



ANNUAL REPORT

**FEROS CARE
2020-2021**

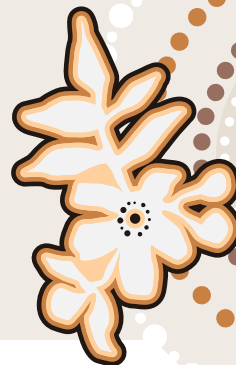




ACKNOWLEDGEMENT OF COUNTRY

Feros Care acknowledges all Aboriginal and Torres Strait Islander people as the First Nations peoples and we recognise their culture, history and connection to the land, sea, and sky. We acknowledge the Traditional Custodians of the lands on which we live and work. We pay our respects to Elders past, present and emerging. We extend that respect to our Aboriginal and Torres Strait Islander staff, clients, participants, residents, partners and stakeholders.

Danny Eastwood



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CHAIR AND ACTING CEO REPORT

**IT IS A GREAT PLEASURE TO PRESENT
THE 2020-21 ANNUAL REPORT FOR
FEROS CARE, IN GREAT COMPANY AND
BE SOMEONE FOR SOMEONE.**

Success crowns effort, and it's been another successful year for Feros Care thanks to the dedication and resilience of our staff and volunteers, management, Executive and Board members.

Feros Care's staff are the essence of our success and we thank each individual who has contributed tirelessly to the outcomes delivered and achievements realised during the year, in the middle of a pandemic.

Our response to COVID-19 demonstrates our ability to rise to new challenges, embrace opportunities and forge forward with strength and heart.

While we have said goodbye to our long-time CEO Jennene Buckley, we have welcomed Karen Crouch, who officially took over the new CEO role from Acting CEO Melissa Simpson on 13 September 2021.

On behalf of the Board, we would like to thank Jennene for her service over the past two decades. During Jennene's leadership over those formative and important years, we transformed from a small provider to a renowned provider supporting more than 25,000 people.

Turning our sights to the next decade of Feros Care growth and success, we look forward to working with Karen, who comes to us with decades of clinical nursing, primary health, aged care and management experience. Her most recent role was Executive Director at Anglicare Southern Queensland, which has more than 3,000 staff and over 60 sites. We have also



COLIN McJANNETT
Chairman of the Board



MELISSA SIMPSON
Chief Executive Officer
(Acting)

welcomed new members to the Feros Care Board, and you can read more about them in this year's Annual Report. We thank each of our Board members for their contribution to our business and look forward to a bright and exciting future.

ADJUSTING TO COVID-19

The global pandemic remains an unprecedented challenge, and our response to COVID-19 has taken considerable time and resources over the past fifteen months. However, we are meeting the challenge confidently, and in recognition of our responsibility to care safely for our customers and staff, along with our role in creating safe communities.

The Board fully supported the Executive team and their response to the pandemic, with a shared focus on risk management and a resilient operating model.

With business agility a cornerstone of Feros Care's success, we were able to embrace our tech-enabled systems, such as the Virtual Social Centre and our Telehealth programs, to make a rapid transition – where appropriate – to full digital offerings in the face of COVID-19. This resulted in less disruption to our customers and a more streamlined and safe process for staff. A critical area of focus has been the health of our customers and staff members. As such, we took all steps necessary to ensure teams were well trained, skilled and equipped to support our 'safety first' philosophy.

Pleasingly, our Employee Experience Team was awarded the Gold Stevie Award for Most Valuable HR Team Asia Pacific for their exemplary effort in planning around COVID-19. Our comprehensive COVID-19 response was hailed 'HR with heart' by the judges who were impressed by its all-encompassing nature, ensuring staff had safe, alternate workplace options whilst ensuring everyone maintained employment during the crisis.

FINDINGS OF THE ROYAL COMMISSION INTO AGED CARE QUALITY AND SAFETY

We recognise, and are grateful for, the important work undertaken by the Royal Commission. Feros Care had the privilege of contributing to the Royal Commission via a Panel focused on the use of technology and innovations in aged care. We were able to share our experience and success in this space, emphasising that technology is increasingly key to staying independent, socially connected and attaining life goals.

We welcome the introduction of the first phase of the reform with the passing of the Aged Care and Other Legislation Amendment Bill of 2021. The second phase of the legislative reform is currently before the House of Representatives at the time of publication. Both pieces of legislation are aimed at delivering the high quality and safe systems of care that Australian seniors deserve and expect.

This legislation responds to a number of recommendations of the Royal Commission, including introducing significant funding reform for residential aged care and the Aged Care Financing Authority, strengthening regulation and provider governance and increasing financial and prudential oversight.

The Board will continue to work closely with the Executive to implement the measures to ensure Feros Care continues to thrive to deliver the highest possible level of service.

In addition, we commissioned a review to gain greater insight into Feros Care's performance against national industry benchmarks, and an appraisal of our residential aged care villages to enable development and to ensure our robustness for the future.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) LOCAL AREA COORDINATION

Our work as a NDIA partner in Local Area Coordination continues to expand as we focus on making meaningful contributions to the communities we work within.

Employment Expos

With employment for people with disability being one of our focus areas, we have developed expos that are localised for each region.

Our first expo was a huge success in the Isaac Region in Central Queensland. Held in Moranbah in April, the event attracted more than 100 job seekers, eight employer groups, three Disability Employment Services, three coal mining companies, the Queensland Council of Social Services and a mix of local employers including Coles, three contractors and Isaac Regional Council.

The expo was extremely well received by the community and everyone involved, with calls to make it an annual event.

In addition to employment, education and volunteering remain areas of major focus for us, and we have a number of exciting projects in progress across our five service areas. We look forward to promoting equal opportunities and diversity in the workforce, and showcasing the skills and talents of a cohort of people who have much to offer, with some support, in the workplace.

Look 'n' Cook

Feros Care is always working towards building community capacity to be more inclusive, as well as enabling the capacity of individuals to reach their goals.

One of our recent projects is the 'Look 'n' Cook' film series that provides an accessible cookbook for those with intellectual and cognitive disabilities.

Filmed in partnership with South Australia's City of Playford Council, the cookbook offers simple steps through a guided film featuring NDIS participants and Feros Care staff creating delicious recipes across a five-part series.



Community Development Coordinator, Carly Grose, and National Disability Insurance Scheme participant, Kimberly whipping up a smoothie on set of Look 'n' Cook.

While the City of Playford Council established the cookbooks in 2006, this marks the first year it has been filmed to support NDIS participants to build skills and capacity for independent living, daily activities and social participation.

This is a great example of the projects Feros Care is undertaking in communities to improve access for those living with disability.

FEARLESS FILMS SERIES 2

Our second season of Fearless Films showcases people living with disability through a series of short documentaries which were released on 3 December 2020.

Fearless Films Season 2 is a collaboration between Feros Care and Screenworks that aspires to challenge traditional views around the lives of people with disability. Six short films showcase fearless Australians living with disability through the eyes of regional filmmakers. Bold, daring and extraordinary, these people smash all disability stereotypes.

