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Cover artwork: Residents at Fred French Home have worked collaboratively with Volunteers and Staff to create a stunning piece of string artwork that represents a "Journey in Time".

The artwork comprises of mainly string work and wood inserts which have been carefully placed to follow the contours of time. Keeping a soft colour palette of earthy tones throughout. This work promotes a therapeutic approach to life and gives a feeling of calmness.

This beautifully presented artwork was on display at the Launceston Library as part of the Tamar Valley Peace Festival held in August 2021.





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



Chairman of the Board Report

It has certainly been an interesting couple of years in the aged care industry.

Since the Royal Commission was announced some time ago there has been much media and political focus on the industry. MCT, via its industry bodies, made many representations to the Royal Commission, and continued to lobby politicians in the lead up to the May 2021 Federal Budget in a bid to drive legislative change and ensure the best possible outcomes for our older community.

Throughout this time, MCT continues to deliver high quality clinical, hospitality, retirement living and In Home Care service to the 1,000+ older Tasmanians we serve and care for on a daily basis. We have successfully maintained our aged care provider accreditation requirements and we continue operating with a strengthened balance sheet despite approximately 2/3rds of aged care providers in Australia operating at a loss.

COVID-19 has been a challenge for our whole community and in particular, aged care. Lock downs, social distancing and ongoing tighter restrictions have affected all of our MCT residents, family, friends, staff, management and volunteers. COVID-19 is still with us, and MCT must continue to comply with the ongoing State/Federal Government directions with no end in sight. All this has come at a huge cost in terms of dollars, staff time and all the pressures that come with safeguarding our MCT community. Nevertheless, our staff have and continue to cope extremely well having kept our residents and clients safe and secure whilst at the same time, developing innovative ways to keep our residents engaged with family and friends in the absence of face to face interaction.

The Federal Government response to the Royal Commission has been relatively positive for the aged in our community, the industry and MCT. There were 148 recommendations proposed by the Royal Commission and the government is adopting the majority of these now and over time.

The overarching 5 pillars as described by government are:

1. Supporting older Australians to stay at home longer
2. Delivering quality residential care and sustainability
3. Residential aged care quality and safety
4. Workforce
5. Board Governance

In broad terms, the Government will be improving aged care by initiating:

- an additional 80,000 home care packages over the next 2 years (the waiting list at present is over 100,000 people which means on average people wait over 12 months to get a home service);
- mandatory care time of 200 minutes per resident per day which providers will have to report on;
- additional funding of \$10 per day per resident from July 1 until October 2022 at which point a new daily funding system will be introduced to replace the current system;
- introducing a star rating system for all providers;
- tighter regulations to ensure full compliance will all standards;
- additional funding for workforce training;
- retention bonuses for registered nurses to stay working in aged care at \$3,700 for a full time or \$2,700 part-time nurse paid every 2 years; and
- the establishment of new board governance requirements.

All these measures are welcome, and although more needs to be done, we look forward to the recommendations being introduced whilst we continue to lobby for improvements in the sector to further advance the interests of our residents, clients and staff.

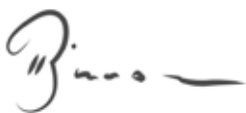
MCT continues to have operational gains across all its divisions and has reported strong investment returns over the last 12 months on its surplus cash. Some non-strategic assets were disposed of during the year at a substantial profit and these funds will be utilised in other, more important parts of the business. A Federal Government Grant of \$1.6 million was applied for, and received, to enhance the business operations of the organisation mostly for upgrading Information Technology hardware and software as well as introducing new Clinical Software in 2021/22 to improve the quality of care for our residents.

The Board undertook a review of its governance processes and completed a board skills review which is reported elsewhere in this Annual Report.

I would like to thank my fellow board members for their heavier than usual workload during the year and the energy, enthusiasm, professionalism and dedication they have shown throughout the 2020-2021 period. Individually and collectively, their guidance to both MCT and myself has been invaluable.

To our CEO, Jackie Howard and her senior staff, our thanks for delivering such great outcomes for our resident, clients, staff and MCT. It's been a year like no other and I can only emphasise to all readers the huge additional workload and stresses imposed on all working in aged care and again thank our CEO for what can only be described as leading successfully from the front in very adverse conditions.

And thank you to all our staff who likewise have worked in a difficult period in aged care who are the frontline essential workers.



Klaus Zimmermann AM
Chairman



Klaus Zimmermann AM (Chair), Jackie Howard and Greg Adey at the MCT Strategy Planning Day in Hobart.



Klaus Zimmermann AM (Chair), Jackie Howard (CEO) and outgoing Director Greg Parkinson at the 2020 MCT AGM.

Chief Executive Officer Report

As our Chair stated it has certainly been an interesting year for all of us in the aged care industry.

The COVID-19 pandemic has stretched and challenged us and I am enormously proud of the whole MCT team who have worked tirelessly to keep our residents and clients safe and connected to their loved ones, while at the same time preparing, planning and training for an outbreak and supporting each other.

From the Board to our teams on the ground we have focused on monitoring the ever changing situation and adapting our approach and resources to meet the demands. This includes workforce planning, contract tracing, establishing and monitoring outbreak command structures, managing all requirements as per Tasmanian Directions and WorkSafe Tasmania in all our facilities and sites, managing PPE resources, developing innovative ways of connect to and engaging with our families and friends, learning from our colleagues in other jurisdictions who experienced outbreaks and adapting our processes in response, rolling out the vaccination program across our facilities and encouraging staff to get vaccinated. We continue to fully focus on the health, safety and wellbeing of our residents and clients whilst managing the operations and sustainability of the business.

In the midst of the pandemic we have continued to work on many other important areas of the business for MCT and the wider Aged Care industry.

The Royal commission published its final report 'Care, Dignity and Respect' on the 1st March 2021. This saw the start of the implementation of major industrial Reform. In response to the 148 Recommendations of the Commission, the Government will deliver a \$17.7 Billion package of support and reform. This investment is aimed at delivering improved quality of care and increased viability in the sector with services respecting the needs and choices of senior Australians. Our Chair has outlined the 5 pillars, which are supported by a 5-year plan. MCT has reviewed and mapped out the recommendations and the Government's response in detail and we

have started to develop detailed plans to ensure we are fully compliant with the reform agenda, that we identify and manage any risks to the organisation and continue to proactively advocate for the sector.

We have already started to see the impact of the reform with the introduction of the Serious Incident Response Scheme (SIRS) on the 1st April, increased scrutiny of services through increased unannounced assessments/ monitoring visits by the Aged Care Quality and Safety Commission and Shadow Assessments for the Australian National Aged Care Classification funding model as a replacement of the current funding model ACFI.

