



Lyndoch Living™



Lyndoch Living Ltd

OUR PURPOSE:

To be the leader in seamless integrated living services to our community.

OUR VISION:

By recognising each person for the individual they are, we will strive to provide them with the specific services, care and support they need to enjoy a lifestyle that is their own - dignified, engaging, fulfilling and rewarding.

OUR MISSION:

We will enable a wide range of people to lead totally unique lives. We will support them, advise them and give them help when they need us. We will show ourselves to be an organisation that can be implicitly trusted to treat them with respect, compassion and understanding in every interaction.

OUR VALUES:

LYNDOCH LIVING

OUR VALUES



RESPECT
We care enough to accept individuals as they are, and to treat them as we like to be treated.

CARE
We pay attention to detail. We care about what we do and make an effort to do our best. We put in that extra effort to make sure that something works for ourselves and the people we care for.

TRUST
We act with integrity, professionalism, transparency, honesty and fairness to earn the trust of those we care for.

SAFETY
Safety is everyone's responsibility. We take responsibility for our own safety, as well as our colleagues and those we care for.

INCLUSION
We recognise the importance of life experience and encourage diversity and inclusion to foster a culture where all people feel valued and encouraged to participate.

Lyndoch Living at a glance

Lyndoch Living Ltd is a not-for-profit provider of residential aged care, in-home and community services, respite, allied health and retirement living.

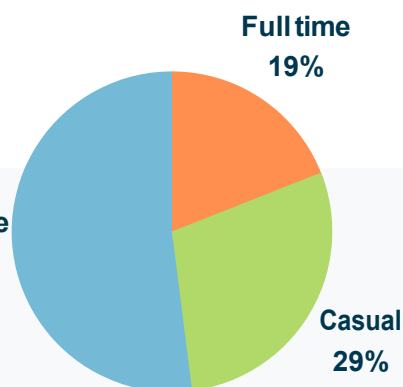
OUR TEAM



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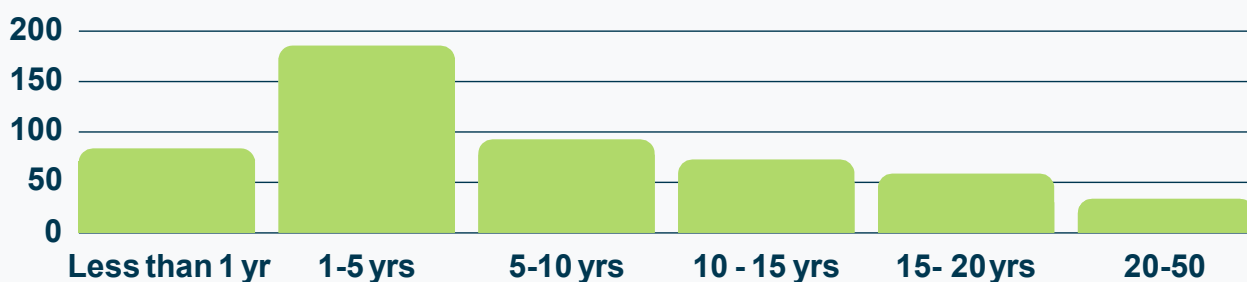
Part time
52%



436 team members

239 full time equivalent

LENGTH OF SERVICE



OUR RESIDENTS AND CLIENTS



170

Residents cared for



150

Respite clients



659

Community clients



35

Retirement Living

Board President & CEO Report

Welcome to this year's annual report of operations for 2022-23. At the onset, we wish to congratulate our dedicated staff who have worked tirelessly to ensure that our residents and clients are happy and healthy. Our teams have responded with agility and strength during a year where pandemic disruption has tested us over and over again. No one could have anticipated the disruption that the COVID 19 pandemic created, nor that it would be extended for such a long period of time.

We sincerely thank our residents, families and our staff for their patience and consideration during this ongoing challenge.

In order to address the ongoing challenges of COVID 19 and the other array of influenzas, we implemented a strong infection, prevention strategy and introduced an Infection Prevention Coordinator to lead us through the occasional shutdowns, and to educate our staff regarding infection prevention competence. These changes were significant in Lyndoch Living's responsiveness to any outbreak that occurred for the rest of the year as clusters were quickly brought into check to ensure that our residents and staff remained safe.

During the year, the Lyndoch Living Board worked to enhance both the clinical governance and corporate governance structures. Ed Rennick, Louise Cameron and Peter O'Brien were welcomed to the Board bringing fresh ideas and insights with a wealth of business, community, education and general practice expertise.

A new Board Committee structure was introduced along with revised governance subcommittees. These subcommittees included:

- a board clinical governance subcommittee with strong, clinical leadership from board members and clinical leaders within Lyndoch operations
- a People and Culture subcommittee to enhance the work that we are doing with our people
- a Finance, Audit and Risk Committee was restructured to enhance compliance, risk management and corporate practices.

To support our work in continuous quality improvement, a clinical governance framework was designed according to best practice standards, and in line with aged care quality standards and robust clinical and quality outcomes. To support clinical governance, the board undertook intensive clinical governance training with Cathy Balding from Quality Works, who provided essential training regarding the board's role in building a clinical governance system.



With the appointment of Andrew Long as Director of Corporate Services, Chief Financial Officer and Company Secretary came a significant shift in addressing work health safety with the introduction of a comprehensive Risk Management Framework and contemporary Risk Register.

The appointment of Penelope Becker, Health Safety and Wellbeing Lead has provided greater impetus to our work health safety strategies and support to our staff through difficult times of injury.

