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FOREWORD

Women of Twilight back at the helm

In many ways, Twilight Aged Care has come full circle this past year. As an organisation begun by women, for women, over 100 years ago, the appointment of Lorraine Lovitt as Chair and Lesley Jordan as Chief Executive Officer in 2016, two women are now providing leadership of Twilight for the first time in many years. Whilst the provision of care extends beyond the ‘refined, educated, professional women’ for whom the original Twilight home was established, our mission to address a need in the community stands firm.

Our vision today is guided by the same mission of those original pioneering ‘Women of Twilight’, who with compassion, goodwill and struggle aimed to serve the elderly, frail and disadvantaged in the community. The original volunteers of the Twilight Committee were operating in a difficult political and social milieu through two world wars and, while Australia’s performance in social welfare for the elderly has come a long way since, we are still navigating our own modern political and social challenges.

For Twilight Aged Care 2017 has been a year of continued renewal and progress.

SOLID FOUNDATIONS FOR A BRIGHT FUTURE

While we have been paving the way for our future, this year has been a salient reminder of how important the past has been in shaping Twilight Aged Care. We had the pleasure of launching, An Australian Story: Twilight House 1915-2015, which chronicles our fascinating and important place in the history of aged care in Australia.

The book received glowing reviews from the industry and academia for its telling of the Twilight House story and the important place the organisation occupies in Australia’s aged care sector.

Our vision today is guided by the same mission of those original pioneers. The Twilight Committee were operating in a difficult political and social milieu through two world wars and, while Australia’s performance in social welfare for the elderly has come a long way since, we are still navigating our own modern political and social challenges.

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OUR FACILITIES

Significant investment continues to improve our homes in line with the strategic priority to ‘Enhance Our Facilities’. After three years of planning and construction, Horton House was reopened in March. The event was officiated by the Hon. Ken Wyatt AM, Minister for Aged Care and Minister for Indigenous Health. Local Ku-ring-gai Council Mayor Jennifer Anderson and many other community members also attended, providing overwhelmingly positive feedback about the high quality achieved by the project.

Glengarry, our home at Mosman, has also begun a journey of reinvention with a major refurbishment progressing, including room upgrades. Glades Bay Gardens has also undergone some minor improvements and importantly, 2017 was the year we began the process of rebuilding our historic Jameson House at Beecroft.

RENEWAL AND PROGRESS

This has certainly been a year of positive change and improvement as we laid the foundation for a successful reinvigoration of our Staff Learning and Development Program and enhancement of our Clinical Social Services delivery. The ‘We Are Twilight’ Program, which will continue in 2017/2018, has proven to be a great success under the leadership of our newly appointed Learning and Development Coordinator, Geraldine Koh.

Under the steady guiding hand of Geraldine Tattersall, Care Services Manager, we have seen an improvement in the delivery of high quality care with the appointment of a Clinical Educator to work on the floor directly supporting clinical staff.

We have had successful visits from the Australian Aged Care Quality Agency to both Glades Bay Gardens and the newly reopened Horton House and both achieved accreditation. Glades Bay Gardens was reaccredited for a full three years, whilst Horton House, as a new service, was accredited for 12 months. On both occasions the assessors were highly complimentary of the compassionate care staff provided to residents in ‘their’ home.

The year also saw a significant development with the appointment of Twilight’s former Chairman, Mr John Laurie appointed as Patron of the organisation. John’s connection to Twilight Aged Care goes beyond his 14-year leadership contribution as Chairman and Director. The Laurie family has been a supporter of the organisation from its very beginnings with John’s mother Kathleen Laurie, a committed volunteer and leader.

On his retirement from the Board on 30 June 2017, John established a trust fund in perpetuity for the newly introduced John Laurie ‘Twilight Aged Care Employee of the Year Award’ to recognise exceptional service and outstanding performance over an extended period of time. In its first year there were a number of high quality submissions and acknowledgement of some incredible and dedicated staff. In its inaugural year, the honour of being nominated ‘Employee of the Year’ was jointed awarded to Ms Faye Williams (PCA since 1998) and Ms Ramina Sheikali (Kitchenhand/Cook since 2006). Submission for both Faye and Ramina demonstrate their significant commitment to our values, their leadership and positive role modelling, delivering above and beyond the expectations of the residents.
We have strengthened our relationship with the MS Community Visitors Scheme, as well as the local councils and schools within the communities we operate. We are also very grateful for the continued support we receive from long-standing volunteers who come into our homes to offer their time and compassion to the residents, often over a cup of tea.

In closing we would like to acknowledge the significant contribution of our volunteer directors, management, visiting volunteers and staff at all levels of the organisation who have worked tirelessly to contribute to our continued success. At Twilight we are very fortunate to have so many committed individuals who individually contribute to ensure as an organisation we stay true to our heritage by providing quality care services and accommodation in our communities.

We are also rewarded with residents and families who contribute a $1.1m saving to hospital emergency departments over 30% reduction in avoidable admissions of Twilight Retirement Living apartments, providing enhanced levels of the organisation who have worked tirelessly to contribute to our continued success.

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Whilst some may say that a book could be written about what goes on inside an aged care facility, in 2016-17 Twilight Aged Care did exactly that. The focus of the book is historical, and focuses on the past; the business however is focused on the future with significant investment during 2016-17.

