



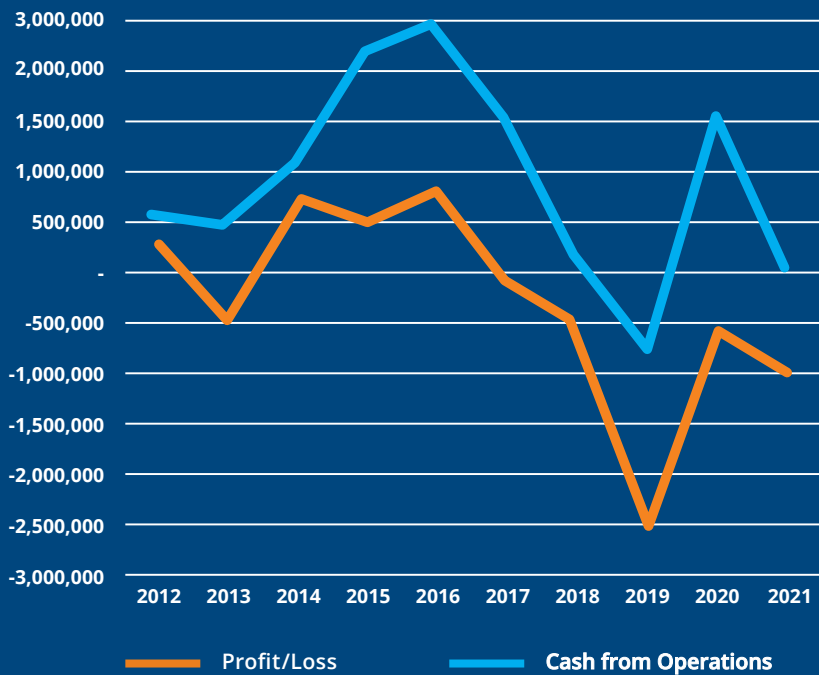
# ANNUAL REPORT

2021

# Harbison at a Glance

## FINANCE

### 10 YEAR NET PROFIT



*NB: net result does not include revaluation of freehold land*

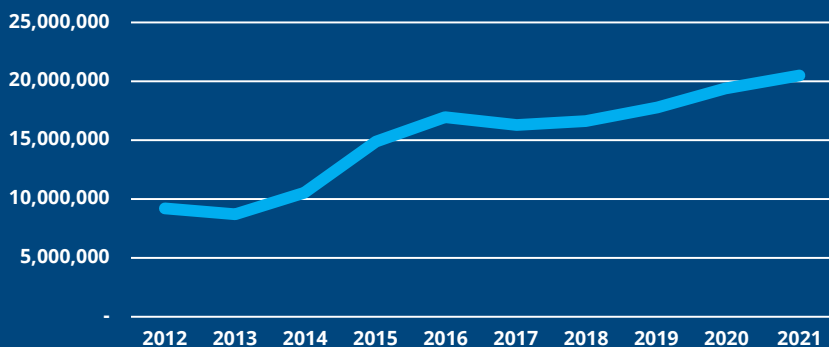


Increase  
in revenue

6%

Increase  
spend on care

### 10 YEAR GOVERNMENT FUNDING TREND



88.15%

Average  
occupancy

## WORKFORCE



**399**

Total  
Employees



**100%**

Workforce vaccinated  
against influenza

## LONG SERVICE

**26**

Employees  
celebrated  
5 years  
of service

**5**

Employees  
celebrated  
10 years  
of service

**2**

Employees  
celebrated  
15 years  
of service

**3**

Employees  
celebrated  
20 years  
of service

**1**

Employee  
celebrated  
25 years  
of service

## OUR RESIDENTS



**459**

Residents cared for



**147**

Respite Residents



**502,605**

Meals Served

# Our Board of Directors



## KATIE CONSTANTINOU

Appointed June 2018  
Chair of the Board  
Member of the Built Environment  
& Development Committee  
Member of the  
Governance Committee  
Member of the  
Finance & Audit Committee



## DR MARK WILSON

Appointed July 2011  
Deputy Chair of the Board  
Chair of the  
Governance Committee



