

2024

ANNUAL REPORT

JAMES MILSON
Village

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We respectfully acknowledge the Traditional Custodians of the land and waters of the North Sydney area, the Cammeraygal people, and of the Hunters Hill area, the Wallumedegal people, and pay our respects to their Elders past, present and emerging.

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OUR MISSION

James Milson Village provides a supporting and respectful community for ageing people; a community that places the person at the centre of all we do and enables independence and honours individuality and citizenship.

OUR VISION

To be, and be recognised as, the provider of choice of excellent services for the ageing in our area.

VALUES

RESPECT

The way we treat people so that everyone at JMV feels valued

FORWARD THINKING

To challenge what we do every day; to look outwards and embrace continuous improvement

PERFORMANCE

Plan to exceed expectations on a daily basis; be acknowledged as a leader

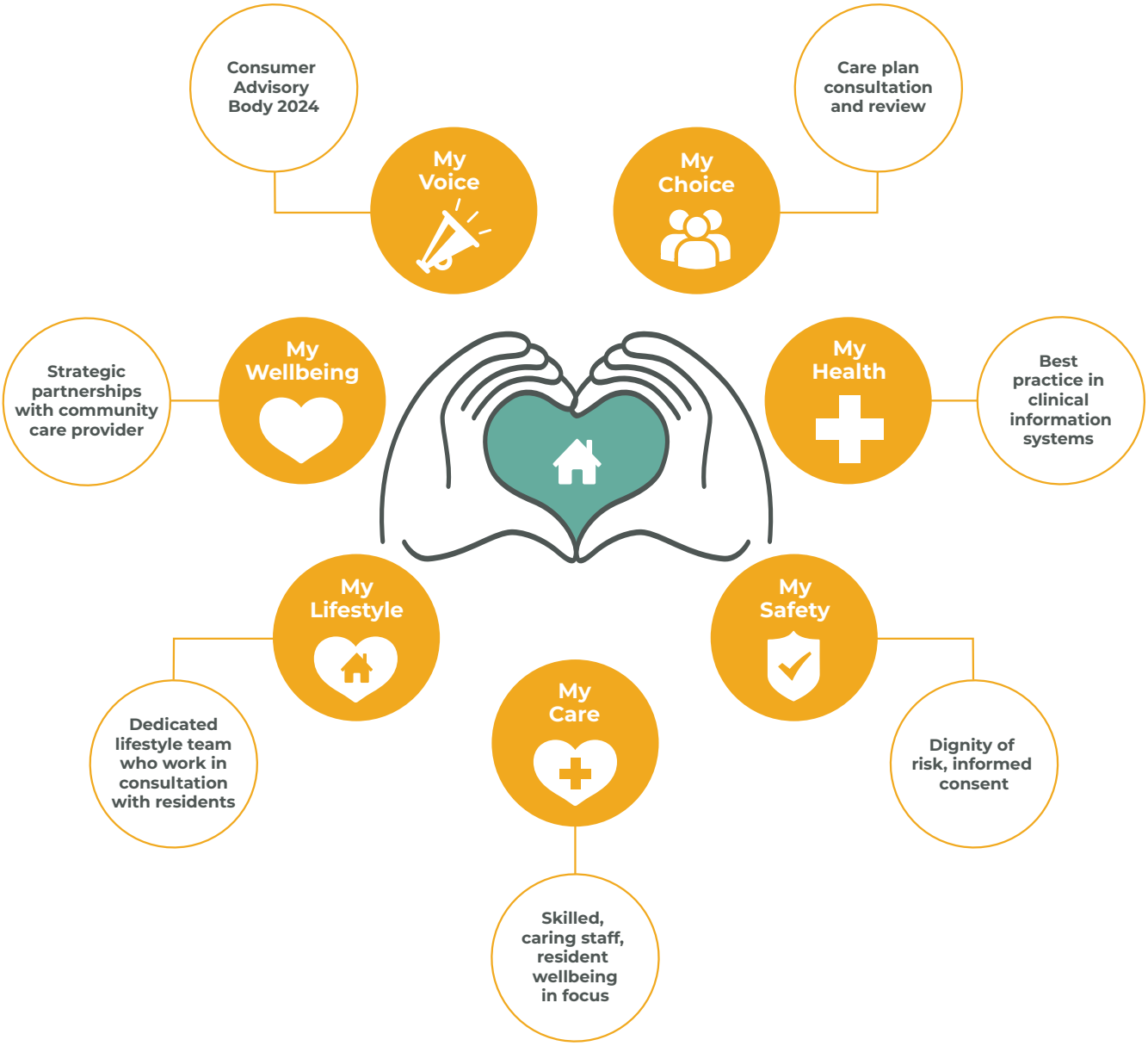
EXCELLENCE IN CARE & SERVICES

Our people are at the centre of all we do; choice, control and consultation drives all care and services

INTEGRITY

The integrity of the organisation or individual is paramount and will not be compromised

My Voice, My Choice



JMV MODEL OF CARE

The Mission, Vision and Values of James Milson Village are reflected in My Voice, My Choice.

