

2019-20

ANNUAL REPORT

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At a time when the aged care sector has been under much criticism we can only say we have been fortunate to have experienced such great support.

Ann, Resident's Family Member



Our Purpose

Enriching lives and communities



Our Vision

A world where people are supported to live life as they choose



Our Values

> CHOICE

Honouring the decisions of individuals with integrity

> COMPASSION

Expressing sensitivity and empathy in what we do and how we do it

> RESPECT

Upholding the rights, beliefs and choices of individuals without judgment

> INNOVATION

Having the courage to explore better ways of doing and being

Key Statistics

Our residents



Our Community



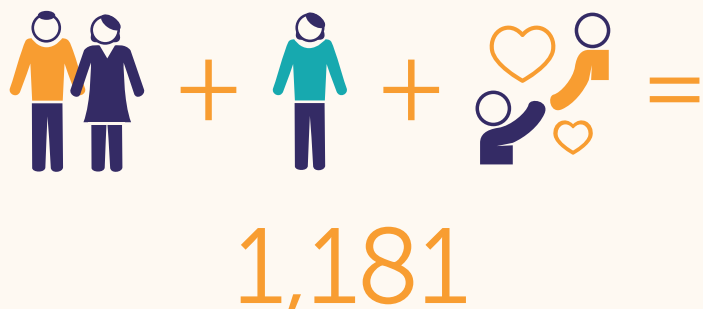
Our Volunteers



Retirement Living



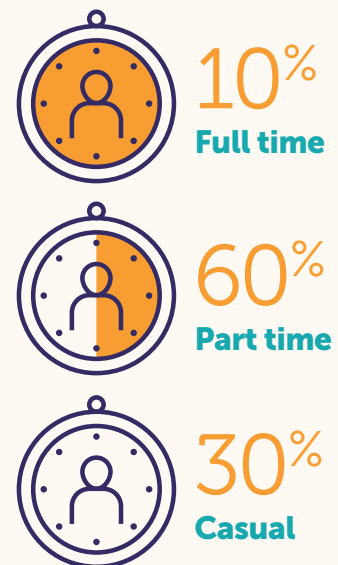
Total Number of People Supported



Our People



Our Employment





Chairman of the Board Report

Mr Klaus Zimmermann AM

What a year it has turned out to be for our whole community and of course globally. None of us could have foreseen the pandemic on such a global scale, causing significant health issues, economic downturns and no doubt, much social change ahead of us.

Masonic Care Tasmania Inc. (MCT) has not been immune to the novel Coronavirus (COVID-19) issues. We have complied at all times with State directives, Federal guidelines and National codes of conduct for providers, residents and visitors. This has enabled us to remain COVID-19 free for all our residents, clients and staff. Governments provided some additional funding toward this but insufficient to cover all additional costs. Uncertainty clouds the future on many aspects of managing MCT but with our dedicated staff and professional senior management led very ably by CEO, Jackie Howard, MCT is ready to deal with the many challenges ahead.

It has, of course, been very difficult for all our residents, their families and friends. Being in lockdown and having very restricted visiting hours with lots of protocols has been hard. Not being able to visit any of the MCT facilities has been difficult for all concerned. Our staff have faced the same challenges in not only dealing with their already heavy workload but the additional pressures of COVID-19.

MCT has focused hard on providing the best clinical care, increasing revenue, curtailing costs and ensuring we can balance the budget, which is still a work in progress. Investments have been volatile since about March 2020 because of COVID-19 and continue to see many large daily swings. Last financial year we had to write down significantly the value of The Docking Court Retirement Village in Launceston due to severe mold issues caused by initial design and construction failures, a legacy issue going back some 10 years that MCT inherited. We were able

to write back some of the value this year after extensive engineering investigation enabling the properties to be remediated, a process which will commence soon.

The Board and its Committees have continued to meet for all scheduled and additional meetings through video conferencing. Whilst this is not optimal, it's the only way we can meet for the time being and is constantly reviewed in light of travel restrictions.

The Royal Commission into Age Care is still in progress but has also been delayed by many months due to COVID-19. They have published many reports to date and we look forward to seeing the final report sometime in 2021. We will advocate and lobby strongly to ensure the Federal Government acts on the recommendations. The Commission's recent report on the financial state of the aged care industry suggests that funding may need to increase between 50% and 100% to ensure the ongoing viability of the sector and of course to provide appropriate quality care. The question though, remains how this will be funded.

The Board conducted a full review of each Board Director's skill set and performance in April/May 2020. I, as Chair, then had a 1 on 1 follow up discussion with each Board Director. The Chairs of each of the Board's Committees did the same. A report on those discussions was provided to the full Board. A number of matters were highlighted. Board diversity needs to be improved. For example, the average age of the Board is 70 years with the Masons at 74.5. Whilst the Board has a mature and experienced skill set, additional expertise in areas such as property, marketing and legal would add value. Gender diversity needs to be improved, as does the age profile. The Constitution puts certain limitations on the mix of Board Directors and the Governance Committee will review the entire MCT Constitution over the next

12 months to see where changes need to be made. In addition, the first of the Board Director rotations will happen this year and the various materials have been prepared and distributed.

