



# LIONS HAVEN FOR THE AGED

THE ART OF AGING GRACEFULLY

**2021 - 2022**

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Annual Report



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## WELCOME

# Chairman's Report

**It is my pleasure as Chairman to bring you this the 2022 Annual report.**

**This year we celebrated 30 years since the founding of the Haven.**

We were delighted to have the company of the residents, families, friends, staff, community members and local dignitaries. We were also honoured to have several of the members of the original committee and Board. We recognise and acknowledge that it was through their vision, perseverance and effort that we can celebrate the grand position the Haven is in today.

2021-2022 continued to bring challenges for our residents, staff and management. What with the ongoing COVID epidemic and associated staff shortages, the never-ending changes to rules, regulations and legislation has put pressure on all our staff and management. However, we have greatly improved on our prime goal of providing the very best care for our residents.

We, the Board have consistently prioritised the needs of our residents and staff at the Lions Haven community. Our CEO, Carlie Kilikas, has brought her professional knowledge, expertise and insight to her role since her appointment in July 2021. She has led by example and endorsed the Boards' vision for ongoing improvement in all aspects of aged care. The management teams' focus on resident care, legislative compliance, clinical care and safety and the overall wellbeing of residents has shown considerable improvement in all areas.

In May 2022 Board members worked in collaboration with the CEO to formulate a Strategic Plan for 2022-2023. We continue to work together to ensure the Board and organisation meet the ever-changing governance standards and drive further improvements over all aspects of the Haven.

There has been an increased focus on our workforce and increased support of our staff through recruitment, training and ongoing professional development.

Additionally, there has been a recognition of length of service. There has been and continues to be an emphasis on meeting the Quality Standards introduced in 2019 as well as the numerous ever-changing Commonwealth and State Government legislative requirements. Both management and the Board recognise these efforts and continue to support and seek ways to enhance the working experience of all of our valued staff.

Our Board of Directors has stepped up as required to reinforce, plan and act to ensure our ongoing success as the expectations and responsibilities of governing bodies in the aged care sector continue to grow. Directors are committed to improving governance by evaluating and increasing our own individual capabilities and skills through professional development and training.

Our management team's commitment to service enhancement and supporting workforce development bodes well for the future in an ever competitive and challenging industry. We remain in a strong and viable financial position going forward despite the challenges of varying and increased costs related to staffing, COVID, maintenance and lifestyle improvements. We are grateful for the on-going professional service provided by our accountant Rikard Kumlin of Red Shed Accounting and the leadership and fiscal management skills of our CEO. Our priorities for the year ahead include extending our Memory Support facilities, improving the dining experience for our residents, supporting our workforce and increasing our community and stakeholder engagement. These goals and more will further add a better quality of service and care and we believe a better quality of life for each and every Haven resident.

Our very special thanks to all Lions Club members of the Gold Coast for their contributions over the past year. We, the Board, look forward to continuing to be part of a valuable and vital part of our community.

I commend this Annual Report to you the residents, families, friends and the community.

**Max Tunnicliffe**

Chairman



# MISSION STATEMENT

## Who we are

### Our Vision

To enhance the lives of our residents through the provision of quality care services, delivered with compassion and respect for all residents at all times.

### Our Mission

Our mission is to provide the highest standard of care, tailored to meet the preferences, dignity and privacy of the individual resident and their families.

We will deliver safe, inclusive and culturally appropriate services to meet the physical, emotional and spiritual needs of each of our residents.

We will continuously improve the environment, experience and culture at Lions Haven, so the residents, their families and staff feel supported, safe and valued.



### Our Values

**Q** // Quality care,  
Quality services,  
Quality of life

**U** // Understanding,  
Unfailing

**A** // Aspiring,  
Always

**L** // Lifestyle,  
Love,  
Life

**I** // Integrity,  
Innovation

**T** // Trust,  
Teamwork

**Y** // Yours.  
Your home,  
your care,  
your way.



## CEO REPORT

# Chief Executive Report

**This year Lions Haven is a story of resilience, and at times it is also about happiness and thankfulness.**

It has been a humbling insight into the power of the human spirit in times of adversity. We witnessed our whole team draw upon reserves of strength, creativity and perseverance. They have kept abreast of the continual changes and the challenges that this year has thrown at us so that our mission to deliver quality care to our residents continues.

This year is the story of 'doing what it takes' as our team members from many parts of the organisation joined together to meet the demands brought about by the COVID-19 pandemic. Our frontline team members were at the coalface, having to work fully garbed in protective gear, day after day. They were joined by many others who came alongside to offer assistance.

And while each of us has had our own challenges during this year, the residential aged care community was hit particularly hard.

This year brought about COVID-19 cases over three separate outbreaks, which at times was hard to see for all our family and friends. Staff shortages were experienced and industry changes and legislative passed to assist aged care delivery, improved service to our residents and increased transparency for consumers. We found opportunities amid unforeseen roadblocks and difficult constraints, made decisions at speed and were able to adapt and innovate with new processes and services in response.