**INVESTING**

Cash outflows from investing activities in 2016-17 were $3.6m, primarily underpinned by $6.3m capital spending, mainly the refurbishment of Horton House at Gordon which was completed in December 2016. Over the past four years there has been significant levels of capital spending, demonstrating Twilight’s commitment to the future.

Twilight Aged Care understands the significance of the refundable deposit to residents, their families and carers. At Twilight Aged Care those funds are in safe hands. Liquidity is a key concept that refers to the ability of a company to quickly convert assets into cash. That’s important to ensure refunds are provided on time.

**PROFITABILITY**

Capital investment results in an asset that is easily identified and measured, investment in people is not as easy to measure. Whilst the increased investment in nursing and physiotherapy support produced better health and lifestyle outcomes for our residents, the immediate impact is reduced profitability.

EBITDA (Earnings Before Interest, Taxation, Depreciation and Amortisation) is a measure of underlying profitability and it decreased by $334,000. Improved care supports additional government funding over time, particularly as Horton House occupancy increases and as individual residents’ care requirements grow.

**REVENUE GROWTH**

Twilight maintains steady growth, with revenue increasing 7.4% or $1m in 2016-17, with the spike in 2014 reflecting the sale of Onslow House at Mosman.

Over the last year, resident relocations between Jamieson House, Horton House and Hunters Hill Village resulted in vacancies and a reduction in resident fees of $376,000. This is offset by the focus on care with an increase in government funding of $557,000. Maximising government funding is a high priority with almost half of Twilight revenue derived from that source.

Lower cash balances led to a reduction in interest of $318,000. This is offset by gains on sale of investments which increased by $1m.

Paul Broadbent
Manager, Finance
This year was one of renewal and progress across the organisation, including major improvement of our properties, significant investment in staff learning and development, reinvigoration of clinical services and resident lifestyle activity programs and forging new community partnerships.

Twilight Aged Care has become well known in the community for creating uniquely intimate home-like environments across each of our aged care homes. This nurturing, welcoming atmosphere is readily reflected in the way our employees deliver care and compassion to each of our residents.

Over the past year there has been a major focus on reinforcing our organisation’s four key values: Compassion, Respect, Integrity and Commitment, and we have seen tangible results in the response from our residents, and how our staff understand the importance of their contribution to the workplace, as well as how they relate to and perceive their colleagues.

CREATING COMMUNITY CONNECTIONS

Central to our identity is our place and standing in the community. Twilight began as a community-based organisation serving a community need, and that remains our focus. During the past year we have forged new partnerships with government and health bodies, and strengthened existing ones within the communities in which we serve. One of these includes an important partnership with the Hunters Hill Congregational Church, which has supported a long-term lease and management of its facilities by Twilight Aged Care. In this alliance, Twilight will operate Hunters Hill Village incorporating 12 Retirement Living Units adjacent to the existing 35-bed home we already manage on the Hunters Hill site.

The successful PAC4RAC partnership which began in 2016 between Twilight Aged Care, NSW Ambulance and Northern Sydney Local Health District (NSLHD), continues with the ongoing aim of reducing the need to call for an ambulance and send residents to an already crowded emergency department if they can be treated and cared for within their home.

Data from the past year shows that we were able to reduce the number of Twilight Aged Care residents requiring Emergency admissions to hospital by 30%.

This has been a significant improvement and has reduced our impact on the local health service by $1.1m over the first year.

Twilight has made a pact to further collaborate with government health bodies in the future, including the APAC (Acute Post Acute Care) service and ARRT (Aged Care Rapid Response Team), with a formal project being progressed to improve on maintaining resident care within the facility. These partnerships are important as they demonstrate a commitment to collaboration and working with government to assist the community, improve health outcomes for residents and contribute to helping deliver coordinated care and improve the overall healthcare system.

VITAL ROLE OF VOLUNTEERS

The role of volunteers has been pivotal to Twilight Aged Care over the years and has come into even sharper focus in the past 12 months. Our organisation was built on the selfless support of volunteers who provide an independent source of comfort to residents, outside of carers. Volunteers form an integral part of our leisure program and our focus over the past year has been on improving procedures, increasing volunteer numbers and improving the quality of the interaction when they visit.

This has included matching up volunteer skills with residents’ needs, whether it be assisting with group activities or focusing on an individual resident. We have also identified a great need for one-to-one individual volunteer programs to support residents. We are very happy with our volunteers and grateful for the contribution they make to improve the quality of life for our residents.

Some of our longstanding volunteers include the wonderful husband and wife team, Andrew and Harris, as well as duo, Steven and Mary, who are musically gifted and come into our homes to share their talent each month, entertaining the residents and staff with their beautiful voices, good humour and piano skills.

Many of our volunteers are local school students who come to talk with our residents. We have also been privileged to host occasional concert performances from local school bands which the residents enjoy immensely.

At Glades Bay Gardens, volunteers run a knitting group, in addition to the one-on-one time spent with residents just chatting over a cup of tea. We are also pleased to be the recipient of volunteer support from the Multiple Sclerosis Community Visitors Scheme. There are also local council groups and local church groups that come into the homes to offer comfort and support to residents.

Throughout 2017 we have been focusing on promoting our Volunteer Program in the local community to encourage more local families and schools to visit, and participate in activities run at the homes. We will also be improving our Volunteer Recognition Program to show how much we truly appreciate the contribution our volunteers make to our homes.
REINVESTING TO ENHANCE OUR HOMES AND CARE SERVICES

A big part of life at Twilight is the Leisure and Lifestyle program.

