



**Annual Report  
2022/2023**

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# Our Organisation

**Latrobe Valley Village Inc (LVV)** is a not-for-profit community-based organisation providing quality aged care accommodation and services to the Latrobe Valley community and its surrounding areas.

LVV primarily supports the Newborough and Moe areas with a strong connection to its local community.

Situated on over four hectares of lawns and garden, LVV offers 101 residential beds in its recently renovated care facility and caters to individuals housed in 52 independent living units.

We pride ourselves on our reputation and brand as a dynamic and friendly organisation

**Our residents** tell us they're well looked after, and their families say our management and staff are "brilliant", experienced and always available to help in any way they can.

**Our community** tells us we're friendly, connected and our facilities are clean and well-kept.

**Our people** say we're accountable, empathetic and a great place to work.

**Our partnerships** program connects us to other like-minded community providers to expand our network and drive organisational efficiency that helps us invest more into resident care.

**Our facilities** upgrade program keeps our residents comfortable and ensures our modern, homelike environment supports the work we do.

# About us

## **Our mission**

We will continue to provide quality care in a safe, homelike environment to the Latrobe Valley community that respects each resident's values and allows for individual lifestyles.

## **Our vision**

Our vision is to provide a full range of high-quality, specialised aged care services to enable lifestyle choices to older residents of the Gippsland region to maximise their health, wellbeing and enjoyment of life as they age.

## **Our Values**

Integrity	We are honest to ourselves and adhere to the organisation's values
Respect	We treat others as we wish to be treated
Excellence	We strive to do our best
Trust	We do what we say
Empathy	We care with warmth and kindness
Partnership	We work together as a team



# President's Report

LVV made significant progress in several key initiatives outlined in our Strategic Plan in 2022-23. These achievements have had a positive impact on our residents and overall operations. Notable accomplishments include:

- We successfully installed fibre to the premises NBN, providing faster and more reliable internet connectivity
- We reconfigured our network systems to better support our nurse call bell system, resulting in improved response times, with 90% of calls now answered within 10 minutes
- We replaced our aging phone system with an internet-based service, which modernised our communication infrastructure and lowered ongoing costs
- The introduction of direct phone lines for all residents and staff has further enhanced communication within our community

These improvements have collectively enhanced efficiency, care, and the overall quality of life for our residents. We now offer low-cost, unlimited phone and Wi-Fi services, and our nurse call bell system is more responsive than ever.

In addition to these achievements, we aligned various activities with our current strategic plan, including:

- We commenced a thorough review of our retirement village operating model
- We developed our marketing and promotion plan to better reach our retirement village target audience
- We explored various financial investment options in line with aged care prudential standards
- An audit of our organisational information technology infrastructure was carried out with budget allocations made for the 2024 year
- We developed a clinical governance framework for our residential aged care service

All of this work has been guided and supported by our Board committees, and I extend my appreciation to our dedicated Board members for their vision and commitment.

One of the most critical achievements was the reaccreditation of our residential aged care service for an additional three years by the Aged Care Quality Standards Commission, following a successful site assessment in November 2022.



Laurie Watters

We met 39 out of 44 standards at the assessment, and the remaining standards except one were reassessed as met in June 2023.

Despite the ongoing challenges posed by the pandemic, our team has shown remarkable resilience. The worst outbreak of the period occurred in November 2022, affecting many residents and staff who contracted COVID-19. Thankfully, all have since recovered, and I was heartened by the support and collaboration I witnessed among residents, staff, families, and our supporters during this difficult time.

Our value of partnership truly shone through. This year has underscored our unwavering commitment to providing exceptional care and support to our residents and their families.

Finally, our Board unanimously supported the long-overdue recognition of the aged care workforce by the Fair Work Commission, which resulted in a 15% wage increase. We eagerly anticipate similar outcomes for our food, cleaning, and administration employees in the next stage later in 2023.

# CEO's Report

I'm delighted to present my first CEO Report for **Latrobe Valley Village Inc (LVV)**. In my inaugural year as CEO, I've built upon the strong foundation set by my predecessor, CEO Tom Hayes. His visionary leadership has firmly established LVV as a valued community asset, known for outstanding care through the efforts of respected and skilled individuals.

