



ANNUAL REPORT

2020

Our Board of Directors



HENK DEN HERTOG

Appointed September 2008

Chair of the Board

Member of the Built Environment
& Development Committee

Member of the
Risk & Audit Committee

Member of the Governance Committee



KATIE CONSTANTINOU

Appointed June 2018

Deputy Chair of the Board

Chair of the Built Environment
& Development Committee

Member of the
Governance Committee



DR MARK WILSON

Appointed July 2011

Member of the
Governance Committee

WE HAD 28 COMPANY MEMBERS AT YEAR END



DAVID CUMMINS OAM

Appointed August 1989

Member of the Built Environment
& Development Committee



JENNY HARPER OAM

Appointed November 2004

Member of the Built Environment
& Development Committee

Member of the
Governance Committee



TANYA SCHILLER

Appointed February 2017

Chair of the
Risk & Audit Committee

Member of the
Governance Committee

**31 BOARD AND COMMITTEE MEETINGS
WERE HELD BY OUR VOLUNTEER
BOARD OF DIRECTORS**



CHRIS MARTIN

Appointed February 2017

Member of the Built Environment
& Development Committee

Member of the
Risk & Audit Committee



CAMPBELL MACBEAN

Appointed February 2017

Chair of the
Governance Committee



JENNIFER ELTON

Appointed August 2020

Member of the
Risk & Audit Committee

Front cover image: Lee & Chris enjoying art class

Financial Snapshot

FINANCIAL SNAPSHOT	2020 (\$)	2019 (\$)
Profit & Loss		
Government funding	19,508,829	17,563,772
Total Revenue	28,025,635	25,150,259
Expenses		
Resident Care	-17,175,930	-16,888,099
Catering	-3,750,983	-3,599,288
Cleaning	-664,504	-658,588
Laundry	-308,466	-359,901
Maintenance	-994,107	-1,298,213
Utilities	-713,307	-680,670
Administration	-2,989,501	-2,558,294
Other expenses	-2,014,417	-1,938,988
Total Expenditure	-28,611,215	-27,982,041
Net Interest	94,638	305,317
Deficit for the Year	-490,942	-2,526,465
Balance Sheet		
Current Assets	18,359,086	17,690,517
Non-current Assets	51,365,640	47,573,746
Total Assets	69,724,726	65,264,263
Current Liabilities	46,068,888	41,333,359
Non-current Liabilities	360,571	144,695
Total Liabilities	46,429,459	41,478,054
Net Assets/Total Equity	23,295,267	23,786,209
Cash Flows		
Cash generated from/(-used) Operating Activities	1,776,690	-770,401
Cash generated from/(-used) Investing Activities	1,638,269	-7,456,623
Cash generated from/(-used) Financing Activities	4,488,424	-819,302
Total Cash Flow	8,267,550	-9,046,326
Wages	15,385,535	15,572,193

To view the full Financial Statements, please visit: <https://harbison.org.au/about-us/harbison-annual-reports/>

Chair's Report

I will be upfront. What stands out in 2020 is this shadow, this grey drape of a vicious virus for which there is no cure. A black hole that sucks our light away. Let me take you to the opening lines of TS Eliot's *The Waste Land* (1922):

*April is the cruellest month, breeding
Lilacs out of dead land, mixing
Memory and desire, stirring
Dull roots with spring rain*

Eliot's rain breaks too late. But for us the promise and possibilities are important. We know about the 'dead land and dull roots' of two waves of infection in 'our cruellest month'. But we also understand how 'stirring rain' can make flowers again. That's our land now. Not a cure but an insight, an understanding and acceptance that, despite the virus, we must live and continue to shape our lives to fulfilment. We need to be tolerant, inventive and positive to do so.

Harbison's preparations to keep its people safe from the virus and — if it were to come — how best to manage an outbreak, were reported and discussed at the board table from the start. The virus came on the heels of a bushfire emergency close to Moss Vale home. Residents and staff remember the smoke. We came through with good leadership, without damage and with an opportunity to fine-tune our systems and equipment.

