

ANNUAL REPORT 2024



The Maronite Sisters of the Holy Family Village
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- CHIEF EXECUTIVE OFFICER
- GOVERNING BODY (EXECUTIVES)



Sr Elham Geagea



Sr Clara Ishak



Sr Louise El Tawm



Governing Body

The Maronite Sisters of the Holy Family Village governance body consists of three dedicated sisters with a wealth of expertise in the Aged Care sector. The governing body is led by the Chief executive Officer (CEO), Sr Elham Geagea who reports to the Trustees of the Maronite Sisters of the Holy Family.

Sr Elham has under her sleeves 26 years of experience in the Aged Care sector, a bachelor of Nursing, a Masters Degree in Health, numerous achievements awards from government and community organizations, and many other accomplishments.

The other governance body members are the executives in each Village, Sr Clara Ishak in V2 and Sr Louise El Tawm in V1.

Sr Clara has a bachelor of nursing degree and over 20 years of experience in the Aged Care sector. She is also an active members of the community in particularly the Maronite Community. Sister Clara oversees all maintenance work in both Villages ensuring the environment is safe and comfortable for residents, their families and the workers.

Sr Louise is a the executive manager in V1 and overseeing all Human Resources and Workforce management for both Villages, ensuring that the chosen workers meet the criteria for Aged Care, that includes, qualifications, skills, expertise and knowledge.

Sr Louise has a Bachelor of Nursing in Lebanon and many years of experience in hospital management. Sr Louise arrived to Australia in 2019 and

Message from the Chief Executive Officer

Year after year we plan and implement changes for continuous improvement and advancement. This year is not different! In this report, there is a summary of some of the achievements and projects completed this year or still ongoing. One of the major projects is the demolition and rebuilding of Village 1.

This project took weeks and months of preparations and hours of consolidating all necessary data and consultants reports. Finally in December 2024, the SSDA was submitted to the state department.

Now, it is a waiting game and continuous preparation and consultation with staff, residents and their family in the hope that the SSDA will be approved and construction can begin in 2025.

CLINICAL AND PERSONAL CARE

Standard 3 of the Aged Care Quality Standards in Australia is titled "Personal Care and Clinical Care". This standard sets the requirements to ensure safe and effective delivery of personal and clinical care to all Aged Care residents

CLINICAL CARE

Clinical Care is the type of care offered by clinicians and healthcare services for a specific clinical condition, treatment, procedure or clinical pathway, regardless of where they are treated in Australia, that also applies to Aged Care.

PERSONAL CARE

Personal Care is the services provided to Aged Care residents, from showering, personal hygiene, and assistance with dressing, to nursing and specialised therapy services, including helping people with cognitive impairment and dementia.



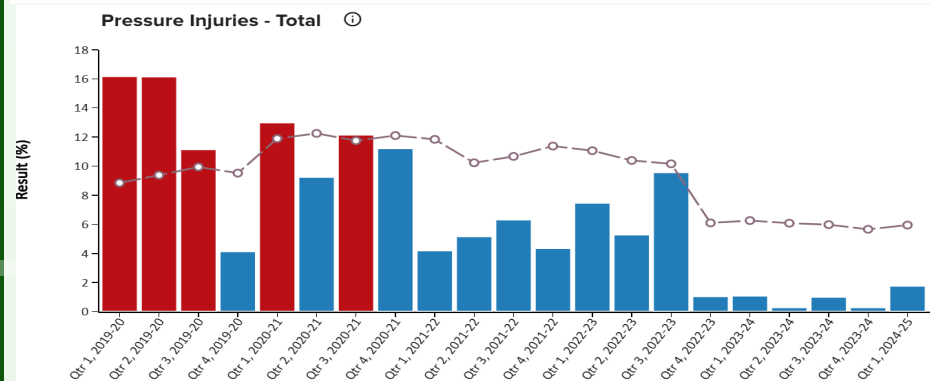
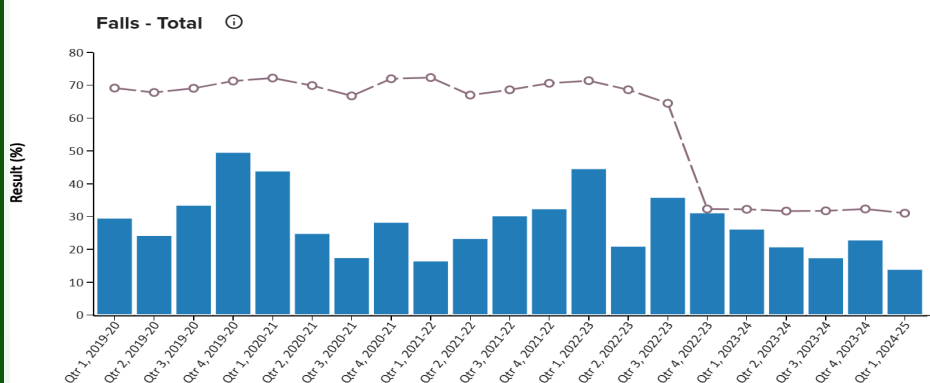
INTRODUCTION

The purpose of the Village clinical and personal care system is to ensure the highest quality of care is provided to our residents which will enhance their satisfaction and comfort.

To achieve the highest quality of care, the Village implements a holistic approach that ensures all aspects of care, including physical, psychological, social, mental, religious and spiritual, are assessed, recorded, followed, monitored and evaluated.

