

Annual Review 2022



**JAMES
MILSON**



Village



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Our Mission

James Milson Village provides a supporting and respectful community for ageing people; a community that places the person at the centre of all we do and enables independence and honours individuality and citizenship



Our Vision

To be, and be recognised as, the provider of choice of excellent services for the ageing in our area

Our Values

Respect
Excellence
Forward thinking
Integrity
Performance





“

James Milson Village provides a supportive and respectful community for ageing people; a community that places the person at the centre of all we do and enables independence and honours individuality and citizenship.

Our History

1968

North Sydney Municipal Council (NSC) establishes a sub-committee – *North Sydney Homes for the Aged Association* – to consider ways of building and operating a retirement village.



1970

Site of proposed Village chosen; corner Clarke & High Streets, North Sydney. The land title to the initial site of the Village comprising the Tower and Hostel buildings was:

- 1/3 gifted by the DMR to North Sydney Retirement Village Association for an aged care facility
- 1/3 purchased with funds of the Trust (or its predecessor the North Sydney Retirement Village Association)
- 1/3 gifted to the Facility by North Sydney Council because at that time the Trust was unincorporated the land title was retained by the Council.



1986

Acquisition of two blocks of flats in McDougall Street for residential accommodation.

Opening of the nursing home by the NSW Governor Sir James Rowlands.

1980

NSRT and Uniting Care Australia (UCA) enter into a joint venture agreement to operate a High Care Facility (the nursing home) on separate land acquired by the NSRT.

1982



Camaraigal House providing 58 Independent Living Units built on the site of the McDougall Street flats - opened by the NSW Governor Dame Marie Bashir.

2006-07

NSRT acquires UCA's interest in the nursing home joint venture thereby resulting in the NSRT being the sole owner and management entity across the entire JMV site.

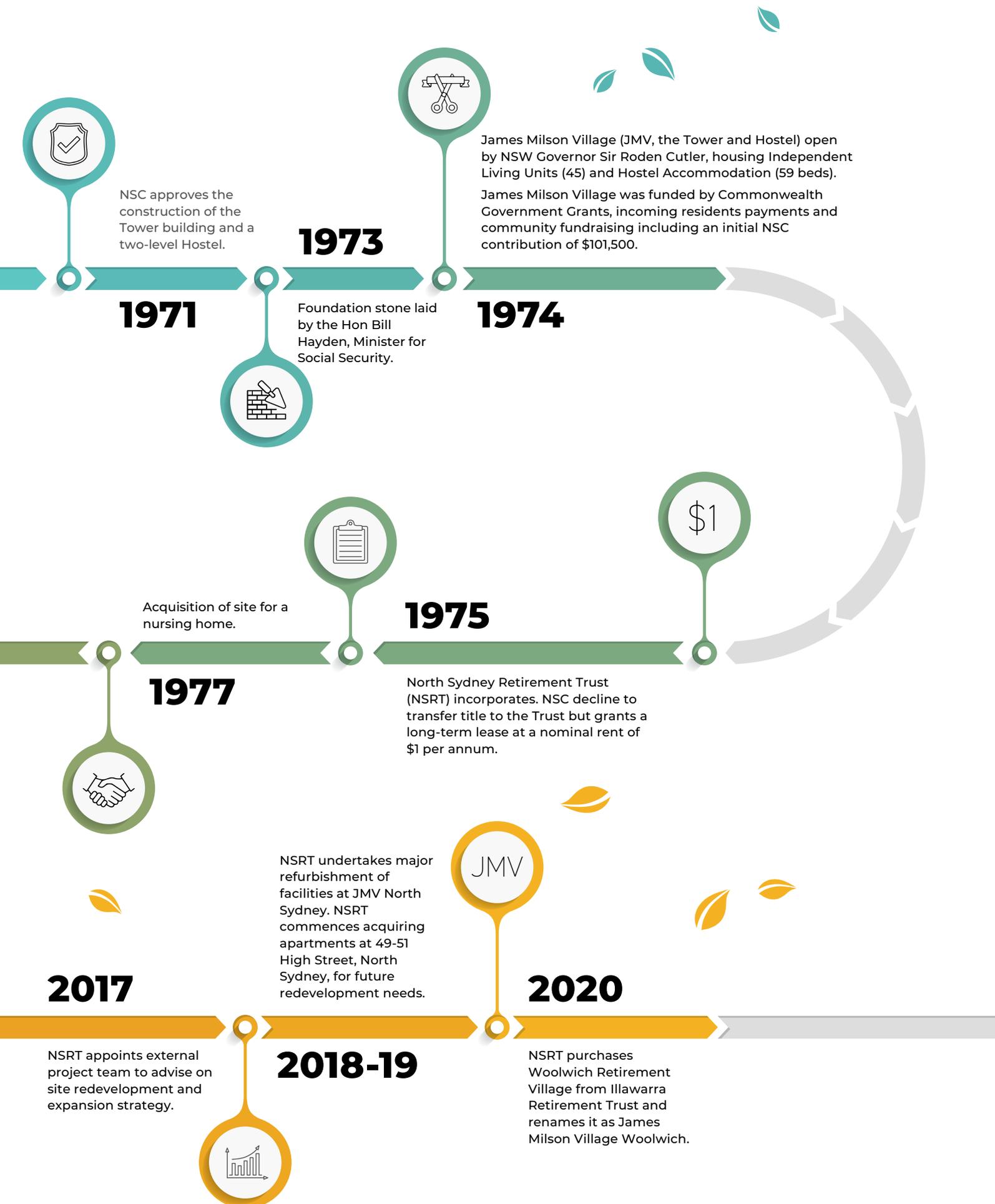


2005

Total renovation of Hostel and the Tower residential units and extensions of the nursing home opened by NSW Governor Dame Marie Bashir.

2016





Our Villages

We are a family at James Milson Village. Our qualified and happy staff care about the happiness of our residents as well as that of their family and friends.

We take an interest in our residents' interests and encourage them to do as much, or as little, as brings them joy and purpose in life.