My Voice, My Choice is a platform for compassionate and dignified care based on consumer choice and decision making at all times.

My Voice, My Choice supports the consumer to be the best they can be and live their best life possible, holding staff to the highest standards of care and service delivery.

OUR VILLAGES



North Sydney

RESIDENTIAL AGED CARE ROOMS

109 Residential Aged Care rooms

Chapel, courtyards, lounge, library, games area, dining and activity spaces

Onsite gymnasium, hairdresser and beautician

RETIREMENT LIVING APARTMENTS

94 Retirement Living Apartments

Parking and storage facilities available, plus onsite security

Iconic Sydney Harbour and Bridge views

Rooftop garden terraces and landscaped gardens with BBQ facilities

Conveniently located near Milsons Point and North Sydney



Woolwich

RESIDENTIAL AGED CARE ROOMS

41 41 Residential Aged Care Studio Suites

Communal terraces, lounge, library, dining and activity spaces

Onsite gymnasium; visiting hairdresser and beautician

Landscaped central courtyard and views across to the city and overlooking the Lane Cove River

RETIREMENT LIVING APARTMENTS

10 10 Retirement Living Apartments

Parking and onsite security

Stunning water views over the Lane Cove River

Heritage-listed school house with lounge, multi-purpose event space and covered verandahs, overlooking landscaped gardens with BBQ facilities



CHAIR REPORT

Welcome to the James Milson Village Annual Report for 2023/2024, looking back on a year of improved care and services, and stronger financial results. We also celebrated 50 years of providing compassionate care and commitment to older people in North Sydney.

In the last 12 months alone we have cared for, and enhanced the lives of, 345 older people. Our sites, in North Sydney and Woolwich, each offer a wide range of living and support choices and from fully independent living and supported and assisted living through to 24/7 care at various levels.

In 2024 we have seen an increasing local need for secure retirement living apartments, short term respite care, and for palliative care. The demand for these, and our more generalist aged care services, has never been higher. We strive to meet not only the physical but also the social and spiritual needs of all residents, and our Lifestyle team and physiotherapists aim to keep everyone happy, interested in their chosen activities, and as mobile as possible.

Our financial situation has improved through ongoing careful management as well as increased subsidies from the government for clinical care. This is important to us because, although we are registered with the Australian Charities and Not-for-profit Commission (ACNC), we need to make a profit to recoup past losses and to re-invest in the villages. We do not have any shareholders, so 100% of profits go back into the organisation every year.

Our Board members are all unpaid volunteers. They donate their time and experience to guide JMV through the ever-changing landscape and legislation of Residential Aged Care and Retirement Living in Australia. I would like to thank them, and our other volunteers and donors, for their generosity and expertise, along with the other North Sydney Retirement Trust members to whom the Board reports.

Our overwhelming thanks and congratulations go to all the staff at JMV. Brad Williams, our CEO, has continued the excellent work he started two years ago, and he has led the organisation in fulfilling its mission of high-quality care and services. He has built a strong Leadership Team with a wealth of experience, and this has added more knowledge and

stability. Our Registered Nurses (RNs) and Carers are the backbone of everyday life and care at JMV, and we appreciate the demanding and often under-recognised work they do. We are proud to report that our RN and Care Minutes have been consistently at or above the levels mandated by the government and are much higher than the average for aged care homes across Australia.

Whilst we believe we offer excellent care at JMV, we know we can always do better. I would like to thank the volunteer members of the new JMV Consumer Advisory Body in 2024, and everyone else who has provided feedback. This has helped us to identify areas for improvement and a huge amount of work has gone into action plans and new processes. Food was identified as our biggest opportunity to increase satisfaction and our two new head chefs, new menus, upgraded dining rooms and resident consultations have made good progress in improving the dining experience. We know we have more to do. New medication systems, more detailed care planning, maintenance schedules and better communication channels have also been implemented.

The Aged Care sector throughout Australia continues to face many challenges, with ongoing financial difficulties despite the higher subsidies for clinical care. Whilst JMV is financially sustainable, 50%* of Aged Care homes have continued to make losses, and several homes have closed. Australians face a future of decreasing availability of the required places and care, at a time when demand for residential care is growing with an ageing population. We welcome the latest moves to meet the recommendations of the Federal Government's Aged Care Taskforce to add more targeted investment and stability for the future.

The sector also faces ongoing challenges with the shortage of Registered Nurses, Enrolled Nurses, and qualified care workers. It is predicted that there will be a shortfall of 110,000 by 2030**. At JMV we continue to do everything we can to recruit, train, promote, and retain suitable staff.

Our other major challenge is to balance the Health Department's ever-increasing and time-consuming governance and reporting requirements, with the amount of actual face-to-face care we can provide to our residents.