## DAVID CUMMINS OAM

Appointed August 1989  
Member of the Built Environment  
& Development Committee

---

WE HAD 27 COMPANY MEMBERS AT YEAR END

---



## JENNY HARPER OAM

Appointed November 2004  
Member of the Built Environment  
& Development Committee  
Member of the  
Governance Committee



## CAMPBELL MACBEAN

Appointed February 2017  
Member of the  
Governance Committee



## CHRIS MARTIN

Appointed February 2017  
Chair of the Built Environment  
& Development Committee  
Member of the  
Finance & Audit Committee

---

33 BOARD AND COMMITTEE MEETINGS  
WERE HELD BY OUR VOLUNTEER  
BOARD OF DIRECTORS

---



## JENNIFER ELTON

Appointed August 2020  
Chair of the  
Finance & Audit Committee



## HENK DEN HERTOOG

Appointed September 2009  
(resigned 16 December 2020)  
Chair of the Board  
(resigned 25 November 2020)  
Member of the Built Environment  
& Development Committee  
(resigned 25 November 2020)  
Member of the Governance Committee  
(resigned 25 November 2020)  
Member of the  
Finance & Audit Committee  
(resigned 25 November 2020)



## TANYA SCHILLER

Appointed February 2017  
(resigned 7 April 2021)  
Member of the  
Finance & Audit Committee  
(resigned 7 April 2021)  
Member of the  
Governance Committee  
(resigned 7 April 2021)

# Chair's Report

**"The greatness of a community is most accurately measured by the compassionate actions of its members."**

**CORETTA SCOTT KING**

I have thought, considerably, about my message, as Chair, for this Annual Report. How does one begin to summarise the past year? When my predecessor talked last year of a year like no other, I think we all genuinely considered the worst of the COVID-19 pandemic was behind us and that we would soon resume our lives, albeit with some battle scars but with the determination to keep going. However, another 12 months of ups and downs, of a new, more dangerous COVID variant, of daily news conferences and of ever-changing restrictions keeping us apart from our loved ones has taken a toll. After months of being agile, adaptive and responsive, many were left feeling weary and fatigued.

And so, perhaps with that introduction, you might think it strange that my message this year is one of hope and gratitude. **Hope** that we emerge together, to re-build and re-connect, and **gratitude** for the strength and resilience of our Harbison community.

Most importantly, everyone at Harbison has worked to keep our community safe and this, in itself, has been a significant achievement. However, as is often the case with our Harbison community, we delivered more; from diverse activities and programs designed to promote physical and psychological health of residents (from Road Worlds for Seniors to the GrandFriends program) to ongoing improvements at Moss Vale to achieve greater comfort and amenity for residents, staff and visitors alike. All noteworthy achievements but particularly remarkable during this time. On behalf of the Board, thank you to all staff, volunteers and contractors for delivering above and beyond.

Harbison's financial position at year end is not as we had hoped, given the increased operating loss, but does reflect the challenges of the past year. Pleasingly, a positive net cashflow was achieved. Whilst the Board will continue to work with the

CEO to improve the financial position of the organisation, the decisions taken throughout the year were made with great care and deliberation and appropriately balanced our responsibilities to deliver exceptional resident care, support staff, carry out environmental improvements and oversee the financial sustainability of the organisation.

I would also like to acknowledge the broader work of the Board during the last year. When we were able, we held Board and Committee meetings on-site spending time at both Burradoo and Moss Vale villages during the year. However, of the 38 Board and Committee meetings held during the last year, the majority were conducted online and, for the first time in its history, Harbison's Annual General Meeting was also conducted online. During periods of fewer restrictions, Directors were also able to come together for a Strategic workshop in March 2021 and attend various Harbison events including International Women's Day and ANZAC Day.

We have seen a number of changes at the Board table over the last year. Henk den Hartog resigned as Chair of Harbison in November 2020, and as a Director in December 2020, after 13 years on the Board. Harbison is all the richer for Henk's contributions at the Board table and beyond – from his accounting knowledge to his keen understanding of Board processes to his collaborative and calm approach as Chair. However, Henk's contribution does not end there – since his resignation, Henk has continued to assist the Board, and me personally, as an Appointed Director, with a focus on governance initially and finance, more recently.