At the AGM in December 2019, the Members approved the CPI Director fee increases and all Directors chose not to take an increase fees for the period. If approved, the same will apply for this year CPI increases. I, as Chair, in addition reduced my Chair fees to the same level as Committee Chairs until we achieve operational surpluses again.

It has indeed been a most challenging year on many fronts that has taxed the operational capacity and governance of the organisation to its limits. However, MCT has very strong, experienced and capable leadership. The staff have done an extraordinary job and are continuing to do so throughout this COVID-19 period, which of course is ongoing.

To the residents, clients, family members, friends, advocates and volunteers of MCT, I thank you for working with us. To the staff, thank you for continuing to do what you do in once in a lifetime circumstances.

To our CEO and executive staff who have worked extraordinary hours, 7 days a week, our deepest admiration and thanks for doing what you had to do when it needed to be done.

To my fellow Board members thank you for your commitment, energy, professionalism and expertise in working in challenging times.

I would also like to show our appreciation to the Tasmanian Government and Department of Health for working with us and being clear in their directives and for the additional funding received from the Federal Government.

Klaus Zimmermann AM
Chair



Chief Executive Officer Report

Ms Jackie Howard

Without a doubt the whole of the aged care sector has experienced an extremely challenging year both from an operational and financial point of view. We continue to see and hear negative portrayals of aged care in the media from the Royal Commission and the COVID-19 pandemic outbreaks.

Over the last year we have undertaken significant work to improve Masonic Care Tasmania's financial sustainability, quality of care and our workforce management practices, including but not limited to, improving rates of occupancy and revenue related to the Aged Care Funding Instrument (ACFI), strategic growth (particularly in our Home Care Services), clinical leadership, and ongoing improvements in our clinical policies and systems, system automation and roster management.

Unfortunately, COVID-19 has been front and centre in all our minds since early March, and has had a direct impact on our ability to deliver against our strategic and operational objectives. The leadership team and the Board have worked with high intensity to take steps to ensure that we did all we possibly could to focus on protecting our residents, clients and staff.

The pandemic has taken a significant human and financial toll on our business, but has also shone a light on the resilience, dedication and commitment of our wonderful team, our residents, clients and their families and advocates.

It has no doubt been an extremely difficult time for our residents,

clients, families and advocates. We have worked hard with them to ensure we have kept everyone up to date with communications through letters, regular CEO videos, phone calls and increasing our social media content. We purchased additional iPads for our facilities to enable virtual visits with families and friends and telemedicine with GPs. We continue to do our best to keep everyone connected and informed and we are very grateful for their continued support.

Our communities have had their life upended and I could not be prouder of our Masonic Care Tasmania team. Their camaraderie has been extremely high as they have supported and uplifted each other and shown true resilience. There is no doubt that this pandemic has left many of our team overwhelmed and fatigued, as they have had to manage the impact of the threat of virus in their personal lives as well as working extra hard, with the real fear of bringing COVID-19 into the facilities or their clients home, or taking it home to their loved ones. We have been, and we continue to support our team's well-being and mental health with extensive communications, increased mental health support, additional employee assistance, COVID-19 leave and special flexible arrangements.

We have worked closely with the Tasmanian Government, the Department of Health and the Aged Care Quality and Safety Commission to adhere to guidelines, continuously reviewing and adapting our processes and procedures to ensure we

keep people safe and meet our legislation and regulatory obligations. The Tasmanian legislation was more restrictive than the other jurisdictions directions and the newly developed 'visitor code' to address visitation during the peak of COVID-19 meant that we had to work extra hard with families to communicate and help them understand the restrictions and requirements.

We very quickly had to adapt our business model to enable our corporate team and many of our community team to work from home. This meant purchasing significant amounts of equipment and making changes to our ICT infrastructure. As it turns out, this has been very positive for MCT as the new equipment and technology has enabled us to connect more readily with all team members across the state, and many team members have expressed that they feel more closely connected with the organisation than ever before.

The financial impact has been significant as we have had to put additional measures in place to safeguard the wellbeing of our staff, residents and clients. In addition, we have lost revenue through the direct impact that COVID-19 has had on admissions, our occupancy rate in residential aged care services, and the closure of some of our community services. We have worked hard not to make any staff cuts throughout this period and instead redeployed staff to other areas of the business. On an encouraging note we have seen positive growth in our Home Care Services this reporting period.

In the Launceston area we continue to have the additional challenge with occupancy and filling the beds in our Residential Aged Care Facilities, but rest assured, our team continue to have a significant focus on increasing occupancy in Fred French and Peace Haven Homes.

I am particularly pleased that we continue to contribute to the Freemasonry Tasmania magazine with 'News from Masonic Care Tasmania Inc.', and am happy to report that we have seen some up take of MCT services with Freemasons and their families as a result of this.

There is no doubt that our sector will continue to provide further challenges with increasing consumer expectations, competition, government regulations and legislation, the increasing expectations of the general public and now the added

uncertainty of COVID-19. The leadership team and the Board are working closely to focus on how best we can work together to ensure we keep our staff engaged and energized, whilst meeting the ever increasing demands on us.

Since July 2019 we have been embedding the new Aged Care Quality Standards that have re-shifted the focus very much onto our residents and client's choice and outcomes. The standards come with a significant added compliance and administrative burden. I am pleased to report that currently all of our facilities and our community services remain fully accredited.

