OneCare

# Annual Report 2022 - 2023

**Establishing a culture of kindness and meeting the challenges of change**

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# Who We Are

## At OneCare more than 2,000 people choose to be part of a caring, supportive, vibrant community across Tasmania.

We are a leading not-for-profit, non-sectarian aged care provider that has been providing residential aged care, independent living and home care for over 40 years. We are committed to providing safe, quality care for our residents/consumers and are extremely proud of the diversity of services and experiences we offer.

## We provide:

- Residential aged care
- Respite care
- Independent living
- Home care
- NDIS Support
- Palliative Care

## Our Purpose

To provide Tasmanians with access to the highest standards of contemporary care and support for members of our community in need of our services.

## Our Philosophy

Our philosophy is based around being ethical, providing the highest quality care, compassionate, respectful, trusted in our community, being a great place to work, and setting the benchmarks in aged care.

# Our Values

**We believe our alignment to these shared values is critical to our success.**

## Choice

Is facilitating informed choices about care and support for those we serve that enables a person to live a life they choose.

## Respect

Is how we treat each other and expect to be treated. Being respectful in all situations despite personal differences and opinion.

## Compassion

Is to listen and communicate with sincerity, empathy, and kindness. Compassion is also demonstrated through actions such as advocating for others.

## Dignity

Is the belief that all people hold a special value that's tied solely to their humanity. Humanism affirms the dignity of every individual.

## Integrity

Is doing the right thing, through words, actions and beliefs, even when no one is watching.

# Our Governance Structure

OneCare Limited has an experienced Board of Directors providing governance and strategic direction. OneCare is committed to providing high-quality care and support to our elderly consumers. Our governance framework ensures that we operate with integrity, transparency, and accountability, placing the well-being and rights of our consumers at the forefront of everything we do.

**Not for profit**

**40+ years delivering expert care services**

**Proudly Tasmanian**

# Our Board

## Mr Leon Peck
**Chairman**

Leon was appointed Chairman of our Board in 2021. He has a professional background in education, health services, human resources and mental health services.

## Ms Sue Hickey
**Deputy Chairman**

Sue joined OneCare's Board in 2016. Sue was elected as Lord Mayor of Hobart in 2014 and is a former Telstra Tasmanian Business Woman of the Year. Sue is currently Deputy Mayor of Glenorchy City Council and has held the position of Speaker of the Tasmanian House of Assembly.

## Mr Lou Johnson

Lou has been a member of our Board for 12 years, holding the Deputy Chair and Chair positions at various times during this period. He offers his knowledge and skill to our Audit, Finance & Risk Committee and wider organisational strategic direction. Lou currently chairs the Audit, Finance & Risk Committee.

## Mrs Karen Linegar

Karen holds an appointment as an Adjunct Associate Professor with UTAS. Karen led the development of various nursing programs and implemented an interdisciplinary teaching program. Karen has a strong clinical background and worked in both the private and public healthcare systems. She provides leadership in clinical governance and risk in the workplace with a strong focus on education to support competency. Karen is currently the chair of the Clinical Governance Committee.

## Mr Geoff Squibb

Geoff holds an extensive parliamentary history, serving the Devonport City Council for 22 years, with 14 of those as Mayor. He has been a Justice of the Peace since 1985 and is currently Vice President of the Tasmanian Society of Justices of the Peace. Geoff is currently Chair of the Consumer and Marketing Committee. Geoff's exemplary knowledge and skill will ensure OneCare's growth and sustainability.

## Mr Andrew Crane

Andrew was appointed to the Board in 2020 and has a long affiliation with OneCare that goes back more than 11 years. He has worked broadly in the aged care sector for more than 22 years and offers valuable strategic and operational knowledge that influences and enhances the financial position of our organisation.

# Our Independent Committee Member

## Mr Daniel Richards

**Independent Member of Audit, Finance & Risk Committee**

Daniel has worked at Accru Hobart for over 27 years. He has extensive experience across a broad range of industries and provides advice on tax planning, business structures and financial management. As well as being a Chartered Accountant, Daniel is also a qualified Financial Planner.

# Our Governor

## Mr Roger Richardson

Roger is a long-term contributor to OneCare. He has been a Member for 16 years, Director for 9 years and has most recently served as Governor. OneCare benefits from his significant expertise in the education and training sectors and as a Director in the not-for-profit sector for more than 38 years and a Rotarian for 29 years.

# Chairman's Report

On behalf of the Directors of OneCare Limited, I am pleased to report on the results of the company for the year ended 30 June 2023.

I take this opportunity to acknowledge and express appreciation to Gaye Richardson for her lengthy association with OneCare and her valuable contribution as a Director. Gaye did not seek reappointment at the last Annual General Meeting.

Subsequently, Adjunct Associate Professor Karen Linegar was appointed to the Board. Karen's nursing career has provided her with clinical and administrative expertise which is proving invaluable to the OneCare Board and the operational team.

The OneCare Constitution, as amended in 2018, made provision for the position of Governor. Retired Director Roger Richardson was subsequently appointed to this position with his five-year term concluding on 10 September 2023. To Roger, our gratitude is extended for his long association, dedication and devoted contribution to OneCare.

During the year, the OneCare commitment to provide high quality care and support to our consumers was reinforced with the decision to further increase the level of expenditure on clinical care.

Our governance framework ensures that we operate with integrity, transparency, and accountability, placing the wellbeing and rights of our consumers at the forefront of everything we do. Our unwavering commitment continues to be the provision of exemplary care for our consumers through an integrated, precinct service design. We continuously review and improve our governance practices to ensure they align with best practice and evolving industry standards. We strive to create an environment where our consumers can age with dignity, respect and with the highest quality of care and support.

Once again, across all levels of the organisation during the past year, OneCare stepped up to ensure we managed the ongoing challenges associated with COVID-19. We did this against a backdrop of an extremely tight labour market and the pressure this places on our ability to access the type of skills which are in high demand in our sector.

Aged care has also been through a significant period of change as we adapt to reforms implemented by the Department of Health and Aged Care and meet our obligations to our hard working and dedicated employees through reviews of relevant awards by the Fair Work Commission.

The outstanding leadership of our CEO, Pete Williams, and the dedication and support of his leadership team in handling all the associated operational requirements, is acknowledged and greatly valued.

I also extend congratulations to Pete for being granted the Meg Gilmartin Churchill Fellowship to examine international aged care models and determine their adaptability to Tasmanian aged care. Pete's research involved assessment of facilities and services in England, Scotland, Ireland, Northern Ireland and Japan, and his findings will not only prove beneficial to OneCare in our dynamic journey of providing industry-leading quality services, but to the industry at large.

I take this opportunity to express our sincere appreciation to all staff. We have a clear vision that we want to be the best aged care provider, which can only happen if we have a committed, caring, dedicated and empathic team delivering support and services to our residents and consumers.

We continue to develop our new service model with the implementation of community-based precincts delivering integrated aged care services and assisting consumers to access the level of care they deserve.

The highlight of the year was the opening of the Community Centre at Barossa Park Lodge which includes an impressive hub for our retirement village residents.

The independent living unit expansion at Barossa Park Lodge and the development at Rubicon Grove have progressed more slowly than anticipated. The cost of civil works at Barossa Park Lodge and stormwater issues at Rubicon Grove being significant factors in the respective delays. The appointment of Bridge Advisory Group to expedite these projects has been of significant value.

Refurbishment work has also commenced at Bishop Davies Court to provide rooms with their own ensuite.

Under the circumstances, the financial performance of the company for the year was considered acceptable with an EBITDA of $2.7M but with a net operating loss of $2.528M attributable to the ongoing challenges of funding increases not keeping pace with required increases in expenditure. Cash and cash equivalents have reduced over the year due to investments in our buildings and repayment of debt. Operating cashflow has improved from the prior year and is in line with our EBITDA result.

I take this opportunity to thank my fellow Directors and our Independent Committee Member Daniel Richards (Audit Finance and Risk Committee) for their ongoing commitment and support. To our Company Secretary, Colin Stewart, and Executive Assistant, Tracy Long, a special thank you for your dedication, commitment and unwavering support.

**Leon Peck**
Chairman of the Board

# CEO's Report

I am pleased to present to you the Annual Report for 2022-2023 for OneCare Limited. This report reflects our unwavering commitment and dedicated efforts in providing exceptional care, support, and services to older Tasmanians who form part of our wider community. As we reflect on the past year, I am extremely proud of our achievements and progress, even in the face of numerous industry challenges. I would like to take this opportunity to provide some highlights of our work over the past 12 months.

