

annual report
2005-2006



The **Aged Care**
Standards and Accreditation Agency Ltd



**Annual Report
2005 – 2006
The Aged Care Standards and Accreditation Agency Ltd**

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The Aged Care Standards and Accreditation Agency Ltd's Annual Report 2005-2006 can be accessed via the internet at **www.accreditation.org.au**

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The **Aged Care**
Standards and Accreditation Agency Ltd

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Message from the Chairman



Chairman
Jim Harrowell AM

It is with pleasure that I present the annual report and financial accounts of the activities of The Aged Care Standards and Accreditation Agency Ltd for 2005/06.

The Agency was established as a company, wholly-owned by the Commonwealth Government, to fulfil the functions of the accreditation body as described in the *Aged Care Act 1997*. The Agency undertakes its activities as set out in the *Aged Care Principles*.

It has been a successful year for the Agency, and a busy period for the industry, as most residential aged care facilities go through the third round of accreditation. One of the functions of the Agency is to strategically manage services working towards accreditation, while remaining vigilant in monitoring homes' compliance with the Accreditation Standards.

The results to date have been pleasing.

During the 12 months to 30 June 2006, the Agency received 2,313 applications from aged care homes seeking renewed periods of accreditation.



Over the same period, the Agency conducted 1,743 site audits, 64 review audits and 3,190 support contacts, including 886 (28%) of support contacts as unannounced support contacts.

At 30 June 2006, the Agency was monitoring 114 homes for non-compliance with the Accreditation Standards. During the year, non-compliance was identified at 304 homes.

As at 30 June 2006, there were 2,937 accredited homes, of which 2,727 were accredited for at least three years. In addition, the Agency accredited 40 newly commencing services.

There are clear community expectations on the Agency to ensure that approved providers meet their direct responsibilities to provide very high levels of care as set out in the *Quality of Care Principles 1997*.

The overwhelming majority of providers maintain high levels of care at all times, and the industry generally has a demonstrable commitment to continuous improvement.

While a small number do stumble from time to time, it should be remembered that the identification of non-compliance –

whether by the Agency or by the home through their own internal quality assurance systems – is the first step in its rectification. Most approved providers acknowledge this and the Agency works with these facilities to assist them to actively improve their level of care.

During the year, the Agency welcomed Senator the Hon Santo Santoro as the Minister for Ageing.

Minister Santoro announced a number of initiatives in the Commonwealth Budget in May to improve the quality of care for older Australians.

These included an additional \$8.6 million over four years to fund increased accreditation activities by the Agency. From 1 July 2006, every aged care home will have at least one unannounced visit per year. The Agency is funded to increase visits to an average of 1.75 visits per home per year.

During the year, the Agency contributed to policy discussion through the CEO's membership of the Minister's Aged Care Advisory Committee. The CEO is also a member of the technical reference committee appointed by the Department of Health and Ageing to advise on the project to

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Message from the Chairman

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industry**

evaluate the impact of accreditation on the delivery of quality of care and quality of life in residential aged care services.

The Board awaits the outcome of this project with great interest.

We remain strongly committed to providing quality educational activities to industry.

The Agency has undertaken a comprehensive industry needs analysis which was used to inform our 2005/06 Education program and to plan future activities.

During the year, Agency assessors delivered 516 QUEST (Quality Education on the Standards) sessions to 8,129 front-line staff in 657 aged care homes, and attendance at the Agency's national series of Better Practice conferences continued to set new records.

The Better Practice theme of 'evidence-based practice' was identified as an area which could contribute significantly to improving the overall level of care within facilities and therefore contribute to an improvement in the life of residents.

Feedback from the delegates was overwhelmingly positive. An independent survey revealed that

many delegates have implemented some of the better practice examples showcased at the Better Practice events and this has resulted in improved care for residents.

During the year, the Board held meetings in capital cities around Australia, as well as regional centres, and used the opportunity to meet stakeholders and receive their feedback.

I would like to thank my fellow directors for their contributions during the year, and I pay tribute to the CEO and staff of the Agency who share an unwavering commitment to improving the quality of residential aged care, for the benefit of current and future older Australians.

Jim Harrowell AM
Chairman

message from the Chief Executive Officer



Chief Executive Officer
Mark Brandon

The year has been a very challenging year for the Agency, its eighth year as the accreditation body appointed under the *Aged Care Act 1997*.

At the time of writing, we are nearing the peak of activity associated with the third round of accreditation. In addition, the Agency is planning for a substantial increase in the number of visits, following the increase in funding announced in the May Budget.

Accreditation is now widely accepted by the aged care sector; and is looked to by the public as an important quality check.

The industry's performance to date has been encouraging and stakeholders await final aggregated figures from the third round of accreditation with great anticipation.

During the year, we conducted 1,743 site audits to determine accreditation, with 1,333 homes receiving three years' accreditation and 128 receiving less than three years. No homes were refused accreditation. The Agency also conducted 3,190 support contacts during the year, 64 review audits and accredited 40 commencing services. Of the support contacts and review audits, 914 of those visits



From 1 July 2006, every home will be subject to at least one unannounced visit per year

were unannounced. That is up from 563 in 2004/05 and will increase to around 3,000 in the coming year.

The Minister for Ageing, Senator the Hon Santo Santoro, announced in the Commonwealth Budget in May additional funding of \$8.6 million over four years to underpin an increase in accreditation activities by the Agency.

From 1 July 2006, every home will be subject to at least one unannounced visit per year, while the Agency is funded to increase its total number of visits to an average 1.75 visits per home per year. The national program of unannounced visits will focus on care standards.

The Agency welcomes this additional funding to support the increase in accreditation activities. The Government's decision is consistent with accreditation trends in overseas jurisdictions and other human service industries.

Education

Industry education is now firmly established as a core activity providing targeted, quality educational services to assist

industry improve care for residents.

An industry needs analysis was conducted and this has been used to inform the Agency's strategic planning. The plans for education will again be firmly based on responding to the needs of the sector.

During the year, Agency assessors delivered more than 500 QUEST (Quality Education on the Standards) sessions to more than 8,000 front-line staff in 657 aged care homes.

The Agency's national series of Better Practice events attracted delegates in record numbers. This is an endorsement of the Agency's educational programs as the Better Practice series coincided with the industry's accreditation round.

The Better Practice theme of 'evidence-based practice' was identified as an area which could contribute significantly to improving the overall level of care within aged care homes, and therefore contribute to an improvement in the life of residents. I would like to thank the many speakers who contributed so generously, sharing



their knowledge and experience with the delegates.

The Agency also updated three very popular self-directed learning packages which are available to industry as free downloads from the Agency's website, as is the Demystifying Dementia learning package which has attracted international attention.

Consultation and feedback

During the year the Agency considered accreditation systems in other countries, attended the sixth international conference of the International Association of Homes and Services for the Ageing, and General Manager Accreditation, Mr Ross Bushrod, visited South Korea to address the Seoul Welfare Foundation's international seminar on accreditation for welfare services at their invitation.

The Agency participates in a number of industry committees and working groups. The Agency hosts State Agency Liaison Groups quarterly, and the Agency also hosts the National Agency Liaison Group through which the Agency seeks feedback on relevant issues. I would like to thank National and

State Liaison Group members for their time and contribution.

In addition, the Agency seeks feedback through its website, and assessors provide feedback forms following every visit which aged care homes can return anonymously if they wish.

During the year, 4,997 feedback forms were provided for visits to homes, of which 3,311 were returned. The response rate for site audits was 70% with a combined response for site audits, review audits and support contacts totalling 66.3%.

The aggregated feedback confirmed a clear message of support for accreditation, with 94% of respondents consistently reporting that the site audit was a satisfying and useful experience. Similar results were achieved for review audits and support contacts.

All feedback is centrally recorded and regularly analysed, and as CEO, I review all written complaints and the response.

During the year, there were 45 complaints and 37 have been finalised.



'Better Business' should result in substantial improvements for the Agency and our stakeholders

Continuous improvement

During the year, the Agency retained certification of its management systems against the ISO 9001:2000 standard. We plan to seek certification by the International Society for Quality in Health Care (ISQua) during 2006/07.

During the year, the Agency revamped its website, www.accreditation.org.au, and significantly expanded the 'for assessors' section to provide up-to-date and comprehensive resource materials for assessors and homes alike.

The Agency also conducted training sessions for assessors through its QAIT (Quality Assessors Information and Training) program, including interviewing techniques and cultural and spiritual life.

Outlook

I mentioned that the Agency is nearing the peak of activity associated with the third round of accreditation.

I am confident that the Agency will be able to complete this on schedule, consistent with our forward planning.

The new program of unannounced visits will be nationally-directed and will include a standard component as well as a home-specific component determined by local case management.

For some time now, the Agency's information technology systems have struggled to cope with growing and more sophisticated demands. The Agency's IT systems do not easily accommodate research and analysis, and data extraction to support operational reporting is time-consuming.

The Board has approved an IT blueprint and the Agency will be going to the market with a Request for Expressions of Interest.

At the same time, we will be using this opportunity to improve our business processes.

This 'Better Business' project is a major undertaking for the Agency, which should result in substantial improvements for the Agency and our stakeholders.

Australia has many excellent and innovative aged care providers, and the Agency applauds their demonstrable commitment to continuous improvement. The



introduction of the Better Practice in Aged Care Awards in the past financial year recognises the homes that provide better practice in their care for residents. In the reporting period, 26 homes received a Better Practice in Aged Care Award as part of the accreditation process, for programs ranging from walking programs to literature groups, behaviour management programs, intergenerational programs and men's groups.