To measure achievements and monitor clinical and personal care systems, a set of Key Performance Indicators (KPIs) are recorded, analysed and monitored through the QI (Quality Improvement) and Benchmarking programs. If gaps are detected, a swift and effective action is taken to remedy and rectify any issue.

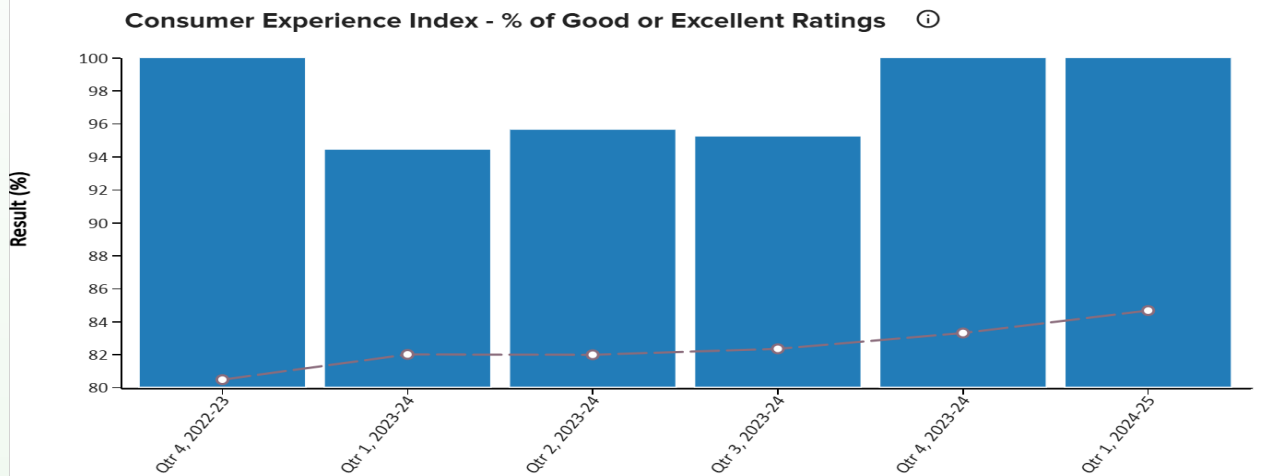
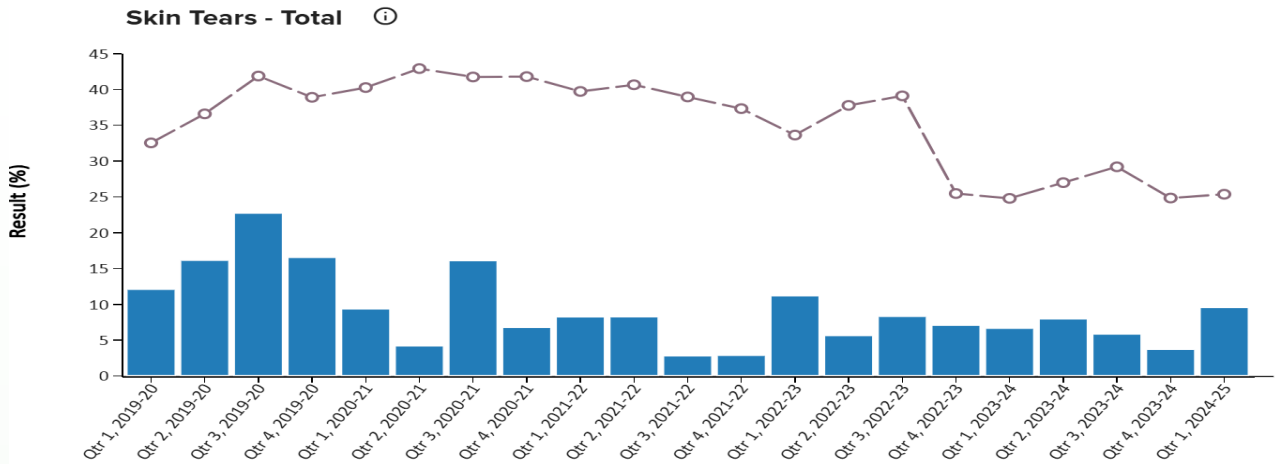
EXAMPLE OF CLINICAL INDICATORS AND KPIS



The sample KPIs in this report provide an overview of the quality of care provided at the Village and the improvements that are clearly visible over the years in the domains of Falls, skin Tears and Pressure injuries. The graphs show that the three indicators remain below the average in 2024 and have improved year after year.

The other two indicators, "Consumer Experience Index and Quality of Life Index" that were both introduced to QPS benchmarking in 2023, have already showed improvements in residents (consumers) satisfaction and quality of life in 2024.

CLINICAL INDICATORS AND KPI (CONT'D)



CLINICAL INDICATORS AND KPI (CONT'D)



Medication Management System:

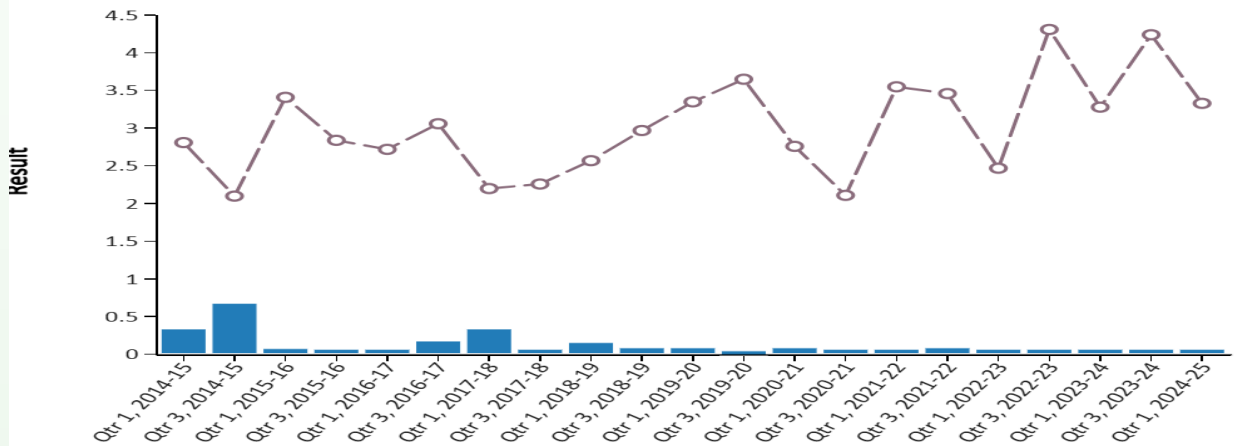
The Village continuously updates its medication management system to ensure compliance with standards and optimize residents safety. The system is monitored through QI and compared through QPS benchmarking. Advice and monitoring also occur at the quarterly Medication Advisory Committee Meetings (MACM) and the Quality Care Advisory Body meetings (QCAB). Some of the major improvements in medication management in 2024 are:

- ⇒ Time critical medication management: ensuring residents receive critical medication on time to optimize effect
- ⇒ Upgrade of Nurse Initiate Medication with the introduction of anaphylaxis targeted medication
- ⇒ Update of vaccine management system include cold chain management
- ⇒ Staff education and development: including face to face, virtual and online such as prophylaxis training for Registered Nurses (RNs)

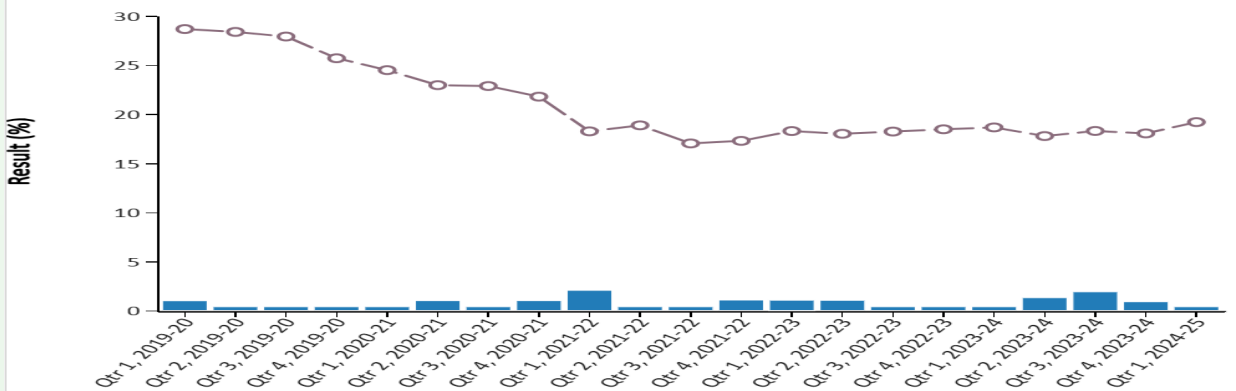
The graphs below show regular improvement in medication management system and the absence of errors or mismanagement.



Medication Audit Staff Responsibilities ⓘ



Medication Errors ⓘ



Special Message:

In 2024, the Village and the Maronite Sisters lost a valuable member “Sr Madeleine De la Croix” who was one of the first nuns in Australia and the founder of the Maronite Sisters Village. Her life story was celebrated during her funeral, with the presence of Mother General (March 2024) and other influential people.

Late Sister Madeleine De La Croix will always be remembered in our prayers.



LIVING AND WORKING ENVIRONMENT

Living environment

The aim of the Village is to ensure residents are comfortable in their living environment and that all their needs are met. The services provided to every resident, are individualized and based on their choices, preferences, likes and dislikes. These choices are assessed and recorded on the individualized care plan. Some of



The services provided at the Village are:

Dining experience: comfortable table seatings, good quality food (menu choices and options are based on residents' likes), nice atmosphere, knowledgeable and skilled staff for assistance, clinical care provided by RNs as needed, noise reduction and more.

Room comfort: the rooms are equipped with electronically operated beds and equipment to optimize residents' comfort, call bell, comfortable mattresses and air mattresses when needed, spacious, room for storage and TV for entertainment. Each room has its own ensuite.

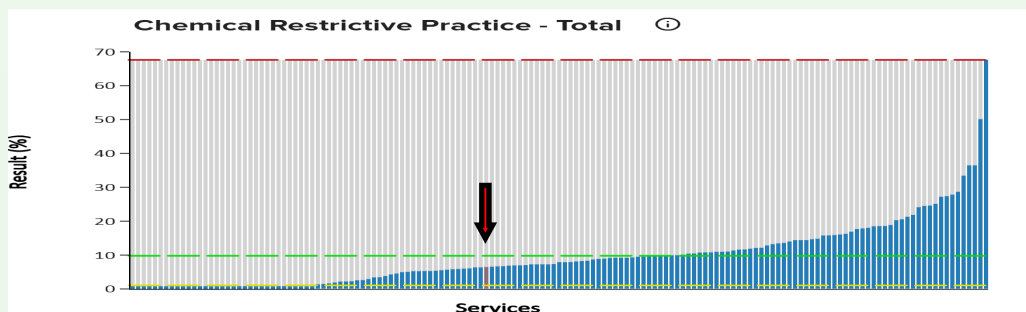
Environmental safety: alarms are in place, non-slip floors, maintenance program to ensure equipment and environment are safe, updated equipment with technological advancement, staff education and development to ensure residents' safety. All incidents are recorded, analysed and managed appropriately with an open disclosure process followed to the letter.