North Sydney

RESIDENTIAL LIVING APARTMENTS

99 

99 Residential Living Apartments



Parking and storage facilities available, plus onsite security



Iconic Sydney Harbour and Bridge views

RESIDENT AGED CARE ROOMS

109 

109 Resident Aged Care rooms



Chapel, courtyards, lounge, library, games area, dining and activity spaces



Onsite gymnasium, hairdresser and beautician



Rooftop garden terraces and landscaped gardens with BBQ facilities



Conveniently located near Milsons Point and North Sydney

Woolwich

RESIDENTIAL LIVING APARTMENTS

10 

10 Residential Living
Apartments



Parking and
onsite security



Stunning water views
over the Lane Cove River

RESIDENT AGED CARE ROOMS

41 

41 Resident
Aged Care
Studio Suites



Communal terraces,
lounge, library, dining
and activity spaces



Landscaped
central
courtyard



Views across to the
city and overlooking
the Lane Cove River



Heritage-listed school house with lounge, multi-purpose event space and covered verandahs, overlooking landscaped gardens with BBQ facilities



*Paul McPherson
Chairman of the Board*

Chair's Message

Dear Friends and Stakeholders,

As always, our overall focus and objective from the Board is on the care, safety and wellbeing of our residents and staff.

This has been incredibly challenging throughout the past year, with the recurring spread of COVID-19 and emergence of new variants, necessitating frequent lockdowns and isolating residents from their families. There was pressure on everyone concerned.

Our wonderful staff have responded admirably, giving of themselves daily in very trying and difficult circumstances. They have responded without fear or self-concern, with the delivery of care to our residents and families being their primary focus. We cannot thank them enough.

Operationally, we faced significant challenges:

- Preparation for re-accreditation has required significant investment to meet the likely changes to the new Aged Care Act Legislation and Regulations and more stringent requirements from the Aged Care Quality & Safety Commission (ACQSC). This has been a major focus for the Board and SLT with the implementation/upgrading of new processes, practices, systems, capabilities and training.
- Industry reform, including the deregulation of the Residential Aged Care Licensing Regime (ACAR), has necessitated all providers write-off the value of their bed licenses from their balance sheets – in our case this has had an impact (non-cash) of \$5.5m, further impacting upon industry profitability and sustainability.



Our wonderful staff have responded without fear or self-concern, with the delivery of care to our residents and families being their primary focus. We cannot thank them enough.



- Staff shortages due to COVID-19 across the industry has been a daily challenge. This has necessitated use of agency staff, which is costly.

Fortunately, our balance sheet remains strong. We look forward to the measures being put forward by the new Federal Government to restore industry sustainability but note also the significant additional requirements. See separate article on Aged Care Reform, later in this Review.

On a positive note, we are confident we will emerge from the above challenges with an enhanced clinical governance capability, including a new quality management system and clinical governance framework, and establishing a new operating rhythm, putting us in good stead for re-accreditation and better placed for sustainable growth.

Your Board and the senior leadership team met off-site for two days to develop and affirm our Strategic Plan for the FY23 – FY25 period. A report on this Plan is detailed later.

Regrettably our CEO, Ben Van Lierop has recently tendered his resignation to join his family in Brisbane, where they re-located earlier this year. Ben joined JMV at a tumultuous period in our industry, but he has weathered this storm admirably and worked tirelessly to keep our ship open and afloat and in good shape to ensure a strong, viable and sustainable future. And, most importantly, to ready ourselves for our forthcoming accreditations.

Ben has built a strong new senior leadership team around him who have worked closely with him and the Board. We cannot thank Ben enough for his efforts and enthusiasm in such a difficult period. We wish Ben and his family the very best of success with their future endeavours in Brisbane.

On the other hand, we very much welcome Bradley (Brad) Williams as our new Chief Executive Officer, who commenced in September 2022. Brad is a passionate leader with vision and direction, who has a proven record in inspiring executives and management across a range of



health and aged care environments. Brad brings with him extensive experience in ensuring optimal care and financial results across a diverse range of services.

Brad is a proven expert in driving service development and executing strategic business initiatives and has a history demonstrating strong financial management across multimillion dollar projects and budgets to produce exceptional returns on investment in the ever changing and highly regulated health and aged care sectors.

Brad has both a Bachelor of Nursing and Master of Nursing and maintains his registration as a Registered Nurse (RN). Welcome Brad.

At Board level, Jo-Anne (Jo) Harrison has joined as a Non-Executive Director, having been nominated by North Sydney Council. Jo's appointment balances our skills and experience at Board level, particularly in the areas of property development/refurbishment, project management, not for profit, risk management and corporate governance. We welcome Jo to the JMV family.

During the year, we also welcomed Pastor Norma Lemmon to strengthen our provision of pastoral and spiritual care to our residents. Norma brings formal training in pastoral care, experience as a minister and has extensive knowledge surrounding religious matters. She supports all those with spiritual and emotional needs. Welcome Norma.

Looking forward, our focus remains on sustainable growth to ensure we meet market demand for the ageing in our community.

In closing, I would like to again thank our great workforce for their commitment, and to our management and fellow Board members for their dedication and passion to our James Milson Village community.

We are committed to delivering our vision of delivering a centre of excellence in services for the ageing.

Paul McPherson
Chair of the Board





*Ben Van Lierop
Chief Executive Officer*

CEO's Message

Dear All,

As we reflect on another year, it's time to celebrate our work, our role and achievements in a time of unprecedented change.

We have all faced another difficult year, confronting many new waves of the COVID-19 pandemic, while continuing to learn and confront fresh life challenges. To all of you who work or volunteer at James Milson Village, I want to extend my sincere appreciation and gratitude for your magnificent contribution and steadfast commitment to keeping our residents safe. I also wish to acknowledge and thank our engaged families and friends for their wonderful support in maintaining the proud ideals of James Milson Village.

On behalf of James Milson Village, I am pleased to present our FY2022 Annual Review. This report reinforces what an extraordinary year it has been for everyone at James Milson Village, being our staff, volunteers, residents, families, and friends. It has been a tough year and one

of positive transformation, as we moved ahead with introducing new governance tools, quality systems and processes that will help us meet our regulatory requirements and support our foundations for a sustainable and prosperous future.

Having been in the role of Chief Executive Officer for some 18 months now, I am very optimistic about the future and am confident in James Milson Villages' capabilities to continue to be a leader in aged care and to be recognised as a centre of excellence in services for the ageing.

The past year has been a durable test of our resilience and the James Milson Village family has come through this taxing period extremely well and I am enormously proud of our senior leadership team, managers, volunteers and our wonderful staff who

have given so much through this very challenging journey.



I am very optimistic about our future and am confident in James Milson Villages' capabilities to continue to be a leader in Aged Care.

