

Lerwin Residential Aged Care Facility ANNUAL BUSINESS PLAN

2022-2023



LERWIN

**MURRAY
BRIDGE**
THRIVING COMMUNITIES



Acknowledgement of traditional owners

*The name Lerwin is a First Nation's word that translates to
'come in, sit down and rest'.*

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today.

We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region.



MAKE IT YOURS

**MURRAY BRIDGE IS CHANGING.
WE'RE CREATING AN ENVIRONMENT
WHERE YOU CAN MAKE YOUR
OWN OPPORTUNITIES, MAKE
A HOME, MAKE AN INVESTMENT,
AND MAKE MEMORIES.**



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LERWIN CONTEXT AND INTENT

Through the 2019-2020 financial year, Lerwin undertook an ambitious refurbishment project which saw the facility expand to 80 beds. The refurbishment project was completed in December 2020.

Since the refurbishment project, Lerwin has been on an improvement journey. This has seen the following tangible improvements:

- Average bed occupancy from 85% to 98%
- Average Aged Care Funding Instrument (ACFI) dollar uplift from \$150 to \$170/resident/day
- Respite days from 60% allocation to 140%

These improvements combined with Lerwin achieving reaccreditation in December 2021 for a further three (3) years, provides for a strong platform - positioning Lerwin as a sustainable business and Council community service.

This Business Plan sets up future requirements to address findings from the Accreditation Audit and will support future Lerwin business planning and budget processes.

This and all consecutive Business Plans strive towards achieving the following for Lerwin:

Vision:

Committed, Compassionate Care that Connects Residents and Community

Mission:

Lerwin's goal is to deliver the highest quality care and services to our residents and their families/representatives at this important time in their lives.

This is provided in a supportive, progressive, and dignified environment through mutual respect.

We believe that all members of the community should have access to care and services in a residential facility, which respects their privacy, dignity, and independence whilst enhancing their quality of life.

Values:

Lerwin has the following four (4) values, which complement the Rural City of Murray Bridge values:

Respect

We respect our residents as individuals who deserve High Quality Care tailored to their needs, by involving the resident and family/representatives in planning individual care needs.

Compassion

We strive to understand the needs and feelings of our residents, families, and colleagues. We act with kindness and decency in everything we do through mutual respect. We understand and accept that all residents have the right to make individual choices.

Positive Attitude

We take individual responsibility for our actions, commitments, and wellbeing. We work willingly as a team to ensure the highest quality of care is provided to our residents and families.

Integrity

We will conduct ourselves in a professional manner and be accountable for our actions and attitudes.

Risk Management:

Lerwin operates under a strong risk management framework. Key risks that this plan addresses are the following:

- Aged Care Quality Standards Compliance
- Resident Safety and Welfare
- Local business competition - emerging and existing
- Staff availability and retention
- Changes in income funding models and maximising entitlements
- Industry workforce culture
- Workforce planning and resourcing

All risks are identified as opportunities or mitigated through strategies and actions in this plan.



FOREWORD

Mayor's Message



It gives me great pleasure as the Mayor of the Rural City of Murray Bridge to introduce our Lerwin Annual Business Plan for 2022-2023.

The Plan reflects the aspirations of our Strategic Plan 2020-2024 and particularly our objective of ensuring 'high quality, affordable residential care provision is accessible to the community'. This is instrumental in achieving our Community Plan 2016-2032 aspiration of Thriving Communities.

This Plan is focused on addressing the findings from the Aged Care Quality and Safety Commission Audit (October 2021) and continues to build on all the things that Lerwin does well.

The ongoing commitment at Lerwin comprises a \$7.2m operating expenditure budget. This is evidence of council's continued commitment to the services' financial sustainability and ensures that the community has options for - and access to - high quality, viable residential aged care within our community.

A handwritten signature in blue ink, appearing to read 'Brenton Lewis'.

Brenton Lewis
Mayor
Rural City of Murray Bridge

Aged Care Governance Committee Chair Message

As the inaugural Chair of the Rural City of Murray Bridge Aged Care Governance Committee, I am proud to be part of the skills-based team that provides advice and oversight to the Council teams that deliver quality care and services to the older people within the city and the region.

The timing of the Aged Care Quality and Safety (ACQS) Commission Audit in October 2021 was serendipitous. The Lerwin Annual Business Plan for 2022-2023 reflects the areas for improvement identified through the accreditation process and supports the continued delivery of high quality, safe care to the eighty (80) residents who call Lerwin home.

I am confident that the service changes, key and capital projects planned and budgeted for the coming year will simultaneously contribute to and address the Aged Care Quality and Safety improvement areas and the requirements of Council to deliver the best services possible to residents.



Mel Ottaway
Aged Care Governance Committee Chair
Rural City of Murray Bridge

CEO's Message

The Lerwin Annual Business Plan for 2022-2023 will continue to progress in delivering the objectives of our Strategic Plan 2020-2024.

It has been developed with consideration of the current economic environment – knowing that Lerwin will soon have increased competition in the local market and that our community and the Lerwin workforce face continuing pressures that surround consumer directed care and COVID.

There has been considerable effort made to balance the needs and aspirations of Lerwin residents, their representatives, the Lerwin workforce (and volunteers) and the broader community. This includes sustained investment in aged care services and the Aged Care Quality and Safety Commission requirements.

You will find the Lerwin Annual Business Plan a comprehensive, yet easy to read summary of activities, projects and expenditure for the year.

I encourage you to read the Lerwin Annual Business Plan and note the service and investment activities it funds in order to deliver high quality and safe care. Meanwhile we are maintaining a high level of service and providing for a healthy and financially responsible future.

I am confident that the Lerwin Annual Business Plan and budget for the coming year will deliver on our obligations as a residential aged care provider and contribute to the City's vision of *Thriving Communities*.



Michael Sedgman
Chief Executive Officer
Rural City of Murray Bridge



Council commitment and role

Lerwin is quite unique in that it is unusual for a residential aged care facility to be owned and operated by local government. As Lerwin approaches its 40th anniversary, it's timely to reflect on the role of Council with regards to Lerwin.

The Rural City of Murray Bridge maintains its commitment to the residents, staff and the community through a conscious decision to continue to support Lerwin by fulfilling the current roles as defined in Councils Strategic Plan:

- Service Provider (Direct) - Council is currently providing full or majority of resources for a service
- Service Provider (Part Funder) - Council is currently contributing minority/part resourcing for a service for which others have responsibility
- Service Provider (Agent) - Council providing a service on behalf of, and funded by, others that involves hosting or other in-kind use of council resources
- Owner/Custodian - Council owning or managing infrastructure, facilities, reserves and natural areas



LERWIN BUSINESS PLAN DEVELOPMENT

Council’s commitment to informed decision making

All strategic plans, including the Community Plan 2032, are directly informed by our community and the feedback provided.

Understanding community aspirations in strategic plans is an essential part of deciding how we will address an issue. Council is required by legislation to ensure we provide reasonable opportunities for the community to be involved in the development and review of our plans.

The level of community engagement undertaken varies depending on how complex the issue is, and how much of an impact it’s likely to have on our community.

For more information about our engagement approaches, visit [Council Policies | Murray Bridge Council](#)

Methodology

Council is required by legislation to ensure we provide reasonable opportunities for the community to be involved in the development and review of our plans and commits to fulfilling the role of Information Provider/Promoter by providing information on, or strategically promoting, community services, opportunities, events, people and places.

It is also a fundamental human right that people have the right to be involved in the decisions that affect their lives. Residential aged care is quite personal and individualised – so this is a fundamental principle for how Lerwin operates.

It is within that context and the context of the Council Annual Business and Budget Plan 2022 - 2023 that the Lerwin Business Plan Roadmap and Engagement Approach was developed. The timing was designed to specifically consider Council’s timeframes, the outcome of the Aged Care Quality and Safety Audit (October 2021) and to ensure that the voice of all Lerwin stakeholders were captured in its development.

Lerwin Business Plan 2022 -2023 Road Map

25 August 2021	Committee	Context and Proposed Process
24 September	Administration	Resourcing and Initiatives Scoping Complete Desktop Drafting of Document
29 September	Committee	Stakeholder Engagement Plan Key Principles/Messages/Assumptions

1 October - 30 October Stakeholder Engagement

1-14 November	Administration	Business Plan Finalisation
13 December	Council	Committee Chair Representation to Council
23 December 2021	Committee	Business Plan Referred to Council for consideration into 2022/23 Business Planning Process
31 January 2022	Council	Business Plan Presented and Received for inclusion in 2022/23 Business Planning Process

Engagement approach

Continuing Council's commitment to community informed decision making - throughout October and early November 2021 – Lerwin coordinated a number of engagement activities to 'involve' various Lerwin Stakeholders to gather data and information to form the development of the Lerwin Business Plan 2022 - 2023.