## Our Purpose and Values Alignment:

At OneCare, our purpose is to 'provide Tasmanians with access to the highest standards of contemporary care and support'. Our values of 'Choice, Integrity, Compassion, Respect and Dignity' are critical to our operational success. As an aged care provider, we remain deeply committed to our purpose and values to ensure that every consumer receives individualised care and support unique to them. Over the past year, we have seen a continued increase in positive consumer feedback and engagement across our residential care homes, independent living villages and community programs which is reflective of purpose and values alignment. OneCare is committed to continue seeking consumer feedback to enhance what we do.

## High Care Standards and Compliance:

Delivering the highest standards of care and support remains our top priority. We have continued to implement best practices, adhere to industry standards, and invest in ongoing staff training and development. This has enabled us to provide a safe and nurturing environment where consumers can thrive physically, emotionally, and socially. We have seen a continued improvement in our overall STAR rating and where improvement opportunities have been identified, OneCare has responded quickly using internal and external expertise to help drive ongoing improvements.

## Innovation:

In 2022-2023, we embraced innovation to further enhance our service delivery and to assist in reshaping the future. We implemented a new service model, taking a precinct design approach, where we are now delivering residential care, independent living and home care all within a dedicated community footprint. We have introduced an electronic medication management system across all residential homes to deliver safer medication administration and efficiencies. We have also strengthened our senior clinical nurses at the front line by expanding the number of positions available across all shifts seven days a week. Significant work has also occurred on improving the food experience and lifestyle activities for consumers as well as a dedicated focus on environmental sustainability which has achieved some incredible outcomes.

## Community Engagement and Partnerships:

OneCare recognises the positive impact and value our community has on our service. We actively engaged with families, local organisations, and volunteers to create a sense of belonging and inclusivity for our consumers. The number of community events and established partnerships that we have created reflect our dedication to fostering meaningful connections beyond our walls. As an aged care provider, this is an area for focus that we remain committed to as we seek to establish new partnerships with businesses that have similar operating values.

## Future Outlook:

Looking ahead, OneCare is committed to building on our achievements and addressing the evolving needs of our ageing population. The future in the aged care sector is bright, despite all its known challenges. In 2022, I was fortunate to have been awarded a Churchill Fellowship to explore international aged care models to determine transferability to the Tasmanian aged care sector. Many exciting opportunities were identified and OneCare looks forward to leading the way in service innovation and design.

I extend my deepest gratitude to our dedicated staff, supportive families, engaged volunteers, and valued stakeholders. Your unwavering trust and partnership inspire us to reach greater heights each year. I would also like to acknowledge and thank the OneCare Board of Directors for their continued support and belief in me as CEO. In particular, the Board Chairman, Leon Peck for his ongoing mentorship and advice.

I would also like to acknowledge and thank my executive and management team for their continuing support and dedication to the cause. Their individual and collective contributions underpin OneCare's success and I am incredibly grateful for their commitment and leadership as we navigate industry reform together and continue to make a positive difference in the lives of those we serve.

**Kind Regards,**

**Peter Williams**
CEO, OneCare Limited

# OneCare Celebrating 20 YEARS

OneCare was officially formed through the amalgamation of St Luke's Association and Umina Park in October 2002. Since then, we have grown to own and operate five facilities across Tasmania as well as providing independent living units and home care services.

We are a proud, Tasmanian-owned not-for-profit supporting more than 2000 clients and employing 800 people across the state. It has always been our priority to put people at the centre of what we do, and despite the aged care sector being met with some challenges in recent years, we are proud to continue the legacy on which we were founded – to put people first.

We are, and will continue to be, a leading authority on, and advocate, for best quality practice in aged and residential care.

During October 2022 each service held events to celebrate our 20th birthday.

12
YEARS

# Sustainability – It's time for action

OneCare recognises that we are responsible for minimising our impact on our environment and ensuring we use our resources wisely. To do this, we must embed sustainable actions into every day practices to achieve improved sustainability across all aspects of our service. To achieve this, and to meet the needs and expectations of our consumers, employees and communities, we will focus on 11 areas of sustainability.

We have developed a sustainability statement that demonstrates our commitment to embedding a sustainable approach to all that we do. A sustainability committee will be established to assist develop actions associated with the 11 focus areas and foster our shared responsibility and vision.

OneCare is committed to a program of continual improvement, setting targets and measuring progress which can be shared with all stakeholders. Our measure of success extends past reportable figures to include improvement in sustainability culture, awareness and choices.

The OneCare Sustainability Framework commenced its journey in August 2022 with the pilot site for the project being The Manor Complex. Waste management, food waste, chemical management, green built environments and energy efficiency were identified as frameworks which were both achievable and cost effective, and therefore became the start of our sustainability story.

**Waste Management** – Audits were carried out on the types of waste that were collected across the site and identifying if they were being placed into the correct waste bins.

Paper recycling bins were placed in several places inside the facility to encourage residents and staff to use them for the disposal of newspapers, magazines, envelopes, junk mail and excess paper. This initiative has been a huge success.

A focus of waste management was providing an information guide to Independent Living Unit residents about what items were recyclable and what items were general waste.

A visit to Veolia's recycling plant in Spreyton was used to examine our waste management practices and what we might be able to do to improve. As a result, various strategies and ideas have been put forward for our sites to review and implement to enable us to reduce volumes of waste going into landfill.

**Food Waste** – In conjunction with the site's hospitality leaders, a plate waste audit was undertaken in October 2022 which provided the amount of food waste going into landfill for each site.

**Chemical Management** – We are currently reviewing the chemicals used in the maintenance department to potentially replace harmful chemicals with safer alternatives. As part of chemical management, contractors' environmental sustainability policies are reviewed if they need to use chemicals while working at our sites. Contractors are also encouraged to use safer alternatives.

**Green Built Environments** – The Manor's maintenance team created a kitchen garden and outdoor space for the residents to enjoy. Part of the garden featured vermiculture garden beds where worms were introduced and given waste from the kitchen, breaking down the waste and turning it into worm castings. The compost was then used as organic fertiliser for the plants in the kitchen garden and the outdoor area created a beautiful space for the residents to enjoy.

A vermiculture system was also installed at the community centre for Independent Living Unit residents to use with their pre-plate waste and to plant small items in the garden bed that can be used for the community centre.

Compost stalls where green waste and lawn clippings are placed to breakdown and be repurposed to the gardens and grounds as compost have also been installed. A mulch chipper was also purchased to allow for branches to be mulched and repurposed into the garden beds around the facility. Green waste from the ILU residents participating in the project is collected weekly and either chipped or placed into the compost stalls.

Work has also been done identifying plants that require less water for new plantings and the installation of drip watering lines, along with the installation of habitat boxes around the gardens to attract bees, insects and birds.

**Energy Efficiency** – OneCare engaged Sustainable Living Tasmania to undertake audits across the five sites to provide an overview of current energy costs and identify where changes can be made to improve energy efficiency. A number of recommendations were made, and OneCare is currently initiating a series of improvements including replacing older lights with LED globes, replacing failed equipment with more energy efficient equipment, placing timers on hot boiler units and looking to insulate hot water piping in ceiling cavities.

# Completion of the Barossa Park Community Centre

In June 2023, the long-awaited Barossa Park Community Centre was completed, and the official opening held on Friday 28 July 2023, which included the Retirement Village Hub.

Following a prolonged period of closure during COVID-19, this building was repurposed into a wonderful space for our residents and community.