Here are some operational highlights from the reporting period:

**Quality Care:** We tailored services to individual needs and partnered with Plena Healthcare for group physiotherapy in a dedicated space. Grant-funded mobile tablets enhance wound care, telehealth access, and virtual emergency department support, and a pharmacy Imprest launches later in 2023 to improve after-hours medication access for residents.

**Governance:** LVV is firmly on track to meet all aged care reform obligations by December 2023.

**Administrative Efficiency:** We started the transition to paperless records, and streamlined admissions. A Finance and Administration Manager role was established.

**Safety:** We bolstered our infection control measures with the acquisition of 17 air purifiers and initiated an Employee Assistance Program. We offer staff massages and began forming designated work groups for an occupational health and safety committee.

**Staff Development:** We invested in a fully online training platform, enabling our shift-based employees to access training at their convenience. Similarly, we transitioned our annual employee survey to a platform accessible on any device, achieving an impressive 60% response rate. We plan to implement half-yearly mini surveys later in 2023.

**Partnerships:** We resumed regular meetings with LVV retirement village community members post-pandemic restrictions. Our strong relationships with local healthcare providers, community organisations, and families continue to thrive. The redesign and additional resourcing of our Community Relations Office role has been very successful with increased aged care and retirement village occupancy and resident and family member engagement.

**Communication:** Regular resident meetings, and surveys have been instrumental in helping us better understand the needs of our residents and make informed improvements. We will survey resident-



Alison Skeldon

relatives twice yearly, and Board members continue to attend aged care resident/family meetings.

We introduced the LVV Vibe staff newsletter in February and significantly expanded our social media presence

Looking ahead, our commitment remains unwavering in adapting to the evolving landscape of aged care. Our objectives include harnessing technology to enhance resident care and experiences, adapting our services to meet changing demands, and continuously enhancing operational efficiency.

I am grateful for the opportunity to collaborate with a talented, dedicated leadership group. Together, we've achieved several significant milestones, from improving operational efficiencies to fostering a culture of transparency and inclusivity. I extend my heartfelt thanks to the LVV resident and staff community, who have welcomed me generously and shared their valuable knowledge and feedback openly.

# Board of Governance



Laurie Watters  
President



Judy Redman  
Vice President



Julian Yeatman  
Treasurer



Raye Beeching



Jenny Blain



Dr Len Cairns



Brendan Jenkins



Diane Wilkinson

The **Board members** at Latrobe Valley Village are a dedicated group of volunteers committed to upholding the LVV mission and vision. All are non-executive members.

Their collective expertise in community and healthcare, business, and aged care services helps shape our strategic direction and ensures the highest standard of living for our residents.

In December 2022, we said farewell to Alastair Doherty after 4 years. We thank Alastair for his involvement and sharing his expertise in the media relations area.

After a successful Board recruitment campaign, we welcome Brendan Jenkins to the team. Brendan brings strong connection to community and history of voluntary service and we look forward to his contribution.