We are now looking forward to the next 50 years, with plans in place to improve our buildings. We are in the process of reviewing future development options and will share the details as they become available.

It has been a privilege and delight to continue to work with James Milson Village. I look forward to many more years of helping to enrich the lives of our elders and hearing their stories and ideas, alongside everyone else who makes this journey possible.



Linda Watts
Chair of the Board

SOURCES:

*www.theweeklysource.com.au/aged-care/residential-aged-care-performance-improves-but-not-for-long-stewartbrown

**www.theconversation.com/we-have-too-few-aged-care-workers-to-care-for-older-australians-why-and-what-can-we-do-about-it-



CEO REPORT

This year has been a remarkable milestone for James Milson Village (JMV) as we celebrated our 50th anniversary with Patron Michael O'Dea, one of the original founders of JMV. Our golden jubilee wasn't just a reflection on our proud history of care, but also a chance to reconnect with the core values that have shaped us over the past five decades.

The celebrations were a resounding success, bringing together our residents, families, staff, and the wider community. The positive feedback has been overwhelming, and it's clear that the sense of belonging and community we've cultivated is central to the enriching experience we offer at JMV.

2023/24 presented its fair share of challenges – recovering from the pandemic, navigating sector reforms, and addressing workforce shortages. But through it all, we have made significant progress. Our commitment to providing exceptional care has never wavered, and we're proud to have maintained our accreditation and 4-star ratings. These achievements are a testament to the hard work of our dedicated staff, ensuring residents continue to receive compassionate, personalised care in a safe environment.

Our focus on improving care standards remains strong. We've expanded physiotherapy services to prioritise residents' physical health, mobility, and wellbeing. Guided by Pastor Norma, we continue to provide holistic, person-centred support, ensuring that every resident's individuality and choices are respected.

On the financial front, many residential aged care providers experienced a modest rebound in results, following successive and sustained operating deficits. The sector has accumulated over $5 billion in aggregate losses in the last five financial years*, but I'm proud to report a net financial improvement of $5.5 million – an impressive achievement amidst rising costs and regulatory challenges. This is a direct result of our team's diligence and prudent financial management, ensuring we remain sustainable and focused on delivering quality care.

One of our core commitments this year has been to our people. Our staff are the backbone of everything we do, and we've continued to invest in their growth through scholarships, education, and development opportunities.



This focus on staff wellbeing and recognition has contributed to improved retention rates and a positive workplace culture.

Our Volunteer Program is also being refreshed, with plans to enhance engagement and create new opportunities for volunteers, strengthening our community connections.

We've made significant strides in IT infrastructure, streamlining our operations to free up staff to focus on what truly matters – delivering person-centred care. In tandem with these upgrades, we've bolstered our cybersecurity measures to ensure the safety and privacy of our residents' data.

Our capital reinvestment projects have also seen tremendous progress this year. Woolwich has undergone air conditioning, painting, and lighting upgrades, while the foyers at Camaraigal and Carabella have been modernised to enhance both aesthetics and functionality. Another exciting development is the introduction of our Asset Management Program, which will provide better oversight and proactive management of our facilities.

We've also enjoyed excellent media coverage this year, from celebrating our residents' digital skills to a centenarian fulfilling her dream of jet boating – reminding us all that life is meant to be lived to the fullest, no matter your age.

Looking ahead, one of our key focuses is preparing for the new Aged Care Act. This is a significant shift for the sector, and we are already adapting our policies and systems to ensure full compliance. Our staff will receive targeted training to help them navigate these changes, so we can continue delivering the high-quality care our residents deserve.

As we move forward, our focus remains on continuous improvement and innovation. I want to extend my heartfelt thanks to our entire team for their unwavering commitment. Together, we will keep building on the successes of this past year, always with our residents and their families at the centre of everything we do.

Thank you for your ongoing support.



Bradley Williams
Chief Executive Officer

SOURCES:

*www.stewartbrown.com.au/images/documents/StewartBrown_-_Taskforce_Funding_Reforms_Analysis_September_2024.pdf

STRATEGIC PRIORITIES



ENHANCING RESIDENT EXPERIENCE

- Tailor personalised care plans for each Residential Aged Care (RAC) resident.
- Provide services to Independent Living Unit (ILU) residents as needed.
- Promote physical, emotional, and spiritual wellbeing through dedicated programs.
- Specialise in Palliative and End-of-Life care services.
- Support new residents in settling in and forming connections.



FINANCIAL SUSTAINABILITY

- Maximise resource allocation for efficient, high-quality care.
- Explore new funding avenues, including Assisted Living and Community Care services.
- Investigate growth through mergers and acquisitions.



ENHANCING BUILT ENVIRONMENT

- Advance redevelopment plans for RAC and ILU in North Sydney.
- Upgrade design elements in Carabella and Woolwich RAC facilities.
- Explore energy-efficient and environmentally friendly upgrades.



