



ANNUAL REPORT 2023



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KATIE CONSTANTINOU

Chair of the Harbison Board

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harbison
Heart & Home

OUR BOARD OF DIRECTORS



KATERINA CONSTANTINO

Appointed June 2018
Chair of the Board 2020
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
2020
Chair of the Governance
Committee



DAVID CUMMINS OAM

Appointed August 1989
Chair of the Built Environment &
Development Committee



JENNY HARPER OAM

Appointed November 2004
Retired June 2023
Member of the Built
Environment & Development
Committee
Member of the Governance
Committee



JENNIFER ELTON

Appointed August 2020
Chair of the Finance & Audit
Committee



JAMES NETHERSOLE

Appointed September 2021
Member of the Finance &
Audit Committee

The Board held 27 meetings in 2023

11 Board
Meetings

6 Built Environment &
Development
Committee Meetings

5 Finance & Audit
Committee
Meetings

5 Governance
Committee
Meetings

CHAIR REPORT



‘Culture isn’t just one aspect of the game; it is the game. In the end, an organisation is nothing more than the collective capacity of its people to create value.’

– Lou Gerstner

As we reflect on the conclusion of another financial year, I am again deeply honoured to report on the financial position and achievements of Harbison, as Chair of the Harbison Board.

And what a year it has been! Whilst the world emerged from the impacts of the global pandemic, the aged care sector continued to manage ongoing restrictions, albeit with the advantage of access to anti-viral medications, amid the Government’s frenetic reform process.

In last year’s Annual Report message, I noted my eagerness to observe, and participate in, what I hoped to be the Government’s “sensible and sustainable aged care reform process”. Unfortunately, I have been deeply disappointed in the process to date which has seen a number of significant and seemingly *ad hoc* changes focussed on compliance and process (the introduction of a new funding model, direct care minute requirements, star ratings, bureaucratic and governance changes) without a clearly articulated vision of the impact of the totality of reforms or the overall benefit to older people accessing aged care services (i.e. improved outcomes).

However, there is still an opportunity for the Government to bring these reforms together in a cohesive way which will require consultation with, and consideration of, the constraints and opportunities of other key stakeholders including state and local governments, providers, and, of course, older people. I strongly appeal to the Government to bring this reform process under control and to carefully consider the desired outcomes for older Australians now and into the future.

Whilst we have little control over the reform process which feels like it has been happening *to* rather than

with the sector, what we do have control of is how we, as the Harbison community, deliver aged care services to enhance the quality of life of Harbison’s residents.

On this front, Harbison has again excelled with the ongoing delivery of innovative programs and services that are not seen in most residential facilities in Australia - from intergenerational playgroups (which were acknowledged in the NSW Parliament) and Grandfriends programs (involving local school children up to senior high school) through to Motiview where our resident competitors, the Slow-Speed Demons, celebrated both individual and team achievements with Harbison Burradoo coming 3rd place worldwide in the annual Road Worlds for Seniors competition.

Harbison residents and staff also participated in an academic evaluation of the Motiview program on the broad effects of participation for residents. The compelling results of this Australian-first study will be presented at an academic conference in November.

As exciting as these additional programs and activities are, it is important, of course, not to lose sight of the core services and care that Harbison delivers and I acknowledge each and every staff member, volunteer, care partner, contractor, and supporter who contribute to the day-to-day care of Harbison’s residents.

The Board, along with the CEO and his Executive Leadership Team, have deeply reflected not just on what care and services are delivered daily but also on how they are being delivered.

This included Harbison’s brand strategy review

where feedback was provided by a broad range of stakeholders as to what they think Harbison represents and what distinguishes Harbison. We are delighted and humbled to hear that Harbison's culture, as defined through our four core values, is strongly understood, and felt throughout our Harbison community.

As a Board Director though, it is important to gather data from various sources to genuinely understand your organisation's culture and there is nothing quite so telling as to spend time in our villages to truly understand what our staff, volunteers, families and residents experience daily.