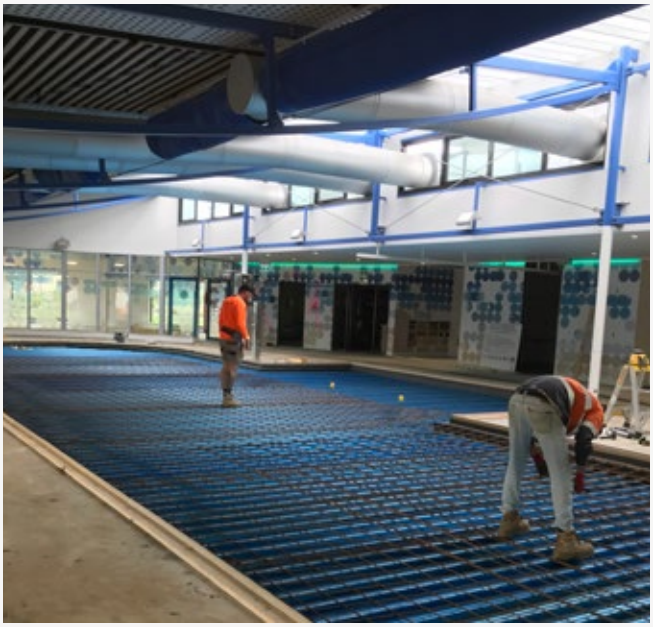
This project has been many years in the making. The Retirement Village Hub provides residents with a space for inclusiveness, gathering, conversation, and functions. The hub has a variety of features for residents including a new kitchen, bar, music and entertainment space, library space and lounges, outdoor areas, eight ball table and indoor bowling area.

We aim to improve the lived experiences of our residents at every opportunity, and we hope this space enables our residents to enjoy their time at Barossa Park even more.

The remainder of the community centre is dedicated to programs to help link OneCare to our surrounding community. This includes meeting rooms, office space and an activities and board room area. These offices will be used by our growing home care team to facilitate care delivery to our village residents and the surrounding community, as well as for staff visiting from other parts of the state. Our activities room is available for hire to community organisations.

Allowing access to other community organisations helps connect OneCare with our communities and opens up more opportunities for all our residents to access services. Community engagement is a key part of our aged care precinct strategy, and the new community centre will form an integral part of Barossa Park.

It takes a lot of people to complete projects of this magnitude.  OneCare would like to thank everyone involved in helping to make this happen, from the staff at Barossa Park Lodge to our corporate office and projects team, and the OneCare Board for its support. Thanks also for the vision, skills and execution of our build team of Cykel Architecture and Enhanced Homes Tasmania. Importantly, thanks to our residents for their patience during the build process, but also especially for volunteering their time to take part in sharing their ideas for this centre, and the selection of equipment and furniture.



# OneCare and Aged Care Reform

Australia's aged care sector has undergone significant reforms in recent years, with a purpose to enhance the quality, safety, and choice for older Australians. These reforms adopt a consumer-directed care approach and aim to meet the diverse needs and preferences of each individual living in aged care.

From the introduction of the updated Aged Care Standards to the implementation of mandatory care minutes, the reforms have propelled the aged care sector to become more responsive, inclusive, and focused on the well-being of older Australians. OneCare is a big part of this picture, supporting those in need of care, embracing reform, and bringing a positive change to the lives of people in our care.

## OneCare and Meeting the Accreditation Standards

At the heart of the aged care reforms is a commitment to improve the quality of care received by older Australians. The revised Aged Care Quality Standards and the soon to be strengthened Aged Care Standards have been developed to ensure a consistent and strengthened level of care and services across the sector. By meeting these standards, aged care providers demonstrate that they adopt best practices, promote better health outcomes, and enhance the overall well-being of older Australians. In early 2023, OneCare's homes were audited against these standards as part of our three-year accreditation process. This gave OneCare and our homes at Bishop Davies Court, The Manor, Rubicon Grove and Umina Park a chance to showcase our quality of care and as a result we received full accreditation across the service. This highlights the emphasis we maintain on providing quality care and assurances that individuals are provided with safe, comfortable, and respectful environments that nurtures their physical, emotional, and social well-being.

## OneCare and Consumer Choice

The current reforms in aged care actively promote greater choice and increased access to services for older Australians. This acknowledges the fact that every individual has unique preferences and requirements when it comes to their care. OneCare exemplifies this principle through our consumer-directed care approach, which aims to empower individuals and give them greater control over their care decisions. Meaning, we collaborate and partner with individuals and their families to develop care plans that suit their specific requirements. OneCare ensures that the services we offer align with these preferences and focuses on what is important to our residents and participants.

## This partnership includes:

**Flexible Service Delivery**: OneCare offers a range of flexible care service options that are developed in collaboration with our consumers through identification of care needs. This includes different levels of care services offered, such as home care, respite care, and residential care, allowing our consumers to choose the type of service that best suits their specific requirements.

**Care Planning and Decision-making**: OneCare involves our residents/participants and their families in the care planning process to ensure that their preferences and goals are taken into account. This collaborative approach empowers individuals to make informed decisions about their care and gives the individual greater control over their wellbeing.

## OneCare and Innovation, benchmarking and planning

OneCare understands the importance of fostering innovation, benchmarking, and planning to deliver the best possible aged care experience. As guided by the aged care reforms and our drive for continuous improvement, in 2023, OneCare introduced several key initiatives to improve the resident/participant experience. This includes:

- BestMed medication management system. BESTMED offers a paperless, real-time, and transcription-free medication management solution. The system streamlines medication management and reduces clinical risk and enhances transparency and resident safety in medication administration. BESTMED also provides clinical reporting to support clinical safety, compliance, and governance.
- Palliative Care need rounds, promoting communication between the health teams and the person and their families to improve palliative outcomes and the dying experience.
- PACOP (Palliative Aged Care Outcomes Program), plans have commenced for OneCare to adopt the national benchmarking program that focuses on improving the outcomes for those nearing the end of their life through standardised assessments and tools. Ultimately strengthening our palliative care approach.
- Precinct Modelling and additional clinical leadership. The transition to the precinct model across our service has facilitated improved clinical and operational management and support through the introduction of the Regional Clinical and Operational Service Manager positions. This, coupled with the increased numbers of Level 2 Registered Nurses and ECA Team Leaders employed in our services across all sites, has significantly enhanced the level of clinical oversight, leadership, and continuous improvement within our organisation. These efforts ensure that our residents/participants continue to receive exceptional care as we navigate the changes in aged reform.

## OneCare and Care Design

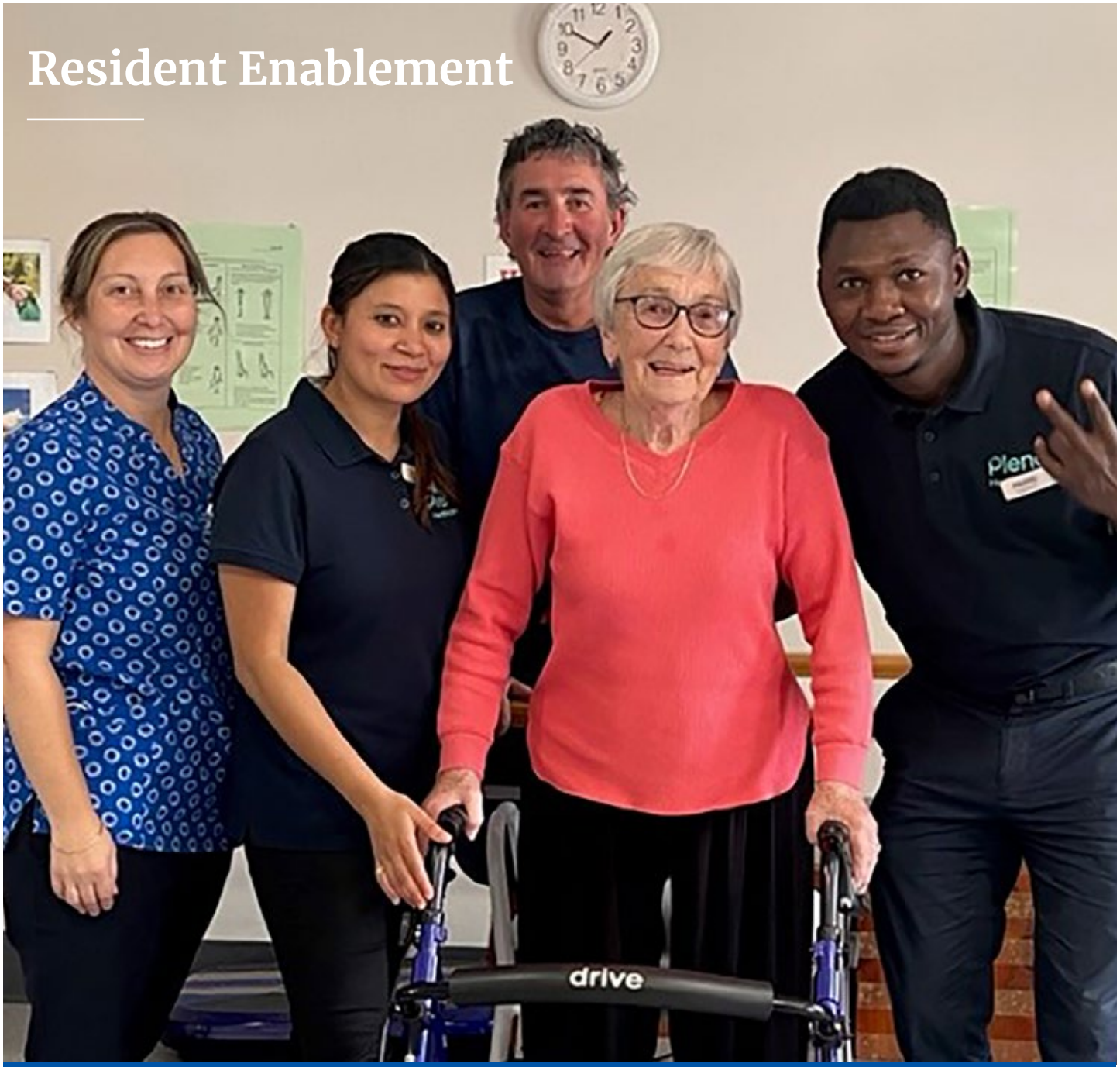
As guided by the aged care reforms, OneCare prioritises the needs and preferences of individuals by placing them at the centre of our care planning and decision-making processes. By involving our people (consumers, residents, participants) and their families in the development and implementation of their care plans, we tailor our services to create personalised care experience. This co-designed care approach fosters a strong sense of dignity, autonomy, and empowerment among our residents/ participants, enabling them to retain their independence and actively participate in their own care journey.

