

LIONS HAVEN



Annual Report
2024 – 2025



LIONS
Haven
FOR THE AGED

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LIONS
Haven
FOR THE AGED



Welcome FROM THE CHAIR OF THE BOARD



It is my privilege to present this year's Annual Report on behalf of the Board of Lions Haven for the Aged.

As we reflect on the past twelve months, it is clear that our journey has been marked by both challenge and triumph, shaped by the dedication of our people and the evolving landscape of aged care in Australia.

This year, we said farewell to Ross Bussell, a valued member of our Board, who resigned earlier this year due to ill health and has since sadly passed away. Ross dedicated over twenty years of service to Lions Haven, leaving an indelible mark on our community. His compassion and unwavering commitment to the wellbeing of our residents will be remembered with deep gratitude. On behalf of the Board, staff and residents, I extend our heartfelt condolences to Ross's family and acknowledge the profound legacy he leaves behind.

Delivering exceptional care in times of ongoing national reform presents significant challenges. We continue to adapt our systems and processes to meet evolving regulatory requirements and expectations, all while maintaining the integrity and warmth that define Lions Haven. Navigating new compliance measures and shifts in funding models demands resourcefulness from our management and staff.

Lions Haven remains committed to providing quality, person-centred care. We ran a modest operating loss, which was offset by income from our investments

in the growth in value of assets. Once our transition to the new legislation and funding arrangements is complete, we anticipate an improved ability to not only deliver high-quality care but to maintain a sound financial operating position.

Our commitment to enhancing the quality of the environment is unwavering. We are dedicated to refurbishing many of the tired and worn areas of our facility, ensuring that every space is revitalized and inviting. By creating comfortable and engaging environments for our residents, we aim to foster a sense of well-being and community. Our focus is on providing a place where residents feel at home, surrounded by beauty and comfort.

Throughout these changes, our greatest asset has undeniably been our staff. The Haven is fortunate to enjoy exceptionally high staff retention, a testament to the sense of purpose and belonging nurtured within our team.

Our staff deliver services from the heart, aligned to the organisation's mission of delivering the highest standard of care, individually tailored to meet the needs of every resident, every day. Their dedication ensures that Lions Haven remains not only a place of safety and comfort, but a true home for all who live here.

The year also brought the challenge of preparing for Ex TC Alfred. With the threat of possible damage looming, our staff and management responded with remarkable diligence and resilience. Preparations were thorough and proactive; teams went above and beyond to ensure the safety of residents and the continuity of care, regardless of what nature might bring.

Their efforts demonstrated the extraordinary strength of our community and underscored the depth of commitment that runs through Lions Haven. The resultant Disaster Management Plan was subsequently recognised by local and state government agencies as a leading example for the sector.

In closing, I wish to recognise every member of our organisation—past and present—for their contributions to Lions Haven. It is through the collective efforts of our staff, volunteers, board members, residents and families that we continue to thrive, evolving to meet new challenges while holding firmly to the values that define us. As we look ahead, we remain inspired by the legacy of leaders like Ross Bussell, and by the everyday acts of kindness that make Lions Haven a place of care from the heart.

Kellie Trigger
Chair - Board of Directors

Foreword

BY CEO, ALEX NAGY

It is with great pride and appreciation that I reflect on what has been an exceptional year. The Lions Haven has continued to make significant progress across all areas of operation, driven by the dedication and resident-focused approach of our Board, executive leadership, and staff.

The commitment to a culture of excellence remains a defining characteristic of Lions Haven. This culture is demonstrated daily through the professionalism, compassion, and integrity of our team and ensures that residents consistently receive high-quality outcomes. The positive feedback from residents and families is heartening and a powerful motivator for continuous improvement.

This year we implemented a structured annual project planner, which provides a clear strategic direction and enhances our capacity to deliver key capital and operational works. We prioritised investment in essential equipment to support resident mobility and care needs, acknowledging the increasing acuity of individuals entering aged care.

We completed significant refurbishments across the common areas of A, B, and C Houses, including upgrades to dining rooms, lounge areas, sails and outdoor furniture. Our commitment to maintaining an uplifting and therapeutic environment is further reflected in the ongoing rejuvenation of garden areas across the facility.

Revitalised outdoor areas looking out onto the water provide ambient recreational spaces for residents and their families and support a range of lifestyle activities, including café culture, golf putting, and skittles, contributing to resident engagement and wellbeing.

Earlier this year, Lions Haven successfully navigated yet another extreme weather event, Ex Tropical Cyclone Alfred. Our facility remained fully operational throughout the event, and the response from management and staff was exemplary.

The safety of our residents was ensured at all times, with staff going above and beyond, including converting executive spaces, such as the CEO's office, into temporary accommodation to ensure appropriate staffing levels during the emergency period. This level of staff dedication speaks volumes about the calibre of our team.

In parallel with these operational achievements, considerable work has been undertaken to prepare for the upcoming legislative reforms under the new Aged Care Act. As one of the most significant overhauls of aged care legislation in over two decades, these changes require a strategic and proactive response. Lions Haven is well-positioned to manage this transition efficiently and effectively, ensuring continued compliance and quality service delivery.



Looking ahead, we are exploring digital transformation opportunities to improve communication with residents and families, while enhancing internal systems and workflows. This strategic focus on digital capability will support greater operational efficiency and position Lions Haven for future growth and innovation.

I would like to extend my sincere thanks to our Board, leadership team, staff, residents, and families for their ongoing support and trust. As we look toward the year ahead, we remain steadfast in our mission to provide exemplary aged care services in an environment defined by respect, dignity, and excellence.

Alex Nagy
Chief Executive Officer

Who we are

MISSION STATEMENT

Our VISION

To empower and enrich the lives of our residents through personalised and inclusive care delivered from the heart.

Our MISSION

Our mission is to provide the highest standard of care, individually tailored to meet the needs of every resident, every day.

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 that 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,
inclusion

T

Trust,
Teamwork

Y

Yours.
Your home,
your care,
your way.



Our Commitment

DIVERSITY AND INCLUSION

Acknowledgement OF COUNTRY

Lions Haven is situated on the land of the Kombumerri people whom we acknowledge as Traditional Custodians of the land around us. We acknowledge and pay our respects to the Kombumerri people and the Yugambah language group and their connection to land, sea and community.

