



2025 Annual Report



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Acknowledgement of Country
Carinya acknowledges Aboriginal and Torres Strait Islander peoples as First Australians and recognises their culture, history, diversity and their deep connection to the land. We acknowledge that we are on the land of the traditional owners and pay respects to Elders past and present.

About Carinya

Who are we

Carinya Lodge Homes Inc. (Carinya) is a respected aged care and retirement living provider, proudly serving the South Gippsland community. As a registered Not-for-Profit Organisation and recognised Charity, Carinya exists to provide high-quality, person-centred care in a welcoming and inclusive environment.

Guided by a volunteer Board of Management with diverse professional expertise, Carinya has grown to become one of South Gippsland's most sought-after aged care and retirement living facilities. Our governance structure ensures transparency, accountability, and a continued focus on quality care and community connection.

Carinya is also one of Korumburra's largest employers, with a dedicated team of 138 staff members who share our commitment to supporting residents, their families, and the wider community. We take pride in providing meaningful employment opportunities while contributing to the economic and social wellbeing of our region.

Our history

Carinya's journey began in 1970, when it was established to support members of the local community in need of care and accommodation. Since then, Carinya has grown and evolved to meet the changing needs of residents, families, and the broader South Gippsland community.

Over the years, Carinya has completed three major facility expansions, each marking a new chapter in our ongoing commitment to continuous improvement and excellence in care. The most recent redevelopment, initiated in June 2019 and completed in 2023, represented a \$10 million investment in our future.

This project delivered:

- 20 new resident rooms featuring en-suites and ceiling hoists
- Refurbishment of 40 existing rooms
- A sensory garden to promote wellbeing and connection with nature
- A hairdressing facility, two dining areas, and modern serveries
- A revitalised kitchen and new courtyard
- Eight new Independent Living Units (ILUs)

These significant upgrades demonstrate our enduring dedication to providing a safe, modern, and engaging environment for residents, families and staff, ensuring that Carinya continues to be a place of belonging, respect, community connection and quality care.



Purpose

To provide an innovative aged care service that is interwoven within the local community, where residents and families have a sense of belonging in a safe, warm and welcoming environment.

Mission

To provide respectful, innovative, quality service and accommodation for aged people within our local community that will enable them to live with dignity and independence in a caring environment which will foster pride, integrity and growth for both residents and staff.

Values



RESPECT

Honouring uniqueness and dignity.



BELONGING

Creating a sense of community.



COMMUNITY CONNECTION

Engaging with the broader community.



QUALITY CARE

Committing to excellence in care.

President's message



The past year has been one of significant change and renewal for Carinya, both in governance and in management. The new Board members introduced last year, Yaniesha Pillay, Kerry Petersen, Nathan Williams and Harrison Burgin, have settled in well, bringing a broader range of perspectives and skills to the table.

Their contribution has helped strengthen the Board's capacity to guide Carinya into its next chapter. We remain committed to continuing this renewal process and warmly welcome interest from anyone keen to contribute to Carinya's future.

In the past month, we appointed Dr Paul Cotton to the Board. Paul brings significant medical experience and insight, which will be invaluable as Carinya continues to evolve to meet the changing needs of our community. At this AGM, we also farewell two valued Board members, Sally Hulls and Don Gillies. Both have made strong contributions, offering unique perspectives and actively supporting Carinya and its residents. On behalf of the Board and the entire organisation, I extend my sincere thanks to Sally and Don for their service and commitment.

Aged care remains one of the most highly regulated sectors in Australia, and the responsibilities and expectations placed on Board members have increased significantly. To reflect this, the Board is seeking to amend the constitution at this AGM to allow for the future reimbursement of part of these increased responsibilities, ensuring that we can continue to attract and support skilled individuals who give their time to Carinya.

This year also saw a major change in management. When Cindy Nicholas took a well-earned period of long service leave, the Board appointed Chris Trotman as Acting CEO for six months. A management review during this time found Carinya's leadership team more than capable of operating under a Co-CEO model. After careful deliberation, the Board decided to trial this model, with Kate and Joel stepping into temporary Co-CEO roles. I sincerely thank Chris for her support during this transition and Kate and Joel for their willingness to embrace this structure.

In June, Cindy Nicholas tendered her resignation after ten years as CEO. Cindy has made an enormous contribution to Carinya, often under challenging circumstances and well outside her comfort zone. On behalf of the Board and the Carinya community, I thank her sincerely for her dedication and leadership over the past decade and wish her well in her future endeavours.