As an aged care provider, OneCare has a vital role to play in supporting the reforms and delivering high-quality care to the people in our service. While these changes require providers to adapt their systems and processes to meet the new and strengthened standards, OneCare sees these reforms as a unique opportunity for improvement and growth. At OneCare we have seized this opportunity to enhance our local services, develop and strengthen our care models, and create a care experience that prioritises the well-being of residents. Through the commitment of the Australian government and with further reforms to come OneCare is in a good space to ensure that older people can live a life of their choosing and access health services they need.

## Final Thoughts:

The aged care reforms in Australia provide an opportunity for better outcomes in aged care, an opportunity OneCare has adopted and will continue to provide. OneCare is committed to providing consumer-directed care, empowering our residents and participants, and ensuring that their care needs are of the highest standard. We believe the emphasis for us during these reforms is on quality individualised care, and a commitment in meeting the ongoing changes of the Aged Care reforms to support the positive transformation of the aged care sector. As we continue to move forward, it is crucial that we embrace these reforms wholeheartedly, creating an environment where our residents receive the highest standard of care while maintaining their dignity and independence. Through a collaborative effort between OneCare, our staff, our residents and their families, external providers and the Australian Aged Care Commission, we will ensure that OneCare continues to be a service filled with compassion, respect, and quality, providing older Australians with the support they truly deserve.

# Resident Enablement




**From L to R, Tammy ECA, Riddhi Plena physio, Kym Willis (son), Shirley Willis and Abolaji Plena physio**

Shirley Willis moved into the Manor in January this year after a long stay in hospital. Prior to her admission, she was told that it was unlikely she would walk again after complications from a fall she suffered at home.

Due to Shirley's hard work and the input from the physiotherapists on site, Abolaji and Tomas, as well as support from the care staff, Shirley is now able to transfer with assistance and this has been of massive benefit to not only her physical wellbeing but as importantly her emotional state. It has allowed the transition for Shirley into the Manor and residential care to be far easier than it may well have been.

Stories like Shirley's show how the benefits of continued Allied Health input for residents provides opportunity for independence to be maintained for as long as possible.

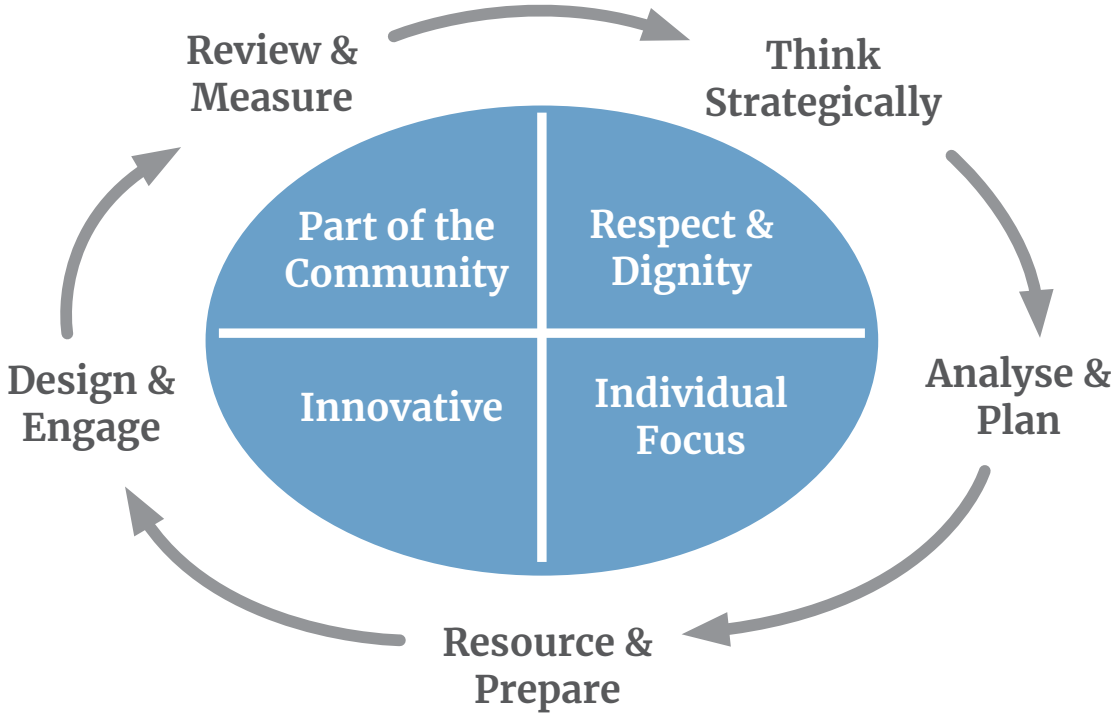
# Development of a Consumer Engagement Framework

OneCare recognises the importance of effectively engaging with consumers and participants, their families, representatives and their communities. Engagement ensures opportunities for people to receive appropriate information and support for them to participate in decisions that affect their care and everyday lives.

In early 2023, OneCare developed a consumer engagement framework specifically designed to empower consumers and participants to have an active and meaningful role in decision making for OneCare's current and future service delivery. Engagement can occur at any level of OneCare and can be used to assist with evaluation, planning and design of services whether on an individual basis, for a specific service type, within a local community or on an organisation-wide basis. OneCare is committed to ensuring that appropriate engagement activities occur with consideration to fundamentals such as accessibility, diversity and inclusion.

## Five Step consumer engagement model

**The five-step process is structured to support the strategic focus of our consumer goals thorough planning, preparation, action and evaluation of an engagement activity. The process is a dynamic and ongoing cycle, which supports a comprehensive approach to engagement and will, over time, build an evidence-based platform for continuous improvement**



# A New Direction of Change

## CEO Peter Williams reflects on his Churchill Fellowship learnings

An exploration of global aged care models has presented a range of innovative ideas and opportunities to improve the consumer experience.

My recent experience as a Churchill Fellow has fundamentally set a new direction of change within my personal and professional worlds. My research aimed to consider international aged care models and determine transferability to the Tasmanian aged care sector.

I examined models of home care, independent living, residential care and day centre services and how their collective construct and design may help us to create and deliver future integrated aged care services in Tasmania.

The research highlighted varying perspectives of those who govern, work and live in the aged care sector, and the often-opposing views and lived experiences.

We know that Tasmania has the oldest inhabitants in Australia with 20 per cent of the population aged 65 years or more. Nationally, this cohort made up 16 per cent of residents in 2022.

Internationally, Japan seniors exceeded 29 per cent of the population while the proportion of people aged over 65 in England, Scotland, Ireland and Northern Ireland, sits between 16 per cent and 20 per cent.