Financially, like other providers of aged care services, Lions Haven incurred significant expenditure to manage COVID-19 outbreaks and protect our residents and staff.



Despite a tough year, we are on solid ground financially, and we're in a strong position to plan ahead.

The next iteration of our strategy means we have made decisions about where we invest our money to continue to be as effective as possible in delivering on our quality care. The new AN-ACC funding model from October 2022 will provide ongoing support to the industry.

In 2022-23 Lions Haven for the Aged will remain on our transformation journey and continue momentum in driving improvements including integrating technology into our care models, and building our workforce for the future, all to strengthen our position as a leader in aged care on the Gold Coast.

Thank you to our Lions Haven Board of Directors for their vision and assistance this year. Their support to me and to the team has been unwavering and I am highly grateful.

I am also thankful to our residents and family for their continued support though a challenging year. I am immensely proud of the dedication, support and energy shown by our staff in ensuring we continued to deliver services to a high standard for those who need us most. I am excited for the year ahead as we continue to implement service and system wide improvements for the enhancement of the lives of our residents and continue to enhance our connections with community, family and friends of the Haven.

**Carlie Kilikas**  
CEO



## CLINICAL REPORT

# Clinical Report Year 2021 – 2022

### COVID-19

COVID-19 continued to pose challenges for our clinical care team with all staff working extremely hard to contain, manage and mitigate outbreaks.

Our hard-working nurses and carers and support staff were often called on to work extra hours and shifts while meeting the stringent reporting requirements of various authorities. Staff were supported through additional training in Personal

Protective Equipment (PPE), hand hygiene and daily Rapid Antigen Testing (RAT). Orientation and induction programs were updated accordingly, and daily RAT testing of staff, visitors and external contractors commenced and is ongoing with weekly RAT testing in place for residents.

COVID vaccination of staff (mandatory) and residents was supported with on-site clinics. As of August 2022, 82% of residents are fully vaccinated.

### Clinical Lead Team

Despite the workforce challenges being experienced by the aged care and health sectors, Lions Haven has maintained a stable clinical team with two Clinical Nurses providing extensive clinical oversight. The turnover of registered nurses is consistent with current trends.

The aged care sector is competing with hospital recruitment and does not yet have parity of wages. The implementation of Ausmed access and a robust orientation program supports staff training and professional development. Lions Haven remains active in the recruitment and development of our workforce and as a result has been able to maintain clinical staff numbers while driving care improvements.

Nursing staff are available at the facility 24/7 and we will be increased to meet newly mandated daily care minutes and other legislated government requirements.

Over the past year, we have continued to develop the capacity of our clinical team in relation to the Quality Care Standards introduced in 2019.

The Aged Care Quality and Safety Commission (ACQSC) requirements continue to grow along with the expectation that services are continuously improving. After a few requirements were deemed as 'unmet' in 2021, Lions Haven undertook a targeted program of quality improvements and was able to meet all areas when audited in May 2022.

Overall, our understanding of current directives, standards of care based on the Quality Standards, requirements of the ACQSC and reporting under new legislation has been greatly enhanced and continues to improve through training, systems and risk management.

We are confident that, as we continue to develop and implement new systems and processes, including ICT and data collection, we will meet legislative targets for quality care, including care minutes per day and further extend consumer care in line with our mission, values and strategic plan.

Ongoing process improvements include twice weekly Head of Department meetings, adaptation of SARAH system to ensure better reports, enhanced alert systems to report falls and improved behavior charting to streamline shift transition and ensure follow up care as needed.



## CLINICAL REPORT

# Clinical Report Year 2021 – 2022

### Clinical Lead Team (cont.)

Comprehensive care plan reviews have been developed including dietary requirements and pain management are helping staff identify, mitigate and manage risks such as falls and weight loss. The continued and increased commitment to developing and promoting staff education will further support and promote quality care and endorse Lions Haven as a leader in residential aged care and an employer of choice.

Data collection under the National Aged Care Mandatory Quality Indicator Program (NQIP) has increased, reporting under the

Serious Incident Response Scheme (SIRS) has been standardised, and improvements made to behavior management support plans and medication reporting to ensure all staff are aware of the responsibility of care and Quality Standards.

Increasing staff awareness of dignity and choice can be evidenced in daily cares.

Plans to upgrade the Haven's ICT capabilities, to improve data collection, mapping and trending, will further support the management of any remaining deficits in documentation as well as drive continuous improvement in quality service delivery.



### Service Improvements

The Haven recently transferred pharmaceutical services to CHEMPRO pharmacy with the addition of electronic cloud based BESTMED providing clinical staff with real time medication management. This has resulted in a reduction in medication errors and better palliative medication management with further improvements expected.