Despite the challenges we are continuing to navigate we have also been able to focus on some wonderful opportunities that will directly impact on the way our workforce can serve our community.

We successfully tendered for a \$1.6 million Business improvement fund. With this fund we have commenced a complete digital transformation of MCT, putting technology and business systems in place to strengthen our operating systems with our ICT Roadmap, driving and allowing us to completely transform our operational model.

During the year supported by the Board we continued to strengthen and clarify our Strategic intent by reviewing our Strategic Plan to ensure sustainability, updated our risk appetite, undertaken horizon scanning and reviewed our long term goals, while continuing to undertake our very significant business as usual schedule.

We continue to build the reputation and profile of MCT and have secured tenancy of a prominent building in Launceston to establish our Northern Hub.

We continue to strengthen our partnerships and particularly celebrate our relationship with the Migrant Resource Centre in Launceston. This year we welcomed two intakes totaling 24 participants, who gained valuable workplace skills and experience through a mix of formal training modules and practical on the ground training. We were thrilled to



MCT Executive team L-R: Katie Cooley, General Manager - Operations; Khan Richardson, Chief Financial Officer; Jackie Howard, CEO; James Bardsley, General Manager - Business Development; Kirsten Jongsma, General Manager People & Culture.

make job offers to 6 participants and support many others to find work in the aged care industry. We will continue this partnership over the coming years.

MCT's partnerships with UTAS and TAS TAFE continues and we were delighted to welcome back students for the 2021 placement program. This year's placement programs have seen 34 final year Medical Students and 12 Nursing Students work together with the Care teams at Fred French and Peace Haven, combining their classroom learnings with practical experience.

We continue to actively advocate for older people in Tasmania and Australia wide by working with the peak body ACSA and establishing excellent relationships with the Tasmanian Government and lobbying politicians. We significantly increased our social media presence and we keenly support the Australian Aged Care Collaboration campaign 'It's time to care about aged care'. Despite the challenges that we have come through this year I am immensely proud of the MCT Team and our ever patient and dedicated volunteers.

They have once again shown their passion and commitment to our community, the people we serve and each other. I would like to acknowledge and thank each and every one of our MCT family.

To our Executive Team who have stood shoulder by shoulder through these extraordinary times to lift our teams and services up this year, we will be forever grateful.

And finally to our Chair and Board Directors, thank you for your ongoing guidance and support.

Despite the challenges we have faced this year I look forward to the year ahead and have great confidence that we will see MCT go from strength to strength.

Jackie Howard
Chief Executive Officer

Our Board



Mr Klaus Zimmermann (AM)
(Chair)



Mr Paul Chatterton
(Deputy Chair)
FREEMASON



Mr John Kirwan



Dr Jane Fuller



Ms Jill Morgan



Mr Bill Morgan
FREEMASON



Mr Paul Hodges
FREEMASON



Mr Michael Farley
FREEMASON



Mr Peter Thomas
FREEMASON

Full profiles for Board members can be found at www.masoniccaretas.com.au/about-us

Our Governance

Review of Board, Board Committees and Director Performance

Earlier this year MCT engaged an independent organisation "Governance Evaluator" based in Victoria which specialises in undertaking Board Performance Reviews across many organisations including aged care.

The Royal Commission into Aged Care Quality & Safety and the Aged Care Quality & Safety Commission (ACQSC) has called for increased governance skills and competency levels across the aged care services industry to ensure improved quality care and financial sustainability.

Masonic Care Tasmania achieved their Board and Director Review and Evaluation in an unprecedented environment of Royal Commissions, COVID-19, reduced consumer confidence, increasing financial pressure and a heightening in the Commissions focus on Aged Care Providers delivering safe, quality and self-determining care and achieving excellence in Aged Care Governance.

The Board and its directors have oversight and accountability for high quality, safe and effective care to older Australians. Providers must ensure they are sustainable and high performing with a strong culture for continuous review and development and organisation-wide governance.

Governance Evaluator was engaged to conduct a full governance review focusing on whole board governance, individual director skills and development requirements. The review entailed identifying positives and opportunities, through:

- > Board Governance, Development and Skills Matrix Questionnaires;
- > Full Desktop Review, Board and Committees;
- > Confidential Interviews with Chair, Directors, CEO and Executive;
- > Benchmarking against like organisations;
- > Board Planning Session.
- > Action Plan and linked Resources;

- > Outlining learning and development opportunities for Directors;
- > Identification of skills gaps and requirements.

"Governance Evaluator" made recommendations that are focused on supporting the provision of excellence in care for meeting Masonic Care Tasmania clients (both residential and in home), their families, carers and communities ageing needs.

The recommendations reflect what is required to be implemented at a governance level over the next three years plus to competently lead the provision of safe, quality and choice lead excellence in care.

Positives highlighted by from the Governance review include:

- > Highly skilled and strong leadership;
- > Strong financial management;
- > A Board and Committees with many individual skills and deep commitment to MCT;
- > Strong Clinical Governance;
- > The Risk Register aligns with the aged care standards;
- > Board Committees have comprehensive Terms of Reference;
- > Very strong trusting relationship between board and management.

Opportunities for improvement:

- > Adjust Board and Committee agendas to allow more focus on strategic items such as the recommendations from the Royal Commission;
- > Provide more data and feedback from consumers to the board;
- > More diversity at Board membership;
- > Review MCT Constitution to meet Royal Commission and Aged Care Quality and Safety Commission recommendations and changing requirements.

Corporate Governance Statement

In recognising the need to meet the highest standards of safety, governance, risk management and accountability, the Board of Masonic Care Tasmania Inc. (MCT or the Organisation) provide regular oversight to ensure that:

- > our customer's health and wellbeing is front and centre
- > they are driving enhanced organisational performance
- > they are strengthening the relationships with key stakeholders
- > while at the same time complying with the many conformance requirements.

The events of 2020 caused a fundamental shift to our way of business and this year witnessed further unprecedented changes with the pandemic's interminable effect bringing more compliance, increased infection and safety measures, the careful management of visitors and staff rosters, vaccination rollouts, additional costs and proactive planning to mitigate the risks from our new norm.

The Board's core objective is, as always, to ensure that MCT continues to deliver safe, inclusive and quality care to our customers and to that end, here are some of the highlights during the Reporting Period of 1 July 2020 to 30 June 2021 which demonstrates MCT's commitment to achieving high standards in governance.

