**  
Executive Manager, Finance and ICT

Revenue 2019 - 2020



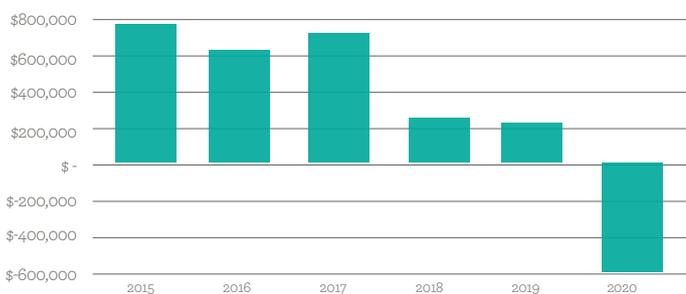
Expenditure 2019 - 2020



Operating Revenue and Expenses



Operating Surplus



# Our Supporters

Our sincere thanks to the following

**GOLD - OVER \$10,000**

- Cooinda Achievers
- Est. Mr R Pike
- Est Mr M Wright
- Grosvenor Foundation

**SILVER - OVER \$1,000 - \$10,000**

- Benalla Rural City
- Dementia Australia
- 50 Year Book Sales Donations
- Equity Trustees
- In memory of D Chomley

**BRONZE - \$100 - \$1,000**

- Benalla Garden Club
- RV & JP Cowan
- L Glover
- M Plowman
- L Robins
- B & A Stevenson
- B Vial
- G Vearing
- In Memory of N Cochrane
- In Memory of J Langlands



Cooinda

A lot of living

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*Congratulations Centre Student Graduates,  
ready to join the Cooinda team*

