Who Are We?

Feros Care is a community owned, not-for-profit organisation that delivers high quality and creative aged and community care solutions for clients and carers living from Coffs Harbour, NSW to Caboolture, QLD.

Feros Care began operations in 1989 with a low-care residential village in Byron Bay. Eleven years ago Feros Care opened another village in Bangalow providing high-care services and a new CACPS service that supported a combined total of 125 clients in the Byron Shire.

In 2003, Feros Care set its sights on a growth path with a vision to become a preferred regional provider. Along with expanding the range of Feros Care services, the company wanted to take advantage of contemporary technologies to streamline access to services and maximise care outcomes for clients.

Today, Feros Care is one of the fastest growing providers in Northern NSW and South East Queensland. Community care services provided by Feros Care have increased by 20 fold in terms of clients supported and diversified to include 15 different programs types including assistive technology packages and private services.

Feros Care currently supports over 1,000 clients living in 12 Local Government Areas. A dedicated team of 300 workers in the areas of administration, housekeeping, catering, maintenance, lawn mowing, personal care, nursing and allied health make a difference in the lives of clients everyday.

Our Care Principles

Preserving Dignity:
The life experiences of every client is valued and deserves respect.

Promoting Healthy Ageing:
Focus on ageing as a positive experience involving the mind, body and spirit.

Empowering Lifestyle Choices:
Empowering clients to live the way they want by offering service choices.

Encouraging Independence:
Client rights to self-reliance is encouraged by whatever means possible.

Involving Family and Friends:
Involvement of extended family and close friends at every opportunity.

Community Citizenship:
Clients are encouraged to remain active participants in their community.

Our Vision

To be a preferred provider of high quality aged and community care services.

Our Mission Statement

To deliver innovative and responsive care focusing on individual needs and aspirations; continual development of staff and volunteers; continuous quality improvement; organisational development; strategic planning; and economic, social and environmental sustainability.
Our Core Values

Everyone Matters:
Everyone belongs and is an essential part of the Feros family.

Life Long Learning:
We are all on a continuous journey of personal growth.

Positive Energy:
Our living environment is filled with energy, laughter and purpose.

Service Excellence:
Always striving to be the best we can and surpass expectation.

Innovative Thinking:
Thinking outside the square to inspire new ideas for excellence.

Care Integrity:
United in our commitment to professionalism and accountability.

Recent Awards

Feros Care maintains a reputation as a reliable, responsive, flexible, compassionate and innovative aged and community care provider with a proven track record for quality and positive client outcomes. Feros Care is committed to promoting the status of frail and older Australians and their carers by actively supporting lifestyle choice, advocacy and independence rights and focusing on personal wellbeing.

Feros Care has been recognised by a number of industry bodies for excellence, quality and innovation in service delivery. These achievements are the product of many years of hard work and commitment and mark the beginning of a journey to lift standards and possibilities within the aged and community care industry.

★ **2008 WINNER** – Aged Care Association Australia – Best Renovated Aged Care Facility - Feros Village Bangalow
★ **2008 WINNER** – Aged Care Association Australia – Excellence in Management Award – Jennene Buckley
★ **2008 FINALIST** – Aged Care Association Australia – Information Technology Award - Community Gateway
★ **2008 WINNER** – Not-For-Profit Network – Organisation of the Year – Feros Care
★ **2008 WINNER** – Not-For-Profit Network – Project of the Year – Northern Rivers Primary Palliative Care Project
★ **2008 FINALIST** – Not-For-Profit Network – CEO of the Year – Jennene Buckley
★ **2008 FINALIST** – Not-For-Profit Network – Project of the Year – Team Member of the Year – Robyn Schneider
★ **2008 WINNER** – Aged and Community Services Australia Awards for Excellence in Technology – Community Gateway
★ **2008 WINNER** – Information Technology in Aged Care (ITAC) Awards – Community Gateway
★ **2008 WINNER** – Aged And Community Services (NSW & ACT) Technology Award – Community Gateway
★ **2008 FINALIST** – Tweed Business Excellence Awards – Professional Services
★ **2007 FINALIST** – Not-For-Profit Network – Organisation of the Year – Feros Care
★ **2007 FINALIST** – Aged Care Association Australia – Residential Care Award for Excellence – Feros Village Byron Bay – Highly Commended
★ **2006 WINNER** – Aged Care Association of Australia – Excellence in Management Award
Organisational Snapshot

Number of Clients Serviced: 1,503
Number of Staff (including brokerage): 322
Active Volunteers: 60
Net Income: $10.3 million
Net Assets: $17.5 million
Geographic Coverage:
Caboolture, Queensland to Coffs Harbour, New South Wales
Accreditation Status:
Aged Care Accreditation Standards (2009–2012)
Community Care Quality Reporting: EACH/CACPS/NRCP Audit (2008/9, NSW and QLD)
Department of Disability and Home Care Integrated Monitoring Framework:
HACC (2008, NSW)
Department of Veterans' Affairs Home Care Quality Assurance Framework:
Veterans' Home Care programs (2008, NSW and QLD)
Accreditation Ready:
Veterans' Community Nursing

Australian Company Number: 104 452 271
Australian Business Number: 50 104 452 271
Registered Fundraising Charity Number: CFN 10742

Business Centre:
Shop 212, Level 2, Showcase on the Beach, 72-80 Marine Parade, Coolangatta, Queensland

Registered Office: Cnr Marvel and Cowper Streets, Byron Bay, New South Wales

Auditors: Thomas Noble & Russell, Chartered Accountants, Lismore
Bankers: National Australia Bank, Ballina
Solicitors: Stone & Partners, Byron Bay and Australegal, Surry Hills

Table of Contents

OUR HISTORY ............................................ 5
THE FEROS DIFFERENCE ............................ 6
OUR SERVICES ........................................... 7
  Residential Care .................................. 7
  Respite Care ...................................... 7
  At Home Care ..................................... 8
  Life Link Personal Alarms and Home Safety Monitoring ................... 10
WELLNESS & LIFESTYLE .......................... 10
OUR CLIENTS .......................................... 12
OUR TEAM ................................................ 14
  Board of Directors ............................. 14
  Senior Management .......................... 14
  Dedicated Staff .................................. 14
  Generous Volunteers ......................... 16
  Valued Members ................................ 17
2008 - 2009 ACHIEVEMENTS .................. 18
  Client Satisfaction ............................. 18
  Human Resource Development ........ 18
  Continuous Quality Improvement ......... 19
  Sustainability and Growth ................. 20
2009 - 2010 COMMITMENTS .................... 23
CHAIRMAN AND CEO REPORT .............. 24
FEROS CARE SUPPORTERS .................. 26

2009 Annual General Meeting

This Annual Report has been prepared for Feros Care members, clients, staff, volunteers and interested members of the community. It will be presented at the Feros Care Annual General Meeting to be held at Byron Bay Services Club on Wednesday 4th of November 2009 at 11am.
Our History

Feros Care Limited had its genesis in the simple aspiration of the late George Feros. George was an iconic Greek immigrant who felt inspired to devote the last years of his life to fundraising for a nursing home in Byron Bay.