Engagement activity summary:

- 68 x survey responses - 43 x hardcopy and 25 x online
 - o The survey distribution list included all Lerwin Stakeholders: residents, representatives, Lerwin and Council staff, Aged Care Governance Committee Members, volunteers, Lerwin contractors
- 5 x workshops with internal Council staff
- 1 x resident workshop
- 1 x World Café with representatives of residents

From these activities, we heard the following:

Lerwin is doing the following services and activities well

1. accommodation
2. care
3. lifestyle activities
4. access to other health professionals and other services
5. communication

As Lerwin stakeholders - you think the following services and activities are important

1. care – kind, caring, compassionate, dignity, choice and respect and specialist care e.g.: palliative and dementia
2. staff/resourcing – staffing numbers, training and development, kind and compassionate
3. resident meals – options, quality, quantity and taste
4. accommodation – clean and safe environment
5. medication – accuracy, regular review with Medical Officer
6. access to services – frequency and choice
7. lifestyle activities / entertainment – variety, options
8. staying connected to family/the community – in various forms
9. good management/leadership and governance – communication with all stakeholders/ in other languages

Lerwin needs to improve or address the following service and activity gaps

1. staff responsiveness/ number of staff/volunteers – 1:1 time, slower pace of care, continuity, higher ratios,
2. meals - variety, temperature, taste, presentation, quality
3. medication - accuracy, regular review with Medical Officer
4. physical environment – continued uplift across older areas of the building, views from windows/spaces in and around Lerwin, replace carpets/lighting, a coffee shop
5. logistics and operations – ease of access to resources, stock control/access and organisation, signage throughout the building
6. lifestyle activities – variety, seasonal, on and off site, more options across the whole day/weekends, family/representative involvement/invitation, themed dinners/events, entertainers, markets, activities to focus on health and wellbeing, mix of small and large group activities, gardening/plant care to be an activity for residents, fold laundry/ ironing, pamper activities, men's activities, bus stop, Memory Support Wing to include every day activities - mail box, gardening or domestic tasks
7. communication – direct to resident, with families, staff, full access to Wi-Fi, use of technology
8. access to community / family – extended visiting hours, connection to the community/schools,
9. access to health professionals and other services – hearing, dental, other health specialists

10. staff training, development and team building – specialist care needs/areas, focus on team work, rewards/recognition, mentoring and coaching

To become the preferred aged care employer in Murray Bridge, Lerwin should consider:

1. Increase communication – good news stories, up to date information, context around decision making, clear direction
2. culture – happy, respect, team work, seek feedback and ideas from staff, fun, positive outlook
3. staff training and development – scholarships, clear pathways for all roles
4. increased staffing numbers
5. Increase staff award
6. job security – permanent hours
7. more time for administration tasks
8. rebrand – update uniforms, logos

Other comments received through the consultation process that is worth noting included:

1. increase staff engagement in and across Lerwin and Council – meetings, touch points to connect, engage and inform staff
2. continuous improvement - a program for continuous improvement across all Lerwin operations, integrate/systemise and where possible, automate the continuous improvement process
3. establish a Murray Bridge Aged Care Network – that includes Resthaven, Waterford Estate, new RSL Care facility – connecting key staff across each facility, linking senior managers to work through local/regional issues collaboratively. Led and facilitated by a third party or by another area of Council



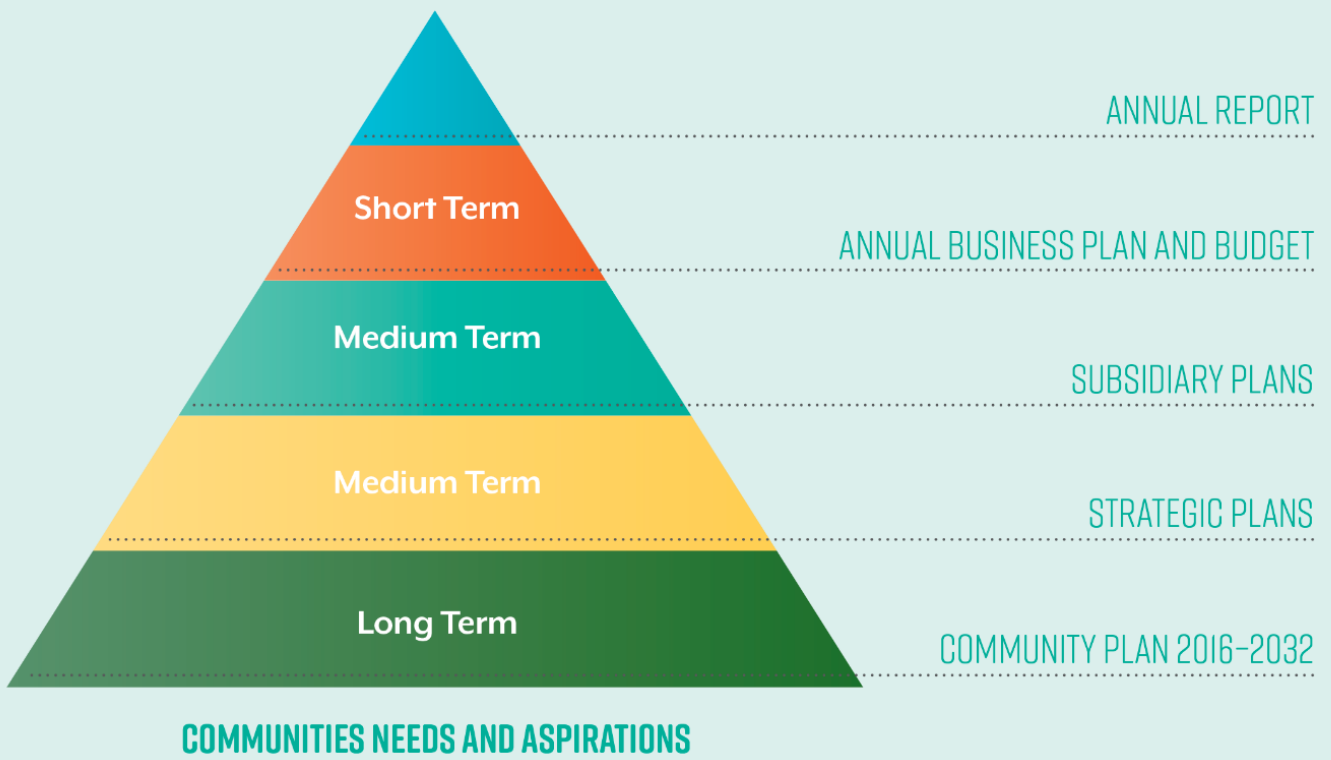
Have your say - Feedback

Lerwin commits to continue to engage with all its stakeholders to ensure that the services and opportunities that are provided meet the needs of residents, staff, and the community.

As part of the Aged Care Quality and Safety Standards and as part of Councils commitment to meaningful community engagement – Lerwin stakeholders are strongly encouraged to continuously provide feedback including compliments, complaints and ideas from their experiences at Lerwin and the projects being delivered. Ongoing feedback will help shape the care and services provided by Lerwin and contribute to what Lerwin will look like in the future.

Lerwin stakeholders and residents are encouraged to complete the hardcopy feedback forms that are located throughout Lerwin or email lerwin@murraybridge.sa.gov.au





STRATEGIC CONTEXT

Lerwin is part of the broader Rural City of Murray Bridge Strategic Framework. The Strategic Planning and Reporting Framework guides Council in identifying community needs and aspirations over the long term (Community Plan), medium term (Strategic Plans and Subsidiary Plans) and short term (Annual Business Plan and Budget) and then holds itself accountable through the Annual Report.

Our Strategic Planning and Reporting Framework details that the Rural City of Murray Bridge has adopted the following documents, which comprise its strategic management plans:

- Strategic Plan(s)
- Long Term Financial Plan
- Asset Management Plans
- Planning & Design Code



Community Plan 2016-2032 and Strategic Plan 2020-2024

OUR COMMUNITY PLAN 2016-2032 SETS THE VISION FOR THE FUTURE OF OUR CITY OF 'THRIVING COMMUNITIES'

The Community Plan articulates the community vision – Thriving Communities. While it is an aspirational document, the key directions in it funnel down into the [Strategic Plan 2020-2024](#) , which drives Council's means of delivering the vision.

The [Community Plan 2016-2032](#) contains four key themes that articulate the desired future of our community. The themes are:

- Valued Environment
- Great People and Lifestyle
- Dynamic Economy
- Connected Communities

Each theme is supported by a range of objectives that have guided Council's planning and decision making in the preparation of our Strategic Plans. The Community Plan vision of Thriving Communities will be delivered over 16 years.

The Strategic Plan 2020-2024 is our four-year commitment to the community to support the Community Plan 2016-2032. This plan sets out the priorities for the current period, focusing on visible delivery and growth. It identifies the programs and projects under each theme that Council intends to deliver.

How does Lerwin fit into this framework?

Lerwin is a significant service that the Rural City of Murray Bridge offers the community so it is critical that Lerwin's operations and expenditure for the next fiscal year are planned and budgeted for – to align with the Council process.

The Council has financial and non-financial measures for transparency and to monitor performance. As Lerwin integrates further with Council's overall strategic framework – Lerwin's performance against its stated objectives and plan will be included further in the suite of corporate reports.