Glengarry Recreational Activity Officer (RAO), Ben Chard, has been rolling out a reinvigorated new leisure and lifestyle project aimed at improving residents’ quality of life by reducing individual isolation, empowering residents and staff to take control and delivering an individualised lifestyle program.

Three new activities were incorporated into the leisure program at Glengarry in the past year including:

- Fortnightly ‘Food Lovers’ sensory experience which involves tasting and smelling a range of foods
- ‘Reminiscence and Sensory Boxes’ which have been installed in the dementia-specific Elouera Wing to prompt socialisation through conversation
- ‘Stories of Me’, an activity where residents’ stories are collected and made into books which can be used for reminiscence. This activity has also proved valuable in providing an opportunity for staff and other residents to get to know each other, increasing the quality of person-centred care.

Other activities introduced at Glengarry include a new Gardening Club and Pet Therapy with the home’s new Mini Lop rabbits, Betty and Boo. These activities have provided a more home-like experience for residents and it gets them out in the fresh air and sunlight on a regular basis. The success of this project has also received significant support from our increased volunteer base.

“DOING WELL ISN’T GOOD ENOUGH; WE WANT TO DO BETTER.”

Geraldine Tattersall, Care Services Manager.

During the year we also introduced to each Twilight home an enhanced Art Therapy Program which has been facilitated by a qualified therapist conducting regular fortnightly art lessons. The program is aimed at residents who would benefit from the art therapy as it has been shown to reduce depression and anxiety through creative expression. Chair Zumba with Sam has also been introduced providing an alternative exercise program to the lifestyle and activity program.

Our RAOs have also worked hard to strengthen relationships within their local communities which has seen an increase in opportunities for residents to get out and about, see some local theatre productions and attend other arts events.

One example was the invitation from Riverside Girls High School earlier in the year to attend their musical, Mary Poppins. A group of Hunters Hill Village residents were welcomed to a special performance at the school. The residents were so pleased to be in the audience supporting the budding young actors, it was a fun experience for all who were involved.

CLINICAL IMPROVEMENTS

During the past 12 months we introduced a number of initiatives aimed at facilitating our move to enhance our ‘Ageing in Place’ model of care – where residents are allowed to spend their twilight years ageing with dignity and enjoying a better overall quality of life.

This has been achieved through a range of streamlined clinical care services including pharmacy, podiatry and physiotherapy, enabling improved continuity of clinical care services across each of our homes.

We also started to assemble a framework which will see a move away from heavy reliance on medication for residents in favour of non-medical methods to treat dementia and other behaviours. This includes the expanded use of diversional therapy, music and art therapy. These programs will also measure the efficacy of these alternative therapies to determine the viability for future use.

Our commitment to our staff has been enhanced through our organisation-wide rollout of a new clinical education training program and the appointment of a dedicated clinical educator to provide on the ground support for care staff enabling them to deliver optimum care with confidence.

We have also continued our ongoing Medication Management Training for care staff, which has resulted in significantly reduced medication errors over the last 12 months.

Uplift in ACFI Results

The improved care services and clinical skills of our staff have contributed to a significant uplift in our ACFI results for 2017, with both Glades Bay Gardens and Horton House increasing their funding by almost 21% from 2016. Across the organisation we have achieved an overall increase in funding by 14% on the previous year as a result of improved programs, better documentation, staff training and overall care.
COMMUNICATION AND REPUTATION

A significant key to our strategic plan is to ‘Broaden Our Footprint’ and one of the ways we have done this over the past year has been to invest more heavily in raising our profile, with a more strategic approach to marketing, communications and public relations campaigns.

As a result we increased our online engagement with a streamlined social media strategy, boosting our Facebook fan base from 273 to 450 in the past 12 months. We also launched our refreshed, user-friendly website in April which has had over 1,080 visits, mainly to ‘Our Homes’ pages and positive overall engagement. We also hosted a successful public relations event with the reopening of Horton House, which was officially launched by the Hon. Ken Wyatt AM MP, Minister for Aged Care. These initiatives have contributed to enhancing our branding, raising our community profile and further reinforcing our reputation as a preferred provider of quality aged care.

INVESTING IN HUMAN CAPITAL

This past year Twilight has invested heavily in our staff, as we are only as effective as the people who make up our organisation. A number of key new executive appointments have been made over the year including new facility manager Gladys Maseko (Glades Bay Gardens and Hunters Hill Village).

In August 2016, Geraldine Tattersall joined Twilight as the Care Services Manager. With diverse clinical and senior management experience, Geraldine has made a significant contribution to enhancing how we deliver care in our homes, in particular in her commitment to hospital avoidance.

Geraldine Koh, Learning and Development Coordinator, joined Twilight in late 2016 and has reinvigorated the Learning and Staff Education Program with a more strategic and holistic approach. The program now includes ongoing staff assessment, following training to ensure the program’s goals have been met and to reinforce the understanding, rather than an ad hoc approach.

Andrew Lee joined the team as the Work Health and Safety Coordinator, and has developed and implemented a new Work Health and Safety Policy and Procedure Manual, new practical Manual Handling training for staff and a new Workplace Environmental Inspection Audit/Program.

All of these key appointments are contributing to us meeting our vision to be a preferred provider of quality care in our communities.