ENHANCING STAFF EXPERIENCE

- Provide ongoing training and development for staff.
- Strengthen recruitment and onboarding programs.
- Foster a positive, diverse and safe work environment to encourage engagement and retention.
- Develop clinical specialty roles, such as nurse practitioners and clinical nurse specialists.



BUILDING COMMUNITY PARTNERSHIPS

- Align with North Sydney Council for local redevelopment and engage the broader community on aged care issues.
- Celebrate 50 years of service with ongoing local communication and a refreshed volunteer program.



ENHANCING FAMILY EXPERIENCE

- Offer resources to keep families connected, informed, and involved.
- Focus on staff development in communication, transparency, and complaints management.
- Embed consumer feedback into daily operations via the Consumer Advisory Body.

WHY CHOOSE JMV?



FOUNDED BY THE LOWER NORTH SHORE COMMUNITY, FOR THE COMMUNITY

For over 50 years, JMV has proudly served the Lower North Shore, deeply rooted in the values and needs of the local community. Established to cater to the ageing population, JMV remains a community-centric organisation, ensuring that the services offered reflect the culture, heritage, and preferences of the people it serves.



PRIME LOCATIONS WITH WATERSIDE LIVING

Situated in some of Sydney's most coveted areas, North Sydney and Woolwich boast stunning water views and proximity to key local amenities. These scenic surroundings contribute to the overall wellbeing of residents, blending the benefits of independent living with the luxury of picturesque views.

AFFORDABLE AGED CARE WITH SPECIALIST SERVICES

Committed to providing affordable aged care, ensuring that high-quality services are accessible to a broad range of people. While offering generalist aged care, JMV also plans to expand into specialised services such as palliative care and end-of-life support in the near future.

SOCIAL ENGAGEMENT AND CONNECTION

The village fosters an inclusive, vibrant atmosphere where residents are encouraged to form meaningful relationships and participate in a variety of activities. JMV creates a tailored experience that respects personal autonomy and enhances the overall quality of life.



PERSON-CENTRED CARE

At the core of JMV's approach is a dedication to offering person-centred care. This model is designed to respect and respond to the unique beliefs, needs, and preferences of every resident. By offering choices in how they receive care, residents feel empowered to lead fulfilling lives.



CO-LOCATION

Provides both Independent Living Units (ILUs) and Residential Aged Care (RAC) in the same community, fostering seamless transition for residents as they age. Whether residents are seeking independent living or require 24/7 support, they can continue to enjoy the same community they have grown to love.



NOT-FOR-PROFIT, COMMUNITY ORGANISATION

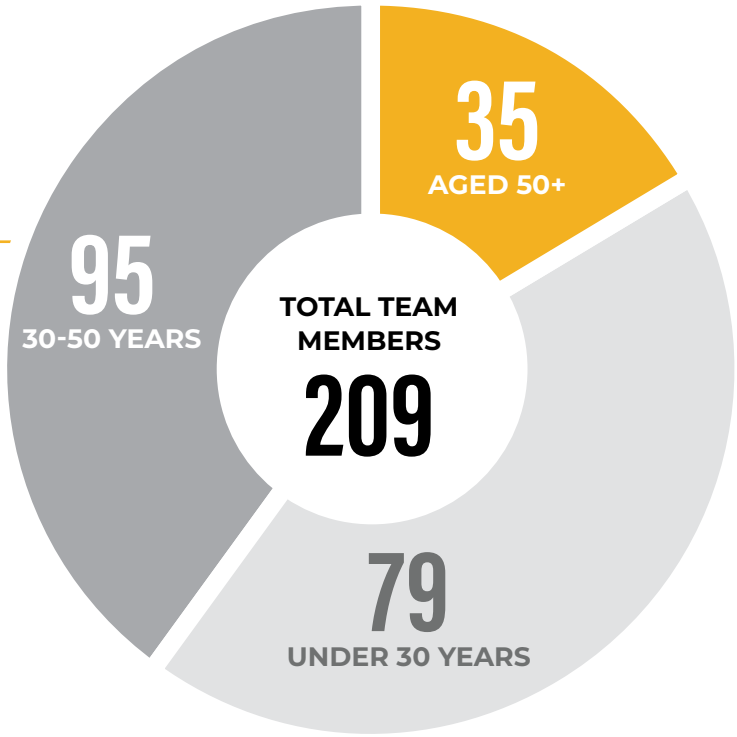
Driven by our mission to support and respect the ageing community, our values are at the heart of all operations. With no shareholders to satisfy, all surplus funds are reinvested into enhancing the village's facilities, services, and quality of life for residents.

OUR PEOPLE

JMV proudly employs 209 team members across residential aged care and retirement living at North Sydney and Woolwich.