Complaints and compliments: the Village has an open door policy and follows open disclosure whenever a complaint is received. Every possible step is taken to ensure residents and their families are satisfied with the care and services received at the Village.

Restrictive practices: reduction of the use of restrictive practices (as shown in the graph below, the Village's score remains in the lowest range compared to other organisations and below the means. The arrow pointing to the red bar, which is the Village's score), consent from residents and/or representatives, behaviour support plan, National Quality Indicators (achieving lowest scores in terms of restrictive practices usage), collaboration with DSA and SLHD (the Village is thankful for these professional services for their ongoing support and guidance)

Leisure and lifestyle: Diversional Therapy (DT) program that meets residents' needs, outings (bus trips), community participation (the Village is thankful for communities who visit the residents such as Saint Maroun's College students, Our lady of Lebanon, the Coptic group, the Greek community and other volunteers and community groups).

Celebrations: special celebrations take place depending on events such as religious events (Christmas, Easter), cultural events (Melbourne cup, St Patrick's day, Chinese New Year etc). Residents' monthly birthday parties also occur to celebrate residents' milestones. Other celebrations include mother's day, father's day, seniors day etc.



Special Celebrations:

Staff

Christmas Party is celebrated every year with sisters, managers and staff in attendance.

On the night of the party, staff receive their certificate of appreciation and awards. Voting for employee of the year also takes place to encourage staff to continuously providing high level of care to our residents and to acknowledge their hard work.

WORKING ENVIRONMENT

The Village chooses its staff based on skill mix, experience and needs. Some of the staff have been working over 10 or 20 years which is a reflection of the good working environment.

Recruitment: the Human Resource department ensures applicants are selected based on skills, qualifications and expertise.

Onboarding: new onboarding program commenced in 2024 to ensure staff's employment requirements are met and all necessary qualifications and clearances are on file. All required assessments such as manual handling, Infection Control, Hand hygiene etc. take place prior to commencement of employment and throughout employment.



Maintenance and equipment: the Village has a stringent preventative maintenance program to ensure working environment is safe and all equipment used are in good condition.

Technology: IT manager ensure all technological and IT needs are monitored and upgraded as needed.

Acknowledgement: staff are acknowledged for their hard work throughout the year and with the newly adopted system of the "Employee of the year award"

Training and education: occurs on ongoing basis following a yearly education calendar as well as on needs basis. Staff professional development activities takes place via different forms such as face to face, virtually and online.

Appraisals and competencies: yearly appraisals and competencies take place to ensure staff have adequate skills and knowledge to deliver the high quality of care in line with the Aged Care Quality Standards and in preparation for the Strengthened Quality Standards.



Working life: sisters, management and HR work tirelessly to ensure staff work life balance by reducing stress at work, risk analysis and management including psychosocial risks, open doors policy, support and encouragement, open disclosure when something goes wrong, education and training and providing opportunities for advancement and improvement.

HIGHLIGHTS OF THE YEAR 2024

- January**
 - **Residents Consent Form:** was inserted on LeeCare to ensure digital copy and reduce the use of paper documents
- February**
 - **Menu Review:** for this year's menu improvement, the dietician met face to face with residents to collect their feedback and suggestions in addition to audits and information gathered formally
- March**
 - **Quality and Clinical Governance Committee meetings:** new structure was initiated to formalise managers' report and ensure all areas are covered
 - **Residents Advisory Body Election:** on the 06 and 12 of March. One resident from each Village was elected
 - **Mother General's visit:** who was satisfied with the care and services provided by the Village
- April**
 - **Yearly Residents Experience Survey:** survey completed by external government agency on the 16 and 17 of April 2024 with very positive feedback and 4 Stars rating
- May**
 - **Food safety Audit:** conducted on 02.05.24 with an excellent result (score A)
- June**
 - **Village Magazine:** was completed and printed, showcasing the journey of the Maronite Sisters in Australia and the development of the Maronite Sisters Villages
 - **Staff Classifications as per the new Enterprise Agreement:** changes from CSE to PCW, AIN to NA and CSE2 to PCW-Med
- July**
 - **Residents Advisory Body first meeting:** successfully completed with positive feedback on the 19 July 2024
 - **Staff Pay Increase:** historical increase in staff pay rate was adopted
 - **Lifestyle:** Introduction of daily Maronite Catholic mass in V2
- August**
 - **Physiotherapy:** physiotherpists started to attend both Villages (2 days in each Village) following trial phase starting in May 2024.
- September**
 - **Increase In Number of Staff:** additional PCW added for night shift and additional PCW-Med added for afternoon shifts, with increase in current PCW-Meds hours and changes to RN-PM job description
- October**
 - **New Equipment Purchased:** Five king single low-low beds, two microwaves, one medication fridge, two laptops, and eight air mattresses and new iPad for Medication Management.
 - **Loss and Grief Program:** A new program developed to support residents facing loss and grief
- November**
 - **Introduction of the Aged Care IPC guide:** policies and procedures updated accordingly
 - **Introduction of NOK program:** in collaboration with local police for ensuring the safety of residents with wandering behaviours
- December**
 - **Successful Staff Christmas Party's celebration:** with award given to 2 staff of the year (Therese and Morley)
 - **Residents Christmas Party's celebrations:** achieved with success and in absence of lockdown

ACHIEVEMENTS AND SUCCESS

Throughout 2024, the Village worked tirelessly to ensure all stakeholders expectations are met by maintaining effective systems and introducing innovations to improve care and services delivery to all of our residents.