CAPITAL PROJECTS

Twilight Aged Care prides itself on providing an environment that is secure, safe and comfortable for residents. We are regularly funnelling profits back into building and renovating our homes and the past year has been no exception as we unveiled our redeveloped $16m state-of-the-art Gordon residence. Our Mosman home, Glengarry is also undergoing major room upgrades, with a Development Application submitted to Mosman Council for a new entry, relocation of laundry facilities and a major upgrade to the Elouera dementia-specific wing. During the year we decommissioned Jameson House at Beecroft to make way for a redevelopment, with architects, Bickerton Masters and town planners, MacroPlan assisting us with this project. Glades Bay Gardens, at Gladesville also had air-conditioning upgrades and new security gates installed.

Our capital program is just one way we continue to demonstrate our commitment to providing the best of environments for our residents and uphold our organisational goal to regularly enhance our homes.
LEARNING AND DEVELOPMENT

Twilight has some wonderful Learning and Education programs currently being rolled out. The ‘We Are Twilight’ series of workshops, facilitated by our Learning and Development Coordinator, Geraldine Koh have been well attended and the results are already being noted throughout the homes with employees displaying a renewed sense of purpose and understanding of the four key Twilight values. This mandatory training program began in April and is carried out over two phases. Series Two will be rolled out in 2018, further developing our commitment to creating a ‘learning’ organisation.

The ‘We Are Twilight’ program has made very pleasing progress so far, with employees now very clear about their importance in the organisation – they are more motivated and part of the team. It has also helped to:
- Build stronger relationships among staff; staff are quick to support each other and have begun to view their colleagues more objectively rather than subjectively
- Create better awareness of responsibilities and accountabilities
- Create a collaborative approach to teamwork
- The accredited Alzheimers’ Australia program, ‘Dementia Essentials’ has also continued throughout 2017. This program is assisting care staff to truly understand the nature of dementia and how to offer person-centred care.

“The Key to our success is a collaborative approach to teamwork.”

Geraldine Koh
Learning and Development Coordinator

POSITIVE RESULTS FROM OUR FIRST EVER STAFF SURVEY

During August 2016, all Twilight staff were invited to take part in our very first Staff Culture Survey. Best Practice Australia was engaged to independently undertake the survey to assist the organisation to understand how staff felt about working within Twilight Aged Care.

We had 111 staff complete the survey, with a return rate of 84%. This was an incredible result and made a significant contribution to the richness of the data.

“I am incredibly proud that, as an organisation, we are operating in a culture of success, where people are positive and optimistic about our future, committed to being proactive and supporting our strategic goals. Congratulations and thank you – we are certainly on the right path to achieving our goals.”

Lesley Jordan, CEO

EMPLOYEE OF THE YEAR

The ‘We Are Twilight’ workshop

The ongoing ‘Buddy Program’ is also proving successful. The program matches a more experienced Twilight employee with a new staff member to help coach and teach them at the start of their Twilight journey. The program is supported by the clinical educator who also assists staff to ensure they understand the basic, everyday care needs of Twilight residents. Since its introduction the program has produced more confident and competent staff to deliver care and support residents.

A one-on-one management coaching program has also been introduced to empower and support facility managers, and clinical leaders, in better coaching and support their teams – this is an ongoing initiative.

“THE KEY TO OUR SUCCESS IS A COLLABORATIVE APPROACH TO TEAMWORK.”

Geraldine Koh
Learning and Development Coordinator

The ‘John Laurie Employee of the Year Award’ was introduced and was established to recognise and celebrate outstanding staff who exemplify the Twilight values of Respect, Compassion, Integrity and Commitment.

The peer-nominated award is an incredible honour as staff acknowledge their colleagues, many of whom go about their work quietly behind the scenes. In its inaugural year, Faye Williams (Care staff) and Ramina Shiekhali (Cook) were joint recipients of the award – both are longstanding Twilight employees who always go above and beyond in their daily work.

Recipients Ramina Shiekhali & Faye Williams with John Laurie
Mother and daughter, Joyce and Carole were living an idyllic life in the leafy suburb of Woolwich for many years. Joyce’s husband ran a successful marine engineering business which afforded the family a beautiful home and perfect lifestyle on the waterfront which looked straight down to Sydney Harbour. Joyce’s daughter Carole has always lived with her parents. A dedicated daughter, she even worked in her parents’ business as an efficient bookkeeper for many years and in her downtime enjoyed ice-skating and excelled in ice-dancing as a young woman.

Fast forward a few decades and Carole is still a dedicated daughter; she decided to move into Twilight’s residential care with her mother at the age of 76. Later, mother and daughter both moved into Horton House at Gordon when the major redevelopment was completed and they have not looked back.

“We both love it here and wouldn’t be anywhere else,” Joyce says.

The closeness of the relationship between Joyce and Carole is beautiful to observe. Joyce is so pleased that Horton House has provided both of them with a lovely environment in which to live and daily activities to keep them stimulated and engaged.

“There are so many things for Carole to do here like Tai Chi, art therapy, singalongs, trivia and bus trips; I can’t fault the care and attention,” Joyce says.

Horton House Facility Manager, Fiona Kelman says she has seen first-hand how the enhanced art therapy program has greatly improved Carole’s psychological wellbeing.

“We identify people who we feel would benefit from the art therapy; it assists people with depression and anxiety through creative expression. We have a qualified art therapist who regularly runs the sessions,” Fiona says.

