

Annual Report

2023 - 2024



care  **forward**
health + homecare

Acknowledgement of Country

Care Forward respectfully acknowledges the Tasmanian Aboriginal Community as the traditional custodians of lutrawita / Tasmania. We honour their enduring connection to land, sea, and culture and pay our deepest respects to Elders past, present, and emerging.

Their rich cultural heritage inspires and informs our work as we strive to create meaningful and respectful connections within the communities we serve.

Inclusion

At Care Forward we are committed to fostering an inclusive care environment where everyone feels valued and respected. We believe that diversity and inclusion are essential to our success and growth.

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We are Care Forward

Our Purpose

Care Forward exists to empower vulnerable people to live well by providing health and homecare services that enhance their health and wellbeing. This principal purpose, defined in our constitution, drives every facet of our operations and is reflected in the impact we make within our communities.

As Care Forward continues to grow and evolve, our commitment to delivering exceptional care and empowering Tasmanians remains unwavering. The challenges of the past year have strengthened our resolve, and we move forward with confidence. Your contributions—big or small—are the foundation of who we are and what we aspire to achieve.

Our Culture

Care Forward is more than a service provider; we're a movement dedicated to empowering excellence in care. Our culture thrives on collaboration, progress, and innovation, driven by core values that inspire us to continually raise the bar.

Our History

Care Forward's journey began in 1996 when a group of passionate nurses established a platform for community-driven care, called Careworks. Their vision was to not only deliver care but to effect meaningful change by enabling people to live independently at home. By 1999, we evolved into Care Assessment Consultants, a pioneering organisation that laid the foundation for today's Care Forward.

In 2022, we transitioned to a not-for-profit charity, solidifying our commitment to enhancing lives across Tasmania. Over 25 years, Care Forward has grown to become a cornerstone of care and independence in Tasmania. From health professionals to assistants and support staff, our diverse and dedicated team remains united by a singular focus: empowering our consumers and improving lives.

We're not just providers; we're partners in progress, moving alongside Tasmanians as they achieve their goals. Together, we create opportunities, foster independence, and build a healthier, more empowered Tasmania.

Our Mission - More people living well at home.

We are committed to empowering more people to live well and independently at home across Tasmania, ensuring dignity, quality of life, and individualised care for each consumer.

Our Vision - Senior Tasmanians achieve the highest level of independence in the country.

Our vision is to lead the nation in enabling senior Tasmanians to achieve the highest levels of independence and wellbeing in their communities, setting benchmarks in homecare and support.

Our Values

INDEPENDENCE Having and sharing information to empower others and ourselves, so we have the confidence to make positive choices. We promote independence and wellness for our consumers

by applying these values and tailoring services to suit the individual. We respect your choices. We respect your right to take a risk.

FLEXIBILITY Being creative and solving problems; thinking outside the square. We can adapt to suit individual needs. We are open to change and new ideas. We are innovative and seek solutions.

PROFESSIONALISM A commitment to learning, knowledge, process and relationships. We contribute to the team and a supportive environment. We are a consistently personable, approachable team.

COMMUNICATION Being clear, articulate and approachable using listening skills and mutual respect. We listen. We are sensitive, transparent and friendly. We respect confidentiality and will advocate with honesty.

INCLUSION Acceptance, building trust, relationships, not excluding, involving people in their decisions, offering choices and embracing diversity. We recognise each person and respect and value their individual stories. We are open minded, inclusive and know that we are all unique.

TRUST Being genuine, honest, dependable, consistent and ethical. We are trustworthy, reliable, honest, dependable and accountable. We respect difference and confidentiality. We honour your choices.

Our supporters

Care Forward's achievements are made possible through the unwavering support of our funding partners, consumers, and the broader community.

We extend our gratitude to the Australian Government Department of Health and Aged Care and the Tasmanian Government Department of Health, whose funding and collaboration have been pivotal in enabling us to provide exceptional care and expand our reach.