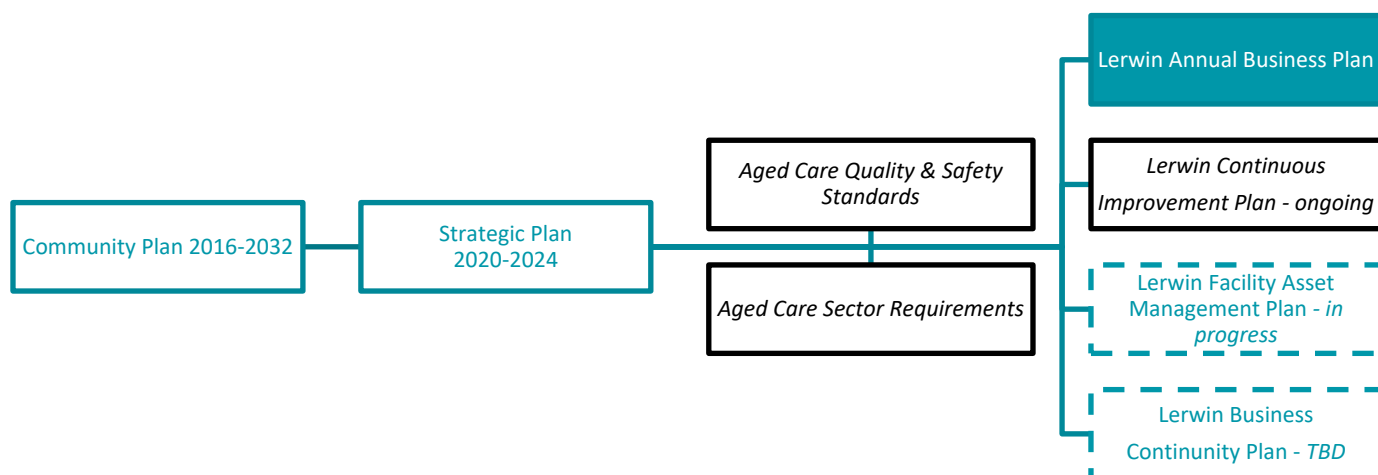
The table below demonstrates where and how Lerwin integrates into Council's Framework and contributes to broader objectives and which of the four key themes link to which Aged Care Quality and Safety Standards:



Lerwin Core Business (and Aged Care Quality and Safety Standards) contribution to the Rural City of Murray Bridge Community Plan Key Themes

VALUED ENVIRONMENT	GREAT PEOPLE AND LIFESTYLE	DYNAMIC ECONOMY	CONNECTED COMMUNITIES
<p>Enlivened community spaces</p> <p><i>Our community spaces are visually appealing; foster a sense of recognition and community pride</i></p>	<p>All ages and cultures are celebrated, accommodated and valued</p> <p><i>Our community is inclusive and welcoming with people from all ages, capabilities and backgrounds living harmoniously together</i></p>	<p>Attractive Murray Bridge</p> <p><i>The opportunities that the Rural City of Murray Bridge offers to both investors and potential residents are well communicated and easily understood</i></p>	<p>Active citizens and community leaders</p> <p><i>Our community is engaged through decision making, leadership, active citizenship and volunteerism</i></p>
<ul style="list-style-type: none"> • Increase patronage and usability of parks and gardens through creation of safe and welcoming spaces 	<ul style="list-style-type: none"> • Aged community members continue independent living and active participation through provision of support programs that ensure community contribution is recognised and valued • High quality, affordable residential care provision is accessible to the community • Diversity is valued, understood, celebrated and promoted enabling communities to live harmoniously together 	<ul style="list-style-type: none"> • Promote the lifestyle benefits of living in RCMB to attract workers and other residents to live in the region 	<ul style="list-style-type: none"> • Encourage and recognise volunteerism and support volunteering opportunities throughout Council region
<p><i>Links to Aged Care Quality and Safety Standard 5</i></p>	<p><i>Links to Aged Care Quality and Safety Standard 1, 2, 3 and 4</i></p>	<p><i>Links to Aged Care Quality and Safety Standard 7 and 8</i></p>	<p><i>Links to Aged Care Quality and Safety Standard 1 and 8</i></p>

Relationship to internal strategies



Relationships to external agencies

As a core community service, Lerwin is regulated by Council's overarching policy framework. As a Residential Aged Care Facility - Lerwin is also governed by aged care specific legislation and is required to comply with the [Aged Care Quality Standards](#) in the [Aged Care Act 1997](#) (Aged Care Act) and satisfy a number of criteria through an accreditation process under the [Aged Care Quality and Safety Commission Act 2018](#) (Commission Act).

Lerwin underwent a three (3) day site audit for re-accreditation by the Aged Care Quality and Safety Commission (ACQSC). The Performance Report received by Council on 7 December 2021 advised that Lerwin has been re-accredited for three (3) years under section 41 of the Commission Rules.

The Commissioner's assessment and decision of Lerwin's performance against the Aged Care Quality Standards (Quality Standards) and noted that

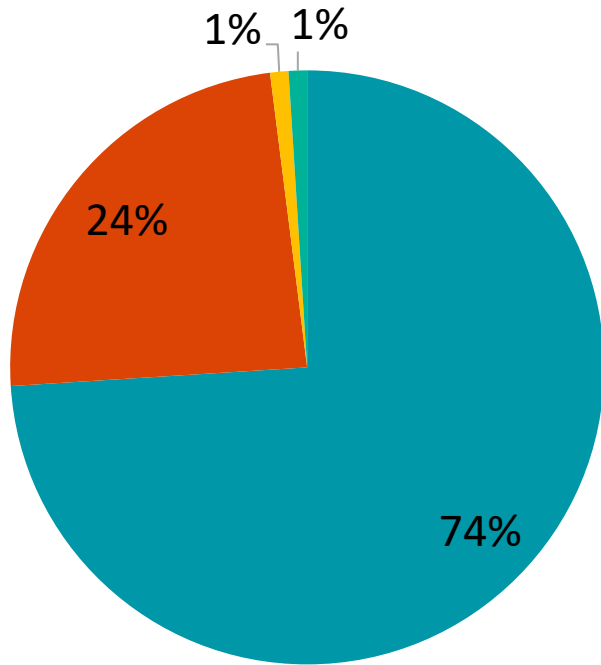
- six of the forty-two Requirements of the Quality Standards were assessed as non-compliant:
 1. Requirement 4(3)(f) - *Where meals are provided, they are varied and of suitable quality and quantity*
 2. Requirement 4(3)(g) - *Where equipment is provided, it is safe, suitable, clean and well maintained*
 3. Requirement 5(3)(c) *Furniture, fittings and equipment are safe, clean, well maintained and suitable for the consumer*
 4. Requirement 6(3)(d) - *Feedback and complaints are reviewed and used to improve the quality of care and services*
 5. Requirement 7(3)(a) - *The workforce is planned to enable, and the number and mix of members of the workforce deployed enables, the delivery and management of safe and quality care and services*
 6. Requirement 7(3)(e) - *Regular assessment, monitoring and review of the performance of each member of the workforce is undertaken*

These areas for improvement must be made to ensure that the Quality Standards are complied with and are prioritised in the proceeding tables.



BUDGET SUMMARY

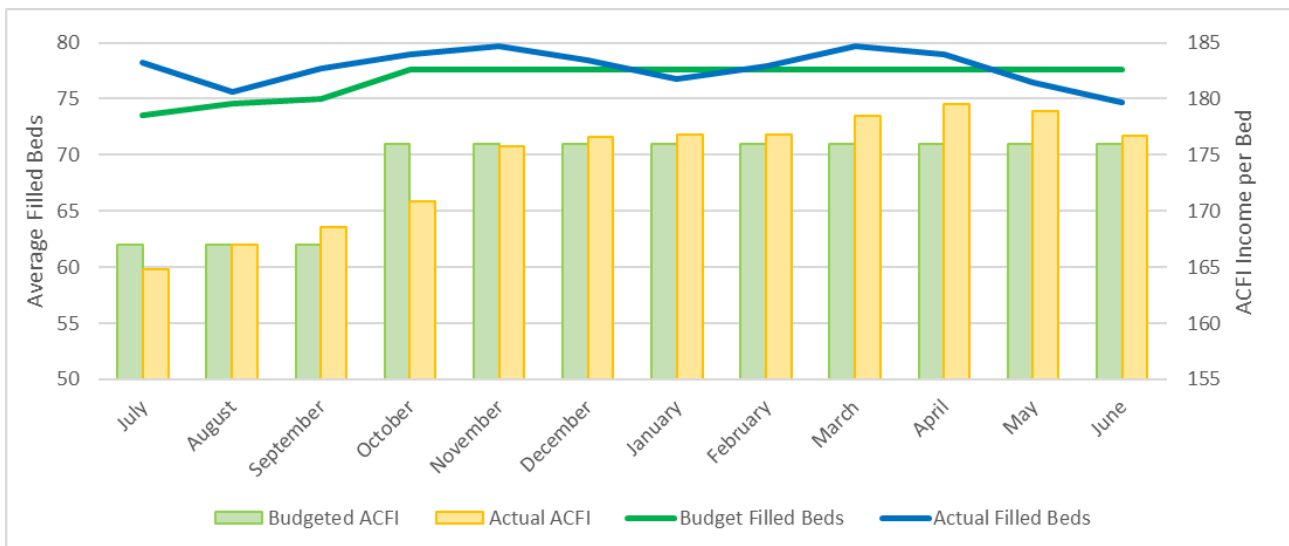
Where does the income for Lerwin come from?