The return of Anita Plowman as the Associate Director of Clinical Services and Acting Director of Nursing has been a significant driver to the return of focus and investment on the delivery of care at Lyndoch. This has resulted in our residential care facilities meeting full accreditation with all aged care quality standards met.

Under Anita's leadership we have been able to attract skilled and experienced staff who have assisted in returning quality care to our residents. Anita has worked hard with her team to address the aged care and quality and safety standards which had fallen below acceptable levels.

This was challenging, but through a system of redirecting quality to the nursing division, education and support of the Public Sector Residential Aged Care Services (PSRACS), the nursing division has managed the quality turnarounds necessary in residential and age care facilities.



The Community Services Division has continued to improve the foundations of good best practice community care with a strong and committed team to continue the work that we need to do to meet all aged care quality standards.

Our Workforce Development and Training area headed by Julie Bertram has played a significant role in building the team work approach, being always ready to meet the ongoing request for workforce data, government reporting, recruitment needs and importantly supporting our people in skills development, workplace challenges and the COVID journey.

Education is a major foundational pillar to building quality care and safety outcomes for our residents and clients. Education ensures that our staff are well qualified and prepared to assist Lyndoch in the continuous quality improvement journey, ensuring that our residents have the best possible care using best practice techniques. To enable this work we introduced a new education platform called AUSMED that enables staff to access the mandatory education online at any time, in addition to enabling staff to develop an education passport, which becomes individualised for each staff member.

NEWS

Lyndoch back to life

Aged care service
back from the brink

AGED CARE

BY BEN SKEWSTER

Region

LYNDOKH Living may be back from the brink after two new aged care audits found dramatic improvements at two of its services.

The audits were conducted in March 2023 at the May Newman nursing home in Traralgon and the Lyndoch Hostel in Warrambool, with the reports published in late April.

The board was found to be fully compliant with national aged care standards, while May Newman still failed two requirements, but showed vast improvements from its previous audit.

In August 2022 staffing and care standards had slipped so severely at May Newman that the service was forced to bring in Australian Defence Force personnel to bring it up to basic levels.

The Aged Care Quality and Safety Commission auditor said the lack of staff, especially adequately skilled staff, had led to risk management lapsing and the situation presented an "acute danger" to the residents.

Audit from having to bring on extra staff, Lyndoch was also forced to appoint an external adviser to assess progress at May Newman.

In October a further report found insufficient progress in these areas and issued a "notice of non-compliance", essentially putting the service on probation.

The non-compliance

comes to improve the way it investigated incidents or "integrate further risks for this high impact and high prevalence risk".

The latest report still found May Newman non-compliant in two requirements relating to risk management and criticised the "continuous improvement plan" Lyndoch created in October 2022 for not having enough on-medication incidents.

The 26 actions listed against this requirement (in the improvement plan) lack detail and related to a variety of other clinical areas, with only six entries related to medication incident management," the report said.

Some of the planned actions included staff training, creating an electronic medication administration system, and a clear analysis of any medication incidents to work out more effective responses.

But the auditor found Lyndoch had improved its investigation or analysis of medication incidents.

"The investigation of incidents was not evident, and the auditor was not satisfied that the service had demonstrated an adequate investigation and analysis of significant clinical incidents," the report said.

The report said a key issue was the lack of permanent registered nurses to ensure continuity of oversight and care proper processes were followed.

It did note a reduction in medication errors since December 2022 and said May



New audits by the national aged care watchdog have found strong progress at two services run by Lyndoch Living.

One key area where May Newman had improved significantly was the provision of appropriately skilled staff. The service had failed this requirement in both 2021 and 2022 and it was one of the reasons for the non-compliance notice in October.

But auditors found Lyndoch had developed a "sustainable mix of skills and staff" since October, with residents satisfied by the number and skills of staff, and employees saying they felt supported by both management and senior clinical staff.

Lyndoch acting chief executive officer Jill Davidson said the audit represented a "big turnaround" in the service.

"The service was appointed an experienced facility manager and... we have been able to take around the

judged complaint. Our key area where May Newman had improved significantly was the provision of appropriately skilled staff. The service had failed this requirement in both 2021 and 2022 and it was one of the reasons for the non-compliance notice in October.

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Lyndoch acting chief executive officer Jill Davidson said the audit represented a "big turnaround" in the service.

"The service was appointed an experienced facility manager and... we have been able to take around the

clinical care requirements, including the mandate that residents receive safe and effective care for pain, wounds and behaviour management.

The new audit found Lyndoch had strengthened its policies and procedures to such "best practice" levels for clinical care. All wounds were assessed and monitored by specialists, which he clinical care. All wounds were assessed and monitored by specialists, which he clinical care. All wounds were assessed and monitored by specialists, which he clinical care.

September the board didn't have enough skilled staff to properly care for its residents, but the audit said this had been avoided.

"The service has recruited the staff, improved several key personnel in the last few months and additional

and more rigorous rostering policies meant staff could respond to calls for assistance and give residents the care they needed.

Ms Davidson said it had been a huge effort to restore staff skill and expertise because so many experienced employees had left in the previous two years, but she was confident the improvements would last.

"Last year, Lyndoch was asking us to move ahead and external consulting support to improve quality outcomes. This didn't give the result that we needed," she said.

