



Chair Report for Sapphire Coast Community Aged Care 2025

Good afternoon and thank you for attending the 2025 Annual General Meeting of Sapphire Coast Community Aged Care. I appreciate the time you have all taken to participate in a community-based organisation that plays a critical role in our community.

2025 continued to bring a challenging environment in Aged Care in Australia but the commitment of staff, volunteers and the broader Sapphire Coast Aged Care Community has seen a continuation of our journey towards the best possible aged care provision in the region. A journey that will always continue as we constantly seek to improve the lives of those in our care.

I would like again to thank all of our staff across the key areas of care, kitchen, grounds and administration and the consistent over and above support to our residents they have provided. We appreciate your commitment and service to our residents and clients. I want to acknowledge the large number of compliments that we hear of at the Board about the committed and caring service you provide.

At our monthly board meeting we often have a guest from our residents or staff talk about their experiences with our services. I know that as a Board we enjoy this feedback – positive and negative – but also, we get to know the people who form our community.

While staffing continues to be a challenge for all aged care service providers, especially those in regional areas, I want to note the progress the leadership team have made in this area through their hard work on the employee value proposition, leadership training and through our Designated Area Migration Agreements with international staff. With approximately 240 employees, staffing is an area that requires constant attention to be able to deliver on our mission. Well done to the whole team.

The Board and Executive have continued to update and seek to improve our financial position through the past 12 months and I want to note progress in this area. With Executive we've looked at efficiency gains and can report back that our new model of workers compensation insurance is already delivering significant cost reductions for the service. Further work on occupancy will be the focus in 2026.

Volunteers allow our organisation to provide that extra support for residents and I thank them all for their effort and dedication over the past year. I note and appreciate the following fundraising outcomes:

- Imlay Op-shop raised \$71,500
- Imlay House Auxiliary raised \$11,405
- Hillgrove House Auxiliary raised \$85,000 – primary for the purchase of a new bus but also furniture for Hillgrove House. I want to make special mention that the Auxiliary have



served in this capacity for 50 years! Congratulations and a sincere thank you for your passion and commitment over such a long period of time. Congratulations and thank you to all volunteers for their efforts.

We continue to plan for the future needs of the community while underpinning the financial position of the organisation. Strong progress has been made in Bombala at The Kennedy with the 15 Unit development due to open in the coming months.

As an organisation we continue to chart a course towards greater financial sustainability. While we are operating at a loss again this year of \$117,863 we are tracking the right direction heading in to 2026.

I would like to thank my fellow Directors Kate, Chris, Rod, Cath, Melissa, Phil, Lisa and Ali. From signing documents, a laser focus on financial reporting, looking into emerging risks, advising on property development, reviewing lengthy policies, providing a sounding board for management and ensuring, from the Board's position, that the organisation delivers on its core promises, takes time and dedication. Thank you for your commitment and participation throughout 2025.

I would also like to wholeheartedly thank Julie and the senior team for their dedication and commitment over the past year. With so many changes and transitions underway at the same time the expert leadership of the team has been exceptional.

Personally, I would like to specifically thank Julie for her tireless work to bring this all together – it is no mean feat and we as a Board are behind you 100%. Thank you, Julie.

Thank you for the opportunity to update you on the activities for 2025.

Daniel Murphy

Director



CEO Report 2025

Sapphire Coast Aged Care Group 2025 Report from the CEO Julie Evans

To our valued Members and Stakeholders of Sapphire Coast Community Aged Care,

It is my pleasure to present the CEO Report for Sapphire Coast Community Aged Care, at our Annual General Meeting for 2025. I have the privilege of living and working on Djiringanj lands and I acknowledge all people who we work with and provide care for and the wealth of experience they bring to our wonderful community.

Through what has been a very busy year, we have remained focused on our Commitment to 'Make Life Great for the people in our care' by delivering compassionate, accountable, respectful and empowered care and services with our people. 2025 has seen the introduction of the New Aged Care Act and the Strengthened quality Standards which commenced on 1 November 2025. We engaged with an industry partner, Provider Assist, to support us with the transition preparation and have been focused over the past 12 months on strengthening our systems and processes to meet the 'once in a lifetime reforms'. It has been an enormous piece of work and we have reached the start line well prepared and positive about these reforms that will support a sustainable aged care system into the future.

In an aged care climate where smaller providers are finding it harder to survive, we are pleased to be in a good position to continue delivering aged care services in our community and to position ourselves for future growth.

Our Staff

Workforce remains a key strategic focus for SCCAC. Our team are our greatest asset, and I am very grateful for each of our team and the am we remain committed to growing and developing our team!

We have had a strong focus on staff development this year to ensure our team can deliver the strengthened standards. Our Registered Nurses and Team Leaders, along with the Senior Team have undertaken dedicated leadership training. Our investment in leadership helps to position our service for ongoing success. We have engaged an educator across SCCAC to support our leaders in growing the whole team. This initiative has really helped to ensure that our staff are fully across the strengthened standards and that we continue to learn and respond to changes in our industry together.

We have run the certificate 4 Traineeship in Ageing and Individual support again this year, with three terrific candidates scheduled to complete their studies shortly. We also have twenty-one staff across our team, who are undertaking their Bachelor of Nursing at UOW Bega campus.



Five of our staff will be graduating as Nurses in December, four of whom have joined our team via the Labour workforce program. We are so proud of all our students with their commitment to study and work to achieve their goals. It takes time to 'grow our own' and we see this as a key initiative for ongoing workforce development.

We have met a significant milestone with the first of our staff employed through the Labour Workforce Program becoming eligible for permanent residency, from August this year. Fifteen staff will be eligible for nomination by the end of December. Without the 81 staff who have been employed through the Labour Workforce Program over the past three years, we would not have been able to sufficiently staff our services. I am so proud of our staff and to our Board for taking on this program because it has ensured continuity of care for our clients.