We said goodbye to Tanya Schiller in April 2021, after four years as a Director of Harbison, and member of the Governance and Risk & Audit Committees, including as Chair of the Risk & Audit Committee since June 2020. Tanya's financial and auditing background and depth of knowledge in those fields were of great benefit to our discussions, at both Committee and Board level. We thank Tanya for her contributions and wish her and her family all the best.

We welcomed Jen Elton as a casual Director in August 2020, also joining the Risk & Audit Committee as a member at that time. Jen was re-elected as Director at the AGM in November 2020 and accepted the role of Chair of the Risk & Audit Committee (now Finance & Audit Committee), replacing Tanya Schiller, in April 2021.

My election as Chair of the Board in November 2020 saw me step down as Chair of the Built Environment and Development Committee, which has been ably led by Chris Martin since then.

Campbell MacBean resigned as Chair of the Governance Committee in December 2020, after four years as Committee Chair. Campbell's understanding of, and experience in, organisational governance led to improved governance practices at Committee and Board level, and we thank Campbell for his contributions in that capacity.

In addition to his appointment as Deputy Board Chair in November 2020, Mark Wilson was also appointed as Chair of the Governance Committee, bringing a new energy and perspective to governance including clinical governance.

The work of the Board and Committees largely occurs behind-the-scenes but I do want to acknowledge and thank each of the Directors, who contribute to Harbison on a volunteer basis, for their commitment and dedication to support the strategic direction and overall governance of Harbison. I also want to thank David Cochran, the CEO, for his commitment to advocate for, and lead, this organisation – through periods of bushfires, floods and the everchanging and evolving pandemic – and to bring the Harbison community together through his regular and clear communication.

And so I would finish by returning to my message of hope and gratitude. It is clear that what has been achieved at Harbison over the last year, despite the most challenging of times, are a result of the contributions of many; of a community who come together to support each other through difficult times and look forward, together, to better times. A community of which I am proud.

**KATIE CONSTANTINOU**

CHAIR

September 2021

# CEO Report

**"Plans are of little importance, but planning is essential."**

**WINSTON CHURCHILL**

For a second, long year Harbison has operated in crisis management mode. It has almost become normal to the point where the term "crisis" loses impact. What is a crisis? A case of COVID-19 is not a crisis, it is an incident. It poses a threat to life, but usually has limited impact and can be resolved with limited resources in a relatively short time. A COVID-19 outbreak is not a crisis, it is an emergency. It poses a threat to life, but with a coordinated response and significant resources it is usually manageable in a relatively short time.

Like climate change or cybersecurity, a pandemic caused by a newly emerged pathogen is a crisis. It transcends an emergency because it has complex, overlapping impacts which require strategic decision-making, involving significant unpredictable risk exposures over unknown timeframes, and the potential for high instability, rapid escalation, and extreme impact. It requires the full attention of the leadership team.

An emergency may become a crisis due to a delayed response, failure to gather information, or failure to anticipate and act to avoid worst-case outcomes. Sometimes a crisis starts small, but smoulders because of inadequate management or an inability to recognise an existential threat.

We did not expect 2021 to be easy, but I am proud to lead a team which has consistently achieved control to prevent escalation, based on clear and well-rehearsed decision-making, training, and continuous evaluation of and investment in our capabilities.

Throughout the year, in addition to the normal responsibilities inherent in their roles, the Harbison team has focused on effective communication, building situational awareness, taking decisive action to manage impacts, maintaining records to support our decisions even though decisions were routinely made in ambiguity, and ongoing review to learn from our mistakes and close the gaps.



And they not only rose to these adaptive challenges, but they did it with compassion. While we focused on understanding the challenges presented by the pandemic and ensuring we had the right team and resources to meet them, we knew it would take a holistic, relationship-based approach to problem-solving to meet expectations.