The challenge for the industry is to become increasingly resident-focused, while also expanding to meet the growing demand for residential aged care services.

The Agency works in an environment that is complex, in which people have a range of

views and expectations about the Agency's role and accreditation generally. We understand the special obligations and responsibilities that go with the appointment as the accreditation body.

While the Agency and some providers may occasionally differ, we share an absolute focus on outcomes for residents through the continuous improvement and consumer protection aspects of the accreditation legislation.

Mark Brandon
Chief Executive Officer

**The
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ing demand**

part one The Agency



Vision statement

To make a significant contribution to quality consumer-focused care through accreditation and education.

Mission statement

Our mission is to:

- promote innovation and best practice
- accredit organisations that meet the standards
- work with clients to continually improve their services
- provide education directed at improving practice
- inform and educate.

Overview of the Agency

The Agency is a company established by the Australian Government and appointed by the Secretary of the Department of Health and Ageing as the accreditation body under the *Aged Care Act 1997*. The Agency is a limited liability company, wholly owned by the Australian Government, established under the *Corporations Act 2001* and the *Commonwealth Authorities and Companies Act 1997*.

Vision:
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Role and functions

The core functions of the accreditation body (the Agency) are set out in the *Accreditation Grant Principles 1999*. These are:

- manage the residential aged care accreditation process using the Accreditation Standards
- promote high quality care and assist industry to improve service quality by identifying best practice, and providing information, education and training
- assess and strategically manage services working towards accreditation
- liaise with the Department of Health and Ageing about services that do not comply with the Accreditation Standards.

The Agency fulfils its functions using processes and principles set in legislation, notably the *Aged Care Act 1997*, the *Accountability Principles 1998* and the *Accreditation Grant Principles 1999*. The delivery of these functions is subject to a written agreement with the Department of Health and Ageing made under s.80-1 of the *Aged Care Act 1997*.

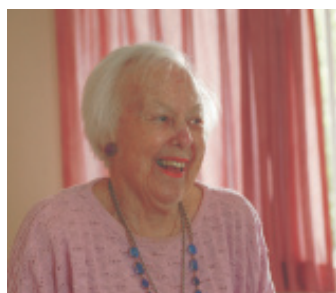
Agency structure and governance

The Agency has responsibilities relating to residential aged care Australia-wide. Its organisational structure reflects this national role, with a national office responsible for policies, procedures and corporate functions, and state offices responsible for delivering the core functions of accreditation and education.

Offices are located in Sydney (national, New South Wales and Australian Capital Territory), Melbourne (Victoria and Tasmania, with a branch office in Hobart), Brisbane (Queensland and northern New South Wales), Perth (Western Australia) and Adelaide (South Australia and the Northern Territory). Each main office has a senior executive responsible for its activities. Contact details for each office can be found at Appendix 1.

The Board of Directors has overall responsibility for the Agency's strategic direction and performance. The Board's role is corporate governance: ensuring that the Agency fulfils the functions specified in its agreement with the Department of Health and Ageing and in

National office responsible for policies, procedures and corporate functions, and state offices responsible for accreditation and education



accordance with the requirements of legislation, and ensuring proper prudential management of its funds. Details of the Board for the period 2005-06 are included in the Directors' Report in part six.

The Chief Executive Officer is responsible for the operational management of the company and for ensuring the delivery of the Agency's core functions. The Chief Executive Officer reports to the Board and maintains regular communication with senior executives of the Department of Health and Ageing.

The management structure comprises two core business units – accreditation and education – and two support units – corporate affairs and corporate services. Each is headed by a divisional General Manager. The Chief Executive Officer and the divisional general managers form the Executive Management Team (EMT). The EMT meets to monitor business performance against the corporate plan.

The National Leadership Team (NLT) meets quarterly and comprises the CEO, divisional general managers, plus the state managers. The NLT meeting is the major forum for interaction,

exchange of information and providing input into significant issues.

The organisation chart of the Agency as at 30 June 2006 is illustrated at Figure 1.

Relationship with the Department of Health and Ageing

The Agency contributes to the achievement of 'enhanced quality of life for older Australians', a portfolio outcome set by the Australian Government for the Department of Health and Ageing (the Department). This outcome is described as "support for healthy ageing for older Australians and quality and cost-effective care for frail older people and support for their carers".

The Agency reports twice a year to the Department of Health and Ageing on the key performance indicators listed in the Deed of Funding. These key performance indicators are reported in part five of this annual report under Agency performance.

The Agency works with the Department to promote quality aged care by:

- liaising with the Department about homes not meeting their obligations under the Act,



including providing reports about non-compliance as required under the *Accreditation Grant Principles 1999*

- providing recommendations about whether sanctions should be imposed on homes not complying with the Accreditation Standards or other obligations
- responding to requests from the Department to conduct review audits
- reporting regularly about the status and performance of aged care homes.

The Agency and the Department of Health and Ageing have a protocol regarding actions each organisation takes where non-compliance is identified or suspected. The protocol supports coordination of actions to deal with non-compliance, with the Department and the Agency making independent decisions about appropriate action.

The Agency informs the Department of any non-compliance identified during audits. The Agency will impose a timetable for improvement and monitor the home's progress in rectifying the identified non-compliance. Where homes fail to rectify compliance within the

timetable for improvement period, the Agency may recommend to the Department that sanctions be imposed. The Department makes an independent decision on what sanctions, if any, are imposed.

The Agency's CEO is a member of the Ministerial Aged Care Advisory Committee (ACAC).

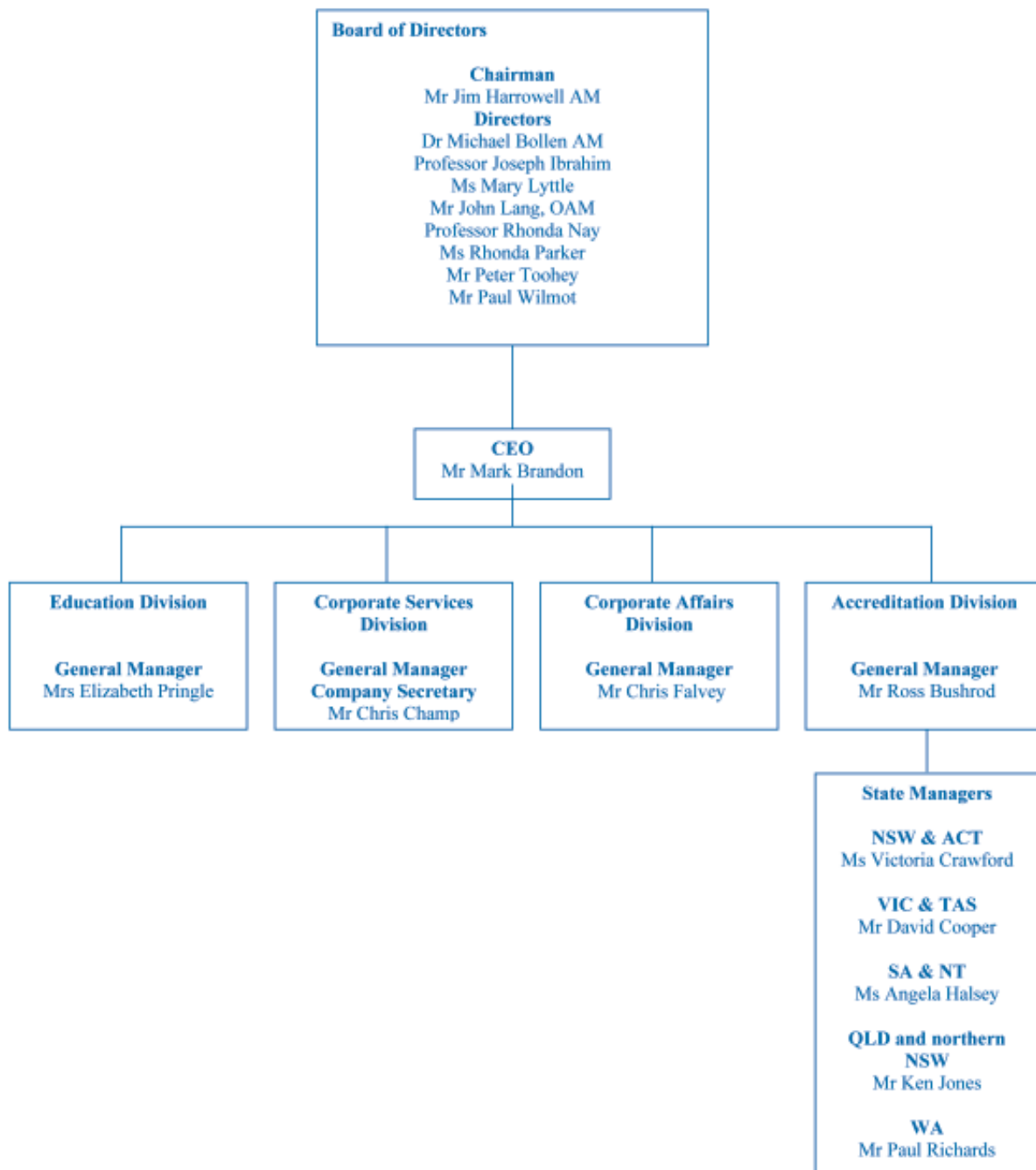
The Agency's CEO represents the Agency at Senate Estimates Community Affairs Committee hearings.

There is also a protocol between the Agency and the Department about the regular exchange of data in relation to activity and outcomes.