Reporting Period Governance Highlights:

- > our Clinical Governance Committee worked hard to ensure the organisation complied with newly required infection control practices and outbreak management plans;
- > our Board took action specific to MCT's workforce by implementing staff workflow strategy and plans for preparedness in the event of a COVID-19 outbreak;
- > our employees continued to receive mandatory training in COVID-19, personal protective equipment (PPE), and infection and outbreak control procedures (to name a few) to be ready to protect the health, safety and wellbeing of our residents and staff;
- > we continued with ongoing training and education for all clinical care staff to improve resident care to pre-empt, detect and minimise incidents of resident deterioration in health;
- > our Finance, Audit and Risk Committee regular review of organisational risk to MCT's business operations or our compliance culture, including review and monitoring of financial and non-financial material risks and emerging risks and the endorsement of our Board's updated risk appetite statement;
- > we continue to achieve ongoing compliance with regulatory and accreditation requirements;
- > our Corporate Governance Committee updated the Board's Governance Manual for 2021 in line with recent changes to MCT's procedures;
- > our Committee's terms and reference policies were reviewed and updated to ensure that they continue to reflect best practice corporate governance;
- > our Clinical Governance Committee reviewed and approved safeguards administered by our clinical teams to protect our aged care residents, community clients, village residents and front-line workers;

- > our Board had oversight of COVID-19 impacts and response, including ensuring the health and wellbeing of our residents, clients and staff and performed ongoing analysis of additional costs incurred to ensure a COVID safe business;
- > our Board reviewed MCT's Strategy Plan against the annual budget and performance targets and had oversight of business performance against these targets and sought to review this Plan to ensure sustainability, undertake horizon scanning and review MCT's long term goals;
- > our Board and Committees undertook an external governance evaluation with a focus on providing excellence in care for MCT clients (both residential and in home), their families, carers and the community's aging needs;
- > our Board undertook an online aged care provider compliance masterclass training program to better understand their obligations in the sector in line with recent legislation changes and proposed Royal Commission implications; and
- > our Board welcomed the recent release of the final report of the Royal Commission into Aged Care Quality and Safety, confident that with government, MCT can deliver on the recommendations to ensure that our residents and clients receive the quality of care they deserve, both now and into the future.

The Board's approach to corporate governance has and will continue to be based on MCT's purpose, organisational values and Code of Conduct that underpin the Organisation's day-to-day activities.

Board Committee Attendance

Board Meetings 13

Klaus Zimmermann (Chair)	13
Paul Chatterton (Deputy Chair)	13
Michael Farley	13
Jill Morgan	13
Bill Morgan	13
Dr Jane Fuller	12
Paul Hodges	12
John Kirwan	12
Greg Parkinson (ended 30 October 2020)	7
Peter Thomas (commenced 30 October 2020)	6

Finance, Audit & Risk Meetings 12

Klaus Zimmermann (Chair)	12
Paul Chatterton (Deputy Chair)	12
Bill Morgan	10
John Kirwan	9
Peter Thomas (commenced 30 October 2020)	8
Greg Parkinson (ended 30 October 2020)	4

Corporate Governance Meetings 5

Jill Morgan (Chair)	4
Michael Farley	4
Dr Jane Fuller	4
Paul Hodges	4
Peter Thomas (commenced 30 October 2020)	3
Greg Parkinson (ended 30 October 2020)	1

Clinical Governance Meetings 6

Dr Jane Fuller (Chair)	6
Michael Farley	6
John Kirwan	3
Annette Marlow (Consumer Representative)	5

Nominations & Remuneration Committee 3

Paul Chatterton (Deputy Chair)	3
Klaus Zimmermann (Chair)	3
Paul Hodges	3
Bill Morgan	3
Jill Morgan	2

COVID-19: the new normal

It has now been a full financial year since the pandemic took hold in March 2020. During this time MCT successfully prevented the impact of Coronavirus by expending significant financial resources. Such expenditure, for this protracted period enabled us to respond quickly and innovatively to continue to safeguard the wellbeing of our residents and customers, their relatives and loved ones and our staff and the community in which we operate. The impact however was to significantly increase our costs during the FY2020-21 period compared to historical levels.

Having navigated through our initial crisis response with expenditure hitting its peak in mid-2020, 2021 enabled us to pare back to a new "COVID-normal" response, which will continue to sustain Masonic Care's operations into the foreseeable future. Acknowledging the ongoing outbreaks in mainland Australia's community, we understand that MCT must continue to remain vigilant to manage the potential infection risk to our aged care customers and ensure their continuity of care, knowing that the cost to protect lives far outweighs the future costs of inaction.

This financial year Masonic Care continued to focus its expenditure on frontline staff, including additional or replacement staff for those needing to isolate due to suspected COVID-19 infection, training for staff in outbreak management and contact tracing, appointed infection prevention control (IPC) trained staff to ensure we are prepared to prevent and respond to infectious diseases, undertaken deeper cleaning and infection control practices to meet COVIDSafe and Tasmanian WorkSafe protocols, performed ongoing PPE 'live' drills, inspired higher personal protective equipment (PPE) usage, and implemented reception greeters at our Residential Care sites whose tasks included screening and taking details for contact tracing during visitor hours. Our frontline staff also successfully rolled out 6 COVID-19 vaccination sessions for our residents over the 3 Facilities (achieving 91% uptake) whilst continually reviewing and reassessing our COVID-19 and outbreak management policy and procedures to ensure we continue to follow best practice.

As we emerge on the side of COVID-19 which has a vaccine, there is still work to be done to get

us to a sustainable long-term financial position. In this new normal, we have levelled out our expenditure, reducing our ongoing COVID-19 costs to approximately \$68,000 per month, and continue to remain all hands on deck at Masonic Care to protect our residents, customers and their loved ones, our staff and the community we operate in from COVID-19. We acknowledge and are extremely grateful of the additional funding provided by the Federal Government in the amount of \$606,973, however it should be noted that this funding has not, and will not, cover what we have spent and continue to spend to defend against the threat of this virus.

In such moments of uncertainty, we take this opportunity to express our heartfelt gratitude to our Masonic Care team for their unwavering dedication and commitment over the financial year. Their team work, duty to learning and training, agility to respond to changing situations, innovation and absolute focus on the wellbeing of our customers and each other through these difficult times has remained a constant.

.....
"I wouldn't change a thing. I feel very comfortable knowing we are testing these things before we need them."

MARJORY, RESIDENT

.....

Just over a year ago, none of us had heard of COVID-19. Now it is a prominent feature of all of our lives. To that end, it is extremely important that none of us become complacent about the spread of viruses and we urge you to continue to adhere to proper hand hygiene and cough and sneeze etiquette, maintain your social distance and to stay at home when unwell or awaiting a result from a COVID-19 test.

We are grateful for and humbled by what our Tasmanian community has demonstrated in a year that has been anything but normal. We will do everything we can to ensure that any further financial impact is minimised, but be secure in the knowledge that MCT's financial decisions are driven first and foremost by the health and wellness of our customers and the community.

