



John Curtin Aged Care

**Annual General Report
For the Year Ended 30 June 2021**



Annual Report 2021

To be presented at the 37th Annual General Meeting, 6.00 pm, 27th of January 2022 via MS Teams video-link

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Our Current Life Governors and Life Members 2020 - 21

Mr N. Boustead ∞ Mrs W. Boustead ∞ Mr P. Bowyer ∞ Mrs R. Bridges ∞
∞ Mrs G. Cartledge ∞ Mr N. C. Cartledge OAM ∞ Mr N.L. Cartledge ∞
∞ Mrs S.J. Cartledge ∞ Mr A. Clarke and Family ∞ Mrs N. Clifton ∞ Mr K. Clohesy ∞
∞ Ms S. Dempster ∞ Mr R. Draper ∞ Mr A. Gay ∞ Mrs J. Hepworth ∞
∞ Ms Y. Hinton ∞ Mr A.G.Hornsby ∞ Miss A. Hornsby ∞ Miss K. Hornsby ∞
∞ Mrs M. Howard ∞ Mrs B. Huntley ∞ Mr I. Huntley ∞ Mr L.J. Keen ∞
∞ Miss K.A. Kelly ∞ Mr S. Kelly ∞ Mrs H. Kinnersly ∞ Mr J. Maddern ∞
∞ Mr R. McAndrew ∞ Mrs V. Mason ∞ Mr M. McKay ∞ McLaughlin Family ∞
∞ Mr K. Moore ∞ Mrs J. Neil ∞ Mr K. Neil ∞ Mr D. New ∞ Mrs K. New ∞
∞ Mrs M. Orr ∞ Mr R. G. Orr OAM ∞ Miss R. Pepper ∞
∞ Mr D. Poole ∞ Mr B. Rees ∞ Mrs I Robertson ∞ Mr E.J. Robinson ∞ ∞ Mr W.A.
Ross ∞ Mr David Sewell ∞ Ms Jenni Sewell ∞ Mr G. Squires ∞
∞ Mr H. Sprenger ∞ Mrs D. Sutton ∞ Mrs S. Tennant ∞ Mr T. van Meel ∞
∞ Mr W. Vermeend ∞ Mr C.I. Ward ∞ Mr I. Willowwhite ∞ Mrs R. Willowwhite ∞
Ms D. Wright ∞ Mrs E. Wrigley

(Including Life Governors and Honary Life Members under previous constitution)

Our Current Members 2020-21

∞ Mr Richard Ainio ∞ Mr Steve Bruechert ∞ Ms Sandy Campbell ∞ Mr Malcolm Hull
∞ Mrs Joyce Ryall ∞ Mrs Alison Trevenen ∞

Our Board 2020 - 21

President / Chairperson	<i>Alison Trevenen (expires 2021)</i>
Vice President	<i>Steven Bruechert (expires 2020)</i>
Secretary	<i>CEO – ex officio</i>
Treasurer	<i>Richard Ainio (expires 2022)</i>
Other Responsible Persons	<i>Sandy Campbell (expires 2022)</i>
	<i>Neville Cartledge (expires 2020)</i>
	<i>Nicholas Cartledge (expires 2023)</i>
	<i>Malcolm Hull (expires 2021)</i>
	<i>Mervyn McKay (expires 2021)</i>
	<i>Robert (Bob) Orr (expires 2022)</i>
	<i>Joyce Ryall (expires 2023)</i>
Our Board Committees	<i>Finance Committee</i>
	<i>Fundraising and Public Relations Committee</i>
	<i>Property Committee</i>

Our Key Personnel 2020-21

Chief Executive Officer/DON	<i>Mary Lynch Pearson</i>
Finance Manager	<i>Jane Chester</i>
Operations Manager	<i>Christine Curry</i>
Clinical Care Coordinator /	<i>Amanda McVeigh - Sam Kodagoda Kottage</i>
Clinical Manager	<i>Nicole Clarke</i>

Our Reports

A Report from the President / Chairperson 2020 -21

This report covers a very significant period in the life and history of John Curtin Aged Care. As President of the Board of Management it has presented challenges we could not have envisaged, and it has certainly tested our capacity to meet the demands that an emerging and now sustained pandemic has thrown at us.

