



TORBAY GROUP



2023 Annual Report

Torbay Lifestyles & Care Limited
(ABN 33 010 200 567)

Torbay Constructions Pty Ltd
(ABN 14 160 517 528)



OUR MISSION, VISION AND VALUES



Our Mission

Responsive lifestyle choices for older people



Our Vision

To support older Australian's age positively by maintaining independence, dignity and individuality through the provision of quality accommodation, focused support services and lifestyle options.



Our Values

- Integrity
- Compassion
- Respect
- Independence
- Choice



MEET OUR BOARD OF DIRECTORS



Mick Kruger OAM
Director since September 2012
President since October 2021



Dr Selwyn Brindley
Director since October 2007
Vice-President since March 2022



Dr Norman Edwards
Director since December 2019



Jill Cameron
Director since October 2021



Judith Perry
Director since October 2021



Michael Steeth
Director since April 2023

PRESIDENT'S REPORT



I am pleased to provide the Annual Report on behalf of the Torbay Lifestyles & Care Ltd Board of Directors for the 2022/23 financial year. The report covers the separate entities of Torbay Lifestyles & Care Ltd and Torbay Constructions Pty Ltd. As we operate all our facilities as a single Group, we believe it is more meaningful to report the Group result.

The result for the Group was a deficit of \$972,341 after allowing depreciation of \$1,252,000. While we are disappointed that the result is a loss, the result for the 2022/2023 year is an improvement on the previous year loss of \$2,930,683.

The Torbay Board has continued with its strategy of refocussing the Organisation on its core business, that is the development and delivery of quality Aged Care Services at its Torbay base. The Board has been working with Management on placing Torbay in a position to enable us to address all the Royal Commission changes.

This year these strategies have included:

- Contracting Health Generation to review all aspects of our clinical services and governance requirements.
- Investigation into the implementation of electronic systems to ensure that Torbay meets requirements. These systems included:
 - Electronic Medication Management
 - Payroll System
 - Governance System

At the time of writing, these strategies have all been completed and implementation is very much a work in progress.

The Board, as always, continues to work closely with Management to ensure Torbay's products and services continue to reflect the increasingly diverse demands and expectations of the region's current, and future customer base, and government's increasingly dynamic legislative requirements.

PRESIDENT'S REPORT CONT...

Covid-19 outbreaks have been a continual occurrence throughout the year. Torbay has had 3 Covid-19 outbreaks and the staff are to be commended for the commitment and dedication to providing care to our residents.

Torbay Constructions Pty Ltd has had a successful year through several large external successful projects. The Company is set for another busy year in 2024. I would like to thank John Sheehan for his management of Torbay Constructions.

We farewelled David Patterson and Noel Squire from the Board this year. David had been on the Board for 21 years and Noel 18 years. We sincerely thank them both for their contribution to Torbay. I wish them the best in their future endeavours.

I would like to take this opportunity to thank Board Members, Staff and Volunteers for their hard work and dedication during another volatile year. I'm sure the next 12 months will bring about more changes as a result of the recommendations of the Royal Commission.

Mick Kruger OAM

President of the Torbay Lifestyle & Care Ltd Board of Directors

MESSAGE FROM THE CEO



This has been another interesting year at Torbay with many changes continuing to occur across the aged care sector. Torbay has remained focused on our mission to provide care and support to the community of Hervey Bay.

In an unprecedented year of need for aged care, Torbay has continued to face the challenge of Covid-19 and the rising costs of everyday living. We are still struggling to attract and retain registered nurses to enable us to meet our obligations in relation to registered nurse minutes. As with a lot of other aged care facilities, we have had to rely heavily on agency staff to ensure that we are meeting the care needs of our residents.

Thanks to Torbay's dedicated Board of Directors for their strategic guidance. With their wealth of knowledge, this group of volunteers helps Torbay to continue to provide care and accommodation to the elderly. To our outgoing Directors, David and Noel, thank you for your support and unrivalled passion toward the community of Hervey Bay.

We continue to focus on the improvements needed to ensure that Torbay remains a provider of quality care in the Hervey Bay Community. These improvements include:

- Upgrades to our existing facilities and homes;
- Name changes to three of our wings:
 - o Main Section-> Lakeside
 - o Advance Care-> Daintree
 - o High Care -> Seaview
- Recruitment of staff to ensure that we continue to provide excellent care and meet our legislated requirements;
- Focus on training our staff to stay up to date with the reporting and care requirements.