The Agency and the Department of Health and Ageing have a protocol regarding actions where non-compliance is identified or suspected



Figure 1: Organisation chart, as at 30 June 2006



part two Accreditation



Accreditation overview

Australian Government-funded aged care homes must be accredited in order to receive residential care subsidies. The main processes of accreditation of aged care homes are specified in the *Accreditation Grant Principles 1999* (the Principles) and are described below.

Ongoing supervision

The Agency monitors the performance of all accredited aged care homes to ensure quality care is provided to residents in a way that continues to satisfy the Accreditation Standards. A case management approach is used to determine the type and frequency of contacts and activities undertaken with aged care providers. Monitoring performance includes visits to homes and consideration of information, such as complaints against homes and information about changes at homes that may affect the provision of care and services.

The case management approach ensures that the Agency considers the individual circumstances of each home to determine appropriate monitoring and assessment actions.



Around 28% of the Agency's support contacts and review audits were conducted as unannounced visits

Visits to homes to monitor and assess their performance may be 'support contacts' or 'review audits'. These visits may be announced or unannounced.

As an aspect of its monitoring program, the Agency aims to provide information to the operators of homes that will help them ensure their care and services are high quality and to undertake continuous improvement.

Support contacts

A support contact is a contact between one or more aged care quality assessors and an aged care home for the purpose of:

- ensuring compliance with the Accreditation Standards and other responsibilities under the *Aged Care Act 1997*
- assisting the home to undertake continuous improvement
- identifying whether there is the need for a review audit, or
- providing additional information or education.

A visit generally lasts from half to one day, and may involve an overview of the home's performance against all the Accreditation Standards, or may

be focused on certain aspects of care or services. In particular, any matters previously identified as needing improvement will be assessed.

Following a support contact, a report is given to the home setting out the observations of the assessment team. This helps the approved provider to identify how the home is performing and to identify any areas where improvements can be made.

During 2005-2006, 3,190 support contacts were carried out. In addition, quality assessors undertook 270 interviews of key personnel or approved providers of homes by phone as part of the program of monitoring the homes.

Unannounced visits

The Australian community has high expectations of aged care homes, and conducting unannounced visits is part of a wider program that helps to assure the community that homes provide high quality care at all times. Around 28%, or 914, of the Agency's support contacts and review audits were conducted as unannounced visits in the reporting period. Legislation requires written notice of access



to homes be given to approved providers. For these visits, homes receive no more than 30 minutes' notice prior to entry by quality assessors.

The Agency is planning its program of monitoring for 2006/07 so that all homes will receive at least one unannounced visit per year.

Review audits

A review audit is an assessment of the quality of care provided by a home against the 44 expected outcomes of the Accreditation Standards. It is carried out on-site by an assessment team made up of at least two aged care quality assessors and generally takes two to four days.

An assessment team reviews documents, interviews staff, residents, relatives and other relevant people and observes the environment and practices of the home. The Agency may arrange for an assessment team to conduct a review audit of a home if:

- it has reason to believe the home is not complying with the Accreditation Standards

- there has been a change to the home such as a change of ownership or key personnel
- there has been a transfer of allocated places
- there has been a change to the premises of the home, or
- the home has not complied with the arrangements made for support contacts.

The Agency must arrange a review audit if the Secretary of the Department of Health and Ageing requests it.

During 2005-2006, 64 review audits were conducted. Of these, 51 were initiated by the Agency and 13 were at the request of the Department of Health and Ageing. Thirty-two homes had their periods of accreditation reduced as a result and two were given notice of revocation. However, on reconsideration and following remedial action, these homes eventually retained their accreditation (see 'Reconsideration and review').

New homes

Applications can be made for the accreditation of new homes (called 'commencing services' in the Principles) before they have





2,313 applications were received and 1,743 site audits completed. 1,333 homes were granted three years' accreditation

admitted residents. Accreditation applications for new homes must identify how the Accreditation Standards will be satisfied once residents are admitted and also require a commitment to undertake continuous improvement. Under the law, new homes can be accredited for 12 months only. They are required to then make application and satisfy an audit of their performance against the Accreditation Standards, to qualify for a further period of accreditation.

Forty new homes were accredited during 2005-2006.

Existing homes

Accredited aged care homes must apply for a further period of accreditation before their current period expires, in order to ensure they continue to receive Commonwealth subsidies. The aged care home must make an application for accreditation, which includes a self-assessment against the Accreditation Standards. The Agency conducts a desk audit and a site audit of the home's performance against the Accreditation Standards as part of the Agency's assessment and to determine whether to accredit the home, and the period of accreditation.

In the reporting period, 2,313 applications for further periods of accreditation were received and 1,743 site audits were completed. Of the 1,461 accreditation decisions, 1,333 homes were granted three years' accreditation and 128 less than three years. No homes were refused accreditation.

Reconsideration and review

The approved provider of a home may seek reconsideration of decisions made about its accreditation.

If the provider remains dissatisfied with the decision made upon reconsideration, they may apply to the Administrative Appeals Tribunal (AAT) for review of the decision.

During the reporting period, reconsideration was sought on two per cent of decisions about accreditation and review audits. Two homes' original decisions were to revoke their accreditation. However, in each case the home requested reconsideration of the decision as they are entitled to do under the *Accreditation Grant Principles 1999*. During the reconsideration



period, they made improvements to their care and services and rectified all of the identified non-compliance. Upon reconsideration and following a further full audit, given that the homes then fully complied with the Accreditation Standards, it was decided not to revoke their accreditation.

Two applications were made for review by the Administrative Appeals Tribunal during the period. These matters are still before the Tribunal.

Better Practice in Aged Care Awards

The Better Practice in Aged Care Awards scheme was run in conjunction with the Higher Ratings award scheme until 31 October 2005 when the Higher Ratings scheme was closed. The goals of the Better Practice awards scheme are to identify and recognise better practice programs, promote adoption of better practice and encourage sharing of better practice amongst homes.

Each submission for an award is assessed against the following criteria:

- Is the program/activity based on the findings of research/feedback?
- Has its effectiveness been measured and monitored?
- Is it focused on achieving better outcomes for the residents?
- Does the program/activity demonstrate evolving and improving, finding the best way of doing things?
- How does it link with the home's continuous improvement system?

To be considered for an award a home must be fully compliant with the Accreditation Standards and have been fully compliant for two years. Homes may apply for up to three awards.

In the past financial year, 141 homes applied for at least one Better Practice in Aged Care Award and 26 awards were granted, while six homes applied for a Higher Rating award and five were awarded.

**141 homes
applied for
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Aged Care
Award and
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part three Education



The Agency recognises the importance of education in the improvement of quality care. The Education division has been operating since 2003. Since that time it has provided education to an estimated 30,000 people in the industry (management, care staff and consumers) through a range of programs.

Industry needs analysis

Management sought the views of the industry regarding education provision through an industry needs analysis process. Information was gathered from a variety of sources such as evaluations from other programs, discussions with key influencers and feedback from the accreditation process. This was used as input into the development of a customer survey that sought specific feedback in relation to perceived needs and a preferred delivery strategy. Through the on-line survey, almost 700 responses were received from senior management of aged care homes. The results from the industry needs analysis will be used to plan future activities.



Better Practice events

Better Practice events were held in Sydney, Melbourne, Brisbane, Perth, Adelaide and Hobart in the financial year. The events provided a dynamic forum to share innovations and practical ideas about achieving better practice and improving the quality of life for older Australians.

More than 1,600 delegates attended the Better Practice events in 2005 calendar year and attendances have increased for the 2006 series so far.

Plenary sessions provided insight and inspiration within the broader themes of improving the quality of aged care. In the concurrent sessions, practitioners provided practical examples and case studies of better practice that enabled delegates to adapt and adopt ideas in their own aged care homes. From 2006, the overall theme was highlighting the importance of evidence-based practice in aged care.

Feedback from the delegates was overwhelmingly positive. It was evident that the speakers provided relevant information and valuable insight into current practices and future trends. The events also provided mutually beneficial opportunities for

developing the partnership between the Agency and industry.

The Better Practice events have proven to be effective, as many delegates from the events have initiated some of the better practice systems and procedures that have resulted in improved care for residents.

At a state level staff and management are consulted about education initiatives and needs through monthly teleconferences. The General Manager, Education provided updates to the National Leadership Team and held a two-day meeting for state education co-ordinators to discuss implementation of education.

The Agency was successful in its submission to a public tender seeking funding proposals for the 'Support for Aged Care Workers Program'. The submission was based on providing a subsidy to homes receiving the Commonwealth Viability Supplement to attend the Better Practice events in their state in 2005 and 2006. This was in response to the homes in regional areas who cited cost of travel as a barrier to attending Better Practice events. In 2005/2006, 257 delegates attended under this program.



The Agency has developed an education program offering all homes the opportunity to participate

Education packages

During the year, three self-directed learning packages were revised and since August 2005 were frequently downloaded from the website:

- Continuous improvement – 1,665 downloads
- Data and measurement – 1,205 downloads
- Self-assessment – 1,520 downloads

From December 2005, the Demystifying Dementia learning package was downloaded 4,486 times.

education session of up to 1.5 hours delivered by an aged care quality assessor or other suitably qualified person in the residential aged care facility. Some homes elected to have joint sessions with other homes. The interactive sessions are delivered to groups of around 15 participants. This allows time for group activities, discussion and questions.

Program topics include:

- Accreditation overview
- Assessing the Standards
- Accreditation for consumers.