We extend this respect to their elders past and present and emerging leaders, and to the many Aboriginal people from other regions as well as Torres Strait and the South Sea Islander people who call our community home.



Proud BEGINNINGS

Founded and created by Lions Clubs of the Gold Coast in 1992, the Lions Haven's mission is proudly underpinned by the ethics and purposes of Lions International. Founding members:

- The Lions Club of Ashmore
- The Lions Club of Sanctuary Cove / Hope Island
- The Lions Club of Burleigh Heads
- The Lions Club of Helensvale
- The Lions Club of Mudgeeraba
- The Lions Club of Palm Beach / Currumbin
- The Lions Club of Runaway Bay
- The Lions Club of Southport
- The Lions Club of Ormeau
- The Lions Club of Robina

We continue to maintain and nurture our strong connection with Lions through our board of directors (many of whom are Lions) and regular communications with Lions clubs, including subsequently appointed members of the company: GC Tallebudgera and Upper Coomera.

Diversity AND INCLUSION

At Lions Haven we ensure equitable access and outcomes for all residents and family members and embrace the diverse characteristics and life experiences of our consumers. In providing quality, person-centred care, we aim to meet the diverse needs of residents including:

- people from Aboriginal and Torres Strait Islander communities
- people from culturally and linguistically diverse backgrounds
- people who are financially or socially disadvantaged
- veterans
- people who are homeless or at risk of becoming homeless
- lesbian, gay, bisexual, transgender and intersex people

Governance

PRESIDENT VISIT, LIONS ETHICS, PURPOSE



Mr AP Singh GLOBAL PRESIDENT OF LIONS INTERNATIONAL VISIT

On 4 September 2025, we were honoured to host the Global President of Lions International, Mr AP Singh, accompanied by his wife and senior leaders of the international Lions family and Lions Foundation. Lions Haven managers and directors of the board were proud to greet Mr AP Singh and his party of 11 on a perfect spring afternoon. It was a privilege to showcase the Haven, grounds and services that we provide, acknowledged by the touring group as unique and world-leading in terms of service excellence and amenity.

Lions Clubs International CODE OF ETHICS

To show my faith in the worthiness of my vocation by industrious application to the end that I may merit a reputation for quality of service. To seek success and to demand all fair remuneration or profit as my just due, but to accept no profit or success at the price of my own self-respect lost because of unfair advantage taken or because of questionable acts on my part. To remember that in building up my business it is not necessary to tear down another's; to be loyal to my clients or customers and true to myself. Whenever a doubt arises as to the right or ethics of my position or action towards others, to resolve such doubt against myself. To hold friendship as an end and not a means. To hold that true friendship exists not on account of the service performed by one to another, but

that true friendship demands nothing but accepts service in the spirit in which it is given. Always to bear in mind my obligations as a citizen to my nation, my state, and my community, and to give them my unswerving loyalty in word, act, and deed. To give them freely of my time, labor and means. To aid others by giving my sympathy to those in distress, my aid to the weak, and my substance to the needy. To be Careful with my criticism and liberal with my praise; to build up and not destroy.

Lions Clubs International PURPOSES

- TO ORGANISE** charter and supervise service clubs to be known as Lions clubs.
- TO COORDINATE** the activities and standardise the administration of Lions clubs.
- TO CREATE** and foster a spirit of understanding among the people of the world.
- TO PROMOTE** the principles of good government and good citizenship.
- TO FUND** and otherwise serve the civic, cultural, social and moral welfare of the community.
- TO ASSIST** financially, culturally, socially, and morally the disabled, disadvantaged and infirm of the community both directly and also indirectly.
- TO UNITE** the clubs in the bonds of friendship, good fellowship and mutual understanding.
- TO PROVIDE** a forum for the open discussion of all matters of public interest; provided, however, that partisan politics and sectarian religion shall not be debated by club members.
- TO ENCOURAGE** service-minded people to serve their community without personal financial reward, and to encourage efficiency and promote high ethical standards in commerce, industry, professions, public works and private endeavours.

My home my story

JOHN

John joined the Lions Haven family in mid-2024 and has quickly made a name for himself as a keen gardener.

"I find it excellent here. I don't think I could have been put into a better place actually", John says.

Making the move from New South Wales to Queensland 23 years ago, John and wife Lorna made a home in Nerang. John worked as a storeman for an electricity company for 23 years until he was retrenched at the age of 59 but continued to work part-time until retirement. They moved to the Lions haven together after John suffered a stroke and Lorna's care needs became too great to be managed at home.

John was a keenly competitive lawn-bowler and President of the Nerang RSL Lawn Bowls Club for many years, and Lorna enjoyed competition ten-pin bowling.



These days John keeps busy gardening, taking cooking classes, painting, scrapbooking and enjoying the many varied activities and outings provided through the Lifestyle team.

Lorna's advancing dementia is restricting her participation in many of the hobbies and activities John enjoys but they still walk the gardens together.

"The staff have inspired me to do all these things," John says, showing me scrap books with pride brimming with memories and family photos.

"These are for the kids and grandkids."

With four children, four grandchildren, nine great grandchildren and one great great grandson, John has his hands full creating family stories and memories for them all.

"I had never done anything like this before, but they just get you so enthused that you want to have a go. I get involved in anything and everything on offer to keep busy and active."

John says the Haven community feels like one big family.

"My daughter is a carer, and she's worked here before. She told me this was the place to go because she knew how it was run and how good it is.

"I was amazed at the knowledge of the nurses, and I've seen firsthand how this place gels together. In an emergency everyone just comes together and you can tell they care."

Laughing and patting his belly, John says his only complaint is the food!

"I've tried to cut down but there's so much good food it's impossible! We can even have a beer or glass of wine with dinner and at happy hours and some people really enjoy that.

"I can't heap any more praise on the staff here. It's nothing like I expected. I guess I thought it was going to be a cross between a jail and a hospital!

"I didn't know I would have such freedom. I like to help out by watering the gardens picking flowers for the dining rooms and some of the ladies. It makes me feel useful and happy."

Next time you visit the Lions Haven, be sure to look out for one of John's signature hand-painted garden gnomes!

HR & Operations Report

Building and sustaining our workforce

“Not just a place to work but a place to belong.”