Given their rapidly ageing population, it made sense to explore how these countries are addressing the changing need of consumers as well as how they are managing the notable increase and demand on aged care services.

The future design of aged care must meet the changing consumer needs, but more importantly, it must also meet the changing expectations of what makes up aged care services and support. Whilst industry reform is occurring, understanding international models of aged care services can assist in redesigning our future.

My research findings identified a range of operational challenges similar to those experienced within the Tasmanian and indeed the Australian aged care sector.

These include but are not limited to:

- funding and resource pressures
- workforce shortages
- loss of public confidence and trust in the sector
- increasing regulatory compliance and competition
- the increasing cost associated with updating information technology and cyber security measures
- the increasing complexity of consumers health care needs
- a lack of health service integration.

Positively I also found a range of innovative ideas and opportunities to address these identified challenges and ultimately improve the consumer experience and health outcomes. These opportunities also have the potential to improve the employee experience and assist providers to become more financially sustainable and deeply embedded within their communities. I've highlighted a selection of these opportunities here.

### Strengthen community connection

The Chocolate Quarter – which is in Bristol, England, and part of the St Monica Trust – is one of the best examples of true community connection within an aged care service I have seen. Its ability to connect with community and move away from the sole reliance on government funding – such as through building design, shared community facilities, events open to the public and leased office spaces – showcased that being self-sustainable and community connected is possible.

### Make wellness and functional reablement core

In Japan, both the Azalee Group in Tokyo and Polaris Group in Osaka have evidence-based programs that focus on improving the health outcomes of their consumers using a wellness and functional reablement focused program.

The Azalee Group utilises power rehabilitation and focuses on improving personal functionality as reflected in the daily activities and programs. The Polaris Group operates a self-reliance support service model. It has demonstrated to the Japanese Government both physical and mental benefits of the program, as well as a significant reduction in cost and burden on the country's health system.

### Improve service integration

Consumers are calling for services that are easy to navigate and more broadly integrated. As a sector, we need to move away from siloed operational activities were residential care, independent living and home care are treated as separate business streams to one that is better connected. This opportunity must extend from aged care operations to include our acute health stream so consumers can easily navigate and receive the right level of care when and where they need it.

### Create smaller intimate spaces for consumers to age well

The research findings suggest that consumers are looking for smaller spaces where they feel connected to people and their community. Aged care needs spaces that enable creativity as well as offer room to engage in physical, mental health and wellbeing programs.

### Use technology and AI to improve consumer experiences

Several national and international aged care providers are already using data to drive health care improvements for their consumers although this is not widely embedded. The use of wearable technologies to monitor personal health and advanced artificial intelligence that can interpret data and create real-time changes to care planning is the way forward. In saying that, we must work with governments and industry to ensure whatever we do in this space is fit for purpose and supports healthy ageing into the future.

### Focus on business diversification to reduce total reliance on funding

The pressure on government to continue funding our rapidly ageing population is unsustainable in its current format. There is a collective responsibility here to find ways to generate revenue within our highly regulated environment. The Chocolate Quarter in the UK has demonstrated this can be achieved through creative business diversification strategies. In addition, the government and our society must proactively explore the idea of co-contributions, including looking at international models where this works well.

### Actively improve the public image of the sector

The Royal Commission into Aged Care Quality and Safety, stories of substandard care in the media and providers who have failed in their duty, have contributed to the current negative public perception of ageing. Governments, regulators and providers have a collective responsibility to change this image through our actions, our language and how we portray the sector publicly.

### Act collaboratively

As a result of this experience, I am calling the Tasmanian aged care and acute care sectors to action to explore these opportunities amidst industry reform and to do so in collaboration with governing and industry peak bodies, industry partners and consumers.

Creating change requires leaders to step forward to drive the agenda but it also requires funding. So, along with dissemination of these findings, I am also looking for grant opportunities and ways to share my learnings and build on this knowledge through broad industry engagement and research.

As leaders within the aged care sector, we must broaden our lens in which we see the world, be conscious of our personal biases, be curious and ask more questions, listen with intent and then collaborate widely in order to create future possibilities.

# Investing in our people

This year OneCare developed our new Employee Strategy for 2022-2023.

Our People is one of the four pillars and a key focus area of the OneCare Strategic Plan 2021-2025. We recognise that only through our employees can we provide the care and respect that our consumers and their families deserve, and providing a safe, high-performing and rewarding team environment is pivotal to this success.

Our Employee Vision is to provide a workplace where every OneCare employee is valued, respected, inspired and supported. Through consultation we developed a deep understanding of each element of our employee vision.

## Valued

- We are committed to providing a safe, rewarding and positive work environment.
- Our workplace is inclusive and celebrates diversity.
- Employees have a strong voice and have opportunities to be involved with decisions that affect their work.

## Inspired

- Our purpose, values and objectives are clearly communicated.
- Our employees have a strong sense of belonging to OneCare.
- Leadership is authentic and committed to our purpose.

## Respected

- We treat each other with dignity and respect, free from discrimination and racism.
- We seek to understand others' position or point or view.
- We value and respect individual differences and the diversity of our team.
- We respect diversity.

## Supported

- Employees are provided with training to develop and enhance their skills and knowledge.
- Employees have ongoing access to a range of health and wellbeing programs.
- Every decision is made with a focus on all our employees – from the frontline to our executive.

## Employee Engagement

Each year OneCare asks every employee to complete our staff engagement survey. OneCare has been using the same engagement tool for three years and is now able to see trend data with the overall engagement score increasing from 54 per cent in 2021 to 63 per cent in 2023.

Key Improvements since 2021 with an increase of 10 per cent or more have been achieved in the areas of: long term direction, investment in people, and team effectiveness.

## OneCare Scholarship Program

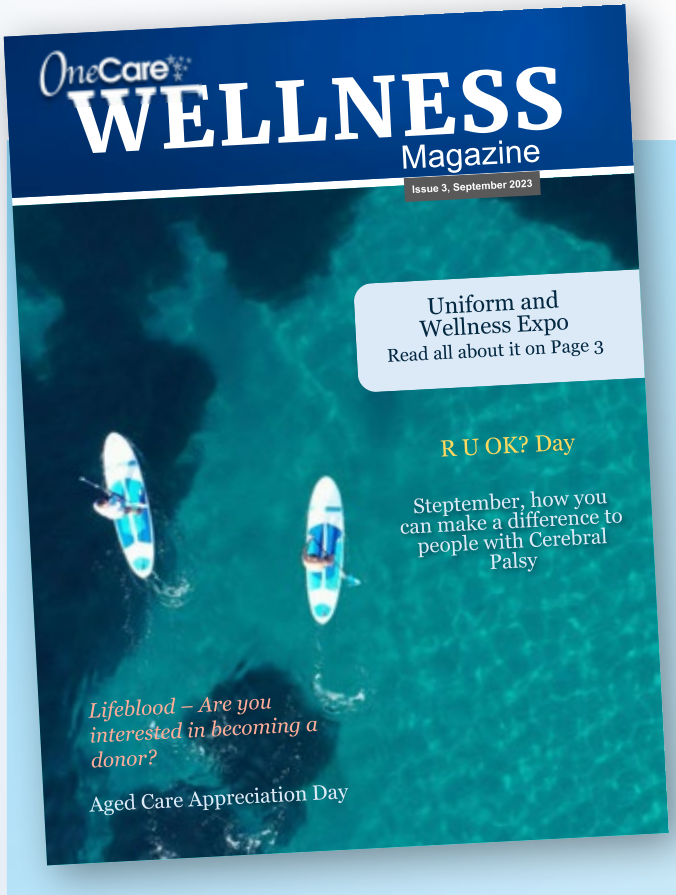
Twice a year OneCare offers scholarships to all staff to undertake further training and professional development. This year we have 20 staff undertaking a wide range of qualifications from Bachelor/Diploma in Nursing, Bachelor of Business, Certificates IV in leadership and management, training and assessment, horticulture and ageing support.

## Extended Care Assistant Team Leader Program

In 2022, OneCare created a new role to assist coordinate and mentor the Extended Care Assistant (ECA) team to deliver direct holistic care to residents. Following a trial at Rubicon Grove, each facility now has two ECA team leaders. To support these new roles OneCare developed a six-month training program. Topics included:

- Communicating with influence.
- Essential HR and proactive performance management.
- Essential workplace health and safety.
- Supporting continuous improvement.
- Mental health first aid and manual handling coach.