Royal Commission into Aged Care Quality & Safety

The Royal Commission into Aged Care Quality and Safety (Royal Commission) released its Final Report, entitled *Care, Dignity and Respect* on the 1st March 2021.

The Final Report is a comprehensive five-volume (2,500 + page) roadmap to fundamental reform of the aged care system, critiquing the current system and putting forth 148 recommendations for transformation over a five-year period. These recommendations are detailed and thorough, spanning all key touchpoints of aged care.

In response to the final report of the Royal Commission, the Government has committed to deliver a \$17.7 billion package of support and reform to aged care to deliver respect, care and dignity to our senior Australians.

This investment of an additional \$17.7 billion is aimed at delivering improved quality care, increased viability in the sector with services respecting the needs and choices of senior Australians.

The Government has responded to the Royal Commission with a five year – five pillar aged care reform plan addressing:

- Pillar 1: Home care:** At home support and care based on assessed needs;
- Pillar 2: Residential aged care services and sustainability:** Improving service suitability that ensures individual care needs and preferences are met;
- Pillar 3: Residential aged care quality and safety:** Improving access to and quality of residential care;
- Pillar 4: Workforce:** Growing a bigger, more highly skilled, caring and values-based workforce; and
- Pillar 5: Governance:** New legislation and stronger governance.



MCT Action Plan illustrating work to be done to respond to the Government Response to the Royal Commission Recommendation.

In responding to the 148 recommendations, of which 123 were joint, and 25 were specific to the individual Commissioners requiring a decision by Government, the Government has accepted or accepted in principle 126 recommendations. In addition, the Government supports instead an alternative on four of the recommendations. Twelve recommendations were subject to further consideration or noted in the government response. Six were not accepted, including four which note the discordant views of the Commissioners.

**The key elements
of the Royal Commissions
response include:**

Pillar 1

Home Care

\$7.5 billion towards supporting senior Australians who choose to remain in their home, including:

- > \$6.5 billion for an additional 80,000 Home Care Packages – 40,000 released in 2021–22 and 40,000 in 2022–23, which will make a total of 275,598 packages available to senior Australians by June 2023
- > \$10.8 million to design and plan a new support in home care program which better meets the needs of senior Australians
- > \$798.3 million to support the 1.6 million informal carers, including additional respite services for 8,400 senior Australians each year, and
- > \$272.5 million for enhanced support and face-to-face services to assist senior Australians accessing and navigating the aged care system.

Pillar 2

Residential aged care services & sustainability

\$7.8 billion towards improving and simplifying residential aged care services and to ensure senior Australians can access value for money services, including:

- > \$3.9 billion to increase the amount of front-line care (care minutes) delivered to residents of aged care and respite services, mandated at 200 minutes per day, including 40 minutes with a registered nurse
- > \$3.2 billion to support aged care providers to deliver better care and services, including food through a new Government-funded Basic Daily Fee Supplement of \$10 per resident per day
- > \$102.1 million to assign residential aged care places directly to senior Australians, and to support providers to adjust to a more competitive market
- > \$49.1 million to expand the Independent Hospital Pricing Authority to help ensure that aged care costs are directly related to the care provided
- > \$189.3 million for a new Australian National Aged Care Classification to deliver a fairer and more sustainable funding arrangements, and
- > \$5.5 million to reform residential aged care design and planning to better meet the needs of senior Australians, particularly those living with dementia.

Pillar 3

Residential aged care quality & safety

\$942 million to drive systemic improvements to residential aged care quality and safety, including:

- > \$365.7 million to improve access to primary care for senior Australians, including the transition of senior Australians between aged care and health care setting and improved medication management
- > \$262.5 million to ensure the independent regulator, the Aged Care Quality and Safety Commission (ACQSC), is well equipped to safeguard the quality, safety and integrity of aged care services and can effectively address failures in care
- > \$7.3 million for additional resources to build capacity within residential aged care for the care of senior Australians living with dementia
- > \$67.5 million for the Dementia Behaviour Management Advisory Service and the Severe Behaviour Response Teams to further reduce reliance on physical and chemical restraint (restrictive practices), and
- > \$200.1 million to introduce a new star rating system to highlight the quality of aged care services, better informing senior Australians, their families and carers, including
- > \$94.0 million to expand independent advocacy to support greater choice and quality safeguards for senior Australians.

Pillar 4

Workforce

\$652.1 million to grow a skilled, professional and compassionate aged care workforce, which will be the powerhouse of the Government's reform agenda, including:

- > upskilling the existing workforce and providing training for thousands of new aged care workers, including 33,800 subsidised Vocational Education and Training places through JobTrainer.
- > \$228.2 million to create a single assessment workforce to undertake all assessments that will improve and simplify the assessment experience for senior Australians as they enter or progress within the aged care system
- > \$135.6 million to provide eligible Registered Nurses with financial support of \$3,700 for full time workers, and \$2,700 for part time workers, nursing scholarships and places in the Aged Care Transition to Practice Program; and
- > \$9.8 million to extend the national recruitment campaign, to help increase the skilled and dedicated aged care workforce.

Pillar 5

Governance

\$698.3 million to improve the governance across the aged care system. This will embed respect, care and dignity at the heart of the system, guaranteeing better choice, high quality and safe care for senior Australians, including:

- > \$21.1 million to establish new governance and advisory structures, including a National Aged Care Advisory Council, and a Council of Elders, and to work towards establishment of an office of the Inspector-General of Aged Care
- > \$630.2 million to improve access to quality aged care services for consumer in regional, rural and remote areas including those with First Nations backgrounds and special needs groups
- > \$13.4 million to improve rural and regional stewardship of aged care, with Department of Health aged care officers embedded within eight of the 31 Primary Health Network regions, and
- > The drafting of a new Aged Care Act to enshrine the Government's reforms in legislation by mid-2023.



The Royal Commission recommendations and the federal government's response to these recommendations propose significant change and reform to the Aged Care Sector as a whole, and also to Masonic Care Tasmania's operations.

A review of the impact of these recommendations and the government's response to the final report has been mapped against Masonic Care Tasmania's strategic plan and an action plan and revised strategic plan has been provided to Board & Executive for implementation.

Caring for our Community



540

Residential &
Respite Care

+



261

Independent
Living Residents

+



369

Community Care
& Home Support Clients

= 1,170

Total number of older Tasmanians supported

37,695

Community Care hours



42

Volunteers statewide



214

Retirement Living Units



12

Retirement Village locations

Giving Back to our Community



\$28.95m

Total annual
wages paid



\$2.48m

Total contribution into
Employee Super Funds



\$16.64m

Total payment
to suppliers

= \$46.56m

Total payments made



563

Tasmanian suppliers supported

13,699

Total staff
wages processed



5,695

Number of maintenance
requests processed

Our Services - providing exceptional care

Throughout 2020/21, Masonic Care Tasmania (MCT) took great pride in delivering a safe and consistently high level of care to our residents.

