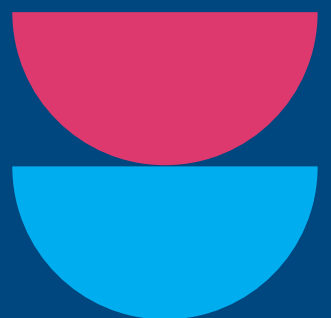


# Annual Report



24

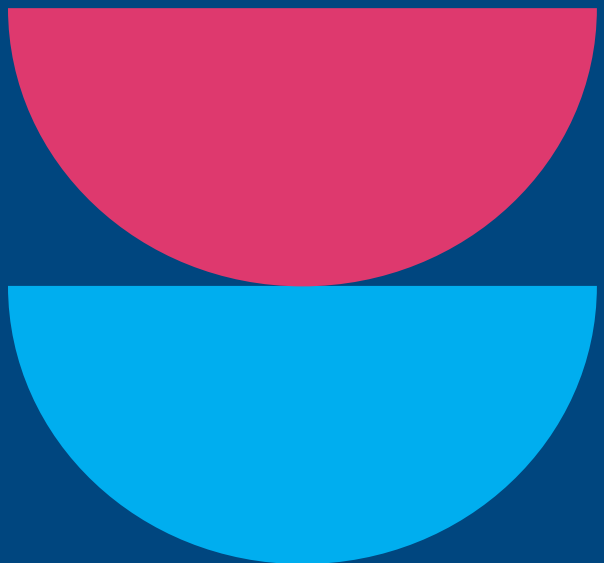
20



**Respect.**  
**Optimism.**  
**Authenticity.**  
**Dedication.**



Celebrating 65 years of  
not-for-profit service in  
the Southern Highlands.



# Our Directors



## Katerina Constantinou

Appointed June 2018

Chair of the Board 2020

Built Environment &  
Development Committee

Governance Committee

Finance & Audit Committee

Finance & Investment  
Committee



## Dr Mark Wilson

Appointed July 2011

Deputy Chair of the Board 2020

Governance Committee Chair



## David Cummins OAM

Appointed August 1989

Built Environment &  
Development Committee Chair

Governance Committee Chair



## Jennifer Elton

Appointed August 2020

Finance & Audit  
Committee Chair

Finance & Investment  
Committee Co-Chair



## Tamara Johnston

Appointed April 2024

Governance Committee



## Steven Scarano

Appointed May 2024

Finance & Investment  
Committee



## Mark Tutt

Appointed April 2024

Governance Committee

### Our Board held 23 meetings:

11

Board

2

Built Environment & Development Committee

3

Finance & Audit Committee

3

Governance Committee

4

Finance & Investment Committee

Our thanks to James Nethersole, who retired from the Board in December 2023.

\*The Built Environment & Development Committee and Finance & Audit Committee were merged on 13 December 2023, on a 12-month trial basis, to form the Finance & Investment Committee.





# Chair's report



*"Change is the law of life. And those who look only to the past or present are certain to miss the future." – John F. Kennedy*

I am delighted, once again, to report on the financial position and achievements of Harbison over the 2024 financial year. I do so one last time as Harbison's Board Chair, stepping down from this role with feelings of gratitude for the opportunity of chairing the Board of this extraordinary organisation for the last four years, and excitement for what the future holds for Harbison.

Indeed, Harbison's future has been a particular focus of the Board this year, as we consider how to best leverage the ongoing changes in the aged care sector through the Government's reform agenda whilst focusing on the needs and expectations of our local community now and over the next decade. 2034, the year that will mark Harbison's 75th anniversary, was the horizon the Board looked to during our strategic planning this year. We are excited to have begun working towards that future by making strategic investments in recent months for new projects that will be announced in due course.

Of course, it is impossible to take such action without being in a sound financial position and the Board is pleased to report both an operating profit for the year and a significantly increased operating cash flow result on the previous financial year<sup>1</sup>.