QUEST – Quality Education on Standards

The Agency has developed an education program offering all homes the opportunity to participate in the QUEST program. This takes the form of a free

	Total since Oct '04	Total 2005/06
Sessions	1 106	516
Participants	17,533	8129
Homes	1487	657

part four Communication



Website www.accreditation.org.au

Following research and feedback, the Agency's website was revised and relaunched in August 2005. The new site is more user-friendly, easier to navigate, and provides information for consumers (residents and their families) in plain English about the process of accreditation. The website can be viewed in three different font sizes to allow for larger type.

The website is divided into four sections:

- **The Agency** – for information about the organisation
- **Accreditation**
 - *For residents and families* – provides simplified, easier to understand information about the Accreditation Standards, the accreditation process and how they can find out more
 - *For homes* – this information is targeted to homes who are familiar with the process. This is where homes would visit to download the application for accreditation and to find out more specific details.



78% of survey respondents said they go to the website for information on the Agency and accreditation

- **Industry education** – this section provides information on the nationwide series of Better Practice events, QUEST sessions and other education material including self-directed learning packages

- **For assessors** – this section is designed to keep assessors informed of Agency updates and information on current procedures and processes. It also allows assessors to research a particular area.

Since the new website was launched, there has been an average of 5,328 unique visitors to the site every month, with more than 115,000 visits over the year. Visits have been steadily increasing each month.

Feedback on the new website has been positive. In a March 2006 communication survey, 78% of respondents said they go to the website for information on the Agency and accreditation.

Some of the most popular pages on the website include the self-directed learning packages (see Education); the Results and processes and the Audit handbooks; Better Practice events; *The Standard* and reports on homes.

The Standard

The Agency's newsletter *The Standard* is distributed monthly. A readership survey was conducted in March 2006 and the feedback incorporated into editorial planning. Results showed:

Articles

- 94% of respondents want to read articles on expected outcomes
- 93% want to read about accreditation or Agency news
- 93% want to read features on homes
- 89% want to read about Better Practice event information
- 85% want to read about Better Practice award recipients
- 67% want to read staff profiles
- 66% want to read the CEO message.

Usefulness

- 82% of respondents find *The Standard* 'useful'
- 71% said it 'provides you with relevant information about the Agency and accreditation'
- 65% said it 'makes practical suggestions'
- 55% said it 'directs you to where you can get more information on an issue'



- 53% said it 'gives relevant information about upcoming Agency events
- 50% said 'it inspires you'.

Consumer education

To help residents, carers and relatives understand the accreditation system and how they can contribute, the Agency produced a DVD *Quality of care Quality of life* funded by the Australian Government. The DVD was launched by then Minister the Hon Julie Bishop at the Better Practice Sydney event on 1 July 2005. More than 5,000 copies were distributed, including at least one to each aged care home, as well as key stakeholders and advocacy groups.

A communication survey conducted in March 2006 determined that 65% of respondents had seen the DVD, and of those, 36% found it very useful, and 57% found it useful in conjunction with other material.

One of the Agency's QUEST sessions is entitled 'Accreditation for consumers'. It is aimed at helping residents and their families understand accreditation.

The redeveloped Agency website, which was launched in August 2005 contains information for consumers on accreditation.

Accreditation essentials

The Agency distributed 3,232 copies of the *Pocket Guide to the Accreditation Standards*, and the Agency also commissioned a print run of two handbooks used by assessors, *Results and processes handbook* and the *Audit handbook for assessors*, both of which are also available as free downloads.

Feedback

There are a number of formal feedback mechanisms through the accreditation process and at education events, to help the Agency monitor client satisfaction with products and services.

• Accreditation

At the conclusion of every audit and support contact, homes are given a questionnaire to provide feedback about the process. There is a clear message of support, with 94% of respondents consistently reporting that the site audit was a satisfying and useful experience. Similar

To help residents, carers and relatives understand accreditation, the Agency produced a DVD *Quality of Care Quality of Life*



results were achieved for review audits and support contacts.

• **Education**

An industry needs analysis was conducted that sought specific feedback in relation to perceived needs and a preferred delivery strategy. Through the on-line survey, almost 700 responses were received from senior management of aged care homes. The results from the industry needs analysis will be used to plan future activities.

A survey was undertaken to assess the Better Practice events. Feedback was overwhelmingly positive. Many delegates have initiated some of the better practice systems and procedures that have resulted in improved care for residents. An independent telephone survey revealed 98% of respondents found the event a very/valuable learning experience.

All QUEST participants were surveyed, with 98% saying they were satisfied with the quality of the sessions. They rated the style of delivery as being the main reason for their satisfaction.

• **Communication**

A survey of the Agency's monthly newsletter *The Standard* provided feedback that 82% of respondents find *The Standard* 'useful'; 71% said it 'provides you with relevant information about the Agency and accreditation'; 65% said it 'makes practical suggestions'; 55% said it 'directs you to where you can get more information on an issue'; 53% said it 'gives relevant information about upcoming Agency events'; and 50% said 'it inspires you'.

A communication survey in March 2006 revealed that 78% of respondents go to the website for information on the Agency and accreditation.

Complaints

All complaints are reviewed by the Chief Executive Officer and followed through by the relevant general manager. Complaints are collated and analysed to identify improvement opportunities.

If appropriate, the outcome of an investigation concerning an aged care quality assessor would be forwarded to RABQSA International and may result in withdrawal of registration.



The Agency has a formal complaints policy and a form is available on the Agency's website, making it easier to submit comments and complaints.

During 2005-06, 45 complaints were received, compared with 49 last year.

Consultation

The Agency is committed to consultation with the aged care sector. The Agency's Chief Executive Officer chairs the National Agency Liaison Group (NALG). State Managers chair each of the Agency Liaison Groups (ALGs). The groups meet regularly to discuss industry trends, provide feedback on Agency activities and ideas for improvement, and be informed about Agency initiatives. Members of the liaison groups share this information with their colleagues or organisation membership. Membership of the NALG include NERTAC; Council on the Ageing; ANF Federal Office; Alzheimer's Australia; Catholic Health Australia; Aged Care Association (ACAA); Aged and Community Services Australia (ACSA) and Australian Pensioners and Superannuants Federation.

Executives of the Agency participate and contribute to the discussion of broader issues in relation to aged care by taking part in a number of committees and working parties in the aged care sector, including:

- Ministerial Aged Care Advisory Committee (ACAC)
- ACFI - Industry Reference Group
- Evaluation of the Impact of Accreditation project reference group
- Aged Care Clinical Safety and Quality expert committee
- Quality Reporting Industry Reference Group
- Food Standards Australia/NZ Advisory Group
- DHA consumer website reference group
- Community Services Industry Skills Council - Industry Reference Group on carer competencies.

Executives of the Agency participate and contribute to the discussion of broader issues in relation to aged care



part five Internal



Management approach

The Agency is committed to the continuous improvement of its own processes and uses the feedback provided by its stakeholders to guide improvements. The Agency has established systems to invite feedback on its activities. All accredited aged care homes are invited to comment on the accreditation process and make suggestions for improvement.

The legislative framework establishes the Agency's operating environment. The Department of Health and Ageing Portfolio Budget Statements in relation to aged care inform the Agency's strategic and corporate goals. Under the *Accreditation Grant Principles 1999*, the Agency is an independent decision maker. Decision making is delegated by the Chief Executive Officer to various employees of the Agency.

Our people

The Agency staffing is 207 FTE as at 30 June 2006. This includes term-defined positions. The employed staff numbers vary according to the accreditation workload.



Approximately 13% of Agency staff are employed on a part-time basis. Approximately 85% of Agency employees are women and 88% of staff have at least one tertiary qualification – including 35 Masters degrees, 56 postgraduate degrees, 74 RNs and 114 bachelor degrees. Some staff have more than one degree.

Of the 375 aged care quality assessors on the RABQSA International register, 113 are permanently employed by the Agency. The balance is used on a contract or casual basis to meet the workload demands.

The focus for 2005-06 has been on the introduction of process improvement loops for existing processes and systems and the development of a learning and development structure to support and develop our staff. This takes on particular importance this year as we gear up for an increase in activity and increase in staffing.

Key achievements include:

- New employee questionnaire
- Exit questionnaire
- Assessor update training
- Quality Assessor Information and Training sessions (QAiT)
- Aged care quality assessment course.

New employee questionnaire

As part of a quality assurance program a new employee questionnaire was introduced. All new employees were asked to complete the questionnaire after the first four weeks of employment. The questionnaire has provided valuable insights on new employees' experiences of their recruitment, on boarding and induction and has led to quality improvements in these areas. For example a more standardised induction program was developed to ensure that new employees in all offices experience the same introduction to the organisation.

Exit questionnaire

A more formal exit interview process was introduced this year so that we can capture information from departing employees. Whilst the process is voluntary useful information has been provided.

Introduction of electronic payslips

The introduction of electronic payslips has ensured that we comply with the new Workchoices legislation requiring the timely



A skills and information update program has been introduced for all registered assessors

distribution of payslips and has benefitted the environment, as payslips are no longer printed.

Occupational health and safety

In recognition of the legal responsibility to safeguard the health of employees while they work, the Agency provides and maintains a safe and healthy working environment for its staff.

OH & S committees and first aid officers continue to be trained and are in place in all offices, in accordance with state legislation.

In 2005-06, time lost due to injury amounted to 15.2 hours compared with 650.4 hours last year.