The ECA team leaders also completed a project to develop and implement an ECA competency booklet. This is a comprehensive program to ensure new ECAs are supported when they join OneCare and have the right skills and knowledge to provide care to our residents.




## New Health and Wellbeing Magazine

A new initiative this year is our bi-annual staff health and wellbeing magazine. Packed with stories from community organisations, wellbeing tips, discount offers for staff and health recipes, this magazine is very popular.

STAFF

# Residential Care

## Supporting older Tasmanians to live life how they choose.

Our five facilities boast an extensive range of accessible services, options and activities that make them unique. Our staff have risen to the challenge of delivering these services as fully as possible during a challenging time, within the boundaries of social distancing procedures. Activities include: vibrant leisure and lifestyle programs, physiotherapy, exercise classes, art groups and school visits. Cafe visits plus other services to attend and enjoy are beauty rooms, hairdressers, regular pet therapy, monthly resident meetings, a resident menu committee, plus a range of comfortable open spaces (both indoor and outdoor) to relax and socialise.

## Our Locations

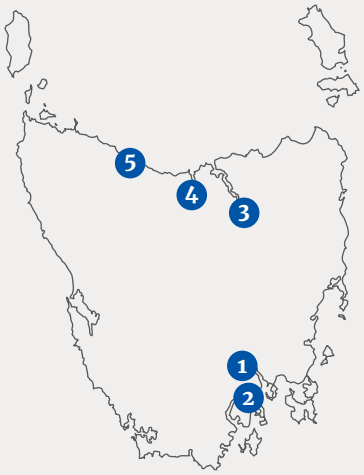
**1. Barossa Park Lodge**
(Glenorchy)

**2. Bishop Davies Court**
(Kingston)

**3. The Manor**
(Kings Meadows)

**4. Rubicon Grove**
(Port Sorell)

**5. Umina Park**
(Burnie)




**Freshly cooked nutritious meals**

**Outdoor & activity areas**

**Hair & beauty salons and cafes**

**Pet therapy**

**Independence – kitchens and lounges**

# Thank you!

During the year we take the time to celebrate and thank our team for everything they do every single day for residents and consumers in our community.

**Events include:**

- Aged Care Employee Day
- ECA and Leisure & Lifestyle Appreciation Day
- Harmony Day
- Hospitality Appreciation Day
- International Nurses Day
- Maintenance and Administration Appreciation Day
- NAIDOC Week
- R U Ok Day?
- Volunteer Week
- Years of Service celebrations

Anita Caitlin - 15 years

Alicia Bright - 5 years

Nicolle Ferry - 5 years

Hanna Klap - 49 years

OneCare

# Annual Christmas Decorating Competition

Each year all services join the annual Christmas decorating competition to brighten our facilities and spend time together. Congratulations to The Manor Complex which won the competition for 2022.

# 1ST PLACE WINNER

## THE MANOR

# OneCare Limited
# Extract of General Purpose Financial Report

## For the year ended 30 June 2023

Full financial report and notes are available on our website at www.onecare.org.au/publications/

# Directors' Report

The Directors of OneCare Limited submit herewith the annual consolidated financial report of the Group for the financial year ended 30 June 2023.

## Directors

The names and particulars of the Directors of the Group during or since the end of the financial year are:

| Name | Particulars | Special Responsibilities |
|---|---|---|
| Mr Leon Peck<br>BA (Admin & Economics):<br>Cert Ed; JP | Appointed –<br>Board 24/10/2015 | · Chair of Board of Directors (from Nov 21)<br>· Member of Governance Committee<br>· Member Clinical Governance Committee |
| Ms Susanne Hickey<br>MBA, PHF, FAICD, FAMI,<br>CPM, Grad. Cert. Digital<br>Marketing | Appointed –<br>Board 29/4/2016 | · Deputy Chair of Board of Directors<br>· Member of Governance Committee<br>· Member of Consumer & Marketing Committee |
| Mr Andrew Crane<br>B.Com, CPA, GAICD | Appointed –<br>Board 31/7/2020 | · Chair of Audit, Finance & Risk Committee (to Dec 23)<br>· Member of Audit, Finance & Risk Committee (from Feb 23)<br>· Chair of Governance Committee |
| Mr Lou Johnson<br>FCA | Appointed –<br>AGM 31/10/2008 | · Chair of Audit, Finance & Risk Committee (from Feb 23)<br>· Member of Governance Committee |
| Mrs Gaye Richardson<br>MAICD | Retired –<br>AGM 25/11/2022 | · Member of Clinical Governance Committee<br>· Member of Governance Committee |
| Mr Geoff Squibb<br>JP, Dip Rec | Appointed –<br>AGM 27/10/2017 | · Chair of Consumer & Marketing Committee<br>· Former Chair of Clinical Governance Committee (to Nov 22)<br>· Member of Governance Committee |
| Assoc Professor Karen Linegar<br>FACN, JP | Appointed –<br>AGM 25/11/2022 | · Chair of Clinical Governance Committee<br>· Member of Governance Committee |

Board members have been in office since the start of the financial year to date of the report unless otherwise stated.

## Company Secretary

Mr Colin Stewart has been the Group secretary since 27/3/2020.

## Principal activities

The principal activity of the Group during the year was the care of older persons, and other appropriate persons, in accommodation provided by the Group. This care is provided through residential and community care, independent living units (ILUs), affordable housing units and property management.

## Operating results

The net operating surplus/(deficit) for the Group in the 2023 financial year was $(2,528,343) (2022: $(2,277,845). Refer to the Director's Report for additional comments relating to the Group's operations for the financial year.

## Dividends paid or recommended

The constitution of the Group states that the Group must apply its income and property solely towards the promotion of the objects of the Group and must not pay or transfer directly or indirectly any of its income and property to any member by way of a dividend.

## Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Group during the year.

## Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

## Future developments

The Group has progressed to the development application stage for an increase in the number of ILUs on the Barossa Park Lodge site.

The project to upgrade a number of resident rooms and communal areas at Bishop Davies Court has commenced.

## Environmental regulations

The Directors are not aware of any matters which would cause them to believe that the Group has not complied with all relevant environmental legislation as far as it concerns the operations of the Group.

## Meetings of Board

The following table sets out the number of Directors' meetings (including meetings of committees of Directors) held during the financial year and the number of meetings attended by each Director (while they were a Director or committee member). During the financial year twelve Board meetings, twelve Audit, Finance & Risk Committee meetings; nine Clinical Governance Committee and twelve Governance Committee meetings were held.

## Meetings of Board

| | Board of Directors | | Audit, Finance & Risk Committee | | Consumer & Marketing Committee | | Clinical Governance Committee | | Governance Committee | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Directors:** | Held | Attended | Held | Attended | Held | Attended | Held | Attended | Held | Attended |
| Mr Leon Peck | 12 | 12 | - | - | - | - | 8 | 5 | 12 | 12 |
| Ms Susanne Hickey | 12 | 11 | - | - | 2 | 2 | - | - | 12 | 12 |
| Mr Andrew Crane | 12 | 12 | 12 | 12 | - | - | - | - | 12 | 12 |
| Mr Lou Johnson | 12 | 12 | 12 | 12 | - | - | - | - | 12 | 12 |
| Mrs Gaye Richardson | 5 | 3 | - | - | - | - | - | - | 5 | 3 |
| Mr Geoff Squibb | 12 | 12 | - | - | 2 | 2 | 5 | 5 | 12 | 12 |
| Ms Karen Linegar | 7 | 6 | - | - | - | - | 4 | 4 | 7 | 6 |
| **Independent Members:** | | | | | | | | | | |
| Mr Daniel Richards* | - | - | 12 | 11 | - | - | - | - | - | - |
| Ms Karen Linegar** | - | - | - | - | - | - | 4 | 4 | - | - |

* Independent Member of Audit, Finance & Risk Committee.

** Independent Member of Clinical Governance Committee until October 2022; then elected to Board of Directors in November 2022.

NB Meetings "Held" indicates meetings the Director/Independent Member was entitled to attend.

## Indemnification and insurance of officers and auditors

During the financial year, the Group paid a premium in respect of a contract insuring the Directors of the Group (as named above) and all Officers of the Group and of any related body corporate against a liability incurred as such by a Director, Secretary or Officer to the extent permitted by the *Corporations Act 2001*. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium. The Group has not otherwise, during or since the financial year, indemnified or agreed to indemnify an officer or auditor of the Group or of any related body corporate against a liability incurred as such as an officer or auditor.