Ms Davidson said with the help of the health department and under Ms Plowman's leadership, responsibility for care quality had been moved down from the executive to the front line staff, "where residents are

Lyndoch living now has a new foundation with which to build, as the Values of the organisation were reviewed this year, using the valued experience of our dedicated staff who contributed to the choice of our new Values through a staff survey approach. All staff were asked to vote on the Values that they saw were most important to them, and the ones that they felt that they could live with and wholeheartedly support. These values have now been agreed and are: Respect, Care, Trust, Safety and Inclusion. It is with pride that we can walk around the corridors of the home and feel the living values that are now being supported.

The challenges of COVID impacted on the occupancy of the residential aged care facility resulting in no waiting list and a 64% occupancy mid-year. Throughout the year we lost 369 working days to COVID leave. The pandemic had a massive impact on our staff who committed extra time to cover shifts and we thank them sincerely for this dedication. We were very fortunate to have assistance from the Commonwealth who provided a surge nursing team to support Lyndoch during times of roster stress.

The May Noonan Hostel was a grave concern due to the inability to recruit registered nurses, very low occupancy indicating lack of demand, the constant need for agency staff and concern for resident safety resulting in the decision to close the facility.

Following many conversations with our May Noonan residents and families, we were able to assist all residents to find a new home either in Terang or nearby towns, or to our Warrnambool site.

Thanks to the dedicated admissions and nursing team, we ended the year with significant occupancy growth and a strong waiting list. This aligned with a reduction in complaints and increase in positive feedback. Our residents and clients are at the centre of care so this feedback and that of their family representatives is integral to improving our systems.

Work began in earnest in December to arrest the financial distress of the organisation and invest more resources in our residents. Multiple changes across the organisation are addressing this need, including the focus of quality work to the point of care under the nursing division, and significant reduction in corporate costs through building efficiency, and reduction of discretionary expenses.

We want to thank South West Healthcare for their support until Ted Rayment was appointed for 3 months as the Acting Chief Executive Officer, followed by Jill Davidson as Acting Chief Executive in December. This has commenced a period of strong business restructuring and quality improvement work.



Sue Cassidy Board President



**Jillian Davidson
Acting CEO**

RN, RPN, RM, BHA (UNSW), Assoc Dip Acc, MBA, FCHSM,
CE, GAICD, CGFNS

Thank you

We extend our gratitude to all who have supported us through the challenges of the past year.

Thank you. We couldn't have done it without you.

Our staff

Our residents and clients and participants

Our volunteers

Our community

Our contractors

The Department of Health and Ageing

Department of Health Victoria

The Aged Care Quality and Safety Commission

South West Healthcare

Barwon Health

South West TAFE

Deakin University

Warrnambool College

Midfield Meats

The ANMF

The HWU

RSL

Southern Stay

Gilson College

Warrnambool Art Gallery

WDEA

The year in review: Residential Care

Aged Care Quality and Safety Commission

Throughout the year we had nine audits from the Aged Care Quality and Safety Commission. The audit results were disappointing and challenging for us after the struggles of the COVID years and the resultant staff shortages.

However, as hard as the audit results were, our team was determined to improve, and improve we did. By the end of this reporting year, we had achieved full compliance for our Nursing Home and Hostels.



Staff and Board members line up to celebrate a great audit outcome.

The year in review: Residential Care

Australian National Aged Care Classification (AN-ACC)

The Australian National Aged Care Classification (AN-ACC) funding model became operational in October 2022. The AN-ACC model provides funding to approved providers to deliver care to residents. The level of funding differs depending on the care needs of each resident. Each resident is assessed and provided with a classification for funding.

Lyndoch's AN-ACC team reviews the care needs of each resident for further review and assessment by an independent assessor. The independent assessor determines the level of funding for each resident.

The ongoing process monitors any changes that may require reassessment and possible increase in funding.

It's a team effort that relies on progress notes, care plans and other assessments completed by nursing and clinical staff.

Clinical Governance

The Clinical Governance Committee is a sub committee of the Board. Clinical indicator trends are analysed along with consumer/representative feedback to provide input into our continuous quality improvement journey. The clinical indicators include pressure injuries/wound management, restrictive practices, falls, weight loss, medication management, serious incident reports, infection prevention and control practices.



Brenda Boyd, Robyn Piersma and Glenda Williams completed the two day training for the implementation of the new AN-ACC model.

In line with legislation changes and Lyndoch's commitment to providing quality care to consumers, the Clinical Governance framework has been revised and ratified by the Board. The Board undertook Clinical Governance Training in January. The Clinical Governance Framework supports the achievement of our strategic commitments and provides the foundation for meeting compliance requirements.

Our clinical policies and procedures have been reviewed and endorsed by the Clinical Governance Committee to reflect best practice guidelines and recent changes in legislation.

The Medication Advisory Committee remains an integral part of the clinical governance framework and has been commended for the best practice guidelines it drives with regard to medication management and best possible health outcomes for our consumers.

The year in review: Residential Care

Wellbeing Matters Program

The Wellbeing Matters Program was developed by Loretto Blundell, a Warrnambool Educator. The program helps young children to positively manage their emotions, make helpful choices, be responsible and care for and get along with others.

Our residents loved being part of the program.

The children sent cards and gifts during COVID restrictions. Our residents sent gifts back and made a box of games that they used to play when they were children.

Happy times at meet ups at the Art Gallery and the Gardens.



Review of Lifestyle Services

Lifestyle Services were reviewed to provide greater coordination of activities and access to events and programs for all residents and participants.



Entertainment Program

Lyndoch's Lifestyle program aims to make sure the activities meet the interests of our residents.

The team meets with residents to review and plan new activities.

To further improve the program, the team assesses through volunteer and resident feedback if the activities are working well, or if they need to be revised.