While resolving the issues created by the error in our EBA of 2014 it became very evident that a total review of all aspects of our operations needed to occur. As Covid and its management became a core issue, the associated costs, impact upon staffing and supplies and the management and level of care necessary to ensure the health and safety of our residents created new problems to grapple with.

BIF Project Business Improvement Fund (BIF)

Early in 2020 the Board elected to pursue Federal Government funding that was becoming available for rural, stand-alone facilities such as ours to access professional consultants to assist us in a review process of all aspects of our operations. Initial benchmarking conducted as the first stage of the process indicated that a number of our operational areas and their costs were becoming unsustainable. As a result of this information the Board made the decision to work with a company called Outcomes Plus to prepare our funding submission in which we identified the core areas of concern, suitable projects to address the concerns and contractors with the expertise to undertake management, staffing, building, care, and ancillary services reviews. The successful submission gave us close to \$500 000 to fund these works and to assist us to identify our future directions in a sector that had already been identified through the Royal Commission as having a great need of an overhaul. We could never have undertaken this process on our own and we are extremely grateful to the key personnel from the National Aged Care, Community Grants Hub and Department of Health in both Victoria and federally who provided the initial information and encouragement to apply for the funding in order to undertake this work.

As we settled into the second half of 2020 after being notified of our successful application, we commenced work with David Ettershank from Outcomes Plus to begin a lengthy, challenging and highly accountable process to complete these projects. As with many projects of this size and complexity, tight timelines were an integral part of the process and placed huge demands upon management, staff and board members. All this was happening as the lockdowns, the uncertainty and changing demands of the pandemic continued to occur. Our meetings were predominantly online and again this was another new challenge for many of us. For all of us this was a very difficult and time-consuming period, and I am extremely grateful for the efforts of all who were providing key information and support throughout this time.

At this point I would like to acknowledge the professional support and advice we received from Outcomes Plus and in particular David Ettershank and Ken Ridgewell

to undertake this project. This was another area where we needed to revert to mainly online communication when so many critical decisions were being made.

As we moved into 2021, we commenced a total review of our Board, its operations, the skill capacity of its members and the structures that would allow us to move forward with a more effective way of managing our obligations and operations. It was also designed to provide current and future board members with a clearer understanding of their role in a changing regulatory and increasingly more compliant and accountable environment. This process is ongoing and should underpin the board's workings into the future.

Strategic Plan

A key part of the process was to commence the development of a strategic plan that would assist the organisation and the Board in particular to develop a comprehensive plan for the future. In order to achieve this, members of the board participated in 2 significant full day workshops where we identified the key issues facing organisations such as ours, which are a minority in today's aged care environment. The more challenging component was to tease out what we needed to focus on in both short and long-term periods of time. While the projects for the first 12 months have been identified it has become clear that the pandemic is still the key issue for management and staff and dealing with all of the implications that it presents must remain our prime consideration. Hence the strategic plan is a draft which provides us with a framework to build upon throughout the following year. A copy of this plan is contained within this Annual Report.

Following all of this work it became very evident that a total overhaul of the organisation's management structures and roles would need to occur in order to more effectively manage the ever-increasing costs and regulatory demands, maximise the funding opportunities and manage the buildings and resources that include our Independent Living Units.

A key component of the BIF project was to provide funding to support redundancy payments. This was always going to be one of the most difficult components of the project to undertake and is one that kept many of us awake at night for significant periods of time. A comprehensive review of roles, salaries and management structures indicated that our rising costs must be controlled more effectively. As a Board we always knew that this review needed to be comprehensive and that it must investigate every area of our operations. A review of this magnitude had not been undertaken by John Curtin Aged Care before and it was critical that it placed us in a better position for meeting the future demands of aged care in a very uncertain time. We are currently working through this process with some significant changes already in place.