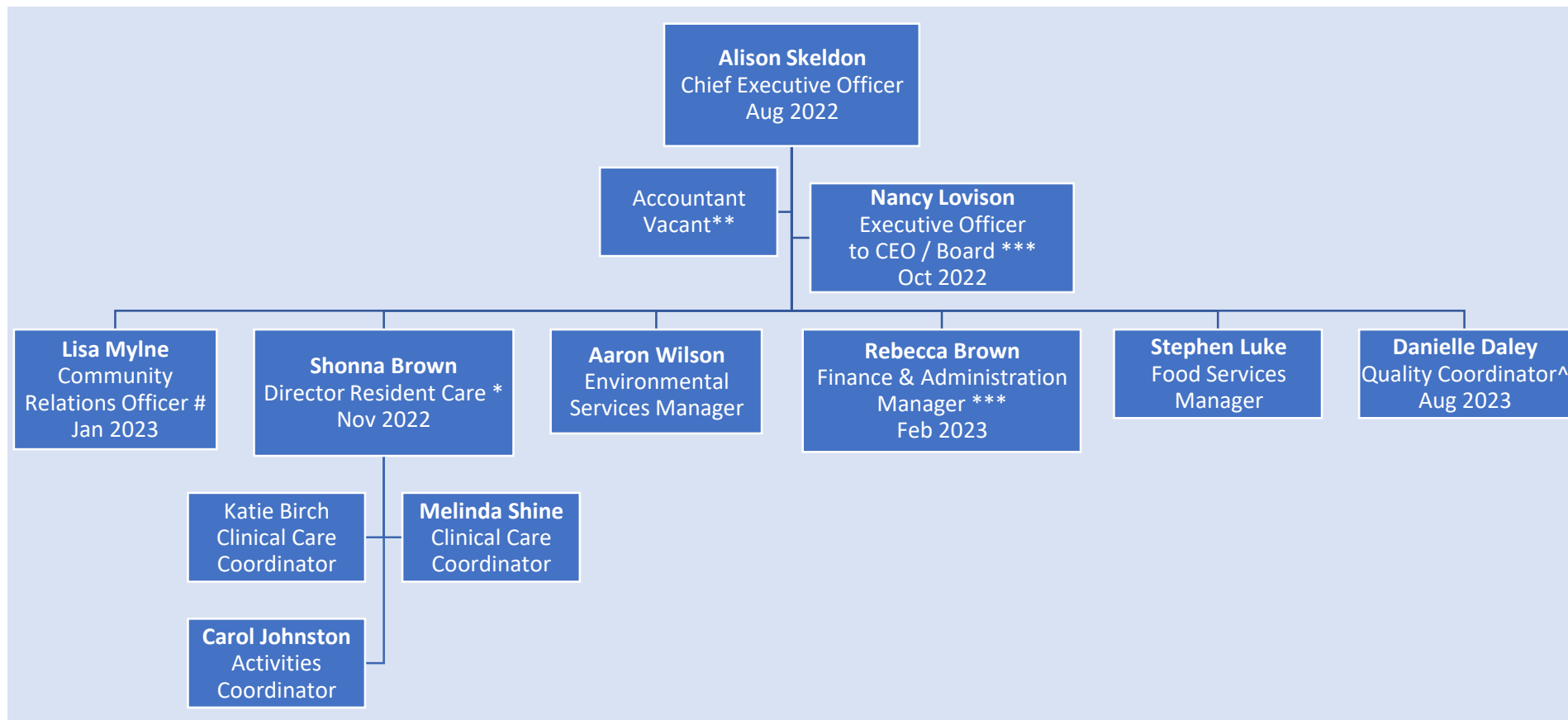
All Board members serve on three committees in addition to full board duties.

For more information about Board members visit our [Website](#)

Name	Position	Committee membership					Dates acted
		Clinical Governance	Communications	Finance	Human Resources	Quality, Risk and Compliance	
Laurie Watters	President	✓	✓	✓	✓	✓	
Judith Redman (RN)	Vice President	Chair	✓		✓		
Julian Yeatman	Treasurer (Hon)	✓		✓		✓	
Rayssa Beeching		✓	Chair			✓	
Jennifer Blain			✓	Chair	✓		
Dr Leonard Cairns				✓	Chair	✓	
Alastair Doherty							Jul-Dec 2022
Brendan Jenkins	Casual		✓	✓		✓	May-2023
Diane Wilkinson		✓			✓	Chair	
Alison Skeldon	Secretary (non voting)						Oct 2022



# Organisation Structure



\* Trish Maher, Facility Care Manager resigned Nov 2022

# Amanda Whitmore resigned Dec 2022

^ Joanne Varsaci resigned Dec 2022

\*\* Pauline Powell resigned Jun 2023

\*\*\* New Roles

For more information about our leadership team visit our [Website](#)

# Year in Review

## Resident Care

**Demand for services:** The Board approved a move to increase our number of residential aged care beds by three in order to meet demand. This meant changing our commitment to the Transition Care Program run in partnership with Latrobe Regional Health from five to two beds

**Workforce:** We have welcomed many new team members and addition of casual staff has bolstered our ability to provide continuous, quality care to our residents. Permission to expand our use of Agency staff during the pandemic has been positive for managing workforce shortages across the care team. Our staff turnover remains well below industry standard.