With the support of the Board, CEO, and Executive Leadership Team, I was privileged to work two 'buddy shifts' this year – a morning shift at Harbison Moss Vale and an overnight shift at Harbison Burradoo. Whilst preparing for, and undertaking, these shifts, I interacted with residents, families, managers, allied health staff, trainers, volunteers, catering staff, clinical and direct care staff, and administrative staff. As I reported to the Board and CEO following my first buddy shift: 'I expected the highest levels of respect and care towards Harbison's residents but actually observing staff delivering that care, so kindly, was, at a human level, quite overwhelming to see in practice. As a Board Director, I felt a great sense of pride in observing Harbison's values in action'.

On behalf of the Board, I express our deep gratitude to all in our Harbison community who turn up each day and embody Harbison's values of respect, optimism, authenticity, and dedication.

As required of the Board, particularly after two less than ideal years, we paid significant attention to Harbison's financial position and continued to work closely with the CEO on improving the situation.

Whilst again finishing the financial year with an operating loss, Harbison delivered a positive cash result for the period ending 30 June 2023. Several new measures to improve Harbison's financial

position into the future (whilst also improving service breadth and resident choice) were developed throughout the year which we hope to start seeing the benefit of during 2023/2024.

Whilst the Board enjoyed a period of stability at the Board table for most of the year, on 30 June 2023, we farewelled long-standing Board Director, Jenny Harper OAM, who retired from the Board after 17 years. Jenny's contributions at Board and committee meetings are too numerous to mention in this message. Suffice to say, Jenny's authentic leadership and pragmatic approach to Board, organisational, and community challenges will be sorely missed by the Board and the entire Harbison community. We wish Jenny a well-deserved, long, and happy retirement.

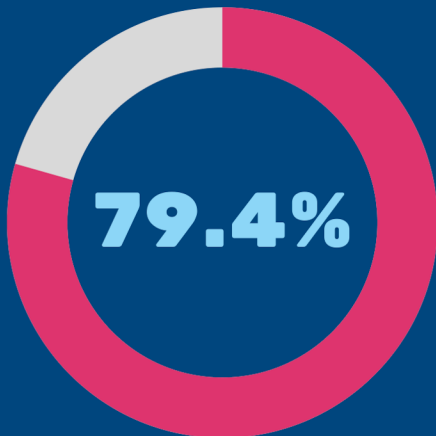
Throughout the year, the Board trialled a new meeting schedule holding 27 Board and Committee meetings, participated in customised governance workshops through the Aged Care Quality and Safety Commission's Governing for Reform program, and engaged with the Harbison community at various events including the company's AGM, ANZAC Day, Volunteers Week morning tea, Trivia Night, Family & Friends Zoom meetings, Pedal for Parkinson's fundraiser and more. I thank my fellow volunteer Board Directors for their leadership and ongoing commitment to Harbison and its mission.

I also acknowledge Harbison's CEO, David Cochran, and his Executive Leadership Team for another year of thoughtful and steady leadership putting residents and staff first and creating an inclusive, supportive culture of which we can all be proud.

Katie Constantinou JP FGIA GAICD
Chair, Board of Directors
October 2023

HARBISON AT A GLANCE

OUR RESIDENTS



positive feedback
1 July 2022 - 30 June 2023

8% ↑

**increase in
satisfaction**

-42% ↓

less complaints


339

**residents
cared for**


286,188

meals served

OUR WORKFORCE

296

employees

206

**full-time equivalent
employees**
at 30 June 2023

7% ↑

**increase in
full-time equivalent
employees**
at 30 June 2023

92

new employees
(reduced
staff turnover)

35

**median age
of employees**

11

**approved buddies
supporting new
starters**

12%

**staff supported
to complete
formal education**

MULTIGENERATIONAL PROGRAMS

HARBISON PLAYGROUP

Our multigenerational playgroup has been operating for the past year, beginning weekly before expanding to three sessions per week.

Members of our broader community, including parents grandparents, and care givers of local children, such as Family Day Care and pre-schools, were given the opportunity to interact with Harbison residents, as well as meeting other families in the Southern Highlands.