The mission of Fearless Films is to prove that anyone can be fearless – regardless of age or ability. This collection of short films amplifies the voices of people with disability and strives for broader representation of disability in our culture.

Make sure you watch our latest Fearless Films Season 3, starting in October and through to November 2021 – feroscare.com.au/fearless3.

AWARDS

Feros Care has again been recognised across the country for our work in the aged care and disability sectors, as well as our charitable endeavours, innovation and commitment to our staff.

Feros Care featured heavily in the NDIA Light Up Awards, taking out both the 'Making A Difference' team and individual categories. Our ACT Local Area Coordinator (LAC) team won for its work to support participants achieve their dreams; and Kate Lemke from our Mackay LAC team won for her response to COVID-19 and closing the service gaps the pandemic caused for NDIS participants.

The South Australian LAC team was recognised in the Barossa Council Australia Day Awards for Community Project Of The Year. The LAC team was part of a larger project team that created the Barossa Cares website – a community-led response to COVID-19.



Nate Quinell and Morgan Healy of Fearless Film 'Plating Blind', at the Fearless Film Season 2 premiere.



Alan Hill, and his friendly In Great Company volunteer visitor, Morgan Miles. Both enjoying the benefits the In Great Company program brings.

Feros Care's initiative to tackle loneliness, Be Someone For Someone, was awarded one of the top honours at the 2020 Future of Ageing Awards. The team received the Social Inclusion prize for use of technology to increase social inclusion and drawing attention to this widespread issue.

Our IT team has another award to add to its collection after receiving the IT News Benchmark Award for Best Healthcare Project for our customer portal MyFeros and Voice Command Technology. In the two years since MyFeros launched, 1,284 clients have connected to the portal, which gives customers and their families more control over managing their services.

Feros Care was also a finalist in the Awards Australia Queensland Community Achievement Awards for the Prime Super Employer Excellence in Aged Care award.

VOLUNTEERING

Our 'In Great Company' program continues to grow, and we now have 326 volunteers across Australia who visit or call lonely and isolated seniors on a weekly basis.

The program matches volunteers with seniors looking for company and companionship in a bid to break the spiral into loneliness, which often leads to depression and poor health outcomes.

CHARITY

Feros Care's initiative to tackle loneliness, Be Someone For Someone, fundraises for projects to help our most vulnerable. By creating opportunities for connection, fostering friendships and creative use of technology to support engagement, Be Someone For Someone programs counteract isolation.

IN CONCLUSION

On behalf of the Board, we would like to acknowledge and thank Melissa, our Acting CEO, for her capable leadership of Feros Care and outstanding oversight of the transition between CEOs. Melissa and the Executive team have risen to the challenge and enabled us to continue to grow and improve in achieving our aim of excellence.

Lastly, we thank the fellow Directors for their ongoing dedication to good governance, accountability and ensuring excellent stewardship. In addition to their collective experience and skills, we are particularly grateful for their passion and commitment to Feros Care's mission.

On behalf of all of us at Feros Care, we extend a very warm welcome to Karen and look forward to successfully working alongside her over the years to come. Also, to you, our members, stay well and all the best during these difficult times.

Warm regards,

COLIN McJANNETT
Chairman of the Board

MELISSA SIMPSON
Chief Executive Officer
(Acting)



1.0 ABOUT US

We're Feros Care. And what we care about most is helping people live bolder lives. Healthier. Better connected. More active. More fulfilling.

We don't just want you to live. We want you to dream. To get your feet wet and your hands dirty. To laugh, have friends, be happy. To have ambitions, passions, plans.

We call it growing bold and for over 30 years, we've been making it real, both for older Australians and those living with disability. We can support you in many ways and with many services. We can help with residential aged care, home care, accessing the National Disability Insurance Scheme, community care, or getting you back on your feet after a hospital stay.



1.1 OUR MISSION

At Feros Care, we have the privilege of supporting seniors and people living with disability who are determined to squeeze the most from every day.

People who live by the daily mantra of get up, get out and do the things that bring them joy.

We don't conform to people's pre-conceptions about age or ability. In fact, we want people to think again about how they see and talk about care.

We call it Growing Bold.



1.2 OUR CORE VALUES



GAME CHANGERS

Innovators not imitators. We are the powerhouse of reinvention. We reframe perceptions and challenge conventions.



TRIBAL SHAPERS

Together we thrive. We bring our "A" game every day. We work to build a great culture and communities where everyone matters.



DREAM MAKERS

Powered by possibility. We create a place where our customers' wildest vision of what's possible comes to life.



VIBRANT CREATORS

Positive and playful. We don't fit in, we stand out. Our energy is electric, our people are passionate and our purpose is real.



KINDNESS WARRIORS

Committed to care. We give our time, energy, integrity and knowledge, but above all we give our hearts.

1.3 OUR CARE PRINCIPLES

PRESERVING DIGNITY

The life experiences of all people are valued and deserve respect.

PROMOTING HEALTHY AGEING

Focus on ageing as a positive experience involving the mind, body and spirit.

EMPOWERING LIFESTYLES

Empowering people to live the way they want by offering service choices.

ENCOURAGING INDEPENDENCE

People's rights to self-reliance are encouraged by whatever means possible.

INVOLVING FAMILY AND FRIENDS

Involvement of extended family and close friends at every opportunity.

COMMUNITY CITIZENSHIP

People are encouraged to remain active participants in their community.



1.4 OUR BOARD OF DIRECTORS

Feros Care is governed by a Board of Directors consisting of five Directors. Our Board of Directors assists Feros Care in performing to its best potential.

The Board of Directors role is to provide governance and strategic direction and work effectively with senior management to ensure high quality care and service delivery. Feros Care is fortunate to have exceptionally qualified past and present Directors including existing and former company directors, finance managers, government executives, solicitors, hospital directors and business owners.

The following individuals currently comprise the Feros Care Board of Directors:



COLIN MCJANNETT, CHAIR

Colin McJannett is involved with Feros Care for one resounding reason – it has heart.

The Byron Bay resident, who has carved a career in people care across New Zealand and Australia at executive and governance

levels, knows that if you want to provide social services you need to operate with compassion and give non-judgemental, caring support.

“We also need to keep changing and evolving otherwise we’ll gradually become redundant and lose our relevance to our community,” says Colin.

“The ethics are vitally important, as is the need to provide respectful care that meets the needs of each person – which is easy to say, but not always easy to deliver.

“It often hinges on the demands of what needs to get done in a day and we’re aware of the challenges people face in achieving that.

“Getting the balance right takes staff who are very caring, skilled

and prepared to go the extra mile and Feros Care has these people.”

For Colin, ‘growing bold’ is about creating a life that is fulfilling, enabling and continuing to grow beyond limitations.

Colin sees Feros Care’s role as providing 21st century care through innovation, being responsive to the community and clients’ needs and continuing to operate with heart.

“The Royal Commission has been a blessing and laid down some benchmarks which are good for the industry as a whole,” he says.