Trustees:

- ⇒ Quarterly meetings with Trustees in Australia, who provide support and guidance
- ⇒ Mother General's yearly visit to the Maronite Sisters Communities in Australia, including the Maronite Sisters Village.
- ⇒ Regular reports provided to the Trustees in Lebanon to showcase the Village's improvements and projects aligning with the Maronite Sisters mission
- ⇒ Developed a magazine in June 2024 that showcases the history of the Maronite Sisters in Australia

Governance:

- ⇒ Update governance positions to executives in both Villages and upgrade of key personnel list
- ⇒ Maintain regular Advisory Board meetings, that provide advice and support to management of the Village. The four meetings that took place in 2024 contributed some of the improvements in care and services
- ⇒ Conduct quarterly Quality and Clinical Care Committee meetings to discuss and analyse care and clinical indicators and ensure appropriate actions are taken for the benefit of our residents
- ⇒ Quality Care Advisory Body (QCAB): achieving and maintaining a functional and effective QCAB to provide quality advice on clinical matters.

Residents:

- ⇒ Achieving Residents Advisory Body (RAB): election for RAB membership occurred in March 2024 and the first RAB meeting took place successfully on the 19th of July 2024.
- ⇒ Invitation to residents, especially RAB to attend the Quality Care Advisory Body meetings
- ⇒ **Religiously:** residents continue to receive mass services and other religious activities such as rosary prayers, special times celebrations such as for Christmas, Easter, etc. The Village is also blessed with one of the residents, who is a priest, who celebrates daily mass and provide religious and spiritual advice to staff and other residents.
- ⇒ Since the end of COVID-19 pandemic, the Village restarted to connect with communities. The activities increased between the Village and the community groups, that include churches, specialised groups, volunteers, social support, Dementia and Behavioural support etc. A range of lifestyle activities were introduced as a results such as social justice group, pet therapy to ensure residents' satisfaction.



Notes from Residents
and their Families

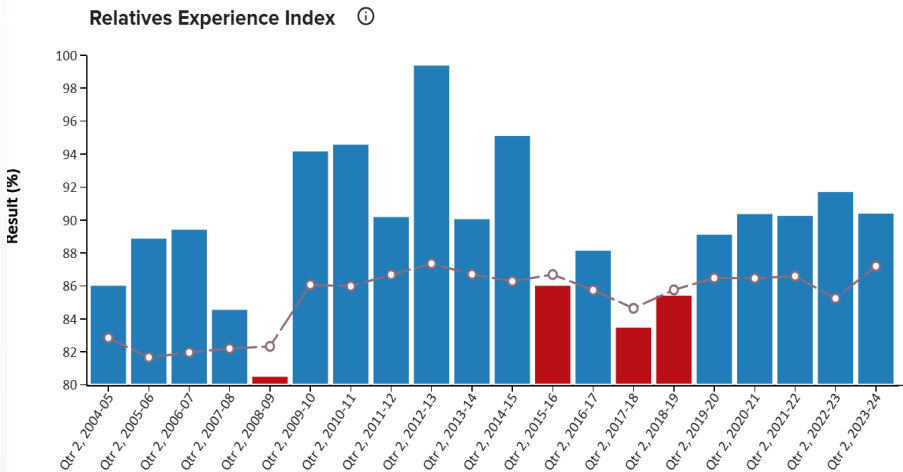
*Dearest Sr Louise,
We extend to you our most
heartfelt gratitude for the
kindness, respect and dignity
that you showed towards*

*May you all be richly rewarded
for your care of the elderly + sick.
Thank you!*

ACHIEVEMENTS AND SUCCESS (CONT'D)

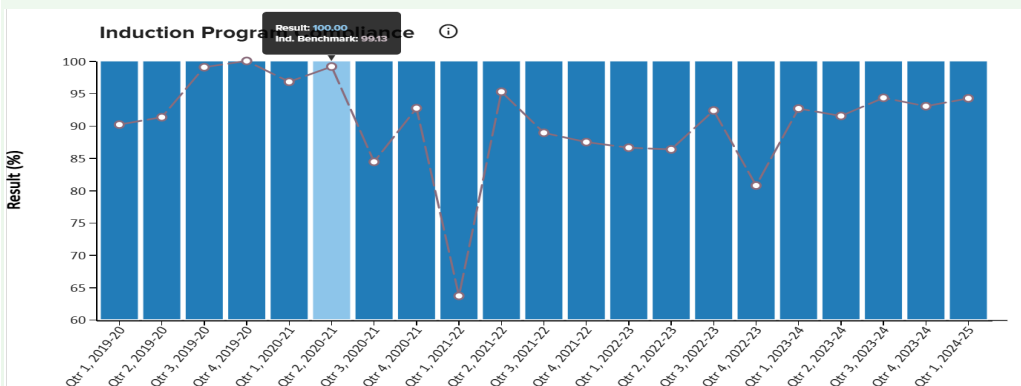
Families:

- ⇒ Successfully completing two family meetings with positive feedback
- ⇒ Enhance communication with families through various means, face to face, and electronically.
- ⇒ Providing activities that includes families participation. The audits conducted throughout the year via QPS benchmarking , such as Relatives Experience Index, showed consistency in Families participations and satisfactions with care and services provided at the Village. as shown in the graphs below, the results were above the average for two consecutive years.