2022-2023 BUDGET

- Grants, subsidies and contributions
- User charges
- Investment income
- Other income

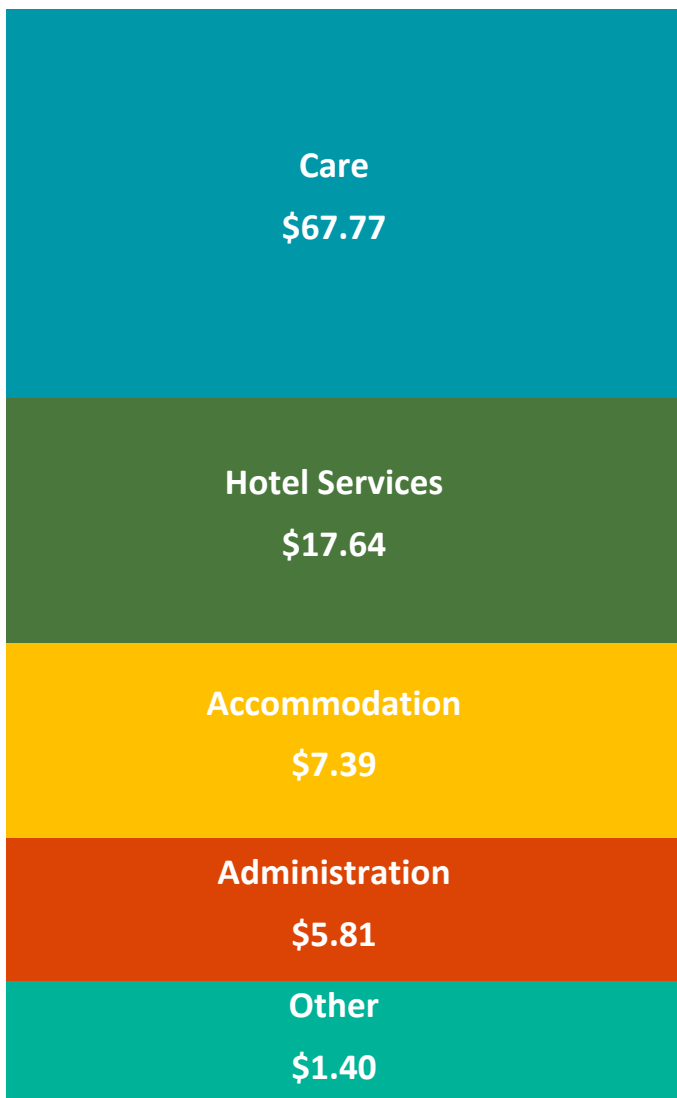
Lerwin Income Actual v Budget – July 2021-June 2022



How is the income for Lerwin spent?

In 2022 – 2023, we have budgeted to spend \$7.9m on Lerwin services.

For each \$100 of expenditure, the following amounts are spent on Lerwin services:



BUDGET SNAPSHOT

Budget Summary

After a significant investment in Lerwin, the 2022-2023 Budget forecasts to return the Lerwin Operating Budget into surplus.

The appointment of an Aged Care Funding Instrument (ACFI) Specialist in May 2021 has ensured that Lerwin is now continuously reviewing the needs of all residents and then subsequently accessing the appropriate level of funding to provide the right level of care and maintain optimum occupancy.

Lerwin now has a waiting list and the review of the Admissions Process (as at December 2021 project is underway) means that there is a full needs assessment completed pre-admission to support resident transitions into Lerwin.

The ACFI income uplift achieved through this has pivoted the financial model putting Lerwin's Operating Budget into a more favourable and sustainable position, overall.

Over the last 12 months, Council has also introduced a Business Partner model to support the corporate functions of Lerwin operations. Specialist Staff from areas including:

- Finance
- Work Health and Safety
- ICT
- Records Management,
- Business Improvement
- Human Resources

These functions are partnering with Lerwin Leadership to provide corporate support services and help improve internal business efficiencies. While the cost of the Business Partners model is not yet quantifiable – the benefit and efficiencies are clearly already evident.

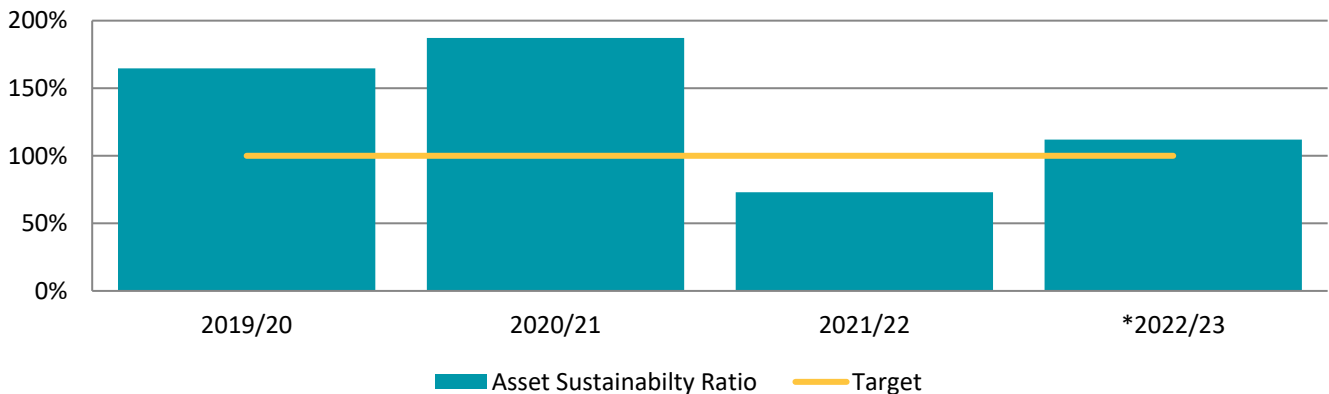
Some internal Lerwin efficiencies will require investment and resources and are noted below. These initiatives will realise savings over time through improved or automated systems, processes and increased data accuracy and reporting – which are currently very human resource intensive.

A future major budget consideration will be the shift from ACFI to the Australian National Aged Care Classification (AN-ACC) Tool. AN-ACC has been designed to capture the core attributes that drive care costs in residential aged care as part of a broader suite of reforms announced in the Commonwealth Budget 2021-2022 Aged Care Reforms. AN-ACC will replace ACFI on 1 October 2022 and will apply to all permanent aged care residents in Australia. Residential respite funding will also change from 1 October 2022. This is a fundamentally different type of assessment from one that would be undertaken for care planning. It is designed to be robust, concise, and able to be undertaken by an external expert clinician who is not familiar with the resident to better match funding to resident need.

KEY LERWIN FINANCIAL INDICATORS

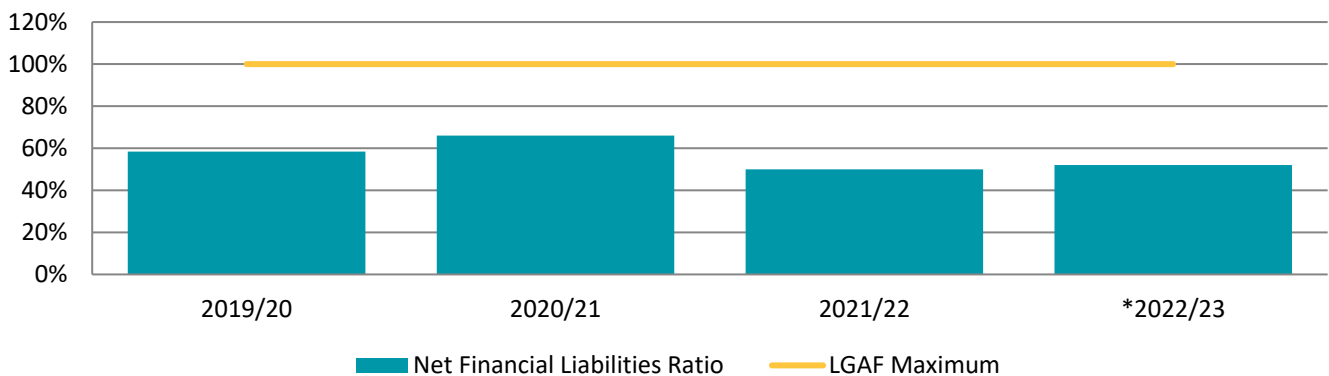
Asset Renewal Funding Ratio (ARFR) %

* = Budget



Lerwin’s ARFR highlights the requirement for a Facility Asset Management Plan to be put in place and ensures that its assets are being maintained and replaced appropriately.

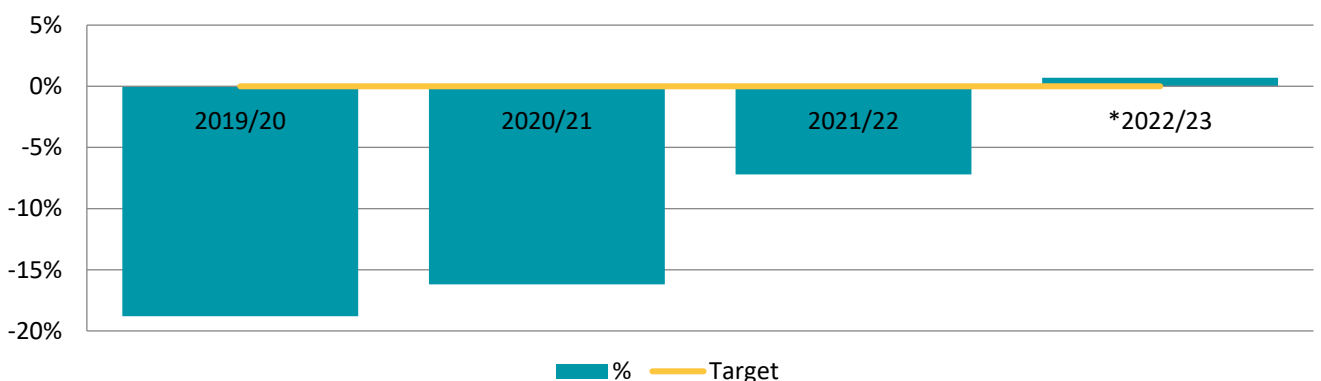
Adjusted Net Financial Liabilities (ANFL)**



The NFL ratio highlights Lerwin’s commitment due to the financing of the expansion and refurbishment project commencing in 2019-2020.

** ANFL – has been adjusted to take into account the utilisation of Residential Accommodation Deposits to finance the Lerwin Expansion and Refurbishment Project, and thus reflect true external borrowings.