Staffing

During the period of this report, we have been indebted to the dedicated core of staff who have worked so hard to ensure the safety and care of our residents. We know that it has been a particularly difficult time and the uncertainty created by this entire

process has certainly impacted upon many. We know that there has also been significant negative publicity around the entire sector much of which is ill-founded and hurtful, and this does take its toll on morale and personal well-being. We also know the challenge of remaining Covid free and maintaining a healthy environment for our residents and staff has not been an easy one to manage. It has presented an entirely unknown problem to deal with and has certainly challenged us all. We appreciate greatly the support our community has provided particularly when faced with similar challenges at home. During this period, we also faced some areas of staff turnover and dissatisfaction that were of concern particularly at senior management level. I would like to acknowledge the way that other staff stepped up to assist during this period and allow our residents to continue to receive the level of care expected at John Curtin.

At the same time, we know that communication around the organisational changes that needed to occur were compromised because of the limited capacity to gather together in any meaningful way. Mixed messages from time to time led to a degree of angst and levels of dissatisfaction and concern were very obvious. These periods of concern were recognised and monitored by the Board. I would however like to acknowledge the capacity of so many of our experienced staff to weather this storm and continue to persevere in the face of these difficulties. We understand the difficulties such uncertainty caused and greatly appreciate the manner in which they continued to care for our residents. To the staff who decided to take a redundancy we thank you for your contributions and wish you all the best in your future pursuits.

We are all still learning how to best manage Covid and will need to continue to modify approaches as we identify the new waves that occur. We can only do this if we continue to work together with support and encouragement for each other. It is much more effective to take a team approach to facing challenges and solving the problems we will continue to identify during times such as this.

Farewells and thankyou

Throughout this period of time, it was inevitable that, with the changes we needed to make some roles and personnel would be moving on from the organisation.

The restructuring of our senior management roles to ensure a more efficient and streamlined oversight of our operations resulted in the CEO role becoming redundant and replaced by a General Manager. I would like to thank Ms Mary Pearson for her work during what has been a significantly challenging period of time. As a board we were acutely aware of the demands that had been placed upon her tenure as CEO since she commenced in the position in 2019. No-one could have predicted the complexity of events that required her attention and as a Board we are very appreciative of her efforts in maintaining a Covid-safe home for our residents. We wish her all the best in her future endeavours.

We also acknowledge the contributions of our Finance Manager, Mrs Jane Chester who left us in March after 14 years of service to pursue new opportunities in the finance field. Her attention to detail particularly throughout all the EBA negotiations was significant and thorough and we wish her all the best as she pursues new opportunities.

Finally, we acknowledge the contributions made by all other members of staff who chose to move to new areas. It has not always been easy to make these decisions at either a management or personal level during times like this and we thank you all for the time you have given to JCAC.

It is critical that we also thank our residents and their families for their patience, support and understanding during what has been a significantly difficult period of time. It has not been an easy 12 months with uncertainty at so many levels. As a Board our aim has always been to ensure the safety and well-being of residents and the impact of lockdowns, lack of social contact and general anxiety about events beyond everyone's control has been of great concern. We do hope that the next year brings us all a greater degree of calm and understanding and more effective communication to ensure a smoother pathway ahead. Our aim will always be to provide a safe and secure home environment for our residents with a high level of care.

Board Members

2020 -2021 has been a particularly demanding time for all board members. The realisation that some very difficult decisions were required placed huge demands on our time and capacity to fully understand and interpret data, to investigate options and finally to make decisions that would be far-reaching and at times controversial.

Our meetings this year have been many and like so many organisations we have been challenged by the need to meet remotely and master the digital world. Our usual meeting place at JCAC was not possible and I would like to express our sincere thanks to RACV Goldfields Resort for providing us with an off-site meeting place when we really needed to have a face-to-face option. As they were also grappling with the limitations of lockdowns it was a very generous offer to assist us on these occasions.

As the Board President I am particularly indebted to Richard Ainio as our Treasurer. We have been incredibly fortunate to have had Richard's expertise as an auditor, his sound understanding of all aspects of financial management and his incredible commitment of time and effort in developing and overseeing the financial strategies necessary throughout this period. I know this commitment has also impacted greatly upon his personal well-being and family time. Steve Bruechert as Vice-President has provided significant time and expertise throughout this entire process. His extensive experience in management, education and training and disability support, all of which are complementary areas of professional skill and knowledge has been invaluable.