Harbison residents have taken great pride in assisting with the daily set up and program planning, many of them adding their own interests and years of expertise. They add a sense of calm to the group, share their stories and their wisdom on child-rearing, and have formed incredibly special friendships with the children and their families.

The program is interest-based with a focus on interactive activities tailored to both age groups. The morning consists of indoor and outdoor activities, including construction, art/craft, story time, ball games, skittles and sandpit play. These activities provide both age groups the opportunity to express feelings and emotions, as well as refine skills and build self-confidence.

With the help of the Harbison Head Chefs, we have been able to integrate cooking experiences during playgroup as we make our own morning tea. The seamless interaction between departments further enhance the living and leisure experiences of our residents.

It has been an absolute privilege to be facilitating such an inspirational program and witness the growth and development of not only the children but of our residents who have displayed a new lease on life. To be able to provide an opportunity for fun and laughter and socialisation that makes everyone feel a part of something special has been truly unique and a great honour.



We look forward to expanding our multigenerational program in the near future, and offering plenty of opportunities to engage in social experiences with the wider community of Harbison.

Vanessa Tasker
Project Manager
Harbison Playgroup

The Harbison Playgroup provides opportunities for residents and children to form connections and rewarding relationships.



“ I think it's absolutely heart-warming to witness the amazing project that this is, to have witnessed the smiles on everyone's faces not only from the elderly but also the younger people. The interaction certainly brought a smile to my face. I think this is the way to go, this is about creating joyful lives and making sure that people are happy in this space, this sort of interaction is so important; I'm so supportive of this project and we should be expanding it right across the country.

WENDY TUCKERMAN, MP ”

GRANDFRIENDS & FRIENDSHIP PROGRAMS

Our Multigenerational Grandfriends and Friendship Programs provide residents the opportunity to develop and foster rewarding relationships with students from local primary and high schools. The program includes over 200 students from Bowral Public School, Burrawang Public School, Oxley College, Chevalier College and Aurora Southern Highlands Steiner School.



OUR WORKFORCE



Harbison believes in supporting education and professional development for our workforce and investing in our community.

We have partnered with the following organisations to build networks, support our career pathways and our pipelines to invest in our community.

Support Pipelines:

- ✓ Work Placement
- ✓ Work Experience
- ✓ SBAT Program
- ✓ Traineeships
- ✓ Volunteers
- ✓ Scholarships
- ✓ Cross-departmental Training
- ✓ Research Projects

- ✓ University of Tasmania
- ✓ NSW Department of Education
- ✓ University of Wollongong
- ✓ University of Wollongong College
- ✓ University of Western Sydney
- ✓ Chevalier College
- ✓ Aurora Southern Highlands Steiner School
- ✓ Australia College of Nursing
- ✓ TAFE NSW
- ✓ Illawarra Workplace and Learning

HARBISON EMOTIONAL INTELLIGENCE TRAINING PROGRAM

3

**GENOS-trained
EI practitioners**

50

**employees completed
the EI Program**

43

**new starters
completed EI Training**

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I just wanted to take a moment to express my heartfelt gratitude for the exceptional care that I have received from your team. As a resident, I feel truly blessed to be under the care of such compassionate and skilled professionals. Your commitment to providing the highest level of care is truly remarkable, and I am so grateful to have you as my healthcare provider. Your dedication to excellence does not go unnoticed, and it is deeply appreciated.

ROBYN D, RESIDENT

”

OUR VOLUNTEERS

VOLUNTEERS

A great 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 residents. Anyone over the age of 16 years can volunteer, and we provide all the training you need to meet the aged care standards. To find out more, or to apply to be a volunteer, please visit the Harbison website.



PARTNERING WITH SOUTHERN HIGHLANDS COMMUNITY HOSPICE

The Southern Highlands Community Hospice partnered with Harbison to support our residents' needs. SHCH has now trained 20 palliative care volunteers who value our residents' daily living and routine. We thank them for their ongoing support and care towards our residents' needs and wellbeing.