We gratefully acknowledge the funding and support received from:

Australian Government

- Community Home Support Programme (CHSP) Income
- Home Care Packages (HCP) Programme Income
- Short-Term Restorative Care (STRC) Programme Income

Tasmanian Government

- Home and Community Care (HACC) Programme Income

You can be a part of our mission

Be a part of our mission to empower more Tasmanians to live well and independently at home, ensuring dignity and quality of life by making a fully tax deductible donation or considering a bequest in your will. To find out more please contact us on 1300 364 876.



reforms, aligning our services with new funding models.

- Continued investment in workforce development and technological innovation, including advancements in our consumer, finance and staff management and communication systems.

I would like to express my gratitude to my fellow Board members for their dedication and expertise, as well as to our staff and partners who bring our mission to life every day. Together, we are making significant strides in advancing the wellbeing of Tasmanians.

Richard Watson, Chairperson

Managing Director's Report



This year has been both challenging and rewarding as we navigated changes in the aged care landscape while celebrating key milestones. It is with immense pride that I recognise the retirement of Wendy Edwards, our former CEO, whose exemplary career and contributions have left an indelible mark on Care Forward. Wendy's leadership has been celebrated across the organisation, and we remain grateful for her years of service.

From an operational perspective, this year has seen:

- Consumer Engagement: We began regular, Tasmania-wide consumer forums, well before these were mandated by the Australian Government. Our consumers' opinions and feedback are vital in keeping our services responsive and in enabling us to co-create solutions that address the unique challenges faced by Tasmanians.
- Workforce: The success of Care Forward is a testament to the dedication, resilience, and compassion of our team. Every team member, past and present, has played an integral role in shaping our organisation. Your commitment, especially during times of change, exemplifies the true spirit of care and collaboration.
- Technological Advancements: Successful commencement of business transformation project, improving operational efficiency and consumer engagement.
- Sector Readiness: Comprehensive planning to align with the upcoming Support at Home reforms.

As Managing Director, I am proud to continue leading Care Forward into its next chapter, and am excited to be working with Marianne Fisher, who as CEO is incredibly well-placed to manage our business transformation journey ahead. Our strategic roadmap emphasises innovation, sustainability, and consumer-centred care—cornerstones that will ensure our ongoing success in supporting Tasmanians.

Joe Towns, Managing Director

Chairperson's Report

As Chairperson, I am honoured to have led a transformative year at Care Forward. Our governance framework has been instrumental in enabling sustained growth and positioning the organisation to meet the evolving demands of Tasmania's aged care sector.

Highlights from this year include:

- Strengthened governance frameworks ensuring operational efficiency and compliance.
- Proactive preparation for the Support at Home





Strategic Focus I - Our consumers

To our consumers, you are at the heart of everything we do. Your trust, feedback, and partnership inspire us to innovate and excel. Your journeys are a testament to the impact of our services, and we are grateful for the opportunity to support you in achieving your goals of independence and wellbeing.

At a glance

- **315,487 hours of care delivered to 4,371 Tasmanians**
- **Tasmanians cared for from Wynyard to St Helens, and Gravelly Beach to Bruny Island**
- **All home care services fully accredited**
- **82% customer satisfaction rating across the Home Care Package and Commonwealth Home Support Package consumers**
- **80 consumers participated in face-to-face forums around the state.**

Australian Government Supported Services

Commonwealth Home Support Programme (CHSP)

Service Overview: provides essential support to elderly Tasmanians, helping them maintain independence through services such as domestic assistance, personal care, and social support.

Impact: Delivered 59,229 hours of care to 3,310 consumers, ensuring they can remain connected to their communities and maintain their quality of life.

Home Care Packages (HCP)

Service Overview: This program offers more complex and coordinated care solutions, tailored to help individuals stay in their homes for as long as possible.

Impact: Supported 901 consumers with a total of 239,140 service hours, enabling them to lead independent and fulfilling lives.

Short-Term Restorative Care (STRC)

Service Overview: STRC focuses on improving the health and independence of older individuals through short-term intensive care interventions.