169 FEMALE EMPLOYEES

40 MALE EMPLOYEES



VALUES AWARDS

We relaunched the JMV Values program, a reward and recognition initiative that celebrates exceptional individuals who consistently uphold and embody our core values in their daily work.

Throughout the year, we were proud to receive over 250 nominations from staff, recognising their peers' contributions. Of these, 14 outstanding team members were awarded for their dedication and excellence.

- **Respect Award:** Joarlyn Santos, Ishraque Hasan Khan, Neera Bartaula
- **Excellence Award:** Belinda Castillon, Paul Morgan, Ying Zhang
- **Forward Thinking:** Anaseini Cavuilati
- **Integrity Award:** Roshani Marasini, Gangajala Nerella, Ranjani Kothandabhany
- **Performance Award:** Lalyn Evans, Toni Daniels, Olivia Pasquale, Shuvechchha Pradhan



24 YEARS
OF SERVICE
Christine Davenport



KIM PRYDE SCHOLARSHIP

Established in 2016 by the North Sydney Retirement Trust (NSRT) Board, the Kim Pryde Scholarship honours the legacy of the late Kim Pryde, a Registered Nurse and Operations and Care Manager who dedicated over a decade of service to James Milson Village.

This scholarship supports JMV carers – care staff, enrolled nurses, and registered nurses – in pursuing further education to benefit both the individual and JMV residents.

Santona Thapa, who has been with JMV since 2017, was awarded the 2023 Kim Pryde Scholarship. In 2024, she began her Bachelor of Nursing degree at the Australian Catholic University (ACU), continuing her journey of growth and commitment to providing exceptional care.

This program underscores our commitment to nurturing talent and supporting our team in their professional development.

JMV WORKFORCE STRATEGY 2024/25

By fostering a workforce strategy that prioritises development, collaboration, wellbeing, and diversity, we are not only preparing for the challenges ahead but also positioning ourselves for growth.

Together, we are building an agile workforce where every individual has the opportunity to contribute and thrive into the future.

ENHANCE EMPLOYEE EXPERIENCE

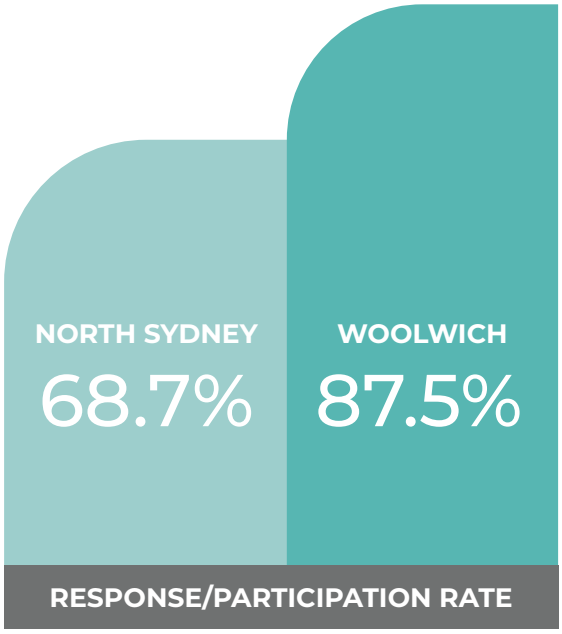
PRIORITIES	Attract and retain top talent by ensuring the right fit, valuing their skills, and offering competitive remuneration.	Equip our employees with skills and capabilities to be agile and empowered employees to reach their potentials.	Retain and develop skills in the workforce and roster management.	Optimise employee experience in diversity, inclusion, and wellbeing.
OUTCOMES	**A pipeline of future-ready talent.**	**Ongoing opportunities to learn and grow to have an agile and flexible workforce to adapt to changes in demands and regulations/legislation.**	**Meet care requirements and rostering efficiencies, and wage compliance.**	**Strong leadership embedded for safety, wellbeing and a diverse workforce and decision making.**

EMPLOYEE SURVEY

JMV results in all practices and experiences have exceeded the industry benchmarks this year, all increased from the results in 2023.

The survey closely assessed the following seven practices/experiences:

- Job Satisfaction
- Learning and Development
- Leadership
- Communication
- Continuous Quality Improvement
- Work Health Safety
- Workplace Culture



	NORTH SYDNEY	WOOLWICH	BENCHMARK
NET PROMOTER SCORE	32	32	10
STAFF EXPERIENCE RATING	86%	87%	81%

	NORTH SYDNEY	WOOLWICH	BENCHMARK
SENTIMENT SCORE	4.15	4.30	4.09



CARE REPORT

Resident experience is a vital component of quality aged care, as it directly influences resident wellbeing and satisfaction. Our survey results have improved steadily demonstrating improvement in our care and service delivery. Prioritising person-centred care, where the individual's preferences, needs and dignity are at the forefront, ensures that residents receive tailored, compassionate support. A positive resident experience strengthens trust between residents, their families, and the care team, contributing to a higher quality of life and fostering a sense of autonomy and respect. It also provides valuable insights into service delivery, helping to identify areas for improvement and ensuring that care remains responsive to each resident's unique needs. By continually enhancing resident experience, we reinforce our commitment to delivering exceptional, personalised care that upholds the dignity and wellbeing of every individual in our community.