Despite our achievements, we have encountered several challenges that have tested our resilience and adaptability:

- **COVID:** The ongoing COVID-19 pandemic presented significant challenges, necessitating strict safety measures and impacting our operations. Periodic lockdowns disrupted our usual routines and required us to adapt swiftly to ensure the well-being of our residents.
- **Accreditation:** The accreditation process demanded significant resources and effort, though it ultimately reinforced our commitment to delivering high-quality care.



## Shonna Brown



- **Personnel changes:** Transitions in our management team posed organisational challenges as we adjusted to new leadership.
- **Increases in Reporting:** The requirement for increased government reporting, particularly related to national quality indicators, added to our administrative workload.
- **Changes to Funding Instrument (AN-ACC):** Adjusting to changes in the funding Instrument, specifically the AN-ACC, presented complexities that required careful planning and execution.

These experiences have shaped us, highlighting our ability to adapt, innovate, and remain dedicated to delivering exceptional care to our residents. We look forward to building on our successes and addressing challenges in the year ahead.

# Year in Review

## Finance and Administration

### Rebecca Brown



Commencing in this new role has been a significant highlight. The Finance and Administration Manager role is instrumental in optimising our financial resources and enhancing their utilisation as well as providing the Administration team with support and guidance, building confidence and capability.

**Redesigned Roles:** We restructured our administrative roles, bringing on board a Human Resource Administration Officer and Bookkeeper. This has clarified roles, leading to improved efficiency and accuracy in our operations.

**Training Enhancement:** Our training efforts underwent a positive transformation. We switched platforms, expanding our course offerings and intensifying both training and reporting.

**Team turnover:** We faced challenges with staff turnover, including the departure of the LVV accountant, two administrative team members, and one reception staff member. These transitions presented some disruptions while we recruited and the accountant role remains vacant.

**Changes to Funding:** The transition to the AN-ACC funding mechanism posed challenges as we adapted to new regulations and procedures.

We remain committed to addressing these challenges and building on our achievements in the coming year.

## Environmental Services

### Aaron Wilson



**Proposed Retirement Village Studio Upgrade:** The proposal to upgrade our studio apartments to a one-bedroom floor plan is a welcome development. The proposed improvements are both visually appealing and functional.

**Maintenance and Aging Building:** As our building reaches its 16th year, we are proactively addressing the wear and tear that naturally occurs with aging structures. We are dedicated to maintaining the facility's functionality and aesthetics by addressing breakdowns and worn-out components promptly.

**Dedicated Staff during COVID:** The cleaning and maintenance teams demonstrated unwavering dedication, especially during challenging times brought about by the COVID-19 pandemic. They have tirelessly worked to maintain our high standards and we have welcomed new staff who have made a positive impact for residents.

**Waste Removal Contract:** We have successfully negotiated an updated waste removal contract, ensuring efficient waste management practices.

**Supplier Relationships:** We have proactively engaged with new companies and suppliers to secure better products and pricing, optimising our operations.

We continue to explore opportunities to improve efficiency and quality through supplier relationships and cost-effective renovations.