Impact: Served 160 consumers, achieving positive outcomes that delayed or avoided entry into long-term care.

Tasmanian Government Supported Services

Home and Community Care (HACC)

Service Overview: This program supports older individuals and younger people with disabilities after discharge from hospital by providing essential services that support their recovery and independence.

Impact: Managed 3,477 referrals and delivered 17,048 service hours, empowering individuals to remain in their homes and communities.

Private Health Services

Allied Health Care

Service Overview: Our allied health services include a range of therapies and specialised care designed to enhance physical and mental wellbeing.

Impact: Delivered personalised solutions, ensuring consumers receive the highest quality care to support their unique health goals.

Engagement

Care Forward began quarterly Consumer Forums in Launceston, Devonport and Rosny. The Forums gather a range of consumers receiving Commonwealth Home Support Programs and Home Care packages to discuss a range of topics including rostering, service delivery and communication.

Our Consumer Liaison Officers, who are clinically trained and experts in the Aged Care system, travelled around the state talking to individuals and groups including Mens' Shed, Retirement Village groups, and sporting associations. They were proud to help hundreds of senior Tasmanians understand the aged care system and how to access it.

Satisfaction

Care Forward surveyed consumers of Home Care Packages and Commonwealth Home Support Programs for the first time. We received a 82% customer satisfaction rating across both types of care. Here's what some of our consumer had to say about their experience with us over the 2023-2024 period (Source: Care Forward's annual consumer survey).

Thank you for a very worthwhile 8 weeks of the STRC program. Many things were improved - especially my walking pattern. I was also impressed with those who carried out the program. Thank you!

We thank and appreciate the assistance we have received from care forward. Without the additional handrail down our internal stairs, we wouldn't have been able to remain in our house. This, and other assistance has been invaluable. Thank you to your team.

Outcomes

Care Forward continued its focus on reablement, offering a range of allied health options to

Tasmanians through private Allied Health Care services and the Short Term Restorative Care program, which provides intensive interventions that delay or avoid older Tasmanians' need to enter residential aged care.

Consumer Story

A 75 year old lady, who had always been independent and fit, suffered an illness that caused a decline in her functional ability. Her movement decreased to such an extent that she was using a wheelie walker and could no longer attend the gym in her independent living units.

The pain was also restricting her social outings, which in turn affected her mental health.

The lady commenced the Short Term Restorative Care Program with Care Forward. Our Exercise Physiologists organised for her to attend supervised exercise sessions, she received massage therapy for pain and privately purchased some exercise equipment as recommended by our Exercise Physiologists.

Care Forward also coordinated and delivered personal care and social support via a Commonwealth Home Support Program.

The outcome 4 has been reduced pain and increased mobility with a walking stick instead of the walker. She is again enjoying social outings, and her mental health has improved.

Diversity

At Care Forward, diversity is not just a value but a strength. We celebrate talents, backgrounds, and perspectives, weaving them into our overarching mission of care and empowerment. Care Forward is proud to be included in the *Who's Missing Planning for Diversity* national training program developed by the Older Persons Advocacy Network as a case study demonstrating inclusive practice.

Care Forward is committed to ensuring that the services we provide are accessible and appropriate for all our consumers. We recognise that to be able to deliver equitable and inclusive care, we need to identify and action areas for improvement. We have developed a diversity and inclusion action plan that outlines the goals, actions and targets to achieve measurable outcomes over the next three years.



Strategic Focus II - Our workforce

To our workforce, the success of Care Forward is a testament to the dedication, resilience, and compassion of our team. Every team member, past and present, has played an integral role in shaping our organisation. Your commitment, especially during times of change, exemplifies the true spirit of care and collaboration.

At a glance

- **224 Staff**
- **50 staff presented with Years of Service certificates**
- **275 discrete training courses delivered with 2,031 completed over the year**

At Care Forward we know that together, we are stronger, and we succeed collectively. Our people are the cornerstone of our success. Every team member—from health professionals to support staff—contributes to our mission of delivering exceptional care. Every person at Care Forward is more than a team member; they are a vital partner in our journey to improve lives.