HARBISON IN THE COMMUNITY

TULIP TIME

Harbison was proud to be the 2022 Tulip Time Charity Partner. Harbison residents showcased our Motiview program at Corbett Gardens, encouraging community members, including Stephen Jones MP and clients from the Disability Trust, to join in.



\$11,484
raised from Tulip Time
& Trivia Night events

TRIVIA NIGHT

Tulip Time ended on a high note with the Harbison Trivia Night. Held at the Bowral Bowling Club, the event received overwhelming support and donations from the local community.



2022 ROAD WORLDS FOR SENIORS

For the fourth year in a row, the Harbison 'Slow Speed Demons' competed in the global Road Worlds for Seniors cycling event, featuring first resident over 100 to cycle in RWFS at Harbison. We placed third (Burradoo) and seventh (Moss Vale) out of 250 teams from around the world. Our awards ceremony was attended by former Governor-General of Australia, the Honourable Sir Peter John Cosgrove AK AC CVO, MC (Retd) and his wife, Lady Lynne Cosgrove.



HARBISON IN THE COMMUNITY



BOWRAL CLASSIC

For the second year in a row, Harbison riders participated in the Bowral Classic, featuring our Cycling Without Age trishaws, so residents can feel the wind in their hair.

GOLF CHARITY DAY

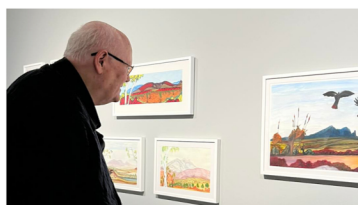
\$23,293
raised

Harbison partnered with Can Assist Southern Highlands, a not-for-profit organisation, to host a Golf Charity Day in order to raise funds for the local community.



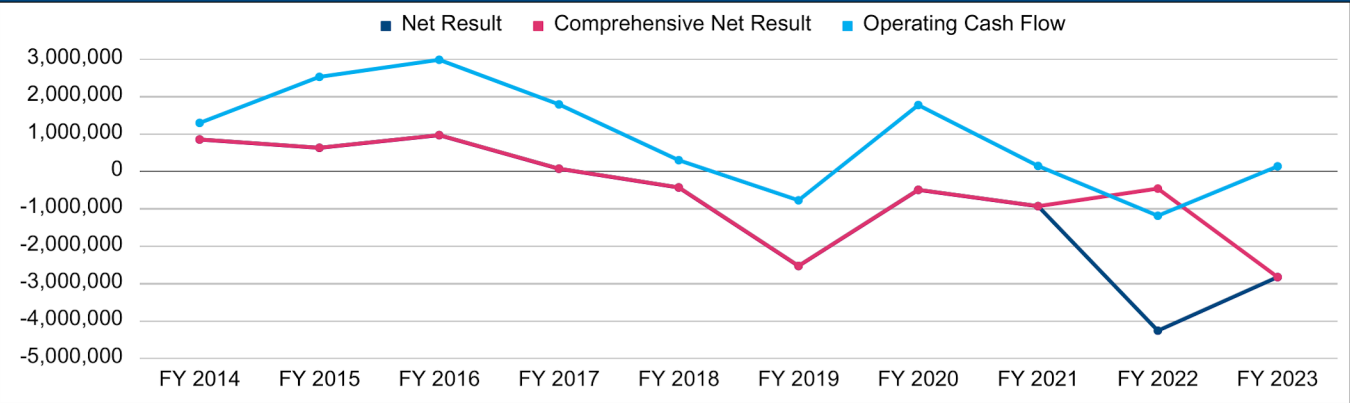
ART & DEMENTIA IN PARTNERSHIP WITH NGUNUNGULA

The National Gallery of Australia in Canberra introduced the Art and Dementia outreach program, which provided meaningful and intellectually engaging activities for people living with dementia. Harbison staff and had the opportunity to attend a 2-day workshop at Ngununggula Southern Highlands Regional Gallery, while residents viewed works of art, which evoked feelings of memory, freedom, space and connection.