Fire and virus combined with an Australia-wide sense of the aged care sector failing, aided by a bandwagon of opinion-makers. This, and the testimonies and interim findings of the Royal Commission into Aged Care Quality and Safety, occupied the thinking of the board throughout the year. Harbison cannot be perfect, but the board is satisfied that our enterprise offers high-quality care through deep motivation, strong leadership and dedicated staff and volunteers.

The board met every month except January. In July we dedicated an extra board meeting to our budget and financial action plan. Despite the headwinds of the virus (and related costs) the financial performance of our enterprise is much improved since 2019.

In August the NSW Minister for Skills and Tertiary Education, Dr Geoff Lee, and Wendy Tuckerman MP visited our Moss Vale campus. The board celebrated, with an anniversary dinner, long and valuable contributions made by directors David Cummins, Jenny Harper and Jan Edwards.

In November we congratulated CEO and staff with the accreditation of Alpine Lodge (Moss Vale campus) as a Butterfly Household, a fresh and innovative approach to dementia care.

In February we welcomed the first residents to Harbison Dementia Living in Burradoo. Her Excellency the Honourable Margaret Beazley AO QC, Governor of NSW, accompanied by Mr Wilson, formally opened the facility. Our special visitors made the event delightful, mingled with our new residents and later joined a marquee full of guests.

In the same month, after three years, Campbell MacBean resigned as Deputy Chair and Katie Constantinou was elected in his place. Campbell continues as Chair of the Governance Committee.

In June, Jan Edwards resigned from the board after 16 years. Harbison owes much to Jan, in particular modern and professional governance through the board. Jen Elton was appointed as a casual replacement director (August 2020). Tanya Schiller was elected to replace Jan as chair of the Risk and Audit Committee.

In depth board work is carried out through board committees. The Built Environment and Development Committee (chaired by Katie Constantinou) did much work on the refurbishment of Moss Vale campus, was informed about compliance of independent

living units, and marked the approval of the development application for stage two Burradoo development. The Governance Committee (chaired by Campbell MacBean) reviewed board policies and was informed of the management level clinical governance framework, and learning and development strategy. The Risk & Audit Committee (chaired by Jan Edwards, later Tanya Schiller) was involved in modernisation of risk management, and external audit. I thank the committees for the many hours of work which allows the board to digest so many issues. More broadly I thank my fellow directors for their tremendous contribution at the board table.

Let me say this in conclusion. I admire the people of Harbison; our residents, relatives and representatives, CEO and staff, volunteers, directors, company members and benefactors. In this challenging year you worry; you live under stress; your daily routine has changed; you feel the pressure of the load on your shoulders; you have paid a price... And I ask you to please continue; show that we at Harbison have respect, optimism, authenticity and dedication at our core. And with T S Eliot in mind, be our stirring rain and grow our lilacs ... please!

HENK DEN HERTOOG

CHAIRPERSON

September 2020

CEO Report

The singular goal this year was to keep our people safe, and to that end no expense or effort has been spared.

In 1994, Andy Grove of Intel famously observed that, 'Bad companies are destroyed by crisis. Good companies survive them. Great companies are improved by them.'

Fiscal 2020 did not turn out as planned, but in response to fire, flood, and global pandemic, Harbison has demonstrated resilience, agility, innovation, and adaptability. The singular goal this year was to keep our people safe, and to that end no expense or effort has been spared. Despite the added challenges we managed to successfully deliver Harbison Dementia Living at Burradoo, commence the significant refurbishment of Moss Vale, launch an ambitious expansion of our training and development program, update our key technology platforms, recruit talented people, and improve our financial performance on the back of increased occupancy and record revenue.

The strain and stress of 2020 are real, and the burden on everyone at Harbison is heavy. But it has been gratifying to observe so many staff growing in their roles as they leaned into one problem after another. A new generation of inspiring leaders is emerging. Despite the obvious uncertainties facing the world and the expectation that the Royal Commission will recommend sweeping changes to aged care, our future is bright and full of opportunity. We are focused on that future, and more determined than ever to make things happen and provide the best aged care in the Southern Highlands, if not Australia.