Quality assurance

The Agency places a strong emphasis on quality assurance as it recognises that its effectiveness is underpinned by the accuracy of its assessment processes and the quality of its decisions. During the year a range of quality assurance and review activities were conducted. The major actions were:

- Inclusion of observers on assessments on a sampling basis to evaluate the performance of

assessors and the effectiveness of audit practice.

- Reviewing samples of accreditation decisions and audit reports to evaluate their conformance with Agency standards.

- Maintaining state and national case management committees.

- Reviewing audit reports and reasons for changes in compliance whenever a significant change in a home's compliance with the Accreditation Standards occurs.

- A revision of the *"Results and Processes in relation to the Expected Outcomes of the Accreditation Standards"* which provides guidance about the relevant considerations in assessing a home's performance against each of the Accreditation Standards.

- Revision of the *Audit handbook for assessors*.

- A "For Assessors" section of the Agency's website was introduced to improve access for assessors to relevant and up-to-date information about Agency assessment processes and contemporary aged care.



ISO certification

The Agency is certified to ISO Standard 9001:2000 and has retained certification following regular surveillance audits by an external auditor. Each office is audited and certified separately. Since certification in October 2004, there have been two internal audits and two surveillance audits in every office.

There are eight parts to the quality management system, covering five main areas of assessment – quality management system, management responsibility, resource management, product realisation, measurement analysis and improvement.

Staff learning and development

This reporting period saw the development of a more focused learning and development strategy to further reinforce the link between performance management and skills development as required by individual roles and their overall reflection of organisational goals.

Considerable work was undertaken to enhance the skills of staff in preparation for the next round of accreditation. Key

programs developed and delivered in the reporting period are outlined below.

Update training

The two-day update training course was developed and delivered to all registered assessors nationally. This learning program was designed to:

- ensure aged care quality assessors gain an understanding of the revised application form, the desk audit process and the revised reporting arrangements
- support application of increased emphasis on continuous improvement, approved providers (APs) demonstrating compliance, and provision of support to approved providers.

The program focused on requirements for assessing homes following improvements to the accreditation system conducted in 2004 and 2005. The information will assist participants to apply established guidelines to real work situations.

At the end of the reporting period, 319 assessors, that is 96% of RABQSA International registered assessors, have attended training.

The Agency places a strong emphasis on quality assurance

Report writing practice exercises

To further assist assessors become familiar with the new reporting package and style of reporting, a series of practice exercises was developed by the national learning and development specialist and used by state education coordinators to revise and reinforce learning.

Quality Assessor Information and Training sessions (QAiT)

A skills and information update program called Quality Assessor Information and Training (QAiT) has been introduced for all registered assessors. Quality assessors are invited to attend these sessions, free of charge, which takes place every two months in most capital cities.

All QAiT sessions cover current issues in aged care and assessment including any changes taking place in the Agency. To date the following topics have been covered:

- A focus on expected outcome 3.8 Cultural and spiritual life
- Interviewing residents
- A focus on expected outcome 4.7 Infection control.

The sessions to date have been well received by assessors, who find that the reinforcement and expansion of knowledge useful in their role. This program will continue in 2006/07.

‘For assessors’ section of the website

To further assist assessors in developing knowledge and skills around the Standards and outcomes, a resources section as part of the newly-created ‘for assessors’ area on the website was developed. Feedback from this site has been very positive.

Observers on visits training program

This training program has been developed and delivered in each state office (five training sessions). The intention of this training program was to develop a uniform understanding of the purpose and importance of observations and the manner in which they should be conducted

Middle management training

As part of our commitment to provide staff with ongoing learning and development, four places on an Australian Institute



of Management (AIM) middle management training program were taken up by staff in management positions on application.

Aged Care Quality Assessment Course

The Agency has developed an aged care quality assessment course to train internal staff as assessors. In this reporting period seven courses have been run. This decision was to ensure that we would have sufficient numbers of staff trained in preparation for the peak period of accreditation. The Agency will offer this course externally to those people who wish to become registered aged care quality assessors.

Assessor orientation program

The orientation program for new aged care quality assessors was reviewed and reduced from two days to one day.

Other courses

- Decision making training for principal assessors and new decision makers
- Train small groups for assessing and non assessing staff

- Overview of the principles of clinical care and specified care and services
- Administration skills workshop
- Time management
- Introduction to AMI
- Fire safety

Other initiatives include the development of a training database to record and track all staff training.



Protecting the environment

An analysis of the environmental impact of the Agency has shown a low to medium impact on the environment. However, there are a number of ways the Agency attempts to further reduce its environmental impact including:

- recycling paper
- the use of electronic communication instead of paper-based wherever possible (including the introduction of electronic payslips)
- recycling toner cartridges
- recycling other waste (cans, glass etc)
- purchase of energy-efficient electrical items
- movement sensors automatically switch off lights when office not occupied.

Agency performance

Table 1: Agency performance 2005-2006

Performance indicator	Performance target	Relevant activities and initiatives undertaken and outcomes achieved
Percentage of services with 44 compliant expected outcomes	To achieve 97% of services compliant, an indicative level of monitoring would be to:	96.1% of homes were 44/44 compliant at the end of the period
	Conduct 100% of site audits in response to valid accreditation applications	All valid applications had a site audit and decision made before their accreditation period expired
	Visit each home at least once per year and maintain an average visiting schedule of 1.25 visits per home per year	Visits for the year averaged 1.7 visits per home. 98.3 per cent of homes were visited by the Agency during the year.
	Conduct at least 10% of support contact visits unannounced	28% of support contacts were conducted as unannounced visits
	Carry out approximately 132 review audits (pa), including 100% as directed by the Department	*64 review audits completed during the year, including 13 at the request of DHA
	Daily visits by aged care quality assessors where serious risk is identified, until the serious risk has been mitigated	Achieved
	Timeliness and appropriateness of response to referrals from the Department in accordance with protocols established between the Department and the Agency	Achieved



Agency performance

Table 1: Agency performance 2005-2006 (*continued*)

Performance indicator	Performance target	Relevant activities and initiatives undertaken and outcomes achieved
Percentage of services with 44 compliant expected outcomes (<i>continued</i>)	Maintain an adequate number of suitably qualified and experienced staff to conduct audits and support contacts in a timely manner and ensure the skills of each audit team are relevant to the identified outcomes of concern	A pool of 375 staff and contract assessors ensure that visits are conducted in a timely manner
Promotion of high quality care	Provision of sector and consumer education through: Seminars Publications	Six Better Practice events held were highly successful, with delegates indicating they were happy with the events and an interest in attending future education events conducted by the Agency <i>The Standard</i> monthly newsletter available on-line and by e-mail 3232 copies of <i>The Pocket Guide to the Accreditation Guide</i> were distributed during the reporting period The Agency's website was revised and improved Agency advertisements appear in all state versions of the <i>DPS Aged Care Guide</i>



Agency performance

Table 1: Agency performance 2005-2006 (*continued*)

Performance indicator	Performance target	Relevant activities and initiatives undertaken and outcomes achieved
Promotion of high quality care (<i>continued</i>)	Publications (<i>continued</i>)	<p>The Agency produced a consumer DVD <i>Quality of Care, Quality of Life</i>, explaining the importance of Standards in maintaining quality care. All aged care homes and other stakeholders have received a copy of the DVD</p> <p>In the reporting period, 30 media releases were distributed by the Agency with 103 stories reported in the print media making mention of the role of the Agency in accreditation and aged care</p>
	Development of accredited training courses that meet the needs of the sector	<p>During 2005/06 the Agency commenced the conduct of assessor training</p> <p>The Systems 3 Group Pty Ltd continue to provide assessor training under approval</p>
	Inclusion of an education component in 50% of support visits	<p>Since commencing in October 2004, more than 50% of homes have taken up the Agency's QUEST program (Quality Education on Standards), conducted as part of support contacts, with over 17,533 participants (8,129 in 2005-06)</p>



Agency performance

Table 1: Agency performance 2005-2006 (continued)

Performance indicator	Performance target	Relevant activities and initiatives undertaken and outcomes achieved
Promotion of high quality care (continued)	<p>Utilising well trained and skilled Agency staff and establishing a process to ensure ongoing training and skills development</p> <p>Provision of relevant education and training, identified by the Agency or the Department through analysis of trends in compliance against specific accreditation outcomes (eg medication management, clinical care etc)</p>	<p>In state offices, a competency and skills matrix has been developed to match position descriptions and ensure appropriate training and development</p> <p>A 'For Assessors' section of the website has also been established. This contains access to Agency information and external links to resources relating to the Standards</p> <p><i>The Standard</i> monthly newsletter features case studies of most frequent non-compliance topics</p> <p>Self-directed education packages were updated and are available on the Agency's website</p> <p>All Better Practice events featured speakers on practical applications related to accreditation outcomes</p>
Effective decision-making and reporting	<p>Timeliness and appropriateness of decisions</p> <p>Consistency of decisions across assessors and across jurisdictions</p> <p>Quality and timeliness of reports</p> <p>Appropriate approved provider and public access to reports</p>	<p>100% of decisions were made before the accreditation expiry date</p> <p>No statistically significant inconsistencies</p> <p>Internal review of all reports by decision makers</p> <p>All decisions about accreditation are published on the website for public access</p>

Agency performance

Table 1: Agency performance 2005-2006 *(continued)*

Performance indicator	Performance target	Relevant activities and initiatives undertaken and outcomes achieved
Assessing and strategically managing services working towards accreditation	Timeliness and quality of support, information and education provided to:	
	Potential providers	The Agency provides potential approved providers with the application and refers them to other material on the website. If they are unable to access the web, hard copies are sent
	Homes granted exceptional circumstances	No exceptional circumstances were granted by the Department of Health and Ageing within the timeframe
	Commencing services	All valid commencing services receive one year's accreditation with support visits and education as appropriate to their circumstances
	Homes with accreditation revoked or reduced	Additional support contacts have been planned and conducted

* Under the legislation, the Agency may do a review audit of a home if there are a number of adverse circumstances. During 2005/2006 there was not a need to do as many review audits as forecast.

part six Financial Statements



Directors' report

Directors submit the financial accounts of the entity for the financial year ended 30 June 2006.