Our staff and residents have enjoyed cultural days and a rich intertwining of food, festivals and learning as part of a multicultural community. There has been a lot of dancing, singing and food! We are very grateful to all our staff for sharing their experiences to broaden our service.

SCCAC has fully complied with the wage increases across aged care services, in line with the Fair Work Commission, Work Value Case stage 3. We welcome the financial recognition for staff in our industry and recognise the crucial work aged care staff do in supporting our older Australians.

Quality Care and Services

We have maintained a four-star rating at both of our residential homes this past year. We have been able to meet targets and, in some cases, exceed the minutes of care required as part of our service delivery. We continue to report on the National Quality indicators through the Aged Care Quality and Safety Commission quality program and are within all benchmarks.

Residents, representatives and our Home Care clients keep telling us that we are doing a good job, they feel safe and well cared for in our services. Your feedback to us is important and we have used your feedback to make improvements again this year. We have remained focused on improving food services, engaging in the Maggie Beer program, Plenar Health Menu and Mealtime review and establishing food focus groups to help develop our seasonal menus.

We have focused on supporting staff, residents and families through the introduction of quarterly memorial services in our residential homes. These services have provided an opportunity to reflect on the lives and contributions that our residents have made whilst being in our homes. Thank you to everyone who has participated in sharing memories in these forums.

We continue to support our residents through the ongoing practice of offering vaccination clinics, which along with effective infection prevention and control practices has helped our community to manage respiratory illnesses well this past year. I thank our whole community for working together on this with us – it has been a team effort.

We have been privileged to implement an innovative shared GP/Nurse Practitioner model of care at Hillgrove House. Dr Grace Daly and Nurse Practitioner Bronwyn Raatz have worked with us to improve access to skilled staffing through this shared care arrangement. This has strengthened our service at Hillgrove House and has provided a platform to be able to share the success of



these types of care arrangements. We are also grateful to Poukey at Spec Saver, for trialling an onsite eyecare service at Hillgrove House, which we look forward to growing across SCCAC due to the success of the initial trial. We are working closely with Coordinaire, who have assisted us with funding to introduce videoconferencing medical services, which will increase access to health care specialists and to provide greater flexibility for our residents receiving medical care.

Retirement Living

Our Retirement Living portfolio has continued to grow and we look forward to delivering 'The Kennedy' in Bombala before the close of this year. With 99 Retirement Villas across The Oaks, The Glen and The Kennedy, we can offer our community an attractive option to downsize and enjoy ageing. The community at The Oaks has been trailblazing the success of retirement living for 25 years now, with the first residents moving into The Oaks in the year 2000. The clients at The Glen have been actively involved in welcoming all new arrivals and building a supportive and engaging retirement community in this first year of operation.

The vision of Laura and Herbert Kennedy to provide accommodation for older people in Bombala will come to fruition when 'The Kennedy' is completed in November. I thank the Kennedy Trust for working with SCCAC to make this vision a reality and look forward to having our first residents move in before the end of the year.

Our Community

Our ongoing partnership with our community is a key factor to SCCAC's success.

We are grateful to our volunteers who run the Pambula Op Shop, Auxiliary Members at both Hillgrove and Imlay House; the volunteers who bring comfort and support to our residents through the Community Volunteer scheme; and our community members who come into our services as part of our lifestyle programs. We recognise the contribution of our local Doctors, Allied Health services, Emergency Services, local schools and preschools who partner with us and Rotary, Lions and the Chamber of Commerce who help us in many and varied ways to support our service. We are stronger together and are very much appreciate that our aged care services are valued as part of our community.

We had the privilege of recognising 50 years of Hillgrove Auxiliary in August and celebrated with a wonderful afternoon tea at Hillgrove House. Founding members of the Auxiliary shared their recollections of the early days of fundraising and our Mayor and Local Member of Parliament recalled their experiences with SCCAC with their own families and associates. The celebration, attended by Hillgrove House residents, staff and our community, recognised the outstanding contribution of the women and their families, who have dedicated their lives to this cause.

A highlight of our community engagement this year has been our partnership with the University of Wollongong Rural Immersion Student Experience (RISE) program. This was the inaugural program led by UOW. Sixteen Bachelor of Nursing students and ten Academic Faculty from UOW Campuses joined us at SCCAC to learn more about aged care and the unique experience of living and working in a rural environment, with the aim to attract staff to rural areas. Students spent time interviewing residents and sharing their experience back to the group, this was highly



valued by residents who participated. Our staff and SCCAC community members participated in the program sharing the broad skills, knowledge and experience of being rural nurses. The program received high praise from residents, staff and students alike and will hopefully become an annual program to promote rural nursing. We look forward to being able to offer Transition to Aged Care programs for graduate nurses in the future.

Thank you

I am humbled everyday by our clients, their representatives and our community members who engage with Sapphire Coast Community Aged Care. You are the reason we are here! We take your trust in us seriously, and work tirelessly, to do the very best for each of you.

To our Board of Directors, I thank you for your support to me personally and our team. You set a clear vision and remain committed to ensuring we can deliver great local care and services in our community. I recognise that these volunteer roles come with a lot of responsibility and thank you for your ongoing your dedication as Directors at SCCAC.

To our SCCAC team, your care and genuine empathy for others is why our clients love our services, thank you for all that you do. Our leadership team, I am grateful to you all every day!!! Your hard work, passion and enthusiasm, even on the hardest days, is noteworthy. I look forward to the new year and working together to provide great care to our community.

Sincerely,
Julie Evans
Chief Executive Officer