The adoption of the Co-CEO model also saw the resignation of John Billing from the Board due to a conflict of interest. John has been a significant contributor to Carinya, and I extend both the Board’s and my personal thanks for his wise counsel, leadership and support during his time with us.

Behind the scenes, Carinya is supported by a small but mighty army of volunteers. Their contribution is felt across the organisation, from those who directly assist residents to the farmers and agents who have supported fundraising projects, including the long-running and highly successful cattle initiative. These efforts help Carinya provide more than just care; they create connection, joy and community.

Carinya is in a strong position. We were well prepared for the introduction of new regulations, thanks to the dedication and hard work of our staff. Our financial position is healthy as we continue to recover from the most recent capital works program, and we are well placed to look to the future with confidence. Over the past year, we have also taken steps to deepen our engagement with the wider community to ensure we are meeting the growing and changing care needs of the region. We recognise the significant opportunity ahead to expand our care and services and are approaching this with careful planning, ensuring that we gather the right data and insights to inform our next Strategic Plan.

In closing, I extend my sincere gratitude to the Board for their leadership and guidance, to the management team for their commitment and professionalism, and to our exceptional staff for their dedication to providing high-quality care every day. Carinya is truly a team effort, and together we can be proud of what has been achieved and look forward with optimism to the year ahead.

Rod Abbott



Committee of Management

Above Top, L-R: Rod Abbott - President, Howard Booth - Vice President, Nathan Williams - Secretary, Don Gillies. Bottom L-R Yaniesha Pillay, Sally Kyle and Dr. Harrison Burgin and Kerry Petersen





Co-Chief Executive Officer, Clinical Services



Carinya is more than a place of care; it is a place of belonging, trust, and community. This year has been one of growth, innovation, and renewal.

We have embraced meaningful change, celebrated milestones, and strengthened the very foundations of what makes our community unique: a commitment to delivering high-quality, person-centred care for every resident and their family.

Stepping into the role of Interim Co-CEO Clinical Services has provided a platform to strengthen clinical governance, advance staff development, and lead initiatives that place individuals firmly at the centre of everything we do. Our leadership focus has remained clear: to drive quality improvement, foster collaboration, and prepare for upcoming reforms under the new Aged Care Act. These reforms represent one of the most significant shifts in the sector in a generation, and Carinya is well placed to lead with both confidence and compassion.

To meet the increasingly complex needs of residents, we have invested deeply in education and capability building across all levels of our workforce. Personal Care Assistants completed the Dementia Essentials program, while nurses, coordinators, and leaders undertook tailored training in clinical leadership, decision-making and teamwork. All staff engaged in blended learning covering person-centred care, choice, dignity, dementia and changed behaviours, palliative care, infection prevention and control, and nutrition and dining. Additional training in food safety and chemical handling further strengthened our commitment to safe, high-quality care.

In July 2024, residents received an average of 197.3 total care minutes per day, including 39.66 minutes provided by registered nurses. By early 2025, this had grown to 214 total care minutes, including 53 minutes of registered nurse care, consistently exceeding national targets. This reflects not only increased staffing but also a deliberate focus on quality and safety.

Carinya generally maintains a five-star quality rating, with strong results in pressure injury prevention, falls management, medication safety, infection control, and wellbeing. Regular audits, continuous education, and evidence-based practice underpin this work. Maintaining these outcomes is about more than compliance; it is about honouring the trust families place in us.

Feedback from individuals and families remains one of our most valuable tools for improvement. Throughout 2024–2025, the most common concerns related to communication, care delivery, teamwork, environmental issues and personal care. These were addressed through targeted training, clearer procedures, and stronger communication. Constructive suggestions also led to practical improvements in accessibility, technology, and workflow, including Wi-Fi reliability, signage, room layouts, and hygiene enhancements.

At the same time, the warmth of community feedback remained a defining feature of the year. Many families and residents expressed deep appreciation for the kindness and professionalism of our staff. Comments like “Your compassion and caring nature are a massive asset” and “We’re so lucky to have you here” capture the spirit that sets Carinya apart.

We have also invested in strengthening the tools and resources available to staff. Telehealth consultations and portable clinical devices now enable more timely medical care and reduce hospital transfers. New lifting machines, mobility aids, and hygiene equipment enhance both resident independence and staff safety. These improvements were supported by the generosity of community partners, including the Lions Club and the Clark family, whose contributions have had a direct, tangible impact on daily life.