I have been extremely thankful for the moral support, thoughtful advice and commitment provided by all other Board members. We established a Project Control Group to act as the liaison group between Outcomes Plus, the Board and JCAC management. This group consisted of the President, Treasurer, Vice-President and Bob Orr and provided valuable input to the process. As volunteers board members have gone above and beyond to ensure the ongoing viability of our organisation. The challenges faced using technology for our meetings, dealing with lockdown periods

that short-circuited vital discussions, the lack of first-hand interaction and an ever-changing pandemic environment were all difficult times for everyone during such a critical period.

During this period Nick Cartledge, a long-serving member of the Board, tendered his resignation. Nick joined the Board at a very young age and has been a very supportive and knowledgeable contributor. We were very sad to see him leave us but also very understanding of the challenges that Covid presented to those running their own businesses. Nick has offered to provide advice and support when needed and we wish him all the best in the future.

A number of Board members have served for a very lengthy period and are currently considering their future commitments.

The future

As this report is produced to reflect our reporting year from July 2020 – June 2021 it does not cover many of the changes which are occurring as a result of our review and while these will be reported on more fully in the next Annual Report it is important to share some of the major appointments that occurred in July 2021.

Steven Bruechert was appointed to the position of General Manager in July. He resigned from our Board and brought a comprehensive knowledge of the organisation and its needs following his role as Vice-President and a Project Control Group (PCG) member. As previously noted, he has had significant management experience and the comprehensive professional knowledge necessary to undertake the new role of General Manager.

Ms Lynne Sheedy has been appointed as a key member of the leadership team with responsibility for Corporate Services. She is also providing a much-needed back-up to the GM role with the capacity to act up when necessary. Her corporate experience will be a great asset in establishing the administrative systems we require.

Carla De Magalhaes has been appointed as Clinical Care Manager and has extensive experience in aged care. She has effectively managed Covid outbreaks in aged care facilities in the metropolitan area working in a leading clinical care role.

From August 2021 we will have a clearly defined leadership group in place with the necessary expertise and capacity to ensure the effective management of JCAC as our review has identified. Our challenges are not over, and it is obvious that the pandemic will impact upon us all well into the future, but as a Board we are committed to ensuring that JCAC continues to serve the residents of Creswick and the surrounding area.

Alison Trevenen

A Report from the Treasurer 2020-21

2020-2021 has been another extremely difficult year for the entire aged care sector and very challenging for John Curtin. We are very grateful to have successfully avoided any COVID-19 infection amongst our residents. We are also very grateful this year for the support provided by the Australian government in the form of the BIF grant we received to assist us with the restructuring. We received 100% of the funding requested under the BIF program and have fully applied this to the restructuring.

From a financial perspective, we are reporting a loss from operations of \$914,000 for the year, which represents John Curtin's weakest operating result for at least the last decade. We had originally budgeted for a loss of approximately \$1.5 million for the year. In terms of cash flows, we have incurred a net cash outflow from operations of \$386,000 which was disappointing and reflects the challenging year. To put this in some perspective however, this represents the culmination of a number of non-recurring factors that have impacted John Curtin adversely and we are happy to have been able to weather these significant events and optimistic as to what the future now holds having cleared these legacy issues. This includes the impact of COVID, the EBA matter and the restructuring. Whilst COVID looks like it will be a part of our lives for some time, we are happy to report that the EBA matter is now fully resolved, and the restructuring is now completed.

We are very happy with the current management team in place and have worked closely together to identify and implement changes that are designed to ensure the long-term future of John Curtin is sustainable. Many of these changes are already evident in the improved financial results post June 2021. In respect of the 2021/22 financial year, we are budgeting for an overall loss of approximately \$197,000 and a small profit for the 2022/23 financial year. The result for the 2021/22 financial year also includes more than 200,000 in budgeted capital expenditure.