MESSAGE FROM THE CEO CONT...

Financial

As the President indicated in his report, financially we have had another very challenging year. However, our results have improved compared to the 2021/2022 financial year. This is in part due to the introduction of our new funding model, AN-ACC. AN-ACC has allowed a fairer system for determining the federal government funding that we receive for each individual resident. AN-ACC identifies that there are fixed costs that aged care facilities are required to cover, no matter the level of care that a resident needs. Fortunately for Torbay, this has resulted in an increase in funding for those residents that we have taken in from the community due to a need for accommodation and support.

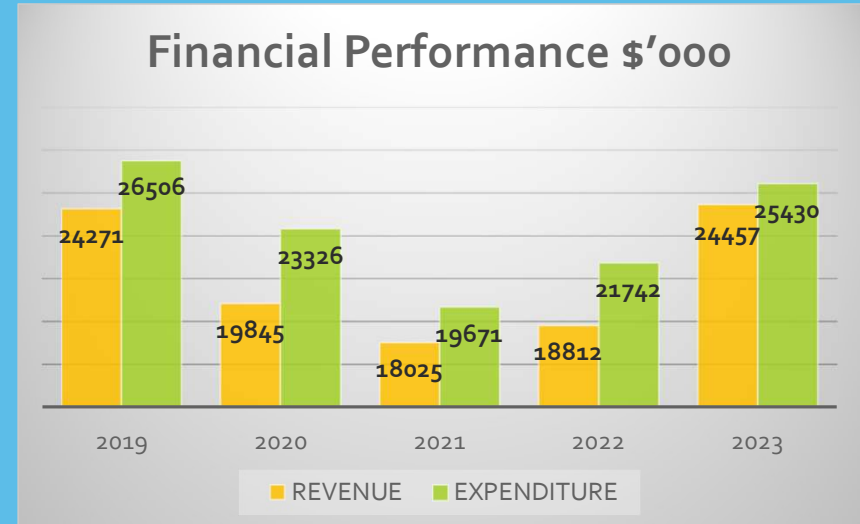
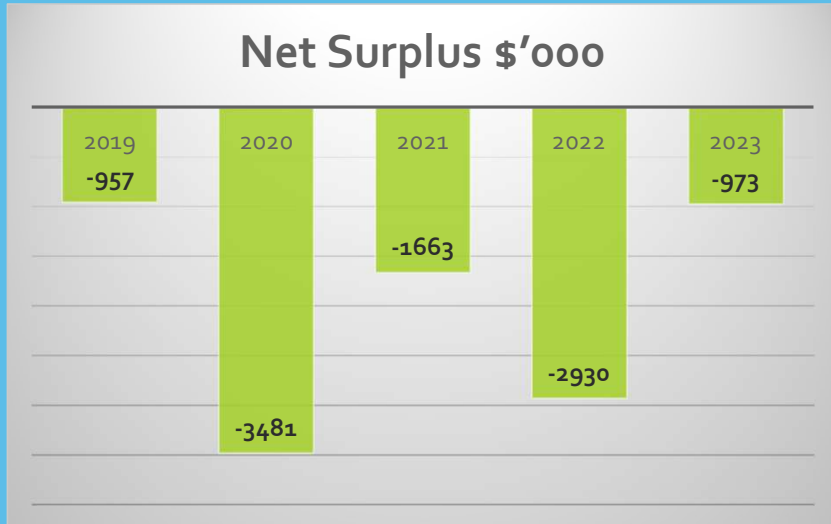
With the introduction of AN-ACC comes the introduction of care minute requirements. Torbay has exceeded our total care minutes requirements since the introduction in October 2022. Torbay is required to provide an average of 190 care minutes per day per resident, this includes 38 minutes of registered nurse time. A summary of our care minutes per resident per day for each quarter for the 2023 year is as follows:

December 2022	213 minutes	30 minutes registered nurses
March 2023	221 minutes	26 minutes registered nurses
June 2023	252 minutes	34 minutes registered nurses