## Auditor's independence declaration

The lead auditor's independence declaration for the year ended 30 June 2023 has been received and can be found on page 39 of the financial report.

Signed in accordance with a resolution of the Members of the Board:

Chair: .....

Dated this 31st day of August 2023.

# Board's Declaration

## OneCare Limited

**ACN 100 869 421**

**Board's Declaration - per section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2022***

The Board declare that in the Board's opinion:

- there are reasonable grounds to believe that OneCare Ltd is able to pay all of its debts, as and when they become due and payable; and
- the consolidated financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth).*

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2022.

Signed in accordance with a resolution of the Board:

Chair: .....

Dated this 31st day of August 2023.

# Extract of Consolidated Statement of Profit or Loss and Other Comprehensive Income

## For the Year Ended 30 June 2023

| | Note | 2023 | 2022 |
|---|---|---|---|
| | | $ | $ |
| **Recurrent income** | | | |
| Service revenue | 3(a) | 67,351,670 | 61,506,426 |
| Other income | 3(b) | 9,117,533 | 5,282,547 |
| **Total recurrent revenue** | | **76,469,203** | **66,788,973** |
| **Recurrent Expenses** | | | |
| Employee benefits expense | 4 | (52,531,321) | (46,357,372) |
| Depreciation and amortisation expenses | | (4,279,065) | (4,334,034) |
| Finance costs | 4 | (5,755,206) | (3,689,547) |
| Materials and services | | (12,007,444) | (11,553,323) |
| Other expenses | | (3,536,926) | (2,872,362) |
| **Total recurrent expenses** | | **(78,109,962)** | **(68,806,638)** |
| **Net recurrent profit/(loss) for the year** | | **(1,640,759)** | **(2,017,665)** |
| **Capital income** | | | |
| Provision for resident obligations | | (1,064,045) | (436,640) |
| Capital grants received | | 176,460 | 176,460 |
| **Total capital income** | | **(887,585)** | **(260,180)** |
| **Net operating profit/(loss) for the year** | | **(2,528,343)** | **(2,277,845)** |
| **Other comprehensive income** | | | |
| **Items that will not be reclassified subsequently to profit or loss** | | | |
| Revaluation increment/(decrement) of property, plant and equipment | | - | 6,820,000 |
| **Total other comprehensive income for the year** | | **(2,528,343)** | **6,820,000** |
| **Total comprehensive income for the year** | | **(2,528,343)** | **4,542,155** |

The accompanying notes form part of these financial statements.

# Extract of Consolidated Statement of Financial Position

## As at 30 June 2023

| | Note | 2023 | 2022 |
|---|---|---|---|
| | | $ | $ |
| **Assets** | | | |
| **Current Assets** | | | |
| Cash and cash equivalents | 5 | 15,370,888 | 25,818,323 |
| Trade and other receivables | 6 | 1,197,359 | 1,405,486 |
| Inventories | | 12,162 | 12,162 |
| Investments | | 6,000,000 | - |
| Prepayments | | 810,561 | 610,998 |
| **Total Current Assets** | | **23,390,970** | **27,846,969** |
| **Non-Current Assets** | | | |
| Property, plant and equipment | 7 | 145,388,560 | 143,474,306 |
| Investment properties | 8 | 46,704,889 | 46,538,728 |
| Right-of-use asset | 9 | 645,414 | 809,080 |
| **Total Non-Current Assets** | | **192,738,863** | **190,822,114** |
| **Total Assets** | | **216,129,833** | **218,669,083** |
| **Liabilities** | | | |
| **Current Liabilities** | | | |
| Trade and other payables | 10 | 3,413,040 | 3,773,502 |
| Employee benefits | 11 | 5,765,497 | 4,757,864 |
| Lease liabilities | 12 | 192,323 | 182,619 |
| Resident obligations | 13 | 117,723,646 | 113,863,624 |
| Borrowings | 14 | 502,407 | 1,002,171 |
| Other current liabilities | 15 | 733,226 | 266,362 |
| **Total Current Liabilities** | | **128,330,139** | **123,846,142** |
| **Non-Current Liabilities** | | | |
| Trade payables | 10 | 26,689 | 20,322 |
| Borrowings | 14 | 3,866,484 | 8,281,773 |
| Employee benefits | 11 | 1,030,467 | 784,650 |
| Lease liabilities | 12 | 465,894 | 621,233 |
| Other non-current liabilities | 15 | 2,999,820 | 3,176,280 |
| **Total Non-Current Liabilities** | | **8,389,354** | **12,884,258** |
| **Total Liabilities** | | **136,719,493** | **136,730,400** |
| **Net Assets** | | **79,410,340** | **81,938,683** |
| **Equity** | | | |
| Reserves | 16 | 50,292,961 | 50,292,961 |
| Retained earnings | | 29,117,379 | 31,645,722 |
| **Total Equity** | | **79,410,340** | **81,938,683** |

The accompanying notes form part of these financial statements.

# Extract of Consolidated Statement of Changes in Equity

## For the year ended 30 June 2023

| | Retained earnings | Reserves | Total |
|---|---|---|---|
| | $ | $ | $ |
| **2023** | | | |
| **Balance at 1 July 2022** | 31,645,722 | 50,292,961 | 81,938,683 |
| Net operating profit/(loss) for the year | (2,528,343) | - | (2,528,343) |
| Revaluation increment/(decrement) of Property, Plant and Equipment | - | - | - |
| **Balance at 30 June 2023** | **29,117,379** | **50,292,961** | **79,410,340** |
| **2022** | | | |
| **Balance at 1 July 2021** | 33,923,567 | 43,472,961 | 77,396,528 |
| Net operating profit/(loss) for the year | (2,277,845) | - | (2,277,845) |
| Revaluation increment/(decrement) of Property, Plant and Equipment | - | 6,820,000 | 6,820,000 |
| **Balance at 30 June 2022** | **31,645,722** | **50,292,961** | **81,938,683** |

The accompanying notes form part of these financial statements.

# Extract of Consolidated Statement of Cash Flows

## For the year ended 30 June 2023

| | Note | 2023 | 2022 |
|---|---|---|---|
| | | $ | $ |
| **Cash from operating activities** | | | |
| Receipts from governments | | 53,177,336 | 47,088,884 |
| Receipts from customers | | 16,671,924 | 14,112,184 |
| Payments to suppliers and employees | | (67,379,011) | (62,575,725) |
| Interest and other finance costs paid | | (21,000) | (5,278) |
| **Net cash provided by operating activities** | | **2,449,249** | **(1,379,935)** |
| **Cash flows from investing activities** | | | |
| Proceeds from sale of plant and equipment | | 61,712 | 1,700 |
| Purchase of property, plant and equipment and investment properties | | (6,196,000) | (1,989,377) |
| Independent living unit security deposits received | | 3,386,334 | 4,621,140 |
| Independent living unit resident obligations refunded | | (3,359,000) | (2,872,265) |
| Purchase of investments | | (6,000,000) | - |
| Interest paid | | (505,000) | (513,467) |
| Interest received | | 448,210 | 115,238 |
| **Net cash (used in) investing activities** | | **(12,163,744)** | **(637,031)** |
| **Cash flows from financing activities** | | | |
| Accommodation deposits received | | 30,092,000 | 27,424,280 |
| Accommodation deposits refunded | | (25,764,000) | (20,110,170) |
| Net movement in resident trust funds | | (8,968) | 3,982 |
| Repayment of interest bearing loans and borrowings | | (4,913,000) | (4,941,234) |
| Payment of lease liability | | (138,972) | (229,066) |
| **Net cash provided by financing activities** | | **(732,940)** | **2,147,792** |
| Net increase/(decrease) in cash and cash equivalents | | (10,447,435) | 130,826 |
| Cash and cash equivalents at beginning of year | | 25,818,323 | 25,687,497 |
| **Cash and cash equivalents at end of year** | **5** | **15,370,888** | **25,818,323** |

The accompanying notes form part of these financial statements.

# Extract of Notes to the Financial Statements

This financial report covers OneCare Ltd and controlled entities (the Group). OneCare Ltd is a not-for-profit Group limited by guarantee, incorporated and domiciled in Australia.