The year in review: Residential Care

Volunteers

It's been wonderful to see our volunteers returning to Lyndoch after a significant drop in volunteer numbers over the past couple of years.

Many of the events and activities at Lyndoch are supported by our wonderful volunteers. Many of our volunteers provide great entertainment for our residents.

We continue our links with Volunteer Connect and participate in the South West Volunteer Network.

Volunteer Honour Roll 2022 - 2023

Kay Anderson
Peter Moore
Peter Larkin
Ron McKenna
Shirley Handley
Thalia Jenkins
Valerie Sheahan
William Smail
Kyle Scouller
Sky-Ann Grace
Carmel Walker
Glenda Bell

Our entertainers

Gary Price
Lindsay Merrett
Matthew Lim
Trevor Keilor
Joe Musico
Eric and Jacinta Read
Gabby Steel
Peter Larkin
Seaside Singers
Tom Brocklehurst
Just Us
Retro entertainers



Gary Price

Gary has been cheering our residents for 21 years. Congratulations and thank you Gary!



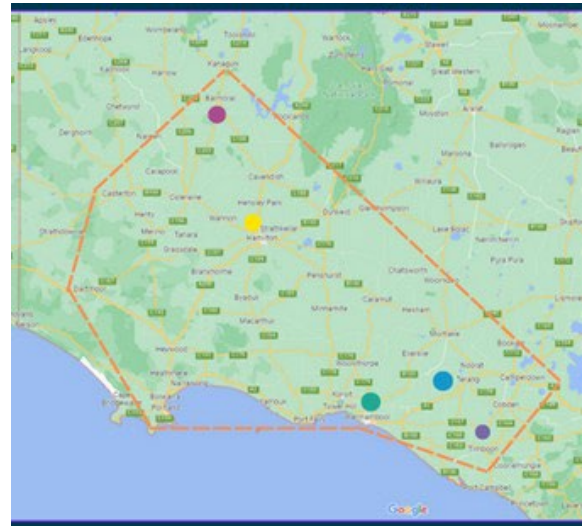
The year in review: Community Services

Lyndoch Living Community Services delivers care to 904 clients across five municipalities in south-west Victoria: Corangamite, Glenelg, Moyne, Southern Grampians and Warrnambool.

The objective across all programs is to support consumers to remain in their own homes – healthy, safe and socially connected. Part of this responsibility is recognizing and supporting when the home environment may no longer allow this to occur, and to assist with the transition into residential aged care.

In May 2023, a Quality Audit by the Aged Care Quality and Safety Commission conducted across Lyndoch Community Services identified areas for improvement in order to fully meet the Aged Care Quality Standards.

We welcomed the audit results as this has given us a clear agenda for the improvements to be made to meet industry standards. Our Continuous Improvement plan is being implemented by our passionate staff who are committed to quality consumer directed care to our clients.



Our Community Services include Home Care Packages, Living at Home services, Homestead Respite, and Allied Health.

These services provide a range of programs including exercise physiology, physiotherapy and rehabilitation, home care package management, and day programs for both respite for carers and social support participants.

The Homestead Respite program provides hostel level of care to address the need for one to one carer support for participants, whilst collaborating with existing care networks.



The year in review: People and Culture

People and Culture

In a year that brought challenging times for Lyndoch Living, the People and Culture Team provided support to our staff throughout the uncertainty of a changing leadership group, intense media interest and community rumours, staff shortages, enterprise agreement implementation consultations, reduced residential occupancy, further COVID-19 outbreaks, restructuring of some of our services, and the closure of May Noonan.

WGEA Gender Equality Reporting program

Lyndoch Living is required by law to report on six Gender Equality Indicators each year. The annual submission requires us to complete:

- an online questionnaire regarding policies, strategies and actions on gender equality
- two excel spreadsheets about workforce composition, salaries and remuneration, employee appointments, promotions, resignation and parental leave.

The reporting period is from 01 April 2022 - 31 March 2023.

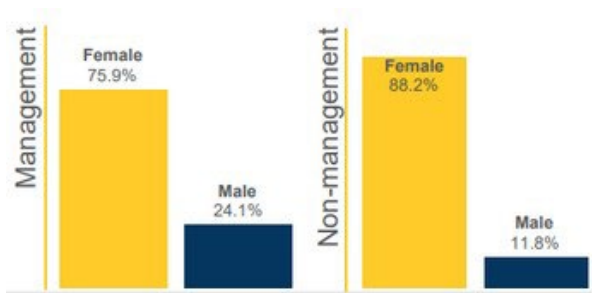


Gender pay gap

The gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings.

Since the 2021 -2022 Report we have reduced our gender pay gap from 9.5% to 1.6%. Note: Pay gap favours men.

Workforce Composition



2021 - 2022 Reporting period



2022 - 2023 Reporting period

The year in review: Work Health, Safety and Wellbeing Risk

We value safety

Lyndoch renewed its values early in 2023 with resounding support from staff to continue valuing Safety as a foundation of the way we do things.

Work Health, Safety and Wellbeing

The latter half of 2022 saw Lyndoch navigating considerable change, notwithstanding the impact of continuing COVID-19 as well as other outbreaks. The final report from The Royal Commission into Aged Care Quality and Safety also brought an increased focus on residential safety in an environment of staff shortages and unplanned leave.

We lost 369 working days to COVID-19.

When able, our staff worked additional hours and extra shifts to make up staffing shortfalls, but we still had to contract agency and surge staff to meet the care needs of our residents.

The resilience of Lyndoch's teams in dealing with these extra pressures is highly commendable.