COVID-19

Unwavering commitment was at its quintessential best during the COVID-19 pandemic, which impacted our residents, staff and community for the majority of the year. We confronted this virus at our Woolwich Village in October 2021 and at present day it is still a dangerous threat to the wellbeing of our loved ones. Our response to COVID-19 was extremely effective, a reflection of well-embedded infection control protocols and guidelines, strong clinical governance, exceptional leadership at all levels, resilient and professional staff and a culture of uncompromised quality and safety. Decisions to invest in stockpiling personal protective equipment, employment of additional care and agency staff, and investment in technology to support connectivity between residents, families and friends were all critical in helping James Milson Village negotiate this incredibly difficult stretch.

Navigating this very unstable environment and restrictions brought about by COVID-19, saw our people become courageous, passionate and collaborative in responding to the ongoing challenges, making sure that we continued to meet and exceed the needs of our residents, families and the community we serve. We worked hard to keep our residents' daily living routines close to as normal as possible. When COVID-19 cases were in our homes we acted with empathy and vigilance when case numbers increased. This included visitor restrictions to our Villages when required and I thank our residents and families for their support and patience during these arduous times.

ROYAL COMMISSION INTO AGED CARE QUALITY AND SAFETY

The government released the final report of the Royal Commission into Aged Care Quality and Safety on 1 March 2021. The Government's response stated that for operators there would be increased accountability through strengthened organisational governance and quality care legislative obligations, including measures to grow a skilled and professional aged care workforce.

Reinforced by the Aged Care Quality and Safety



Commission (ACQSC), the key focus areas encompassed improving the consumer experience, building workforce capability, strengthening clinical governance, and developing effective operational practices to ensure the delivery of quality care and services. Mandatory compliance was essential and to assure re-accreditation, operators would be required to demonstrate their practices and performance against the Aged Care Quality Standards.

In response to these legislative changes and to ensure James Milson Village respected and acted upon these key recommendations, our strategic plan focused on strengthening our Board governance and clinical practices and reinforced our quality, safety, systems, and processes. Other targeted initiatives included the continued commitment to 24/7 registered nurse coverage, investment in incident reporting, risk management, staff education and enhanced quality protocols to enable our villages and services to remain fully compliant.

AUSTRALIAN NATIONAL AGED CARE CLASSIFICATION

The aged care sector has faced widespread financial challenges over the past 12 months and James Milson Village has not been immune. As clearly articulated throughout the Royal Commission into Aged Care Quality and Safety, funding for aged care has not kept pace with cost increases across the sector. The funding shortfalls have been amplified by COVID-19, whereby costs have grown exponentially and revenue has taken a substantial hit through reduced occupancy of our aged care homes. As part of the Government commitments to support the provision of aged care, the Department of Health is planning to implement a reform initiative to replace the current Aged Care Funding Instrument (ACFI) with a new Australian National Aged Care Classification (AN-ACC) funding model scheduled for implementation on 1 October 2022.

Key Operational Changes

- ACFI is internally assessed and AN-ACC is externally assessed. At face value that sounds like less work but a greater personnel focus and investment in IT infrastructure will be required to optimise control of this primary revenue stream.
- The ACFI funding model is structured very differently to AN-ACC. ACFI is prescriptive, you do this and you get paid this, based on three key domains (64 points of pay) whereby AN-ACC is based on only 13 classifications.
- There is a direct link between care minutes and funding

that does not exist in ACFI, meaning changes to AN-ACC will change rosters.

- Mobility is the key activity/cost driver in AN-ACC.
- There is no direct funding for 4b pain management, which means the area of allied health support and funding will incorporate different care programs and services.

Department of Health Deliverables

The three key deliverables on the critical path for the Department of Health (DOH) to meet the 1 October deadline are:

1. Parliament passing the AN-ACC legislation
2. Completion of the industry wide shadow assessments
3. Preparation of the AN-ACC payments system by Services Australia

The DOH remains confident in completing all these items by the October launch date. The timelines for the key policy changes have been agreed. These include the introduction of the 24/7 registered nurse requirement by 1 July 2023 and increases to the minimum care minutes, 215 in total with 44 registered nurse minutes per resident per day by 1 October 2024.

Project Governance

James Milson Village has engaged Mirus Australia to provide support during the ACFI to AN-ACC transition. Mirus has been dedicated to the aged care industry for more than 11 years. Since May 2021, Mirus has been gathering information on AN-ACC, having hundreds of conversations with providers and developing key tools and insights to support providers in this transition. Mirus is currently project managing more than 40 providers (representing over 30,000 beds) to prepare operators

for the October 1 AN-ACC deadline.

Mirus is working with the AN-ACC

James Milson Village Steering Committee to implement a transition plan across these five workstreams.

1. Finance
2. People
3. Process
4. Data
5. Systems

The priorities are all currently being addressed by the AN-ACC Steering Committee and working groups. Some priorities pose greater challenges than others, but the business is well positioned to transition to the 1 October deadline.

CONCLUSION

Despite these significant industry disruptions, James Milson Village has proven to be a resilient and agile organisation in the face of these enormous challenges. Our people, process and system transformation over the past 12 months has positioned James Milson Village to grow and become stronger. I am extremely grateful for the ongoing trust, support and feedback of our Board, residents, families and friends and for the remarkable dedication and commitment of our amazing staff and volunteers. Through our shared experiences, we will strive to shape a brighter future for older Australians as we continue to deliver quality care and services with compassion, choice and dignity.



Ben Van Lierop

Chief Executive Officer

Strategic Plan

2023-2025

Who we want to be

Provider of choice: through expansion of our offerings and services, and a considered approach to our model of care, we want to ensure that JMV remains the provider of choice, true to our mission and reputation, to the ageing in Sydney's Lower North Shore.





Our Strategic Pillars

- a.** Ensure JMV is a well-run, viable and sustainable organisation.
- b.** Ensure JMV delivers excellent and compliant Clinical Care, Lifestyle Choices, Governance and Risk Management.
- c.** Deliver market-driven, responsive, quality services for the ageing in our community.
- d.** Nurture an inclusive, collaborative, accountable and empowered culture within JMV.