George wanted to build a home in Byron Bay, initially for his ageing parents, and spent 20 years personally raising funds to make his wish come true.

In 1976, George inspired a small group of local people to establish a committee that has over the years evolved into the Feros Care Board of Directors.

Thanks to the tireless dedication of this committee, the generous support of the local community and Australian Governments, Feros Care now operates residential aged care facilities in Byron Bay and Bangalow and a growing range of respite and community care services, throughout New South Wales and Queensland.

In 2007 to mark the 25th anniversary of creation of Feros Care, George Feros’ vision and compassion was documented in a book by Sue Vader titled The History of Feros Care. A copy of this book is available from our Business Centre.
Community Owned and Operated
Feros Care is a community owned non-profit company. We are what we are today due to the communities we serve and we continue to focus on community engagement, development and participation. Feros Care benefits from the generosity of the community through membership, volunteerism, financial support and participation in our governing board.

Client-Centred Care and Service Planning
Our goal is to help clients realise their own lifestyle aspirations. Every care or service plan is unique and designed by a highly skilled Feros Care Manager in consultation with the client, their loved-ones and health providers. These plans are living documents and routinely monitored to adjust to the changing needs and circumstances of clients.

Meaningful Nurturing Care
In order for care to be successful it must be meaningful and recognise that there is more to a person than their age or medical diagnosis. Clients, staff and volunteer relationships are built on trust, respect and life long learning. Staff and volunteers live and work in the communities they serve and are linked to clients according to their shared experiences.

Eden in Residence and Home
The Feros philosophy of care seeks to combat the three plagues of ageing - loneliness, helplessness and boredom. This is the Eden Alternative. We are ‘edenizing’ Feros Care by promoting a culture of healthy ageing, positive mental health and physical fitness. The focus is on ability not disability and recognising the importance of maintaining independence, social and community connectiveness.

Solutions for Seniors
The Feros Care Community Gateway is a one-stop-shop answer to everyone’s aged and community care needs. Our award winning Gateway is a 24/7 central contact and referral centre capable of navigating clients and referrers through industry complexities and offering solutions from our expanding service program range.

Seven Star Care and Hospitality
Feros Care staff are highly trained and devoted to caring for seniors and their personal needs with dignity and respect. Our staff undergo a comprehensive orientation program, complete mandatory training competencies and participate in ongoing education calendars. Our Values and Service Principles is the corner stone of our star rated development program.

Service Excellence
Feros Care villages have attained twelve consecutive years of Aged Care Standards Agency accreditation. Our At Home services have surpassed community and nursing care quality reporting standards. Continuous quality improvement permeates our company culture and we are moving towards a third tier of quality through the Australian Business Excellence Framework.

Enthusiasm and Energy
Everyone matters in our family and everyone has the capacity to learn and have fun. This attitude flows through to our clients and has transformed working environments into living habitats. Staff come to work ready to engage and contribute to improving the wellbeing of clients and themselves.

Vision and Innovation
Feros Care is always looking to the future in anticipation of client needs and with the purpose of assisting clients to live life to the fullest. We are focused on expanding care options and improving the mechanisms by which we deliver our services. Our home-grown Applauding Innovations Program drives many of our new initiatives.

Technology Savvy
Feros Care believes that clients and the industry can benefit from utilising existing and emerging assistive technologies to deliver efficient and effective services. Our web-based systems for communication, data, administration and quality management ensure fast and reliable information exchange designed to maximise responsiveness and direct service delivery.
RESIDENTIAL CARE
Feros Village Byron Bay, NSW
Feros Village Bangalow, NSW

Feros Care provides residential aged care to those seniors who are not able to remain living in their own homes or with loved-ones due to their need for greater assistance with daily living (low or hostel-type care) or 24 hour nursing care (high or nursing home level care). Our residential villages aim to provide a safe, secure and supportive environment that promotes lifestyle choices, independence and dignity.

Feros Care Village Byron Bay is a low care facility with 40 beds and Feros Village Bangalow has 64 high care beds capable of supporting residents living with dementia and an exclusive 16 bed extra services cottage. Both villages offer resort-style comfort and are located in vibrant sea- and tree-change communities. Bangalow village has been beautifully expanded and refurbished to emphasise resort style community living and was awarded the 2008 Best Renovated Aged Care Facility by the Aged Care Association of Australia.

The Extra Services Cottage at Feros Village Bangalow is a private, unique and beautiful sanctuary offering high quality aged care, superior comfort and extra choice not available anywhere else in the Far North Coast. Cottage residents are surrounded by first class décor and furnishings and can access an exclusive range of care options, therapies, food and beverages and supported lifestyle pursuits not available to residents in the standard village community.

Feros Village Byron Bay and Bangalow have had successful Standards Agency spot-checks during the year and achieved full accreditation status for three years by the Residential Aged Care Standards and Accreditation Agency to 2012.

During 2008-2009, Feros Village Byron Bay and Bangalow accommodated 194 permanent and respite residents cared for by 90 experienced residential care staff. A total of 22,560 nights of high care, 8,136 low care and 1,368 respite care were provided this financial year. Residents from across the State and Queensland border are welcome in our villages. The majority are from the Byron Shire but others have travelled from as far away as Melbourne and Sydney to join our community.

RESPITE CARE
Caring for an ageing loved-one that requires assistance with daily living can be a rewarding experience, but it can also be very demanding. Respite Care provides family and carers with a well deserved break.

Respite gives a carer a chance to catch up with tasks associated with running a household, cope with the responsibilities of paid employment, studying and volunteering. More often, respite provides some valuable free time to recover from the demands of caring. For the loved-one at the centre of care, respite offers a chance to be with others, gain additional life experiences, participate in the community and sometimes have a much needed break from the carer too.

Respite works best when it improves the quality of life of both the carer and their ageing loved-one. Respite has been shown to reduce stress levels in carers, enhance quality of life and can contribute significantly to a carer’s ability to continue providing the support their loved-one needs to live in the community.

Feros Care offers a range of respite options, available on an hourly, day, night or even weekly basis, that can be designed to meet the unique needs of carers and their loved-ones. In 2008-2009, our respite services included:
Residential Respite
Feros Village Byron Bay, NSW
Feros Village Bangalow, NSW
Residential respite is designed for carers who need overnight or short-term respite. Feros Village Byron Bay and Bangalow each have two respite beds capable of supporting low and high care needs. Feros Care works closely with the Commonwealth Carers Respite Centres to ensure equitable access to these beds. During 2008-2009, these beds provided 1,368 days of respite to clients as far away as Sydney.