Directors

The names of directors in office as at 30 June 2006 are:

Mr James Harrowell AM

Dr Michael Bollen AM

Prof Joseph Ibrahim

Mr John Lang OAM

Ms Mary Lyttle

Prof Rhonda Nay

Ms Rhonda Parker

Mr Peter Toohey

Mr Paul Wilmot



Mr Jim Harrowell AM

Information on directors

Mr James Harrowell AM,

Chairman

Appointed 21 June 1999

Reappointed 17 June 2004 until
17 June 2007

- Chairman, Remuneration Committee
- Partner and a former managing partner of Hunt & Hunt Legal Group
- Chairman of Interlaw Limited
- Vice President Australia China Business Council (NSW)
- Fellow of the Australian Institute of Company Directors
- Fellow of the Taxation Institute of Australia
- 20 years' experience in litigation in all jurisdictional levels in NSW and interstate
- Qualified lawyer and accountant



Dr Michael Bollen AM

Dr Michael Bollen AM

Appointed 17 June 2004

Current appointment until 17
June 2007

Member Audit and Finance
Committee

Principal of BMP Healthcare
Consulting

- Extensive experience in health care including 25 years as a general practitioner and as Secretary General of the Royal Australian College of General Practitioners



Prof Joseph Ibrahim

- Previously a member of a number of boards and committees including the SA Health Commission, Medibank Private and the National Health and Medical Research Council
- Currently, Chairman of the Victorian WorkCover Authority's Independent Medical Examiners Selection and Quality Assurance Committee, Chairman of the Commonwealth Government's Complementary Medicine Implementation Reference Group

Professor Joseph E Ibrahim

Appointed 14 November 2002

Reappointed 21 November 2005
until 14 November 2008

- Foundation professor and director of Aged Care Medicine at Peninsula Health. Inaugural member of the clinical Liaison Service at the State Coroner's Office and the Victorian Institute of Forensic medicine
- Established the Health Services Research Unit at the Department of Epidemiology and Preventative Medicine, monash University
- Doctorate of Philosophy investigating the relationship between quality of care and performance indicators
- Former regional editor for the *International Journal for Quality in Health Care* (2000-04)



- Chief investigator on projects researching the quality of clinical care, patient safety and performance indicators
- MBBS Grad Cert HE PhD MRACMA FAFPHM FRACP

Mr John Lang OAM

Appointed 22 September 1997
Reappointed 15 July 2004 until 15 July 2007

Chair, Audit and Finance Committee

Member, Remuneration Committee

- Retired company director
- Currently serves in a number of not for profit companies in the fields of education, housing, aged care accreditation
- Member of Rotary and Indigenous Volunteer service
- Specialises in professional services of accounting, aged care, corporate governance and marketing

Ms Mary Lyttle

Appointed 21 November 2003

Current appointment until 21 November 2006

- CEO of the Residential Care Rights Inc, a Commonwealth funded agency advocating for people in nursing homes and hostels in Victoria

- Member of the Australian Institute of Company Directors
- Accredited workplace trainer and accredited mediator with the LEADR group
- Awarded Centenary of Federation medal 2003 for services to advocacy
- Member of the Alzheimer's Association Victorian Board and past member of the Alzheimer's Association National Board
- Consumer representative on a number of Commonwealth and State government policy and ministerial advisory committees
- Qualifications in Social Sciences, Masters in Social Policy

Professor Rhonda Nay

Appointed 24 June 2002

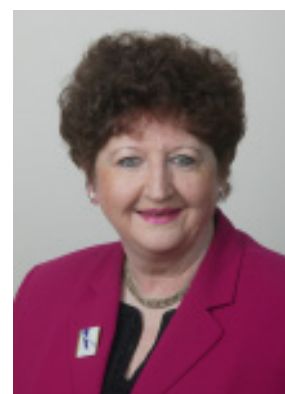
Reappointed 19 June 2005 until 18 June 2008

Professor of Gerontic Nursing at La Trobe University

- Director of the Gerontic Nursing Clinical School and the Australian Centre for Evidence Based Aged Care
- Chaired the Minister's Awards for Excellence in Aged Care in 2000, 2001 and 2003
- Judge for the ACSA excellence in training in aged care awards for 2002 and 2005



Mr John Lang OAM



Ms Mary Lyttle



Professor Rhonda Nay



Ms Rhonda Parker

- Member of the Australian Health Care Agreements Continuum of Care Reference Group
- Member of the National Advisory Committee on Ageing
- President of the Australian Association of Gerontology (Victoria) 2002-05

Ms Rhonda Parker

Appointed 17 June 2004
Current appointment until 17 June 2007

- Member Audit and Finance Committee
- Adjunct Associate Professor at the Centre for research on Ageing at Curtin University of Technology.
 - Former Chief Executive Officer of the Positive Ageing Foundation of Australia
 - Former Minister for Seniors in the Western Australian Government
 - Commentator on ageing
 - Wealth of experience in the development and direction of policies on ageing, in particular positive ageing
 - Member of the Australian Institute of Company Directors
 - A judge for the Minister's Awards for Excellence in Aged Care
 - Background in education, government and management



Mr Peter Toohey

Mr Peter Toohey

Appointed 22 September 1997
Reappointed 21 November 2003 until 21 November 2006

- Member, Remuneration Committee
Member Audit and Finance Committee
- Former Executive Chairman of TriCare Limited
 - Sessional member of the Queensland Commercial and Consumer Tribunal
 - More than 20 years' experience in the aged care industry
 - Fellow of the Australian Institute of Company Directors



Mr Paul Wilmot

Mr Paul Wilmot

Appointed 21 November 2003
Current appointment until 21 November 2006

- Chair of the Energy Industry Ombudsman Ltd (WA) Board
- Non Executive Director of HealthComm Ltd
- Part-time Member of the State Administrative Tribunal WA
- Former CEO Anglican Homes Inc (WA) (187-2003)
- Army Officer (1965-1987) retired Lieutenant Colonel
- WA State President and National President of Aged and Community Services Australia (1993-1996)



- Chair of the International Association of Homes and Services for the Ageing (1999-2003)
- Nursing Home Pricing Review Reference Group member (2004)
- Fellow of the Australian Institute of Management
- Fellow of the Australian Institute of Company Directors
- Member of the Rotary Club of Perth

Operating results

The operating profit amounted to \$2,248,965. Dividends are not applicable for this entity, as no beneficial interest exists.

Significant changes in state of affairs

A Deed of Funding has been signed between the company and the Department, setting out the accreditation grant arrangements for the company over four years.

The Government has announced extra funding for the Agency to conduct at least one unannounced visit per home per year.

After balance date events

No matters or circumstances have arisen since the end of the financial year which significantly

affected or may significantly affect the operations of the Agency, the results of those operations, or the state of affairs of the Agency in subsequent financial years.

Areas of risk and likely development

The Deed of Funding provides adequate funds for the company to meet its responsibilities under the Deed and as the accreditation body appointed under the *Aged Care Act 1997*.

The focus through 2005/06 has been on Round 3 Accreditation.

Audit and Finance Committee

The Audit and Finance Committee is established by the Board of Directors. The objectives are to assist the Board of Directors to:

- discharge its responsibility to exercise due care, diligence and skill in relation to:

- reporting of financial information
- application of accounting policies
- financial management
- internal control systems
- risk management systems
- policies and practices
- protection of the company's assets



- financial assessment of new business
- proposals
- compliance with applicable laws
- regulations and standards.
- Provide a formal forum for communication between the board and management, internal and external audit auditors; thus improving the efficiency and effectiveness of the board
- Improving the quality of internal and external reporting of financial and non-financial information
- Providing a structured reporting line for internal audit and facilitating the maintenance of the objectivity of the internal auditor
- Fostering an ethical culture throughout the company.
- Indemnified against a liability incurred as an officer, including costs and expenses in successfully defending legal proceedings; and
- Paid or agreed to pay a premium in respect of a contract insuring against a liability incurred as an officer for the costs of expenses to defend legal proceedings.

During or since the financial year the company has paid premiums to insure each of the Directors against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of Director of the company, other than conduct involving a wilful breach of duty in relation to the company. The amount of the premium paid was \$31,018.39 for all Directors and officers.

Directors' and officers' indemnification

The Agency has, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company or a related body corporate:



Directors' benefits

No director has received or become entitled to receive, during or since the financial year, a benefit because of a contract made by the company or a related body corporate with a director, a firm of which a director is a member or any; entity in which a director has a substantial financial interest.

This statement excludes a benefit included in the aggregate amounts of emoluments received or due and receivable by directors and shown in the company's accounts, or the fixed salary of a full-time employee of the parent entity, controlled entity or related body corporate.

Signed in accordance with a resolution of the Board of Directors.

Director

Director

Directors' declaration

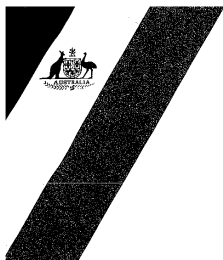
The directors declare that:

- a) the financial statements and notes comply with the Accounting Standards and Corporations Act 2001;
- b) the financial statements and notes give a true and fair view of the financial position as at 30 June 2006 of the performance of the company and the cashflows for the year then ended;
- c) in the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts when they fall due and payable.