Our Priority Strategies

- a.** Complete transformation project at North Sydney and Woolwich to ensure re-accreditation and compliance with Aged Care Standards and all relevant legislation.
- b.** Develop and implement an enhanced Clinical Governance Framework.
- c.** Develop and install a JMV Model of Care for all residents in our villages.
- d.** Build a comprehensive Risk Management Framework.
- e.** Ensure care revenue is optimised with new AN-ACC Funding model.
- f.** Offer, if viable, home care services and optional services programs for our RLA residents.
- g.** Determine optimum use of Carabella Tower.
- h.** Continue to offer assisted living and subsidised accommodation to those in need.
- i.** Develop improved food offerings for both North Sydney and Woolwich residents.



Financial Overview



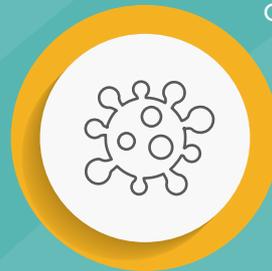
REVENUE

—
\$19.6
 million

EBITDA* loss of \$2.4 million includes the following abnormal/one off costs:

RE-ACCREDITATION
PREPAREDNESS COSTS

—
\$1.0
 million

COVID-19 RELATED
COSTS

—
\$0.4
 million



NET ASSETS

—
\$37.8
 million

NET OPERATING
CASH OUTFLOW

—
\$3.3
 million

including net RAD outflows of \$2.0 million

FINANCIAL
ASSETS

—
\$20.8
 million

CAPITAL
EXPENDITURE

—
\$2.7
 million



NO
 external
DEBT
 financing



AVERAGE
 ILU & RAC'S
 OCCUPANCY

92%

*Earnings before interest, tax, depreciation and amortisation - includes impact of AASB 6 leases.

SERVICE AND SUPPORT

32%
\$436,142

LOW COST ACCOMMODATION
(43 RESIDENTS/CONSUMERS)

38%
\$525,648



Subsidised Care & Support

FINANCIAL YEAR 20222

\$1,368,448

COVID-19

18%
\$247,153

SUBSIDISED CARE

12%
\$159,505

COVID-19 - represents expenses to support stakeholders during the pandemic.

Services and Support - subsidises a number of other services crucial to providing dignity and choice for consumers from nutrition and fitness to personal grooming.



JMV Model of Care

My Voice, My Choice

The Mission, Vision and Values of James Milson Village are reflected in My Voice, My Choice.

Community is the heart of home life at James Milson Village. Our community is a vibrant place of safety that promotes wellbeing, lifestyle and care that is chosen by the consumer, where enablement and purposeful engagement promote happiness and contentment.

My Voice, My Choice is a platform for compassionate and dignified care based on consumer choice and decision making at all times.

My Voice, My Choice supports the consumer to be the best they can be and live their best life possible, holding staff to the highest standards of care and service delivery.

Aged Care Reform

Current Situation

FINANCIAL YEAR 2022 - Aged Care Financial Survey Sector Report March 2022, Stewart Brown

It seems a very reasonable proposition that residential aged care has now reached the fiscal cliff. The following graphs demonstrate the forecast result for the year ended June 2022 and the number of aged care providers making an operating and cash loss.

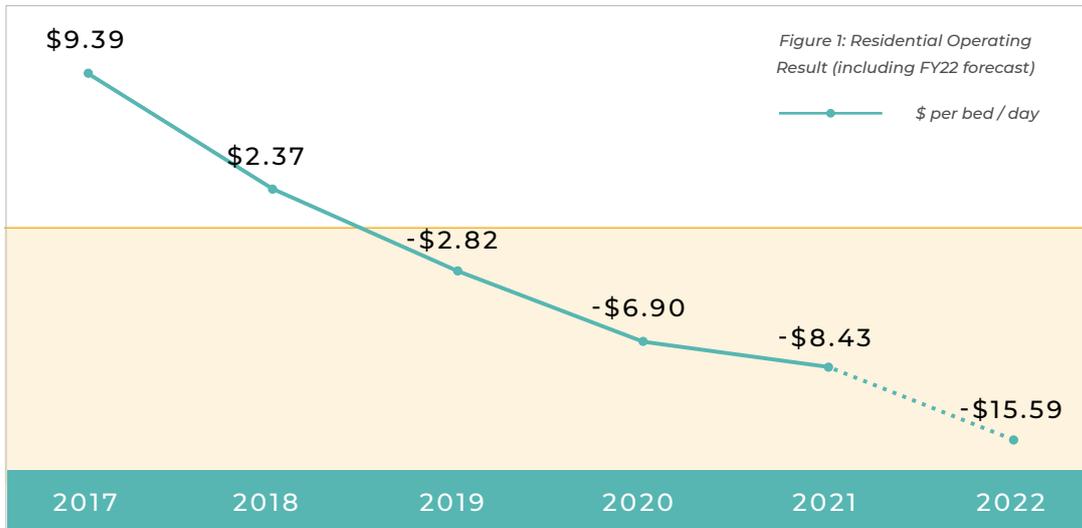


Figure 2: FY22 forecast percentage of homes making an operating loss



Occupancy for March 22 declined by 1.1% to 91.4% (Mar 21 92.5%)



Direct care costs represented 91.1% of direct care revenue. COPE increase not meeting direct care cost increases



Accommodation result (including property maintenance) was a deficit of \$11.70 pbd



Forecasting 67% of homes to make an operating loss for FY 2022.

Likely Key Reforms From New Legislation Post Royal Commission

	<i>Likely impact for JMV</i>
1. Move from ACFI to AN-ACC	
a. Potential for increased funding from October 1 2022	↑ ↑ ↑
b. Direct link between care minutes and funding	
2. Introduction of Star Rating System	
a. Effective for all homes from December 1 2022	↑ ↑
b. Likely positive for the better providers	
3. Mandated Minimum Care Minutes	
a. Mandated from 1 October 2023, but reportable from 1 July 2022	↓ ↓
b. Revenue dependent	
4. New Independent Health & Aged Care Pricing Authority (IHACPA)	
a. New funding model based on cost of care from July 1 2023	↑ ↑
b. Dependent upon government Budget for Aged Care	? ?
5. Bed License De-Regulation (Abolition of ACAR)	
a. "One-off" non-cash write of value of bed licenses	↓ ↓
b. Positive for greenfield development	↑ ↑
6. Uncertainties	
a. Devil is in the detail yet to be released	? ?
b. Response from Fair Work Commission	? ?
c. Response Federal Budgets 2022 & 2023	? ?