# Year in Review

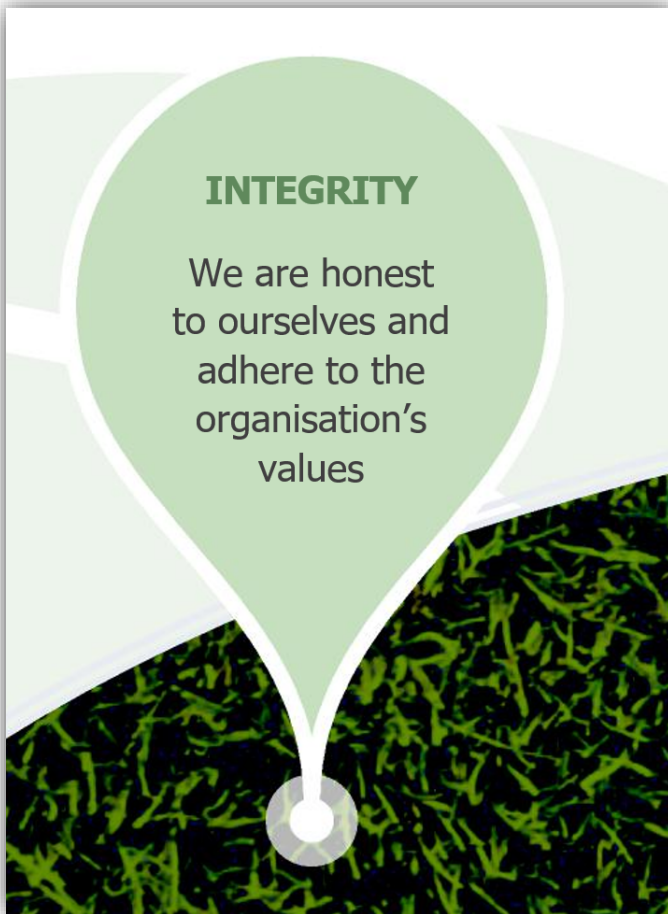
## Food Services

**Accreditation and Food Safety Audits:** Our food safety practices were audited and approved, reaffirming our dedication to maintaining the highest standards of safety and hygiene and our successful accreditation demonstrates our commitment to delivering high-quality food services to our residents.

**Low Resident Complaints:** Relative to the volume of our food services, we are pleased to note that the number of resident complaints remains low, reflecting our ongoing efforts to meet their culinary preferences.

**Rising Food Costs:** The inflationary trend has necessitated careful cost management to maintain the quality and variety of our offerings.

**Food Item Availability:** We encountered difficulties in sourcing certain food items. These supply challenges have required creative solutions to ensure that our residents continue to receive a diverse and nutritious diet.



## Stephen Luke



**Staffing Turnover:** There has been some turnover in food services primarily due to movement of various staff and we have adjusted rosters while recruiting to ensure consistent quality and service standards.

While celebrating our successes we are committed to addressing these issues and maintaining the high standards that our residents deserve.



# Gallery Year in Review



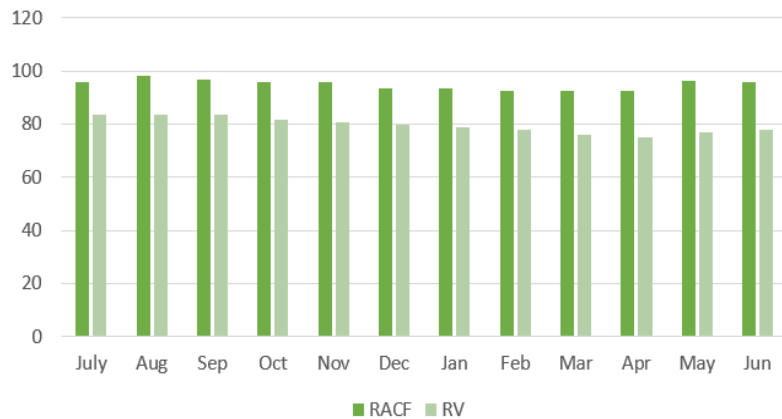
# Service Delivery

Resident experience rating – My Aged Care = 5/5 stars

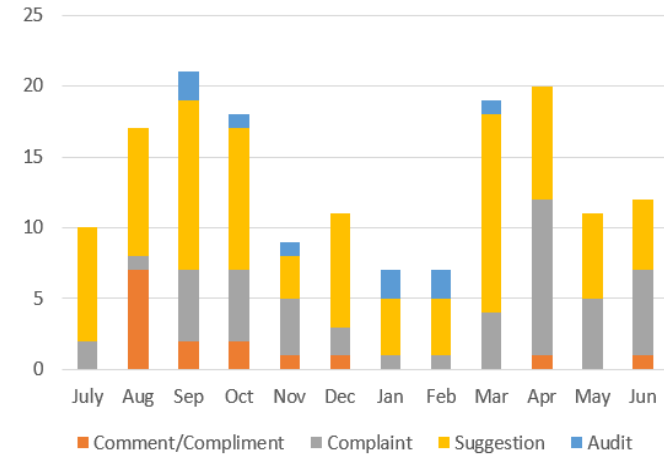


Resident relative survey results – 79% of people were very or extremely satisfied with the service by LVV