“Feros Care is committed to exceed those benchmarks and we believe if you’re not prepared to do that, you should not be in the sector.”



JASON BINGHAM, DIRECTOR

If Jason Bingham’s former teachers knew that he had a doctorate in business and was a recipient of a national young achiever award, they’d fall off their chairs.

The Brisbane-born father-of-three almost flunked high school and had no real interest in study

or career until a chance foray into entrepreneurship while backpacking South East Asia sparked a lifelong love of business and its ability to create positive impact.

Jason’s non-traditional career path eventually landed him at Rio Tinto overseeing their procurement and supply chain practices for almost a decade where he honed his skills at balancing commercial scale and complexity with sustainability and community impacts.

He’s now the Chief Procurement Officer for Brisbane City Council and holds board roles in the philanthropic and people care sectors.

“I’ve always had an interest in ethics, social justice and healthy, connected communities,” says Jason.

“I love working with organisations that have a strong purpose and dare to dream big.”

Jason was approached about joining the Feros Care Board and decided to accept based on aligned values and his own experience of navigating the aged care system when his father passed away.

“In every organisation you’ll find a set of written values, but if truth be told it’s often almost impossible to tell them apart. Feros Care is genuinely different. Our values are unique, they’re edgy, and when you speak with our people you know that they live those values.

“That gives Feros a powerful base from which to do good in the communities in which we operate.”



ANDREW YOUNG, DIRECTOR

Respect flows through everything at Feros Care according to Andrew Young, a keen gardener who spends his spare time on Byron Bay’s Clarkes Beach with his wife, daughter and her partner.

Andrew remembers Mr George Feros, the organisation’s founder,

ringing his bell while raising money to open the Byron Bay aged-care village that still stands today.

“I admired Mr Feros and my mother-in-law was an occupant at Feros Village Byron Bay so we have some history there,” says Andrew.

“I wanted to be involved on the Board because it’s a great organisation that delivers a great service.”

Before joining the Board in December 2019, Andrew’s career included 24 years at Westpac bank, owning a mortgage fund, running a chicken processor and his current role as diocesan property officer for the Catholic Church.

He also spent 18 years on the Board of St Vincent’s Hospital in

Lismore where his interest in health and aged care began.

Andrew believes in ‘growing old gracefully’ and says Feros Care supports this philosophy through its respect for people - their friendships, their integrity and their way of life.

“Caring is in Feros Care’s culture,” says Andrew.

“It’s evident from the top through to the staff on the ground that there is a lot of caring, a lot of concern and a lot of consideration for the welfare of others.

“There’s also good morale amongst the team, a good relationship between the executives and the board, and a transparent way of working, which makes for a very positive business.”



JANET QUIGLEY, DIRECTOR

Advocating for choice, high quality care and opportunities to contribute to the community is at the crux of why Janet Quigley became a member of Feros Care's Board.

It comes after decades in the public service, where she spent

18 years in the Commonwealth Department of Health investigating different models of care for people with chronic disease, undertaking community and sector consultations, and also leading national agendas on prevention, primary care and palliative care.

"I wanted to take my knowledge of macro-level government policy and strategic planning and work with an organisation that is making a positive difference to people's lives and the community," says Janet.

"I have been very interested in patient-centred care and Feros Care is a great example of how this can be done, and done well."

Born in Wagga Wagga, an interest in health care runs in the family. Janet's mother was the deputy matron of Calvary Hospital and an

active, passionate person in the sector; her sister is a nurse and her daughter is studying radiology.

Stemming from her mother's work, Janet believes the elderly should be considered a critical part of the community, deserving of choice and high quality care.

"Feros Care's values and ethos reflect my own in this regard, providing people with support and opportunities through consumer-centred care delivered to a high standard," she says.

For Janet 'growing bold' is about having an active life that's full of opportunity.

"Feros Care provides these opportunities and I'm proud to be part of such a highly skilled and dedicated organisation."



LYNN WARNEKE, DIRECTOR

Lynn Warneke has a proud reputation and long history of championing professional inclusion, believing everyone should have the opportunity, means and support to participate fully in life.

"I've worked for many companies throughout my career and so I can

say with some first-hand authority that Feros Care is unique in its values and culture," she says.

"It is aspirational and values-driven, with abundant heart and an authentic customer focus, putting the care of older people and people with disability at the centre of everything."

With a strong social conscience and direct experience with elderly parents and family living with disability, Lynn has an acute appreciation of Feros Care's core business, while her skillset buoys its innovation and growth ambitions.

Her experience includes establishing a digital and user-centred design practice for Deakin University, and as Chief Information Officer in the Victorian Department of Premier and Cabinet on a digital

program that saw her awarded seventh place in the top 50 Australian CIOs of 2020.

Lynn looks forward to applying her extensive experience and skills guiding Feros Care's strategic performance, while overseeing compliance and risk management, with a particular focus on digital resilience and cyber security.

"The Board wants to ensure we provide a great staff and customer experience that's enhanced by digital technology, not dictated by it," says Lynn.

"This is a challenge but also an opportunity to connect, support and serve our staff, customers and stakeholders in new ways, while remaining focused on people and staying true to our mission, our values and our heart."

1.5 MEET OUR NEW CEO

When Karen Crouch took over the reins of Feros Care CEO in September 2021, she knew she'd have to be 'comfortable with being uncomfortable'.

As an organisation that challenges stereotypes, questions the system and finds better ways of delivering care, Feros Care is a great fit for Karen.

"Disruption is something I'm comfortable with," says the Registered Nurse with decades of clinical and leadership experience who has been in disruptor roles throughout her career.

"You don't disrupt things for the sake of it. You do it because it can be better.

"Yes it's uncomfortable, but if you're doing it for the right reasons, you can't go wrong."

Karen was a trailblazing nurse practitioner – one of the first in Queensland to be accredited to diagnose, prescribe and treat patients in an emergency and primary health setting.

Armed with a Masters in Nursing Science, Karen pushed the boundaries and blurred traditional roles to provide affordable access and comprehensive health care to people in need.

In Karen's role, she treated the person as a whole – instead of a disease profile – a model of care that aligns with Feros Care's modus operandi.

The opportunity to 'disrupt for a purpose' was the major drawcard for Karen to leave her role as Chief Executive Officer of Anglicare Southern Queensland where she'd been for 12 years, and take the helm at Feros Care – an organisation she says everyone in the sector is curious about.

"Feros Care is edgy, ambitious and prepared to innovate and like me, they believe that the status quo is never good enough," says Karen.

"Feros Care starts with the belief that everything is possible and works back from there.

"This belief flows through the organisation and onto the clients who are buoyed by this confidence and motivated to regain independence or remain as independent as possible.

“FEROS CARE IS EDGY, AMBITIOUS AND PREPARED TO INNOVATE AND LIKE ME, THEY BELIEVE THAT THE STATUS QUO IS NEVER GOOD ENOUGH



"As the provider, Feros Care becomes the trusted partner that helps them live out their life plan."