Carole now proudly shows off her skills in watercolour and abstract painting and talks enthusiastically about Horton House.

“If we had a choice we wouldn’t be anywhere else but here. I hope we never have to move away,” Carole says.

During the year we partnered with Ron Ringer, a historian commissioned to document the history of Twilight Aged Care. The collaboration culminated in the publishing of our first book, An Australian Story: Twilight House 1915-2015. The book pays homage to the achievements of the group of influential men and women pioneers of Twilight who laid the foundations for the nimble and successful aged care provider that we have become.

These stories form part of a continuum of the rich and varied mosaic of the life and people of Twilight. In this year’s annual report we share some of the stories from the past year, highlighting our achievements, because our success is measured by the positive impact we have on the lives of our residents and staff.
Marcia is one of Glengarry’s residents who had been having some emotional problems which were quickly identified by Twilight’s long-time Recreational Activity Officer (RAO), Ben Chard.

Ben has been instrumental in reinvigorating the lifestyle and activity program at Glengarry over the past year, introducing a range of new programs. “Lesley Jordan, our Twilight CEO and I started work on developing programs which focused on resident empowerment, gaining volunteers and improving the overall quality of the Leisure and Lifestyle Program at Glengarry.”

After much research and assessment a raft of new activities have been introduced into the program. One of which has been the introduction of Activity Boxes into the high-care dementia Elouera Wing. This provides different themed boxes which are available at all times in the resident lounge area to provide an activity for not only residents with a staff member, but for residents independently and residents with a visitor – whether it be a family member, friend or volunteer.

These boxes are themed to stimulate sense of touch, improve dexterity and practise motor skills. They also inspire reminiscence and provide comfort with doll and teddy bear therapy. Simple household tasks such as tea towel folding and wool winding is also included, as well cognitive practise with puzzles and games and creativity with flower arranging. These have all proven successful with residents.

“It’s particularly seen a vast improvement in one of our residents, Marcia; emotionally, she is more engaged and happy. Before she hardly ever smiled and now you can’t wipe the smile off her face some days,” Ben says.

“It’s not just Marcia; I’ve noticed a marked emotional improvement in 90% of the residents since the introduction of the new activities.”

Ben Chard, Recreational Activity Officer

It’s also highly tailored toward the individual, as there are residents who enjoy group sessions and those who prefer one-on-one engagement with a carer.

“I get definite satisfaction when residents react; it can be applause or as simple as a smile. It’s that feedback that motivates me,” Ben says.

Ben Chard has been at Twilight Aged Care since 2002. He started out as a kitchenhand but then developed a fondness for being around the residents, making them laugh and smile.

Over the years Ben has progressed through to Personal Care Assistant, gaining a Certificate III, to his latest role as qualified Certificate IV Recreational Activity Officer (RAO), in addition to many other training courses along the way.

“I have worked in all of the homes around Twilight gaining friends with work colleagues, residents, volunteers and resident families.”

Ben grew up in the Sutherland district of Sydney and has two older brothers and a younger sister. His greatest passion in life (outside of being an RAO of course) is music. He is a music producer and artist and is involved in multiple musical projects at any one time including being in a touring band. His other passions are art, animals, traveling and cooking.
TWILIGHT AGED CARE
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Nada Elias is a cleaner at Glades Bay Gardens, but she could also be considered a quasi-counsellor to many residents over the 10 years she has worked at Twilight Aged Care.

Management has received lots of positive feedback from residents about Nada over the years, saying they look forward to her coming to clean their rooms and her soothing chats with them.

"Nada’s smile and lovely attitude just makes a big difference to the residents and they do appreciate it," Facility Manager, Gladys Maseko says.

Gladys adds that Nada has a way of gaining residents’ trust and in some cases they may not respond to anyone else at the home, but they will always express their needs or their troubles to Nada.

One resident in particular has benefited greatly from Nada’s caring nature and listening ear. Pam has been a resident at Glades Bay Gardens for a little over two years; she moved from Melbourne to Sydney and struggled in the transition to living in a shared, residential care environment at first, but the friendship that has blossomed between Nada and Pam has transformed Pam’s emotional state significantly.

Jean Paul Nguba Mbopey is Glades Bay Garden’s very popular Recreational Activity Officer (RAO). He comes from a very diverse and interesting background having migrated from the Congo in Africa to Australia eight years ago.

Jean Paul is passionate about his role as RAO. He started at Twilight five years ago and has completed his Certificate IV in Leisure and Health.

Jean Paul has certainly made the role his own and you only need to attend one of Glades Bay Garden’s monthly Happy Hours to understand why.

This popular event has lured even the most reserved of residents out of their rooms for a tipple, some entertainment – Jean Paul has a troupe of regular locals who sing and entertain the residents – and even a dance with the light-footed Jean Paul.

"She has been happier to be here and she is starting to open up more. She’s really enjoying living here," Nada says.

Pam says Nada and her have a kindred connection:

"SHE STRUCK ME AS A SPECIAL LADY FROM VERY EARLY ON; WE SEEM TO HAVE A LOT IN COMMON AND SHE’S SO KIND AND HAS HELPED ME A GREAT DEAL."

Pam

"I have my days here, but it’s getting better. I enjoy the Happy Hour. Jean Paul (RAO, organiser) really knows how to get things going," Pam says.