Employee Value Proposition

Work commenced on building our Employee Value Proposition as we strengthened our Human Resources capability, encompassing principles of flexibility, equity, well-being and diversity.

Care Forward has always believed in leading the sector with competitive pay rates. All our staff are eligible to salary sacrifice, meaning they can maximise every dollar earned before tax applies.

Wellbeing and wellness

The health of our staff matters to us, so we prioritise holistic wellbeing. With flexible schedules and personalised support, we help you achieve a work-life balance that fits your lifestyle.

As professionals, we practice what we preach by investing in our own wellbeing to better serve others.

A statewide noticeboard was created, which bonds staff around the state in their common purpose, and celebrates activities around the state, ensuring representation of all staff, wherever they work. In particular, the noticeboard ensures that staff who spend time on the road, are up to date on coming changes to road safety including road works.

We have re-booted the Thrive program across all our sites, to encourage staff health and wellbeing.

Our Care Partners in Launceston began an important movement by partnering with Speak Up! Stay ChatTY for Shorts Day. They began a commitment to actively promote and deliver suicide prevention and mental health programs across the organisation.

Training and Professional Development

We gratefully acknowledge the contribution of Jenny Hill, our inaugural Manager, Education

and Training. Jenny established a calendar of professional development opportunities, compliance programs, mandatory training events and toolbox sessions, laying the foundation for our ongoing training and education programs.

Staff training initiatives emphasised adaptability, ensuring readiness for future reforms.

Employee Spotlight

Hear From Our Team Members: Discover stories from our staff and learn about our supportive

environment. Visit careers.careforward.com.au to find out more.

Make a Real Difference

We're more than just a workplace—we're a family united by a shared mission to move lives forward. Every moment counts, and with us, you'll find your purpose, build meaningful connections, and change lives.

Find Out More: careers.careforward.com.au

Strategic Focus III - Our leadership

To our Board and management, we extend our deep gratitude for a year marked by transformation, growth, resilience, and adaptation. Together, we have navigated challenges and celebrated successes. We look forward to the continued impact we will make in the years ahead.

Special recognition is given to Wendy Edwards, who retired this year after a distinguished career as CEO. Her leadership and vision have left an indelible legacy at Care Forward.

Governance

Care Forward, as a not-for-profit entity registered with the Australia Charities and Not-for-profits Commission (ACNC), has continued its transformative journey toward a sustainable and impactful future. Since transitioning to a Public Benevolent Institution (PBI) and charity in 2022, our governance and management structures have been pivotal in empowering older Tasmanians to live healthy lives at home for longer.

This year, we built on that strong foundation by further aligning our operations with strategic goals, ensuring that our governance practices reflect accountability, innovation, and community focus.

Our governance structure remains robust, guided by a dedicated Board of Directors blending independent non-executive directors and executive leadership. Their collective expertise supports strategic oversight and operational alignment, driving our mission forward.

The Board's key responsibilities include:

Strategic Oversight: Setting and reviewing Care Forward's objectives to ensure alignment with our mission and vision.

Governance and Compliance: Ensuring adherence to legal, ethical, and regulatory standards.

Financial Stewardship: Overseeing financial strategies and resource allocation for long-term sustainability.

Risk Management: Proactively identifying and mitigating organisational risks.

Performance Evaluation: Monitoring operational outcomes and ensuring alignment with strategic goals.

Our Board

The Board of Directors provided steadfast leadership, convening for 10 meetings to ensure strategic direction and accountability:

Richard Watson, Chairperson: Appointed in 2023, Richard has brought extensive expertise in business development and governance to lead our Board.

Joe Towns, Managing Director, Secretary, and Public Officer: A leader since 2011, Joe has continued to drive innovation and strategic growth with a multidisciplinary approach.