With six siblings and a career that began in emergency departments and intensive care units, Karen has dedicated her life to caring for others – be it family, patients, clients or her team.

It's a trait that dictates her leadership style, which takes a 'people first' approach.

"As CEO, I reverse the traditional organisational pyramid, putting clients and participants at the top as they are the reason Feros Care exists," says Karen.

"Our team comes next and it is my role to ensure that we create an environment for them to bring and do their very best."

It's a team Karen is excited to lead.

"I'm looking forward to experiencing the values, meeting the people, and understanding their passion, ambition and motivation," says Karen.

"I've had such a warm welcome so far and it's really clear that the values are authentic and lived within all layers of the organisation.

"I'm really keen to see the bold projects in action, speak to our seniors and participants and understand what growing bold means to them.

"It takes a tribe to do this work and I feel privileged to be part of it."



TWO

OUR ACHIEVEMENTS

2.0 OUR ACHIEVEMENTS 2020-2021

We kicked many goals in the 2020/21 financial year, here's what we're proud to have achieved.



CONTINUED PROACTIVE
RESPONSE IN KEEPING
OUR 26,396 CLIENTS,
PARTICIPANTS AND
STAFF SAFE DURING THE
COVID-19 PANDEMIC



ACHIEVED CONTRACT
EXTENSION TO OUR
NDIS LOCAL AREA
COORDINATION
SERVICES



CREATED THE FEROS CARE
2025 STRATEGIC PLAN
INCLUDING THE STRATEGIC
RESPONSE TO THE ROYAL
COMMISSION FINAL REPORT
AND RECOMMENDATIONS



ACHIEVED HOME CARE
PACKAGE GROWTH
TO 1,300 PACKAGES
TO IMPROVE THE
SUSTAINABILITY OF
COMMUNITY CARE



DEVELOPED A
BUSINESS PLAN FOR
THE SCALING AND
GROWTH OF THE
VIRTUAL SOCIAL
CENTRE



LAUNCHED OUR BOLD
PROJECTS INCLUDING:
FEARLESS SEASON 2,
GROW BOLD WITH
DISABILITY PODCAST
AND GRAN SLAM



SUCCESSFUL IN BUSINESS
IMPROVEMENT FUND
GRANT TO IMPROVE THE
SUSTAINABILITY OF OUR
RESIDENTIAL VILLAGES



EMBEDDED OUR NEW
BOLD VALUES ACROSS
OUR ORGANISATION
TO STRENGTHEN OUR
FEROS CARE CULTURE



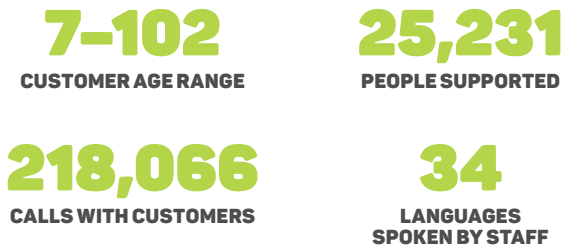
SUCCESSFULLY
IMPLEMENTED PHASE
ONE OF AN ENTERPRISE
RESOURCE MANAGEMENT
SYSTEM TO IMPROVE DATA
AND ADMINISTRATIVE
EFFICIENCIES FOR HR,
PAYROLL AND FINANCE



FINALISED CULTURAL
COMPETENCE AUDIT
IN PREPARATION FOR
RECONCILIATION
ACTION PLAN (RAP)
DEVELOPMENT



3.0 ORGANISATIONAL SNAPSHOT



OUR FOOTPRINT
From our beginning more than 30 years ago in Byron Bay, we've grown to care for people in our communities in six states and territories across Australia.

The **Feros Care Financial Report** can be found on the Australian Charities and Not-for-profits Commission website or by clicking [here](#). At the time of printing the 2020 Financial Report is available, the 2021 Financial Report will be available by 31 January 2022.

3.1 COMMUNITY SNAPSHOT



These videos provide a flavour of how we help our customers to grow bold!



OUR AGED CARE CUSTOMERS

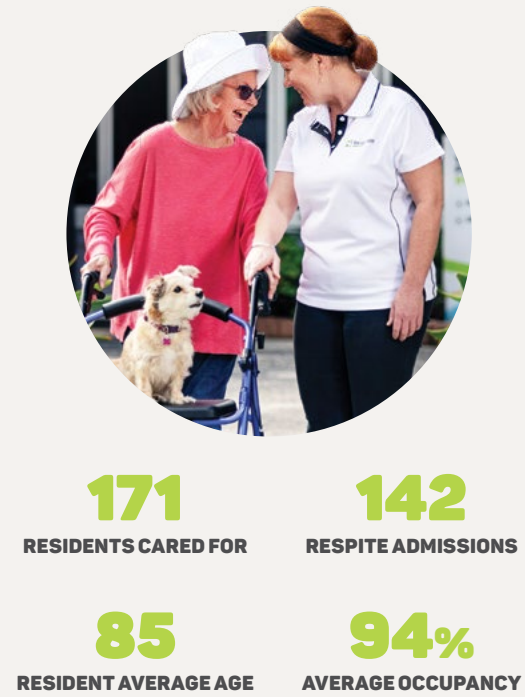
Click the image above, or visit feroscare.com.au/AgedCareCustomers to watch the video.



OUR NDIS PARTICIPANTS

Click the image above, or visit feroscare.com.au/NDISParticipants to watch the video.

3.2 RESIDENTIAL SNAPSHOT



3.3 NDIS LOCAL AREA COORDINATION SNAPSHOT



3.4 BE SOMEONE FOR SOMEONE

FUTURE OF AGEING AWARD

Be Someone For Someone, founded in 2019 to tackle loneliness in Australia, was awarded one of the top honours at the 2020 Future of Ageing Awards.

Be Someone For Someone snared the Social Inclusion prize at the prestigious awards ceremony, which recognises innovation and leadership across Australia's aged care industry.

The highly detailed awards submission highlighted Be Someone For Someone's commitment to increasing social inclusion, addressing loneliness by raising awareness of the issue, fully researching the social landscape and providing tools and resources for people to make connections.

This included '1000 Notes of Friendship', a COVID-19 specific awareness campaign designed to keep seniors connected through letter writing by volunteers and that

proved so successful – surpassing its target of 1,000 notes – it's now a permanent fixture in our ongoing Kindness Warrior Program.

In the nine months after Be Someone For Someone was launched a Research Advisory Committee was established. This consisted of leading social and health researchers who studied more than 250 research papers and meta analyses on loneliness and isolation; developing a Be Someone For Someone framework on loneliness to help the organisation and others, to focus and prioritise high impact programs to support those who are suffering the most.

Be Someone For Someone is incredibly passionate about tackling loneliness head on and we look forward to rolling out more innovative campaigns in coming months.



MORE THE MERRIER

Due to the ongoing global pandemic, the More the Merrier campaign has had to be reimaged in 2020. With statistics showing 39% of Australian adults feel lonely (August 2020), there has never been a more important time to spread a little merriness!