## 1. Summary of significant accounting policies

### (a). Basis of preparation

The consolidated financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Simplified Disclosures. This includes compliance with the recognition and measurement requirements of all Australian Accounting Standards, Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board and the disclosure requirements of AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For Profit and Not-for-Profit Tier 2 Entities and the *Australian Charities and Not for profits Commission Act 2012 (Cth).*

OneCare Ltd is a not-for-profit Group and these statements have been prepared on that basis. Some of the requirements for not for profit entities are inconsistent with the International Financial Reporting Standards.

Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected fixed assets, financial assets and financial liabilities. The amounts presented within the financial statements have been rounded to the nearest dollar.

The financial report has been prepared on a going concern basis which assumes that the Group will be able to meet its obligations as and when they fall due. The Group's current liabilities exceed current assets by $105m as at 30 June 2023 (2022: $96m).

This mainly arises because of the requirement to classify resident obligations, which comprise refundable accommodation deposits and Independent Living Unit resident obligations of $118m (2022: $114m) as current liabilities. Accounting Standards require that resident obligations are classified as current because all residents have the right to terminate their occupancy contract with short notice period, and OneCare has no unconditional contractual right to defer settlement for at least 12 months. Based on historic turnover calculations, approximately 25% of residents are estimated to leave each year and therefore it is not expected that the full obligation to residents will fall due within one year.

## 3. Revenue

| | 2023 | 2022 |
|---|---|---|
| | $ | $ |
| **(a). Service revenue** | | |
| **Revenue from customer contracts** | | |
| Government revenue | 52,432,564 | 47,227,584 |
| Other resident fees and charges | 1,317,598 | 812,758 |
| Basic daily care fee | 11,323,733 | 10,649,267 |
| Other service income | 341,569 | 225,781 |
| Daily accommodation payment | 1,535,213 | 2,225,119 |
| Property revenue | 400,993 | 365,917 |
| | **67,351,670** | **61,506,426** |

| | | |
|---|---|---|
| **(b). Other income** | | |
| Banks and other financial institutions | 448,210 | 115,238 |
| Deferred management fee | 1,274,891 | 1,257,198 |
| Donations | 6,448 | 2,233 |
| Imputed income on RADs and Bonds | 5,230,598 | 3,165,368 |
| Other income | 1,526,721 | 162,071 |
| Rental income | 630,665 | 580,439 |
| | **9,117,533** | **5,282,547** |

## 7. Property, plant and equipment

**(a). Movements in carrying amounts**

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

| | Land | Capital work in progress | Buildings residential facility business units | Buildings commercial | Affordable housing | Leasehold improvement | Plant and equipment | Total |
|---|---|---|---|---|---|---|---|---|
| Balance at beginning of year | 16,411,811 | 637,262 | 118,634,507 | 681,197 | 4,474,922 | 23,939 | 2,610,668 | 143,474,306 |
| Additions | 29,183 | 2,107,671 | 82,495 | 2,222,144 | - | 111,270 | 1,492,439 | 6,045,202 |
| Disposals written down value | (45,000) | - | 399 | - | - | - | (124,786) | (169,387) |
| Transfers | - | (2,148,257) | 136,774 | 1,873,845 | - | - | 137,638 | - |
| Depreciation expense | (5,245) | - | (3,011,527) | (13,983) | (111,873) | (16,172) | (802,761) | (3,961,561) |
| Revaluation increment/ (decrement) | - | - | - | - | - | - | - | - |
| **Balance at 30 June 2023** | **16,390,749** | **596,676** | **115,842,648** | **4,763,203** | **4,363,049** | **119,037** | **3,313,198** | **145,388,560** |

## 8. Investment properties

| Investment property | 2023 | 2022 |
|---|---|---|
| At fair value | 46,857,104 | 46,613,857 |
| Accumulated depreciation | (152,215) | (75,129) |
| | **46,704,889** | **46,538,728** |

The fair value of the Group's investment property as at 30 June 2023 has been arrived at on the basis of the valuation carried out by Knight Frank with effective date at 30 June 2021. The key inputs of the valuation have been considered by the Directors to confirm no material change has occurred.

Valuers are independent and not related to the Group, and have appropriate qualifications and recent experience in the valuation of retirement villages, commercial, and aged care assets. Please refer to Note 2 for details of the valuation approach adopted by Knight Frank with respect to each class of properties.

Investment Properties are pledged as security as part of the General Security Deed entered to secure the Bendigo Loan facilities.

**(a). Movement in carrying amounts**

| Investment property | 2023 | 2022 |
|---|---|---|
| Balance at beginning of the year | 46,538,728 | 46,333,016 |
| Additions | 254,246 | 280,841 |
| Disposals | (11,000) | - |
| Depreciation | (77,085) | (75,129) |
| **Balance as at 30 June 2023** | **46,704,889** | **46,538,728** |

## 9. Right-of-use assets

| | 2023 | 2022 |
|---|---|---|
| Right-of-use assets | 645,414 | 809,080 |
| | **645,414** | **809,080** |

| (a). Movement in carrying amounts | Land and buildings | Motor vehicles | Other equipment | Total |
|---|---|---|---|---|
| Balance at beginning of year | 547,241 | 17,188 | 244,651 | 809,080 |
| Additions | 28,849 | - | 47,904 | 76,753 |
| Depreciation expense | (154,776) | (17,188) | (68,455) | (240,419) |
| **Balance at 30 June 2023** | **421,314** | **-** | **224,100** | **645,414** |

Some leases contain extension options exercisable by the Group. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

The Group leases its Macquarie Street corporate office and is the lessee in this significant leasing arrangement. The lease was negotiated for a term of 5 years with a further 5 year extension option. The Group has not included the 5 year option in its lease liability.

## 16. Reserves

| Asset revaluation reserve | 2023 | 2022 |
|---|---|---|
| Balance at beginning of the year | 50,292,961 | 43,472,961 |
| Gain/(loss) on revaluation of property plant and equipment | - | 6,820,000 |
| **Balance at end of the year** | **50,292,961** | **50,292,961** |

The asset revaluation reserve arises on the revaluation of land and buildings. Where a revalued asset is sold, that portion of the asset revaluation reserve, which relates to that asset, and is effectively realised, is transferred directly to accumulated surpluses.

## 22. Key management personnel compensation

The remuneration paid to key management personnel of OneCare Limited during the year is as follows:

| | 2023 | 2022 |
|---|---|---|
| Directors | 573,177 | 562,914 |
| Senior management | 1,883,870 | 1,614,641 |
| | **2,457,047** | **2,177,555** |

## 25. Events after the end of the reporting period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

# Auditor's Independence Declaration

**Crowe Audit Australia**
ABN 13 969 921 386
Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
Tel 03 6210 2525
Fax 03 6210 2524
www.crowe.com.au

## OneCare Limited

**ACN 100 869 421**

**Auditors' Independence Declaration under Section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)***

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023 there have been:

(i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)* in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

**Crowe Audit Australia**

Alison Flakemore
**Senior Partner**

Dated this…24…day of…August…2023.

Hobart, Tasmania.

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# Independent Audit Report

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## OneCare Limited.

**ACN 100 869 421**

**Independent Audit Report to the Board of OneCare Ltd**

**Opinion**

We have audited the financial report of OneCare Ltd (the Group), which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Board's Declaration.

In our opinion, the accompanying financial report of the Group has been prepared in accordance with Division 60 of *the Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, including:

- giving a true and fair view of the Group's financial position as at 30 June 2023 and of its financial performance and cash flows for the year then ended; and
- complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022.*

**Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Other Information**

The Board is responsible for the other information. The other information comprises the Board Report the year ended 30 June 2023, but does not include the financial report and our auditor's reportthereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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# OneCare Limited.

**ACN 100 869 421**

**Independent Audit Report to the Board of OneCare Ltd**

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of the Board for the Financial Report**

The Board is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the applicable legislation and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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# OneCare Limited.

**ACN 100 869 421**

**Independent Audit Report to the Board of OneCare Ltd**

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

- Conclude on the appropriateness of the Board use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

**Crowe Audit Australia**

Alison Flakemore
**Senior Partner**

Dated this...31...day of...August...2023.

Hobart, Tasmania.

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140 Macquarie Street, Hobart Tasmania 7000

(03) 6220 1200

info@onecare.org.au

**onecare.org.au**