Underlying Operating Surplus/ (Deficit) %



LERWIN AT A GLANCE

EMPLOYMENT

106 Staff

Gender mix includes

- 88 - female
- 18 - male staff

The average age of the Lerwin workforce is - **43 years/old**

Lerwin staff undertake an average of **18 hours** of training per year



LERWIN VOLUNTEERS

22

There are 22 active volunteers averaging 22 hours of voluntary work every week



NUMBER OF BEDS

80 Beds in total

- 3 Double rooms
- 77 Single rooms



HOTEL SERVICES

Our busy chefs serve up

1680 meals per week



VISITORS

250 Avg per week

Lerwin welcomes visitors through the doors every week including family & friends

VACCINATION

72% COVID 19

Most residents have been double vaccinated against COVID 19



CLINICAL CARE

180 Hours per week

Average number of hours of onsite clinical care provided by our **3 Senior Clinical Care** staff. Plus **8 hours** on onsite **Medical Officer** care per week

FEEDBACK

24 Avg per month

- 10 Compliments
- 14 Complaints



MEMORY SUPPORT WING LIFESTYLE HOURS

11 Hours per day

average activity hours offered specific to MSW residents need



LIFESTYLE ACTIVITIES

Group Activities held per week on average

120 1 on 1 activities **16** Group activities

Average attendance at

- large group activities - 25 residents
- small group activities - 9 residents



FACILITY SIZE

1800 M² Total approx



ACHIEVEMENTS

Aged Care Quality and Safety Commission Accreditation Outcome – December 2021

The Aged Care Quality and Safety Commission (ACQSC) has determined that Lerwin Nursing Home has been re-accredited for another three (3) years from 7 December 2021 to 7 December 2024.

On 26 October 2021, Lerwin received notification that an Assessment Team would conduct a three (3) day site audit and an accreditation assessment by the Aged Care Quality and Safety Commission (ACQSC) would immediately follow.

Following the site audit and accreditation assessment, Lerwin received a provisional assessment report from the ACQSC identifying observations made and outlining further information that was required.

The ACQSC decision to re-accredit Lerwin was based on:

- The Performance and Site Reports following the site audit – from 26 October 2021 to 28 October 2021,
- Lerwin’s subsequent response to the provisional assessment team report - submitted to the ACQSC on 3 December 2021,
- Lerwin’s compliance history, and
- Lerwin’s Continuous Improvement (CI) Plan 2021-2022 – as at 3 December 2021.

Lerwin staff have been working hard towards re-accreditation over the past two years based on the Aged Care Quality Standards that were introduced in 2019.

Aged Care Quality and Safety Standards Implementation

Best practice in aged care and service delivery for older people in our community can be assured with the creation of the Aged Care Governance Committee.

An internal audit undertaken in November 2019 identified improvements in Council’s governance structure needed to meet increased requirements under the Aged Care Quality and Safety Standards.

In July 2020, Council endorsed the establishment of an Aged Care Governance Committee and Terms of Reference (TOR) to ensure those goals would be met, and the first meeting of the Committee was held in December 2020.

The establishment of the Committee provides a governance system to assess, monitor and drive improvement in the quality and safety of care and services delivered.

Council provides quality care and services to older people within the Rural City and region, through residential aged care and in-home care and support.

The Committee has helped Council by providing effective governance over the strategy, operations and performance of Lerwin and Community Care (Commonwealth Home Support Program – CHSP) and health and wellbeing more broadly across the community services that support older populations.

The Committee continues to provide advice on processes to ensure Lerwin and Community Care are compliant with the requirements of the *Aged Care Act 1997* (and related principles) and the rules and standards applied by the Aged Care Quality and Safety Commission.

It also provides advice on Lerwin’s annual operating plan and supporting financial plan and policies, organisational culture, application and modelling of values, performance, processes, risk management effectiveness, policies, internal controls and quality assurance.

The success of the Committee can be measured, in part, through the outcome of Lerwin’s reaccreditation – specifically the compliance outcome of Standard 8 – Organisational Governance.

Lerwin Expansion and Refurbishment

On 9 February 2021, a celebration marking the completion of the multimillion-dollar upgrade to the Lerwin Aged Care Facility in Murray Bridge was held. This revitalisation project was supported by a Department of Health, Aged Care Regional Rural and Remote Infrastructure Grant of \$500k.

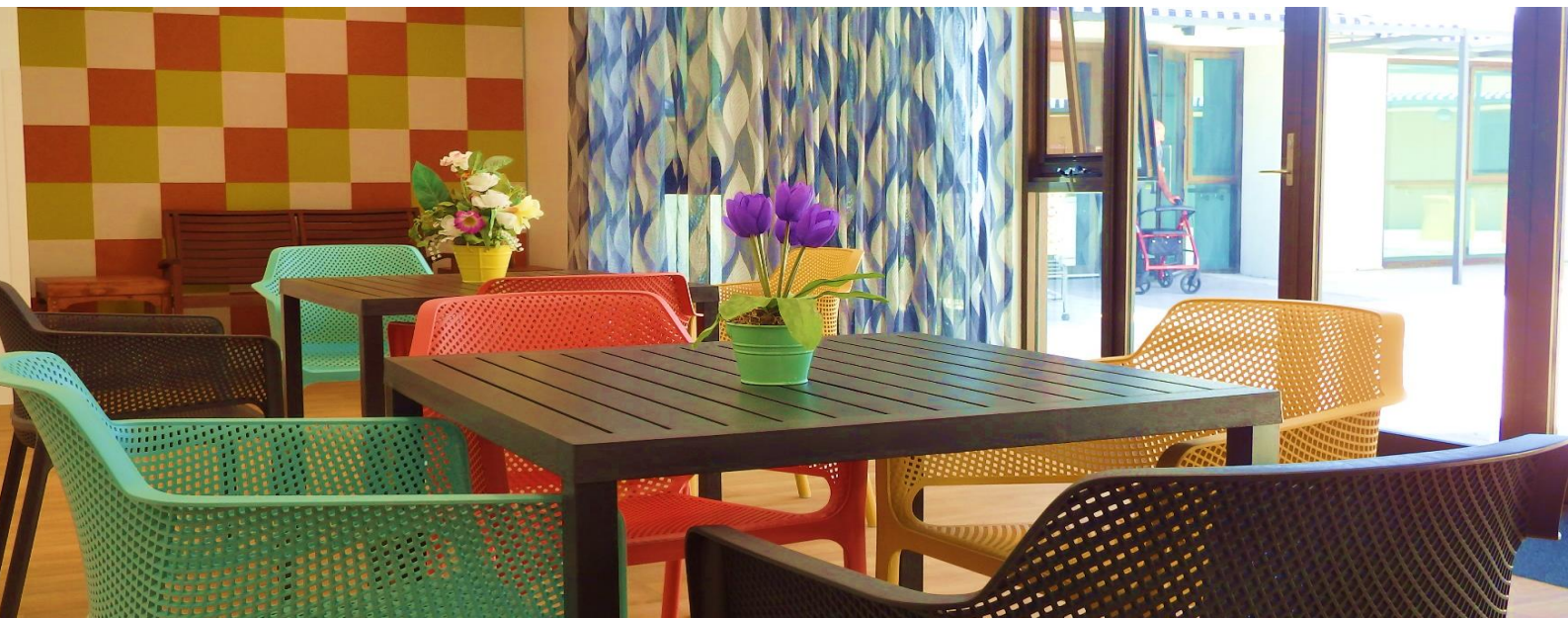
The \$8.2 million invested in Lerwin over a 12-month period created a new wing of 20 new rooms, along with refurbishing 15 existing rooms, upgrading bathrooms and converting the existing courtyard into a contemporary, spacious outdoor meeting place.

Rural City of Murray Bridge Mayor Brenton Lewis joined residents, Elected Members, Council staff, Commonwealth Department of Health guests and local Federal MP Tony Pasin in the freshly transformed courtyard for the official launch.

Mayor Lewis said the recently completed upgrade would serve a steadily increasing population and residents have already moved into the new wing. “We are proud to be building capacity and creating comfortable environments that our most vulnerable residents can call home,” he said.

“Lerwin is a well-loved and vital local service, owned and operated by the Rural City of Murray Bridge, which has been serving our community for more than 30 years.”

The Lerwin Aged Care Facility Expansion and Refurbishment project increased the total number of rooms from 75 to 80, with upgraded ensuite bathrooms accommodating a growing preference for private single occupant rooms. The Lerwin Aged Care Facility Expansion and Refurbishment project increased the total number of rooms from 75 to 80, with upgraded ensuite bathrooms accommodating a growing preference for private single occupant rooms.



AGED CARE GOVERNANCE COMMITTEE

Established under Section 41 of the *Local Government Act 1999*, the Rural City of Murray Bridge Aged Care Governance Committee (the Committee) consists of up to five (5) people; one (1) Elected Member and up to four (4) and no less than three (3) other skill-based, independent persons. The purpose of the Committee is to assist Council to perform its functions to carry out the conduct and operations of Lerwin and the in-home care services to older people.