Occupancy % RACF & RV



Feedback by type



<b>Maintenance</b>	879 jobs logged for the aged care residence and retirement village with 87% of all jobs cleared within the month reported
<b>Fresh food as a total of all food</b>	91% across the year compared with benchmark of 81%

Resident experience rating correct at time of writing. For full Star Rating visit <https://www.myagedcare.gov.au/find-a-provider/aged-care-homes/1208952>

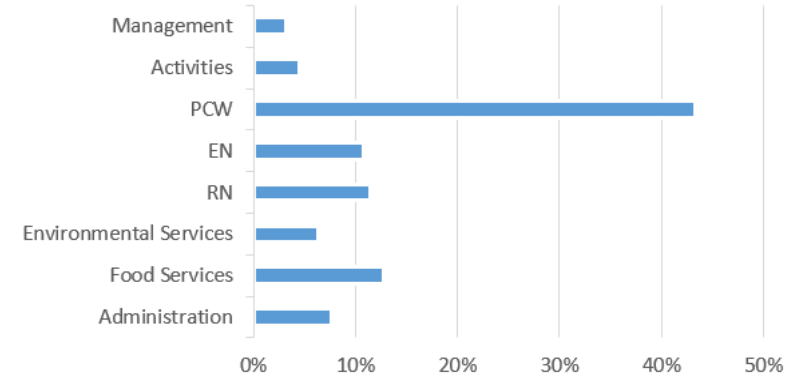


# Staff and Volunteers

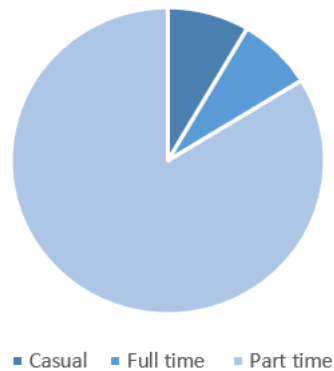
Total employees at 30 June 2023	154
Average turnover	2.3%
Total volunteers	25

87% of employees surveyed in June said they would recommend LVV as an employer to a friend

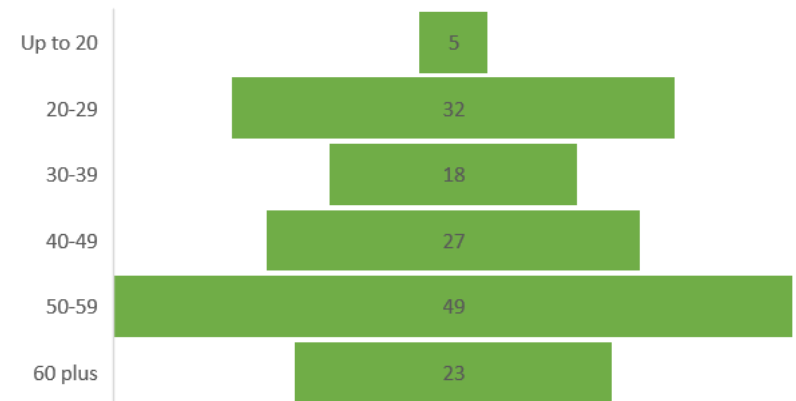
Employees by role



Employment type



Employees by age



# Acknowledgement and Thank you

We extend our sincere gratitude to our valued suppliers, supporters, and donors. Your steadfast support plays a vital role in our success. Your contributions enable us to continue our mission and make a meaningful impact. Thank you for your unwavering commitment to the work of LVV.

We acknowledge and value highly our cooperative relationships with local GP clinics and pharmacies, as they play a crucial role in ensuring the well-being of our residents.