Whilst this is welcome news, there are many more achievements by which we can measure Harbison's success over the last twelve months including, but certainly not limited to:

**REGULATORY ACCOMPLISHMENTS** – in addition to a planned, comprehensive NDIS audit, Harbison received excellent feedback from the Aged Care Quality and Safety Commission's assessors after two unannounced visits to our Moss Vale home;

**INNOVATION** – I was delighted to attend the presentation of a Motiview study (undertaken at Harbison with the contributions of staff and participation of residents) at the Australian Association of Gerontology's annual conference in November 2023. The subsequent publication of that study in academic journal BMC Geriatrics<sup>2</sup> (with several Harbison staff named as co-authors along with UWS academics) demonstrates the desire to contribute to the sector as a whole and be at the forefront in improving the care and quality of life of both residents at Harbison and across the world;

**SUPPORTING OUR COMMUNITY** – Harbison's Annual Charity Golf Day 2023 was another great success raising funds for the Southern Highlands Cancer & Day Infusion centre as was the very popular trivia fundraising night in support of Harbison and cancer support organisation, CanAssist Southern Highlands;

**BEING SUPPORTED BY THE COMMUNITY** – Harbison was, once again, the official charity partner of the Bowral Classic 2023 and residents, staff and volunteers alike had a wonderful time pedalling the course in Harbison's trishaws and experiencing the food and entertainment of the event village. Harbison was also a successful grant recipient of the Community Bank BDCU's Community Grant scheme which supported Harbison's purchase of PARO, the robotic therapeutic seal;

<sup>1</sup>Refer to Harbison's audited Financial statements 2023-24 for further information.

<sup>2</sup>Brookman, R., Hulm, Z., Hearn, L., Siette, J., Mathew, N., Deodhar, S., Cass, A., Smith, J., Kenny, B., Liu, K.P. and Harris, C.B., 2024. Evaluation of an exercise program incorporating an international cycling competition: a multimodal intervention model for physical, psychological, and social wellbeing in residential aged care. BMC geriatrics, 24(1), p.435.

## **INDUSTRY-LEADING PROFESSIONAL DEVELOPMENT AND TRAINING**

– the CEO took a group of staff on a study tour to Scandinavia earlier in the year to attend the Cycling Without Age global summit in addition to visiting Motitech, the business responsible for developing Motiview, and several other organisations delivering world-class aged and dementia services. Some of the innovations experienced during the study tour are already being implemented at Harbison and there are a few other exciting projects that will be rolled out over the next couple of years. Closer to home, Harbison's partnership with the University of Wollongong Southern Highlands campus has seen several staff enter traineeships to support their career development locally benefitting staff, residents and the organisation as a whole;

**A CONTINUED FOCUS ON ORGANISATIONAL CULTURE** – the ongoing roll out of Harbison's Culture program saw a focus on training staff in emotional intelligence, essential in any organisation but critical in a human services organisation such as Harbison;

**CELEBRATING OUR COMPETITIVE SPIRIT** – Harbison participated in its fifth annual Road Worlds for Seniors competition in 2023 with staff, volunteers and our keen competitors appearing on WIN News to showcase the global competition in which Harbison remains the only Australian competitor. This was followed by a Community Recognition Statement in the NSW Parliament by Judy Hannan MP, Member for Wollondilly who so beautifully captured the "indomitable spirit" felt during the competition: "Let's extend our deepest admiration for our Harbison heroes, whose pedals of hope spun tales of resilience, camaraderie and a community bound together with love and shared aspirations."

The Board of Directors continued to evolve in terms of its composition and focus on governance best practice. We farewelled James Nethersole in December 2023 and thank him for his valuable contribution to the Finance & Audit Committee and the Board as a whole. We have been fortunate to attract high-calibre candidates to our volunteer

Board and have been delighted to welcome three new Directors this year – Mark Tutt, an experienced aged care executive; Tam Johnston, a C-suite, government and not-for-profit leader with broad governance experience; and Steven Scarano, an accountant, financial planner and practice owner with diverse business experience.

The Board's Committee structure was reshaped with the Finance & Audit Committee merging with the Built Environment and Development Committee to form the Finance & Investment Committee, the Governance Committee continued to inform the Board's clinical and overall governance, and the Nominations & Remuneration Committee will now function as a full Board Committee. Over the course of FY2024, there was a total of 23 Board and Committee meetings with Directors also attending a strategy day and other ad hoc Board meetings. In continuing our commitment to connect with key stakeholders, we welcomed several staff members to present to the Board and held feedback sessions at a number of meetings to receive direct feedback from residents and their representatives about their Harbison experience.