Christmas can be one of the loneliest times of year for many people, which is why 'More the Merrier' was

the first campaign that Be Someone For Someone launched in 2019. Last Christmas we encouraged Australians to think of someone who might be lonely and make a pledge to make their Christmas a little merrier.

Together, we were able to help over 400 people feel less lonely at Christmas time in 2020.



Click the image above, or visit feroscare.com.au/MoreTheMerrier2020 to watch the video.

3.5 IN GREAT COMPANY

At Feros Care and In Great Company, we're blessed with an army of kind, talented and giving volunteers who help make our clients' lives happy, bright and bold. From bus drivers to yogis, bakers to expert chatters, our 326 volunteers play an important part in the lives of our residents and clients out in the community.

Our volunteers come with a diverse range of skills, interests, abilities, ages, language groups, backgrounds and experiences. We are proud that our volunteers feel supported and encouraged to share their own time with our seniors.

Throughout 2020/2021 our wonderful volunteers contributed a total of 18,936 hours to their community – we thank each and every one for such an amazing effort!



326
VOLUNTEERS



18,936
VOLUNTEER HOURS

LIVE ON SUNRISE

In late April, In Great Company was featured on Channel 7's Sunrise Breakfast program.

In Great Company Program Manager, Graeme Williams was joined by volunteer Jessica and client Paul on the Gold Coast for a live cross with Kochie and Nat.

Together they talked about how our friendly visitor program links lonely seniors in need of social connection with caring and enthusiastic volunteers right across Australia.

Jess spoke about how much she enjoys her visits with Paul, especially with her family and grandparents back in New Zealand and their weekly board game matches. Paul said his visits with Jess were the highlight of his week and help cure his sense of isolation after having



Click the image above, or visit feroscare.com.au/IGCSunrise to watch the video.

to give up bowls. Their friendship has changed Paul's life by restoring his confidence and motivating him to get out and meet more people.

This intergenerational match made through In Great Company has seen a wonderful new friendship blossom!

After the segment aired, we were inundated with calls from hundreds of people wanting to be involved in the program from right across the country, giving the In Great Company team plenty of opportunity to connect even more people!





FOUR

OUR CUSTOMERS

4.0 OUR CUSTOMERS

We make a difference to the lives of our customers in big, small and bold ways! Aged from 7 to 102 years, they're a unique and diverse cohort. The unique services we provide help them to live their version of a bold life.



4.1 OUR COMMUNITY CLIENTS



9,468

PEOPLE SUPPORTED



51-102

CLIENT AGE RANGE



252,026

COMMUNITY SERVICES DELIVERED



252,956

HOURS OF COMMUNITY SERVICE



125,435

CALLS WITH CLIENTS

CLIENT STORY

TAKING HER HEALTH INTO HER OWN HANDS



MERLE STEPHEN HAS BEEN FIERCELY INDEPENDENT HER WHOLE LIFE SO IT ISN'T SURPRISING THAT THE 85-YEAR-OLD TAKES RESPONSIBILITY FOR HER OWN HEALTH AND SEEKS TO IMPROVE IT WITH THE HELP OF FEROS CARE.

"You have to be proactive if you want to be independent," says Merle.

"I live on my own and I'm responsible if anything happens so I wear an alarm around my neck in case of falls and I enrolled in a program to improve my health."

Merle completed an eight-week, government-funded program called Short Term Restorative Care (STRC).

HELP ON THE ROAD TO RECOVERY

Facilitated by Feros Care, the STRC program is designed to assist people recovering from injury or illness or for those like Merle who are looking to increase their overall health and fitness.

Seniors connect with a Wellbeing Manager who works with them to understand pain points and concerns, and develop a program that is delivered by a variety of allied health professionals.

MAINTAINING INDEPENDENCE

Merle, who cared for her elderly parents in their final years, learnt the hard way about illness and deconditioning.

Her father died of cancer and her mother had debilitating osteoarthritis, which ultimately meant she had to be cared for in a nursing home.

Merle also suffers with osteoarthritis and doesn't want to go down the same path.

"I realise now that I didn't make my mother do things I should have - like walking and exercise - because I was too busy caring for my father," says Merle.

"I inherited my independence from my mother but unfortunately illness took hers away and I don't want the same thing to happen to me."

A LITTLE BIT OF 'TLC'

"I enrolled in the program because I wanted a little bit extra 'TLC'. I wanted to work out what I could and couldn't do, and to lose some weight.

"I was very happy with the program and it was great to have someone to talk to and guide me.

"Above all it got me motivated. It's great for anybody who wants a bit of encouragement to do things and improve their health. It's the motivation I needed to get going."

READ THE FULL STORY [HERE](#) OR VISIT [FEROSCARE.COM.AU/MEET-MERLE](#)

CLIENT STORY

SUPPORT WORKER IS CHANGING AN 89-YEAR-OLD'S LIFE FOR THE BETTER

ALAN HILL HAS A SECRET WEAPON IN HIS MISSION TO KEEP LIVING INDEPENDENTLY WELL INTO HIS 90s – HIS FRIENDLY SUPPORT WORKER ASHLIEGH.

"I wouldn't be able to live on my own without her," the 89-year-old said of the Feros Care Community Support Worker who visits him every fortnight courtesy of his government-funded Home Care Package.

"As I'm vision impaired, I have a bit of trouble getting around but Ashliegh helps me tick a lot of important jobs off my to-do list every fortnight. She helps me clean my home. She takes me shopping. She's just so supportive and helpful.

"I love it when she's here because I tend to forget my inability to do things for myself."

SUPPORT TO CONTINUE LIVING INDEPENDENTLY

Alan lives in a Northern NSW retirement village these days but looks back fondly on his years as a farmer and contract harvester who loved nothing more than a hard day's work.

With failing eyesight and the occasional health scare, those days are long gone and despite being a proud man, he has no regrets about reaching out to Feros Care for a little help – especially as it means he can continue to live independently.

"I've got a lot of living I still want to do and Ashliegh is helping me do just that," Alan said.

"She visits me every fortnight for four hours and we get so much done. We normally spend two hours cleaning and then she takes me to the shops for a couple of hours as I gave up my driver's licence due to my eyesight.

"She's so reliable and a really hard worker. As well as doing a general clean, every visit we'll tackle an extra job around the house such as sorting the linen cupboards or cleaning the screens. This week she even helped me go through my receipts and paperwork that had piled up on the table.

"Nothing's too much trouble for her."

The same goes for their excursions to the likes of Tweed City Shopping Centre, with journeys up and down the aisles of the supermarket mixed with clothes shopping or one-off missions such as looking for a new mattress.

MORE THAN JUST PRACTICAL SUPPORT

While Alan is grateful for the practical benefits of Ashliegh's visits, one gets the sense the kind-hearted senior cherishes the conversations they share just as much.

"She's such great company and her visits give me a real boost," he said.