Our team has been outstanding, doing everything possible to make Harbison a safe-haven. It was not easy. Our workforce, including our volunteers and contractors, showed resilience and agility in the way they coped with sudden lockdowns, fluid rules and public health advice, escalating and de-escalating alerts, drills and PPE training, lockdowns, COVID-19 testing, work-from-home, new technologies, home-schooling, flip-flop vaccination policy, multi-jurisdictional complexity and inadequate support from government, single-site requirements, mandatory vaccination, isolation from their own loved-ones, being on mute, planning and preparation fatigue, and media overload. And, in the background, an inconclusive report from the Royal Commission into Aged Care Quality and Safety and a piecemeal response from Government.

Against this backdrop, we got on with it. We carefully progressed the significant refurbishment of Moss Vale, delivering improved amenities for residents and staff at a critical time. We obtained development approval for stage 2 of the Burradoo redevelopment and completed a detailed strategic property review to ensure we have a comprehensive and cohesive long-term roadmap.

We played an important role in the local healthcare system, collaborating closely with other residential aged care providers in the Southern Highlands and Illawarra-Shoalhaven and the South Western Sydney Local Health District.

Necessity is often the mother of invention. Despite the pandemic, our intergenerational schools program found innovative ways to adapt to lockdowns and home schooling, and the friendships formed between residents and the primary school students at Oxley College have inspired our team and played a deeply meaningful role in reducing loneliness, boredom, and helplessness for our residents.

Harbison leads in geriatric mental health by employing psychologists. This year, we expanded the clinical mental health services available to residents, and the availability of training for behaviour support available to our staff. Our relationships with Dementia Training Australia, University of Tasmania, and Swinburne University of Technology are providing new opportunities to further develop our dementia care team and the mental health supports we can provide for residents.

The budget takes a back seat in a crisis. The disappointing financial result is not unexpected and contains some positives including a 7% increase in revenue backed by record subsidy income. Cash on hand increased by 28% despite a 55% increase in investment in property, plant, and equipment. Moss Vale became eligible for the highest rate of accommodation supplement, with ongoing benefit. Occupancy was impacted by the refurbishment project, which involved taking rooms offline, the age of the Burradoo hostel, and the challenges of new admissions in pandemic conditions. When adjusted for the impact of offline rooms at Moss Vale, Harbison's occupancy strongly outperformed the sector.

We are not the same organisation we were 12-months ago. In my view, we are better. We are safe, and we are together. Thanks to high vaccination rates, I am optimistic that the worst of COVID-19 is behind us, and our focus on crisis management will shift to business continuity as we learn to live with COVID. Together, we will face the inevitable challenges of 2022 with the confidence that comes from experience, and with the compassion, teamwork, and innovation which has served us so well this year.

I am humbled to be part of a great team, and a supportive community. I thank our staff, volunteers, Board, donors, community partners, residents, and their families for supporting Harbison when we needed it most.

We would not be Harbison without you!

**DAVID COCHRAN**  
CHIEF EXECUTIVE OFFICER  
October 2021

# Safe Haven Harbison



*Harold, the first Harbison resident to receive the Pfizer vaccine, pictured with daughter Tina*

The financial year began almost four months into a once-in-a-lifetime global pandemic. In Australia, residential aged care carried the heaviest burden in the initial stages of the pandemic.

By December 2020, residential aged care accounted for 75% of COVID-19 deaths despite only 7% of cases. Across Australia, the vulnerability of older people was exacerbated by shortages of basic PPE and skilled infection prevention and control experts, the un-hospital-like design of homes, slow testing times, multiple jurisdictions of government, and a lack of knowledge about this new virus, whose threat was a different order of magnitude to gastro or influenza. Expert advice and evidence-based best practice was scarce. Like the rest of the world, we were still building the engines when the plane took off!

While public health authorities debated issues such as whether to transfer infected residents to hospital, and advisory bodies developed guidelines for outbreak management, Harbison acted. We appointed an Infection Prevention and Control Coordinator and installed a Visitor Pod in anticipation of visitor restrictions. We expanded our capacity to store and manage PPE and employed a Care Support team to allow our Care teams to focus on their core mission. We introduced new technology to support everything from work-from-home and visitor screening, to point-of-care information systems and cashless payments. There were bumps along the way, but working closely with our residents, we quickly enhanced our outbreak management plans and poured significant resources into preventing the introduction of the virus to our homes.