Day Respite Centre
Byron Shire and Surrounds, NSW
Our Day Respite Centre provides day-time relief for working carers every Monday at Feros Village Byron Bay. This special service offers opportunities for participants to be involved in daily activities of the village including health, wellbeing and social activities. Transport assistance is available. This service currently supports 9 clients and is funded under the National Respite for Carers Program.

In-Home Respite
Ballina, Byron and Tweed Shires, NSW
In-home respite involves a qualified Feros Care worker assisting a senior in their own home who has the support of a carer. Our service provides working carers with up to five hours per week of respite to support them in maintaining their important caring role. In 2008-2009, this National Respite for Carers Program subsidised service assisted over 39 families with planned and emergency in-home respite.

Home Host Day Respite
Ballina, Byron, Clarence Valley, Lismore, Richmond Valley and Tweed Shires, NSW
Home Host Day Respite Project trialled a new concept in community aged care. Our service provides flexible long-day respite in the neighbourhood home of a qualified Feros Care worker. This initiative seeks to create an intimate, home-like and reassuring environment for an average of four participants per home. Operations are similar to the family day care model used in child care. This pilot project concluded on the 30 June, 2009 and the service concept will be evaluated by Feros Care and the National Respite for Carers Program.

AT HOME CARE
Feros At Home care (also known as community care) includes a full range of domestic, personal, nursing, wellness and lifestyle services that aim to support ageing loved-ones with disabilities and daily living restrictions or challenges to remain living independently in their own home for as long as possible.

Our experienced and resourceful Care Managers work with clients and their carers, loved-ones and health care providers to design tailored Care/Service Delivery Plans that identify and seek to fulfil individual lifestyle wishes. Clients can choose from a full range of Feros At Home services that can be combined to create a comprehensive package of care and services or used to complement existing support structures available to the client.

Our At Home services assisted many people with different needs and aspirations in 2008-2009.

Feros Care – Private Services
Ballina, Byron, Clarence Valley, Lismore, Richmond Valley and Tweed Shires, NSW
Caboolture, Gold Coast, Pine Rivers and Redcliffe Shires, QLD
Feros Care’s Private Services provide a fully flexible alternative for those in need of at home care and who cannot obtain immediate support from subsidised Government programs. Care and service plans can be designed to meet almost any need and there are no waiting lists or restrictions on service type or frequency.

Community Aged Care Packages (CACPS)
Ballina and Byron Shires, NSW
Caboolture, Gold Coast, Pine Rivers and Redcliffe Shires, QLD
CACPS provide an at home care alternative for people whose dependency and complex care needs would normally qualify them for entry into a low care residential home. This service is subsidised by the Commonwealth Government and all applicants must be assessed by an Aged Care Assessment Team. In 2008-2009, Feros supported a total of 285 CACPS clients across the targeted service shires.
Extended Aged Care in the Home (EACH)

Byron Shire, Ballina, NSW
Caboolture, Gold Coast, Pine Rivers and Redcliffe Shires, QLD

EACH packages provide an alternative for people whose dependency and complex care needs would normally qualify them for entry into a high care residential home. To be eligible for this service, clients must be approved by an Aged Care Assessment Team. The service includes nursing support and is subsidised by the Commonwealth Government. Feros Care launched EACH services in 2007-2008, this financial year assisting 49 clients across five shires.

Extended Aged Care in the Home – Dementia (EACHD)

Byron Shire, Ballina Shire, NSW
Caboolture, Pine Rivers and Redcliffe Shires, QLD

EACHD packages are specialised packages for clients with high and complex care needs that would qualify them for high care residential or EACH services and are living with dementia. Care Managers work closely with clients and a team of multi-disciplinary health care providers to design unique dementia awareness strategies to support clients at home. In 2006-2007, Feros Care launched EACHD services, this financial year assisting 38 clients across five shires in NSW and Queensland.

Home and Community Care (HACC)

Personal Care – Byron, Clarence Valley and Tweed Shire, NSW
Domestic Care – Ballina, Byron, Clarence Valley, Kyogle and Tweed Shires, NSW

HACC services provide a basic range of at home-based services designed for the aged, frail and disabled that need support to continue living in their own homes. Feros Care provides a full range of personal and domestic services including housework, laundry, errands, personal hygiene and meal preparation. HACC services are funded by the NSW Department of Ageing Disability and Home Care. At the end of June 2009, 537 clients were accessing Feros Care HACC services, predominate-ly in the shires of Tweed and Clarence Valley.

Veterans’ Home Care

Ballina, Byron, Clarence Valley, Lismore, Richmond Valley, Coffs Harbour and Tweed Shires, NSW
Gold Coast Shire, QLD

This Department of Veterans’ Affairs program helps Australian veterans, war widows and widowers with low care needs to maintain their health and wellbeing and remain living independently in their own homes. A full range of domestic and personal care is available to eligible clients. Feros began delivering veterans care in 2007 and during 2008-2009 continued to support 387 veterans.

Veterans’ Community Nursing

Byron and Tweed Shires, NSW

Veterans’ Community Nursing provides routine and complex nursing care, clinical treatments and personal care services to eligible Australian veterans, war widows and widowers in their own homes. Community nursing seeks to avoid premature or inappropriate admittance to hospital or residential care. Feros has a team of dedicated community nurses who provide care and service planning and direct nursing to eligible clients. Fifteen veteran clients received assistance under this tailored Feros Care service program in 2008-2009.

Palliative Care Planning and Support

Ballina, Byron, Clarence Valley, Kyogle and Tweed Shires, NSW
Gold Coast Shire, QLD

Our palliative care service helps those with non-complex treatment programs to palliate in the comfort of their home or aged care residence. Feros Care works to ensure a stress-free and well-supported transition from hospital to home or residence by partnering with other community and specialist service providers and coordinating the delivery of care. This service is an initiative of the Local Palliative Care Grants Program operated under the National Palliative Care Strategy. It was funded for 2.5 years and ended in March 2009. This innovative program was awarded the 2008 Project of the Year by the Not for Profit Network. Demand for this service exceeded expectation and in 2008-2009 72 clients were assisted. Feros Care is committed to continuing the program unfunded in the Tweed Shire due to the significant need for such a service.
Feros Care’s skilled staff can be contracted by other services to provide personal care, transport, gardening, housekeeping, respite, post-hospital care, alternative therapies and clinical care to their clients. In 2008-2009, 2,400 hours of service were performed for other aged services.