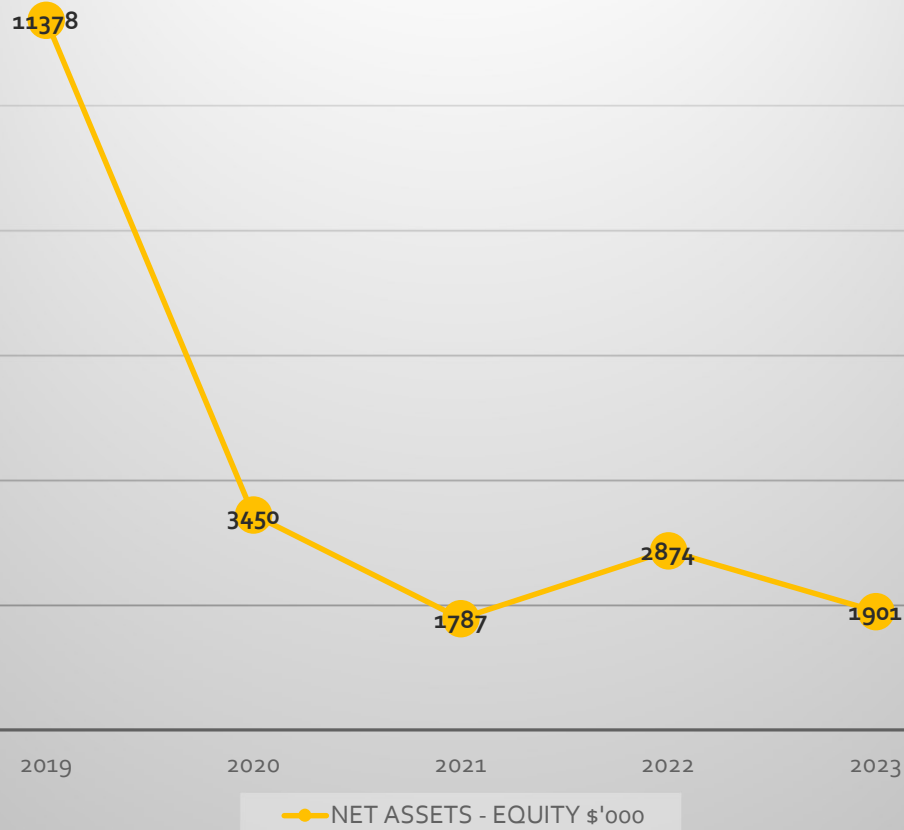
Further details on our compliance results can be viewed on My Aged Care website. Overall, we have delivered outstanding care to our residents, and we have made important changes to ensure that this care continues. The Aged Care Sector is continuing to undergo change and so we must change accordingly. Thank you to staff, volunteers and residents and their families for all of your support during the last 12 months.

Christine Lilley
Chief Executive Officer

OUR PERFORMANCE



Net Assets



OUR PERFORMANCE

RESIDENTIAL AGED CARE

With 134 beds and over 180 staff, our residential aged care division makes up a large portion of Torbay's business.

Torbay provides friendly and caring support to the older people of our community.



INDEPENDENT LIVING

Our retirement village houses 158 villas with associated recreational facilities that include:

- ❖ Club House including swimming pool
- ❖ Recreation Hall with swimming pool and library
- ❖ Various outdoor areas



TORBAY CONSTRUCTIONS PTY LTD

Torbay Constructions is responsible for Torbay's entire building program and also successfully tenders for construction work externally.

While the team at Torbay Constructions is kept busy with maintaining and refurbishment our aged care facility and retirement village it has also completed large projects in the local community.



DONATIONS AND FUNDRAISING

Fundraising and donations are an important contributor to ensure that we continue to provide much needed Equipment and support to our residents.

Torbay Constructions contributes to Torbay via donations every year and has contributed over \$750,000 in the last 3 years

Other significant contributors for 2023 were:

- Fundraising by staff and volunteers
- Donations by resident's families
- Donations from the Torbay Village Residents Committee
- Donations from community organisations
- Bequeaths from Estates

Our website has a page dedicated to donations and payments can be done through this page.

BEQUEATHS

A number of people support Torbay through gifts in their wills.

In order to assist in the preparation of bequests **Torbay** suggests that the following wording would be appropriate in the case of a specific legacy:

"I give.....to **Torbay Lifestyles & Care Ltd** for its general charitable purposes, and I direct that the receipt of the Secretary or other proper officer for the time being of **Torbay Lifestyles & Care Ltd** shall be a good and sufficient discharge to my Trustee/s who shall not be obliged to see to the application thereof."

"I give all my real and personal property whatsoever or wheresoever situated to the **Torbay Lifestyles & Care Ltd** for its general charitable purposes, and I direct that the receipt of the Secretary or other proper officer for the time being of **Torbay Lifestyles & Care Ltd** shall be a good and sufficient discharge to my Trustee/s who shall not be obliged to see the application thereof."