Staff:

- ⇒ Planning the introduction of onboarding program through the new employee management system, called Human Force. The onboarding system aims at managing staff applications and development as well as recording any professional misconduct.
- ⇒ Enhancing human resource management by maintaining employment of two HR officers to ensure workforce compliance and staff professional development. The success is evident in the Induction Program Compliance Audit that showed a 100% compliance score every quarter



CONTINUOUS IMPROVEMENT

In January 2024

- * Reportable range was included into Leecare for monitoring and guidance on Leecare
- * SIRS procedure created with open disclosure.
- * Vinyl replacement for Laundry, Entrance door, and staff room entrance facing the courtyard in Village 2
- * Created a patch check alert on Leecare for continuous clinical care and monitoring

In February 2024

- * An electronic signature was inserted to some forms on Leecare

In March 2024

- * Consumer Advisory Body elected on 06.03.2024, for Village 1 and on 12.03.2024 in V2.
- * OPAN representative visited the Village and spoke with the residents
- * All kitchen forms were updated.
- * Prevenar 13 and Shingrix vaccination added to health management on Leecare
- * Alerts for chronic wounds and prevention were created on Leecare for better wound management



Main Project:

Village 1 redevelopment

SSDA was submitted to the state department in December 2024, awaiting approval. De-bedding of V1 will commence once approval is received and construction plan is finalized.

The design of the new building reflects the Lebanese heritage and culture and provides comfortable and modern living environment for the residents.

An Architect from Jackson Teece is working with all consultants and following up the SSDA approval to ensure compliance with Australian building standards.

Construction commencement is estimated between late 2026 to early 2027



CONTINUOUS IMPROVEMENT (CONT'D)

In April 2024

- * Village participated in the outbreak workshop organized by SLHD on 04.04.2024
- * Resident experience survey audit attended on 16/17.04.2024 with good feedback from assessors
- * Psychotropic audit was attended on 09.04.2024 with very good feedback from the assessor.

In May 2024

- * A process for National Quality Indicator (NQI) collection has been created and added to the clinical procedure file to ensure clarity and ease of use.
- * A major upgrade for medication management was implemented in Lee Care on 02.04.2024.
- * Customer Hub Lee Care education platform has been activated.
- * Antimicrobial self-assessment tool completed and discussed at the MACM.
- * The star rating for the quality indicator increased to 4 stars for the October-December quarter.

Overall Star Rating



In June 2024

- * New air conditioner purchased for Dining room V1 and installed.
- * Supplement education given by the dietician to highlight the importance and aim of supplements
- * The onboarding process was updated to ensure comprehensive screening of new recruits.
- * A process for e-prescribing medication alert education was created and was added to the clinical procedure files for reference and guidance
- * Insulin protocol order was added to the prescription chart to ensure better diabetes management.

In July 2024

- * Ora health (ORA Health SLHD) visit attended on 02.07.2024 for V2 and 03.07.2024 for V1
- * Ongoing Online Education - Dementia Training Australia process and procedure manual created and emailed to staff
- * Voluntary assisted dying information brochure was developed for residents who wish to access the VAD process.



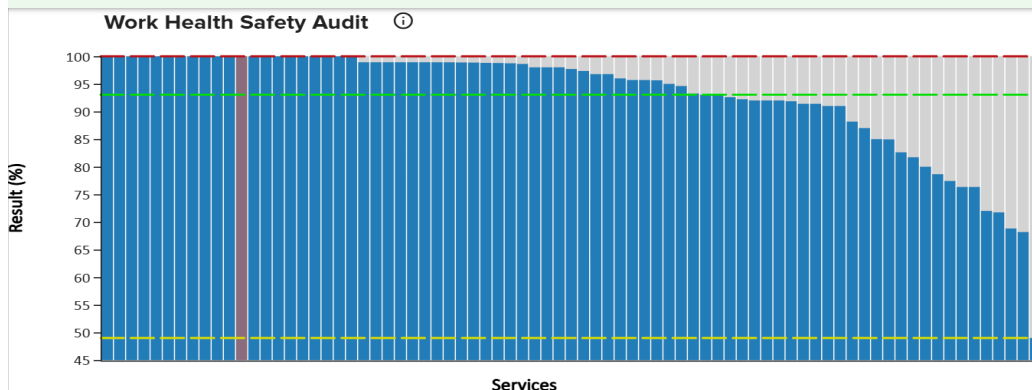
CONTINUOUS IMPROVEMENT (CONT'D)

In August and September 2024

- * Audit on all the water chairs attended by Henry care on 25.09.2024 for maintenance and upgraded.
- * Policy for Cold Chain breach was updated to be more clear and list for vaccine allocation was created .
- * The following forms were created in response to cold chain breach and to ensure vaccine safety: Vaccine safety protocol during power outage or fridge malfunction form NS01, Vaccine allocation and fridge procedure form NS02, Vaccine transport via cooler step by step form NS03 and Checklist for managing power failure form NS04