During this time we worked with WorkSafe Victoria, the ANMF and the Health Workers Union to introduce a Fatigue Management system to identify and manage fatigue risks.

Employee Assistance Program (EAP)

Lyndoch's Employee Assistance program provides access to short term professional and confidential counselling to staff who may be experiencing work or personal issues. During the year, we improved the program to provide greater choices of counselling providers, and where necessary, increased the number of counselling sessions available.



Work Health and Safety Committee

Lyndoch teams remain committed to working safely and identifying where improvements can be made. Lyndoch Work Health and Safety Committee meets to review incidents and working practices with staff representatives from across the organisation.



The year in review: Risk

Emergency Management

The Lyndoch Emergency Management Committee commenced evaluating its Emergency Response in 2022. Planning is underway to update both how we respond to emergencies and implement training to enable this to be effective.

This group is focused on delivering coordinated and effective responses to emergencies.

Teams continue to check and inspect their equipment in preparedness for arising emergency.

Minimising risk

2022 saw a focus on emergency response training as well as training to reduce the risk of musculoskeletal trauma. Lyndoch's rehabilitation and injury management partner, Nabenet conducted onsite training with our staff.

Early 2023 saw the introduction of O'Shea No Lift 'train the trainer' with 9 predominantly clinical staff completing the training.

Learning Teams

The start of 2023 saw the introduction of a reflective safety practice in the pursuit of leading safety indicators. The "Learning Teams" are a staff focused engagement approach to problem identification and problem solving. They are about both opportunities and threats in the organisational environment and support continuous improvement.



The year in review: Education and Training

Education and Training

Our Education and Training Team has worked hard to support our staff to keep their knowledge and skills up to date during the challenges of the year. They welcomed our newly recruited staff and facilitated face to face training in infection prevention, clinical and administrative competencies.

Ausmed – new online learning platform

Each year, our staff are required to complete a suite of mandatory training modules to ensure the currency of their knowledge and skills.

The new platform aligns with the Aged Care Standards and ensures that we can more effectively monitor the status of our mandatory requirements.

Certificate III in Individual Support (Ageing and Disability)

In December 2022, Lyndoch Living and South West TAFE confirmed a Memorandum of Understanding to work collaboratively to jointly deliver the Certificate III in Individual Support (Ageing and Disability). The course is delivered at Lyndoch Living by TAFE staff and our own staff member Alison (Ruby) Richardson, who is also a qualified vocational education teacher. The onsite delivery model gives students greater insight into working in aged care by providing theory and practical placement opportunities. The first course commenced in February 2023 with 16 students and is delivered at Lyndoch for 2 days per week over 6 months.



Our Ausmed champion

Bev Burchell was the first of the domestic and hotel services teams to complete her mandatory training. This was a great achievement for Bev given that she had little computer experience. Bev was supported by Stephen Grigson in our staff Learning Lab.



The year in review: Corporate Services

Information Technology

In 2021 we received a business improvement grant for updating the IT infrastructure which included an upgrade to our servers, which was completed in February 2023.

Cyber Security Awareness Training was rolled out across the organisation from July 2022 to provide all staff with current and easily understandable training. Staff awareness is an important pillar in our overall security strategy. Since then, Duo Mobile Multi-Factor Authentication was implemented for all Microsoft 365 Services to provide a further incremental increase in our security posture. Our email screening protection was also improved to reduce the likelihood of targeted email attacks.

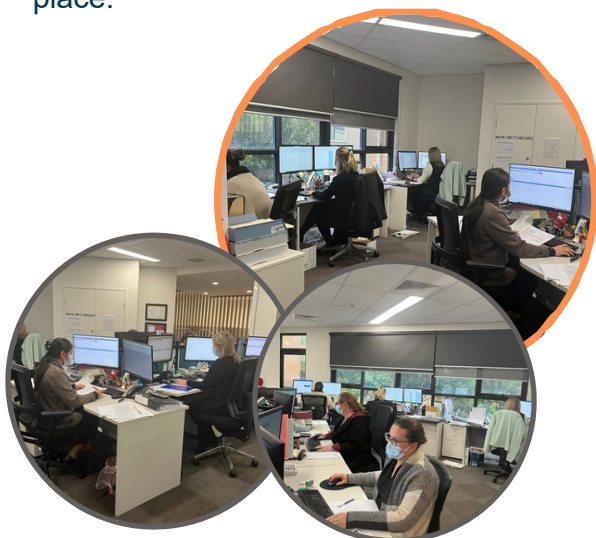
The commissioning of the Primary Health Care building was completed in October 2022 with all go-live targets met, and that business also has cyber security awareness training and multi factor authentication in place.



Finance

The Finance Team supports all areas of the business including:

- finance services for residents
- quotes for entry into Lyndoch
- Residential Agreements
- payroll for our 436 staff
- leave entitlements
- superannuation
- salary sacrificing
- accounts receivable and payable for hundreds of suppliers
- budgets development, monitoring and reporting
- management of home care packages



The year in review: Corporate Services

Facilities and Maintenance

Over the last reporting period the maintenance team has been working constantly to provide well maintained and safe facilities in the challenging environment of an ageing infrastructure.

The team, with the help of local trades and suppliers, has responded to over 5000 work requests across our sites.

During the year we also upgraded some infrastructure, with the renewal of internal lighting to more energy efficient LED lights and more efficient shower heads.

The firefighting system had a partial upgrade with two new hydrants and commissioning of back up tanks to ensure water pressure in the case of a fire.