Rural City of Murray Bridge Aged Care Governance Committee Membership - as at December 2021



Chair - Ms Mel Ottoway

Executive Manager – Services for Older People
Uniting Communities



Elected Member - Cr Fred Toogood

PO Box 634
MURRAY BRIDGE SA 5253
0422 173 806
f.toogood@murraybridge.sa.gov.au



Member - Mr Rick Brandon



Member – Tanya Johnston



Member – Dr Andrew Mills

SERVICE UPLIFT - Following Accreditation 2021 and Business Plan Engagement

Service	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Systemisation of Lerwin Rostering - urgent and continuous review of rostering to ensure residents needs are met (call bell wait time) - right mix and number of staff - introduction of an electronic system for rostering payroll and ability to identify deficiency of care hours (due to shifts not 100% covered)	High Non-compliant	✓			✓			✓		Ongoing annual fee for CIM Employee Kiosk – cost TBC	New / Ongoing	Clinical Care Manager Business Support Officer Human Resource – Business Partner – Lerwin Support - Business Support Officer - Clinical Care Team	- Review key data -staffing numbers with increase in number of residents and increased falls over last few months (April = 47 and May = 68) - Business Case to Digitech - Business Case to Executive Leadership Team - Staff Rostering Forum #3 – feedback on recent changes & proposed changes	- Call bell wait times decrease - Lost care hours decrease - Decrease over time of human effort required for replacing shifts and rostering
Service Response Time - Call Bells Immediate action taken to address the non-compliance of call bell response times and strategies put in place to management and monitor	High Non-compliant			✓	✓			✓		Rostering considered as part of BR2 2021 (expected minimal impact on budget, covered by ACFI)	Current / Ongoing	Clinical Care Manager Support - Senior Maintenance Officer - Quality Coordinator/s - Clinical Team	- Call bell data reviewed and responded to – daily and ongoing - Preventative maintenance - emergency call bells, pendants and sensor mats are regularly checked and maintained - Preventative maintenance - DECT phones - New – install Call Bell Monitor in Nurse Hub - Extend DECT phone line licenses - Continuously explore and implement other strategies to minimise	- Reports to identify issues – daily from December 2021 – end February 2022 - Reports to Lerwin Leadership Team on data and strategies – monthly - Communications to Lerwin Staff and Residents on changes – minimum monthly

Service	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Full utilisation of Leecare - Maintenance Module <ul style="list-style-type: none"> - Upskilling of key roles across Lerwin to increase data and reporting, close out of Maintenance tasks across Lerwin 	High Non-compliant			✓		✓				Within current Lerwin operating budget	New/ Ongoing	Lerwin Maintenance Officer Manager – Lerwin Clinical Care Manager Support - All Lerwin Staff	<ul style="list-style-type: none"> - Staff training - use and access to Leecare requests, data and reporting - Review and communicate Work Instructions - Embed in Induction Training 	<ul style="list-style-type: none"> - Full utilisation of the Leecare system for data and reporting - Lerwin Leadership Team meeting reports – monthly - Aged Care Governance Committee meeting reports – monthly
Resident Plan Reviews <ul style="list-style-type: none"> - Care - Behavioural (new legislation) - Lifestyle Plans updated to meet new legislation requirements and updated to reflect current needs of Residents	High	✓	✓	✓	✓			✓	Within current Lerwin operating budget	Current/ Ongoing	Clinical Care Manager Support - Clinical Care Team - ACFI Specialist - Admission Officer/s - Lifestyle Coordinator	<ul style="list-style-type: none"> - 100% Residents reviewed by end of April 2022 - Communications about and copies available to residents/representatives - Targets set and resources allocated to maintain accuracy from April 2022 –ongoing 	<ul style="list-style-type: none"> - Lerwin Leadership Team Reporting – monthly 	
Quality Management System (QMS) – Complispace - full implementation <ul style="list-style-type: none"> - A system that provides an Aged Care specific single point of truth for frameworks/policies/procedures 	High	✓							2020/2021 - \$18,500 – purchase and implementation 2022/2023 then ongoing annual subscription/ongoing license fee \$23,500 Outlook email licenses for All Lerwin Staff - cost - \$20,000	New / Ongoing	Business Improvement Officer Manager- Lerwin Support - Lerwin Leadership Team <i>(Resource gap – Project Manager and Program Administrator)</i>	<ul style="list-style-type: none"> - Procurement for product - completed October 2021 - Complispace Induction – October – December 2021 - Staff training – November – End of January 2022 - Policy and procedure updated – ongoing - Project Review – October 2022 	<ul style="list-style-type: none"> - Monthly project updates by Project Manager to Manager – Lerwin, General Manager Corporate Services, Lerwin Leadership Team 	

Service	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Memory Support Wing (MSW) - Phase 2 - Review The MSW was established in mid-2021. Phase 2 is for the Clinical Care Team to formally review outcomes/ efficiencies of the MSW and identify improvements.	High		✓	✓	✓					Within current Lerwin operating budget	Current / Ongoing	Clinical Care Manager Clinical Care Team Manager – Lerwin Support - Lerwin Leadership Team - All Lerwin Staff	- MSW Review - engagement method scoped and determined by Clinical Care Manager – approved by Manager – Lerwin - MSW Review – feedback received from families and staff regarding efficiency and effectiveness/priorities for MSW - Engagement suggestions added to the CI Plan - Training needs identified for current MSW staff - Dementia Specific	- Project Management Plans – approved and implemented - MSW engagement method approved by Manager – Lerwin – - MSW engagement plan delivered to standard on time, within budget/resourcing - Engagement data consolidated and analysed- Clinical Care Manager - Expansion and further development of a Dementia Specific Workforce – ongoing
Review of all health contracts/specialist services contracts (direct care and allied services) - Contract management/service levels review - Bridge Clinic - Plena - Pharmacy - Specialists – eye care, dental, complex/chronic/high risk/end of life	High		✓	✓				✓		Within current Lerwin operating budget	Current / Ongoing <i>As per contract dates/terms</i>	Clinical Care Manager Clinical Nurses Manager – Lerwin Support - Procurement Officer - contracts	- Major contracts reviewed - Contract Management Systemised – calendar of dates/ contract management meetings/ manager/key contacts appointed etc. - Service gaps (i.e. eye clinic, wound specialists) identified - Strategies put in place to address gaps where there is immediate risk - Service model discussions – internal within Lerwin and Corporate Services - Negotiate / explore models / providers	- Contract Management Systemised – calendar of dates/ contract management meetings/ manager/key contacts appointed etc. - Service models explored and relevant decision/s - Reports to ACGC and LLT – as required

Service	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Infection Prevention and Control Management To integrate with and support the RCMB Incident Response Team (IRT) and for ACQS compliance <ul style="list-style-type: none"> - Ongoing management of Infection Prevention and Control including COVID-19 Response Strategies - Vaccination Programs 	High			✓						Within current Lerwin operating budget	Current/ Ongoing	Infection Prevention and Control Officer Clinical Care Manager Manager – Lerwin Quality Coordinator Support <ul style="list-style-type: none"> - Clinical Care Team - GPs – contract - OT/Physios – contract - Registered Nurses/ Enrolled Nurses - All Lerwin Staff 	<ul style="list-style-type: none"> - Ongoing responses and proactive reviews of Infection Controls including COVID - COVID vaccination program is embedded into the Business As Usual (BAU) vaccination program for Lerwin - Education and training for Registered and Enrolled Nurses - McGreer criteria for infections, and Antimicrobial stewardship – ongoing – frequency – TBC - Clinical Care Team to commence GP rounds to ensure best practice in antimicrobial stewardship – ASAP / ongoing - Clinical Care Manager and OT/Physio to review individual equipment for each resident to negate the need to share equipment. 	<ul style="list-style-type: none"> - COVID/ Infection Prevention and Control added as ongoing agenda items to - LLT and other relevant Lerwin Operational Meetings - Commonwealth, State and ACGC and LLT reporting on vaccination rates and other requirements - ongoing / as required - Gap analysis on individual equipment and solutions/ costings provided to LLT - as required

Service	High	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
	Medium Low	Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Lifestyle Project Review and 2022-2023 Plan Review existing suite of activities and programs, to ensure Lifestyle program is tailored to needs of residents as per Care Plans <ul style="list-style-type: none"> - Consideration of Memory Support Wing (MSW) requirements 	Medium	✓		✓	✓					Within current Lerwin operating budget	New/ Ongoing	Lifestyle Coordinator Support <ul style="list-style-type: none"> - Clinical Care Team - Lifestyle Team - Admissions Officer 	<ul style="list-style-type: none"> - Review of Lifestyle Program across Lerwin – end of January annually - Annual Plan that includes all Lifestyle Actions from the CI Plan – end of January annually - Lifestyle Team Planning Sessions – end of January - Lifestyle Team Meetings scheduled – end of Januarys - Training and Development needs identified within Lifestyle team – end May - Mid-year review of Lifestyle Program – May/June 	<ul style="list-style-type: none"> - Lifestyle Team Meeting Agenda and Minutes to LLT – monthly - Activity Reports and Data – monthly - Quality and diversity of Lifestyle Programs – increase over time within the \$245K budget - Lifestyle Activities programmed across common areas within Lerwin (space activation) - increase over time
Clinical Meetings Series - Review and Scheduled Annually <ul style="list-style-type: none"> - Meeting Series to include high risk and other clinical meetings - Resident high risk register to be reviewed to ensure accurate timely data, timely response to resident needs - Cl's and ACQS requirements and feedback embedded 	Medium			✓					Within current Lerwin operating budget	Current / Ongoing	Clinical Care Manager Support <ul style="list-style-type: none"> - Clinical Care Team - Manager - Lerwin - Business Support Officer 	<ul style="list-style-type: none"> - Clinical Meetings Series scheduled for 2022 – 2023 – end of January 2022 - Internal EO appointed - Minutes, agendas and data set of each meeting flow through to the LLT 	<ul style="list-style-type: none"> - ACQS Committee Reports – Monthly - Reports to Lerwin Quality and LLT Meeting - Monthly 	