"She has a great outlook on life and even though I'm a lot older than her, I appreciate her advice and insights on so many of the subjects we discuss. She's got the right idea about life. "

"You wouldn't think that two people so far apart in age would have so much in common but I consider her a friend more than a support worker. She really is wonderful."

Alan then signs off with the best tribute of all.

"I wouldn't swap her for anything," he said. "I'm actually sad when I see her walking out the door."

From in-home nursing to cleaning, cooking and pet services, Feros Care's in-home care services are designed to help seniors stay happy, healthy and independent at home for longer. If you are 65 or older and an Australian citizen, you may be eligible for government funded support.

READ THE FULL STORY [HERE](#) OR VISIT [FEROSCARE.COM.AU/MEET-ALAN](#)



4.2 OUR VILLAGE RESIDENTS



171

RESIDENTS CARED FOR



142

RESPIRE ADMISSIONS



85

RESIDENT AVERAGE AGE



94%

AVERAGE OCCUPANCY

RESIDENT STORY

90-YEAR-OLD RETURNS TO THE DIRECTOR'S CHAIR WITH FILM ABOUT AGED CARE



FILMMAKER ALAN HARKNESS WALKED THE RED CARPET FOR THE PREMIERE OF VILLAGE LIFE, HIS LATEST CREATION – AT 90 YEARS OF AGE.

Having once worked alongside Hollywood screen icons Ava Gardner and Fred Astaire, the storytelling veteran has donned his director's cap for a new passion project – a documentary about life at Feros Village Byron Bay, the residential aged care centre he calls home.

Village Life provides an insider's perspective of the bold, beautiful and vibrant community of Feros Village Byron Bay, with many of Alan's fellow residents and carers having starring roles in the film.

Shot on location in early 2020, the documentary's premiere was put on hold due to the unfolding COVID-19 pandemic but Alan finally got his moment in the sun when Feros Village Byron Bay hosted a much anticipated screening for residents, staff, family and friends on Thursday, February 25.

Alan, who moved into the Marvell Street residential care village two years ago, said he was motivated to get back "behind the camera" to help break down stereotypes around aged care.

"I want to show that aged care doesn't have to be all long corridors and small rooms," he said.

"I've met some really interesting people here – there's a lady who has taken up drumming, another who knits enormous, colourful blankets, some whom I've done ballet classes with and a man who works on these huge jigsaw puzzles.

"Another resident is a talented artist with an impressive display of paintings in her room.

"There are a lot of different backgrounds and talents here – and stories to share.

"And the whole design of this space – with separate cottages, dining areas and smaller groups – makes it intimate and easy to get to know people.

"The layout means we're surrounded by nature – and being close to nature really inspires creativity.

"I wanted to capture all this in the short film and portray to outsiders how colourful and engaging 'village life' can be."

READ THE FULL STORY [HERE](#) OR VISIT [FEROSCARE.COM.AU/MEET-ALAN-HARKNESS](#)

RESIDENTIAL STORY

RESIDENTIAL VILLAGES CREATE FAMILIES

WHAT SHUPI MADUVEKO LOVES MOST ABOUT HER AGED-CARE ROLE IS THE CONNECTION SHE HAS WITH RESIDENTS.

"We are creating families here," says Shupi.

"The people in our Feros Care residential homes may not be living with natural family, but we are a family here in this village and we treat each other as such."

It's this notion that made the Registered Nurse choose aged-care nursing over hospitals.

Having worked across both sectors, she believes she has more to offer as a nurse when she has the time to really get to know her patients and their families.

"In a hospital, patients are like travellers – you make them better then they are gone," says Shupi.

"I have worked in both settings and I feel a far greater sense of connectedness with my aged-care residents as they are here to stay.

HOME-LIKE AGED CARE VILLAGES

"We are here to make this village feel like home as much as possible; to make their stay as happy and as comfortable as we can.

"This goes on right until their last breath, where we sit with them and watch them depart this world.

"We're here to get them through that transition. It's a beautiful privilege and one we don't take for granted."

BRINGING HAPPINESS TO PATIENTS

Shupi says while some people prefer the fast-paced nature of a hospital, she relishes the routine and challenges of aged-care.

"We may not save lives everyday, but we bring happiness to residents and their families," she says.

"I get to know my patients inside-out – their likes and dislikes, their issues, their quirks, their medication.

"I can answer questions about them from the top of my head without referring to charts because I have an intimate relationship with them."

HOLISTIC CARE

As the Registered Nurse at Feros Village Byron Bay, Shupi embraces the Feros Care ethos of living boldly.

"It resonates with me," says Shupi.

"At Feros Care we support people to 'grow bold' in whatever way that means to them.

"We do it by really listening to what they want, by taking that on board, and by involving their family in their care.

"Our residents have very different needs – we've got artists, movie directors, dancers, horse riders and people with a range of other interests."



"We find ways to keep those interests alive – like our director puts on a weekly movie night and we've just organised for our horse rider to spend a day at a farm."

While aged-care has been largely about making people comfortable, Feros Care aims to help people thrive.

Through nursing, Shupi has been able to play a big role in achieving this goal by caring for her residents holistically and ensuring their physical, emotional and social needs are met.

"In an aged-care facility, there's more to nursing than just medications and temperature checks," says Shupi.

"I work with the residents and their families to create individual, holistic care plans so they can still enjoy the things they've always loved and feel supported to live happy, healthy lives."

READ THE FULL STORY [HERE](#) OR VISIT [FEROSCARE.COM.AU/MEET-SHUPI](#)

4.3 OUR NDIS PARTICIPANTS



15,450
PARTICIPANTS SUPPORTED



7-71
PARTICIPANT AGE RANGE



92,631
CALLS WITH PARTICIPANTS



145,568
HOURS OF SUPPORT



13,141
PLAN REVIEWS

PARTICIPANT STORY

BRAYDEN ROLLS ON TOWARDS PARALYMPICS HOOP DREAM



HOOP DREAMS AND DARING TO CHASE THE GREEN AND GOLD ENSURES BRAYDEN FOXLEY-CONNOLLY'S CAPACITY CONTINUES TO GROW.

Working his way through the ranks in wheelchair basketball, Mackay teenager and Feros Care participant, Brayden, has set his sights on Paralympic glory, with Australia's famed national outfit, the Rollers.

Already suiting up for his country abroad in junior ranks, Brayden's mother Amanda said her son's dream is one he plans on making a reality.

"He made the Australian under-23 side and went to Japan last November, and now he's got a chance to get into the Rollers," Amanda said.

"He wants to play at the 2028 Paralympics, but he's actually aiming to play in 2024 as well... he has that dream and he pushes himself to achieve it."

BRAYDEN'S ACHIEVEMENTS SPEAK FOR THEMSELVES

The Paralympic dream is a big step for the National Disability

Insurance Scheme (NDIS) participant, who continues to make giant strides both on and off the court.

Now 15, even being on the periphery of national selection is a huge achievement for Brayden, whose life changed forever as a toddler, when he contracted meningococcal meningitis.