*COVID-19 vaccination clinic at Burradoo*





*The Harbison Visitor Pod*

There were 11 long months before most of our residents were fully-vaccinated with the Pfizer vaccine. Unfortunately, the plan to vaccinate our workforce took a turn when the Government decided to abandon the plan for in-reach vaccination clinics, leaving aged care workers to access their own doses before making vaccination mandatory. Despite this setback, by the end of the financial year Harbison was a leading provider when it came to resident and workforce vaccination.

While vaccination provides vital added protection, older people remain among the most vulnerable to COVID-19. Fortunately, coordination with — and between — government departments has improved, testing now includes rapid antigen testing, national visitor protocols have been agreed, the importance of mental health has been recognised, hospital transfer protocols have been improved, mask wearing and hand hygiene has been socialised, and 90% of aged care most homes in Australia remain COVID-19 free.

You can never be sure about which infection prevention and control strategy works, which is why, despite added cost, we take a layered approach to ensure that there is redundancy in our system. For all the analysis, media coverage, and newfound knowledge about the virus, at the end of the day our job has simply been to stop the spread. And, like most other providers in Australia, so far we have succeeded.



*Visitor Pod interior*

# Financial Snapshot

FINANCIAL SNAPSHOT	2021 (\$)	2020 (\$)
<b>Profit &amp; Loss</b>		
Government funding	20,254,044	19,508,829
<b>Total Revenue</b>	<b>29,968,562</b>	<b>28,025,635</b>
<b>Expenses</b>		
Resident Care	-18,192,950	-17,175,930
Catering	-4,195,834	-3,750,983
Cleaning	-667,200	-664,504
Laundry	-322,432	-308,466
Maintenance	-1,059,070	-994,107
Utilities	-684,370	-713,307
Administration	-3,470,901	-2,989,501
Other expenses	-2,248,865	-2,014,417
<b>Total Expenditure</b>	<b>-30,841,622</b>	<b>-28,611,215</b>
Net Interest	-53,827	94,638
<b>Deficit for the Year</b>	<b>-926,887</b>	<b>-490,942</b>
<b>Balance Sheet</b>		
Current Assets	15,685,726	18,359,086
Non-current Assets	58,069,735	51,365,640
<b>Total Assets</b>	<b>73,755,461</b>	<b>69,724,726</b>
Current Liabilities	51,189,578	46,068,888
Non-current Liabilities	197,503	360,571
<b>Total Liabilities</b>	<b>51,387,081</b>	<b>46,429,459</b>
<b>Net Assets/Total Equity</b>	<b>22,368,380</b>	<b>23,295,267</b>
<b>Cash Flows</b>		
Cash generated from/(-used) Operating Activities	148,629	1,776,690
Cash generated from/(-used) Investing Activities	-2,781,145	1,638,269
Cash generated from/(-used) Financing Activities	5,747,114	4,852,591
<b>Total Cash Flow</b>	<b>3,114,598</b>	<b>8,267,550</b>
Personnel expenses	18,639,776	16,848,818

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

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

## DONATIONS

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](mailto: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](mailto:volunteers@harbisoncare.org.au)

## ONLINE COMMUNITY

Keep up to date via our website and social media:



[Harbison.org.au](http://Harbison.org.au)



[Facebook.com/harbisoncare](https://Facebook.com/harbisoncare)



RESPECT



OPTIMISM



AUTHENTICITY



DEDICATION





## CONTACT US



### BURRADOO (REGISTERED OFFICE)

2 Charlotte Street Burradoo NSW 2576

**Phone:** 02 4868 6200 **Fax:** 02 4868 6476



### MOSS VALE

36 Yarrawa Road Moss Vale NSW 2577

**Phone:** 02 4868 6200 **Fax:** 02 4869 3214

**Phone:** 02 4868 6200 **Email:** [enquiries@harbisoncare.org.au](mailto:enquiries@harbisoncare.org.au)

**Postal Address:** PO Box 349 Bowral NSW 2576

**Website:** [www.harbison.org.au](http://www.harbison.org.au)

  
**harbison**  
Heart & Home