Together with the Board, we have started to look to the future and continue to set the scene and tone, focusing on our culture, the quality of our services, our people and the ongoing financial sustainability of our business.

We continue to monitor the human and material impacts of COVID-19 and we must continue to be responsive and flexible with our business model. We cannot afford to be complacent now and have to continue to be vigilant in our preparation and practice.

I am enormously proud of all that has been achieved in this reporting period, as it has been a year filled with significant challenges. All the Masonic Care Tasmania Team have shown their ability to be agile and adapt to the most unexpected events outside our control. They have truly shown what living our Masonic Care Tasmania values means.



Jackie Howard
CEO
Masonic Care Tasmania



Jackie and residents enjoy a dance together.

Our Board



Mr Klaus Zimmermann (AM)
(Chair)



Mr Paul Chatterton
(Deputy Chair)



Mr Bill Morgan



Mr Paul Hodges



Mr Michael Farley



Mr Greg Parkinson



Dr Jane Fuller



Ms Jill Morgan



Mr John Kirwan

Review of Board, Board Committees and Director Performance

As specified in the Constitution and the Masonic Care Tasmania Governance Manual, Masonic Care Tasmania undertakes a review of the Board, its Committees and individual Director performance annually. The Board conducts this evaluation to assess the Board and Committee operating procedures and the contribution and involvement of Directors to ensure that future planning of the business is undertaken and any significant issues are properly raised, dealt with and discussed at Board Meetings.

The Board's Annual Performance Evaluation for 2019/20 was conducted by a questionnaire being sent to each Director, with the Chair then preparing a synthesis of the results for review and one-on-one meetings with Directors.

A summary of the Board's overall performance was presented by the Board Chair during the May 2020 Board Meeting and the Board Chair formally reported to the Board at the 5 June 2020 Board Meeting. The outcome of the Annual Performance Evaluation was positive. Directors expressed their overall satisfaction with how Masonic Care Tasmania is progressing under the stewardship of Mrs Jackie Howard as CEO and the Executive Team, acknowledged the maturity of the Board (following the Transitional Board) to have developed a Board culture that is productive, respectful and inclusive and also made relatively minor amendments to Board processes for improved productivity.

Our Governance

Board Committee Attendance

Board Meetings	12
Klaus Zimmermann, (Chair)	12
Paul Chatterton, (Deputy Chair)	12
Mr Michael Farley	12
Dr Jane Fuller	11
Mr Paul Hodges	11
Mr John Kirwan	11
Ms Jillian Morgan	12
Mr Bill Morgan	12
Mr Greg Parkinson	12
Finance, Audit and Risk Meetings	10
Mr Paul Chatterton	10
Mr John Kirwan	8
Mr Bill Morgan	10
Mr Greg Parkinson	10
Mr Klaus Zimmermann	9
Corporate Governance Meetings	5
Ms Jill Morgan	5
Mr Michael Farley	5
Dr Jane Fuller	4
Mr Paul Hodges	5
Mr Greg Parkinson	5
Clinical Governance Meetings	5
Dr Jane Fuller	5
Mr Michael Farley	5
Mr John Kirwan	4
Nominations & Remuneration Committee	2
Mr Paul Chatterton	2
Mr Klaus Zimmermann	2
Mr Paul Hodges	2
Ms Jill Morgan	2
Mr Bill Morgan	2

Corporate Governance Committee

Ms Jillian Morgan, Chair
 Mr Michael Farley
 Dr Jane Fuller
 Mr Paul Hodges
 Mr Greg Parkinson

In attendance:
 Mrs Jackie Howard, (CEO)

Board Nominations & Remuneration Committee

Mr Paul Chatterton, Chair
 Mr Paul Hodges
 Mr Bill Morgan
 Ms Jillian Morgan
 Mr Klaus Zimmermann

In attendance:
 Mrs Jackie Howard, (CEO)

Financial Audit & Risk Committee

Mr Paul Chatterton, Chair
 Mr John Kirwan
 Mr Bill Morgan
 Mr Greg Parkinson
 Mr Klaus Zimmermann

In attendance:
 Mrs Jackie Howard, (CEO)
 Mr Khan Richardson, (CFO)
 Ms Katie Cooley, (GMO)

Clinical Governance Committee

Dr Jane Fuller, Chair
 Mr Michael Farley
 Mr John Kirwan

Consumer Representative:
 Annette Marlow

In attendance:
 Mrs Jackie Howard, (CEO)
 Ms Katie Cooley, (GMO)

Evaluation Reporting

The Board conducted a full review of each Board Director's skill set, experience and performance in May 2020. Each Committee's performance was also reviewed and their reports tabled for assessment by the full Board. Each Director's performance and skills were considered in one-on-one discussion with the Board Chair.

The Board considers its current Directors have an appropriate collective mix of skills, experience, expertise and diversity to:

- exercise independent judgment;
- have a proper understanding of, and competence to deal with, the current and emerging issues of the business;
- encourage enhanced performance of MCT; and

- effectively review and challenge the performance of management.

The results of the most recent assessment are shown in the Directors' Competency Skills table below. This table outlines each Director's top 3 skills. The Board Directors generally have a high level of competency across the areas relevant to the business.

