CEO ANNUAL REPORT – FINANCIAL YEAR 2025/2026

Presented at the Annual General Meeting: 26/10/2026

Dear Residents, Families, Staff, Volunteers, and Community Members,

Welcome to our Annual General Meeting.

It is my privilege to present the Chief Executive Officer's Report for the 2025/2026 financial year. This year has been one of profound dedication and resilience. As a standalone, not-for-profit rural aged care provider, our mission has always been to ensure our elders can age with dignity, comfort, and care right here in the community they helped build.

Over the past 12 months, we have navigated an evolving regulatory landscape while fiercely protecting the warm, country-home environment of our residential care, as well as providing continued care to our elders who chose to stay in their own community home, this defines Yass Valley Aged Care.

Quality Care & Operations

Our focus this year has been on stabilizing our operations and reinforcing our core mission: ensuring our residents feel safe, valued, and connected.

- **Care Standards:** The achievement of 5 Stars for Quality measures and Compliance reflects our Clinical Teams rigorous dedication. Thank you to Care Managers, Registered and Enrolled Nurses.
- **Care Partnerships:** Yass Valley Aged Care partnered with the University of Wollongong to implement the Palliative Aged Care Outcomes, (PACOP). This program is dedicated to improving the outcomes of residents in aged care with a particular focus on those approaching the end of their life.

- **Care Minutes:** Successfully aligning with mandatory care minutes ensuring residents receive increased direct care and attention from Registered Nurse, Enrolled Nurses and Personal Care Workers with improved outcomes remains a focal commitment. Throughout the year we have continued to work to ensure we meet this essential legislative requirement whilst also meeting the requirements of the Financial and Prudential Standards.

- **Lifestyle & Connection:** Maintaining a vibrant lifestyle program has been vital. From local town excursions to celebrating milestone birthdays and cultural events, our lifestyle and catering teams have worked hard to keep residents deeply connected to the rural community.

- **Occupancy Levels:** We increased from 91.96% July 2025 and maintained a stable occupancy rate averaging 98.26% over the financial year, reflecting the continued trust local families place in our care.

Our Workforce & Volunteer

Operating a health service in a regional area brings unique staffing challenges, making our team's efforts even more extraordinary.

- **Workforce Stability:** Navigating rural workforce shortages remains an ongoing challenge. Focusing on recruitment strategies and a commitment to competitive conditions, we successfully reduced our reliance on agency staff by 52%**,** building a more consistent, familiar care team for our residents.

- **Staff Retention & Development:** We have invested in digital transformation and upskilling and professional development to build a sustainable, local workforce. Our staff are not just employees; they are neighbours, friends and family to those they care for.

Recognition of service

5 Years	10 Years	15 Years	20 Years
- Debbie F	- Colleen K	- Amey G	- Sonia C
- Carly G	- Glenda W	- Simone H	
- Andrew Mc		- Kym S	
- Lan W		- Natasha W	
		- Stephen W	
		- Shae Mc	

- **The Heartbeat of Volunteers:** Our volunteer network remains our greatest asset. Whether it is driving the community bus, volunteering their time at fund raising events or simply sitting down for a cup of tea and a chat, your presence enriches our residents' lives daily. Thank you.

Financial Performance & Sustainability

As a not-for -profit, we embrace profit for purchase, every dollar we make is reinvested directly into improving care and updating our facilities.

- **Financial Position:** We concluded the financial year in a surplus position. Every dollar of surplus has been directly reinvested into facility upgrades and resident care services.

- **Capital Improvements:** Key investments this year included upgrading our communal living spaces, refurbishment of the library, new lounge chairs for communal areas, new dining chairs, new beds with specialised pressure relieving mattresses, clinical equipment, new call bell system and improvements to outdoor gardens to enhance resident comfort and safety.

Acknowledgments

Our achievements this year are the result of an incredible team effort.

- **Our Staff:** Thank you to our dedicated nurses, carers, lifestyle coordinators, catering, hospitality, administration and maintenance teams who bring their best selves to work every single day.

- **Our Board:** I extend my gratitude to our volunteer Board of Directors for their strategic oversight, governance, and unwavering support of our vision.

- **The Yass Valley Foundation** Thank you, your support helps us enhance the daily lives, comfort and wellbeing of our residents and ensures they continue to receive high-quality care in a home like environment.

- **The Friends of Horton House** Thank you**,** your support of our lifestyle activities, assistance with our home's vegetable gardens, and your time each Wednesday morning for a chat and morning tea is very much appreciated.

- **Yass Valley Spin** Thank you for your support. The donation of two visitor sleeper chairs providing families comfort while supporting residents that have been well used is appreciated

- **Our Community:** To our residents and their families—thank you for allowing us to be a part of your lives. Your feedback and trust drive everything we do.

Looking ahead into the 2026-2027 financial year will see us continue to adapt to ongoing sector reforms, with a strict focus on digital transformation in clinical care, continuous quality improvement and financial sustainability.
We remain committed to advocating for better rural health resources and ensuring our home remains a place of warmth, dignity, and exceptional care.

Sincerely,

Nicola Barnes

Nicola Barnes
Chief Executive Officer
Yass Valley Aged Care