We also attended other events at Harbison throughout the year – from the intergenerational Christmas Party featuring an amazing farmyard nursery at our Burradoo village to International Women's Day events, ANZAC Day commemorations and the Road Worlds for Seniors medal ceremonies. Thank you to my fellow Directors for your ongoing enthusiasm and deep care and commitment to Harbison.

And, of course, we acknowledge the extraordinary work of our volunteers, staff, Executive team, and CEO who exemplify our Harbison values daily; a committed team delivering compassionate care to our Harbison residents and their families now and into the future.

**Katie Constantinou**

**CHAIR, BOARD OF DIRECTORS**  
OCTOBER 2024



HARBISON AT A GLANCE



# Our Residents

84%

positive feedback  
1 July 2023 - 30 June 2024

19% less  
complaints



8%

increase in satisfaction

250,029

meals served



15% more compliments

304

residents cared for

## HARBISON AT A GLANCE

# Our Workforce



315

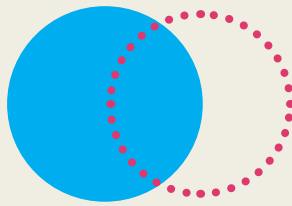
total employees

4.9%

increase in full-time  
equivalent employees  
(at 30 June 2024)

37 years  
of age

median age of employees



47

volunteers

78

new employees  
(reduced staff turnover)

17%

staff supported to  
complete formal education

12 approved buddies  
supporting new starters



# Our Culture



Harbison believes in providing support, education and professional development for our workforce and investing in our community.



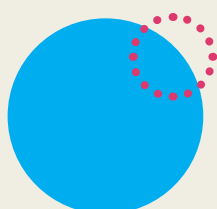
We have partnered with the following organisations to build networks, support our career pathways and our pipelines to invest in our community.

#### Support pipelines:

Australian College of Nursing  
Can Assist Southern Highlands  
Chevalier College  
Cross-departmental Training  
Illawarra Workplace and Learning  
NSW Department of Education  
Research Projects  
SBAT Program  
Southern Highlands Community Hospice

TAFE NSW  
Traineeships  
University of Tasmania  
University of Western Sydney  
University of Wollongong College  
University of Wollongong  
Volunteers  
Work Experience  
Work Placement

Emotional Intelligence  
Leadership Training Program



67

NEW STARTERS COMPLETED  
THE EI PROGRAM

42

EMPLOYEES COMPLETED  
THE EI PROGRAM

13%

INCREASE IN STAFF ENGAGEMENT  
Based on 2023 annual Staff Survey result



# Multigenerational Care

**Our intergenerational playgroup sessions are offered Tuesday to Thursday.**

More than 70 local families are regularly involved in our Playgroups. Children and their families participate in a range of play-based experiences with our residents. These activities and experiences support development of fine and gross motor skills, cognitive, social, emotional and creative development and wellbeing.

Our Playgroup environment is set up in a way that fosters engagement by young and old. Music and movement are still the most popular morning activities, and it has been great to witness the residents really engaging in the intergenerational session, often becoming the characters in the story or song, much to the children's delight.

We have a group of regular resident participants and we welcome new faces all the time. Our staff share the joy that our residents and visiting children create with each other.

Several Playgroup families and residents have developed strong connections and formed some beautiful new friendships. They have become a part of each other's lives and even a part of the extended family. They share cards, notes and our residents' rooms are decorated with an abundance



of children's artwork. We have celebrated birthdays together, new arrivals in the birth of siblings, celebrated life after the passing of our friends and celebrated many wonderful and meaningful events such as Global Intergenerational Week.

Our affiliation with Playgroup NSW and the Australian Institute for Intergenerational Practice allows us to participate in their research in this area. We were recently interviewed by the ABC and contributed to the influence their research has had on our playgroup and Intergenerational interactions in general.

We are looking forward to being strong advocates for the Intergenerational care model and welcome support from the Early Childhood Sector to recognise the importance and the significance of Intergenerational childcare settings. We believe Harbison can lead in this space and plan to add on-site childcare soon.

We have obtained Commonwealth approval and are now seeking Council approval for our first services.



# In the Community

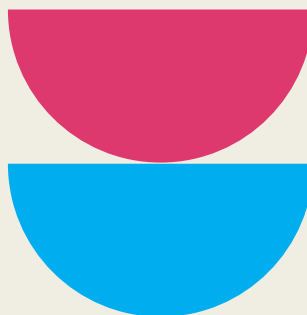


## Partnering with the Southern Highlands Community Hospice

The Southern Highlands Community Hospice continues to partner with Harbison to support our residents' needs. SHCH has now trained 30 palliative care volunteers who visit our residents' daily.