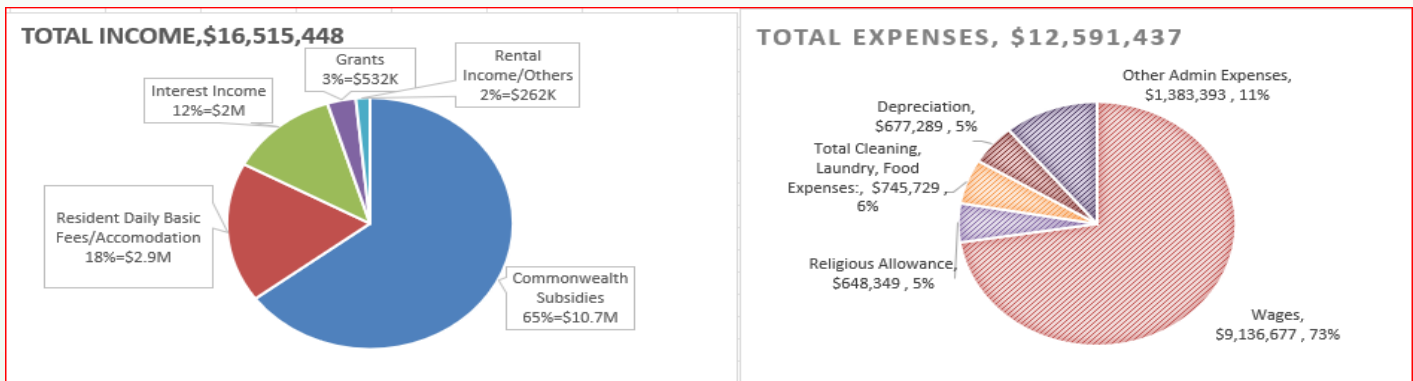
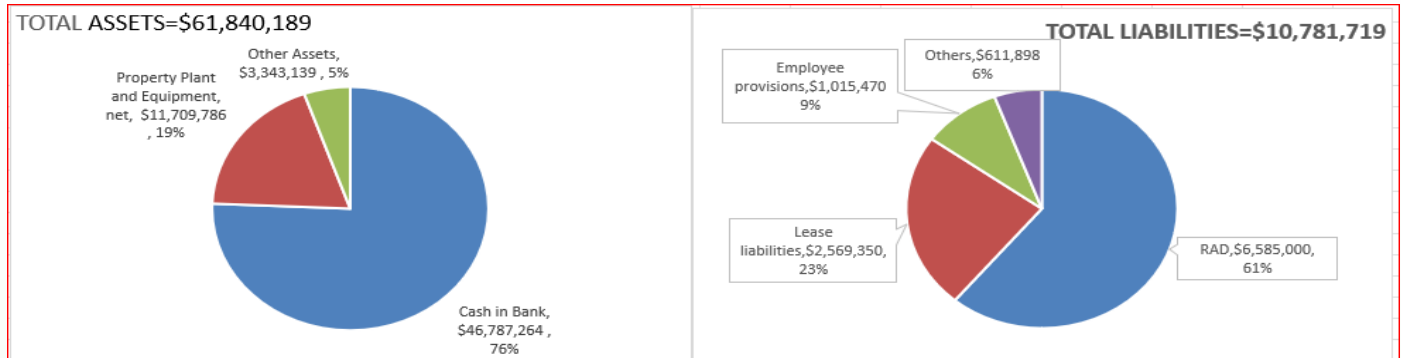
In Oct-Nov-Dec 2024

- * Contingency Planning: The power outage contingency plan was updated to include procedures for safeguarding the vaccination fridge.
- * Wandering resident 30-minute sighting chart and safety checks are now on Lee Care instead of paper.
- * Loss and Grief Program: A new program was developed and implemented by the Diversional Therapist (DT) to support residents coping with loss and grief.
- * Resident Profile Enhancements: A new "About Me" section has been introduced on Lee Care to enrich Dignity and Choices.
- * Nurses-initiated medications now include loratadine for allergies/rashes and adrenaline for anaphylaxis.
- * Procedure on how to use MIMS in Lee Care shared with nurses and education given
- * New water chairs were received in both Villages replacing old ones.
- * Anaphylaxis Management: Anaphylaxis management charts are displayed in both treatment rooms.
- * Prophylaxis training for all RNs to improve first aide knowledge and skills in case of anaphylaxis reaction
- * New Equipment Purchased: Five king single low-low beds, two micro-waves, one medication fridge, two laptops, and eight air mattresses
- * Ensuring all equipment are safe and in good condition to maximise residents' comfort and comply with WHS standards (as shown below in the graph, the Village achieved one of the highest result compared to other facilities)