Director

Director

Dated 29 August 2006.



Auditor's Independence Declaration to the Directors of the Aged Care Standards and Accreditation Agency Limited

In relation to the audit of the financial report of the Aged Care Standards and Accreditation Agency Limited for the year ended 30 June 2006, to the best of my knowledge and belief, there have been:

- (i). no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii). no contravention of any applicable code of professional conduct.

Australian National Audit Office

P Hinchey
Senior Director
Delegate of the Auditor-General
8 September 2006

PO Box A456 Sydney South NSW 1235
130 Elizabeth Street
SYDNEY NSW
Phone (02) 9367 7100 Fax (02) 9367 71

Income Statement

For the year ended 30 June 2006	Note	2006 \$	2005 \$
Revenue from ordinary activities	2	26,324,534	20,625,997
Employee expenses		(18,323,288)	(13,483,864)
Depreciation and amortisation		(349,681)	(301,976)
Finance costs		(8,229)	(5,187)
Other expenses from ordinary activities	2	(5,394,371)	(4,921,080)
Net operating result from ordinary activities		2,248,965	1,913,890
Total changes in equity other than those resulting from transactions with owners as owners		2,248,965	1,913,890

The accompanying notes form an integral part of this Income Statement.

Balance sheet

As at 30 June 2006	Note	2006 \$	2005 \$
Current assets			
Cash and cash equivalents	6	14,667,620	9,428,082
Trade and other receivables	7	546,614	273,453
Prepayments		259,179	205,432
Total Current Assets		15,473,413	9,906,967
Non-current assets			
Property, plant and equipment	8	1,041,299	1,079,317
Total Non-Current Assets		1,041,299	1,079,317
Total assets		16,514,712	10,986,284
Current liabilities			
Trade and other payables	9	6,681,971	3,654,673
Employees provisions	10	991,653	747,816
Lease incentives	11	345,911	399,668
Total Current liabilities		8,019,535	4,802,157
Non-current liabilities			
Provisions	12	628,543	566,458
Total non-current liabilities		628,543	566,458
Total liabilities		8,648,078	5,368,615
Net assets		7,866,634	5,617,669
Equity			
Retained profits		7,866,634	5,617,669
Total Equity		7,866,634	5,617,669

The accompanying notes form part of this Balance Sheet.

Cash Flow Statement

For the year ended 30 June 2006	Note	2006 \$	2005 \$
Cash flows from operating activities			
Receipts from customers and government grants		28,131,523	21,302,992
Interest received		510,095	335,923
GST received/(paid)		(23,809)	64,978
Payments to suppliers and employees		(23,038,673)	(18,006,788)
Finance costs		(8,229)	(5,187)
Net cash from/(used by) operating activities	5	5,570,907	3,691,918
Cash flows from investing activities			
Purchase of property, plant & equipment		(352,423)	(710,841)
Proceeds on disposal of property, plant & equipment		21,054	2,806
Net cash used by investing activities		(331,369)	(708,035)
Net increase/(decrease) in cash and cash equivalents		5,239,538	2,983,883
Cash and cash equivalents at the beginning of the financial year		9,428,082	6,444,199
Cash and cash equivalents at the end of the financial year	6	14,667,620	9,428,082

The accompanying notes form part of this Cash Flow Statement.

Changes in Equity Statement

For the year ended 30 June 2006	Note	2006 \$	2005 \$
Opening Balance			
Balance carried forward from previous period		5,617,669	3,714,146
Adjustment for changes in accounting policies			(10,367)
Adjusted Opening Balance		5,617,669	3,703,779
Income and Expense			
Net operating result			
Income and expenses recognised directly in equity		2,248,965	1,913,890
Closing Balance		7,866,634	5,617,669

The accompanying notes form part of these Changes in Equity Statement.



Notes to the Financial Statements

For the year ended 30 June 2006

Note 1. Statement of accounting policies

The financial report is a general purpose financial report that has been prepared in accordance with accounting standards, interpretations issued by the Australian Accounting Standards Board, Urgent Issues Group, and the *Corporations Act 2001*.

The financial report covers the economic entity of Aged Care Standards and Accreditation Agency Limited (the Company). Aged Care Standards and Accreditation Agency Limited is a public, unlisted company limited by guarantee, incorporated and domiciled in Australia.

The financial report has been prepared on an accruals basis, and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

The following is a summary of the material accounting policies adopted by the Company in the preparation of the financial report. The accounting policies have been consistently applied with those of the previous year, unless otherwise stated.

Income recognition

Accreditation fees are paid at application and brought to revenue in the following manner; 25% of the fee is recognised on receipt of application and the 75% balance is recognised on completion of the site audit.

Commonwealth Government funding and interest income is brought to account in the month it is earned.

Income received from the Department of Health and Ageing is recognised in the same period in which training is conducted.

Income received from publications is recognised upon receipt.

Income tax

The Company has received a private ruling exempting it from income tax.

Property, plant and equipment

Property, plant and equipment are measured on the cost basis.

From 1 July 2003, the depreciable amount for all newly acquired property, plant and equipment is depreciated over their useful lives on a straight-line basis to the Company commencing from the time the asset is held ready for use.

The remaining plant and equipment continues to be depreciated over their useful lives on a diminishing value basis to the Company commencing from the time the asset is held ready for use.



The current rates of depreciation by category are:

	Straight Line	Diminishing Value
Computers	33%	40%
Furniture and fittings	20%	20%
Other equipment	20%	25%
Leasehold	20% (or term of lease, whichever is shorter)	

Impairment of assets

All assets were assessed for impairment at 30 June 2006. Where indicators of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount. The recoverable amount is assessed on the basis of the expected net cash flows, which will be received from the assets employed, and subsequent disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

No objective evidence that impairment of assets has occurred, hence the company has continued to carry assets at the current amount.

Leases

Leases of plant and equipment where substantially the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the economic entity are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual values. Leased assets are depreciated on a straight-line basis over their estimated useful lives, where it is likely that the Company will obtain ownership of the asset, or over the term of the lease. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the period in which they are incurred.

Lease incentives

The lease incentives derived from the negotiation of new or renewed operating leases has been recognised as the aggregate benefit of incentives, as a reduction of rental expense over the term of the lease, on a straight line basis.

Employee benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year together with benefits arising from wages and salaries and annual leave, which will be settled after one year, have been measured at their nominal amount. Other employee entitlements payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

Long service leave provision continues to be provided in accordance with AASB119.

Contributions made by the economic entity to employee superannuation funds are charged as expenses when incurred.

Goods and service tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

Statement of Compliance

The financial report complies with Australian Accounting Standards, which include Australian Equivalents to International Finance Reporting Standards (AIFRS). The AASB has issued amendments to existing standards, which are not effective at the reporting date. The company intends to adopt all standards upon their application date. As at the reporting date, there is no expected effect from application of these standards.

Comparative figures

Where required, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

The impact of the transition from AGAAP to AIFRS

	2005 \$
Reconciliation of equity from AGAAP to AIFRS	
Total equity reported under AGAAP	5,658,581
Adjusted to retained earnings:	
Finance costs	(5,187)
Make goods assets	(35,725)
Total equity translated to AIFRS	5,617,669
Reconciliation of profit or loss from AGAAP to AIFRS	
Prior year profit reported under AGAAP	1,944,435
Adjustments:	
Finance costs	(5,187)
Depreciation	(25,358)
Prior year profit translated to AIFRS	1,913,890

	2006 \$	2005 \$
Note 2. Operating result		
Operating result from ordinary activities has been determined after:		
Crediting as income		
Income from operating activities		
Government grants received	8,461,000	16,528,000
Accreditation revenue	16,464,895	2,952,935
Training revenue	682,245	688,752
Interest	565,308	378,867
Other income	151,086	77,443
Income from ordinary activities	26,324,534	20,625,997
Charging as expenses		
Depreciation of non-current assets:		
Property, plant and equipment	311,508	276,618
Make good	38,173	25,358
Total depreciation	349,681	301,996
Employee benefits	223,765	39,428
Other expenses		
IT	266,266	259,338
Legal	115,473	138,832
Other professional fees	146,423	225,215
Printing and stationery	240,367	194,781
Rental expense on operating leases	1,536,275	1,568,981
Seminars and conferences	67,528	65,180
Telephones and communications	223,981	254,931
Training and recruitment	296,835	341,326
Travel	1,945,532	1,270,031
Other	563,921	607,652
Total other expenses from ordinary activities	5,402,601	4,926,267
Write down of assets	40,761	106,731

	2006 \$	2005 \$
Note 3. Remuneration of directors		
Total Directors' remuneration for the financial year	232,203	236,137
\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	8	9
\$40,000 - \$49,999	1	1
Total number of directors	10	10

The names of directors who have held office during the financial year are:

Mr James Harrowell AM
 Mr John Lang OAM
 Mr Peter Toohey
 Mr Paul Wilmot
 Ms Mary Lyttle
 Professor Rhonda Nay
 Mr Shane Fracchia (appointment ceased 14/11/05)
 Professor Joseph Ibrahim
 Ms Rhonda Parker
 Dr Michael Bollen AM

Note 4. Remuneration of auditors

Audit of financial report	30,000	30,000
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No other services were provided by the Auditor – General during the reporting period.