Care Report

Since my arrival in October of 2021, it has certainly been a journey. A few months into coming to James Milson Village to work as the Residential Services Manager of North Sydney, I was given the opportunity to take over and support Woolwich, which has been an incredible blessing. By graciously accepting this opportunity, we were able to successfully build a bridge and create a space to share and embrace the strengths, knowledge, and experience of key personnel across both sites. We have embraced the challenges before us with an attitude of gratitude and the theme of ministering with love was adopted sitewide. As both homes stabilised with the much-needed presence of senior management and middle management, we have been able to create a new platform to showcase the tremendous work and effort of all our teams in residential aged care.

We recognise and understand the impact that COVID-19 has had on our sector, especially to the emotional health and wellbeing of residents in our care. Hence our pledge to create a warm, safe, inviting, and all-embracing environment for all residents and their loved ones.

Thank you to all our wonderful residents, families, and staff for welcoming me initially and now for working alongside myself and the teams in creating a new way of life at James Milson Village.

This year has seen lots of movements in our operational space, as we have had to say goodbye to key personnel. But on the other hand, we have welcomed many talented team members who possess the energy and passion to want to make a difference in aged care.

What an incredibly busy year it has been. As we navigate through some of the toughest terrains in aged care, we can almost take a breath and feel like there is some light at the end of the tunnel. The good news is that we continue to grow in experience and with the lessons learnt from prior lockdowns, the outbreak management plan is now easily activated, maintained, reviewed, and evaluated. Our residents' emotional health and wellbeing will continue to be our number-one priority.

I would like to extend my thanks and gratitude to our amazing staff at JMV, for always turning up and bringing their cheerful dispositions to each day they have worked and for keeping our beloved residents, safe, happy and entertained. To those whom we have lost this year, may you rest in eternal peace and continue to shine your love and strength down on us.

Part of holding such a diverse and engaging portfolio involves community building and strengthening of partnerships. We are proud to

acknowledge the great collaboration that has been established with many key external stakeholders such as the Aged Care Quality and Safety Commission, Aged Care Rapid Response Team of Royal North Shore Hospital, Public Health Unit, Department of Health, The Commonwealth, Nursing Recruitment and agencies, contractors and suppliers in the industry.

At JMV, we recognise the importance of education, innovation, and advancement, hence we have partnered with nursing and allied health colleges to screen for new talent and be recognised as a 'Centre for Excellence'.

It is my privilege to drive the transformation and stabilisation of the two magnificent facilities and bring them into alignment with the new Quality Aged Care Standards, in accordance with legislation as we prepare for re-accreditation in the very near future for both of our care communities.

Looking forward to the support of our dear residents, families, friends, external stakeholders, and community as we move into the next stage of our journey.

Dee Sookaloo

Residential Services Manager



Key Achievements FY 2022

1. Change over to new Clinical Information System: E Case
2. Proposed memory support unit for Carabella House: work in progress
3. Introduction of the monthly residential aged care newsletter
4. Introduction of the fine dining experience
5. Introduction of 'Eureka' resident meetings held monthly
6. Fostering and engaging with community services and partnerships
7. Preparation for re-accreditation for both homes
8. Transition to AN-ACC
9. Consumer engagement and preparation for star ratings
10. Developed new Infection Prevention Controls (IPCs)
11. Wellness and beauty therapy services introduced to Woolwich
12. Gardening and maintenance improvements
13. Successful management of all COVID-19 outbreaks
14. Introduction of Roving Care Services Manager
15. Engagement with external consultants to align with Industry Standards
16. New Model of Care rolled out
17. Reviewed and expanded Aged Care Risk and Clinical Governance Framework
18. Change of Clinical Management Systems

Key Focus for FY 2023

1. Kitchen renovations across both sites
2. Introduction of Care minutes
3. Star rating focus on consumer engagement
4. Proposed café-style living to be introduced
5. Commissioning the new Memory Support Unit in Carabella House, North Sydney
6. Improvement in catering and food services
7. Introduction of enablement and exercise programs in alignment with AN-ACC



**RESPECT**

The way we treat all stakeholders

**FORWARD THINKING**

To challenge what we do every day; to look outwards and embrace continuous improvement.

**PERFORMANCE**

Plan to exceed expectations on a daily basis; be acknowledged as a leader.

Our People

Our Values

**EXCELLENCE IN CARE & SERVICES**

Our people are at the centre of all we do; choice, control and consultation drives all care and services.

**INTEGRITY**

The integrity of the organisation or individual is paramount and will not be compromised.

Our Strategic Priorities

Nurture an *inclusive, collaborative, accountable and empowered* culture.

JMV proudly employs some 200 team members across residential aged care and retirement living at North Sydney and Woolwich.

Talent Attraction and Retention



More than 10% of new employees joined us to support our surge workforce and assist with COVID-19 outbreaks when some team members were required to isolate



Hosted more than 60 students in individual support and lifestyle, building a talent pipeline



Established partnerships with seven RTOs and three universities



Performance review and development plan in place for all permanent team members

Our Learning & Development Framework is designed to deliver capability-based solutions that are flexible in delivery and cost. We would like to adopt the 70-20-10 model:



Learning on the job



Learning through others, mentoring, coaching



Formal learning interventions



All team members:
E-learning platform implemented with a wide variety of clinical and non-clinical courses in the library of JMV Centre of Learning and Excellence



2 x Coaching/mentoring opportunities for Registered Nurses to act as Care Services Manager



Team leaders and managers training webinar in coaching Skills in the Workplace and Constructive Conversations



All team members:
First aid certificate training offered



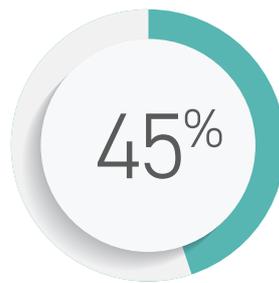
3 x Infection Prevention and Control Certificate for Registered Nurses

Diversity and Inclusion

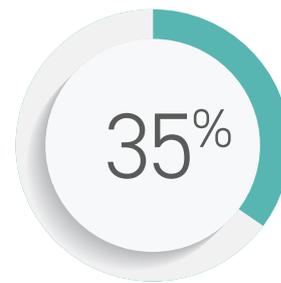
AGE DIVERSITY



Aged 50+



30-50 Years



Under 30 Years

Diverse culture background: team members come from more than 15 different cultural backgrounds with a wide range of interests and experiences, creating an inclusive work environment and opportunities for learning and growth.