Community, connection, and wellbeing continue to sit at the heart of Carinya. The Leisure and Wellbeing team enriches daily life through exercise, art, music, and social connection. Volunteers bring warmth and joy through poetry, piano, knitting and spiritual activities. Even small moments, such as visits from our hairdresser Duncan, show how simple interactions build meaning and belonging.

Our commitment to diversity and inclusion also strengthened this year. Through workshops, partnerships, and events such as NAIDOC Week, Pride Month, National Sorry Day, ANZAC Day and the World Day for Cultural Diversity, we have fostered a community that respects difference and celebrates connection. Our Diversity and Inclusion Committee continues to embed inclusive practice in policies and daily care, ensuring every person feels recognised and valued.

As we look ahead, it is clear that Carinya’s strength lies in its people, in the resilience of our residents, the compassion of our staff, and the trust of families and the community. We will continue to invest in education, leadership, diversity, innovation, and quality care, ensuring Carinya remains not only a place of care but a true home of belonging.

To our team, thank you for your professionalism, dedication, and care.
To our residents and families, thank you for your trust and partnership. Together, we make Carinya a place where compassion guides action and every individual is valued.

Kate Billing





Co-Chief Executive Officer, Corporate Services



This year, Carinya made significant progress in modernising systems and embracing cloud-based platforms that better support staff and residents.

One of the most transformative achievements was the launch of Acredia, our new clinical management platform. This technology allows care staff to capture progress notes and resident information in real time using mobile devices, ensuring better accuracy, timeliness, and coordination of care. Importantly, families and supporters can also access relevant updates with the appropriate permissions, strengthening communication, trust, and transparency.

Alongside this, DCS, our new catering system, was introduced and fully integrated with Acredia. This has been critical in delivering more personalised and flexible dining, aligning food services more closely with individual needs and preferences. We also completed the transition to Microsoft 365, decommissioning our on-site server and migrating to a secure cloud environment. This has reduced costs, improved cybersecurity, and ensured full compliance with modern data storage and privacy requirements.

“At the heart of these improvements is a commitment to building efficient, responsive systems that free up more time for our staff to focus on what matters most: the individual preferences and needs of our residents.”

Carinya’s workforce continued to grow stronger and more sustainable over the past year. New chefs were appointed to support our expanded menu and kitchen operations, a gardener joined the team to enhance the amenity of the grounds, and an Environmental Services Supervisor was introduced to lead cleaning and laundry. These roles have already made a visible impact on the day-to-day environment for residents and staff alike.

A major workforce milestone was the introduction of a Multi-Employer Enterprise Agreement, uniting four aged care providers across the region. This approach encourages collaboration rather than competition, ensuring greater consistency in wages and conditions and creating a more stable workforce model. Increased government funding that followed the Fair Work Commission Aged Care Work Value Case enabled full wage increases to be passed on to our team, reinforcing Carinya’s commitment to valuing and investing in its people.

Community engagement remained a strong focus throughout the year. Through Navigating the Path to Aged Care sessions, Carinya supported families to better understand the aged care journey, legal responsibilities, financial considerations, and upcoming reforms under the new Aged Care Act. Our active involvement with Gippsland Region Aged Care Enterprises (GRACE) continued to foster stronger collaboration and knowledge-sharing across Gippsland. In addition, student placements from TAFE Gippsland and other tertiary providers, combined with participation in local careers events, helped encourage and develop the next generation of aged care professionals.

We also invested in important facility improvements to enhance comfort and resilience. Air-conditioning was installed in the newest section of the Residential Aged Care Facility, improving the living environment for residents. Work began on installing retractable shade sails on the Taronga Balcony, increasing the usability of this space year-round. Approval was also given for the installation of a new diesel tank for the generator, with works scheduled for completion in 2025-26. This will further improve our capacity to maintain service continuity during extended power outages and strengthen our operational resilience.

“These projects reflect Carinya’s commitment to investing in infrastructure that enhances daily life while strengthening our ability to respond to future challenges.”

The dining experience was another key area of focus for our team, delivering an enhanced dining experience to our residents. The introduction of menu choice at both lunch and dinner gave residents greater variety and control, and seasonal menus have been rolled out each quarter to reflect resident preferences and ensure freshness. Ongoing consultation through Food Forums and regular meetings ensured residents were active partners in shaping the dining experience.