We continue to refurbish resident's rooms with 15 rooms receiving new flooring and a repaint.

The team continues to maintain the gardens and grounds. Several garden beds have been revamped and the renewal process is ongoing.



Darren Foley works with Rotary to donate any excess equipment to Popondetta Hospital in Papua New Guinea.



The year in review: Corporate Services

Domestic Services

With the continuing challenges of COVID-19 and other infections, the Domestic Services team has stepped up to the task of maintain Lyndoch to the highest of standards.

The team has consistently achieved high 90% ranges on audit reports for infectious disease control, even while working with the constraints of wearing full PPE.

The laundry team has continued to provide a comprehensive service to all residents and again with the disruption of COVID-19.

The stores has undertaken a significant revamp to provide an enhanced goods flow and productivity gains.



Café Connect

The café continues to be very popular with staff, residents, and visitors as a meeting place.

Suzi and the team cook up homemade delights daily.



During the year our hospitality services staff member, Beverley Burchell retired after 29 years, 3 months and 18 days of service. Thank you Bev for your amazing work.



The year in review: Corporate Services

Hospitality Services

The Kitchen and Pantry teams continued to deliver exceptional service.

During the year we commenced a project of Enhancing the Dining Experience for residents.

We are making changes to ensure mealtimes are a dining experience, where residents enjoy all aspects of the meal. This includes the social aspect, the food experience and a comfortable, welcoming environment which encourages joy and appreciation of food.

Following resident consultation, we have also implemented new menus.



The year in review: Corporate Services

Primary Health Care

The medical clinic continued to provide high levels of services to the Warrnambool Community and Lyndoch Living Residents.

In October 2022, the clinic relocated to the new Primary Health Care Building. The new site includes several innovations including a central treatment area which allows nurses to monitor patients while undergoing treatments.

During the year we implemented new systems to improve customer service such as our electronic referral system. The Best Practice Software allows the practitioner to send referrals directly from the Best Practice system rather than a paper based referral.

We also implemented the HotDoc online booking system which allows patients to rebook script requests with their GP and have them completed and sent to the patient or directly to the Pharmacy/Chemist.

Later in the year we also upgraded the Best Practice software to enable patients to receive electronic test results.



Our Chronic Disease Management team has also relocated to the Medical Hub allowing for the streamlining of our appointments with the general practitioner and practice nurse in the same building.

The new Primary Health Centre has over 16 consultation rooms giving the Medical Hub the opportunity for visiting allied health professionals including the Bone Density bus which offered patients of Lyndoch Medical Hub a bulk billed bone density scan for those who were eligible.

We would like to extend our thanks and gratitude to the staff and doctors, who have worked exceptionally well over the past 12 months.



The year in review: Retirement Living

Retirement Living - it takes a village In 1959, The Hospital and Charities Commission approved the construction of Lyndoch's first Independent living accommodation. Affectionately called "Darby and Joan" cottages, the first three were opened in December 1962. During the remainder of the '60s a total of 33 cottages had been constructed to provide accommodation for 47 "self-reliant people". By 1980, the "Darby and Joan" cottage building program was complete with a total of 45 units.

in 2007, following a review of the existing independent units the Board embarked on a program to rebuild rather than remodel the existing ageing cottages.

Stage 1 of the proposed Waterfront Living development was commenced in 2012 and completed by December 2014.

The Lyndoch Living retirement village residents have been able to regroup and enjoy increased social activities following the earlier restrictions of COVID-19. During the 2022/23 year we welcomed several new residents, and have now reactivated several social programs.

We commend the residents for their resilience during COVID to maintain a strong community.



THE BOARD



Sue Cassidy
Board President
GAICD, Business Proprietor



Kerry Nelson
Vice President
Dip Comm Serv (Welfare), GDip
Aged Serv Mgt, GAICD



Kane Grant
Treasurer
BCom, CPA



Ron Page
MSust Agri, Dip Coy Dir, BApp Sc (Agri), Assoc DAgri Bus Mgt



Andrew Paton
BCom, Post Grad Dip (Accounting)



Louise Cameron
BTraining and Development, MBA,
Dip Mgt, DipVET, Fellow AICD



Lorraine Mielnik
BApp Sc (Nursing), Dip Ed,
MAICD



Ed Rennick
DipBus, DipBusMgt, DipPM



Dr Peter O' Brien
MB/BS (Adel), Dip RACOG,
MHA (UNSW), FRACMA, FACRRM



LYNDOCH LIVING LIMITED

ABN 26 066 985 408

EXTRACTED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Consolidated Statement of Profit or Loss and Other Comprehensive Income For the year ended 30 June 2023

		Consolidated 2023 \$	Consolidated 2022 \$
	Note		
Revenue and income from transactions			
Revenue from contracts with customers	2.1	42,706,381	41,515,270
Other sources of income	2.1	2,504,078	3,793,041
Total revenue and income from transactions		45,210,459	45,308,311
Expenses from transactions			
Employee expenses	3.2	(37,669,924)	(34,122,169)
Finance costs		(1,153,419)	(167,919)
Depreciation and amortisation	4.5	(2,531,032)	(2,612,767)
Other operating expenses	3.1	(15,328,522)	(13,888,945)
Total Expenses from transactions		(56,682,897)	(50,791,800)
Net result from transactions - net operating balance		(11,472,438)	(5,483,489)
Other economic flows included in net result			
Net gain/(loss) on sale of non-financial assets	3.3	(8,355,127)	592
Net gain/(loss) on financial instruments	3.3	83,937	(354,523)
Total other economic flows included in net result		(8,271,190)	(353,931)
Net result for the year before income tax		(19,743,628)	(5,837,420)
Income tax (expense)/benefit		25,639	136,462
Comprehensive result for the year		(19,717,989)	(5,700,958)