Jean Paul Nguba Mbopey
Glades Bay Garden Recreational Activity Officer

Jean Paul’s Story

"She struck me as a special lady from very early on; we seem to have a lot in common and she’s so kind and has helped me a great deal."

Pam
It can be challenging and difficult for residents to transition from the familiar surroundings and privacy of the family home to a residential aged care environment. However, it can also be challenging coming into a residential care environment as a new staff member. This challenge was made much easier for Gladys Maseko when she became Hunters Hill Village’s new Facility Manager in July 2017. Gladys was instantly made to feel welcome by one of the newer residents, Farin, and this has led to an ongoing closeness between the two as they bond over their shared status as newcomers to the home.

“It received a beautiful and reassuring welcome from Farin when I first joined the team in July,” Gladys says.

“Farin approached me, shook my hand and looked me in the eye and said with a smile. “You are welcome, you will love it here.” This made me feel at home right from that moment.”

Gladys also recounts with fondness that she saw Farin later that first day attending exercises with the physiotherapist and she told him about Gladys, informing him that “Gladys was new” as she smiled and waved at her.

Farin is a woman with a big heart and a great deal of emotional intelligence. Originally from Iran, Farin is a former teacher and continues to understand the anxiety involved with being a newcomer – a bit like the experience of being a new student or teacher at a school – and took it upon herself to make the new Facility Manager feel welcome.

“Staff can also learn a lot from these residents who have different life experiences and a lot of knowledge and skills in different aspects,” Gladys says.

Farin

A unique type of therapeutic relationship was created from day one between Gladys and Farin and they continue to enjoy and benefit from one-on-one time together.

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Gladys also recounts with fondness that she saw Farin later that first day attending exercises with the physiotherapist and she told him about Gladys, informing him that “Gladys was new” as she smiled and waved at her.

Farin is a woman with a big heart and a great deal of emotional intelligence. Originally from Iran, Farin is a former teacher and continues to understand the anxiety involved with being a newcomer – a bit like the experience of being a new student or teacher at a school – and took it upon herself to make the new Facility Manager feel welcome.
Gladys joined Twilight this past year, initially as Facility Manager at Glades Bay Gardens, but her aptitude and success in the role has led to the addition of a second Twilight home, Hunters Hill Village, to her remit.

Gladys’s strength lies in her ability to strike that delicate balance between providing high quality clinical care while efficiently running the business aspect of residential aged care.

Gladys manages to efficiently divide her time between the two facilities to support staff and residents and to attend meetings.

“To me, occupancy is important for the homes to be viable. I love taking prospective residents and their families on tours of the homes. I engage well with people and we don’t find it difficult to fill our beds,” Gladys says.

“I receive good feedback from families.”

Gladys points out that it is the level of commitment of her team of staff that enables the delivery of such a high standard of care in the homes.

“When I look at the Twilight Aged Care vision to be the preferred provider of aged care in the community, our approach is holistic and that gets you thinking about your team and performing their daily tasks – what will make them outstanding as a care provider, be it cleaning, catering, laundry, activities coordinator or care work?”

“Every provider gives care, that is a given, but at Twilight we strive to be exceptional,” Gladys says.

Originally from Zimbabwe, Africa, Gladys is highly qualified for her role with 13 years’ experience in aged care, with a Master of Applied Management in Nursing and currently completing a Master of Advanced Practice in Nursing specialising in the older person.

Gladys has a very strong work ethic and this shines through in her day-to-day relationships with staff and residents. Her efficiency and attentiveness to the needs of employees and the people she has in her care is unique.

She also possesses a positive ‘can-do’ attitude and an infectious personality which people are drawn to.

Gladys is married with two teenage daughters and in her downtime she enjoys playing chess and going on outings with her family.

"FOR A FACILITY MANAGER IT IS IMPORTANT TO KNOW THAT IN AGED CARE YOU NEED TO GET THE BALANCE RIGHT BETWEEN THE CLINICAL ASPECT AND THE BUSINESS ASPECT.”

Gladys Maseko – Facilities Manager
Glades Bay Gardens and Hunter Hill Village
GETTING THE BALANCE RIGHT

Fiona Kelman is the Facility Manager at Horton House our new state-of-the-art facility, based in Gordon. Fiona started with Twilight Aged Care back in 2008 working as the Clinical Nurse Specialist at Jamieson House, Beecroft. In early 2010 Fiona became the Acting Facility Manager before moving to Horton House in June 2010, becoming the full time Facility Manager. In 2014, Fiona had the mammoth task of moving 24 of the Horton House residents to Hunters Hill Village whilst we commenced the rebuilding on the Gordon site. During this time Fiona also worked as the acting Facility Manager one day a week at Glades Bay Gardens. Two years on Fiona facilitated the move back to the newly built Horton House in December 2016.

“I love the intimate nature of the Twilight Homes and getting to know the residents and families and being a part of their extended families.”

Fiona also said she enjoys working with Twilight Aged Care as being a smaller organisation it allows for responsive policy changes and the ability to influence care on the ground.

Fiona is a caring and compassionate and highly committed member of the Twilight team.
Yvette Fonseca has been channelling her passion for food into her role as cook at Twilight Aged Care for the past 10 years, and while her culinary skills are certainly commendable from resident feedback, it is also her attitude, approach and personality that has attracted praise from her fellow staff members and residents; so much so that last year Yvette was nominated for our inaugural ‘John Laurie Employee of the Year Award’.