Tanjil Place	Central Gippsland Family Practice	United Medical Centre Moe	Central Pharmacy Newborough
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## Regular and Major Suppliers 2022-23

Abicor Latrobe	EBOS Group Australia Pty Ltd
Access Rehabilitation Equipment	Edson Global Pty Ltd
Ace Communications Group Pty Ltd	Emprevo Services Pty Ltd
Adroit Insurance & Risk	Energy Australia
Aged & Community Care Providers Association	Equifax Australasia Workforce Solutions Pty Ltd
Aim Software	G Mobility Pty Ltd
Alfred Callus	GBS Recruitment
Allianz Australia Workers' Compensation	Gen Care Services Pty Ltd
ALTURA learning Australia Pty Ltd	Gippsland Locksmiths
Aquarium Leasing Specialists	Gippsland Mowers
Aussie Broadband Pty Ltd	Gippsland Phones
Australian Essential Services Group	Gippsland Physiotherapy Group
Ausworkwear & Safety	Gippsland Water
AWM Electrical Pty Ltd	Gippsland Windows
Bodyworks Massage and Alternative Therapies Moe	Gippsprint Office Choice
Butchers on George	GovernWith Pty Ltd
C4U Nursing Agency Pty Ltd	Graham Hobson Refrigeration
Calm Solutions Group Ltd	Greater Gippsland Smallgoods
Central Pharmacy Newborough	Hip Pocket Workwear Latrobe Valley
Chris Barnard Nursing Agency Pty Ltd	HydroChem Pty Ltd
Clare Dewan & Associates	Image Direct Pty Ltd
Cleanersworld Gippsland	Independence Australia
CloudChat	JO Miller Group Pty Ltd
Complispace Pty Ltd	Joe Mallia
Cool Breeze Rentals Pty Ltd	Jomor Healthcare Pty Ltd
Country Fire Authority - Maintenance	KTR Group
Creditor	Kyocera Document Solutions Victoria Pty Ltd
Crescent Healthcare	Latrobe City
Crewe Sharp	Latrobe Valley Express
Day & Night Healthcare	Latrobe Valley Glass

# Acknowledgement and Thank you

## Regular and Major Suppliers 2022-23

Latrobe Valley Shopfitters	Speech Pathology Plus
Law Somerville Industries Pty Ltd	Speedweb Internet Service
Lilly Pilly Flower Boutique	Spotlight Stores Pty. Ltd. - Nicole
M2 Commander Pty Ltd	Step Up Allied Health Pty Ltd
Mannys Fruit Market Morwell	Style Lush
Maximus Plumbing & Gasfitting	Supagas Pty Ltd
MED-X	Tanjil Place Medical Centre
MessageNet Pty Ltd	Telstra Corporation Limited
Moe Betta Electrical	Telstra Health
Moe Garden Supplies Pty	The DocShop (Vic) Pty Ltd
Momentum Energy	The Lighthouse
Murray Strategic TA Bond Maximiser Group Unit Trust	TKD Electrics Pty Ltd
National Care Solutions	TM & H. Home Timber & Hardware
Natures Cargo	Triangle Trophy Centre
Neat Feet	TWN Nurseries Pty Ltd
Newborough Bowling Club Inc	Tyrrell Partners
Newborough Newsagency And Tatts Ac 669	U & T Hotbreads
Stationery	
PFD FOOD SERVICES P/L	Valley Computer Solutions
Plena Healthcare (Murto)	Valley Court Laundrette Pty Ltd
Plug-a-long Plumbing & Gas fitting	Valley Fire & Security
QuickSuper	Veolia Recycling & Recovery Pty Ltd
Redstone Nursing Pty LTD	Veridia Australia
Russell Kennedy	Vic Roads
SEEK Limited	WH Plasterers & Renovations Pty Ltd
Softmed Pty Ltd	Wizzo's X-Treme Window Cleaning
Solid Base Concreting	Zipline
Space Flooring & Interiors	