As the Human Resources and Operations Manager at Lions Haven, I am proud to present a summary of our achievements and ongoing initiatives over the past year. This report outlines key milestones, including training initiatives, career progression pathways, and improvements in operational systems that contribute to the overall success and sustainability of Lions Haven.

Through strategic staff development, strengthened educational partnerships, and a commitment to workplace wellbeing, we have continued to enhance the quality of care provided to our residents. Understanding the complex emotional landscape of the aged care workplace means fostering resilience, empathy, and effective communication is vital. This not only enhances staff wellbeing but also contributes to improved psychosocial outcomes for residents, as emotionally supported caregivers are better able to create nurturing, person-centred environments.

Career development

At Lions Haven, we are committed to supporting and promoting career progression. Our head of maintenance, Peter Bennet, successfully completed his Workplace Health and Safety Officer certification leading to promotion into the role of Senior Facility Officer. Incorporating WHSO responsibilities into this expanded role ensures that our aged care environment remains secure, safe, efficient, and supportive for both staff and residents.

Three Personal Care Assistants were supported through mentoring, flexible rostering during study and placement coordination to move up into Enrolled Nurse and Registered Nurse roles upon completion of their studies. This investment in internal growth not only strengthens our

workforce but also fosters a culture of learning, loyalty, and excellence in aged care. Other internal promotions include Food Service Assistant to Lifestyle Officer, Administration Manager into Administration Manager and HR / Accounts Assistant, Registered Nurse to GP Liaison, Allied Health leader to Clinical Nurse Second in charge, Registered Nurse into Registered Nurse - IPC and Care Planner. We celebrate all internal promotions and will continue to do so in the future.

Workforce development

Lions Haven has proudly established itself as a training facility of choice for students pursuing careers in aged care and social work. We have supported over 120 Personal Care Assistant students completing their Certificate III and IV in Ageing Support, as well as 13 university students undertaking their social work degrees. Through structured placements, mentorship, and hands-on experience, Lions Haven provides a nurturing and dynamic learning environment that prepares future professionals to deliver compassionate, person-centred care.

Lions Haven is proud to have active engagement with Southern Cross University and nine Registered Training Organisations, reinforcing our commitment to workforce development and quality education in aged care.

We currently hold four official ongoing Memorandums of Understanding, which formalise our collaboration and ensure consistent, high-quality placement experiences for students. These partnerships allow us to support a diverse range of learners—from university-level social work students to those completing Certificate III and IV in Ageing Support—while contributing to the growth of a skilled aged care workforce.

Professional Development

The development of a skilled, confident, and compliant clinical workforce remains a strategic priority. Through our participation in the Gold Coast Primary Health Network's Enhanced After-Hours Support Program for Residential Aged Care Facilities, three Registered Nurses are undertaking advanced, targeted training in the following key domains:

- Recognition and Management of Clinical Deterioration
- Catheter Insertion and Urogenital Care Competency
- Behaviour Management in Complex and Cognitive Conditions

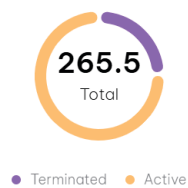
This investment supports not only the upskilling of staff but also strengthens our capacity to deliver timely, person-centred interventions—particularly during after-hours periods where access to external resources may be limited.

HR & Operations Report

Cultural development

Celebrations and team culture is something we love doing at Lions Haven. Whether it's work anniversaries, professional milestones, or themed events, we make it a priority to create moments of joy and recognition across the facility. From morning teas and dress-up days to heartfelt shout-outs and team-building activities, we believe that celebrating our people fosters a positive, connected, and motivated workplace culture. We continue supporting and recognising our staff on aged care worker day, international nurses' day, R U OK day along with the old favourites like Easter and Christmas.

Uplifting our staff at every opportunity has resulted in low staff turnover and increased staff loyalty.



Lions Haven has had a 24% turnover in the past 12 months (purple coloured bar) whilst 76% retention (yellow coloured bar).

Average 12 month turn over in residential aged care currently sits at 37.6%. We currently sit 13.6% below industry average turnover.

We have proudly had full master rosters in all departments now for more than 2 years and continued to hold a 5-star rating for our staffing levels with NQIP data.

Staffing

★★★★★ Excellent

aged care
Star Ratings

In the last year I completed my Advanced Diploma in Community Sector Management enhancing my ability to lead and support Lions Haven with strategic insight and operational excellence.

This qualification has deepened my understanding of governance, compliance, and leadership within the community services sector, allowing me to implement more effective systems, support staff development, and drive continuous improvement in care delivery.



Refreshed and Revitalised

Over the past few months, we have undertaken a series of internal renovations across our facility, beginning with C House, followed by B House and A House. Refreshed common areas were designed and furnished in collaboration with staff, residents and families and supported by expert advice from Dementia Care Australia and specialist suppliers. The result is not only aesthetically pleasing and modern also functional and inviting. From improved lighting and modern furnishings to enhanced accessibility and safety features, every detail has been thoughtfully designed with our residents in mind.

We have also created a beautiful outdoor sitting area including a putting green, offering our residents new opportunities to enjoy fresh air, gentle activity, and meaningful social interaction. These spaces have quickly become favourites among residents and staff alike. The environment we have created now truly reflects the quality of care we provide. We are seeing more smiles, more engagement, and a renewed sense of comfort and community. Residents are spending more time in shared spaces, connecting with one another, and enjoying the simple pleasures of daily life.

Looking ahead, we are excited to begin planning upgrades for the Pavilion — a space that holds great potential for both resident engagement and community events. Our vision is to create a flexible, multi-purpose area that can host activities, celebrations, quiet reflection, and even intergenerational programs. We will be consulting with residents, families, and staff to ensure the Pavilion reflects the needs and aspirations of everyone who uses it.

HR & Operations Report

Restructuring for Sustainability

Through careful analysis and collaboration, rosters have been restructured to improve efficiency, ensure and maintain high standards of care and support staff development. These changes have enhanced coverage and flexibility and led to long-term cost savings. At the heart of every decision we make is a commitment to keeping staff wellbeing and resident care at the forefront of our minds. This guiding principle has allowed us to make meaningful changes — particularly in how we manage our rosters across the facility.