Employee of the Year 2021

Nancy Cho



Nancy Cho

Congratulations



RUNNER UP

Dillon Broad

FINALISTS

Sujan Basnet

Max Takla

Goma Thapa

Hine Latu

Kreesma Poudel



Our residents

RAC: 145

ILU: 106



Our staff



149
Females



38
Male

Our volunteers



Years of service

20 yrs: 3

10 yrs: 24

5 yrs: 17



Nadeem Ahmed
IT Manager

IT Report

IT Operations & Services

FINANCIAL YEAR 2022

WIFI | NETWORK UPGRADE | DATA CABLING – WOOLWICH

- Extensive installation of data cabling is completed
- Installation of approximately 75 new access points
- Improved resident satisfaction
- Future proof investment
- Efficiencies in business practices

CLINICAL MANAGEMENT SYSTEM – WOOLWICH

- New clinical management system been implemented
- Improved overall efficiency of daily workload of the staff
- Provides better management of client information, referrals, assessments and care plans

CCTV INSTALLATION

- CCTV Deployed at Woolwich
- Around 32 cameras been deployed covering both ILU and RAC
- Achieved various strategic outcomes including improved crime prevention (CCTV as a deterrent) and detection

MIGRATION OF G SUITE TO OFFICE 365

- Successfully migrated to Microsoft 365 and using Best Practice deployment
- Moved several thousand messages, nearly 1000GB of data
- Anticipated following benefits: End-user productivity, security and compliance, scalability and efficiency

WINDOWS 11 & DOMAIN CONTROLLER

- Road map to shift our infrastructure to the cloud
- User now logs in with Microsoft credentials and can access their Microsoft services including mails, teams, and SharePoint without having to login again
- Solution will provide us flexibility, security, and accessibility

WOOLWICH BOARDROOM

- Updated Woolwich boardroom (school house) with new screens / connectivity
- Cameras with 4K performance attached to a large-screen TV

INTRANET UPGRADE

- Our intranet provides and shares information within entire organisation
- System provides secure way to access the information

DESKTOP CENTRAL DEPLOYMENT

Single endpoint management solution that helps in managing devices from a single console is connected

OTHER MAJOR PROJECTS COMPLETED

- Medication Management at Woolwich
- E Case implementation at North Sydney
- Google Drive to Sharepoint

IN PIPELINE

FINANCIAL YEAR 2023

ACCESS CONTROL AT WOOLWICH

- Provides a secure environment for our residents while still having a functional easy-to-use facility
- Access control will secure your building and provide a log of who accessed what area and when
- Approx. 39 access controls will be installed covering 39 double and single doors
- Access fobs will be programmed and issued to all residents, family members and staff. Each door to be connected to fire relay

VISITOR MANAGEMENT SYSTEM

Key benefit is the ability to quickly access a full list of all staff, visitors and contractors on site for use in an emergency.

No more paper lists.

OTHER PROJECTS

- Nurse Call System at Woolwich
- Website Upgrade
- Intranet | Board Portal Upgrade
- End User Devices
- Electronic Medication Management

Property Report

Property highlights

There were ten major refurbishments completed, seven in Camaraigal and three in Carabella Tower, plus one of the units in Woolwich was refurbished.

Additionally, there have been periodic renovations to residents' rooms in Elamang and Carabella Tower to continue to maintain the quality environments.

The long delayed Tower Sprinkler project was finally commissioned in February, adding significantly to the life safety systems in Carabella Tower (see the new fire booster assembly located at the corner of High St and Clark Rd).

The streetscape of High St was greatly improved with repair to the retaining wall and fresh plantings.

The Asset Management Plans for both Woolwich and North Sydney were finalised and shared with all key stakeholders.

A new Maintenance Manager, Francis Hache commenced in March 2022 and has hit the ground running. One key initiative



of Francis has been the implementation of a computerised maintenance management system, Upkeep, to support prompt responses to maintenance requests and the tracking of expenditure.

In the 2022/2023 financial year it's expected that there will be further refurbishments of the Independent Living Units. There are initiatives to improve the environments in Carabella House and Elamang House and possible upgrading of the kitchen and dining areas.



Residents' Committee Report

At JMV North Sydney, it's certainly been a year of highs and lows. The virus has curtailed many social activities for ILUs and has left a rather unfortunate legacy. However, despite the isolation and difficulties, many good things have happened and our community is slowly re-establishing itself.



Happy Hour with drinks and nibbles continues to occur Thursday evenings.



The monthly BBQs by our management team have provided some much-needed contact time and a lovely convivial meal.



20 people joined us for a splendid harbour cruise during the VIVID lightshow.



Ensemble Theseus has put on a number of delightful live music evening concerts.



One diligent resident has arranged a few outings by bus to view art, enjoy ferry rides, and visit other places of interest - breaking the trip up with a lunch.



On a safety note, emphasis on fire procedures and training residents has also been conducted recently.



The Committee request for the High Street gardens to be restored was approved. With spring approaching, the native plants are now burgeoning, and the garden is looking beautiful.



Other maintenance work, due to the keen interest of a resident, and the employment of a contract gardener, is bringing the rest of the gardens to life and ensuring the ongoing enhancement of the al fresco environment at JMV.







Our Residents





Darrel Conybeare

Darrel Conybeare currently resides at James Milson Village North Sydney, where he has been for three years. Before he was roaming the halls of Carabella House with his cheeky smile, Darrel lived a highly accomplished life. We recently got to speak to his wife, Leith Conybeare, about Darrel.

“Darrel has always been an extremely dynamic man – he was really something when we first met. It was 1960 and I was 19. I still remember his first words to me. I was over from Perth attending a student conference at Sydney University, so I always reflect on how lucky we were to have even met. We married a couple of years later. Despite graduating with first class Honours and a University Medal, he was a very modest man,”

explained Leith.

In 1967, Darrel was given the opportunity to work in California alongside the most important American designers of the 20th Century, Ray and Charles Eames. As a young architect, the Eames experience had an enduring influence on every aspect of Darrel’s professional life.

“We returned to Australia with our three children in 1970 and Darrel’s first project was taking part in the preparation of the Strategic Plan for Sydney. He then started the planning and urban design firm, Planning Workshop. In 1980 Darrel co-founded Conybeare Morrison alongside Bill Morrison. The award-winning architecture firm was responsible for transforming many significant public spaces in Sydney, including Circular Quay in the leadup to the Australian Bicentenary as well as the 2000 Sydney Olympics, and reimagining Darling Harbour (1982), Luna Park (1987), Market Street (1997), Sydney University (1990-2000), plus an array of international projects,” continued Leith.