**Latrobe Valley Village Inc  
is a Member  
The Aged Care Providers  
Association (ACCPA)**





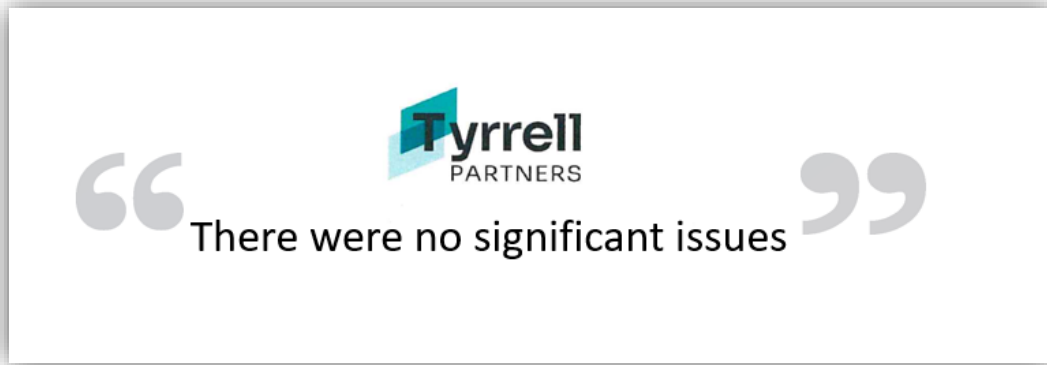
# Financial Summary

**2022 – 2023** continued to deliver challenges associated with the COVID-19 pandemic management and LVV incurred significant costs as a result. Despite revenue increasing at close to CPI levels, investment in infection control, and covering staff sick and other leave with the introduction of care Agency services saw expenses increase more than revenue in the residential aged care segment. The federal government scheme to reimburse aged care providers for costs of the direct impact of COVID19 has recognised \$250,000 of our claim; this will be received in the 2024 financial year.

-  Our operating loss for 2023 was \$413,897. Revenue increased by \$651,239 however, total expenses outstripped this by \$256,154. Over the year, the necessary use of Agency staff exceeded our staffing budget as we sought to deliver excellent quality 24/7 care at all times in a highly constrained workforce environment. Expenditure on Agency staff was \$225,953 more than 2022.
-  Other cost drivers were the impact of inflation on food supplies and the cost of renovations and replacements in our retirement village. Payment for a significant retirement village upgrade was made in 2023 for work done in 2022.
-  The operating loss reduced our net asset position from \$21,240,026 to \$20,826,129.
-  Both total current assets and current liabilities reduced during the reporting period.
-  Aged Care refundable accommodation deposits (RAD) and ingoing retirement village contributions are split between current and non-current liabilities, and in line with the LVV Liquidity Management Strategy. This ensures refunds anticipated in the next 12 months are readily available while the balance is conservatively held in bank term deposits.
-  Cashflows from operating activities and investing activities were in the negative (-\$759,645) and (-\$434,349) respectively. The result in investing activities is driven by the expenditure on the retirement village capital expenditure noted above, and the system and infrastructure improvements noted in the President's report.
-  LVV has no interest bearing or other debt.
-  Cashflows from financing activities were in the positive (+\$793,341) although less than in 2022 with an increase in the value of RADs refunded during the period.

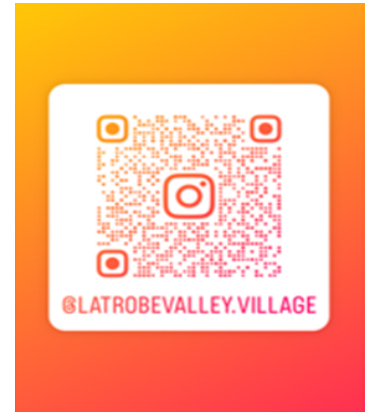
# Financial Statements

LVV Audited Financial Statements are located our website: [2022-23 General Purpose Financial Report](#)



# Contact Us

Latrobe Valley Village Inc.  
ABN 38 645 298 359  
5 Ollerton Avenue  
NEWBOROUGH VIC 3825  
03 5127 7488  
[www.LatrobeValleyVillage.com.au](http://www.LatrobeValleyVillage.com.au)



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