"He was 22 months of age and he went to day care and nothing was wrong with him," Amanda said.

"We got a call at 2pm asking for us to pick him up as he had a fever. By 7pm we knew something was drastically wrong, so we took him to hospital and within 15 hours of that, he clinically died, but survived.

"The next morning, the Flying Doctors flew us down to Brisbane, and for three months, we never left the hospital."

After weeks in the intensive care unit, it was at the two-month period doctors made the call to operate, with a left through knee, partial right foot, right hand, and partial left-hand amputations.

Also left with an acquired brain injury affecting Brayden's learning capacity, Amanda said he navigated bullying at school, sub-

standard prosthetic support and hopping from one end of the house to the other to get around, to get to the point he is now.

Crediting sport as Brayden's "saving grace", Amanda said the camaraderie and inclusion of team competition on the court in Mackay really turned things around.

"When he was 10, he did track and field at school and made the Queensland school side to compete in discus in Tasmania," Amanda said.

READ THE FULL STORY HERE OR VISIT [FEROSCARE.COM.AU/MEET-BRAYDEN](https://feroscare.com.au/meet-brayden)

LOCAL AREA COORDINATION STORY

FEROS CARE WINS ANNUAL NDIA AWARDS

FROM KINDNESS WARRIOR COACHING IN THE CURRENT CLIMATE TO MAKING A DIFFERENCE THROUGH VALUES AND BELIEF, FEROS CARE'S BOLD APPROACH TO BETTERING LIVES SHONE IN THE SPOTLIGHT AT THE NATIONAL DISABILITY INSURANCE AGENCY'S (NDIA) LIGHT UP CELEBRATING BRILLIANCE ANNUAL AWARDS.

The awards, the NDIA's top-tier of recognition and acknowledgement of the exceptional contributions of individuals, groups or teams who demonstrate a clear contribution through living the values and going above and beyond the expectations of their role, saw Feros Care recognised with two awards through LAC (Local Area Coordination).

FEROS CARE'S DEDICATION TO MAKING A DIFFERENCE AND AIMING HIGH REFLECTS ITS COMMITMENT TO NDIS VALUES

Aptly named the "Making the Difference Award", Feros Care's dedication and tireless work in finding ways to support participants didn't go unnoticed in the ACT and Whitsundays regions.

Shining through a strong team culture and a commitment to participant support, Feros Care's ACT team completed 4,600 planning and implementation

activities, which was well above the expected workflow in the last financial year.

This included their efforts in supporting participant Elijah Arranz. Elijah, who was seriously injured when a 2015 skydiving accident left him with a fractured skull, jaw, face, several breaks to his pelvis and ribs, and a severe traumatic brain injury, has a journey personified by Feros Care's commitment to making a difference, with the two sharing a special relationship through NDIS partnership – a partnership featured on Channel 7's Sunrise "Road to Recovery" program.

Meanwhile in the Whitsunday region, special individuals such as Mackay LAC and kindness warrior, Kate Lemke, were recognised. Stepping up when it was needed most, Kate made it her mission to keep 1250 participants safe through the effects of COVID-19.



Helping to close gaps in services in the most challenging of climates, Kate's approach was highlighted by assisting a participant with spinal injuries through contacting therapy organisations and combining equipment referrals to ensure they could get the support and equipment needed.

ACT and Mackay teams are just two of five Feros Care Local Area Coordination teams, with North Adelaide, the Barossa and Townsville also making a big difference in the lives of almost 17,000 participants nationally.

READ THE FULL STORY HERE OR VISIT [FEROSCARE.COM.AU/NDIA-AWARDS](https://feroscare.com.au/ndia-awards)



FIVE OUR PEOPLE

5.0 OUR PEOPLE

Our people are our greatest asset. For our clients and their loved ones, quality and compassionate care is everything. It's everything for us too. Our staff see working so closely with our communities as a privilege and an honour.



5.1 OUR WORKFORCE STATISTICS AND DEMOGRAPHICS

Every day our people achieve their best life's work. They truly are game changers, tribal shapers, dream makers, vibrant creators and kindness warriors. Here's a snapshot of our workforce in 2020/21.



254
COMMUNITY STAFF

190
RESIDENTIAL STAFF

203
BUSINESS CENTRE STAFF

192
NDIS LOCAL AREA
COORDINATION STAFF

326
VOLUNTEERS

34
LANGUAGES SPOKEN
BY STAFF

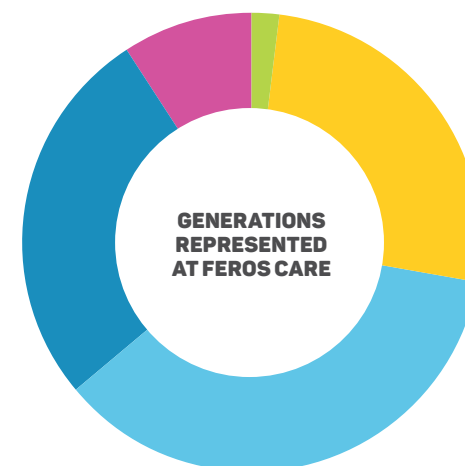
38
DIFFERENT
NATIONALITIES

0.24%
STAFF IDENTIFY AS ABORIGINAL
OR TORRES STRAIT ISLANDER

3.2%
STAFF IDENTIFY AS
HAVING A DISABILITY



At Feros Care our workforce spans five generations. This enriches our diverse organisation with energy, creativity, fresh ideas, wisdom, experience, and resilience. Ultimately we're able to better service our customers as a result of the lived experiences of our people.



- Silent Generation** (age 76 and older) 2%
- Baby Boomer** (age 75–57) 26%
- Generation X** (age 56–45) 36%
- Generation Y** (age 44–26) 27%
- Generation Z** (age 25 and younger) 9%












6.0 OUR AWARDS

We love helping people Grow Bold, and we're honoured to be recognised for our efforts and innovations. In 2020/21 we continued to build our reputation as a reliable, flexible and compassionate people care organisation.



AWARD	CATEGORY	NOMINATION	OUTCOME
Gold Stevie Award	Most Valuable HR Team – Asia Pacific	Feros Care COVID-19 Safe Planning	 WINNER
Future of Ageing Award	Social Inclusion	Be Someone For Someone, Feros Care's initiative to tackle loneliness	 WINNER
Awards Australia Queensland Community Achievement Awards	Prime Super Employer Excellence in Aged Care Award	Feros Care as an Employer	 FINALIST
IT News Benchmark Award	Best Healthcare Project	My Feros Portal & Voice Command Technology	 WINNER
NDIA Light Up Awards	Making a Difference – Team	Feros Care's ACT Local Area Coordination Service Area	 WINNER
NDIA Light Up Awards	Making a Difference – Individual	Feros Care's Kate Lemke, Mackay Local Area Coordination Service Area for Response to COVID-19 including closing the service gaps NDIS participants experienced as a result of the COVID-19 Pandemic.	 WINNER
Barossa Council Australia Day Awards	Community Project of the Year	Community-led response to COVID-19 via Barossa Care's website, a collaborative project by Feros Care. Winning team: Feros Care, The Barossa Council, Southern Barossa Alliance, Tourism Barossa and RDA Barossa.	 WINNER



7.0 OUR BOLD PROJECTS

Throughout the year our team of creative tribal shapers develop various Bold Projects. These projects align with our Feros Care values and are examples of how we're living and breathing our values every single day!