Last year the firm published a 40th anniversary book celebrating some of their most notable urban designs. Few designers have made such a mark on Sydney’s urban spaces as Darrel Conybeare and his legacy will be lasting.

Christopher Blower

Currently a resident at Elamang House, we got a chance to sit down with Chris and chat a bit about his past and the community work he's been doing for the past 14 years throughout his retirement. Chris was born in Kent, England and emigrated to Australia at the age of 27 during the days of the Ten Pound Pom.

Once in Australia Chris's first job was as a postman in St Ives. Back then, posties blew their whistle when delivering the mail and were as important as the milkie or bread man.

"I remember it was the summer of 1968/69 as there were a lot of bushfires. One day the fires were quite bad, I recall turning around in this lane and a bunch of firefighters were running towards me. The next day I was in Sydney Morning Herald's 'Column Eight'. Someone must have written about the postman delivering the mail up in the middle of the burning flames.

"I eventually joined the public service in Brisbane before moving to Canberra, where I stayed for 30 years. It was there that I met my wife and raised our children," explained Chris.

Chris spent many years working as a public maritime lawyer and in the 1990s got the opportunity to umpire grade cricket, including an international match. In 2008, he retired to Sydney with his wife.

In Sydney, Chris began volunteering at the Fine Music 102.5FM radio station, which broadcasts classical, jazz and other fine music genres.

"It was founded by volunteers in 1974 and was the first FM station in Australia.

"During the recent lockdown, radio stations were all designated as essential services, but Fine FM came to the decision to restrict live shows to breakfast and drivetime programs. All other programs had to be broadcasted from computers. I decided to go through hours of old programs, editing out references to real-time so they could be aired at any moment. It worked a treat.

"I can login to our computer system from Elamang House to work. I am one of four volunteers from the station living at James Milson Village," concluded Chris.

Fine Music's contribution to the community is well regarded. The station was recognised in the North Sydney Community Awards in 2017, winning Community Group of the Year. Chris also won an individual award for his community service in 2018 (pictured below).



Mabel Borgman

1930 – 2022



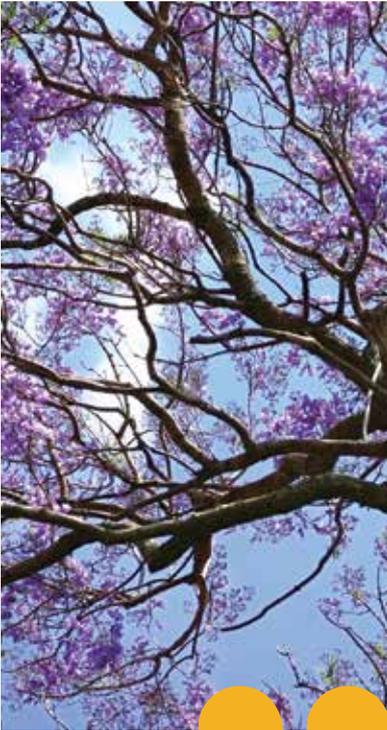
JMV recently received this wonderful testimonial from the family of a Woolwich resident, Mabel. Sadly, Mabel passed recently and while she was only with us at JMV for a short period of time, she left a special mark on the team at Woolwich.

My beautiful mother, Mabel Borgman, was extremely fortunate to live the last seven months of her life at James Milson Village, Woolwich. As her daughter, I will be forever grateful for the excellent care, love and warmth that was given to Mabel during her time there.

It's no secret Mabel lived for her family and friends – she was generous, fun, a wonderful mother, and a much-loved grandmother. An accomplished lady and astute businesswoman who when widowed at 40, continued to run a successful business until her retirement in her late 70s.

Mabel lived totally independently until an opportunity became available for her to inspect JMV as a future respite care facility. As we were shown around the facility it became apparent that this was a special place. We were greeted with big smiles and happy hellos.

Room 314 was available for inspection. As we walked in it was full of sunshine, with a balcony looking out onto a garden showcasing a beautiful jacaranda tree. Mabel was instantly impressed. When told the room was available for permanent residency, Mabel looked at me and whispered, "We should take it."



I am the luckiest lady and so spoilt. I am cared for even better than the Queen of England

I was surprised as Mabel had made me promise I would never place her in a care facility. I often wondered what made her make such a quick decision. Was it the beautiful tree that became known as her 'lilac tree'? Maybe the compact kitchenette that she could utilise when visitors arrived? I do think the heated bathroom floor and wardrobe large enough to accommodate her clothes, shoes and bags all contributed to her deep sense of belonging at JMV.

Within days Mabel moved in. It did take her a little time to adjust, understandably, as it was busy, and Mabel was used to living alone. Everyone extended a very warm welcome and she slowly began to settle in. Everyone became a part of her extended family and she loved them.

Every day she would say to me, "I am the luckiest lady and so spoilt. I am cared for even better than the Queen of England". And I totally agree – she certainly was!

Mabel was proud of her home. She would boast about the level of care – always something to do should you wish to

participate. She enjoyed the amazing meals, telling me with a cheeky laugh "I can even have a glass of wine – anything I like".

Suddenly, Mabel became ill and was transported to Royal North Shore Hospital. All she requested was to be allowed to return home to JMV amongst her extended family under palliative care, in her room, her home.

July 13, surrounded with family, laughter and love, Mabel passed away. It was calm, peaceful, and beautiful. It was a privilege to have been by her side holding her hand. Mabel lived a wonderful, full and happy 92 years.

As her daughter and from Mabel's family, I wish to express our deepest gratitude to everyone at James Milson Village, Woolwich. Mabel loved with all her heart, and she was loved right back.

Thank you so very much for providing Mabel such an amazing level of personal care, delivered with happiness and love.

With all my love and thanks,

Janise Sammons

Daughter of Mabel Borgman

Our Staff



Kreesma Poudel

Kreesma Poudel has been working at James Milson Village's North Sydney facility for three years and was a finalist for the last Employee of the Year awards.

"Kreesma is a very loyal and supportive team member. She works overtime to ensure the residents' health, wellbeing and safety is maintained. A kind and gentle care staff, Kreesma is a valued addition to our team," said Residential Services Manager, Dee Sookaloo.