**LIFE LINK PERSONAL ALARMS AND HOME SAFETY MONITORING**

In early 2008, Feros Care launched its first line of assistive technology products including emergency response personal alarms and dementia monitoring devices. These technologies allow clients and loved-ones to feel confident about decisions to remain living at home. Linkage to a 24/7 response and monitoring centre ensures that help is on its way with the touch of a button. This is Feros Care’s first national service. In 2008-2009, Feros Care installed 58 personal alarms and monitoring devices for clients. Feros Care is able to address a number of home safety issues using a series of alarms, sensors and monitors:

- Emergency Response – Life Link Personal Alarms
- Falls Detection
- Day and Night Time Exit Seekers (for clients with live-in or out carers)
- Unwelcome Caller alarm
- Bathroom Safety
- Environmental Safety (extreme temperature, flood, gas and smoke)
- Continence Management

Feros Care is committed to making life worth living for all of our clients. We believe that ageing is a healthy and positive experience when clients are supported to realise their full potential, provided with opportunities to interact with and contribute to their communities and surrounded by living and stimulating environments where meaningful relationships of trust and respect can flourish. This is the Eden Alternative Philosophy.

Our commitment to the Eden Alternative and combating the three plagues of ageing - loneliness, helplessness and boredom - is transforming Feros Care. Feros Care is developing a range of flexible wellness and lifestyle programs to support our clients to remain active, independent and socially connected. This program is designed to engage clients, loved-ones, carers, staff and volunteers in celebrating the contributions of each through physical activity, community events, shared stories and experiences, interest pursuits and companionship.

Feros Care is building a team of lifestyle appreciation experts including quality of life officers and allied health professionals that work together to coordinate the integration of wellness and lifestyle activities across our full range of services. Our residential villages operate as resort communities providing independence and facilitating a sense of home that lifts aged care beyond the traditional facility stereotypes. In community care we are striving to bring Eden into the home by diversifying our activity programs, increasing access to transport assistance and actively linking clients, neighbours and communities together.
Some of our exciting initiatives in 2008-2009 have included:

- Transformed Feros Village Bangalow into a true village community where residents rooms form four village neighbourhoods, boasting its own purpose built activity lounge, gym, family room and beautifully landscaped outdoor areas.

- Creating intergenerational activities with children from the local pre-school and primary school through discussions about what they are learning, exchanging stories about their life experiences, and sharing a wealth of wisdom along the way.

- Expanding our pet therapy program by recruiting a larger range of furry friends that has included rabbits, kittens, and ducklings that has brought with it fun, hilarity, spontaneity, and enormous joy into our villages.

- Welcoming pets that our newer residents have chosen to bring with them when they come into one of our villages to live permanently.

- Continued provision of one-on-one unhurried activity options for those clients more comfortable with intimate interactions and living with the challenges of dementia.

- Welcomed our community and respite clients in to join residents of Feros Village Byron Bay every Monday for a daily activity program packed with exercise classes, craft and cooking, card making and pet therapy.

- Introduced Boot Camp trainers who are specifically trained to provide exercise and routines for our residents so they can improve their balance, stamina and strength and have some fun along the way.

- Resident Day Trips included Byron and New Brighton Farmers Markets, Mt Warning, Alstonville Garden Centre, Minyon Falls, fishing on the Brunswick River, Thursday Plantation, Lismore Art Gallery and many pubs, shops, shows, cafes, clubs and picnics.

- Resident initiated fundraising events for Red Nose Day, Jeans for Genes, Daffodil Day, Red Cross, RSPCA and the Biggest Morning Tea

- Special events were celebrated throughout the year including Olympic Fun Day, Melbourne Cup, Christmas Cocktails, Bangalow Village Opening Cocktail party, Bollywood Themes, Easter Hats and Mothers Day Luncheons to name a few.

- Conducted a Foot Awareness Week at both residential villages to highlight the importance of appropriate footwear in preventing falls. Residents were informed about the risks, enjoyed foot massages and reflexology and had an opportunity to test out and purchase attractive and suitable footwear.

- A series of articles in our Feros Flyer for our community and residential clients on Falls Prevention, Flu and You, Healthy Meals, Managing Diabetes, Safe Houses and Hydration.

Creating opportunities for mutual caring relationships between our clients and care workers is central to the success of Feros Care. Our Wellbeing and Lifestyle Program helps to facilitate this difference.
Feros Care is an organisation that puts clients and carers at the centre of all decision-making and quality improvement initiatives. Everyone's needs are unique and no one person ages or deals with growing old and frail in the same way. Living situations, responsibilities and belief systems vary greatly and what works for one individual, their family and friends, may not be ideal for the next. We understand that coming to terms with the need for any form of aged and community care and exploring the range of providers and services available can be, at times, an overwhelming task. Feros staff are committed to ensuring clients and their loved-ones make thoughtful and informed decisions about the care and services they need. Feros Care encourages all potential clients to obtain financial advice, appoint an Enduring Guardian and Power of Attorney and update their Will and Estate to reflect their changing situation.

All Feros Care services are delivered according to individualised Care/Service Delivery Plans developed in consultation with the client, their carer(s) and loved-ones, and health professionals. Feros believes in a holistic approach to care assessments where the client’s aspirations, preferences and social history work to provide a complete picture of needs and lifestyle priorities. Feros Care Care Plan/Service Delivery Plans are living documents that are continually adjusted according to changing needs and circumstances of the client.

During 2008-2009, Feros Care responded to the individual needs of 1,503 people. The vast majority (87%) of our clients accessed one or more of our At Home (community or respite) care services.

**OUR CLIENTS**

2008-2009

**CLIENT FACTS AT A GLANCE**

<table>
<thead>
<tr>
<th>Total number of clients that received services during 2008-2009: 1,503</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of residential clients (as of 30 June 2009): 93</td>
</tr>
<tr>
<td>Number of At Home (community and respite) clients (as of 30 June 2009): 839</td>
</tr>
<tr>
<td>Total nights of residential care provided (2008-2009): 32,064</td>
</tr>
<tr>
<td>Proportion of residents 80 years and older (as of 30 June 2009): 75%</td>
</tr>
<tr>
<td>Proportion of At Home (community and respite) clients 80 years and older (as of 30 June 2009): 61%</td>
</tr>
<tr>
<td>Proportion of female residents (as of 30 June 2009): 75%</td>
</tr>
<tr>
<td>Proportion of female At Home (community and respite) clients (as of 30 June 2009): 65%</td>
</tr>
</tbody>
</table>
Feros Care residential villages supported 194 residents in 2008-2009. Most residents were aged between 80 and 89 years. A higher proportion of residents were female (75%) compared to community clients (65%). At the end of June, 42% of Feros Care residents were diagnosed with dementia or cognitive conditions. Together Feros Village Byron Bay and Bangalow provided 32,064 nights of care, 71% high care, 25% low care and 4% respite care.

As of 30 June 2009, Feros Care had 746 active At Home clients. With over 80% aged between 70-89 years and the majority resided in the Tweed Heads (34%), Gold Coast (27%) and Byron (14%) Shires. The dominant service program in use is Home and Community Care (HACC) – Domestic Assistance with 25% of registered clients.