Service	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Service Catalogue Lerwin Direction Plan/ Business Operations Continuous Improvement Project Improve communication and clarity so staff understand the expectations of their role <ul style="list-style-type: none"> - Service Catalogue is an index of who is responsible/accountable for various activities within Lerwin. - A "ready-reference" tool for staff, residents and families so they can quickly identify who to speak with about a particular subject (eg "hearing aids" or "mental health concerns") 	Low	✓					✓		Within current Lerwin operating budget	New/ Ongoing	Manager – Lerwin Support <ul style="list-style-type: none"> - Business Support Officer - Human Resource – Business Partner – Lerwin - Clinical Care Manager 	<ul style="list-style-type: none"> - Service Catalogue drafted - Catalogue is in 2 different structures: (1) list of activities -> relevant staff member, and (2) Staff member -> list of accountabilities. - Profile images taken - Hardcopy and electronic versions to be available - Review and refine with feedback and input from residents, representatives and staff 	<ul style="list-style-type: none"> - Service Catalogue approved by the LLT - Services Catalogue communicated - Review and refine with feedback and input from residents, representatives and staff - ongoing /annual review 	
Lerwin Volunteer Program - Since COVID, the number of active volunteers at Lerwin have declined. A Lerwin Volunteer Revitalisation program will re-engage inactive volunteers and attract the generation of critical volunteers. The Program will consider volunteers roles at Lerwin beyond the Lifestyle program.	Low						✓		Within current Lerwin operating budget	Current / Ongoing	Lifestyle Coordinator Manager – Lerwin Human Resource – Business Partner – Lerwin Support <ul style="list-style-type: none"> - Lerwin Leadership Team 	<ul style="list-style-type: none"> - Review of current Lerwin Volunteers - Reactivate the Volunteer Forums –meetings planned for 2022-2023 - Meeting 1 - to seek feedback and re-engage current Lerwin Volunteer group - Collaborate with Council Volunteer Coordinator to design a volunteer recruitment campaign specific to Lerwin 	<ul style="list-style-type: none"> - Increase in total # of active Lerwin volunteers - Increase in the # of volunteers hours and roles at Lerwin that value add to the business 	

KEY PROJECTS

Project	High	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
	Medium Low	Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
<p>Lerwin Workforce Development Strategy and Training Plan Implementation</p> <p>Development of a bespoke Strategy for the Lerwin workforce to address workforce gaps, mix, training development and culture</p>	High						✓	✓	✓	Key Project Budget Bid \$100K	New/Unfunded	Manager – Lerwin Support - General Manager – Corporate Services - Manager – Organisation Development - Human Resource – Business Partner – Lerwin (vacant) - Clinical Care Manager - Lerwin Leadership Team	- Engage consultant - Strategy finalised - Recruitment and Training implemented	100% of mandatory training for all staff completed – by June 2022

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Hotel Services Contract - renewed	High Non- Compliant (Food)				✓				✓	No budget requirement	Current / Ongoing	Business Improvement Officer Manager – Lerwin Support - General Manager – Corporate Services - Clinical Care Manager - Clinical Care Team - Maintenance Officer	- Clear scope developed for all Hotel Services Sub Sections - Hospitality - Cleaning - Laundry - Tender to market - Formal Contract Management approach and resources developed and appointed - Contacts awards - Change and communications plans developed - Contract Management Meetings scheduled - Interim and formal review timeframes agreed - Ongoing review/communication re changes to residents needs re: diet etc. - Decision report to council to extend timeframes	- Tender timeframes met - Contract appointed - Contract Management Meetings scheduled - Interim and formal review timeframes agreed

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
<p>Feedback and complaints system</p> <ul style="list-style-type: none"> - systemise and automate (where possible) a comprehensive Feedback and Complaints System using the existing Lerwin and Council IT and Business Systems to cover complaints and feedback from all stakeholders - residents and staff - data/reports to be automated where possible and easily accessible 	High Non-compliant	✓	✓	✓	✓	✓	✓	✓	✓	No budget requirement	New/ Ongoing	<ul style="list-style-type: none"> - Business Analyst – Quality Coordination (vacant) Support - Manager – Lerwin - Clinical Care Manager - Quality Coordinator Support Officer - Business Support Officer 	<ul style="list-style-type: none"> - Review and document current process and Consumer Feedback Guideline and Flowchart - Consult with stakeholders – as required throughout - System exploration and design considers all and where possible builds on existing systems and tool - System is built on the new and existing systems for data and reporting - Inform and educate stakeholders on new process including using the ‘Walk and Talks’ and Resident and Representative meetings to inform staff and residents of the change 	<ul style="list-style-type: none"> - Feedback and complaints process systemised/ automated where possible - Clear process for incoming/outgoing feedback and complaints - Complaints – have clear escalation points (roles are clear in the process) - Complaints and compliments data is used to inform reporting and decision making/ process improvement
<p>Facility Asset Management Plan</p> <ul style="list-style-type: none"> - A formalised Asset Management Plan will have important consequences for Lerwin's financial budgets and for the availability of equipment and facilities 	High Non-compliant					✓				\$50,000 Key Project Bid	New/ Ongoing	<ul style="list-style-type: none"> - Manager – Lerwin - General Manager – Corporate Services Support - Chief Financial Officer - Manager – Assets and Infrastructure - Lerwin Maintenance Officer 	<ul style="list-style-type: none"> - Project scoped and resourced - including additional funding - Determine and integrate – which system (Leecare, Council, Complispace) - Lerwin Facility Asset Management Plan developed and endorsed 	

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Building Modifications to improve cleaning, safety and quality of care for residents/staff <ul style="list-style-type: none"> - Locks on doors -80 rooms - Dutch doors throughout Memory Support Wing (MSW) - Cleaning programs expanded to address contract gaps - Safe staff lockers – locking mechanism changed 	High Non-compliant					✓				\$50,000 Key Project Bid	New/Ongoing	Senior Maintenance Officer Clinical Care Manager Support - Manager – Lerwin	<ul style="list-style-type: none"> - Safety/Security Review/Needs Analysis safety and security of residents and staff completed - Response plan developed with clear priorities, timeframes and costing - Capital enhancement for improvement/implementation- 	<ul style="list-style-type: none"> - Safety/Security Review/Needs Analysis completed - Funding sort to support implementation
Lerwin Business Planning <ul style="list-style-type: none"> - 2022 - 2023 + - 3 year 	High					✓	✓			Key Project Budget Bid \$10,000	Current	Manager – Lerwin General Manager – Corporate Services Support - Lerwin Leadership Team	<ul style="list-style-type: none"> - Engagement Plan delivered - Lerwin Business Plan developed - Lerwin Business Plan endorsed - Final version published and circulated to Lerwin Stakeholders 	<ul style="list-style-type: none"> - Lerwin Business Plan implemented - Initiatives delivered on time, within budget and to standard - Lerwin stakeholders engaged appropriately - Performance Reporting to Council via Aged Care Governance Committee as required

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Admissions Project Lerwin Direction Plan Key Initiative	High	✓						✓		No budget requirement	New/ Ongoing	Manager – Lerwin Consultant Support - ACFI Specialist - Clinical Care Manager - Finance – Business Partners - Admissions Nurse – vacant - Lifestyle Coordinator	- Scoping meeting with Consultant - Various Workshops with Support Staff – - End to End Process Redesign (pre admission to exit) - Fully implemented new admissions process - Performance monitoring — ongoing	- Performance monitoring — monthly/ongoing - ACFI uplift maintained - Resident and family satisfaction with Admissions experience
Financial Sustainability - Aged Care Funding Instrument (ACFI) restoration and Australian National Aged Care Classification (AN-ACC) transition - Improve Revenue performance, ensuring that Lerwin is receiving all the income it is entitled to receive based on the level of care that residents require. - Additional processes and training is required to ensure that all triggers for an ACFI review are identified and actioned within a minimal time period.	Medium							✓	No budget requirement	New/ Ongoing	ACFI Specialist Support - Manager – Lerwin - General Manager – Corporate Services - Chief Financial Officer - Clinical Care Manager - Finance – Business Partner	- ACFI Reviews ongoing/ completed – 100% by August 2022 - Develop/ review and fully document ACFI triggers - Develop ACFI Communication Plan (integrate with Big Picture Plan) - Develop ACFI Training Plan (integrate with Workforce Development Plan) - Review and continue to monitor Key Financial Indicator Metrics	- Favourable Lerwin Budget position - monthly - Aged Care Governance Committee Reports – monthly	

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Lerwin Visiting Hours - Lerwin Direction Plan/Key Project Covid-19 resulted in significant changes to the way that visitation needed to be recorded. Due to the additional supervision required, opening hours were restricted so that staffing could be allocated to the supervision. However, the restricted hours are often not suitable for certain visitors and staff frequently experience visitor frustration or aggression regarding the restrictive practices. Opening Hours should be reviewed and utilise new technologies	Medium			✓		✓				\$10,000 Key Budget Bid	New/ Ongoing	Manager – Lerwin Business Support Officer Clinical Care Team Support - Administration Team - Personal Care Assistants	- Review, discussion and decision on changes to Visiting Hours after considering internal safety/compliance requirements (SA Health Directives) - Review of the visitation process and resourcing - Investigate solutions – alternative technology - Training and education for staff and guests - COVID Marshall training for all staff doing check in desk -	- Respond as feedback is received - Review 3 and 6 months post implementation Report to Lerwin Leadership Team and Aged Care Governance – as required
Marketing and Communications Strategy - Including Lerwin Rebrand - Understanding of communication touch points with residents and representatives - embeds language and cultural needs/options in collateral and communications - Revamped Admissions/ Welcome Pack and Staff Induction capturing the new Lerwin story	Low (links to non-compliant Standard 6 - Feedback and Complaints)	✓				✓				Key Project Budget Bid - \$50,000	New/ Unfunded	Manager – Lerwin Support - General Manager – Corporate Services - Manager – Organisation Development - Lerwin Leadership Team	- Stakeholder Engagement approach determined - Lerwin Marketing and Communications Plan developed and endorsed - Final version/s published and circulated Lerwin Communications/ Customer Service - Service Standard - to residents/ reps/ staff	- # of communications circulars to stakeholders - # of good new stories - Wayfinding signage project implemented