Mark Frasson, Director: Appointed in 2023, Mark has enhanced operational and financial strategies through his analytical expertise, and by chairing our audit, risk and finance subcommittee.

Nadia Mahjouri, Director: Appointed in 2023, Nadia has enriched the Board with her counselling, mediation, and policy analysis experience and by chairing our strategic and business planning subcommittee.

Anita Lincolne-Lomax, Director: Appointed in 2023, Anita has provided innovative marketing strategies and brand expertise.

Wendy Edwards, RN, Director: Appointed in 2022, Wendy has offered invaluable experience in clinical and aged care strategies. Her retirement was widely celebrated, as were her careers and contributions.

Marianne Fisher, Director: Appointed in 2022, Marianne has provided insight into corporate services and quality management. Stepping down to take up the mantle of CEO, her passion and commitment to Care Forward is exemplary.

New Initiatives and Innovations

This year, Care Forward focused on introducing new initiatives to enhance service delivery and adapt to the evolving needs of our clients:

Integrated Care Models: Strengthened collaboration between government-funded

and private services to ensure seamless care pathways for consumers.

Digital Innovations: Commenced implementation of new information and communication technology to streamline service coordination and improve consumer engagement.

Workforce Development: Expanded our training programs to upskill staff, ensuring they are equipped to meet the demands of an evolving aged care landscape.

Financial sustainability

This year has been marked by growth and adaptation as we continue to navigate the changing aged care landscape. We look forward to continuing our sound financial management, positioning us well to continue delivering exceptional assessment services across Tasmania. We are committed to maintaining this level of financial discipline and transparency in the years to come.

Compliance and Accountability

We adhere to Governance Standard 5 of the ACNC and the Corporations Act. Regular reporting, stakeholder communication, and a strong ethical framework ensure transparency and accountability in all our operations.



Strategic Focus V - Our growth

To our partners in government and community, we are excited to work with you to uplift our sector and support the wellbeing of older Tasmanians. Together, we can grow Care Forward in the state while ensuring that ageing is a time of life to truly savour. This is our home, and we're committed to its growth.

With the upcoming implementation of the Support at Home program, Care Forward remains committed to delivering exceptional services while adapting to the changing aged care environment. By investing in innovation, workforce capacity, and consumer-centric care, we are well-positioned to continue empowering Tasmanians to live well and independently at home.

We are actively preparing to align our services with these new models. This includes training, systems upgrades, and process redesigns to ensure a seamless transition for our consumers and staff.

Market Share

Care Forward invested in the groundwork to support taking our offering to even more Tasmanians. By working with some terrific, home-grown creatives, we found the words and images that will underpin how we communicate going forward. Full of heart, and honestly reflecting the identities of our workforce and consumers, we are now ready to show even more Tasmanians who we are and how we can serve. Care Forward remains the largest provider of Home Care Packages in Tasmania.

Upcoming Milestones

December 2024: Initial rollout of Single Assessment Workforce initiatives under the Support at Home framework.

July 2025: Full implementation of Support at Home program, integrating existing HCP and STRC services.

Looking Ahead

With the upcoming implementation of the Support at Home program, Care Forward remains committed to delivering exceptional services while adapting to the changing aged care environment. By investing in innovation, workforce capacity, and consumer-centric care, we are well-positioned to continue empowering Tasmanians to live well and independently at home.

Strategic Focus IV - Our systems

To bringers of change, we embrace you and harness your knowledge to improve lives.

The adoption of enterprise-wide technologies began as we prepared for new service delivery systems, and we launched staff training initiatives to protect our data and the data of our valued consumers.

Technology

The adoption of enterprise-wide technologies is preparing Care Forward for improved business processes, data insights and knowledge management.

We commenced the implementation of new information and communication technologies to streamline service coordination and improve consumer engagement and commenced the roll

out of Multifactor Authentication as part of our broader cyber-security uplift.