A total of 249,334 staff hours and 427,011 kilometres of staff travel were used to support our clients. Almost all (98%) staff travel was dedicated to servicing At Home clients. These figures represent an increase of 33% in service delivery hours from the 2007-2008 financial year.
Board of Directors

Feros Care is governed by a volunteer Board of Directors, consisting of a Chairperson, Deputy Chairperson and six Directors. The Feros Board of Directors provides governance and strategic direction to the organisation and works effectively with senior management to ensure high quality care.

Our Board of Directors provides governance and strategic direction to the company and works effectively with senior management to ensure high quality care and services. The Board meets on the first Wednesday of every month and holds information meetings for members on a quarterly basis. See the Chairman’s Report for information on this year’s activities and accomplishments.

Senior Management

Feros Care has a dynamic hands-on senior management team that works collaboratively with staff to ensure effective, high quality care and positive outcomes for clients and their families. Our team consists of senior nurses, accountants, experienced health care administrators and service planners, operations and human resource experts.

Feros management operates under an executive accountability framework to ensure stable and transparent corporate governance. Senior management is very passionate about the services Feros Care provides and is committed to becoming the provider of choice in all the regions we service.

Dedicated Staff

Feros Care services are provided by a dedicated team of staff who are selected based on their passion for working with seniors and people with disabilities and commitment to organisational values and care principles. Feros Care employs staff in the areas of administration, housekeeping, catering, maintenance, lawn mowing, personal care, nursing and therapies. Our team members have a passion for working with seniors and see it as a privilege to do so.

All appointed staff undergo an extensive hiring process with interviews, professional reference checks and criminal record screening. Organisational orientation and mandatory training is also a requirement of employment.

Feros Care is a supportive and generous employer keen on retaining staff and creating career pathways. All staff have access to a comprehensive Employee Benefits Scheme which includes salary packaging, scholarship and traineeship opportunities, gym membership, onsite exercise programs, chaplaincy and counselling services. Feros Care actively promotes the rewards of working within the aged care industry with return to work candidates, school leavers and university and TAFE students.

Feros believes in making work fun! All staff are encouraged to create an innovative and accountable work environment where playful, attentive and engaging attitudes lead to more energy, enthusiasm, productivity and creativity with the aim of improving workplace culture. One of the means by which we maintain this positive culture is through our staff recognition and reward program called Applauding Innovations. At our annual Innovations Dinner on the 24th October 2008, awards were given to the following dedicated staff: see right column

**2008-2009 STAFF FACTS**

- Number of employed staff: 179
- Number of staff (including our brokerage staff): 322
- Proportion of staff with over three years of service: 27%
  - Proportion of staff over 40 years of age: 72%
  - Proportion of female staff members: 91%
  - Proportion of staff duties involved in direct care: 81%
- Total number of hours of service provided: 249,334
- Total number of kilometres travelled by staff to service clients: 427,011
Applauding innovation is an important Feros Care initiative which provides an accessible and easy pathway for Feros Care staff to make suggestions and offer ideas on service and environmental improvement. It promotes and rewards staff for their mindfulness to create a better place in which to work.

The Innovations Cup is presented each year to a staff member who has brought forward an idea that has been operationalised and achieved success or significant achievement.

5+ YEARS OF SERVICE
Toby Taylor
Sandra Stevenson
Marilyn Neve
Wendy Anderson
Dianne Gerken
Genevieve Bowes
Sharon Yusof

10 YEARS OF SERVICE
Angela Banks
Cheryl Frappell
Baljinder Singh

EMPLOYEE CHOICE AWARDS
Feros Care employees nominate a staff member or volunteer in their team who should be recognised for their dedication to the Feros Values and Mission
June Lavender – Community Care
Patricia Green – Feros Village Byron Bay
Lauren Maizey – Feros Village Bangalow
Kirsty Guild – Feros Care Business Centre
Steve Phelps – Volunteer

INNOVATIONS CUP WINNER
Erica Kneipp
For Feros Care’s participation in the Global Corporate Challenge where 25% of our staff joined the challenge to walk 10,000 steps a day for 182 days.
At the end of June 2009, Feros Care employed 179 staff and engaged a further 143 brokerage workers across a number of service programs. Seventy two percent of our staff were part-time and the vast majority were women (91%). Most of our employees reside in the Byron, Tweed and Gold Coast Shires (76%), with our brokerage workers in the Caboolture, Gold Coast and Coffs Harbour areas (93%).

Staff aged between 40-49 years represent the largest proportion of positions held with Feros Care (33%), followed by 50-59 years olds (32%). Twenty seven percent of our staff have been working with Feros Care for more than three years and ten percent for greater than seven years.

Personal, domestic and hotel care-workers dominate the duties profile at Feros Care with 81% dedicated to direct service delivery.

Generous Volunteers

Feros Care is fortunate to have a number of active volunteers supporting our services and providing companionship to residents, clients and their carers. Volunteer activities include bus trips, shopping, visiting, social activities, crafts and hobbies, outings, fundraising, transport, gardening and a number of other interest and professional areas. In some cases just sitting with unwell or lonely clients makes the world of difference.

The Feros Care Volunteer Program is always looking for volunteers who are interested in enhancing the quality of life of the elderly through laughter, companionship and support. Feros Care does not use volunteers under any circumstances to substitute for the paid work of employees. All volunteers must be officially recruited, registered and trained by Feros Care prior to the performance of any task. As with employees, Feros Care volunteers must complete a Criminal History Check prior to commencing volunteering.

At the 2008 Innovations Dinner, the much appreciated contributions of volunteers were recognised by awarding a Volunteer of Choice Award voted by staff for demonstrated volunteer commitment and enthusiasm. The winner this year was Steve Phelps who received a trophy, voucher and certificate of appreciation for the many bus outings he provided our village residents over the year. All Feros Care volunteers received a certificate with appreciation comments by staff at the Innovations Dinner.

Friends of Feros has been our active voluntary fundraising body working tirelessly since their initiation in 1988 as a fundraising committee. In 2008, Friends of Feros celebrated their 20 years of service and in 2009, sadly attended their last meeting due to dwindling numbers of the Friends committee. Their dedication and contribution to Feros has been significant over the last 21 years and the fundraising efforts will be missed. We will, of course, still see the Friends around our villages providing regular pampering services, hand massages and nail care for our residents. Feros Care wishes to extend a very big congratulations and thank you to the friends from all our residents and staff.

Feros Care Staff Distribution by Primary Duties

(as of 30 June 2009)

60% Carers/AIN's
12% Hotel Services
11% Registered Nursing
6% Administration
8% Co-ordination
3% Management
Valued Members

Feros Care is owned by the people living within the communities we service. Membership is important to Feros because it strengthens our community base and brings invaluable expertise to the organisation. Feros Care currently has 31 individual members. Members assist by volunteering; contributing their skills to assist organisational planning and development, participating in activities, events and fundraising and becoming a Board of Directors Member. For more information on Feros Care membership and volunteering contact Feros Care Business Centre on (07) 5669 0555.
Client Satisfaction

- Established new premises in Coolangatta for Feros Care’s Community Gateway (also known as the Community Contact and Referral Centre). The Gateway is a 24/7 single-point-of-entry for enquiries, clients, carers and health professionals accessible on 1300 763 583 and virtually through a wide-area network by remote and mobile staff.