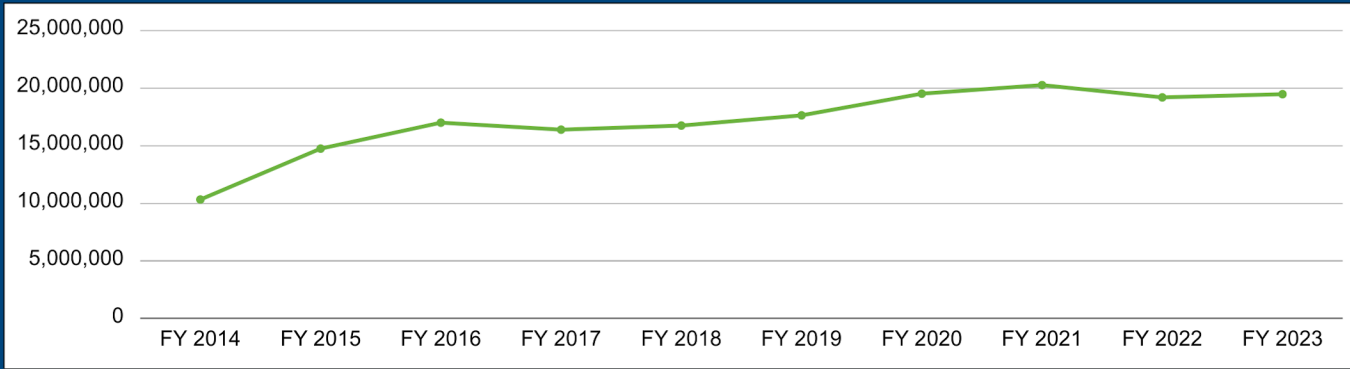


FINANCIAL SNAPSHOT

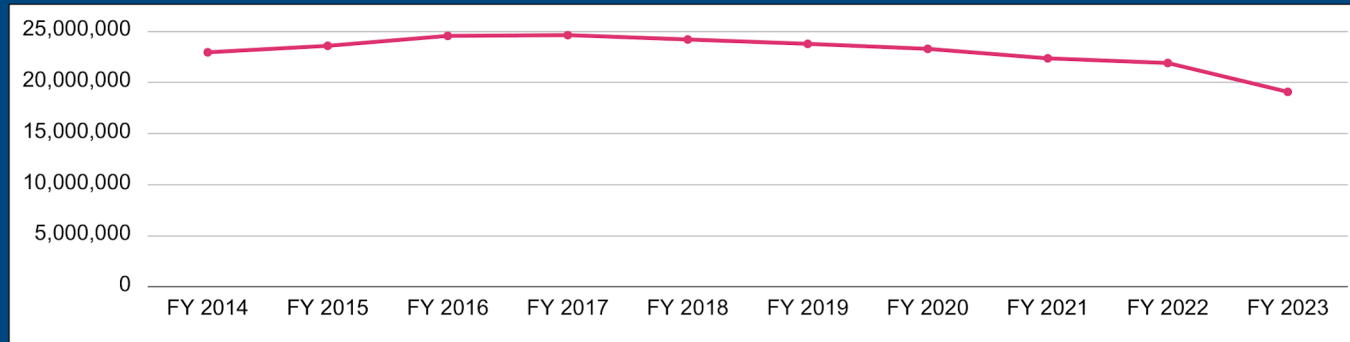
10-YEAR NET PROFIT



10-YEAR GOVERNMENT FUNDING TREND



TOTAL EQUITY



3%

Increase in revenue

89%

Average occupancy

2%

Increase in personnel expenses

\$168,828

received in donations, grants, and bequests

FINANCIAL SNAPSHOT

	FY23	FY22	Change from FY22 (\$)
PROFIT & LOSS			
Total Revenue	\$28,795,115	\$27,938,364	+\$856,751
Total Expenditure	\$30,260,539	\$32,036,700	-\$1,776,161
Deficit for the Year	-\$2,824,295	-\$4,257,244	-\$1,432,949
BALANCE SHEET			
Total Assets	\$72,933,637	\$72,836,678	+\$96,959
Total Liabilities	\$53,846,796	\$50,925,543	+\$2,921,254
Net Assets/Total Equity	\$19,086,841	\$21,911,136	-\$2,824,295
CASH FLOWS			
Cash for day-to-day business operations	\$138,527	-\$1,183,474	+\$1,322,001
Cash for long-term growth	-\$1,546,912	-\$5,020,872	+\$3,473,961
Cash for financing activities	\$2,718,231	-\$573,856	+\$3,292,087
Total Cash Flow	\$1,309,846	-\$6,778,202	+\$8,088,049
Personnel expenses	\$20,688,531	\$20,272,378	+\$416,153