The Board recognises legislation and compliance in Aged Care is a constantly evolving issue. A deeper understanding and experience in legal, compliance and marketing related matters are areas which are becoming increasingly important within the organisation as our strategy develops and is achieved.

The Board currently considers the most effective way to keep abreast of the fast paced changes in these areas and supplements competency through expert support from both in-house and external consultants.

Future consideration for the Board composition includes:

- Diversity
- Aged care profile
- Expertise in
 - Legal
 - Compliance
 - Property
 - Marketing

Category	Description	Directors with competency skills
Aged Care and Allied Health Services and/ or Retirement Village Operations Industry Experience	Demonstrated experience within the aged care industry and/ or in related industries and a broad knowledge of the regulatory environment.	2
Finance and Accounting	The ability to read and comprehend and analyse Masonic Care Tasmania's accounts, financial material presented to the Board, financial reporting requirements and some understanding of corporate finance and ability to contribute to financial planning.	5
Legal and Compliance	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance and monitoring risk and compliance management frameworks and systems.	
Enterprise Risk Management	Experience in key risks to the organisation. Risk management experience in identifying, monitoring and managing areas of major risk to the organisation, including workplace health and safety, business continuity and insurances.	5
Marketing	Aptitude to evaluate the quality of the thinking and planning that has gone into brand and marketing strategy. As market dynamics change regularly, ability to monitor effects and adjust strategy accordingly.	1
Corporate / Senior Management	Level of prior Corporate experience requiring leadership skills and level of experience in organisational change management programs, including Board experience.	5
Governance	Knowledge and experience in best practice corporate governance structures, policies and processes, with special application to the not-for-profit sector.	9
Clinical	Experience in the workforce that delivers and supports the delivery of clinical care services in the community.	2

Masonic Care Tasmania Board - Corporate Governance Statement

The Board of Directors of Masonic Care Tasmania Inc. (**Board**) strives to ensure that Masonic Care Tasmania Inc. (**MCT** or the **Organisation**) meets high standards of safety, performance and governance. The Board recognises that it has responsibilities to its members, residents, clients, employees and suppliers as well as to the communities in which it operates (**Stakeholders**). This past year we have taken greater steps to ensure that MCT's governance is relevant, effective and has remained flexible to deal with the unpredictability that has become our new norm. In short, your Board has had to ensure the Organisation operates with the right systems and processes in place to effectively support the delivery of safe, inclusive and quality care to our Stakeholders whilst weathering the impact of COVID-19, to still come out on top.

Reporting Period Governance Highlights

During the Reporting Period of 1 July 2019 to 30 June 2020, your Board demonstrated its commitment to the continual enhancement of the Organisation's governance processes, as follows:

- employees including the Board completed mandatory training in COVID-19, personal protective equipment (PPE), and infection and outbreak control procedures (to name a few) to reinforce the Organisation's commitment to the health, safety and wellbeing of our residents and staff;
- our clinical governance committee worked to improve reporting, quality monitoring and

feedback processes to ensure the quality of our services and that risks and issues within our care services were identified early, and resolved quickly;

- we embedded in our employees an understanding of the need to respond effectively to feedback and complaints and open disclosure and have commenced improving our systems and processes to better identify, capture, address and monitor action and improvement in a transparent and effective way;
- we have improved our clinical care with skilled and experienced clinical leaders giving supportive oversight and supervision to administer medication, promote good infection control, minimise inappropriate antibiotic use and limiting restrictive practices;
- our finance, audit and risk committee updated and thoroughly detailed all of MCT's business risks including mitigation strategies and implementation plans and undertook legislative compliance reviews pertaining to each facet of our business;
- we have achieved ongoing compliance with regulatory and accreditation requirements, even during the pressures of the recent restrictions in residential aged care facilities in Tasmania;
- our corporate governance committee developed and our Board implemented a comprehensive Board Governance Manual to assist all directors to meet their role obligations;
- our Board and Committee policies were reviewed and updated to ensure that they continue to reflect best practice corporate governance; A suite of Lead Policies have been developed, under which all

MCT operational policies and procedures will sit.

- our Board undertook monthly reviews of the financial impacts from COVID-19 on our business operations and performed ongoing analysis of additional costs incurred ensuring a COVID safe business and activated relevant funding opportunities;
- we also reviewed our processes for conducting performance evaluations of the Board, Committees and individual directors to ensure that these processes continue to operate effectively and align with good governance practices; and
- we undertook a review of the process for assessing the skills and competencies of Directors to assist the Board in understanding gaps that exist for our Board future succession plan.

Our approach to corporate governance has and will continue to be based on our purpose, organisational values and Code of Conduct that underpin MCT's day-to-day activities, provide transparency and protect Stakeholder interests. Your Board recognises that responsible, sustainable whole-of-organisation performance is essential to the long-term success of the MCT business and that only through continuous improvement initiatives, can we tailor our policies, processes and systems to consistently meet the growing needs, goals and preferences of our residents, clients and employees. Rest assured, your Board and Executive Leadership Team are committed to pursuing excellence in corporate governance, as it is fundamental to MCT's sustainability and performance as a Tasmanian aged care provider.

Response to COVID-19 and its impact

During the first half of the 2019 financial year, we started to see transformative growth in revenue and occupancy within our three residential aged care facilities as a result of a strategic realignment of our core business and a renewed focus on resident and client enrichment.