Originally from Kathmandu, Nepal, Kreesma arrived in Australia in 2019. Having spent 10 years as a primary school teacher, choosing a role where she could continue to help people was important to her.

While completing her Certificate III in Aged Care, she undertook her placement at JMV and worked hard in the hope she would land a job as an Assistant in Nursing once her studies were complete. She managed to secure the role and often goes above and beyond for her residents.

"I'm happy to have such a supportive and helpful management team here at JMV. They reward hard work and really care about the staff," said Kreesma.

In a few years, she is hoping to apply to study a Bachelor of Nursing.





Nadeem Ahmed

Born in Chandigarh, India, Nadeem Ahmed didn't take the conventional career path post university. He has cut hair for some of India's most famous Bollywood stars and cricketers, and even has a Guinness World Record.

Nadeem spent a lot of time in his uncle's salon while growing up, so when a friend of his asked Nadeem to cut his hair, he didn't hesitate.

"I cut my friend's hair and that's where it all started. At the time I ran an internet café and students would come in and let me practice on them. I also learnt through YouTube videos," explained Nadeem.

After a while Nadeem started experimenting by cutting hair with fire, glass, paper cutters or blindfolded. He started gaining a lot of media attention and doing shows across the country. It was 2003 when he was featured in the World Guinness Book of Records. In 2005 Nadeem moved to Australia with his wife, putting down his scissors and taking back up IT.

"I worked in IT for a finance company, but I much prefer the aged care industry. Personally, it gives me a sense of pride and contentment that I'm contributing back to the community. It has, over the six years I've been at JMV, become a passion."

Nadeem's team has transformed JMV's technology and they are now one of the top facilities when it comes to IT. With aged care residents becoming more and more tech savvy, it's important that what's available suits their current lifestyle.

"With the pandemic, everything was locked down. Our tablets and Zoom trolleys helped the residents stay connected to their families. They also have access to Smart TVs where they can access Netflix and YouTube, etc.

"We have achieved quite a lot. We also do staff education from time to time. As an aged care facility, it is very important our systems are secure, and that staff understand data security," continued Nadeem.

Nadeem works across both North Sydney and Woolwich facilities and is proud to share the residents' golden years with them.

"I'm in IT so I'm not involved with direct care, but as I walk through the hallways, I get to know the residents. And they get to know me. When they have functions, we're there – it brings me happiness to hear their stories and celebrate the important events with them. It's a perk you don't often get in other workplaces," concluded Nadeem.

Our Board



Paul McPherson

BCom, LLB, FAICD

Board Chair
Chair Asset & Property Development Committee

Member of the Audit & Risk Committee

Paul is an experienced company director and chairman, with previous roles spanning senior international management, marketing and sales in consumer goods. He specialises in strategic planning and implementation process improvement. Nominee from community. Board member since 2014.



Sharon Callister

MBA, BHA, GAICD, RN

Board Vice Chair
Chair People, Culture & Remuneration Committee

Member Clinical Governance & Care Committee

Sharon is the current CEO of Mission Australia and former CEO of Presbyterian Methodist Schools Association Qld and former member of The Salvation Army Queensland Advisory Board. She has extensive operational and governance experience in social services and aged care, particularly capital projects, clinical governance, strategy, people and culture. Nominee from community. Board member since 2018.



Phillip Rankin B.

Bus (Accy), CPA, JP

Board Director
Chair of Audit & Risk Committee

Member of Asset & Property Development Committee

Phillip has broad experience as CFO, Finance Director and Managing Director. He is the current director at The Mac Credit Union (& Audit Committee Chair), Camden Meals on Wheels and MyGateway. Nominee from community. Board member since 2019.



Dr Dorothy Leeder

MBBS, FRACGP

Board Director
Member of the Clinical Governance & Care Committee

A GP for 40 years, Dorothy fostered the early uptake of computing in her practice and throughout her career, with a special interest in the elderly and disabled. Dorothy has extensive experience working in aged care facilities. Nominee from Catholic Parish. Board member since 2019.



Dr Lois Towart

Assoc DipVal, BBus, FAPI

Board Director
Member of Audit & Risk Committee

Member of the Asset & Property Development Committee

Lois has extensive experience in valuations and analysis, specialising in retirement housing and residential aged care. Nominee from community. Board member since 2019.



Josephine Heesh

BArts, Masters Law

Board Director

Member of the Audit & Risk Committee

Member of the People, Culture & Remuneration Committee

Currently a partner in the law firm of Carroll & O'Dea Lawyers, Josephine has been a practicing solicitor for over 40 years. She has extensive experience on Boards in the not-for-profit sector. Nominee from Catholic Parish. Board member since 2019.



Suzanne Jones

BAppSc, PostGradDip IR/

Labour Law, GAICD

Board Director

Chair of Clinical Governance & Care Committee

Member of the People, Culture & Remuneration Committee

Suzanne has extensive experience as a physiotherapist, peer reviewer and clinical standards auditor. She's been an independent advisor for three decades, providing consultancy services to government, financial services, commercial and for-purpose sectors in roles across health, employment and disability. Nominee from North Sydney Council. Board member since 2021.



Jo-Anne Harrison

MMgm, FAICD, FGIA

Board Director

Member of Audit & Risk Committee

Member of Asset & Property Development Committee

An experienced executive and non-executive as both a director and Board chair, Jo-Anne has expertise in corporate and project governance, audit and risk committees, stakeholder engagement, development management, complex approval environments, projects and programme management. Nominee from North Sydney Council. Board member since 2021.



Linda Watts

BArts, GAICD

Board Director

Member of Clinical Governance & Care Committee

Member of People Culture & Remuneration Committee

Linda brings eight years of experience on aged care Boards, focusing on care, governance and strategy, and providing excellent life choices for older people. She has been on the Board of Peninsula Villages on the Central Coast since 2015. Linda has had a solid corporate career background, specialising in business, marketing and innovation across several countries and regions. Nominee from North Sydney Council. Board member since 2021.

Our Leadership



Brad Williams
Chief Executive Officer



Ian Ritchens
Chief Financial
Operating Officer



Nadeem Ahmed
IT Manager



Dee Sookaloo
Residential Services
Manager



Zephyr Min
People & Culture
Manager



Karyn Warner
Executive Officer



Francis Hache
Property & Maintenance
Manager