- Made an impact on clients and families living with a palliative care diagnosis through the successful operation of the Northern Rivers Primary Palliative Care Project. This project won the 2008 Not For Profit Awards - Project of the Year due to the project success of transitioning clients from hospital to home or residential care setting through effective care assessment, coordination and planning.

- Completed the redevelopment and extensions that dramatically enhanced the décor and habitat of Feros Village Bangalow creating a resort-like retreat with room for care giving, living, privacy and intimacy. Our village now hosts 19 additional beds, enhanced living and support services including modernised kitchens, laundries, community gathering and outdoor living areas. Feros Village Bangalow was awarded 2008 Best Renovated Aged Care Facility by the Aged Care Association of Australia.

- Commenced implementation of a new care model at Feros Village Bangalow and Byron Bay involving the creation of Eden Teams to support each of the four cottages within the villages. These teams of staff and residents will be self-directed and empowered to collectively determine daily priorities and activities. The aim is to take the routine out of every day life and foster spontaneity, variety and purpose.

- Obtained funding from the National Respite for Carers Program to undertake a research project that takes the successes of implementing the Eden Alternative philosophy in residential care and developing a model to implement Eden within the community setting.

- Implementation of a new line of assistive technology products including Feros Care’s Life Link Personal Alarm and dementia monitoring devices. These technologies enable clients and loved-ones to feel confident about decisions to remain living at home knowing that emergency service is only a push of a button away.

Human Resource Development

- Development of a comprehensive 7 Star Staff Development Program that builds on the leadership skills and organisational knowledge of staff to be able to fulfil the values of the organisation.

- Comprehensive review and launch of a new Staff Orientation Program that involves comprehensive 4 stage process of on-the-job orientation, self directed learning packages, mentoring sessions, competencies and a comprehensive staff manual.

- Creation of New Corporate Values in conjunction with staff, management and Board and the development of a Work Place Culture project to be rolled out in 2009-2010.
• Trialling and Business Care Development of GPS mapping and time tracking programs to improve roster planning, staff supervision and monitor remote and mobile workplace safety issues.

• Preparation towards the implementation of Collective Agreements to replace the old state care and nursing awards, incorporating QLD staff, community nurses and Allied health Staff.

• Commenced Wellness at Work committee with workshops with Health Promotions experts.

• Implemented a new regional Care Liaison (Team Leader) structure across community care to provide additional support to Care Managers and improve client communication and assessment frequency and quality.

• Sixteen staff enrolled in traineeships and certificate courses in Aged Care, Community Care, Hospitality and Front Line Management.

• Successful participation in an Education Competition that encouraged staff to attend organised Education Calendar events and Aged Care Channel satellite broadcasts by offering learning and development points that once accumulated could be converted into valuable retail and travel vouchers.

• Introduction of a Clinical Educator for the Residential Villages that has implemented a comprehensive competency framework to enhance the skills of all staff across the villages.

• Restructure of Occupational Health and Safety Consultation process to develop sub committees for key safety areas including infection control, manual handling, wellness at work, community safety, return to work and fire safety.

• Hosted the Third Annual Innovations Dinner to honour home-grown idea creation, professional development, successful innovations and individual innovators. This year’s theme was “Halloween” and it was well attended by staff and volunteers. The success of this event has confirmed the merit of our Applauding Innovations Program and the need for an annual celebration.

Continuous Quality Improvement

• Implemented a new web-based document management system to improve access to all key company documents from any location including policies, procedures, forms, minutes and publications.

• Achieved 44 out of 44 outcomes in the Residential Aged Care Accreditation for both Feros Village Bangalow and Feros Village Byron Bay. Obtaining the full three year accreditation from 2009 – 2012. This is twelve consecutive years of full accreditation status.

• Successful Quality Reporting visit for Caboolture Services (EACHD and CACPS) June 2009.

• Commenced Risk Management Review that includes the documentation of Feros Care’s Risk Management Framework, KPI’s, risk reporting and monitoring.

• Completion of a corporate policy review based on corporate compliance and best practice.

• Awarded 2008 WINNER of the Aged Care Association Australia’s Best Renovated Aged Care Facility for Feros Village Bangalow

• Awarded 2008 WINNER of the Aged Care Association Australia Excellence in Management Award for Jennene Buckley, Chief Executive Officer.
Comments from Exit Interview of Auditors at Feros Village Bryon Bay Accreditation Audit: 27th May, 2009

"That they have been auditing now for a long time, and that Feros has some of the strongest systems they have seen"

"the care is driven by the residents with the support of the staff, that we should be commended for the philosophy of care that is being implemented at Feros (Eden), and it is something Feros should share with the industry."

"it is evident that staff are proud of the systems in place and they should be – you know what you do well and you know what systems you’re still developing. The residents are happy and are proud to be living in Feros Village."

• Finalist of the 2008 Aged Care Association Australia’s Information Technology Award for our Community Gateway and Contact Centre.

• Awarded 2008 WINNER of the Not-For-Profit Network’s Organisation of the Year, for Feros Care’s achievements in leadership, growth and reputation.

• Awarded 2008 WINNER of the Not-For-Profit Network, Project of the Year -Northern Rivers Primary Palliative Care Project

• Finalist of the 2008 Not-For-Profit Network’s CEO of the Year.

• Finalist of the Not-For-Profit Network’s Team Member of the Year for Robyn Schneider’s achievements and dedication to Feros Care.

• Awarded 2008 WINNER of the Aged and Community Services Australia Awards for Excellence in Technology for our Community Gateway and Contact Centre

• Awarded 2008 WINNER of the Information Technology in Aged Care (ITAC) Awards for our Community Gateway and Contact Centre

Sustainability and Growth

• Completed a $6 million dollar expansion and renovation project to transform Feros Village Bangalow into four cottages capable of supporting 16 residents all linked to a village hub, a large open plan communal and servery area. Residents now have access to a purpose-built gym, beauty salon and activity rooms as well as clever places for quiet reflection in our beautifully landscaped gardens.

• In June 2009, awarded recurrent funding to establish a regional Physiotherapy Program within the Far North Coast area to support Day Centres and HACC eligible clients.

• In June 2009, awarded recurrent funding to establish a Social Support Monitoring Service within the Hasting-Port Macquarie region of the Mid North Coast, NSW.
• Completed funding submissions for $14 million of funding in the 2008-2009 ACAR funding round for additional services from Port Macquarie to Bundaberg, and HACC funding for services from Coolangatta to Caboolture (announcements delayed)

• Commenced Leadership and Resource Efficiency modules of the Sustainable Advantage Project with the Department of Environment and Climate Change

• Commenced project to implement a “Show you Care” program within Feros Care to obtain support for Bequests, Donations, In Memoriums, Corporate Sponsorship and Volunteering.