In addition, contracts with suppliers had been streamlined to achieve better value-for-money and improved service and product outcomes. Savings have been reinvested into areas that directly benefit our residents — from continuation of upgrading communal spaces to enhancing activity programs and improving equipment. Every dollar saved has been redirected with purpose, ensuring it contributes to a more enriching and supportive environment.



Reflection and Recognition

This past year has brought many changes—some challenging, some inspiring—but through it all, one thing has remained constant: the unwavering spirit of our community.

To our wonderful staff—your dedication, compassion, and resilience have been the heartbeat of Lions Haven.

You have embraced change with grace and continued to provide the highest level of care and support to our residents. Your input has been key to making this transition smooth and successful. Thank you for everything you do, every single day.

To our residents, thank you for your warmth, your stories, and your trust. You make Lions Haven not just a place to live, but a place to truly call home.

To our Board Members, stakeholders, and volunteers, your guidance, generosity, and commitment have helped shape our vision and bring it to life. Your support ensures that Lions Haven continues to grow and thrive.

Belinda Olliver

Human Resources and
Operations Manager

My vocation MY JOB – KATHY SKETCHLEY

Cheerfully greeting you as you enter, Kathy Sketchley is the face of Lions Haven. She's been a pillar of Lions Haven for an incredible 18 years, bringing not only her expertise but also her heart to everything she does. Whether she's solving problems, supporting staff, or keeping things running smoothly behind the scenes, Kathy does it all with grace and dedication. Known for her love, support, sparkle, and reliability — qualities that shine through in every interaction — Kathy embodies the compassionate culture of our workforce. In addition to her role in reception, Kathy also provides administrative support to the HR and management teams. She has kept everyone informed and calm throughout many changes, including the expansion 12 years ago which doubled the size of the home with construction of D House. Kathy very much "goes with the flow" taking challenges like COVID-19 and testing all visitors through to the years of government reforms in her stride. Her infectious laugh and willingness to help brighten everyone's day. She can often be found just chatting with a resident at the reception desk, constantly interested and enthralled by stories shared.

"When I first started here, I loved connecting with residents and family members, the other staff. It was a really great opportunity to gain a deeper understanding of aged care. I now have a deeper respect for older people," she says.

"I have learned so much about dementia through training and by communicating with people in a way that makes them feel safe and understood. We've had residents who wanted to sit with us at reception and 'work' with us because they wanted to keep feeling useful and vital."

"So many people have done so much in their working lives to make our lives better. To have that opportunity to spend time with them one-to-one and reach out from a heart place, it doesn't feel like work." While she finds it hard to pinpoint just what makes the Haven so special, she identifies staff camaraderie and the development of deep and lasting friendships as a major contributing factor. "It is more like a big family than a workplace, the way that we care for and support each other and the warmth and compassion put into the care of our residents. And I have never worked anywhere else where the staff love to dress up as much as they do" she says laughing.

"The residents absolutely love it, and it is such a great demonstration of who we are." She recalls a time when a 'bank' was established at reception for a resident who insisted on going to the bank but was limited by worsening dementia. "We had everything there for him, from a bank teller window to deposit and withdrawal slips, and it made him very happy to have his bankbook stamped and to have that sense of normality and routine in his day," she says.

"Thinking outside the box and coming up with new and different ways to manage behaviours that come from dementia and even past trauma is so important. A resident may forget your face, but they will never forget how you made them feel. So, if you treat them with kindness and compassion, and engage with them in a way that makes them feel seen, they will recognise you the next time you smile at them." Kathy says that despite the growth and development that has sprung up around the Lions Haven over the past 20 years, the home has maintained a unique quality and amenity.

"Back when I started, we didn't even have a car park," she says. "There was only one carpark for the visiting GP and when it rained there was mud everywhere. Along with the kangaroos jumping through the gardens, it was quite different. We were surrounded by sleep roads with no traffic! I think we have kept our uniqueness because we are a not-for-profit organisation, so it is all about the residents and providing that support to the community."

"Our close relationship with our board and Lions Clubs members who show a deep and often long-lasting commitment and connection with staff and residents also makes us different to other aged care homes."

"Choose a job you love, & you will never have to work a day in your life" – Confucius.

Quality Clinical Care

HEALTH AND WELL-BEING

The 2024–2025 reporting period has marked a year of strategic progress, clinical enhancement, and regulatory readiness at Lions Haven for the Aged. Amid a dynamic reform environment and the national implementation of strengthened Aged Care Standards, our organisation has demonstrated resilience, leadership, and a sustained commitment to excellence in aged care.

Through targeted initiatives, continuous quality improvement, and multidisciplinary collaboration, we have strengthened our clinical governance, elevated the capability of our workforce, enhanced resident outcomes, and aligned our service delivery model with the evolving expectations of the sector, the regulator, and the community.

This report outlines the key clinical developments, achievements, and future directions that have defined our operations over the past 12 months.

Infection Prevention and Outbreak Management

Infectious disease management remained a critical operational focus throughout the year. Our infection control team, in collaboration with clinical and care staff, responded proactively to all outbreaks, with each incident contained to a residential house and managed fully across the incubation period.

This level of containment reflects the effectiveness of our infection prevention protocols, early identification strategies, and staff readiness.

Our infection control procedures are regularly reviewed in accordance with national guidelines, ensuring our preparedness remains high and our responses consistent with best practice.



Clinical Governance and Quality Systems

Lions Haven has continued to invest in the refinement of our clinical governance frameworks, ensuring robust oversight, risk management, and policy alignment with both current and incoming legislative requirements.

Regular audits, case reviews, escalation protocols, and incident analyses have informed evidence-based improvements and provided assurance across all levels of clinical care.

In preparation for the Strengthened Aged Care Standards and the forthcoming Aged Care Act, we have initiated a comprehensive review of all clinical policies, care pathways, and workforce capabilities. These efforts are underpinned by a clear focus on accountability, consumer dignity, transparency in care planning, and informed decision-making—principles that guide our clinical approach.



Quality Clinical Care

ENHANCING CLINICAL CARE DELIVERY

Wound Management

To strengthen our clinical capability in skin integrity and wound care, Lions Haven appointed a Dedicated Wound Nurse. This role provides specialist oversight of pressure injuries, incontinence-associated dermatitis, and chronic wounds, ensuring that assessments are timely, interventions are evidence-based, and outcomes are closely monitored. This initiative has resulted in a measurable improvement in wound healing rates and resident comfort.