The successful completion of the Maggie Beer Foundation education program helped elevate both the quality of meals and the way the kitchen team works together. A standout moment was our themed Wizard of Oz Day, which brought residents, families, and staff together in a joyful celebration that showcased the creativity and warmth of our kitchen team.

“Dining at Carinya is about more than meals: it’s about connection, celebration, and creating moments of joy for our community.”

This year’s achievements reflect Carinya’s continued investment in people, technology, infrastructure, and community partnerships. Together, these initiatives have strengthened the organisation, enhanced the daily lives of residents, and positioned Carinya strongly for the future.

Joel Stevenson

Financial Overview

Carinya has delivered another year of strong financial performance, achieving a surplus while continuing to invest in our people, facilities, and services. With revenue up 9.8% and a robust liquidity position above industry average, we remain well-placed to grow sustainably and continue providing exceptional care for our community.

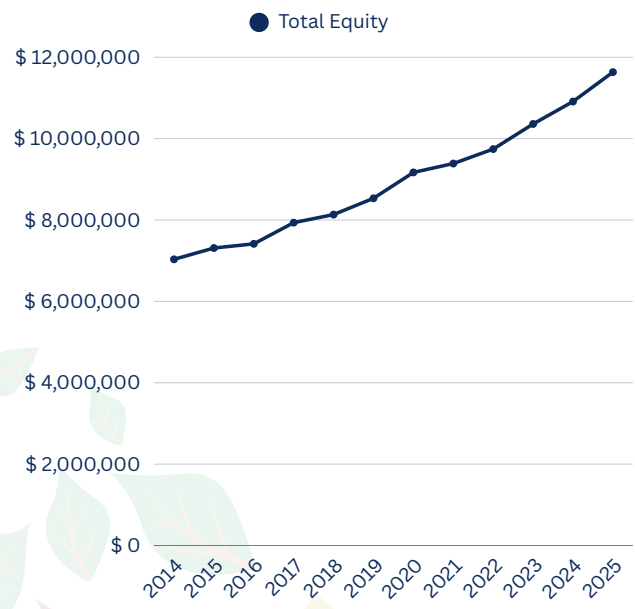
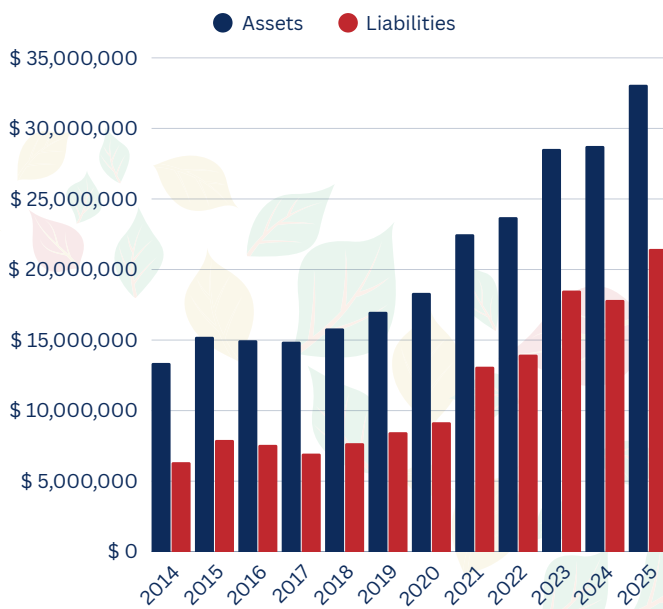
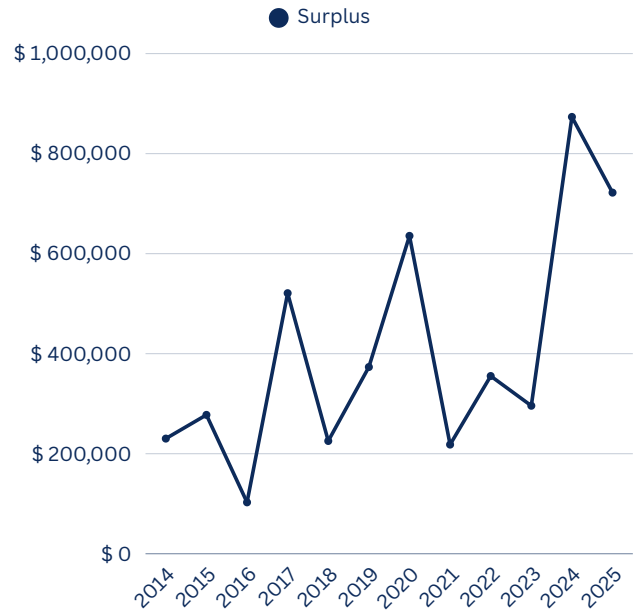
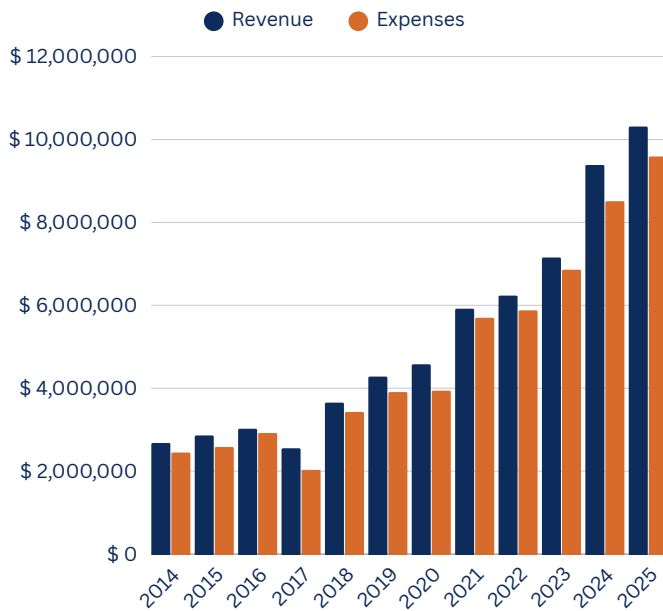
Revenue increased by 9.8% during the year, driven predominantly by higher AN-ACC funding associated with mandated wage increases. This uplift is both significant and welcome, ensuring that our dedicated team who work in highly demanding roles and provide exceptional care are appropriately remunerated for their vital contribution.