To strengthen our commitment to regulatory compliance and best practice care delivery, we are implementing a transition to Aged & Community Care Providers Association (ACCPA) policy and procedure portal. This initiative will centralise access to up-to-date, standardised policies that align with the Aged Care Quality Standards. By utilising the ACCPA portal, we will benefit from a comprehensive and well-researched framework that reflects current best practices and regulatory expectations. This suite provides a robust foundation for operational efficiency, promotes consistency in care delivery, and ensures adherence to regulatory requirements. Additionally, it offers ongoing updates in response to changing standards to maintain alignment with best practices, ensuring our facility remains at the forefront of quality aged care.

Food is essential to the wellbeing of residents in aged care, significantly impacting their nutritional health, quality of life and social interactions. We have made substantial improvements to our food services by actively seeking resident feedback through surveys and enhancing the visual presentation of meals to stimulate appetite. Our focus on using fresh, seasonal ingredients sourced from local suppliers and cooked on our premises has elevated the quality of our offerings. Additionally, we have invested to improve customer service, while creating a more inviting dining atmosphere. These enhancements not only enrich the dining experience but also promote better health

outcomes, reflecting our unwavering commitment to providing holistic care for our residents.

We have engaged Pride Living, an external contractor, to undertake regular audits at our sites to provide independent assessment of processes and practices against the Aged Care Quality Standards, assisting us in timely identification of inefficiencies and areas needing enhancement. These audits foster a culture of continuous improvement by promoting ongoing evaluation and aligning practices with industry benchmarks and best practices, which supports our commitment to continuous improvement in care delivery and operational optimisation.

JMV is committed to enhancing the overall quality of care by integrating best-in-class clinical information, audit and medication management systems. These advanced systems provide our healthcare professionals with accurate, real-time single source of information, enabling informed decision-making. They also streamline documentation and communication, safeguarding the safety and wellbeing of our residents. With a commitment to continuous improvement, we strive to elevate care standards, optimise resident outcomes and enhance satisfaction for both residents and their families.

Sindhu Krishnaprasad

Sindhu Krishnaprasad
Chief Clinical Governance Officer



INDEPENDENT LIVING UNIT (ILU) REPORT



This year James Milson Village (JMV) celebrated 50 years of delivering outstanding care and support to residents living in aged care and independent living. The JMV Mission is to “provide a supporting and respectful community for ageing people; a community that places the person at the centre of all we do and enables independence and honours individuality and citizenship.”

In September, we commemorated this milestone with a vibrant celebration that brought together residents, families, staff and friends. The event was a testament to the strong sense of community that defines JMV, showcasing the shared stories and experiences of residents and their families, both past and present. A heartfelt thank you to our Independent Living Unit (ILU) residents for their contributions, highlighting the numerous benefits of community living and the variety of activities available at JMV.

Our values of Respect, Performance, Excellence in Care, Forward-thinking and Integrity guide our staff as they strive to create a safe, comfortable and engaging environment for residents to flourish. Over the past 12 months, our focus has been on enhancing resident satisfaction through engaging programs, improved facilities and dedicated support from our In-Home Support Service team.

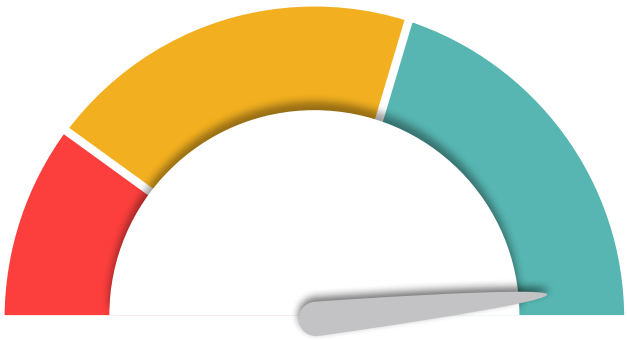
The results from our Annual Resident Satisfaction Survey indicate a positive response to our efforts. Residents expressed high satisfaction with the support and care provided by our team. While communication, facility management and staff service levels received commendations, we recognise areas needing improvement, particularly in repairs, aligning activities with resident interests, and orienting new residents. Overall, residents reported happiness living at James Milson Village.

I AM HAPPY LIVING HERE

1 Unsatisfactory
2 Poor
3 Good
4 Excellent
5

4.50 YOUR SCORE	4.34 PREVIOUS	4.46 BENCHMARK

Your **sentiment score** is calculated by weighting each response type with a value 1-5. Strongly disagree is weighted as 1 and Strongly Agree is weighted as 5. The overall score is the mean value of all responses.