Our workforce continued to learn and build on a difficult 2020 and in 2021 we embraced these challenges with great energy and focus. As a result, we enjoyed a year full of wonderful experiences and memories for our residents, volunteers and workforce alike.

As the uncertainty of international and national travel continued, the team at Fred French developed one of the most successful activities on the calendar – Arm Chair Travel. Arm Chair Travel, delivered by our passionate Leisure & Lifestyle team, takes our residents on a journey of discovery, not just of mind but of tastes and sensations, either to a foreign land or a favourite mainland or local destination. It provided a sensory experience and the opportunity to learn about exotic lands and important past events in a meaningful manner. Arm Chair Travel was and continues to be a highlight on our activities calendar and residents are thrilled to share their own memories and adventures from days gone by.



Margaret Oakley and Katrina Cser with MCT staff member Ruth Groom enjoying their virtual travel experiences with 'Armchair Travel' sessions.



Fred French staff were on hand to help residents experience some fun in the brief but beautiful snow.

Engagement was a key focus for MCT throughout the year. We re-commenced our group discussion meetings, introduced Dementia Support Group Meetings and rolled out our Family and Friends Welcome Board to re-engage our residents and build on our inclusive, engaging and welcoming home. These meetings gave our residents an opportunity to be involved in relaxed conversations not only around their care planning and activities but also the opportunity to be engaged in conversations with their families and advocates. These forums also highlighted to our residents the value of their input and the importance of being included in all aspects of their care. Our clinical team continued to engage directly with our residents regarding their care planning, often encouraging and welcoming their loved ones to be included in these conversations as well. They were very well received and provided our residents and their families a safe space to speak comfortably and openly.



Team member Danny brought his restored VW bug in for a show-and-tell session with the Men's Group gentlemen. They were taken on a trip down memory lane with lots of stories shared from days gone by. The Men's Group is a popular activity at Peace Haven and it is always a hive of activity.

One major highlight was achieving re-accreditation at Peace Haven for another three years. This wonderful result was testament to the hardworking team at Peace Haven and confirmation that we are delivering a standard of care that enables us to meet all of our requirements against the Aged Care Quality and Safety Commission (ACQSC) Aged Care Standards. Re-accreditation has given the Peace Haven team a renewed drive to continue to strive for excellence across all areas in what we do each day.

This year Peace Haven's Men's Group was particularly popular. Peace Havens Leisure & Lifestyle team, including one of MCT's maintenance team members' Danny Whelan, delivered a program to a group of men that is inclusive, creative and enables them to collaborate and bond over projects they enjoy. This activity offers so much more than basic woodworking skills; it enables conversations to flow about fabled yarns and daring deeds from years gone by, sharing of skills and knowledge in a familiar environment as well as giving our residents purpose in completing practical and familiar projects. The enjoyment our men – not only residents but our wonderful staff – gain from this activity is undeniable.

Christmas time across MCT is traditionally a very special time of year where our residents, their families and friends look forward to celebrating the festive season – together. However, with the visitor restrictions continuing throughout 2020 and into 2021, this



Thank you to our valued volunteers

We are always grateful for our wonderful community of volunteers. Our volunteers provide so much more than their time and skills, they build strong connections between residents and the local community and nurture relationships that endure over time. We celebrated our volunteers and their ongoing commitment and achievements by hosting a morning tea at Chats Café during National Volunteers Week in May 2021.

Above: Volunteer Claude Conlan enjoying a game of draughts with Freemason Resident Rae Lawrie.



'Molly' the lamb visited Peace Haven and residents and staff were delighted to have a cuddle. The smiles and joy she brought to the residents and staff was just wonderful.

presented a number of challenges and our team of dedicated staff continued to provide a joyous and festive experience for our residents and their families whilst adhering to COVID safe practices and restrictions.

'Christmas High-Teas' were created and facilitated by our wonderful Leisure and Lifestyle team who hand delivered beautifully presented tiered platters and tea to the residents and their visitors .

It gave our residents and their visitors an opportunity to re-connect, to reflect, share and celebrate the season in a more personal and intimate way. The feedback we received was overwhelming and highlights the hard work and creative thinking from our caring staff during a challenging time.

Masonic Care Tasmania's emphasis on engagement and continuous improvement enabled us to continue to deliver an exceptionally high level of care for our residents which will lead us well into the next year with rekindled hope and vigour.



Leanne and Janine, Leisure & Lifestyle team members at Freemasons delivering beautifully presented Christmas High Teas to residents and their visitors.

"I just wanted to say thank you to all concerned regarding the "High Tea" being offered to residents and two guests in the lead up to Christmas.

It was an absolute delight to have High Tea delivered to my parents room and to be able to share with them, along with an old friend of theirs in such a delightful way. The friend also commented how nice it was and so well presented."

DENISE, RESIDENT'S FAMILY MEMBER

Community Home Care Services

The Community Services team had an extremely busy year with the continued growth in Home Care package customers which required us to grow our staff numbers, and continually improve our processes and systems to ensure that we provided the necessary services required to deliver to our 120 many Home Care customers.

During the 2020/21 period, our team delivered a total 24,192 hours of services to our valued customers which were spread far and wide across Tasmania. In the North, we provided services to areas such as Launceston, Georgetown, Swan Bay, Westbury, Deloraine, Cressy, Longford, Perth, Nunamara and Lilydale. In the South our staff travelled throughout Hobart, to Brighton, New Town, Claremont Huntingfield, Sorell, Warrane, New Norfolk, Rosny and Kettering.

With the announcement of more Home Care Packages being made available this year, MCT is seeing a steady growth in customers and with the recent announcements by the government we expect the demand for these services to grow even further in 2021/22.

Our Team continue to deliver tailored support to Community customers in their own homes. They are a unique and dedicated group of people who are passionate about creating memorable and enjoyable experiences for our customers. whilst achieving their individual goals and maintain and enhance their independence and social experiences within the community.

Day Therapy Services

Masonic Care Tasmania's (MCT) Day Therapy Centre (Launceston) and Manor Gardens (Hobart) boasts vibrant, interactive programs that enhance the wellbeing and quality of life for everyone who joins us. Most importantly, the Centre fosters fun, creates joy and enhances the lives of those who visit us.

Following the initial interruption of normal services due to COVID-19 in 2020, our team continued to support clients via wellness check phone calls and distribution of



The Community team has actively promoted the care about aged care campaign in support of the Australian Aged Care Collaboration, calling on our Government to take action to ensure a world-class aged care system to meet the needs of older Australians.