7.1 LAUGHTER YOGA

Laughter truly is the best medicine... Feros Care started with this program back in 2017 when our staff were trained by Heather Joy's Laughter Yoga Happydemic program.

Since then, laughter yoga leaders have been delivering sessions at Feros Care villages during the wellbeing sessions for clients.



WATCH THE VIDEO ▶

Click the image above, or visit feroscare.com.au/LaughterYoga to watch the video.



Laughter yoga combines the deep restorative breath of yoga with gentle stretches and playful exercises that at first simulate laughter before quite readily becoming real. Why? Well did you know just 10 to 15 minutes of daily laughter can lift mood, improve sleep, boost the immune system, increase blood circulation and help individuals feel connected, not alone.

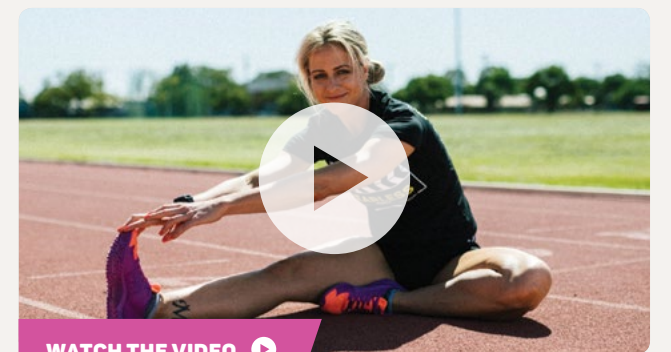
7.2 FEARLESS FILMS SEASON 2

Fearless Films Season 2 is a collaboration between Screenworks and Feros Care that challenges traditional views around the lives of people living with disability. A collection of six short films were developed to amplify the voices of people living with disability and help broaden their representation on Australian screens.



WATCH THE VIDEO ▶

Click the image above, or visit feroscare.com.au/FearlessFilms2 to watch the video.



The initiative between Feros Care and Screenworks aims to challenge stereotypes by showcasing how people's FEARLESSNESS has shaped their approach to life. The virtual premiere launch was held on the 3rd December 2020.

7.3 GRAN SLAM!

After a successful pilot program in 2019, Gran Slam 2020 was reimagined in a digital format due to COVID-19 restrictions.

Gran Slam Live was an online showcase of seniors who have something important to say. Inspired by the formats of a talk show, a slam poetry night, and a Ted Talk event, Gran Slam Live was an energising and joyful showcase of talent, ideas and creativity.



Click the image above, or visit feroscare.com.au/GranSlam2020 to watch the video.



The aim of the event which was held on the 27th November 2020 was to amplify seniors' voices in unexpected ways and provide a unique and contemporary, high quality digital experience. It was a fun, celebratory and positive broadcast with opportunities for interaction and engagement.

7.4 ASK GRAN NOT GOOGLE

A total of 91,086 students have participated in an Ask Gran Not Google session since launch! Although many schools weren't able to invite seniors to their classrooms due to COVID-19, teachers were able to deliver in other ways, including remotely.

One of our goals for the program was to find new ways to engage with people around the Ask Gran Not Google concept. In April 2021 we were able to hold the inaugural Ask Gran Not Google Intergenerational Challenge – a game show that saw a team of seniors test their knowledge and wisdom against students from Southern Cross University Faculty of Health. Answering tough general knowledge and health questions, as well as working out if their challengers were telling tall tales, the Ask Gran Seniors won the cup and intergenerational connections won the day. Hosted by the hilarious Mandy Nolan, the audience and contestants alike had a great day of fun and knowledge – smashing stereotypes around ageing along the way. The Ask Gran Not Google Intergenerational



Challenge gives us the chance to value the wisdom and experience of both students and seniors – and to see the benefits of intergenerational connection in action. In the coming year we will be developing this concept further into the program.

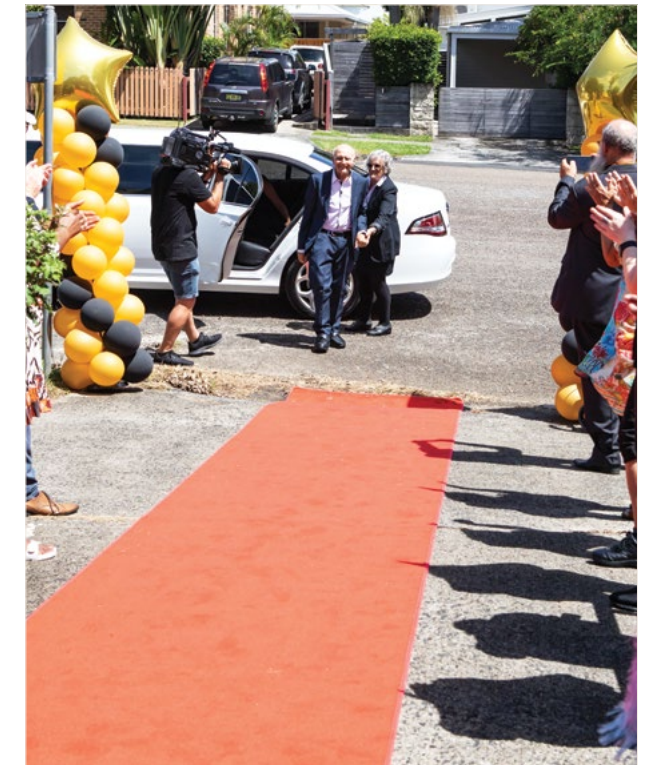
We received an additional year of funding to continue the program until June 2022, and while we will continue to run the program in schools, there is a focus on making the program self-sustainable, by refreshing and extending the resources, and bringing them online. We are also looking to expand the program to a new audience of 18-25 year olds.

7.5 LIFE AT THE VILLAGE SHORT FILM

Feros Care Byron Bay Village Resident's Alan Harkness (89 years old) is no stranger to the dynamic world of movie-making – once working alongside Hollywood screen icons Ava Gardner and Fred Astaire. Now, the storytelling veteran is honing his craft close to home, donning his director's cap for a new passion project – a documentary about life at Feros Care's Residential Aged Care Village in Byron Bay.



Click the image above, or visit feroscare.com.au/VillageLife to watch the video.



“

BE BOLD ENOUGH TO USE YOUR VOICE, BRAVE ENOUGH TO LISTEN TO YOUR HEART, AND STRONG ENOUGH TO LIVE THE LIFE YOU HAVE ALWAYS IMAGINED.

UNKNOWN

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