This statement should be read in conjunction with the accompanying notes

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Consolidated Statement of Financial Position

As at 30 June 2023

		Consolidated 2023 \$	Consolidated 2022 \$
	Note		
Current assets			
Cash and cash equivalents	6.2	8,283,645	8,132,988
Receivables	5.1	3,641,779	3,488,765
Contract assets	5.2	3,244,343	530,609
Other assets		411,167	436,840
Investments and other financial assets	4.1	4,806,809	12,511,223
Total current assets		20,387,743	25,100,425
Non-current assets			
Property, plant and equipment	4.2	54,612,872	56,736,829
Right of use assets	4.3	519,701	504,489
Intangible assets	4.4	157,200	3,796,147
Investment property	4.6	14,172,000	14,187,000
Deferred tax asset		-	170,057
Total non-current assets		69,461,773	75,394,522
Total assets		89,849,516	100,494,947
Current liabilities			
Payables	5.3	4,283,260	4,017,594
Contact liabilities	5.4	4,006,372	453,340
Borrowings	6.1	4,896,641	323,449
Employee benefits	3.4	5,914,632	5,784,971
Other liabilities	5.5	37,044,803	41,173,544
Total current liabilities		56,145,708	51,752,898
Non-current liabilities			
Borrowings	6.1	16,446,460	11,556,891
Employee benefits	3.4	1,549,113	1,743,184
Other provisions	5.6	13,000	28,750
Total non-current liabilities		18,008,573	13,328,825
Total liabilities		74,154,281	65,081,723
Net assets		15,695,235	35,413,224
Equity			
Asset revaluation reserve	SCE	8,823,975	8,823,975
LTMF reserve	SCE	2,566	2,566
Accumulated surplus	SCE	6,868,694	26,586,683
Total equity		15,695,235	35,413,224

This balance sheet should be read in conjunction with the accompanying notes.

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Consolidated Statement of Changes in Equity

For the year ended 30 June 2023

	Asset Revaluation Reserve	LTMF reserve	Accumulated Surplus	Total
Consolidated	\$	\$	\$	\$
Balance at 1 July 2021	8,823,975	2,566	32,287,641	41,114,182
Net result for the year	-	-	(5,700,958)	(5,700,958)
Balance at 30 June 2022	8,823,975	2,566	26,586,683	35,413,224
Net result for the year	-	-	(19,717,989)	(19,717,989)
Balance at 30 June 2023	8,823,975	2,566	6,868,694	15,695,235

This statement should be read in conjunction with the accompanying notes.

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Consolidated Statement of Cash Flows

For the year ended 30 June 2023

		Consolidated 2023 \$	Consolidated 2022 \$
Note			
Cash Flows from operating activities			
		49,354,581	47,805,662
		396,526	234,263
		143,327	300,248
		(57,579,074)	(53,078,547)
		(1,153,419)	(167,919)
		136,450	13,033
	8.1	(8,701,609)	(4,893,260)
Cash Flows from investing activities			
		(4,872,133)	(18,910,663)
		-	901
		(11,073)	(14,497)
		7,774,149	16,956,762
		2,890,943	(1,967,497)
Cash flows from financing activities			
		7,069,270	4,806,000
		(10,317,358)	(9,456,294)
		(231,554)	(345,090)
		9,440,965	11,097,717
		5,961,323	6,102,333
Net increase/(decrease) in cash and cash equivalents held			
		150,657	(758,424)
		8,132,988	8,891,412
	6.2	8,283,645	8,132,988

This statement should be read in conjunction with the accompanying notes

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Notes to the Consolidated Financial Statements

For the year ended 30 June 2023

Note 1: Summary of Significant Accounting Policies

Note 1.1 Basis of Preparation

The concise financial report of Lyndoch Living Limited (the Consolidated Company) is an extract from the full financial report for the year ended 30 June 2023. The concise financial report has been prepared in accordance with Accounting Standards AASB 1039: *Concise Financial Reports*, and the *Australian Charities and Not-for-profit Commission Act 2012* (Cth). The financial statements, specific disclosures and other information included in the concise financial report are derived from, and are consistent with, the full financial report of the Consolidated Company. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the Consolidated Company as the full financial report. A copy of the full financial report and auditor's report is available on request to members or available on the website.

The presentation currency used in this concise financial report is Australian dollars.

Going Concern Basis

During the year ended 30 June 2023 the Group had an operational deficit of \$(11,472,438) (2022 operating deficit of \$(5,483,489)) and a net loss of \$(19,717,989) (2022 net loss of \$(5,700,958)). The current asset ratio at 30 June 2023 was 0.37 (2022 0.49).

The net loss for 2023 included a number of non-recurring items including:

- Impairment of assets of \$3,606,387 predominately consisting of write downs of goodwill associated with the May Noonan facility and the Warrnambool Medical Centre (refer to Note 4.4).
- Write down of property \$4,748,740 predominately consisting of write downs in the Primary Care Centre (refer to Note 4.2(b)).
- COVID costs amounting to \$1,002,963. These costs have subsequently been reimbursed in 2024 through an Aged Care COVID grant from the Commonwealth Government.
- Staff shortages during the year, resulting in agency costs of \$662,461.
- Operational losses at May Noonan totalling \$2,450,755.