By March 2020, we were just starting to hitting our operational and financial goals when the coronavirus (COVID-19) reached our shores. It is fair to say, we did not expect the ensuing global pandemic which resulted in all areas of our business being affected by external forces outside our control and a situation that would have far and wide reaching impacts across our whole community.

Our response over the second half of the financial year required us to extensively address the human impact and expend significant financial resources to ensure we responded quickly and innovatively to continue to safeguard the wellbeing of our residents, clients and staff. Our actions to date

included on boarding of additional staff, purchasing new equipment (including telehealth, smart devices to connect residents and families virtually, and additional lifestyle activities to keep residents involved with small group activities), relocating and then welcoming back administrative staff from home, increasing our supplies of Personal Protective Equipment and cleaning products, implementing deeper cleaning processes, providing additional training for staff in COVID-19 and pandemic outbreak management, implementing and regularly reviewing a new booking, checking and monitoring system to manage the number of visitors and support our residents and staff, reviewing our employee bases to understand, monitor and encourage them to work for a single employer and proactively communicated with residents, clients, families and staff as often and in as many ways we could.

We learnt very quickly that we needed to be agile and it has been and continues to be all hands on deck at Masonic Care

to protect our residents, clients and staff from COVID-19. We have continually reviewed, reassessed and updated our COVID-19 policy and procedures to ensure best practice, resident safety and preparedness in the event of an outbreak and we implemented new systems in line with State and Federal Government guidance and learnings from outbreaks interstate and overseas, to defend against the threat of virus. At all times, we have endeavoured to do everything in our power to keep COVID-19 out of our facilities and away from our most vulnerable older Tasmanians, but acknowledge that it has been a balancing act to follow the strict directions of the Tasmania Government and keep some sense of normality within our facilities. It should also be noted that we did not cut care staff but worked to redeploy them to screening activities or supporting lifestyle activities such as keeping residents and their families connected.

While significant focus in the media has been on residential aged care services COVID-19 effected all parts of our business. We had to completely close down our Community Home Support Program (day therapy services). Our team had to think of new and innovative ways to continue to support those most vulnerable and isolated clients at home. We are just starting to rebuild these services in line with the new COVID guidelines and restrictions.

There was significant fear in the community and the community and retirement living teams have done all they can to continue to support and care for our clients in their own homes.



Joyce Brown chats to family via FaceTime.

Our efforts thus far, achieved by the exceptional work of all our wonderful staff and combined with the key leadership of our State authorities giving Public Health advice, have kept MCT COVID-19 free, but have come at considerable impact on our staff, residents and families and at significant financial cost to the organisation. Having seen the terrible impact of COVID-19 internationally and now bear witness to the outbreaks in Victoria and New South Wales within residential aged care, we know that the cost to protect lives is less than the cost of eroding our resident's future, so we continue to be vigilant with our visitation processes, staff reporting and monitoring practices.

We are particularly proud of the unwavering dedication and commitment of our Masonic Care team during this time, their team work, innovation and absolute focus on the wellbeing of our customers and each other has been remarkable.

The Federal Government's Workforce Retention Bonus Grant although well received has created a challenge as it excluded some aged care workers by its narrow eligibility criteria. We know that everybody who works in aged care helps to contribute to the health and wellbeing of residents and home care recipients and to diminish the manner in which one worker contributes over another at a time when we need to be encouraging all aged care workers to work together to care and support our older Australians is unfair. Alongside the Aged Care



Our Day Therapy Team providing wonderful support to Tracey - one of our Community clients.

Peak Bodies, we have lobbied Government hard to change this decision.

Whilst we do acknowledge and are extremely grateful of the additional funding provided by the Federal Government, we note that this funding does not cover what we have spent and continue to spend to address the COVID pandemic.

My heartfelt thanks go out to each and everyone of you all of whom I look upon as very good friends to myself and family.

Bill, Resident's Family Member

We can genuinely attest that all of our staff have gone over and above again and again to create joy and happiness for our Masonic Care family through the most extraordinary of times. We take this opportunity to once again acknowledge the whole of our

workforce and thank them for their efforts during this really challenging time. They have stepped up and shown why they all work in our sector, they love and respect our older people, and they are true heroes.

As we closed off the financial year with a resurgence in COVID-19, the risk that just one visitor or staff member, who has unknowingly contracted the virus, and the detrimental impact this would have on our residents, clients, staff and business remains ever present. Now in the new F20/21 financial year, we must not become complacent and we continue to send a clear message to staff and families regarding the importance of adhering to the self-isolation rules, hand hygiene and/or staying at home when unwell or awaiting a result from a COVID-19 test, and we remain vigilant in our screening processes for staff and visitors. We make no apologies as we prepare for the worst but hope for the best despite the high costs and Government funding deficit, to ensure that we appropriately manage and prepare for a potential COVID-19 outbreak in Tasmania.

Our Services

Residential Care

Pet Therapy

Freemasons Home

Peter joined MCT Freemasons Home last year and his own dog – Hugo, comes to visit him occasionally. When 'Tara' the sheepdog started visiting with her owner and Residential Manager, Liz Neville, Peter and 'Tara' really hit it off. "I'm a dog lover and she's a huge stress reliever. Tara is so good with the residents... but we are good to her!" said Peter.