Rex was fascinated by the stick insect that Manor Gardens staff member Luke brought in for show and tell.



Helga's Story: From a German 'Ten Pound Pom' to becoming a nurse in Australia

When did you come to Australia? How old were you and why did your family emigrate?

"I was 13 years old. I came with my mother and father and my younger brother. My older sister and my middle brother came out earlier to Australia with my aunt, my dad's sister. First of all, we were going to go to America because my father's other sister lived over there. And then my parents changed their mind. My father's other sister lived in Tasmania and so they decided we go to Tasmania. I don't know what changed his mind. My father was born in England and before we came to Tasmania we lived in England for 12 months, in Hexham Northumberland. I went to school there. I was a weekly border for some reason, I don't know why. I stayed there for the week and went home on the weekend."

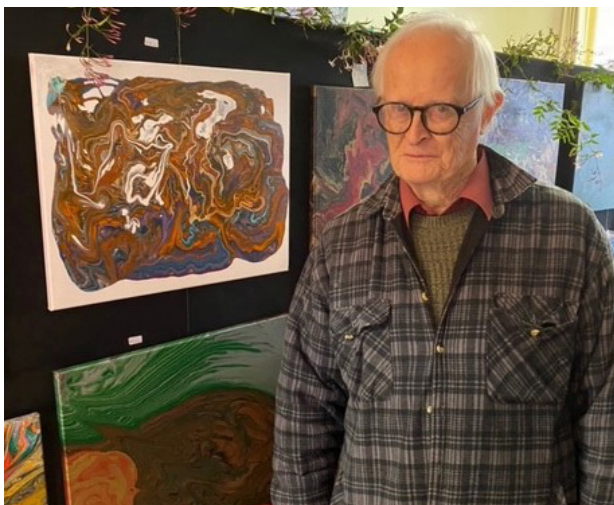
What was it like being a German girl in an English school?

"It was very hard for me because I didn't know any English at all. And I used to count in German and I got told off so many times but it was

Fascinating life stories from club members were a wonderful way for other club members to connect during restrictions.

a weekly newsletter containing photos of fellow MCT clients, articles of interest, word puzzles and activity packs full with magazines, craft activity instructions and materials and some home cooked goodies.

Despite a complete change to the normal routine and roles, staff adapted remarkably well and did their utmost to find ways to continue provide COVIDSafe support to some of the most vulnerable people in our community and to give carers a much needed break.



Tom Mglynn with his wonderful fluid painting at the exhibition.

Once restrictions eased, home visits re-commenced and staff organised connections with other Club Members and family members using iPads which was welcomed by all. With consent, our clients were given the opportunity to 'tell their story' which saw them interviewed by a staff member and photos and stories shared which were then published and sent out with the weekly newsletter. The stories were very well received and appreciated by the participants and their families who received a copy of the newsletter. This was a particularly special project to gather information and put in writing what otherwise may have been lost forever, but now is a keepsake for their families and loved ones.

Small outings eventually resumed and clients were taken to some beautiful locations, including beaches and parks, to enjoy the company of other MCT clients. As COVID restrictions began to relax, our Day Therapy Centres reopened at half capacity offering short periods of social support for a number of clients with two groups of seven attending each day. Clients continued to receive transport to and from the centre if required and several small meals while in attendance.

Last year the team launched the Fluid Art Program where team members supported clients to create their own beautiful free-flowing artworks. So popular was the program that the Day Therapy Team organised an exhibition to showcase the wonderful artworks with many pieces being sold prior to the opening of the exhibition. All money raised went back into supporting our programs as well as providing more art supplies for the program.

The team also worked together to launch their 'Seniors Got Talent' event. The event ran over 6 weeks and included semi-final and final round category performances with winners and runners-up awarded lovely handmade trophies. It highlighted the musical and theatrical talents of our residents and community members and the energy, musical memories and hours of fun the team delivered was another wonderful achievement for the team this year.

As we reflect on the year that was, MCT recognises our amazing volunteers who were able to assist with transporting our clients throughout the day. Regaining the use of the bus and opening to full capacity in the last few weeks of the financial year has been incredibly exciting for the staff and clients and has given all a new appreciation of freedom.



David Clark with DTC team members Dennis and Greg at the 'Seniors Got talent' event.



Retirement Villages

After what was a challenging time for everyone, especially our Village Residents who often visited our Aged Care Facilities, we were delighted to welcome back MCT Village Residents to our Facilities earlier in the year and re-connect with them at morning and afternoon teas, and attend the odd Happy Hour when time permitted.

Throughout the year, retirement living clients were extended opportunities to participate in programs and activities facilitated by the Day Therapy Centre Team. The Fluid Art Program was a popular session each Wednesday which lead to a highly successful art exhibition featuring artworks from both retirement living and Day Therapy Centre clients.

Car park sales were also held throughout the year where produce and crafts that clients had

contributed were sold. Items included painted pots, plants, flower arrangements, gift baskets, cushions, treats, and fresh produce from the Gardening program. Invitations were extended to all villages and attendance was well represented from each village.

At the Anchorage Community centre, regular card game afternoons, craft and knitting groups as well as exercise sessions - with personal trainer Amanda - were held throughout the year. Residents are delighted to be back together enjoying social gatherings and activity sessions at the light and bright Anchorage facility.

This past year has seen an activity of works undertaken and the MCT Maintenance and Gardening teams continue to support our Village Residents.

Above: Retirement living residents enjoying an exercise session at The Anchorage.

Quality of Care - improving care for the future

This past year at Masonic Care Tasmania we have had a strong focus on continuous improvement of clinical care and quality standards.

During November 2020, Assessors from the Aged Care Quality and Safety Commission visited Peace Haven to undertake a full re-accreditation audit. The Commission report evidenced that Peace Haven successfully met all eight standards and full accreditation was endorsed for a further 3 years, to December 2023.

Fred French accreditation status expired on the 2 June 2021 and Freemasons on the 4 July 2021, but due to the challenges for Assessors to visit on site, the Department of Health has provided notification that both these facilities continue to meet accreditation requirements until the day an accreditation decision takes effect or for a period of 6 months, whichever occurs first. Therefore, Fred French remains accredited until 2 December 2021 and Freemasons until 4 January 2022.

Clinical governance continues to be a major emphasis for the organisation. To ensure our resident-focussed commitment to deliver high levels of care, we established a Quality of Care sub-committee to drive our strong clinical focus on high impact risks and to ask questions about how MCT is improving its clinical care.