Allied Health Integration and Holistic Care

Recognising that optimal care is multidisciplinary, we have refined and strengthened our allied health referral and coordination processes. A dedicated GP Liaison and Allied Health Lead now oversees communication between internal teams, allied health providers, and residents' representatives, ensuring referrals are actioned without delay and reviews are timely. Key allied health developments this year include:

- **Mobile Dentistry Partnership:** In late 2024, we partnered with a Mobile Dentistry Service to provide in-room oral health assessments, improving access and supporting ongoing dental care for residents.
- **Physiotherapy Services Expansion:** In early 2025, Lions Haven formalised an agreement with Australian Health Professionals to deliver on-site physiotherapy services three days per week. The physiotherapist now plays a central role in post-fall reviews, mobility and transfer assessments, and care plan formulation—key strategies in fall prevention and functional maintenance.

After-Hours Clinical Support and Escalation

In partnership with our visiting General Practitioners, we developed and implemented a formal After-Hours Escalation Reference Guide.

This clinical tool assists care and nursing staff in identifying deterioration early, making informed escalation decisions, and initiating timely interventions in alignment with resident preferences and medical directives.

Our 24/7 on-call clinical support system continues to provide on-site staff with access to experienced senior clinicians for consultation and guidance, always reinforcing safe and effective decision-making.

Regulatory Compliance and Sector Readiness

In anticipation of the 2025 reforms, we continue to review our internal systems to ensure full alignment with the Strengthened Aged Care Standards, with particular emphasis on:

- Partnering with consumers in planning and evaluating care
- Embedding continuous improvement into everyday practice
- Enhancing clinical risk monitoring, documentation, and follow-up
- Strengthening accountability and transparency in clinical leadership

We enter the next phase of aged care reform with confidence, clarity of purpose, and a strong foundation of clinical integrity.

Our focus for the coming year includes:

- Consolidating our position as a reform-ready service.
- Embedding the new standards into everyday clinical operations.
- Continuing to invest in workforce capability and leadership development.
- Strengthening our culture of continuous quality improvement.
- Enhancing resident wellbeing through innovation and best practice.

We remain deeply grateful to our staff, residents, families, and health partners for their trust and collaboration. Their ongoing engagement ensures we continue to provide a safe, supportive, and dignified home for those in our care.

Jharmane Kelly
Clinical Director

Individualised Care

Over the past 12 months, my role as Care and Admissions Manager has remained pivotal in facilitating seamless, person-centred transitions into residential aged care. From the initial point of enquiry through to post-admission follow-up, I have worked closely with residents, families, and multidisciplinary teams to ensure a supportive, transparent, and respectful admission experience.

My responsibilities extend beyond admissions coordination to include oversight of AN-ACC funding alignment, care documentation quality, and cross-functional collaboration. This integrated approach has contributed to enhanced resident outcomes, improved funding accuracy, and greater operational efficiency.



Admissions and Transitional Support

Ensuring a compassionate and informed entry into aged care has remained a key focus. I have provided hands-on support to prospective residents and families, recognising the emotional weight of the decision to transition into care. This includes:

- Collaborating with social workers, hospital discharge planners, and external stakeholders to enable timely and appropriate admissions.
- Conducting regular post-admission follow-ups with residents and families to support adjustment and address concerns proactively.
- Strengthening relationships with families, resulting in increased trust and confidence in our care approach.

Interdisciplinary Team Collaboration

Collaboration with clinical, allied health, and lifestyle teams has been central to ensuring care plans are both comprehensive and reflective of individual needs.

Participation in multidisciplinary meetings, including care conferences and falls prevention reviews, supports informed, resident-specific care planning.

I have played a key role in enhancing interdepartmental communication, particularly between care, physiotherapy, and lifestyle services, and consistently contribute to risk assessments, care plan reviews, and quality improvement initiatives, fostering more integrated service delivery.

Partnering closely with the clinical team ensures documentation robustly supports funding submissions and reflects real-time care needs. The development and maintenance of a centralised tracking system to monitor assessment dates, reclassification opportunities, and compliance milestones further supports targeted person-centred care while improving budget outcomes. This improved funding alignment ensures appropriate resourcing based on assessed resident acuity.



Individualised Care

Care Documentation and Workflow Optimisation

High-quality, timely documentation is foundational to safe and effective care. This year, I have led efforts to strengthen documentation processes and improve care plan compliance. This involved:

- Supporting staff in maintaining up-to-date assessments, progress notes, and care plans, aligned with evolving care needs.
- Streamlining documentation workflows, enabling improved information-sharing and operational efficiency.
- Improving visibility and responsiveness across teams to enhance clinical outcomes.



Key Outcomes

- **Enhanced Admission Experience:** Consistent communication and follow-up have led to smoother resident transitions and increased family satisfaction.
- **Improved AN-ACC Funding Accuracy:** Regular review and reclassification processes have optimised funding to better match resident care requirements.
- **Targeted Risk Mitigation:** Contributions to falls analysis have supported more individualised prevention strategies.
- **High-Compliance Documentation:** Care records are consistently audit-ready and reflective of current care standards.
- **Operational Efficiency:** Refined documentation and interdisciplinary processes have improved coordination across departments.



Strategic Priorities for the Year Ahead

Looking forward, I will continue to focus on initiatives that drive quality, efficiency, and resident satisfaction including:

- Implementing digital enhancements to streamline AN-ACC monitoring and compliance tracking.
- Formalising post-admission engagement strategies to provide structured support to residents and families.
- Delivering targeted staff education on falls prevention, documentation standards, and person-centred care.
- Strengthening communication pathways across departments to ensure holistic, responsive care delivery.

This past year has reaffirmed the importance of collaborative, person-centred care in achieving positive outcomes for residents and their families. I am proud of the contributions made to improving our admission processes, enhancing clinical governance, and supporting the multidisciplinary team in delivering excellence in care.

As I approach 22 years of service, I remain deeply committed to the values of our organisation and to the ongoing professional development that enables me to better serve our community. I am grateful for the continued support and opportunities for growth, and I look forward to further contributing to our mission of delivering compassionate, high-quality aged care.

Tamara Payne
Care and Admissions Manager

Food, nutrition and dining

The Pioneer of television cooking programs,
American Chef, James Bear said:
“Food is our common ground. A universal experience.”