Other services funded by SHCH during the year included one day per week of Specialist Palliative Care Consultancy, a biography service that documented four residents' life stories, the purchase of two syringe drivers and 5 workshops Harbison nurses and clinical staff accessed.

We thank SHCH for their ongoing support and care towards our residents' needs and wellbeing.

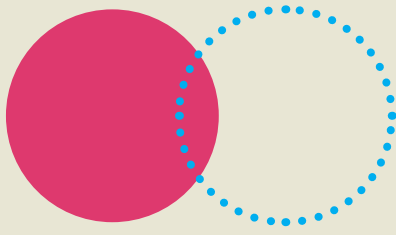


## Outdoor Furniture Grant

Harbison was successful in applying for grant funding under the Stronger Country Communities Fund, which enabled us to purchase accessible furniture and raised garden beds, creating spaces across both sites for residents to enjoy daily.

The project has enhanced opportunities for social connection and engagement, and we're excited to see these gardens cared for by our residents over the coming years and seeing many memorable moments and smiles shared in these new seating areas.





## 2023 Road Worlds for Seniors

For the fifth year in a row, the Harbison 'Slow Speed Demons' competed in the global RoadWorlds for Seniors cycling event, featuring our amazing athletes. Harbison Moss Vale came in third placed, followed by Harbison Burradoo in fourth, out of 250 teams from around the world.

Member of Goulburn, Wendy Tuckerman MP, and Member of Wollondilly, Judy Hannan MP, attended our award ceremonies to hand out certificates, medals and trophies to our 'Slow Speed Demons'. We are incredibly proud of our team's dedication to the event.

**18,996 km CYCLED**



## Fundraising

Harbison partnered with Can Assist and the Southern Highlands Private Hospital Cancer and Day Infusion Centre to raise funds during our Trivia Night and Golf Charity Day.

**\$22,411 RAISED**



## Bowral Classic

For the third year running, Harbison riders participated in the Bowral Classic as Charity partner, and featured our Cycling Without Age trishaws.



# CEO report



As a CEO I prefer to look to the horizon than to the bottom line, but I am pleased to report material improvement in our financial performance for the year ended 30 June 2024. This year we began to see the full benefits of our significant refurbishment of Moss Vale, resulting in higher occupancy and higher room prices, and the first benefits from the implementation of additional service fees, generating \$670k in new revenue and providing unprecedented choice and flexibility for residents. The \$4.9M increase in revenue was also driven by increased care funding from October 2023, in return for higher target care minutes and higher direct care wages, and a 95.1% success rate in recovering eligible pandemic expenses from the government. The net outcome was a \$2.5M increase in operating cashflow, despite operating under outbreak conditions for approximately 30% of the year.

Our teams successfully resolved 11 outbreaks related to high rates of infection in the community. We achieved a 4-star rating for our aged care services and successfully negotiated a new enterprise agreement for our nursing staff, providing them with the best pay and conditions in the region. We unilaterally increased indirect care wages to value their work equally, in contrast to the views of the Fair Work Commission, unions, and the government. Staff engagement, a key predictor of organisational performance, improved significantly as we began to see the benefits of training our emerging leaders to draw on emotional intelligence for more effective leadership.

We recruited our first Nurse Practitioner and invested in our Wellbeing team to increase our capacity to support mental health and symptoms of dementia. We laid stronger foundations for our intergenerational care model by investing further in our amazing playgroups and obtaining the first of several approvals we need to provide subsidised onsite childcare in future.

The Burradoo hostel was decommissioned and will be demolished to make way for new services. We have made steady progress on our plans to build a retirement village at Moss Vale, reflected in the \$1.3M cash outflow from investing. I was strongly supported by a compassionate and caring management team, with an average tenure of 5-years. Our Board, and especially our Chair, Katie Constantinou, again invested heavily with their time, enthusiasm, expertise, and good humour, without which Harbison would not function. Our company members should feel pleased with our performance, and confident that we are positioned for growth, impact, and purpose, in service of our community.