Our staff around Tasmania embraced the advantages offered by Teams to meet in virtual workplaces, reducing the need for expensive and time-consuming travel and creating more equal access to information and the opportunity to participate in decision-making.

Contact us

Every Conversation Counts

Every individual's experience is important to us. Whether you're already a consumer or just exploring your options, we're here to help. Let's have a heart-to-heart.

Give Us a Call: 1300 364 876

Send Us an Email: info@careforward.com.au

Come In and See Us

We're part of your community and always nearby. Drop by and say hello at one of our offices:

Hobart (Head Office): Level 1, 6 Bayfield St, Rosny Park, TAS 7018

Launceston: 1/403 West Tamar Highway, Riverside, TAS 7250

Devonport: 11 Steele St, Devonport, TAS 7310

Burnie: 26-30 Cattley Street, Burnie, TAS 7320

Stay in Step With Us

Follow our journey as we move lives forward, one step at a time:

Like Our Facebook Page: www.facebook.com/careforwardtas

Watch Us on YouTube: www.youtube.com/@careforward2720

Catch Us on Instagram: [careforwardtas](https://www.instagram.com/careforwardtas)

Follow Us on X (Twitter): x.com/care_forward

Your Voice Guides Us

Your feedback helps to shape our journey. Whether you're thrilled with what we do or see opportunities for improvement, we want to hear from you.

Reach Out: feedback@careforward.com.au

Call Us: 1300 364 876 to talk to our Quality Manager.

Every bit of feedback helps us grow and serve you better.

This reflects our commitment to sound financial stewardship and sustainability.

Compliance and Transparency

Adherence to Standards: The audited financial statements show that the company fully complied with Australian Accounting Standards ensuring transparency and accountability.

ACNC Compliance: The audited financial statements show that the company fully complied with the Australian Charities and Not-for-profits Commission Act 2012 (ACNC).

Accessibility of Financial Statements

For a detailed insight into our financial operations, the audited financial statements for the year ended 30th June 2024 are available on the ACNC website. We encourage our stakeholders to review these documents to better understand our financial stewardship.

In closing

To our supporters; in government, our staff, our consumers, our suppliers, and the many community groups we meet with across the state - together, we have navigated challenges and celebrated successes.

As Care Forward continues to grow and evolve, our commitment to delivering exceptional

care and empowering Tasmanians remains unwavering. The challenges of the past year have strengthened our resolve, and we move forward with confidence, fuelled by our community's collective efforts and shared vision. Your contributions—big or small—are the foundation of who we are and what we aspire to achieve.

Our finances

Treasurer's Report

As we reflect on the financial year ending 30th June 2024, it is important to acknowledge the strategic financial decisions that have supported Care Forward's mission to deliver exceptional health and homecare services. This year has been marked by growth and adaptation as we continue to navigate the changing aged care landscape.

Financial Overview

Income Analysis: For year ending 30 June 2024 our income totalled \$ 22,276,919 (prior year \$18,496,204). Some 58% of the income related to the delivery of HCP (prior year 55%).

Expenses Breakdown: Our expenses for the same period totalled \$ 22,067,886 (prior year \$17,906,517). A major component of these

expenses (69%) related to Wages and Salaries, including On-costs (prior year 63.5%) reflecting our continued commitment to investing in our dedicated staff.

Net Profit and Margin: We reported a Net Profit of \$ 209,033 (prior year \$ 589,627), with a Net Profit Margin of 1% (prior year 3.2%).

Financial Position and Liquidity

At the close of this financial year, Care Forward's financial health remains strong.

Equity: As at 30th June 2024 Equity totalled \$798,691 (prior year \$589,657).

Liquidity: Our liquid assets are more than sufficient to cover short-term liabilities, with a ratio of 1.26 times.

Contact us

careforward.com.au | proudly

TASMANIAN

Give us a call on **1300 364 876**

Send us an email at **info@careforward.com.au**

Come in and see us.

We're part of the community, right on your doorstep.

Drop by and say hello.

Hobart (Head Office)
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care forward
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