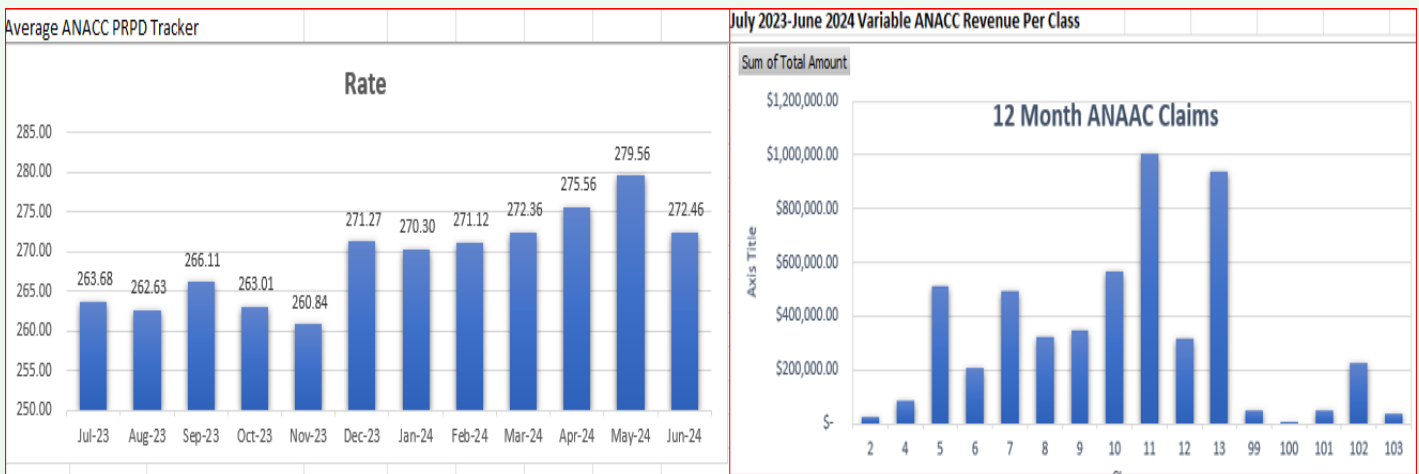


FINANCIAL MATTERS/POSITION

Two graphs below show the distribution of Assets and Liabilities. Total Equity is \$51,058,470. This is the accumulated amount of earnings since the beginning of the operation. Total Equity is the net of Total Assets less the Total Liabilities. The last graph below shows average AN-ACC funding.



The Total Net Result for FY 2023-20us of \$3.9 million. Graphs below will show the income and expenses distrib



Our average AN-ACC classification Per Resident Per Day (PRPD) was \$269. AN-ACC classification for permanent residents is a mixed; 55% as from

MAJOR CHANGES COMING IN JULY 2025

THE MAJOR REFORMS WILL COMMENCE IN JULY 2025 WITH THE INTRODUCTION OF THE NEW ACT. BELOW IS A ROADMAP WITH PROPOSED VILLAGE ACTION PLAN IN RESPONSE TO CHANGES.

REFORM ROADMAP

Village's Action Plan

NEW RIGHTS BASED ACT FROM 1ST OF JULY 2025

Village will update its policies and procedures to ensure compliance with the new ACT.
Staff Education
Communication and Partnership with residents and representatives

1

STRENGTHENED QUALITY AGED CARE STANDARDS FROM 1ST OF JULY 2025

Village policies and procedures update
staff education
communication with residents and representatives

2

NEW AGED CARE REGULATORY MODEL COMMENCES.

the new regulatory model will dictate the way the providers are regulated and the steps applicable for each category

3

PROVIDERS DEEMED INTO REGISTRATION CATEGORIES FOLLOWING DEEMING VALIDATION IN 2024

Village's application for Registration in line with requirements

4

TRANSITIONAL ARRANGEMENTS FOR NEW AGED CARE WORKER SCREENING COMMENCES.

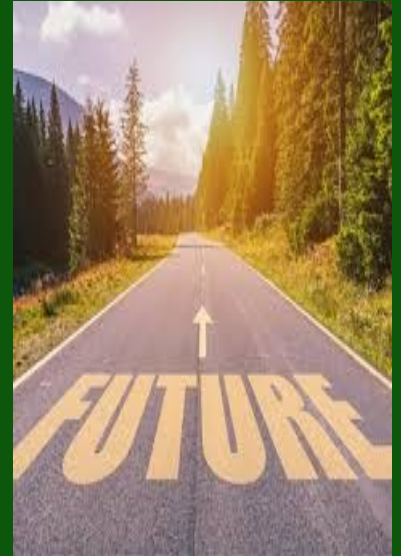
Village will comply with screening requirements.
preparation commenced by seeking advice from ACCPA and Advisory Board

5

ENGLISH LANGUAGE AND ONGOING TRAINING REQUIREMENTS FOR PERSONAL CARE WORKERS COMMENCES.

changes to staff onboarding requirements will follow once the new requirements becomes effective.
staff training, education and involvement will take place.

6



WHAT DOES THE FUTURE HOLD?

The Aged Care sector will see changes to its systems in line with the ongoing reforms which resulted from the Royal Commission's into Aged Care report. The next phase of reforms will commence in January 2025, however the major changes will come into effect from the 1st of July 2025 with the introduction of the new Right Based Aged Care Act. Below is the summary of the reforms for 2025

January 2025

- ⇒ Funding Award Wage Increases for Aged Care Workers. Award wage increases commence for many aged care workers.
- ⇒ Single Assessment System. The single assessment workforce commences.
- ⇒ Maximum accommodation rate increases to \$750,000.
- ⇒ The Aged Care Legislation Amendment Bill 2024, commences the later of 1 Jan 2025 or upon Royal Assent.

April 2025

- ⇒ Expansion of the National Aged Care Mandatory Quality Indicator Program. To include enrolled nurses, allied health and lifestyle staffing measures in residential aged care

June 2025

- Elder Care Support Program.

July 2025

- ⇒ Residential aged care places assigned to people. Greater choice and control over which approved provider delivers their care.
- ⇒ Expansion of the National Aged Care Mandatory Quality Indicator Program. Reporting for the first time between 1 July – 21 July
- ⇒ Higher Everyday Living Fee replaces Additional Service Fees and Extra Service Fees for new residents.
- ⇒ Refundable Accommodation Deposit retention and Daily Accommodation Payment indexation introduced.
- ⇒ Reforms to means testing in residential care and Support at Home.
- ⇒ Residential Care Services List updated.
- ⇒ New compliance algorithm reflecting regulatory reforms for Star Ratings published on the My Aged Care 'Find a Provider' Staffing pages.

October 2025

- ⇒ Funding Award Wage Increases for Aged Care Workers. Award wage increases commence for many aged care workers.

2018: Royal Commission
Into Aged Care begin



2027: Expected
Reform Completion