	2006 \$	2005 \$
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Note 5. Reconciliations of cashflow from operations with operating profit

Cash

For the purpose of the Cash Flow Statement, cash and cash equivalents include:

- cash on hand and on call deposits with banks or financial institutions, net of bank overdrafts; and
- investments in money market instruments with less than 90 days to maturity.

Reconciliation of operating result from ordinary activities to net cash flow from operating activities

Operating result from ordinary activities	2,248,965	1,913,890
Non-cash flows in operating result		
Depreciation	349,681	301,976
Loss /(gain) on sale of property, plant and equipment	19,706	103,925
Changes in assets and liabilities		
(Increase)/Decrease in receivables	(273,161)	(134,545)
(Increase)/Decrease in prepayments	(53,747)	(188,873)
Increase/(Decrease) in payables	3,027,298	195,737
Increase/(Decrease) in other liabilities	(53,757)	1,315,933
Increase/(Decrease) in provisions (current)	243,837	8,597
Increase/(Decrease) in provisions (non-current)	62,085	175,278
Net cash from/(used by) operating activities	5,570,907	3,691,918

Note 6. Cash and cash equivalents

Cash at bank and on hand	14,667,620	9,428,082
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Note 7. Trade and other receivables

Goods and services	436,415	175,817
GST receivable from the Australian Taxation Office	100,594	76,785
Other	9,605	20,851
Total other current liabilities	546,614	273,453

	2006 \$	2005 \$
Note 8. Property, Plant and Equipment		
Furniture & fittings		
Cost		
Opening	764,490	804,825
Additions	150,197	139,074
Disposals	(23,533)	(179,409)
Closing	891,154	764,490
Accumulated depreciation		
Opening	(438,891)	(500,084)
Depreciation expense	(75,472)	(63,770)
Write back on disposals	15,967	124,963
Closing	(498,396)	(438,891)
Net, furniture and fittings	392,758	325,599
Computers		
Cost		
Opening	2,081,888	2,636,592
Additions	171,988	234,168
Disposals	(215,495)	(788,872)
Closing	2,038,381	2,081,888
Accumulated depreciation		
Opening	(1,683,365)	(2,233,394)
Depreciation expense	(182,234)	(186,558)
Write back on disposals	184,735	736,587
Closing	(1,680,864)	(1,683,365)
Net, Computers	357,517	398,523
Office Equipment		
Cost		
Opening	396,070	218,723
Additions	28,017	178,196
Disposals	(1,687)	(850)
Closing	422,400	396,069
Accumulated depreciation		
Opening	(164,554)	(139,113)
Depreciation expense	(53,801)	(26,290)
Write back on disposals	1,472	850
Closing	(216,883)	(164,553)
Net, Office Equipment	205,517	231,516

	2006 \$	2005 \$
Note 8. Property, Plant and Equipment cont.		
Leasehold Improvements		
Cost		
Opening	149,038	-
Additions	-	149,038
Disposals	-	-
Closing	149,038	149,038
Accumulated depreciation		
Opening	(25,358)	-
Depreciation expense	(38,173)	(25,358)
Closing	(63,531)	(25,358)
Net, Leasehold Improvements	85,507	123,680
Total property, plant and equipment	1,041,299	1,079,317

Note 9. Current liabilities – Trade and Other Payables

Trade creditors	1,674,070	1,224,455
Unearned income	5,007,901	2,430,218
Total trade and other payables	6,681,971	3,654,673

Note 10. Current liabilities – Employee Provisions

Annual leave	850,785	714,189
Salary and wages	140,868	33,627
Total Employee provision	991,653	747,816

Note 11. Current liabilities - Lease incentives

Current	76,669	79,071
Non Current	269,242	320,597
Total lease incentives	345,911	399,668

	2006 \$	2005 \$
Note 12. Non-current liabilities – Provisions		
Long service leave	455,723	401,867
Make goods	172,820	164,591
Total non-current provisions	628,543	566,458
Aggregate employee benefit liability (refer to notes 10 and 12)	1,447,376	1,149,684
The number of full time equivalent staff employed as at 30 June are:	207	161

Note 13. Issued capital

Aged Care Standards and Accreditation Agency Limited is a public company limited by guarantee.

The Member undertakes to contribute to the assets of the Company (up to an amount not exceeding A\$5) in the event of the Company being wound up while a member of the Company, or within one year after ceasing to be a member, for payment of the debts and liabilities of the Company including the costs, charges and expenses of the winding up.

Note 14. Expenditure Commitments

(a) Operating Leases

Non-cancellable operating leases contracted for but not capitalised in the accounts

Payable:

Within one year	1,085,560	921,869
Later than one year but not later than 5 years	3,018,250	2,420,827
Later than 5 years	872,286	1,017,922
	4,976,096	4,360,618

(b) Capital commitments

Commitments contracted for
Plant and equipment purchases or
Capital expenditure projects

Payable:

Within one year	62,306	-
	62,306	-

Note 15. Contingent assets and liabilities

Aged Care Standards & Accreditation Agency Limited has no contingent assets as at 30 June 2006 (30 June 2005: Nil). There may be a possible Payroll Tax liability for external contract assessors concerning the 180-day rule assumption.

Note 16. Financial instruments

Financial assets

Cash and deposits are recognised in the Balance Sheet at their nominal value. Interest is credited to revenue as received. The effective weighted average interest rate for cash deposits at 30 June 2006 was 5.26% (30 June 2005: 5.13%).


Receivables are normally settled within 30 days.

Financial liabilities

Liabilities are recognised at their nominal value in the Balance Sheet for amounts to be paid in the future for goods and services received, whether or not billed. Trade creditors are normally settled within 30 days.

Interest rate risk exposures

2006	Floating interest rate \$	Non interest bearing \$	Total \$	Weighted average effective interest rate %
Financial assets				
Cash	14,667,620	-	14,667,620	5.26
Receivables	-	546,614	546,614	-
	14,667,620	546,614	15,214,234	
Total assets			16,514,712	
Financial liabilities				
Payables	-	1,674,070	1,674,070	-
Other	-	991,653	991,653	-
Provisions	-	76,669	76,669	-
	-	2,742,392	2,742,392	
Total liabilities			8,648,078	



2005	Floating interest rate \$	Non interest bearing \$	Total \$	Weighted average effective interest rate %
Financial assets				
Cash	9,428,082	-	9,428,082	5.13
Receivables	-	273,453	273,453	-
	9,428,082	273,453	9,701,535	
Total assets			10,986,284	
Financial liabilities				
Payables	-	1,224,455	1,224,455	-
Other	-	747,816	747,816	-
Provisions	-	79,071	79,071	-
	-	2,051,342	2,051,342	
Total liabilities			5,189,504	

Net fair value

All financial assets and liabilities have been recognised at the balance date at their net fair values.

Credit risk

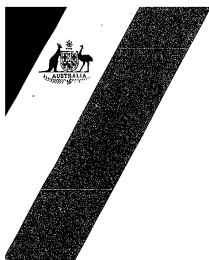
The Agency's credit risk is limited to the value of assets carried in our Balance Sheet.

Note 17. Economic dependency

The operations of the company are dependent on income from the Department of Health and Ageing in the form of the accreditation grant, income from education activities and from fees paid by registered aged care facilities.

Note 18. Segment reporting

The entity operates in one industry (Aged Care) within one geographical location (Australia).



INDEPENDENT AUDIT REPORT

To the members of the Aged Care Standards and Accreditation Agency Limited

Matters relating to the Electronic Presentation of the Audited Financial Report

This audit report relates to the financial report of the Aged Care Standards and Accreditation Agency Limited for the year ended 30 June 2006. The company's Directors are responsible for the integrity of both the annual report and its web site.

The audit report refers only to the financial report named below. It does not provide an opinion on any other information which may have been hyperlinked to or from the audited financial report.

If the users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report in the company's annual report.

Scope

The financial report and Directors' responsibility

The financial report comprises:

- Directors' Declaration;
- Income Statement, Balance Sheet and Cash Flow Statement;
- Changes in Equity Statement; and
- Notes to the Financial Statements


of the Aged Care Standards and Accreditation Agency Limited for the year ended 30 June 2006.

The Directors of the company are responsible for preparing a financial report that gives a true and fair view of the financial position and performance of the company and that complies with the *Corporations Act 2001*, Accounting Standards and other mandatory financial reporting requirements in Australia. The Directors of the company are also responsible for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

I have conducted an independent audit of the financial report in order to express an opinion on it to the members of the company. The audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian

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Auditing and Assurance Standards, to provide reasonable assurance as to whether the financial report is free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive, rather than conclusive, evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

While the effectiveness of management's internal controls over financial reporting was considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

I have performed procedures to assess whether, in all material respects, the financial report presents fairly, in accordance with the *Corporations Act 2001*, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with my understanding of the company's financial position and of its financial performance and cash flows.

The audit opinion is formed on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report; and
- assessing the appropriateness of the accounting policies and disclosures used, and the reasonableness of significant accounting estimates made by management.

Independence

In conducting my audit, I have complied with the independence requirements of the *Corporations Act 2001*.

Audit Opinion

In my opinion, the financial report of the Aged Care Standards and Accreditation Agency Limited is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Aged Care Standards and Accreditation Agency Limited's financial position as at 30 June 2006 and of its performance for the year ended on that date; and
- (b) complying with Accounting Standards and other mandatory financial reporting requirements in Australia and the *Corporations Regulations 2001*.

Australian National Audit Office



P Hinchey
Senior Director
Delegate of the Auditor-General
Sydney
8 September 2006

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