Project	High	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
	Medium Low	Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
<p>Short term accommodation investigation</p> <p>Investigate and explore options for the establishment of a room/resources for temp/short term accommodation for families and staff and cost recovery model</p> <ul style="list-style-type: none"> - options for families of residents in palliative care - scope to consider options for staff <p><i>(link with broader council work regarding accommodation/house solutions)</i></p>	Low		✓					✓		In conjunction with Key Project Bid for Regional Short Term Accommodation	New/ Unfunded December 2022	<p>Manager – Lerwin</p> <p>Support</p> <ul style="list-style-type: none"> - General Manager – Corporate Services - Chief Finance Officer - Lerwin Leadership Team 	<ul style="list-style-type: none"> - Preliminary project documents to LLT, ACGC – late June 2022 - Phase 1- Exploration (scope, options, funding model)- December 2022 - Phase 2 – to ACGC and Council for further direction/decision - TBC 	<ul style="list-style-type: none"> - Preliminary project documents to LLT, ACGC – late June 2022 - Phase 1 - Exploration Final Report – by December 2022

CAPITAL PROJECTS

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Food Quality Improvement <ul style="list-style-type: none"> - Where meals are provided, they are varied and of suitable quality and quantity – not met - Purchase of equipment and supplies and review of service model to immediately improve food quality 	High Non-compliant	✓				✓			✓	Capital enhancement \$80,000 + a complimenting service uplift <i>(contract negotiation contract/service model change within current contract and resources)</i>	Enhancement	Business Improvement Officer Manager - Lerwin Support <ul style="list-style-type: none"> - Clinical Care Manager - Hotel Services Contractor – current - Work Health and Safety – Business Partner 	<ul style="list-style-type: none"> - Food Sampling data collection – (food taste) - end of December 2021 then quarterly - Dining Experience data collection – (Spotless) – End of December 2021 then quarterly - Purchase and implementation of condiment caddies – early December 2021 - Within current Hotel Services Contract – food presentation standards developed (images for Spotless staff and options for residents) - Purchase and implementation of 3 x Bain Maries - Data monitoring and reporting -Monthly for Aged Care Governance Committee and weekly for Hotel Services/Lerwin catch up - Annual review - New Hotel Services Contract to include full scope of food services and responsiveness to data/reporting 	<ul style="list-style-type: none"> - Decrease in food related complaints - Increase in food related compliments - Improved Call Bell response times - New Hotel Services Contract scope includes full food service experience and responsiveness to data/reporting

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Facility Asset Management Plan - Buildings and Furniture, Fixtures and Equipment (FF&E) Aged Care Quality and Safety Audit – non compliance <ul style="list-style-type: none"> - Development of an Asset Register that utilise smart systems/technology - Preventative maintenance and cleaning schedule to include all current continuous improvement initiatives - ongoing annual renewal of assets 	High Non-compliant					✓				\$300,000 capital renewal	Renewal	Manager – Lerwin General Manager – Corporate Services Support <ul style="list-style-type: none"> - Chief Financial Officer - Manager – Assets and Infrastructure - Lerwin Maintenance Officer 	<ul style="list-style-type: none"> - Project scoped and resourced -including additional funding - Determine and integrate – which system (Leecare, Council, Complispace) - Lerwin Facility Asset Management Plan developed and endorsed - Integrate with Facility Asset Management Plan (new) - Review of Plant and Equipment cleaning and maintenance schedule - Integrate/ systemise management and reporting - Leecare or QMS 	<ul style="list-style-type: none"> - Residents feel they belong and are safe and comfortable in the organisation’s service environment - Lerwin provides a safe and comfortable service environment that promotes the consumer’s independence, function and enjoyment
Memory Support Wing (MSW) - Phase 2 - Expansion Business Plan Consultation and the Lerwin CI’s has already captured the following: <ul style="list-style-type: none"> - Dutch Doors – different colours throughout the MSW - Footprint Expansion - expand the MSW to include the Cathedral Lounge - Memory Support Garden - Furniture replacement and fit for purpose (dementia specific) - Oven installation - Safety and Security Assessment /WHS Audit 	High			✓	✓				Capital enhancement bid \$150,000	Enhancement	Clinical Care Manager Senior Maintenance Officer Manager – Lerwin Support <ul style="list-style-type: none"> - Lerwin Leadership Team - External Sub Contractors 	<ul style="list-style-type: none"> - Draft plan developed based on review - Reports to LLT/ACGC – as required - Obtain quotes based on priorities Senior Maintenance Officer Contract /project manage implementation 	<ul style="list-style-type: none"> - Progress reports to LLT – monthly - Final Review Report to ACGC – July 2022 - CI’s added to the CI Plan – August 2022 	

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Lerwin Wayfinding Signage Project <ul style="list-style-type: none"> - Quality of signage was noted in the Aged Care Quality and Safety Audit – October 2021 - Links with Marketing and Communications Plan - Current Project Status – <i>Overall lag in implementation</i> 	Medium			✓		✓				\$50,000 within 2021-2022	Enhancement	Business Improvement Officer Manager – Lerwin Support <ul style="list-style-type: none"> - Clinical Care Manager - Clinical Care Team - Maintenance Officer - All Lerwin Staff 	<ul style="list-style-type: none"> - Project management documents reviewed - Input received from - Timeframes determined 	<ul style="list-style-type: none"> - Project delivered on time, within budget and to standard - Stakeholder engaged throughout the process
Lerwin Space Activation and Place Making <ul style="list-style-type: none"> - Activate and uplift spaces in and around Lerwin 	Low				✓					No budget requirement Delivered in conjunction with the Facility Asset Management Plan	Renewal	Manager –Lerwin Support <ul style="list-style-type: none"> - Lifestyle Coordinator - Maintenance Officer - Community Services Team 	<ul style="list-style-type: none"> - Actitation of new bird aviary (donation from Lions Club – December 2021) - Memory support garden project - Dementia specific/sensory - Welcome Room revamped - Lifestyle to implement outdoor activities during good weather - Smart TVs – in lounge area with apps to allow Lifestyle to get appropriate movies, etc. – most are already smart – need internet and iPad with apps to project or install 	<ul style="list-style-type: none"> - # of spaces created and activated - # of programmed activities in new spaces

Project	High Medium Low	Aged Care Quality and Safety Standards								Annual Budget Implications	Status	Lead and Support	Milestones	Performance Measures
		Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7	Standard 8					
Update of the DECT Phone system Expand total number of DECT phone devices/lines across the facility <i>Links to Call Bell Response Time – non compliant</i>	Low			✓	✓	✓				Capital renewal bid for replacement handsets \$75,000	Renewal	Lerwin Maintenance Officer Support - Clinical Care Manager - Manager – Lerwin	- Move from 30 to 150 licenses– 2020/2021 - Rolling replacement of current devices - Expand total number of devices in the facility -over time	- Rolling replacement of current devices - Expand total number of devices in the facility -over time - Ease access to all floor staff - Call Bell and Service Response time improvement

MEASURING LERWIN'S PERFORMANCE

As a core service delivered by the Rural City of Murray Bridge, financial and non-financial performance measures were put in place upon the establishment of the Aged Care Governance Committee (ACGC).

Currently, Lerwin reports to Council through the ACGC on a number of metrics

- Accreditation
- Aged Care Quality and Safety Standards Compliance
- Mandatory Vaccination Program
- Resident Incident Reporting
- Resident and their Representatives Engagement Activities
- Occupancy
- Lerwin's Total Number of employees
- Lerwin's YTD staff turn over
- 2021 Staff Survey Results by McArthur - Engagement Indicators – Lerwin
- Staff Incidents
- Aged Care Funding Instrument (ACFI) Income per bed per day
- Refundable Accommodation Deposits (RADs) - Actual Vs Target
- The Residency and ACFI levels vs budget
- Statement of Income
- Balance Sheet
- Confidential Clinical metrics

Lerwin's performance will continue to be reported in the Council Quarterly Report in November, February, May and August each year, and the Council Annual Report in November.

A review of the measures and reporting framework will occur throughout 2022.

Once published – Lerwin will circulate copies of the Quarterly and Annual Reports to the residents of Lerwin, their representatives and other stakeholders to ensure regular reports against the Lerwin Annual Business Plan and how Lerwin contributes to the delivery of outcomes identified in the Council Strategic Plan 2020-2024 is communicated widely.



APPENDICES

APPENDIX 1. STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 30 JUNE 2023

As at July 2022	Actual 2020/21	2021/22 Actual Un-Audited	2022/23 Budget	Variance
INCOME	\$'000			
User Charges	1,552	1,847	1,974	127
Grants, subsidies and contributions	4,490	6,438	5,933	(505)
Investment income	29	18	32	14
Reimbursements	4	33	16	(17)
Other income	15	2	8	6
Total Income	6,090	8,338	7,963	(375)
EXPENSES				
Employee costs	4,591	6,171	5,436	(735)
Materials, contracts and other expenses	2,149	2,401	2,160	(241)
Depreciation, amortisation and impairment	296	292	269	(23)
Finance costs	39	71	44	(27)
Total Expenses	7,075	8,935	7,909	(1,026)
OPERATING SURPLUS / (DEFICIT)	(985)	(597)	54	651
Amts received spec for new or upgraded assets	0	40	0	(40)
NET SURPLUS / (DEFICIT)	(985)	(557)	54	611
Revaluation reserve adjustments	0	0	0	0
TOTAL COMPREHENSIVE INCOME	(985)	(557)	54	611



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