With the increased confidence of our benchmarked and now right sized and cost-effective structure, our next task is to look at strategic development and collaboration opportunities to enhance the scale and efficiency of our community. This is and will continue to be a challenging process but one that is ultimately focussed on ensuring the continuity of quality care for our residents and contribution to the greater Creswick community through the continued provision of employment and procurement of goods and services for the long term.

Richard Ainio



A Resident's Reflection 2020 – 21

Australia Day

It was a lovely day just the weather to be outdoors we'd have been having colder weather, so the sun was just what we need. It was what I called a Goldie locks day. Just Right!

Mid-morning, I had seen the BBQ set up in the courtyard it was already alight and wonderfully mouth water aromas drifted over me and only an hour to go. Could I wait that long, of course! Go away and do something else.

Finally, it was time but not before I remembered the potatoes My father cooked on our outdoor open fire on the ground. Just thrown in on the edges and turned around every so often to be pronounced cooked by my father with they were soft and fluffy inside. Eagerly we kids squealed with delight as the burnt and hot outside layer on our tender soft juvenile fingers. With lashing of butter and a sprinkle of salt this was food for the gods.

I approached our BBQ with chicken and beef sausages and lovely fresh cool salads washed down with a drink of choice.

The Hepburn Shire Council even supplied a wonderful Australia Day Cake. Food and drink fit for Royalty.

The laughter and chatter were sweet to the ear, a group of people enjoying the weather, the food and drink and the company of each other.

Thanks to everyone for from us all.

Sadly, we have said good-bye to 21 residents who have passed away in 2020-2021. We take time to reflect and remember them and their families and friends at this time.

Kelvin (Kel) Templeton - Neil Redfern - John (Jack) Sewell - Robert McKay –
Valerie (Joyce) Egan - John (jack) Burt - Dirk Verhey - Otto (Ton) Hagenus –
Jacqueline (Gay) Stanway - Joan Robbins – Mary (Mollie) Flynn - Mary Taylor - Lila
Atkinson

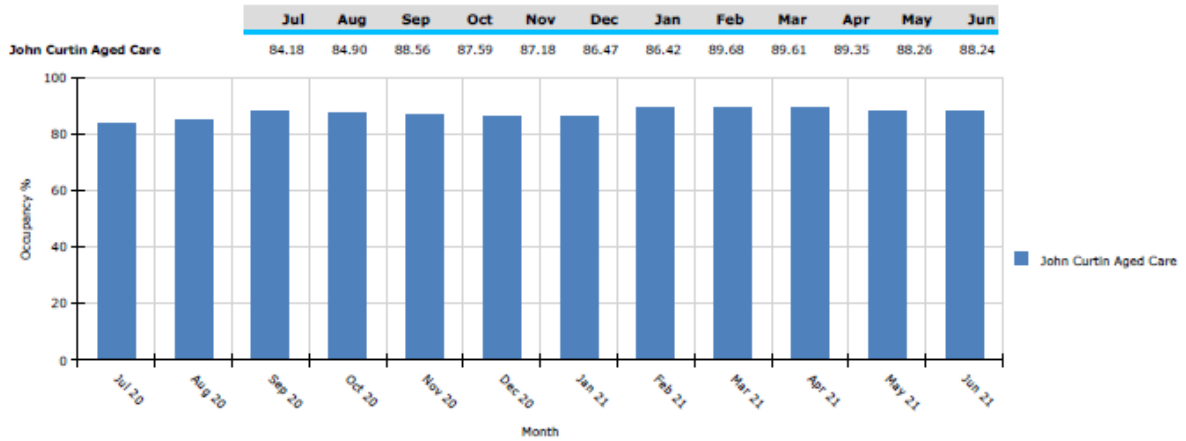
- Jack Topping – John (Jack) Armstrong – Jean McKinnon – Dorothy O’Keefe –
Cyril Bainbridge - Lena Burt – Rosemary Nurse – Nancy Atkinson



Our Residents and Our Results

Occupancy (Organisation Summary - Yearly)

01 Jul 2020 - 30 Jun 2021



ACFI Actual Subsidy Amount

Locations: John Curtin Aged Care

Wings: All

Date Range: 01 Jul 2020 - 30 Jun 2021



Occupancy residential care (Yearly Count)