EXPERIENCE RATING

98.2% YOUR SCORE	90.6% PREVIOUS	95.5% BENCHMARK

Your **Experience Rating** represents the aggregate of the agree percentages. This is the same calculation used in Consumer Experience Reports: http://www.aacqa.gov.au/publications/ConsumerExperienceReportExamplefinal&June2017.pdf





In April, 15 ILU residents from North Sydney participated in a 6-week digital mentoring program, bridging the digital divide and fostering connections with school-aged students. This initiative not only equipped residents with essential IT skills, but also encouraged meaningful intergenerational relationships. Residents and students continue to meet up weekly to engage in not only learning about the digital environment but also each other.

A major initiative over the last 12 months has been to increase our In-Home Support Services and broker with Home Care Providers to enable residents to access services from JMV staff through their Home Care Packages. Earlier in the year sessions were conducted at North Sydney to educate residents in understanding how Home Care Packages work, how to access services and the services available. The response was overwhelming and has seen an uptake in residents accessing JMV In-Home Support Services in the areas of Personal, Domestic and Clinical services. We are able to provide these services on a daily basis supporting residents to remain living independently.

Our ILU team was nominated for the ACCPA ACE (Aged Care Employee) awards, reflecting their compassion and dedication to resident care; a testament to their hard work and commitment.

The implementation of an online Asset Management System has streamlined our maintenance processes, improving efficiency in asset management and ensuring compliance with legislative reporting. It has been a major undertaking and there is still more work to do in this space, which we will continue to refine.

Sales remain strong, with both Woolwich and North Sydney maintaining impressive occupancy rates of 100% and 96%, respectively. Our partnership with Northern Beaches Women's Shelter continues to provide affordable housing solutions for the over 55 demographic.

As always, we strive to continue to offer an engaging program of activities and events. Our bus trips to various locations in Sydney continue to be a highlight each month, with the special appearance of our CEO Brad Williams taking on the role of bus driver. Our monthly cocktail parties at Woolwich are engaging and the attendance of Chairperson

Linda Watts and CEO Brad Williams on occasion has given residents the opportunity to connect and engage with management.

This year, residents embraced technology by participating in virtual exercise and mindfulness classes. Chair dancing at Woolwich continues to be popular as is Mahjong led by resident Patsy Mills. The list of activities is endless: monthly BBQs and morning teas, movies, concert series, Melbourne Cup, mind games, happy hour, men's coffee mornings, bingo, board games and bridge. All contribute to the health and wellness of residents and provide opportunities for social engagement.

We have also engaged residents in seminars and information sessions, from talks about elder abuse and rebates offered by Service NSW to falls prevention and a Court Talk by resident Robin Gandevia and reflections of Chinaman's Beach by Sue Hume.

A highlight for the year was the Christmas party at the Royal Sydney Yacht Squadron, Kirribilli. It was a spectacular day overlooking Sydney Harbour.

I would like to take this opportunity to thank the respective Resident's Committees led by Geoff Markham and Anne Day at Woolwich and Ruth Van Herk at North Sydney. Your input and commitment to ensure the best interests of residents is addressed by management is greatly appreciated. In particular, I would like to acknowledge the input of the Resident's Committee at North Sydney for their contribution to the refurbishment of the entry foyer. The foyer now portrays a homely and welcoming entry for residents and visitors.

The past year has been marked by new initiatives and improvements, all made possible by the commitment of our ILU team. Together, we continue to positively impact the lives of our residents, nurturing a vibrant community that celebrates independence and dignity in ageing.

Di Bear

Di Bear
Chief Operating Officer



FINANCIAL OVERVIEW



REVENUE

$31.4 M

$8.5M INCREASE compared to 22/23



EBITDA GAIN

$2.1M

$4.4M IMPROVEMENT compared to 22/23



NET SURPLUS

$0.6M

$5.5M IMPROVEMENT compared to 22/23



NET ASSETS

$34.3M



FINANCIAL ASSETS

$36.8M



CARE MINUTES MET



94.1% ILU OCCUPANCY

92.7% RAC OCCUPANCY

*Earnings before interest, tax, depreciation and amortisation

**Mandatory care minutes refer to the required amount of time that aged care workers, particularly nurses and personal care staff, spend directly caring for residents in residential aged care facilities.