We do not expect 2021 to be easy, but we continue to work hard on positioning Harbison for sustainable success. In the short-term the pandemic may mask any improvements in underlying financial performance, but we expect heavy investments in buildings, systems, and people to yield significant benefits in coming years.

To 'our people' — my 300+ colleagues, our 300+ residents and their families and friends, our tireless Board of directors, our volunteers and all those in our community who support us — thank you for being there, this year more than ever. We would not be Harbison without you.

DAVID COCHRAN

CHIEF EXECUTIVE OFFICER

September 2020

Harbison at a Glance

FINANCE



1.7%

Increase
spend on care

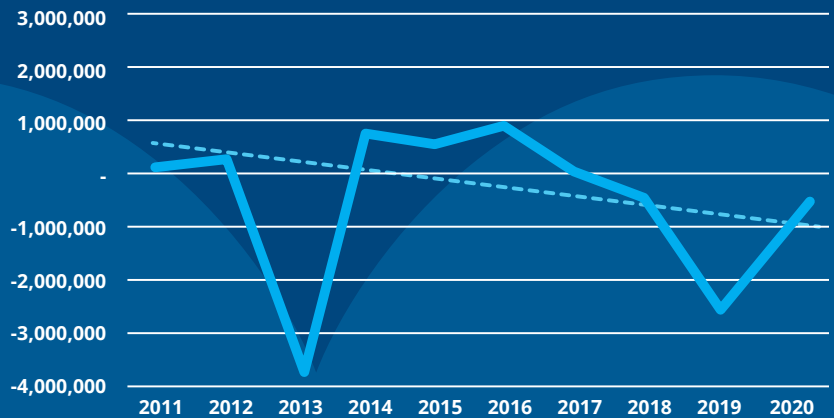
93%

Average
occupancy

11%

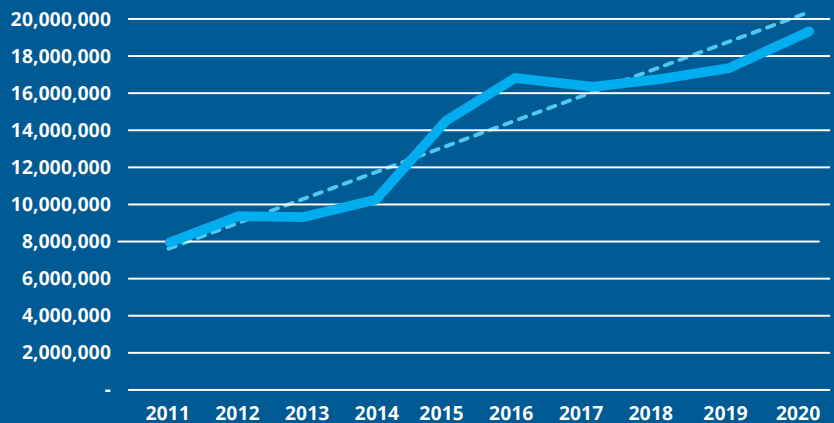
Increase
in revenue

10 YEAR NET PROFIT

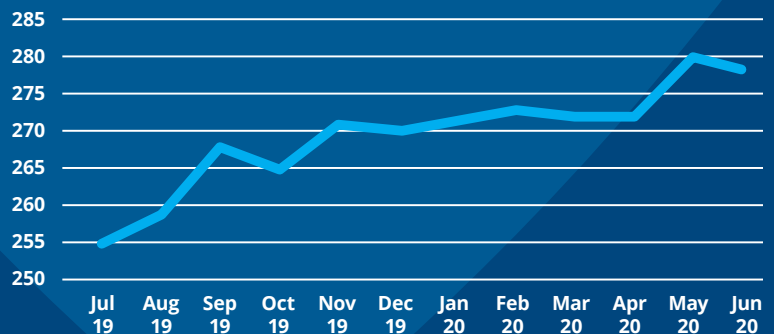


Note: 2013 includes revaluations of property plant and equipment

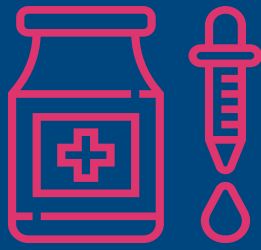
10 YEAR GOVERNMENT FUNDING TREND



RESIDENTIAL AGED CARE OCCUPANCY 2020



STAFF



100%

**Workforce vaccinated
against influenza**



302

**Total
Employees**

LONG SERVICE

19

**Staff
celebrated
5 years
of service**

5

**Staff
celebrated
10 years
of service**

1

**Employee
celebrated
15 years
of service**

1

**Employee
celebrated
20 years
of service**

OUR RESIDENTS



52

Respite Residents



480,924

Meals Served



438

Residents cared for



A Desire for Sustainability & A Belief in Professionalism



Harbison Dementia Living was conceived in 2016 and opened in early 2020. The building has been designed according to evidence-based principles to support people living with dementia, and features innovations like antimicrobial and ergonomic bathroom fittings, and smart floors that automatically raise an alert when somebody falls. Dementia is a terminal, progressive syndrome with no effective treatment or cure. But with the right support people with dementia can live well and make a valuable contribution to their community. Our Butterfly-based model of dementia care provides our caregivers with training to help our residents maintain their personhood, sustain meaningful relationships, and maximise their independence, comfort, and safety. Harbison has dementia-specific residences at Moss Vale and Burradoo, but almost half of our residents live with some form of cognitive disability. By 2056 more than 4,500 Australians are predicted to be diagnosed with dementia each week. Harbison is committed to playing a leading role in meeting the needs of people living with dementia now and into the future.