• Research and Business plans to expand our assistive technology products to include Telecare and Telehealth monitoring. Telecare is the use of environmental sensors and peripherals that activate alarm calls in the situation of emergencies (dementia client wandering out of home, water left on, a fall etc). Telehealth: technology that enables home based clients to take daily/regular vital signs (BP, oxygen levels, weight, blood glucose etc) that are filtered through to a web browser for clinical staff to monitor and respond.

• Implementation Review of the Aged Care Funding Instrument (ACFI) for residential care involving new documentation, processes and training of staff and visiting health professionals with the aim of reducing the organisations financial exposure.

• Investment in a Comprehensive Disaster Recovery Plan that involves data imaging and nightly data transfers to ensure continuation of business and operations in the event of a disaster that disables computers and phones for an extended period of time.

• Attracted funding from the corporate Partners For Change Program to develop a strategic partnership with NSW Department of Education and Training – State Training Services and Employment Service, NORTEC to jointly attract, train and recruit staff to community care.

Community Engagement

• Opening Celebrations of our Extensions and Renovations of Feros Village Bangalow in August 2008 was shared with 190 guests that included the Minister for Ageing the Honorable Justine Elliott MP and Don Page MP.

• Official opening and launch of our Caboolture Regional Community Care Services in March 2009 by the Honorable John Sullivan MP, Federal Member for Longman. The opening was attended by many community care groups, services and local media.
• Official opening of our Coolangatta Community Contact and Referral Centre in December 2008 was attended by the Minister for Ageing the Hon Justine Elliott MP and the Shadow Minister for Ageing, Margaret May MP.

• Chief Executive Officer board membership on the Aged and Community Services Association (NSW and ACT) and Deputy Chairperson of the Regional NSW Aged and Community Services Association.

• Director of Community Care membership on the Aged Care Queensland Regional Committee and the Community Care Advisory Committees of Aged Care Queensland and the Aged and Community Services Association (NSW and ACT).

• Development of profile building print, radio and television advertisements across all service regions to raise the awareness and profile of Feros Care services. Referral data suggests that this marketing strategy generated over a 50% increase in new referrals in 2008-2009.

• Participation in the IDEAS Project auspiced by Aged and Community Services (NSW and ACT) to look at workforce development initiatives in the Far North Coast.

• Continued participation in regional and State community development forums including local affordable housing, social planning, disability access committees and inter-agency forums focused on improving service co-ordination and assisting at-risk clients.

• Increased Feros Care exposure through participation at numerous seniors Health and Lifestyle Expos including the Tweed, Gold Coast and Ballina expos.

• Undertook a number of industry conference presentations to share Feros Care’s successes in relation to the Eden Alternative, Community Technologies and our Applauding Innovations program.
2009-2010 COMMITMENTS

- Develop the 2010-2012 Strategic Plan and revisit the company’s vision, mission and values.

- Service rollouts for a range of new programs awarded in July 2009. Further expansion and growth of community-based packaged care services from Port Macquarie to Bundaberg.

- Mainstreaming of assisted technologies in at home care settings to including the full range of telecare and telehealth products, including a research partnership with Griffith University.

- Review core financial and residential software systems and implement an upgrade plan.

- Expand partnerships with retirement villages in all communities serviced to increase opportunities for ageing in place programming using At Home services.

- Secure intellectual property by reviewing all systems and products and developing systems for exporting material and ideas within the industry.

- Assess opportunities for the development of wellness services in partnership with local primary and allied health care providers.

- Develop and implement a marketing strategy tailored for the regions serviced by Feros Care.

- Commence internal assessment for the Australian Business Excellence Framework and identify resources required to achieve accreditation.

- Preparation of Residential Care Options paper to determine the strategic direction for Feros Care in relation to these services.

- Rollout of the Seven Star Staff Development Program for star modules one and two.

- Undertake cultural audit of Feros Care and implement strategies to ensure service delivery and culture is aligned to the new agreed Corporate Values.

- Implementation of smart phone and GPS technologies for community care field workers.

- Planning for the establishment of a Northern Community Care Regional Office on the Sunshine Coast.
We give you a joint Chairman of the Board and Chief Executive Officer (CEO) Report for 2008-2009 year. We both are very proud of the achievements of this past year. Those achievements have been the product of a many years of hard work, planning and commitment. It has encompassed the dream to become an innovative leader in the aged and community care industry.

The company has been acknowledged this year through a host of State and National Awards for our achievements in the use of information technology, models of care, building design, management and strategy.

Our residential facilities achieved full three year accreditations, this is for the fourth time in the last 12 years and our community care services continue to achieve successful quality reporting audits for our packaged care programs.

Feros Care hosted three official openings this year for our Feros Village Bangalow extensions, our new award winning Community Gateway and our Caboolture Community Care Services. All openings were well supported by Government officials, community organisations, company members and our long standing associates.

The achievements would not have been possible without the individual commitment and dedication of our staff, managers, volunteers and Board of Directors.

Board of Directors

In the 2008-2009 financial year, the board numbered eight members. Eight board meetings were held in this financial year, four in Byron Bay, one at Caboolture and three in Coolangatta. The board now plans to meet six times each year in the future.

As in past years, the board members were assigned to committees and task forces to assist in the overall governance of the company. Those committees are:

1. Audit, Risk and Compliance Committee
2. Nominations Committee
3. CEO Remuneration and Appraisal Committee
4. Governance Task Force
5. Directors’ Education Task Force
6. Ideas/Forward Planning Task Force

The board as a whole and in their committees/task force functions were assisted by members of the Senior Management Team and we thank them for all their professionalism and dedication to the tasks.

Special mention needs to be made to the efforts of the Governance Task Force members in undertaking the task of reviewing the existing governance manual and progressing the construction of a new document to ensure our governance is on track. This task is not yet completed but nearing that goal at the time of this report.

During the year the delegations manual was reviewed and updated to bring it into line with today’s industry requirements and company expansions.

The board on a quarterly basis reviewed the results of the key result areas specified in the Corporate Strategic Plan.

Again this year, as in previous years, a Director’s self-evaluation was conducted on:

1. The board as a whole
2. On each director individually
3. On the Chairman

These annual evaluations assist the board to ensure our governance of the company is kept at the highest standard.

In this past year a director attended each of the following four (4) aged care conferences to be kept abreast of aged care industry developments:

1. Aged Care Services Australia in Adelaide
2. Aged Care Association Australia in Hobart
3. Not-for-Profit (INCE) in Brisbane
4. Aged Care Services (Northern NSW) in Ballina

Ian Cook retired as a Director in November 2008 after 16 years service on the board.