Subsidised Care & Support

FINANCIAL YEAR 2024

$1,891,264

LOW COST ACCOMMODATION RACS

43%

$811,679

28 Consumers

SUBSIDISED CARE

45%

$858,223

Additional Services at reduced or no charge

LOW COST ACCOMMODATION ILU (2 residents - Northern Beaches)

2%

$30,680

LOW COST ACCOMMODATION ILU (14 residents)

8%

$156,003

SOCIAL CARE

2%

$34,679










Woolwich
Plan your trip
Next service
Waste



















50 YEAR CELEBRATION




DONUTGIRLS
CELEBRATING 50
COMPLIMENTARY




1971
1973
NORTH SYDNEY RETIREMENT VILLAGE
STONE LAID 4 MARCH 1973
BY MR BILL HAYDEN MP
MINISTER FOR SOCIAL SECURITY
D.W.GEDDES ALD.MICHAEL O'DEA
TOWN CLERK MAYOR



OUR BOARD



Linda Watts
BArts, GAICD

Board Chair

Attends all Committees



Sharon Callister
MBA, BHA, GAICD, RN

Deputy Board Chair

Member of People, Culture & Remuneration Committee

Member of Clinical Governance & Care Committee



Dr Lois Towart
Assoc DipVal, BBus, FAPI

Board Director

Member of Audit & Risk Committee

Member of Asset & Property Development Committee



Jo-Anne Harrison
MMgm, FAICD, FGIA

Board Director

Chair of Asset & Property Development Committee

Member of Audit & Risk Committee



Jude Gibson
BArts, B Com, MSc , GAICD

Board Director

Chair of People, Culture & Remuneration Committee



Gabrielle Prest
BASc, MPH, GAICD, RN

Board Director

Member of Clinical Governance & Care Committee

Member of the Audit & Risk Committee



Josephine Heesh

BArts, Masters Law

Board Director

Member of the Audit & Risk Committee

Member of People, Culture & Remuneration Committee



Robert Baulderstone

BA Acc, CA, GAICD

Board Director

Chair of Audit & Risk Committee

Member of Asset & Property Development Committee



Frances Henshaw

PhD, BAppSc

Board Director

Chair of Clinical Governance & Care Committee



LEADERSHIP TEAM



Bradley Williams
CHIEF EXECUTIVE OFFICER



Di Bear
CHIEF OPERATING OFFICER



Paul Harris
CHIEF FINANCIAL OFFICER



Sindhu Krishnaprasad
CHIEF CLINICAL GOVERNANCE OFFICER



Zephyr Min
CHIEF PEOPLE OFFICER



Nadeem Ahmed
CHIEF INFORMATION OFFICER



Melinda Junge
GENERAL MANAGER, WOOLWICH



Karthik Ramamurthy
RESIDENTIAL GENERAL MANAGER, NORTH SYDNEY



Melinda Fletcher
VILLAGE MANAGER, NORTH SYDNEY



HISTORY TIMELINE

1968

North Sydney Municipal Council (NSC) establishes a sub-committee – *North Sydney Homes for the Aged Association* – to consider ways of building and operating a retirement village.

1970

Site of proposed Village chosen; corner Clarke & High Streets, North Sydney. The land title to the initial site of the Village comprising the Tower and Hostel buildings was:

- 1/3 gifted by the DMR to North Sydney Retirement Village Association for an aged care facility
- 1/3 purchased with funds of the Trust (or its predecessor the North Sydney Retirement Village Association)
- 1/3 gifted to the Facility by North Sydney Council because at that time the Trust was unincorporated the land title was retained by the Council.

1980

Opening of the nursing home by the NSW Governor Sir James Rowlands.

1982

NSRT and Uniting Care Australia (UCA) enter into a joint venture agreement to operate a High Care Facility (the nursing home) on separate land acquired by the NSRT.

1986

Acquisition of two blocks of flats in McDougall Street for residential accommodation.

2005

Camaraigal House providing 58 Independent Living Units built on the site of the McDougall Street flats - opened by the NSW Governor Dame Marie Bashir.

2006-07

Total renovation of Hostel and the Tower residential units and extensions of the nursing home opened by NSW Governor Dame Marie Bashir.

2016

NSRT acquires UCA's interest in the nursing home joint venture thereby resulting in the NSRT being the sole owner and management entity across the entire JMV site.

1971

NSC approves the construction of the Tower building and a two-level Hostel.

1973

Foundation stone laid by the Hon Bill Hayden, Minister for Social Security.

1974

James Milson Village (JMV, the Tower and Hostel) open by NSW Governor Sir Roden Cutler, housing Independent Living Units (45) and Hostel Accommodation (59 beds).

James Milson Village was funded by Commonwealth Government Grants, incoming residents payments and community fundraising including an initial NSC contribution of $101,500.

1975

North Sydney Retirement Trust (NSRT) incorporates. NSC decline to transfer title to the Trust but grants a long-term lease at a nominal rent of $1 per annum.

1977

Acquisition of site for a nursing home.

2017

NSRT appoints external project team to advise on site redevelopment and expansion strategy.

2018-19

NSRT undertakes major refurbishment of facilities at JMV North Sydney. NSRT commences acquiring apartments at 49-51 High Street, North Sydney, for future redevelopment needs.

2020

NSRT purchases Woolwich Retirement Village from Illawarra Retirement Trust and renames it as James Milson Village Woolwich.

2024

CELEBRATING 50 YEARS OF CARING

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