DEDICATION

We are whole-heartedly devoted to making a difference in the lives of older people.



AUTHENTICITY

We are true to our cause and are genuine in everything we do.



RESPECT

We believe each person is unique and worthy of respect, dignity and inclusion.



OPTIMISM

We choose a positive outlook and hopeful view of the world.

During financial 2020 we upgraded our nurse call and clinical management systems and introduced mobile devices to support care providers to use these systems more efficiently at point of care. We introduced optical fiber data networks at Burradoo and Moss Vale to improve the speed of our systems and allow for increased use of technology like tele-health and on-demand streaming into the future. We expanded our solar capacity by 50% and updated our waste management systems at Moss Vale. We tripled the number of therapy bikes available to residents who participate in our Motiview program at Burradoo, to increase access to this popular wellbeing activity.

We established the Harbison Pathways training and education framework to ensure each member of our workforce has opportunities for ongoing education and professional development. We delivered our first in-house class of *Certificate III in Individual Support* and *Certificate IV Ageing Support* in partnership with The Medcast Institute in Bowral and updated our online training systems which provide staff and managers with a richer and more meaningful learning experience. At Moss Vale we introduced 'needs rounds' in partnership with our palliative clinical nurse consultants to support 15 improvements to clinical care. Our excellent Resident Advisory Committee served our residents well by providing feedback and advice to management for the second year, and our volunteer program was re-launched under the leadership of our new volunteer Volunteer Coordinator, who is also a member of the committee.



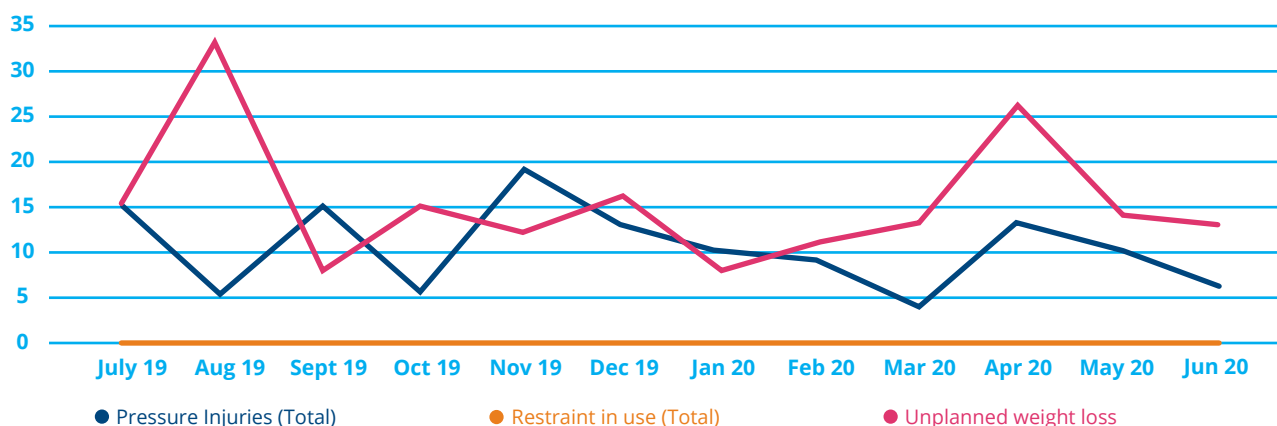
Her Excellency the Honorable Margaret Beazley AC QC, Governor of New South Wales at the Grand Opening of Harbison Dementia Living in February 2020