At Lions Haven, we recognise that food, good nutrition, drink and the broader dining experience play a critical role in supporting our residents quality of life, health and happiness.

We are committed to the highest health and quality standards to ensure resident good health and wellbeing as well as appropriate nutrition and hydration.

Our multidisciplinary team includes management, clinical director and clinical staff, lifestyle and care staff, cooks, chefs, food service staff, dietitians and speech pathologists to plan, develop and deliver nutritious, tasty and satisfying meals appropriate for each individual resident.

Food Service Assistants ensure that the clinical care team and personal care assistants are able to focus on their roles while residents are supported appropriately to safely enjoy mealtimes.

Residents' individual care plans include detailed information on cultural and religious food preferences as well as clinical data relating to dietary requirements, allergies and suitable textures.

Care plans are updated as appropriate when needs change and residents and relatives are regularly surveyed with feedback driving continuous improvement and innovation in food service.

Food Focus Group meetings are held monthly, providing residents and their families with the opportunity to give feedback, request their favourite foods and suggest menu options.



Innovation and inclusion

We recently introduced new tea trolleys at morning tea, afternoon tea and supper offering a wide variety options including biscuits, cakes, protein snacks, diabetic-friendly items, savoury choices, and a selection of beverages.

Dining rooms have been upgraded with new linen, table centrepieces and condiment caddies, menu folders to display daily menus and new crockery, cutlery and glassware. Small tables, soft music and fresh flowers create a homelike dining atmosphere and room service for those who choose further increases enjoyment and comfort at mealtimes.

Our re-opened Coffee Shop has been one of the success stories of the year – now operating daily from 9- 2pm and catering for staff, residents and families and other visitors. An expanded menu including fresh and toasted sandwiches, rolls, pastries and cakes, snacks and soups created from daily surplus regularly sells out by lunch time and is reducing waste and supporting the health and wellbeing of staff, volunteers and visitors.

Cooking and baking are activities that many residents have enjoyed throughout their lives. Residents who are able are supported to prepare cultural or favourite dishes and with the help of our Lifestyle team, residents regularly bake or make jams and sweet treats to share.

Food, nutrition and dining



Challenges and successes

Ex Tropical Cyclone Alfred presented the most significant operational challenge of the year. While we were fortunate not to lose power, we prepared for every possible outcome, including a prolonged power outage. Preparations included:

- Pre-cooking and vacuum-sealing 3–4 days of meals, including textured-modified diets, desserts, and blanched vegetables, to ensure continuity of supply.
- Arranging hire of refrigeration and freezer units suitable for generator operation in the event of power outages.
- Chef Caroline and I remained on-site throughout the cyclone, ensuring residents received breakfast and meals, while also supporting overnight staff with meals.

This period required extended hours and significant teamwork, and we successfully maintained service with the support of management and staff.

Meals matter, they are more than a source of nutrition and hydration, they encourage social connection, provide comfort and routine and are a source of tradition and memories.

The importance of food and mealtimes in residential care homes is now recognised by government through a stand-alone food standard in the new strengthened Quality Standards to commence from 1 November 2025.

This year our budget allocation had increased spending on food preparation and service and kitchenette upgrades. We have consistently met or exceeded regulatory expectations at every external audit throughout the year.

In April 2025, Lions Haven underwent a Food, Nutrition, and Dining Monitoring Assessment conducted by the Aged Care Quality and Safety Commission.

We are proud to report that the facility achieved full compliance across all assessed domains, reflecting our commitment to upholding safe, high-quality, and consumer-informed mealtime experiences.

We are especially proud of the following summary: “Consumers and representatives interviewed expressed satisfaction with their meals and dining experience, indicating they enjoyed their meals, there was enough to eat, and they did not feel rushed. Consumers and representatives said they were provided with choices regarding their meal preferences and where they would like to eat their meals. Consumers said they were asked for feedback on their meals and can be involved with the menu design if they choose.”

I want to congratulate my team and thank them for their continued support and dedication, willingness to learn, adapt and innovate and for including the ‘secret ingredient’ – love – in every dish and every service.

Kylie Cusack
Kitchen and Catering Manager

“Laughter is brightest in the place where the food is”
Irish proverb

A safe and supportive environment

Operational and Safety Enhancements

Lions Haven has made significant strides in workplace health and safety (WHS) this year. A comprehensive work plan was introduced, and Bramwell Partners were appointed to guide compliance efforts. We have successfully developed Safe Work Method Statements (SWMS), a chemical register, and a suite of policies, procedures, and competency frameworks to meet legislative requirements. These initiatives reflect our commitment to creating a safe and compliant environment for both staff and residents.

In line with our safety goals, a facility-wide review of aging switchboard units is underway to ensure electrical infrastructure remains reliable and secure. Test and tagging of electrical equipment is also in progress to further enhance safety standards.

Security upgrades have been a major focus, with improvements to lighting and camera systems currently in progress. These upgrades are designed to enhance resident safety and peace of mind. Additionally, the gate access system is being upgraded across the facility to align with the new Aged Care Act requirements regarding restrictive practices and overall site security.

Emergency Preparedness and Compliance

Lions Haven successfully managed the challenges posed by Cyclone Alfred during the summer period, demonstrating the effectiveness of our emergency response protocols. Building on this, we continue to strengthen our disaster management planning to ensure readiness for natural or other unforeseen events.

We are proud to report that Legionella compliance has been completed, and our asbestos register has been finalized, confirming that no asbestos is present on site. These milestones underscore our proactive approach to health and environmental safety.

Resident Experience and Facility Upgrades

Enhancing the resident experience remains a top priority. A new seated area and activity space has been introduced near the sails, offering a relaxing and engaging environment for residents to enjoy. The dining areas in Houses A, B, and C have been upgraded, along with lounge rooms in the same houses, which now feature built-in TV wall cabinets for improved comfort and entertainment.

The kitchen flooring is currently being upgraded to meet modern standards, and staff amenities have also received attention with new furniture installed in the cafeteria. A rollout of king single beds is underway across the facility, with full implementation expected by late 2025, improving comfort and care standards for residents.