CEO REPORT



In this financial year, the fourth since the pandemic began, Harbison carefully navigated away from the dangerous shoals and thick fog of COVID-19. While we are behind schedule, showing significant financial wear and tear, facing an ocean of aged care reform, and encountering COVID-19 squalls from time to time, I am pleased to report that we are still on course and have achieved some important strategic milestones.

Our Workplace Culture Project was scaled up to include all managers and emerging leaders and create Culture Change Champions. Next, the program will be offered to the entire workforce. The value created by this project is reflected in the results of the 2023 staff survey, which include significant improvements in engagement and the factors that drive operational effectiveness, increased full-time employment, and reduced staff turnover.

We completed the first external review of the core values we introduced in 2018 – respect, optimism, authenticity, and dedication – and found that we are living up to these values, with a high net promoter score from our stakeholders.

To ensure our accommodation is a compelling alternative for people who can no longer live at home, we delivered the significant refurbishment of Moss Vale, which commenced in 2020, developed five new premium suites at Burradoo, closed the Burradoo hostel which at peak occupancy was home to 93 low care residents, and closed 18 operational places in Alpine at Moss Vale. The Burradoo hostel will in time be demolished to make way for new buildings, and Alpine will be repurposed in the short-term. We obtained approval for higher room pricing at Burradoo and Moss Vale, which will offset the reduced operational capacity and increase our share of the market for premium accommodation.

At Moss Vale, we obtained approval to build 35 two- and three-bedroom retirement villas and a

clubhouse, and developed plans to deliver that project in 2025, subject to Board approval. Due to uncertainty caused by aged care reform, our approved plans to build a replacement for the Burradoo hostel are on hold pending passage of the new Aged Care Act, which is expected to take effect from financial 2025.

Our model of care continues to evolve based on a strong commitment to a palliative approach, with a focus on dementia and end-of-life care and mental, physical, and social wellbeing. We continued to invest in our allied health and wellbeing teams, despite the lack of recognition from the regulator of the vital contribution from these professions. We have made progress on increasing access to external health services, and to supporting GPs to care for their patients in residential care.

Our Multi-generational Program continues to grow, with most local schools now participating in GrandFriends and other school-aged projects, and the successful launch of Harbison Playgroups, for which Harbison was acknowledged in the NSW Parliament. Significant effort was invested supporting resident choice and autonomy through the new Heart & Home Program, which launched at the end of the year.

Despite the ongoing failure of the Department of Health and Aged Care to provide promised funding for some COVID-19 expenses, the impact on occupancy from refurbishment and external factors like COVID-19, high inflation and a tight labour market, our financial performance improved. This year was the final year of the ACFI funding system, which was declared not fit for purpose in 2017.

The regulatory burden is increasing, and we are yet to see how much the cost of new red tape eats into promised funding. Uncertainty about the Aged Care Work Value Case at the Fair Work Commission and the proposed changes to the Fair Work Act are key risks in 2024. Despite finding that significant change is required to ensure the Aged Care Quality and Safety Commission is fit for purpose, the Government continues to drive a rapid and complex reform agenda with a high risk of policy failure.

I take this opportunity to thank my team, who benefit Harbison with an average tenure of four years, and the entire Harbison crew, who are the best crew in our history. Our Board has worked tirelessly to support the organisation and champion the best interests of our company.

Our flank speed may never set any records – we are built more for comfort and safety – and there are still some icebergs out there, but our course is true, and the winds are fairer than they have been at any time in the past four years.

David Cochran
CEO Harbison
October 2023





CONTACT US



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Heart & Home