

Dear friends,

### Escalating COVID-19 precautions at Harbison

This letter is being distributed to every member of our workforce, including volunteers and contractors, our residents and their families and representatives, our self-care residents, our company members, and the broader community.

I'm writing to update you on our latest decisions to escalate our COVID-19 coronavirus precautions in response to the rapidly changing circumstances.

Effective immediately:

#### Additional infection prevention precautions for residents

1. No visitors will be permitted at Harbison. We expect this restriction to remain in place for at least 14 days. We need your help to prevent the virus from infecting our residents. We are working hard to support residents to maintain contact with families via phone and video as an alternative to in-person visits. It will take time for these alternative arrangements to work smoothly.
2. No new admissions will be accepted at Harbison unless there is no other care option available and we have a spare bed. I note that we currently have no high care beds available. Any exceptions to this restriction will be approved by the Director of Nursing. We expect this restriction to remain in place for at least 14 days.
3. We strongly encourage residents to confine themselves to their rooms for at least 14 days. During this time:
  - a. The communal dining rooms will be reconfigured to comply with government social distancing guidelines, with a limit of one resident per table.
  - b. Meals will be served in resident rooms for residents who choose to confine themselves.
  - c. Residents will be supported if they wish to visit outdoor areas at Harbison, provided they observe social distancing.
  - d. Group physiotherapy activity is suspended.
  - e. The hairdresser and café will be closed.
  - f. All resident activities are suspended. Our wellbeing team is working hard to develop alternative support for residents during this difficult time.
  - g. Residents may not leave the premises without approval of the Director of Nursing.
4. Medical appointments will be managed on an individual basis by the Director of Nursing in consultation with residents and their representatives, and the relevant specialist or doctor. Doctors are a high-risk pathway for infection transmission and are limiting their visits. Most general practitioners we have contacted have indicated a preference for tele-health consultations.

#### Adaptation by our workforce

5. All employee annual leave is cancelled.
6. Administrative staff will work from home.
7. When not at work all members of our workforce are required to self-isolate and practice social distancing in accordance with government guidelines.

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8. A bonus may be paid, at my discretion, to all direct care employees who consistently demonstrate Harbison values and comply with Harbison and government directives during this crisis.
  - a. The bonus will be calculated based on hours worked from 23 March 2020 to 30 June 2020 inclusive, equal to 25% of the base rate of pay for those hours.
  - b. This measure is in addition to the special leave provisions already announced, and supplemental to the retention bonus announced by the Commonwealth Government.
  - c. This measure is subject to any contrary directive or guideline from government.
9. Employees must cease secondary employment and will be provided with all reasonable opportunity to replace secondary employment hours with additional hours at Harbison.

These additional restrictions are necessary because earlier restrictions have not been universally observed. They reflect the escalating government response to COVID-19. These additional restrictions are designed to stop the spread of COVID-19 to Harbison and allow us to safely restart normal internal activities as soon as possible.

I apologise to everyone for the inconvenience and disappointment these additional precautions entail, but my priority is the health and safety of our residents and employees and there are no second chances with this virus.

Our workforce is very mindful of the impact this situation is having on our residents. Our staff are working hard under increasingly difficult circumstances with limited resources.

Please manage your expectations: for the foreseeable future our focus is keeping residents fed, clean and healthy. I apologise in advance if our services temporarily do not meet your expectations, but we expect we will face disruptive shortages of supplies and staff, like every other health care organisation.

Please support our staff and encourage them like you supported and encouraged the bushfire heroes earlier this year. Their efforts are no less heroic. Please direct your concerns and complaints to me. I am accountable for the decision to implement these additional precautions.

Harbison is well placed to manage this emergency. We have been actively preparing to scale our normal infection prevention and control plans for more than a month, anticipating the deteriorating situation in Australia.

Our Board has authorised me to take all necessary steps to respond to this crisis, and we are working to ensure that Harbison emerges with the best possible reputation in the post-COVID-19 world.

However, until there is a treatment or vaccine all we have as weapons against this virus are old-fashioned hand washing and cough/sneeze etiquette, isolation, and the hard work, goodwill and cooperation of everyone.

Yours sincerely,



David Cochran  
**Chief Executive Officer**