To assist us in our efforts, we grouped certain months of the year into clinical themes which allowed our teams to have a dedicated focus on the following topics:

- Mental Health in Aged Care
- Diabetes care in Aged Care
- Falls and Post Fall management
- Wound Prevention and Care
- Palliative Care

Throughout the months, staff were engaged in targeted education to increase their understanding and knowledge surrounding key areas of the clinical aspect of Residential Aged Care.

Growing partnerships to support improved Care delivery

To ensure we support quality of care and foster a culture of continuous improvement, we have established strong connections with Palliative Care Tasmania, Diabetes Tasmania, Parkinson's Tasmania and the Richmond Fellowship. These connections give us an extended network to support our teams through education and development, with a strong focus on delivering person centred care.



The enthusiasm from the team members at Peace Haven who received their COVID-19 vaccination was tremendous. Such a positive outcome is no doubt a direct result of the time and energy our team members have spent training staff and informing our residents. Well done team!



MCT Board Members participated in 'donning and doffing' during PPE training.

Diabetes Tasmania pilot program

Funded by Primary Health Networks, this innovative pilot program allowed us to access up-to-date and rapid support for our Residents with diabetes. Through a referral process, any Resident with Diabetes was eligible for a case review in collaboration with Diabetes Tasmania and our valued GPs. Through this program, MCT also had access to Diabetes Nurse Educators which enabled our Nursing and Care workforce to receive specific education on the complex needs of elderly people with diabetes. MCT were proud to engage with such an innovative and person centred project.

Richmond Fellowship Tasmania pilot program

Through our engagement with Richmond Fellowship Tasmania, MCT were able to introduce the Richmond Fellowship Tasmania Aged Care pilot program. This pilot program focussed on providing our Residents with access to external mental health support, not requiring a specialist referral. This program enabled our Residents with mild to moderate needs to receive

clinical support from external social workers or psychologists. The Richmond Fellowship group were able to work on site, conduct group therapy sessions and work with our staff providing some education.

Masonic Care Tasmania's response to COVID-19

The ever-changing requirements to ensure our preparedness in response to a COVID-19 outbreak, was truly a team effort at Masonic Care Tasmania. From the development of Outbreak Management plans, to our Zoom calls with Resident's Families and advocates to keep everyone updated on the latest developments, all of the MCT team were committed to ensuring we kept our Residents and our Community safe. Throughout the organisation, teams participated in Personal Protective Equipment (PPE) training, hand hygiene training, isolation drills and constant revision of key clinical plans. To date, 407 staff have attended face to face "donning and doffing" PPE training and 245 team members have received education on the importance, and effect, of COVID-19 vaccines.

Our People

Our people are what makes Masonic Care Tasmania (MCT) a great place to work.

We strive to support and empower our skilled, diverse and motivated workforce and we are extremely fortunate to employ a diverse range of people who bring with them a wealth of knowledge and expertise to our organisation.

This year the COVID-19 pandemic has continued to influence our lives in ways that we could not have foreseen. Our people have been resilient in times of uncertainty, adapting to the new demands of a prolonged pandemic, continuing to provide the best standard of care and service to our residents and clients.

The Aged Care Royal Commission recommendations have also provided new opportunities for our people to demonstrate their passion for our residents and clients. We are so proud of how our people have adjusted to these changes, whilst not losing their empathy and genuine compassion.

We continued our partnership with the Migrant Resource Centre Northern Tasmania and were pleased to offer employment to a number of participants. Masonic Care Tasmania has grown this partnership with the Migrant Resource Centre by including new programs for participants including an introduction into cleaning and customer service.

We developed our innovative programs such as Taster Day, introducing a new element to the program by providing participants the chance to taste and learn about traditional Australian foods served across our sites. This included Vegemite, Weetbix and marmalade. It was a wonderful learning experience for students and they gained a greater understanding of our residents needs from the day.

'Know me, Know my role' campaign

We connected with our workforce directly and empowered them to use their voice and share their knowledge. The successful campaign of 'Know me, know my role' gave our workforce the opportunity to



Pat Bhandari is an ECA at our Freemasons Home can often be found singing and dancing with the residents. "I love being a part of their lives and putting a smile on their faces".

express themselves personally and acknowledge their achievements with their Team Leader in a supportive and inclusive environment.

We also introduced Team Shout Out boards in all staff common areas in our residential aged care facilities. The purpose of the Shout Out boards was to acknowledge the hard work and dedication of our team that can often go unseen. These noticeboards provide our staff with a place to share their positive thoughts and give encouragement to each other by posting simple handwritten notes in a space that everyone can enjoy. This initiative provides an opportunity for team members to 'Shout Out' to other team members for something they have done well, gone over-and-above their usual tasks or for just having a great shift with other team members. Team Leaders and Managers also use these boards to post thank you cards and emails from Resident's family and friends.

Awards & Recognition

2021 HESTA Excellence Awards Nomination

The HESTA Excellence Awards recognise exceptional achievements in a range of settings across aged care, allied health, community services and disability services. This year the Day Therapy Centre ('DTC') Team was nominated for their hard work in engaging and delivering services throughout a difficult year.

Throughout 2020 and into 2021 the DTC Team conducted regular welfare checks on their clients to ensure they were doing ok and not feeling isolated or alone. DTC Team members went for walks in and around their clients neighbourhoods to encourage and continue physical activity. They played Bingo over the phone and Facetime - introducing and teaching new technology to their clients.

The DTC Team provided one-on-one entertainment support to their clients in and around their homes. This proved very important particularly during significant events like ANZAC Day and birthdays. Birthdays were celebrated with gusto and families were included where possible.

They introduced the Floral Design Program where donated flowers from team members gardens were arranged in beautiful bouquets and delivered by team members to their clients. The DTC Team partnered with the local Coles supermarket and Bakers Delight bakery to collect excess magazines and freshly baked bread to include in their popular activity packs. These packs included jokes, crosswords and trivia questions that kept clients thinking and were delivered on a weekly basis.

As the year progressed and the Centre slowly began to open, the Team have added many new and exciting programs to their activity calendar.



82%
Females

18%
Males



37
YEARS

Longest serving employee

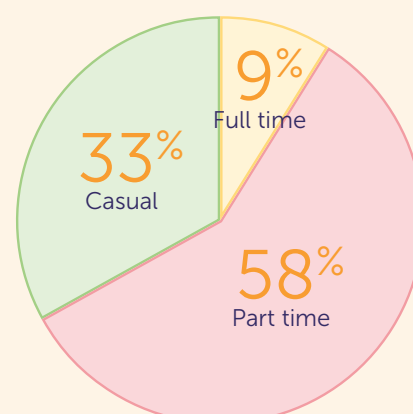
18
YEARS

Youngest
Employee

78
YEARS

Oldest
Employee

Our Employment



Community Services Award Nominee

Community Case Manager, Sarah Franks was nominated for Community Services student of the Year Award through Work and Training.