Some of the comments that were submitted for Yvette’s award nomination included “Always committed to her job” and “Respects all residents’ choice of food and respects their dignity.”

Yvette came to Australia from India in 2007 with her husband and two daughters.

“We gave up everything and came here for the betterment of our daughters’ education.”

Yvette’s experience as a pastry chef in India ensured she was well prepared for the role of Cook at Twilight’s Jamieson House, and more recently at Hunters Hill Village.

In India, Yvette specialised in making wedding and corporate cakes and she continues to do this in her spare time on the weekend. “I made the cake for the Twilight Centenary event in 2015.”

As well as a passion for cooking, Yvette has great compassion and respect for the residents’ dietary needs and preferences; for example if a resident has a particular food request or preference, such as peanut butter and it is not normally part of the shopping list at the home, Yvette will make a special request to have that item purchased.

“I also cater for residents with allergies – we have a communication book in the kitchen so that residents’ allergies, likes and dislikes are recorded for all the kitchen staff,” Yvette says.

“I love cooking,” she says. “Twilight is my second home; I love talking to the residents and I see my own parents in them.”

Some of Yvette’s most popular dishes at Hunters Hill Village which regularly feature on the menu include her famous Indian Hakka Noodles and Lamb Korma.

“I’d like to say thank you to Twilight for having me here. It’s like a very big family,” Yvette says.

“I BRING MY BACKGROUND INTO MY COOKING; I HAVE GROWN HERE AND LEARNT A LOT...”

Yvette Fonseca, Cook

At a time when longevity of employment is becoming the exception rather than the rule, Yvette has shown a level of loyalty and dependability that is rare.
OUR BOARD

MS LORRAINE LOVITT
CHAIR

Lorraine Lovitt is the Chair of Twilight Aged Care and Leader, NSW Falls Prevention Program with the Clinical Excellence Commission. Lorraine was appointed Chair of Twilight Aged Care in July 2016, and has been a Director for 12 years. Lorraine is a Registered Nurse with a Post Graduate Diploma in Gerontology, and has significant experience in the public and private health sectors, in particular within aged care.

MR GRANT CORDEROY (NOT PICTURED)
DIRECTOR

Grant is a Chartered Accountant and Senior Partner with Stewart Brown Chartered Accountants. He has 38 years’ experience in the accountancy profession including significant aged care audit and consulting assignments. Grant is the Chairman of both the Audit, Finance and Risk Committee and Remuneration Committee at Twilight Aged Care.

MR GREG JOHNSON OAM
DIRECTOR

Greg has 37 years’ experience in the finance industry. He holds a Bachelor of Business and is a Fellow of the Financial Services Institute of Australia. Greg was awarded the Order of Australia Medal for services to the education, business and finance industries. Greg is Chairman of Twilight Aged Care’s Investment Committee, Member of the Audit, Finance and Risk Committee and Member of the Capital Projects Steering Committee.

MS PETA-JANE MAYNARD
DIRECTOR

Peta-Jane has extensive experience in executive recruitment and workforce consulting in aged care. She holds a Masters in Health Science (Exercise and Sports Science), Bachelor of Science and Graduate Diploma of Human Resources Management and is a member of the Australian Institute of Company Directors. Peta-Jane is a member of Twilight Aged Care’s Quality Outcomes Committee, Remuneration Committee and Corporate Governance Committee.

MR HAROLD MORGAN
DIRECTOR

Harold is a trained quantity surveyor and has 40 years’ experience as a project manager running his own companies in a variety of industries across aged care, residential and commercial. Harold is also a member of the Australian Institute of Project Management (MAIPM). He is the Chairman of the Twilight Aged Care Capital Projects Steering Committee.

ERIC DODD (NOT PICTURED)

Eric has extensive experience in the insurance, finance and banking sectors. He has previously held the position of Managing Director and CEO of MBF Australasia Limited, Managing Director and CEO of NRMA Insurance Limited and has held numerous senior positions within the financial services industry. Eric holds a Bachelor of Economics degree, is a Fellow of the Institute of Chartered Accountants and is a Fellow of the Institute of Company Directors.

MS IRENE RUSAK
DIRECTOR

Irene has extensive legal and corporate governance experience, including the areas of commercial, dispute resolution, employment and compliance matters. She is currently General Counsel for Sydney Trains. Irene holds a Bachelor of Laws, Graduate Diploma of Applied Corporate Governance and is a Fellow of the Governance Institute of Australia. She is a member of Twilight Aged Care’s Corporate Governance Committee and the Audit, Finance and Risk Committee.

DR BARRY SOLOMONS
DIRECTOR

Barry has been a full-time Medical Practitioner in Mosman since 1983 with a special interest in aged care and general medicine.

MR IAN STOREY
DIRECTOR

Ian holds a Bachelor of Economics and is an experienced corporate manager and company director. Ian retired from the Twilight Aged Care Board in July 2016 after five years of dedicated service.