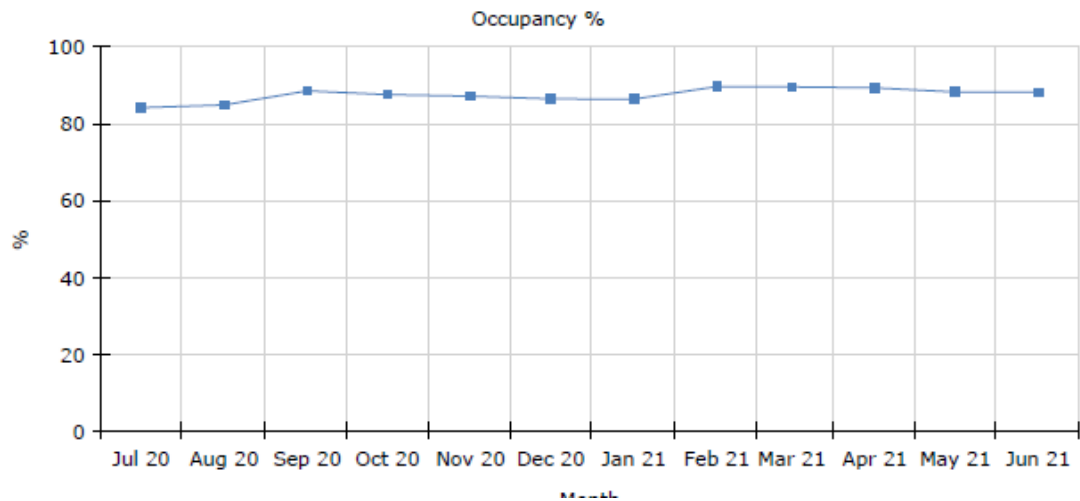
Locations John Curtin Aged Care

Wings All

01 Jul 2020 - 30 Jun 2021

Location: John Curtin Aged Care

Month	Days	Perm.	Resp.	Unf.	Trans.	Short.	Capacity	Occupied	Vacant	%	Pre-Entry Leave
July	31	1775	104	0	0	0	2232	1879	353	84.18	0
August	31	1779	116	0	0	0	2232	1895	337	84.90	0
September	30	1817	96	0	0	0	2160	1913	247	88.56	0
October	31	1858	97	0	0	0	2232	1955	277	87.59	0
November	30	1846	37	0	0	0	2160	1883	277	87.18	0
December	31	1851	79	0	0	0	2232	1930	302	86.47	0
January	31	1867	62	0	0	0	2232	1929	303	86.42	0
February	28	1769	39	0	0	0	2016	1808	208	89.68	0
March	31	2000	0	0	0	0	2232	2000	232	89.61	0
April	30	1930	0	0	0	0	2160	1930	230	89.35	0
May	31	1964	6	0	0	0	2232	1970	262	88.26	0
June	30	1876	30	0	0	0	2160	1906	254	88.24	0
Total	365	22332	666	0	0	0	26280	22998	3282	87.51	