From Sarah: "Masonic Care Tasmania offered me an opportunity to step up from my Support Worker role and into a Case Manager role. Part of this transition was to participate in training and so I enrolled through Work and Training to undertake the Diploma of Community Service.

This course was completed in 2 years and has enabled me to be proficient in my role as a Case Worker for Community Services.

A big thank you to everyone who has helped me along the way and for this wonderful opportunity. Even if I am not awarded Student of the Year, I am very pleased to have been thought of for this award."

2020 ACSA Recognition Program

The ACSA 2020 Recognition Program replaced ACSA's regular annual awards by honouring all the workers that had gone above and beyond in caring; the organisations that had innovated to keep services going; the teams that had worked night and day; and the leaders that had held organisations together.



Josh Lalung: Creativity - Individual

Josh is a passionate, creative and very talented ECA who cares deeply about providing the very best care and experience for residents at Masonic Care Tasmania, Freemasons Home. Josh can often be heard playing his guitar and singing to residents during meal times and for special occasions like birthdays and family gatherings.

Josh's creative talent provides residents with wonderful musical memories and the opportunity for them to participate in singing and occasionally bring along their own instrument to play and sing together. Well done Josh.



Hayley Pridmore: Unsung Heroes - Individual

Hayley Pridmore is one of Masonic Care Tasmania's Community Support team members in Launceston who is committed and energetic, a quiet achiever who loves and thrives in her role.

'Getting to know my clients and help them stay in their own home is what I love most. My goal when I started was to make them feel loved and wanted.'

Hayley says her biggest influence on her career choice was her grandfather. 'He made me realise how important it is to help older people stay in the home they have loved for so many years'. Masonic Care Tasmania appreciates and thanks Hayley for her commitment as an invaluable Community Support team member.



Day Therapy Centre Team: Community Spirit – Team

Our Day Therapy Centre team was also recognised in the ACSA Community Spirit Award which recognises the people and the activities they created to keep community spirits going in these challenging times.

It celebrates the ways we have continued to bring community together, keep people connected, enhance a sense of community or how we found ways to keep the spirits up for our older Australians.

Above: The Day Therapy Centre Team L-R: Paul Tulk, Kate Gray, Susan Bland, Stephani Green, Taylor Tafari, Karyne Button (Coordinator), Dennis Quillerat and Kim Burk.

Masonic Care Tasmania's Financials

2020/21

The following information is an extract from the full
General Purpose 2020/21 Financial Report.
Masonic Care Tasmania - ABN 21 590 239 241

Statement of Comprehensive Income

For the Year Ended 30 June 2021

	2021	2020
	\$	\$
Income		
Accommodation supplements and retentions	1,575,830	1,492,234
Donations and bequests	123,708	166,404
Fair value changes - investment properties	8,228,211	2,951,307
Reversal of impairment on investment properties	-	1,465,139
Government funding	32,270,628	26,896,690
Investment earnings and market value movement	3,481,944	9,615
Other revenue	482,818	940,861
Profit/(loss) on sale of assets	489,164	13,753
Resident fees	7,990,517	7,481,754
Retirement village fees	1,474,579	1,338,136
Total income	56,117,399	42,755,893
Less: Expenses		
Capital maintenance expense	322,912	170,964
Catering expenses	1,567,991	1,582,220
Cleaning and laundry expenses	347,007	308,608
Depreciation and amortisation	1,765,388	2,116,515
Employment expenses	31,432,888	29,911,754
Interest expense	189,253	325,388
Operating expenses	3,617,141	2,993,737
Provision for resident share of capital gain expense	3,429,839	869,453
Property expenses	960,886	951,772
Resident care expenses	2,822,777	2,923,286
Utilities expenses	1,433,957	1,502,005
Total Expenses	47,890,039	43,655,702
Net Surplus/(Deficit) for the year	8,227,360	(899,809)
Other Comprehensive Income	-	-
Total Comprehensive Income for the year	8,227,360	(899,809)

The above information is an extract from the full General Purpose 2020/21 Financial Report.

Statement of Financial Position

As at 30 June 2021

	2021	2020
	\$	\$
ASSETS		
Cash and cash equivalents	22,129,939	11,718,911
Trade and other receivables	444,125	632,927
Inventories	107,834	50,043
Other financial assets	24,299,864	21,677,057
Other assets	1,607,841	1,541,934
Property, plant and equipment	43,149,884	44,897,392
Investment properties	75,587,534	69,864,639
Intangible assets	102,297	152,297
TOTAL ASSETS	167,429,318	150,535,200
LIABILITIES		
Trade and other payables	4,478,221	6,189,311
Employee benefits	4,051,067	3,594,778
Provisions	6,912,175	3,770,085
Revenue received in advance	353,004	399,554
Borrowings	7,771,256	7,296,287
Other liabilities	106,129,607	99,778,557
TOTAL LIABILITIES	129,695,330	121,028,572
NET ASSETS	37,733,988	29,506,628
EQUITY		
Reserves	1,584,549	285,714
Accumulated surpluses	36,149,439	29,220,914
TOTAL EQUITY	37,733,988	29,506,628

The above information is an extract from the full General Purpose 2020/21 Financial Report.

Statement of Cash Flows

For the Year Ended 30 June 2021

	2021	2020
	\$	\$
CASH FROM OPERATING ACTIVITIES:		
Resident fees received	10,626,940	8,493,749
Government subsidies received	30,971,793	26,896,690
Receipts from other sources	1,872,433	1,908,456
Interest received	201,826	208,799
Investment income received	651,311	25,400
Interest paid	(189,253)	(131,041)
Payments to suppliers and employees	(45,127,216)	(36,929,381)
Net cash provided by (used in) operating activities	(992,166)	472,672
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from the sale of non-current assets	3,427,729	122,820
Purchase of property, plant and equipment	(435,734)	(3,052,669)
Net cash provided by (used in) investing activities	2,991,995	(2,929,849)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Resident payments	(18,298,017)	(19,201,561)
Resident deposits	26,228,248	26,365,364
Loans received	278,259	-
Loans paid	(87,060)	(152,318)
Funds from insurance premium funding	1,352,973	1,303,811
Repayments to insurance premium funding	(1,069,204)	(505,201)
Net cash provided by financing activities	8,405,199	7,810,095
Net cash increase (decreases) in cash and cash equivalents	10,405,028	5,352,918
Cash and cash equivalents at beginning of year	11,718,911	6,365,993
Cash and cash equivalents at end of financial year	22,123,939	11,718,911

The above information is an extract from the full General Purpose 2020/21 Financial Report.



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