**David Cochran**

**CHIEF EXECUTIVE OFFICER**

OCTOBER 2024

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"We are positioned for growth,  
impact, and purpose, in service  
of our community. "

# Financial Snapshot

FINANCIAL SNAPSHOT	FY 2024 (\$)	FY 2023 (\$)	Change from FY 2023 (\$)
<b>Profit &amp; Loss</b>			
Total Revenue	33,687,700	28,795,115	<b>4,892,585</b>
Total Expenditure	-31,681,044	-30,260,539	<b>-1,420,505</b>
Surplus for the Year	<b>127,360</b>	<b>-2,824,295</b>	<b>2,951,655</b>
<b>Balance Sheet</b>			
Total Assets	73,953,760	72,933,637	<b>1,020,123</b>
Total Liabilities	54,739,560	53,846,796	<b>892,764</b>
Net Assets/Total Equity	<b>19,214,201</b>	<b>19,086,841</b>	<b>127,360</b>
<b>Cash Flows</b>			
Cash generated from Operating Activities	2,708,723	138,527	<b>2,570,196</b>
Cash generated from Investing Activities	-2,876,877	-1,546,912	<b>-1,329,965</b>
Cash generated from Financing Activities	805,713	2,718,231	<b>-1,912,518</b>
Personnel expenses	22,919,594	20,688,531	<b>2,231,063</b>
<b>Total Cash Flow</b>	<b>637,559</b>	<b>1,309,846</b>	<b>-672,287</b>

For a more detailed Financial Report, please visit <https://harbison.org.au/about-us/harbison-annual-reports/>

**17%** INCREASE  
IN REVENUE

**\$47,822**

RECEIVED IN DONATIONS,  
GRANTS, AND BEQUESTS

**93.07%** AVERAGE OCCUPANCY

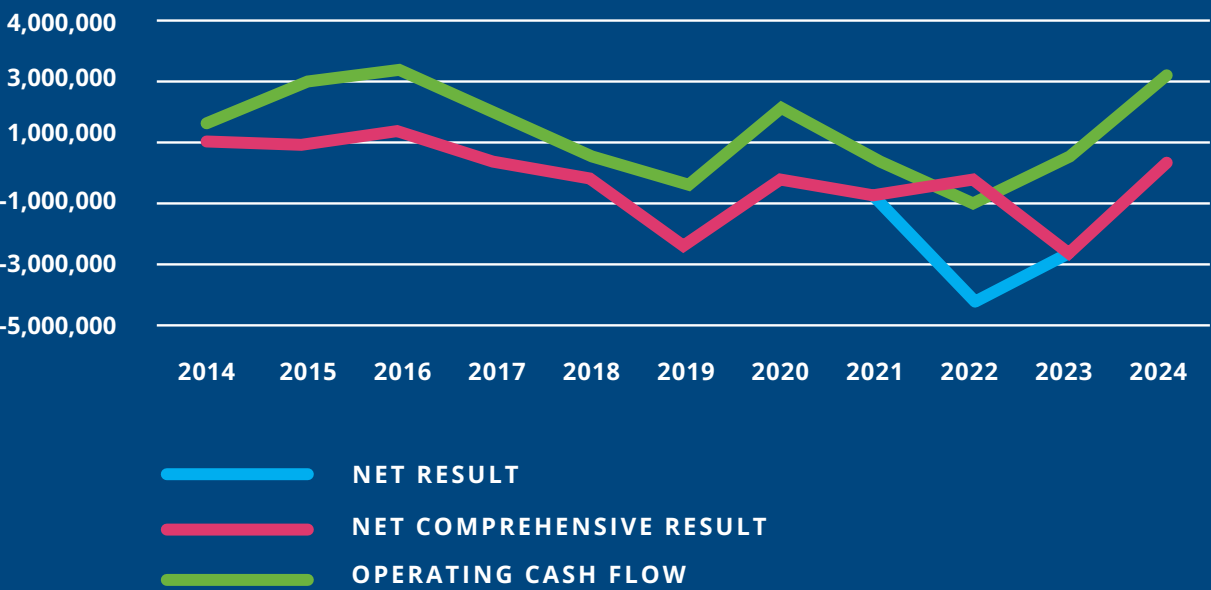
**11%** INCREASE IN PERSONNEL  
EXPENSES