“Thank you, Ian, so much for your efforts, leadership and participation over those many years, we wish you well for the future”.

In February we saw the retirement of that wonderful group of hard workers, supporters, money raisers and volunteers, the “Friends of Feros”. Our sincere thanks also go to them for the 21 years of great service they provided to Feros Care as a company and to the residents.

This year as in the past, a series of quarterly members meetings were held to acquaint Feros Care members with the progress of the company and operations. These meetings provide an opportunity to raise ideas, ask operational questions and consider any matter that may assist the Board with company governance. These meetings are crucial to the organisation and its governance agenda and the operations of the company and we look forward to a greater attendance and participation by the board.

Company Operations

The Feros Board of Directors approved the extension of our current 2006 – 2009 strategic plan for a further year to June 2010 to enable management and staff to finalise some of the exciting projects that we aimed to complete within the life of the strategic
plan. The achievements over the last three years have surpassed our expectations in relation to growth, service outcomes and organisational development. Our dream was to grow our services from a single locality of Byron Shire to a multi-regional provider from Port Macquarie to Hervey Bay, and by 2010 it will be achieved.

Our staff and management have been energised by a number of projects that have included the completion and commissioning of the refurbishment of Feros Village Bangalow, the expansion of community care services in Gold Coast and Caboolture and the many celebrations of openings and industry awards.

Feros Care continues to build its reputation as a reliable industry and service navigator with more clients, carers and health professionals enquiring through to our Community Gateway to obtain information on services available within their regions and to refer their clients or loved-one for services.

Assistive Technologies has been a key project for Feros Care this year, exploring the benefits of how we can improve client’s quality of life and service delivery support through home safety and care monitoring systems.

Financial Report

We jointly submit the 2008-2009 Financial Report in the Annual Report. We believe the report reflects the continued excellent manner in which the company is managed and governed. The surplus achieved this year is very positive considering the financial challenges around expanding Feros Village Bangalow (which has occurred from company reserves) without any capital funding support from the Commonwealth Government. The financial results estimated into the next financial year are again very positive with the occupancy of the new Beds at Bangalow and the community care services coming online.

Feros Care is a people organisation and the success this year is grounded in the achievement of our team members – staff, volunteers, care partners and external contractors and suppliers. Feros is leading the way through its commitment to quality aged care and community care delivery.

Our industry is going to present us with many challenges into the future with an increase in the seniors population, increased demand on our services and an anticipated reduction in government support. However, these challenges also present many opportunities, and we are excited by the possibilities in relation to new models of care, seniors housing and the introduction of new technologies.

Our 2010 – 2012 strategic plan will set our vision for the next 3 to 6 six years as we continue to make a difference in the lives of the people for which we care and navigate the future.

Thank you to everyone for your excitement, dedication and commitment to Feros Care, and we look forward to another great year!

R K (Keith) Castle OAM
Chairman

Jennene Buckley
Chief Executive Officer
Community support plays an important role in empowering Feros Care to successfully deliver quality aged and community care services that are responsive, accessible and aligned to the needs of the community.

In 2008-2009, Feros Care continued to benefit from the generosity and support of longstanding supporters. We would like to thank and pay tribute to the following individuals and organisations for their generosity and caring spirit.

**Bequests and Estates**
Estate of Late Joyce Telford

**Donations in Kind**
- Byron Kids World (Michelle)
- Ms. Kathy Amor
- Bangalow Red Cross Ladies
- Lennox Hire & Garden Supplies
- Akers Family
- Mr. Moe Hughes
- Ms. Belinda Wroe
- Mr. Michael Evans
- The Mears Family
- Mr. Bill Shirley
- Byron Bay Cookie Co
- Ms. Jacky Wilkosz
- Ms. Angela Heyning
- Ms. Belinda Seaton

**Individual Donors**
- Mr. Cyril Flintoff
- Mr. Robert Hammond
- Mrs. Margaret Harris
- Mrs. Joy Neville
- Mr. Raymond McDonnell
- Mr. Warren Clarke (Bangalow Social Golf Club)
- Ms. Catharina Mooy
- Mr. Stephen Crake
- Mrs. Nola Lake
- Mr. Bruce Hamnett

**Corporate Sponsorships**
- AceTek Systems Pty Ltd
- Ashburner Francis
- Bennett Industries
- Bidvest
- Brad Loch & Co Landscape & Paving
- Byron Bay Self Storage
- Chubb Fire Safety Ltd
- Compass Curtains
- Cooper Communications Pty Limited
- Database Consultants Australia
- Lickiss Fabrications P/L
- Northern Rivers Surgical Supplies
- Optus Business Direct
- Ray Towers Carpets
- RE Condon Hardware Pty Ltd
- Sarwood Timbers Pty Ltd
- Summit Joinery Works
- The Athlete’s Foot
- Thearle Electrical

**Financial Grants**
- Department of Health and Ageing
- Department Veteran Affairs
- Department of Ageing, Disability and Home Care
Letters of Support
Aged Care Assessment Team, Chermside
Community Health
Alzheimer’s Australia
Ballina Chamber of Commerce
Bangalow Chamber of Commerce
Bangalow Consulting Centre
Bangalow Lions Club
Burleigh Heads RSL
Byron Bay Masonic Centre Pty Ltd
Byron Bay Royal Arch Chapter No. 51
Byron Bay Services Club
Byron Shire Respite Service Inc
Byron United
Christine Smith MP
City of Gold Coast – Daphne McDonald
City of Gold Coast – Jan Grew
Clarence Aged Care Assessment Team
Community Care Access Service
Coolangatta/Tweed Heads Legacy Laurel Club
Discharge Planner, John Flynn Private Hospital
Don Macdonald
Don Page MP
Golden Crest Manors
Hinchliffe & Schumacher Pty Ltd
Jan Stuckey MP
Margaret May MP
Mid North Coast Commonwealth Respite & Carelink Centre
Murwillumbah Legacy
North Coast Area Health Service, Ballina Hospital
Ocean Shores Country Club Limited
Ocean Shores Medical Centre
Pottsville Beach Neighbourhood Centre
Pottsville Community Association
Queensland Older Women’s Network
Quota International of Tweed Heads - Coolangatta Inc
Returned and Services League
Ross Tucker
Sullivan Nicolaides Pathology
The Bangalow Medical Centre
Thomas George MP
Tweed Economic Development Corporation
Tweed Heads Community Health Centre
Tweed Indigenous Community
Tweed River War Widows’ Association
U3A Gold Coast Inc
Westminster Lodge Mackay

Community Gratitude
Feros Care would like to extend a very special thank you to the anonymous cash donors, Friends of Feros and volunteers for their loyalty, dedication and ongoing commitment. There are numerous individuals, businesses and clubs who have supported the Friends of Feros throughout the year and their contributions are greatly appreciated.
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