Tara has been a wonderful visiting companion and has instantly connected with many of our residents and she now has quite a lengthy booking list when she visits. "If you ever need me to puppy-sit, just drop her in!"

As part of our pet therapy program across our sites, Tara has proven to decrease stress, improve communication and reminiscence as well as encourage our Residents to stay healthy and provide them with companionship and unconditional love.



'Isn't it wonderful the richness that pets bring when they visit.'



Masonic's Got Talent!

Delia is one of our musically talented residents at Freemasons who has played the violin for many years. Fellow residents are often treated to impromptu performances and were treated to a lunchtime rendition of The Piano Man from Delia - 87 and Josh – our very talented carer.

There were lots of happy faces as residents joined in singing and clapping throughout the performance.

Our Services

Residential Care

Keeping connected

Fred French Home

Our face-to-face relationship with the wonderful students from Scotch Oakburn College allowed the students to connect and engage with seniors within their community. The partnership engaged the students and helped develop caring relationships with our seniors while enriching their own learning through sharing stories and experiences – both young and old.

With the added challenge of COVID-19 restrictions the students maintained their contact with our residents via inspiring messages and hand-written cards. As much as the restrictions have been challenging, it has also proved to be a wonderful opportunity to “keep in touch” via the use of electronic platforms including Skype and FaceTime. Residents and students alike experienced the benefits of new technology and how the increased communication made the time with reduced visitors much more enjoyable.

‘It was great to talk and interact with the young students, they are lovely and made me smile.’

Pat, Resident at Fred French



Tinker Time a hive of activity

Our Tinker Time program is aimed at promoting the health and well being of our male residents by giving them the chance to engage in meaningful activities that can help maintain strength, coordination, thinking skills, emotional well-being and the ability to be as independent as possible.

Many projects have been completed this year including restoration projects as well as wooden trinket bowls. Facility Manager Scott often joins in the fun too!

Our Services

Residential Care

Intergenerational Playgroup

Peace Haven

Following the opening of the Lenstan and Kensington Apartments at Peace Haven, the Leisure & Lifestyle team have implemented a new program - Intergenerational Playgroup.

These playgroups have benefits for children, their parents and aged care residents. Mums say it's a great way to get out and talk to people while the residents say they enjoy meeting their visitors. MCT have become members of Playgroup Tasmania and are now hosting the Peace Haven Possums Playgroup.

We had 12 little possums and their mums and dads come to meet and play with our residents in November and there were smiles and laughter all round. We are looking forward to future playgroup dates!



'The best thing was holding the babies!'

Pat, Resident at Peace Haven



Jean busily knitting her colourful kangaroo pouches.

Knitters help wildlife rescue appeal

The devastating bush fires that swept across Victoria and New South Wales last summer severely impacted Australia's wildlife population.

The Knitters and Natters Group at Peace Haven sprung into action and provided hand made kangaroo pouches for the wounded and displaced wildlife on Kangaroo Island.

The pouches were collected, packed and sent to the Kangaroo Island Rescue Appeal on behalf of the facility by Rosemary, the daughter of our Resident at Peace Haven.

Our Services

Community Care - Day Therapy Centre

Paddock to Plate

Peter Morgan is a regular attendee at our Gardening Program and is often seen tending to his treasured seedlings and veggie patch.

Peter was instrumental in the introduction of the gardening program - 'Paddock to Plate'. "His knowledge of gardening and tireless work has been a wonderful asset to the program" says Lindy, the Program Manager. Clients are welcome to come along to help plant out, grow and harvest fresh vegetables which are then used to create beautiful dishes in the cooking program.

They also sell their produce to families, team members and other visitors to the centre which is very popular and a great fundraising initiative where every dollar raised is put straight back into programs.



'It has given me a new purpose and drive that I thought was lost.'



Kath Hamilton, an Exeter Village resident, enjoys a dance.

Frivolous Fifties

Retirement Living

In September Exeter retirement living residents were treated to a wonderful afternoon of entertainment, song and dance by the talented Frivolous Fifties troupe at the Frankford Soldiers Memorial Hall.

It was a terrific afternoon celebrating women with lots of fun performances and songs - with no shortage of participants!

Quality & Safe Care

This past year we have focused on the implementation of the new Aged Care Quality Standards from 1 July 2019. The new Standards are designed to enhance the way our aged care services are delivered for and with our residents and home care clients. This is the first revision of the standards in 20 years and has demanded significant organisation focus with review of systems and processes, staff education and engagement, consumer engagement; and working collaboratively with the Aged Care Quality and Safety Commission.

Along with the new Standards, the Australian Government introduced a new and simpler Charter of Aged Care Rights on 1 July 2019. The Charter is provided to all Masonic Care Tasmania residents and clients and places the consumer at the centre of care by supporting them to express their needs and

recognising their fundamental right to be treated with dignity and respect. Customer feedback has been key to developing and improving our services in line with the implementation of the new Standards. Through surveys we listen to what our Residents, our Clients, and their families and advocates are saying.