**177%** INCREASED GOVERNMENT  
FUNDING PER OBD\* (2014-2024)

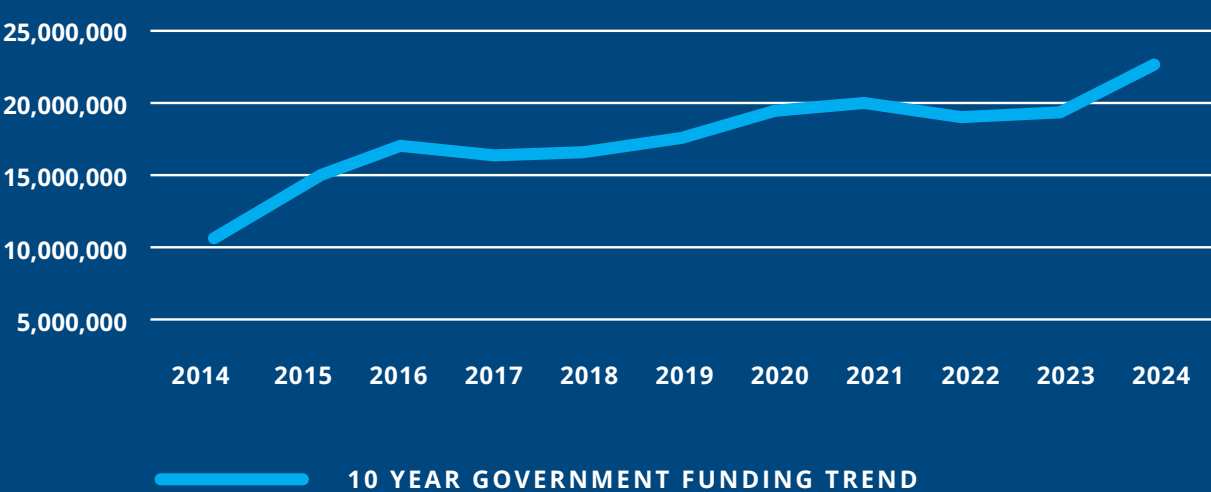
**159%** INCREASED OPERATING  
CASH FLOW PER OBD\* (2014-2024)

\*Occupied Bed Day (OBD)

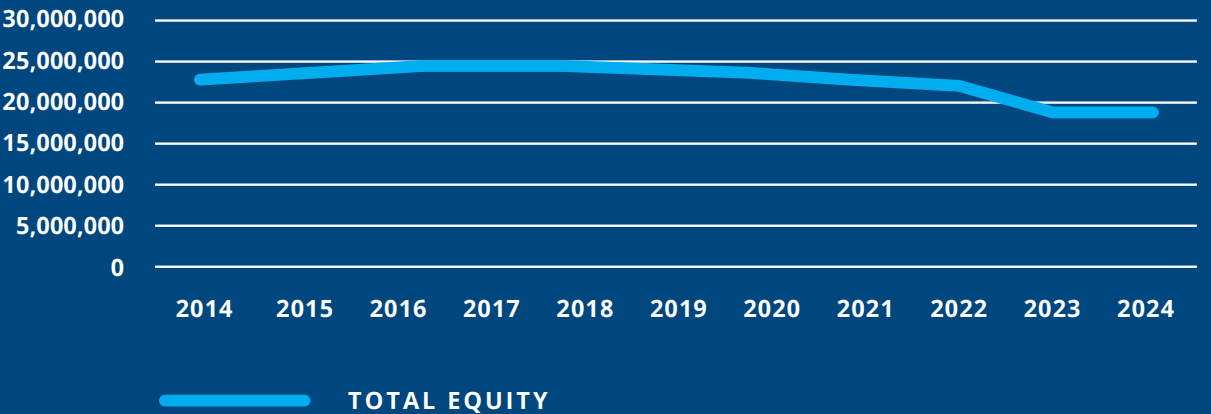
10 Year Net Profit



10 year Government Funding Trend



Total Equity



# Get in touch

Talk to us: 02 4868 6200

Email us: [enquiries@harbisoncare.org.au](mailto:enquiries@harbisoncare.org.au)

Postal: PO Box 349 Bowral NSW 2576

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

Facebook: @harbisoncare

Instagram: @harbison\_



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## Find us at these locations



### BURRADOO

2 Charlotte Street Burradoo NSW 2576



### MOSS VALE

36 Yarrawa Road Moss Vale NSW 2577