Operating expenses rose by 12.7%, reflecting the impact of wage increases and the expansion of our workforce to meet mandated Care Minute requirements. This growth has also strengthened our ability to deliver enhanced care and services for residents, further supporting Carinya's commitment to quality and person-centred care.

Carinya invested \$273,000 in capital expenditure, funding land development, facility projects, and equipment replacement. These investments ensure our facilities remain modern, safe, and welcoming, with a larger capital works program planned for the coming year to continue this momentum.

We sincerely thank our generous supporters for their contributions throughout the year. The Greenhills Benevolent Society funded new flagpoles at Carinya's entrance and other beautification initiatives. The Carinya Auxiliary contributed to several projects, including new blinds for the Greenhills Dining Room and bus trips for residents. The Korumburra Lions Club donated to purchase an additional portable vital signs monitor, now used daily in resident care. We also acknowledge the continued success of our Raise a Calf fundraising program and thank our community partners who have hosted calves over the years for their ongoing support.

Despite the challenges facing the aged care sector, Carinya achieved a positive operating surplus for the year. Our strong liquidity ratio—above the industry average—along with robust investment returns, provides confidence and capacity to continue investing in our people, facilities, and services. These results ensure that Carinya remains a trusted, sustainable, and community-focused aged care provider for South Gippsland well into the future.



Retirement Village

Our Retirement Village has continued to grow as a vibrant community, supported by significant improvements to both the built environment and resident engagement. This year saw the upgrade of the walking trail to a concrete path and the installation of a new gazebo, providing a welcoming place for residents to gather. While minor works remain, both facilities are now open and already being enjoyed by village residents as well as those in Residential Care. Grounds maintenance has also been enhanced, with a new service agreement for lawn care and the appointment of a full-time gardener, ensuring the village environment remains well-presented and inviting.

Engagement with our residents has been a particular highlight. Through our annual survey, quarterly meetings, and the work of the Retirement Village Committee, we have benefited greatly from resident input. We extend our thanks to Brian, Jan, Helen, and Lorraine for their dedication and commitment to strengthening our community. Their contributions continue to shape how we improve our service offering and support a connected, thriving village life.

Looking to the future, we are excited to commence construction of a new Café in the coming year. Open to the public during the day, the café will double as a community centre for residents outside operating hours, creating another hub for connection and activity. Alongside this, residents have enjoyed opportunities throughout the year to join monthly luncheons in the Residential Care Facility, attend entertainment events, and share in regular happy hour gatherings. These initiatives highlight our commitment to fostering a sense of belonging and shared community across all who call Carinya home.





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