The operational deficit for 2023 was funded from operational reserves and a bank facility. Combined with the impairment and write down of assets, this has resulted in a reduction of net assets from \$35,413,224 at 30 June 2022 to \$15,695,235 at 30 June 2023.

Despite the material uncertainties apparent throughout the 2023 financial year, management have assessed and are of the view a going concern assumption remains appropriate because of the following mitigating circumstances:

- At the commencement of the 2024 financial year, the Board adopted an 18-month operating budget which provides for a deficit of \$137,750 EBITDA in 2024 financial year and a surplus of \$586,242 EBITDA in the six months to 31 December 2024, (2023 EBITA was a deficit \$7,787,987). The following improvements have been assumed in the forecast:
 - Savings in expenditure from the closure of May Noonan facility in Terang.
 - Reduced reliance on agency staff based on the rebuild of the nursing workforce.
 - Sale of surplus assets of the Group and using those funds to pay down debt to decrease interest payments.

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Notes to the Consolidated Financial Statements

For the year ended 30 June 2023

Note 1: Summary of Significant Accounting Policies

Note 1.1 Basis of Preparation (cont)

Going Concern Basis (cont)

- Business improvement plan implementation resulting in improved occupancy levels and significant increase in aged care bed day funding demonstrated by monthly trends.
- Continued review and management of operating expenditure with reduction in non-clinical effective full-time positions, food services costs reduction close to benchmark, improved tendering for procurement, reduction of costs in consultants and improved staff levels resulting in reduction in agency nurses.
- The Department of Health and Commonwealth Government continues to support and fund as evidenced by monthly aged care variable and fixed funding and support from business support grants.
- All Lyndoch Living residential sites have received full accreditation.

Should any of these matters not occur, the Group may not be able to realise its assets and settle its liabilities in the ordinary course of business. However, the Board have considered the going concern matter, and based on the future cashflow forecasts, after considering assumptions described above and improvement in performance year to date, the Board have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. For these reasons they continue to adopt the going concern basis in preparing the financial report.

Note 2: Discussion and analysis of the financial statements

This discussion and analysis are provided to assist Members in understanding the concise financial report. The discussion and analysis are based on the Consolidated Company's financial statements and information contained in the concise financial report. This information has been derived from the full financial report of Lyndoch Living Limited.

Statement of comprehensive income

The Consolidated Company's operations for the year to 30 June 2023 resulted in a deficit of \$19,717,989 (2022: deficit of \$5,700,958). The 2023 result included several non-recurring, non-cash costs which include impairment of assets of \$8.35mil, and increased costs of COVID impacts of \$887k. Lyndoch Living continues to have a strong financial base that will allow it to undertake planned activities and meet its strategic objectives.

Overall total income for the year was consistent with the prior year \$45,210,459 (2022: \$45,308,311). Total expenses for the year were \$56,682,897 (2022: \$50,791,800). The largest increases included: employee costs \$3.54m due to EBA increases and workcover increases of \$1.2m. Sub-contracted costs also increased from \$1.78mil (2022) to \$3.65m (2023) due to staff shortages.

Statement of financial position

Total assets decreased to \$89.8m in 2023 (2022: \$100.49m). Investments and other financial assets decreased from \$12.5m to \$4.8m due to the completion of the primary health care. Total liabilities increased to \$74.1m (2022 \$65m). Borrowings increased by \$9.4mil during the year to fund capital works and operating deficits. As at 30 June 2023, Lyndoch Living's Net Assets were \$15,695,235 (2022: \$35,413,224).

Statement of changes in equity

The Total Equity decreased \$19,717,989 to \$15,695,235 in 2023 (2022: \$35,413,224), being the deduction of the net deficit for the year.

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Notes to the Consolidated Financial Statements

For the year ended 30 June 2023

Note 2: Discussion and analysis of the financial statements (Cont)

Statement of Cash Flows

Cash flows indicate a net increase in Cash and Cash Equivalents. An increase in cash flows from financing and investing activities occurred primarily through the redemption of financial assets and drawdown of borrowings. This offset a decrease in operating activities for the year.

Note 3: Events occurring after the balance sheet date

Subsequent to the end of the financial year there have been 2 significant changes that are material for the financial results in 2023-24 financial year. May Noonan Centre in Terang comprising 40 beds with an occupancy consistently below 50% was closed in July and is currently up for sale. Since the closure, there has been a positive effect on the net result of the residential aged care facilities' division (RACs) with a turnaround from a consistent deficit to a regular operational surplus for the RACs division. In addition, the primary health care building has been placed on the market and when sold this will significantly reduce monthly interest payments for loans held by Lyndoch living. It is expected that the sales will be complete by January 2024 for the former and June 2024 for the later. The impact will have a substantial impact on the financial viability of the business.

No other matters or circumstances have arisen since the end of the financial year which significantly affected, or may significantly affect the operations of the Consolidated Company, the results of those operations or the state of affairs of the Consolidated Company in future financial years.

LYNDOCH LIVING LIMITED

ABN 26 066 985 408

Directors' Declaration

For the year ended 30 June 2023

The directors of Lyndoch Living Limited declare that the Consolidated Concise Financial Report for the year ended 30 June 2023, including the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and Notes to the financial report;


- comply with Accounting Standard AASB 1039 Concise Financial Reports; and
- is an extract from the full financial report for the year ended 30 June 2023 and has been derived from and is consistent with the full consolidated financial report of Lyndoch Living Limited

This declaration is made in accordance with a resolution of the Board of Directors



Director

Susan Cassidy:



Director

Kane Grant:

Dated this 21st February 2024

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