The purchase of new clinical equipment is providing improved resident risk management. Single beds were replaced with king singles, new air mattresses are reducing pressure injuries and individual hoist equipment cater to individual care needs. Staff have been equipped with new DECT phones to ensure more efficient communication, and all defibrillation has been standardised to meet current requirements, and new Blood Glucose Machines for consistent trending of clinical observations.

**Dee Sobels**

Clinical Director

# LIFESTYLE REPORT

Earlier this year we identified the Lifestyle Department as an area in need of improvement and renewal. We conducted an evaluation of activities and undertook a resident and consumer survey to assess concerns and tailor activities to meet the needs and wants of our residents.

The recruitment of additional staff and increased budget allocation has enabled lifestyle coordinators to deliver increased and more diverse activities, outings and entertainment. We have been focusing on tailored one on one activities with some residents as needs emerge.



## Our Vision for the Lifestyle Department:

- For the Lions Haven Lifestyle Department to be one of the key draw cards for the residents as well as new potential residents.
- To be inclusive, diverse and stimulating to all residents.

## Goals:

- Create a more diverse and inclusive calendar of events to encourage more participation from all houses.
- Develop detailed calendars bi-annually and focus on forward planning and innovation.
- Assess individual residents who do not wish to participate in group activities and specifically tailor one on one activities (on admission and as needs emerge).
- Assess equipment (annually), identify requirements and create and maintain stock.





# LIFESTYLE REPORT

## Year in review

Growing our Lifestyle Department has enabled us to do more and to provide a wider range of experiences from cultural celebrations to outings and tailored activities for residents with higher care needs.

We are also trying to run two or three major events a month some of which coincide with speciality days, such as World Chocolate Day, International Beer Day and Bastille Day. Other events we do just for fun such as Pizza in PJs Day. These events are very popular with the residents as they love to interact with other houses and enjoy some outside food and entertainment. Specialty events and activities allow us to recognise and respond to individual residents' interests and cultural needs.

We have brought in some new performers including Michael Jay and Gina Mitchell to add to our line-up of regulars such as Mark Day and Lachlan. One on one activities with Murray indulges his passion for beekeeping and we have taken residents to China Town for an authentic Chinese lunch and shopping, and residents recently enjoyed seeing the Elvis Movie.

Our updated calendar includes a regular schedule of activities such as pampering and Sing a Long in A House, cooking (different cuisines) once a month, gardening in B and C House, Friday Night Indoor Bowling, Playdoh Guessing Game, Memory Game, Noodle and Balloon Game.

We have been utilising our vehicles to get the residents out to more external activities, especially outdoor and nature experiences. Paradise Point is a new location on our calendar, and we will be working with Cycling Without Age, a volunteer organisation that will allow our residents to be cycled around paradise point even if they require a wheelchair or use a walker or have mobility issues.

Pet Therapy has been introduced twice a month across all four houses has also been a big hit with our residents, especially those who are bed bound or have limited mobility.

We have the lovely Louise bringing our Therapy Dogs Oreo and Santo on a regular basis.



## LIFESTYLE REPORT

# The future looks bright

We are also building community relationships and a volunteer network. We have reached out to church groups, private businesses and have also had volunteers now come on board to help us expand our ability to service each resident and offer more to our activities. Recently we have worked with Bunnings to have them come in and run a DIY workshop for our residents on site. Bunnings will also be providing all the materials needed for the activity. We have also received some donations from these businesses for our Aged Care worker appreciation day, which allowed us to raffle off some fantastic prizes to show our appreciation for those who work so hard for our residents.

Increased communication and collaboration with family and friends of residents is further building our network of volunteers and assistants and further encourages residents to participate in activities and become involved in planning and improving our calendar. Our enriched relationships with some family and friends have benefitted all residents.

For example, John Brodie and his family brought their skills playing the ukulele to our Pizza in PJs event and this was a great success! We are now hoping to have

them back to play for us again and volunteer their time and we have found incorporating music into events really boosts the morale of our residents.

With a combination of lifestyle surveys, activity feedback sheets and consumer experience questions we are building a knowledge base of our residents' passions and interests. We are then tailoring our calendar activities and building one on one activity schedules with our residents based on their requirements. We have found this very useful and believe this will drive a much better consumer experience. We have reviewed and updated all residents care plans based on feedback from each resident. These will now be updated on a quarterly to make sure we are keeping up with their needs and interests.

As always, we welcome and encourage ideas, suggestions, and participation from family, friends and community members. So, if you have any experience in entertainment, arts and crafts, sport or exercise, or would like to share your passion for a pastime or hobby, please let us know. We are always looking for volunteers and helpers and welcome smiles and energy every day!

### Lifestyle Coordinator

Lifestyle Team



# FINANCIALS

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## 2021 – 2022

### What We Gained

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### What We Spent

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### What We Own

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### What We Owe







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[lionshaven.com.au](http://lionshaven.com.au)