Infrastructure

Automated External Defibrillator (AED) units have been installed throughout the Haven to support emergency response capabilities. Lions Haven is currently evaluating asset management solutions designed to enhance oversight of Furniture, Fixtures, and Equipment (FFE). The goal is to implement a tool that supports strategic budgeting, tracks item lifecycles, and enables more informed decision-making around future capital expenditure.

The gardens are undergoing a thoughtful revamp to create more inviting and therapeutic outdoor spaces for residents and visitors alike. These improvements reflect our ongoing commitment to creating a vibrant, safe, and supportive environment for all who call Lions Haven home.

Peter Bennet
Maintenance Manager

Our Community

LIFESTYLE

Over the past year, the Lifestyle Department has made significant progress in aligning its services with the strengthened Aged Care Standards and the Aged Care Act. Our continued focus is on delivering care that upholds the principles of dignity, choice, wellbeing, and a person-centred approach for every resident.

The updated Standards and legislation emphasize several key areas: person-centred care, resident rights and choices, emotional and social wellbeing, cultural safety and inclusion, accountability and transparency, and the importance of having skilled, respectful staff.

For the Lifestyle Department, this has meant a shift away from fixed programs toward more flexible, relationship-based services that are tailored to each resident's individual background, interests, and preferences. Residents now have a more active role in shaping the activities available to them.

Working in collaboration with our Clinical Director and Resident Care Manager, we support residents' transition into Lions Haven from the beginning, through care planning and review of care plans when needs change. "Community" is different for every individual and supporting each resident to live their best life and continue to do the things that bring them joy is our greatest challenge and greatest reward.

Residents are involved in developing programs of activities that support their physical and psychological safety, are in line with their care needs and recognise and respect their rights, independence and dignity.

To ensure our practices are in line with the new Standards, we undertook a comprehensive review and update of several core Lifestyle policies. These included policies on Dignity and Choice, Cultural Inclusion, and Feedback and Complaints. These updated policies serve as a framework for delivering services that are inclusive, respectful, and responsive to the diverse needs of our residents.

Celebrating diversity

To support greater cultural inclusion, our activity calendars are now available in multiple languages, ensuring residents can easily stay informed and engaged in upcoming events. We have also introduced a range of cultural experiences designed to foster understanding and curiosity. Our virtual armchair travel sessions and international food-tasting events have been especially popular, offering residents the chance to explore different cultures from the comfort of home.

Intergenerational activities involving younger generations such as primary school visits are deeply enriching and joyful for both our residents, many of whom do not have family living close by, and the children and young people who participate.

To engage residents with cognitive decline we have implemented a "Family Advocate Visual Tool" to help better tailor activities to their specific needs and preferences. This practical and compassionate resource is used to enhance communication, understanding and connection with a person with dementia, their families and care staff. This visual tool can bridge the gap as dementia affects memory, language and recognition. Staff training through Dementia Australia continues to improve our understanding and ability to support residents enjoyment and participation in activities that bring them joy and enhance their wellbeing.

These initiatives are bringing about a noticeable increase in resident satisfaction and participation, particularly among residents from diverse backgrounds and those who are typically quieter. Collaboration with clinical and allied health teams has also strengthened and received positive external feedback regarding the improvements made to our programs.

Looking ahead, our priorities include strengthening community partnerships to provide more diverse experiences for residents, establishing a Resident and Family Advisory Group to enhance input and feedback, and upskilling staff in key areas. These areas include digital inclusion—such as using iPads and social media—art therapy and craft, and inclusive ageing with a focus on cultural awareness. These efforts aim to further enrich the lives of our residents and support their continued engagement and wellbeing.

Shirley O'Meagher
Lifestyle Manager

Board, Committees

BOARD OF DIRECTORS



Palm Beach Currumbin

Kellie Trigger

Director/Chair



Mudgeeraba

Dianne Reilly

Deputy Chair/Secretary



Robina

Max Tunnicliffe

Director



GC Tallebudgera

Frances Nichols

Director



Upper Coomera

Shane Wright

Director



Letitia Del Fabbro

Director



Burleigh

Kim Teudt

Director

Board, Committees

CONSUMER ADVISORY COMMITTEE



Dianne Reilly
Chair



Max Tunnicliffe
Director



Shane Wright
Director



Alex Nagy
CEO



Shirley O'Meagher
Lifestyle Manager

The Consumer Advisory Committee formalises our engagement with residents and their representatives, to deliver better quality care and services and drive improvements for our residents.

Held quarterly, we have combined the Consumer Advisory Committee meetings with resident relative meetings held monthly to increase participation of residents and their family members or representatives.

Resident relative meetings regularly attract more than 40 people with residents from every house supported to attend and make a contribution.

Combined with regular surveys, spot satisfaction surveys in areas of food/dining, lifestyle, room servicing and cleanliness, the information gathered at these meetings continues to drive the Continuous Improvement Plan.

Minutes of previous meetings are circulated with notice of upcoming meetings and agenda items and senior management from every department respond in writing and in person to ensure 360-degree response to issues raised.

Frequently discussed topics include food and dining, lifestyle activities and recreation, amenity, gardens and air-conditioning. Many of the improvements to our food and dining facilities, including menu developments and upgrade of dining rooms have been driven by residents' feedback and suggestions.

I want to thank our regular contributors for their open and honest feedback, ideas and suggestions and welcome further extended engagement as we continue to improve and enhance all aspects of care and daily living for our residents.

Dianne Reilly
Chair

Board, Committees

CLINICAL GOVERNANCE COMMITTEE



Letitia Del Fabbro
Chair



Kellie Trigger
Director



Shane Wright
Director



Alex Nagy
CEO



Jharmane Kelly
Clinical Director

The Quality Care and Clinical Governance Committee supports the provision of quality, person-centred care. Functions of the committee include:

- Reporting and monitoring clinical quality, trends and outcomes for clinically relevant activities.
- Providing oversight to ensure systems, policies and procedures are in place for the appropriate management and mitigation of any clinical risks.
- Supporting management to drive contemporary best-practice.
- Enabling and monitoring compliance with clinical standards.
- Providing oversight of clinically relevant systems, policies, and procedures.
- Oversight and monitoring of National Aged Care Mandatory Quality Indicator Program (NQIP) data.

It is my privilege to work with this dedicated team, focused on safe, high-quality care and continuous improvement.