With Clinical, Quality and Safety Care core to our business, we have introduced the Clinical Practice Lead role to support, train and develop our Clinical and Care staff to deliver the best possible outcomes for our residents and clients at Masonic Care Tasmania. The focus of this role is improving on current practice by standardising processes where able – ensuring a consistent approach across the organisation, delivering contemporary care and improving our Resident and Client experiences. Working alongside the Facility Managers, Community

Care Managers and Executive to assist the Clinical and care staff across Masonic Care to change the face of Aged Care and enable our staff to deliver innovative and outstanding clinical care, and ensuring robust clinical governance reporting through the Board Clinical Governance Committee to the Board.

The Royal Commission into Aged Care Quality and Safety established on 8 October 2018 has continued throughout 2019 with the interim report published on 31 October 2019, and the final report due February 2021. The Royal Commission's final report will focus on governance and accountability in the sector and the need for review of design, objectives, regulation and funding to ensure the provision of quality care services that comply with the new Aged Care Quality Standards.



'The care, kindness and compassion was evident from our first contact with you while looking for suitable accommodation for mum.'

Ann, Resident's Family Member



Liz Neville, Facility Manager at Freemasons Home chatting to Jack Vince.



Our People

Our people are at the heart of who we are and it is our diverse, engaged and supportive workforce that makes Masonic Care Tasmania unique.

The Masonic Care Tasmania team works together to deliver better experiences for our residents and clients and to help Tasmanians improve their health and wellbeing; enriching lives and communities.

We support the same in our people through a range of development opportunities designed to engage them and help them grow and succeed in their roles.

Just like Masonic Care Tasmania's residents and clients, our people are all unique in their life experiences, skills and abilities. We respect this, and will continue to build a culture that supports their physical and mental wellbeing. This benefits our team and ultimately leads to better experiences for our residents, clients and communities.

Having a culture that mirrors and supports our values is fundamental to Masonic Care Tasmania's ability

to deliver against our vision and strategy. It is this strong culture that drives the day-to-day values-based behaviours of our people.

We have seen our people going over and above to live the values of choice, compassion, respect and innovation in response to COVID-19. Throughout the COVID-19 pandemic, we have seen our people take the higher path - the path of compassion, courage, innovation, understanding and love. We have witnessed many examples of our people making sacrifices to ensure our organisation is well prepared to face the demands of this unprecedented situation. We are proud of our people and their hard work and dedication to our residents, clients and each other.

Masonic Care Tasmania's culture is supported by our commitment to ongoing employee engagement and to working together to share information and ideas. As an organisation that relies on people, it is critical for our success that we create an environment where employees feel supported and equipped to do their best.

Aged Care Embraces Diversity Graduation

In November, we had the privilege of celebrating our Aged Care Embraces Diversity (ACED) participants at their graduation. All 12 graduates from cultural and linguistic-diverse backgrounds were presented their certificates by Mayor Albert van Zetten and treated those in attendance to a beautiful display of song and dance.

The ACED program is an exciting collaboration between the Migrant Resource Centre Northern Tasmania and MCT, with participants undertaking 30 hours of placement at our Fred French and Peace Haven homes. The program aims to reduce barriers and disadvantages to migrants through accredited training, work placements, assistance to secure employment and post-employment support.



Masonic Care Tasmania Aged Care Embraces Diversity graduation.

Supporting our Community

We have always believed Masonic Care Tasmania can – and should – have a positive social impact on the communities we serve. We know that caring about the experiences of our staff, residents, clients and our community, understanding our effect on the world around us, and achieving financial growth are not mutually exclusive ideas.

We are dedicated to investing in our people and their success to the tune of \$29.5million (or over \$565,000 per week) which we know ultimately provides a significant boost to the local economy. Our teams are instrumental in ensuring that Masonic Care Tasmania consistently delivers great customer experiences for our residents and clients.

The values of transparency, integrity, community and empathy are key to Masonic Care Tasmania. These values are visible from our front-of-house client facing service teams to our back-of-house service teams. From our communications, the care we provide to those we serve, the attention paid to maintaining our properties, keeping the budgets on track and our payroll in order, and those who ensure our technology is flexible enough to suit our business needs.

Some key highlights from our Corporate Teams:

Marketing & Communications Services

Our Marketing and Communication team discovers what is best and most important to our Masonic Care Tasmania family and then communicates it with creativity and impact to our residents, clients, families, advocates, volunteers,

supporters and the wider community.

This includes advertisements, surveys, signage, newsletters, magazines and brochures, photography and videos. The team also monitors and manages our digital social platforms – Facebook and LinkedIn and the MCT website.

Finance & Payroll Support Team

Our finance team handles all of our organisations' accounts receivable, accounts payable, budgets and reporting and processes on average 12,000 invoices each year (230 per week) covering over 772 individual suppliers.

Our payroll team processes total annual payments in excess of \$29.5m with fortnightly payroll processing pays for over 532 staff across the State.

Our finance team keeps us in good financial health which allows us to take advantage of opportunities to grow, employ local workers and in turn support other businesses both locally and state-wide.

Property & Assets Team

Our Property and Assets team looks after asset maintenance (preventative and reactive), building compliance, refurbishments & construction services, motor vehicle fleet maintenance and landscaping which results in the positive benefit of enhancing our properties, cost savings and a coordinated management of all other operational resources.

During the 2019/2020 financial year, we had 5,492 individual maintenance jobs logged and closed. These jobs are logged by staff and residents across our three residential aged care

facilities and our 214 independent living units state-wide. That equals over 105 new jobs logged weekly!