We commenced a significant mid-life refurbishment of Moss Vale, replacing the kitchen and laundry. When the project concludes in 2021 our Moss Vale staff and residents will enjoy expanded and updated communal spaces, a new café, library, gym, salon, activities room, treatment room, general store & post office, staff lounge, and dining room. Alpine will have a new entrance to make it more home-like, Joadja will be refurbished, and a second lift will service Mandemar.

Our CEO engaged with government at the local, state, and federal levels, worked closely with industry body ACSA, and collaborated regularly with other leading aged care providers to promote the interests of Harbison and the aged care sector in general.

The first year of the Aged Care Quality Standards required a significant investment in training and education to help each member of our workforce learn their new responsibilities. Our annual resident experience survey was very positive despite the bushfire and pandemic challenges faced by residents during the year. Under the new quarterly National Quality Indicator Program each approved aged care provider is required to report clinical quality data for benchmarking by Government. The program is likely to expand the range of clinical risks which are monitored, but initially the program tracks performance about pressure injury wounds, use of chemical and physical restraint, and unplanned weight loss. The below graph illustrates how the data is reported.

HARBISON HEALTH



A Structure that Serves Our Community

Harbison belongs to the community. We are a registered charity founded by community volunteers more than 60 years ago.

With that history comes responsibility. We are an inclusive, non-denominational, approved aged care provider which is governed transparently by a volunteer board of directors. We harness the power of not-for-profit by ensuring every cent we receive is spent on providing care and accommodation to our residents. We are proud of our long association with other community organisations, including for many years the Mayor of Wingecarribee Shire Council as our Patron. In financial 2020 almost half of our places were offered to people who required Commonwealth financial support for their accommodation. Our community-owned structure allows us to innovate for the benefit of our residents and staff: Harbison was the first accredited Butterfly home in regional NSW; our residents were the first Australians to participate in Motiview and the international Road Worlds for Seniors competition; we sponsored the creation of the Southern Highlands chapter of Cycling Without Age; Harbison Dementia Living is the first Australian care home to use the smart SensFloor system; we are one of the few aged care providers who employ a permanent clinical psychologist and psychologist to support mental health. In early 2020 we were proudly one of the first local businesses to donate supplies to support our local RFS crews, and our staff have tirelessly supported a range of local causes from the Wingecarribee Animal Shelter to the Bowral Man Walk.

Today, we are more committed than ever to serving our community, and we invite you to become a part of ours:

DONATE

One of the best ways to support your community-owned aged care provider is to donate or make a bequest to help fund our capital programs, which are not funded by government. Donations over \$2 are tax deductible and can be made on a one-off or recurring basis. Please email donations@harbisoncare.org.au



VOLUNTEER

Another way to support our residents is to become a volunteer. Volunteering is a rewarding experience. We are always looking for people from diverse backgrounds to share their interests and time with our grateful residents. Anyone over the age of 16 years can volunteer and we provide all the training you need to meet aged care standards. To find out more just email our Volunteer Coordinator at volunteers@harbisoncare.org.au

ONLINE COMMUNITY

Keep up to date via our website and social media:



Harbison.org.au



Facebook.com/harbisoncare



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Website: www.harbison.org.au