Letitia Del Fabbro
Chair

Board, Committees

GOVERNANCE, REMUNERATION AND NOMINATIONS COMMITTEE



Kellie Trigger
Chair



Kim Teudt
Director



Alex Nagy
CEO



Belinda Oliver
HR & Operations Manager

This year, the Governance Remuneration and Nominations Committee focused on enhancing governance practices in response to ongoing government reforms in the aged care sector and in particular, residential care.

We reviewed and updated our Conflict-of-Interest Policy to align with new regulatory requirements, ensuring robust and transparent decision-making processes. The Board Skills Matrix was assessed to identify strengths and gaps, ensuring the right mix of skills on our governing body to navigate the evolving aged care landscape and meet government expectations. Continued professional development of board members' knowledge and skills, ensures our board remains up to date with industry trends, regulatory changes, and governance practices.

There was a strong focus on our staff including the recommendation of a specialist consultant to enhance workplace health and safety practices and implement new safety protocols and training programs. We also focused on recruiting and retaining quality staff by introducing new recruitment strategies, competitive remuneration packages, and professional development opportunities.

The Governance Remuneration and Nominations Committee remains dedicated to upholding high governance standards and leading the organisation towards success in the new regulatory environment.

Kellie Trigger

Chair

Board, Committees

FINANCE, AUDIT AND RISK COMMITTEE



Frances Nichols
Chair



Kim Teudt
Director



Alex Nagy
CEO



Rikard Kumlin
Accountant,
Red Shed Business Advisers

The Finance, Audit and Risk Committee is responsible for overseeing risk and risk related activities of Lions Haven, other than those that are the responsibility of the Executive Management (operational risks), Board or delegated to other Board Committees. The Committee oversees and monitors financial reporting, other periodic reporting, audits, capital management, risk management and internal control.

Key activities in FY 2024 - 2025 included: -

- Review of draft financial budgets and ongoing monitoring of financial performance.
- Overseeing Lions Haven's investment portfolio with review of investment strategy both short and long term.
- Ensuring Lions Haven's information and technology systems keep pace with business requirements.
- Monitoring compliance with risk tolerances and a continuous review of macro risk ratings.
- Ensuring Lions Haven's insurances are adequate and current.
- Prioritising Lion Haven's capital expenditure requirements.
- Review of procurement policies and implementation of a Procurement Hub.
- Consideration of Fair Work Commission ordered pay rises in relation to the Lions Haven's EBA in relation to the budget, staff mix and rostering to ensure highest quality care and ongoing financial viability.

Our management team, including Accountant, Rikard Kumlin from Red Shed Business Advisers have also focused on legislative reforms, in particular the New Financial and Prudential Standards encompassing the Financial and Prudential Management Standard, Liquidity Standard and Investment Standard.

In terms of risk management, comprehensive safety and asset management audits have been completed and rectification works undertaken in areas including electrical equipment testing and tagging, kitchen flooring, roofing across the Haven, IT systems, lighting and security and fire safety/electrical. Training and professional development of staff in workplace health and safety has further strengthened our WH&S Risk Framework, improving safety and mitigation for all areas of the Haven for the benefit of our residents, staff and visitors.

Frances Nichols
Chair



In Loving memory of Ross Bussell

It is with great sadness that we advise of the recent passing of former board member, Ross Bussell. Ross retired from the board earlier this year due to ill health.

Ross was a director on the board of the Lions Haven for more than 15 years, including three years as Chairman and also held the position of Deputy Chair. He was instrumental in the development and construction of D House and oversaw the refurbishment of the administration area and upgrades of A, B and C houses.

Ross was a passionate advocate for our residents, and he was committed to providing the very best services and environment for the health and wellbeing of our Lions Haven family, including our valued staff. That passion for quality was matched by valuable knowledge of business, commerce and administration from his experience as a successful business owner in NSW for nearly 40 years.

He had a genuine passion for community service. Ross was a member of Lions International for almost 50 years, the last 15 as a member of the Burleigh Heads Lions Club. He dedicated his retirement to his local community and to the Lions Haven.

We are grateful for the time and energy he gave the Lions Haven for so long, even while battling illness. We will miss his insights, willingness to step up and assist and his generous and collegiate approach to solving problems for the betterment of the Haven. Ross was a true gentleman, known by many staff and residents and his service will be recognised in an appropriate and permanent manner. Our thoughts and prayers are with his and family at this time.

INTRODUCTION - RIKARD KUMLIN



Red Shed Business Advisors act as Lions Haven's external accountants and business advisors. We are pleased to present the 2024/25 General Purpose Financial Statements for Lions Haven for the Aged Limited ("Lions Haven"). The Financial Statements have been independently audited by Avallare Assurance who has provided an unqualified audit opinion.

2024/25 presented many challenges for the facility including negotiation of a new Enterprise Bargaining Agreement ("EBA"), recruitment for our new CEO Alex Nagy, as well as continued efforts in adapting to new legislative changes from the Aged Care reform.

Despite these challenges, Lions Haven maintained strong occupancy throughout the year which resulted in total operating revenue of \$18m. This represents an increase of 10% compared to the previous year.

Similar increases were noted across most operating expenses whilst employment costs increased by 13% to \$13.9m. This increase was due the new EBA combined with mandatory pay increases from the Fair Work Commissions' Aged Care Work Value Case. Lions Haven has continued to not only meet but exceed care delivery requirements.

As a result, Lions Haven reported an operating deficit of \$256,000 for the financial year. However, due to capital growth in investments and land value, an overall surplus in comprehensive of \$2.2m was noted which has further strengthened Lions Haven's financial position.

As of 30 June 2025, Lions Haven held \$6.9m in cash reserves, \$6.5m in financial investments as well as fixed assets of \$22.3m. Combined liability owing to residents were \$13m.

We are currently working with the Board and Management to prepare for the introduction of the new Financial and Prudential Standard coming into effect on 1 November 2025. This includes a new Financial and Prudential Management Standard, Liquidity Standard and Investment Standard.

As a part of this process, the minimum liquidity requirement is proposed to increase from \$2m to \$3.5m to ensure Lions Haven always maintains an adequate cash buffer to meet its operating cash flow and refundable deposit requirements.

We look forward to continuing working with Lions Haven to improve and strengthen the foundations of the business for the ultimate benefit of its residents.

Rikard Kumlin CA

Partner
Red Shed Business Advisors

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