MR PETER LEPPARDE
DIRECTOR

Peter is a senior insurance executive with over 45 years’ experience in a wide range of insurance roles. He is a qualified practicing Insurance Broker and holds a Graduate Diploma in Corporate Governance, Graduate Certificate of Applied Science, Diploma of Financial Services Broking and a Masters in Dispute Resolution. Peter is an Associate of the Australian and New Zealand Institute of Insurance and Finance and a member of the Australian Institute of Company Directors and Fellow of the Australian Institute of Governance. He is a member of the Twilight Aged Care Audit, Finance and Risk Committee.
LESLEY JORDAN
CEO
Lesley Jordan is a senior executive with over 30 years’ experience in the government and not-for-profit health and aged care sectors. Lesley joined Twilight Aged Care as Chief Executive Officer in August 2015. Prior to this Lesley worked as an Executive Director of the NSW Health Capital Program. Lesley has a Masters in Health Management, Graduate Certificate in Women’s Health Nursing, Certificate in Midwifery, Diploma of Applied Science (Nursing) and is a Graduate of the Australian Institute of Company Directors.

GERALDINE TATTERSALL (NOT PICTURED)
CARE SERVICES MANAGER
Geraldine holds a Master of Health Service Management and a Bachelor in Strategic Management; she is also a Registered Midwife. Geraldine has completed a considerable number of courses in areas including Business, Human Resources, Information Technology and Marketing. Her international experience extends to working in Norway. She is also a Member of Australian College of Health Service Executives.

PAUL BROADBENT
MANAGER, FINANCE
Paul is a CPA, Certified Internal Auditor and is a Senior Associate with the Financial Services Institute of Australasia. Paul holds a Bachelor of Commerce and has worked in the finance industry for 32 years; he also has experience in Human Resources, Logistics and Administration.

PAUL RYKEN
HUMAN RESOURCES MANAGER
Paul has 20 years’ experience in Human Resources and the Health Service Industry. He holds a Bachelor of Business, Certificate IV in Assessment & Workplace Training and he is a certified Fire Safety Officer. Paul has also worked in the Change Management, Policy Development, Risk Management and Recruitment areas.

ANNA MARIA NAGY
EXECUTIVE OFFICER
Anna Maria has over 45 years’ experience in the Health and Aged Care industries. She holds a Diploma in Management, Graduate Diploma in Communication Management, Diploma of Education (Nursing) and a General Nursing Certificate. She is also a Fellow of the NSW College of Nursing and has international experience in the United Kingdom and Switzerland.

CLAIRE BANISTER-JONES
FACILITY MANAGER - JAMIESON HOUSE
Claire has many years’ experience in management in both the acute care and aged care sectors. She holds Post Graduate qualifications in Oncology and Health Management and completed her Master in Health Management in 2005.

ANNE FERRERO
ADMINISTRATION MANAGER AND EXECUTIVE ASSISTANT TO CEO
Anne is an experienced administrator with a diverse skill set who has worked across a variety of industries. Her career history includes roles as Executive Assistant to CEOs and CFOs. She has also worked in Accounts, as a Corporate Receptionist, Office Manager and Property Administrator.

FIONA KELMAN
FACILITY MANAGER – HORTON HOUSE
Fiona has worked in the healthcare industry for 29 years. She began at Twilight Aged Care as a Registered Nurse and moved into Administrative and Care Coordinator roles. She has considerable experience in the aged care industry and clinical practice, supplemented by numerous training courses in areas such as Palliative Care and Alcohol and Drug Awareness.

TANYA SOURIAN (NOT PICTURED)
FACILITY MANAGER - GLENGARRY
Tanya has been a Clinical Leader with experience in the acute care, community and residential aged care sectors. She also has 5 years’ experience as a qualified Registered Nurse. Tanya holds a Masters of Applied Management (Nursing), Graduate Certificate in Acute Care Nursing, Clinical Accreditation Program – Primary & Community Health Nursing and a Bachelor of Nursing Degree.

GLADYS MASEKO (NOT PICTURED)
FACILITY MANAGER – GLADES BAY GARDENS AND HUNTERS HILL VILLAGE
Gladys has 18 years’ experience as a nurse, 12 of those within aged care in Australia. She is currently studying a Master of Advanced Practice in Nursing. Gladys also holds a Master of Applied Management in Nursing, a Diploma of Business Management, and Certificate IV in Training & Assessment and is a Registered Nurse.
IN MEMORIAM

In memory of our residents who have sadly passed away during the year.

JULY 2016
Stella Ainsar
Rosa Melotti

AUGUST 2016
Betty Tozer
Margaret Wink

SEPTEMBER 2016
Lynn Webb
Sam Mui Tse
Richard Conti
Molly Henderson
Josephine Hill

OCTOBER 2016
Nancy Coulson
Mona Birrell
Mary Lovelace
Robyn Wedlock

NOVEMBER 2016
Ann Cullen

DECEMBER 2016
Margot Holmes
Margaret Barber
John Fleming
Kathleen Playle
Annette Davenport

JANUARY 2017
Peter Goedsir
Patricia Giumelli
Helen Almgren
Beverley Lehman
Eva Mailath

FEBRUARY 2017
Meta Simms
Heather Nimmo

MARCH 2017
Trudy McWilliam
Beverly Moran
June Hughes
Iris Campbell

APRIL 2017
Christina Smith
Francis Sharples
Guentner Wolf
Olga Black

MAY 2017
Jean Munson
Joan Horton
Raema Armstrong

JUNE 2017
Howard Manusu
Trish Mutton

Glades Bay Gardens
Glades Bay Gardens
Hunters Hill Village
Glengarry
Jamieson House
Glades Bay Gardens
Horton House
Glades Bay Gardens
Glades Bay Gardens
Jamieson House
Glades Bay Gardens
Hunters Hill Village
Glengarry
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