Technology Support Team

Our Technology Support team ensures daily operations are not impacted with unnecessary system outages, that our technology supports an effective and efficient workforce and that we implement our risk assessed strategic technology roadmap to ensure we maintain this critical asset into the future.

During the past 12 months, this dedicated team logged in excess of 160 support hours per month covering preventative system maintenance as well as staff technology issues.

Our financial contribution extended to the wider community during 2019-20 equalled \$17m.



'Congratulations on staying connected with your people. I have enjoyed all your posts and Masonic Care has highlighted the amazing contributions of residents, management and workers throughout this awful time.'

Di, MCT Facebook Follower

Masonic Care Tasmania's Financials 2019/20

The following information is
an extract from the full
General Purpose 2019/20
Financial Report

Financials 2019/20

Masonic Care Tasmania - ABN 21 590 239 241

Statement of Comprehensive Income

For the Year Ended 30 June 2020

	2020	2019
	\$	\$
Income		
Accommodation supplements and retentions	1,492,234	1,544,914
Donations and bequests	166,404	14,327
Fair value changes - investment properties	2,081,854	1,901,232
Reversal of impairment on investment properties	1,465,139	-
Government funding	26,896,690	24,495,698
Investment earnings and market value movement	9,615	1,552,716
Other revenue	940,861	996,634
Profit/(loss) on sale of assets	13,753	(18,850)
Resident fees	7,481,754	7,528,067
Retirement village fees	1,338,136	1,117,183
Total Income	41,886,440	39,131,921
Less: Expenses		
Capital maintenance expense	170,964	84,495
Catering expenses	1,582,220	1,601,754
Cleaning and laundry expenses	308,608	310,958
Depreciation and amortisation	2,116,515	1,819,924
Employment expenses	29,911,754	28,353,485
Impairment - Investment Properties	-	2,718,000
Interest expense	325,388	379,262
Operating expenses	2,993,737	2,477,742
Property expenses	951,772	881,026
Resident care expenses	2,923,286	2,646,874
Utilities expenses	1,502,005	1,534,246
Total Expenses	42,786,249	42,807,766
Net Surplus/(Deficit) for the year	(899,809)	(3,675,845)
Other Comprehensive Income	-	-
Total Comprehensive Income for the year	(899,809)	(3,675,845)

The above information is an extract from the full General Purpose 2019/20 Financial Report.

Financials 2019/20

Masonic Care Tasmania - ABN 21 590 239 241

Statement of Financial Position

As at 30 June 2020

	2020	2019
	\$	\$
ASSETS		
Cash and cash equivalents	11,718,911	6,365,993
Trade and other receivables	632,927	567,952
Inventories	50,043	40,705
Other financial assets	21,677,057	21,901,642
Other assets	1,541,934	838,934
Property, plant and equipment	44,897,392	44,781,076
Investment properties	69,864,639	64,882,000
Intangible assets	152,297	200,304
TOTAL ASSETS	150,535,200	139,578,606
LIABILITIES		
Trade and other payables	6,189,311	3,252,591
Employee benefits	3,594,778	3,514,434
Provisions	3,770,085	2,962,383
Donation received in advance	399,554	-
Borrowings	7,296,287	6,649,995
Other liabilities	99,778,557	92,792,766
TOTAL LIABILITIES	121,028,572	109,172,169
NET ASSETS	29,506,628	30,406,437
EQUITY		
Reserves	285,714	285,714
Accumulated surpluses	29,220,914	30,120,723
TOTAL EQUITY	29,506,628	30,406,437

The above information is an extract from the full General Purpose 2019/20 Financial Report.

Financials 2019/20

Masonic Care Tasmania - ABN 21 590 239 241

Statement of Cash Flows

For the Year Ended 30 June 2020

	2020	2019
	\$	\$
CASH FROM OPERATING ACTIVITIES		
Resident fees received	8,493,749	9,687,811
Government subsidies received	26,896,690	23,110,575
Receipts from other sources	1,908,456	2,843,663
Interest received	208,799	363,742
Investment income received	25,400	687,759
Interest paid	(131,041)	(122,697)
Payments to suppliers and employees	(36,929,381)	(39,671,907)
Net cash provided by (used in) operating activities	472,672	(3,101,054)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from the sale of non-current assets	122,820	301,548
Purchase of investments	-	(21,188,380)
Purchase of property, plant and equipment	(3,052,669)	(17,921,611)
Net cash (used in) investing activities	(2,929,849)	(38,808,443)
CASH FLOWS FROM FINANCING ACTIVITIES		
Resident payments	(19,201,561)	(20,327,640)
Resident deposits	26,365,364	32,363,554
Net movement of borrowings	646,292	2,045,232
Net cash provided by financing activities	7,810,095	14,081,146
Net cash increase (decreases) in cash and cash equivalents	5,352,918	(27,828,351)
Cash and cash equivalents at beginning of year	6,365,993	34,194,344
Cash and cash equivalents at end of financial year	11,718,911	6,365,993

The above information is an extract from the full General Purpose 2019/20 Financial Report.



-
- > **Fred French**
 - > **Peace Haven**
 - > **Freemasons Home**
 - > **Community Services**
 - > **Retirement Living**
-

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