Our People 2020-21

Our Staff 30-06-21

Justine Albino, Aneeta Anu, Stacey Apps, Kristy Ashley, Emily Atkins, Patthama Beard, Marilyn Beckwith, Lynette Bedella, Wendy Belfrage, Leslie Bloom, Taylah Booth, Janie Boschma, Nicole Boyce, Kellie Brewster, Jessica Briody, Linda Brock – Eriksen, Taralyn Brough, Ruth Bruechert, Jacqueline Capes, Meghan Chandler - Robyn Chandler, Anshu Chaudhary, Sandeep Cheema, Sebastian Chelatt Maxi, Jane Chester, Qing Chong, Andromachi (Mahi) Christoforou, Michael Christoforou, Shakira Clark, Nicole Clarke, Rachel Clarke, Claire Clingin, Virginia Crilly, Eliza Crittenden Peter Csorba, Timothy Csorba, Christine Curry, Natasha Dalgliesh, Leanne Davis, Thea De Koning, Merin Douglas, Clayton Edwards, Jacqueline Egan, Stacy Eggers, Karen Emonson, Chrystal Farquhar, Karen Farrington, Brittany Fontana, Janlyn Fontana, Mary Forbes, Carolyn Garggiullo, Noelene Geddes, Gino George, Ian Gervasoni, Chloe Gilligan, Carol Lee Goodwin, Kristin Green, Steven Hall, Ashlee Hannon, Geoffrey Hassall, Judith Hatfull, Liam Henderson, Jennifer Howgate, Amanda Howlett, Teneale Hucker, Anuraj Iramon, Holly Jamieson, Yuni Jo, Kristie Johnson, Susan Johnson, Tre Johnson, Melissa Jones, Baljit Kaur, Kirinbir Kaur, Nayandeep Kaur, Prabhdeep Kaur, Ramandeep Kaur, Karen Kennedy, Matilda Klesman, Julie Knights, Vicki Knights, Elizabeth Jane Knowles, Sam Kodagoda Kottage, Jennifer Laing, Kabita Lamichhane, Annette Lebler, Pratima Limbu, Bradley Lowe, Mary Lynch Pearson, Russell MacDonald, Manjila Malla, Nadia Maltzahn, Julie Martin, David Maruskanic, Lisa Mayes, Johanna McCluskey, Bree McCormack, Joanne McCutcheon, Katelin McGregor, Amanda McVeigh, Belynda McVeigh, Gearldine Mekaboti, Elaine Michie, Christine Miers, Manas Moholkar, Alison Moore, Lisa Moore, Pamela Morgan, Jaslene Murphy, Madeline Murphy, Alice Ndayishimiye, Margaret O'Donnell, Ckicka(Rita)Okafor, Colin Page, Neeharika (Rika) Parajuli, Astley Parker, Kellie Passande, Shane Phillips, Jessica Phillipson, Sarina Pokhrel, Debra Ramage, Navedeep (Nick)Rathore, Natalie Reed, Megan Reid, Emma Relouw, Paula Robinson, Beverley Rowe, Kayla Riley, Paula Robinson, Beverley Rowe, Kayla Riley, Cedrick Rwabutozi, Dawn Sadler, Ernesto Salazar, Sharren Schefferle, Jubil Shaji, Maree Sharp, Sidhu Subhrajat, Sheree Sinclair, Kerri Sommerfield, Gurwinder Kaur Span, Jake Stephens, Chloe Stockdale, Mark Tan Han Hsiang, Dianne Thomas, Abhilash Thomas Joy, Karen Timmers, Sara Tolhurst, Lynette (Lyn) Townsend, Linh Tran, Linda Trevena, Francois Von Burg, Lesley Walkingshaw, Wendy Wallis, Emma Whitby, Amy Wilkie, Lauren Williams, Benjamin Wright, Henrietta (Yetty) Wright, Leslie Yee

We said thanks and goodbye to the following staff:

A.M Kalpa Adikari, Sindumol Alex, Colleen Batson, Michelle Bergman, Nadia Bonelli, Samantha Brown, Vikki Bunting, Janet Clarke, Donna Dale, Maggie Davidson, Demcee Davies, Deepak Dhir - Sharon Doody, Georgia Flannagan, Lauren Forster, Ollie Granger, Lisa Heathcote, Melynda Hofman, Debra Hourigan, Lynette Howe, Robert Howlett, Therese James, Monica Jeffrey, Janine Jensen, Wilma Kemp, Tania Kitchen, Rhiannon-Jane Lang, Kerri-Anne Lund, Jayde Masterson, Alana May, Emily McKenna, Jeffrey Meager, Joanne Millar, Kesney Morrison, Kathleen Noonan, Davina Norman Diksha Rai, Gail Reeve, Lee-Anne Roe, Joy Rogers, Leonie Rooney, Megan Sawyer, Leonie Seamons, Kara Shepherd, Sukhwinder Singh, Marguerita Stephens, Corrinna Sullivan, Kim Ticehurst, Paul Van Oirschot, Karen Williams, Lisa Williams, Simon Willinski

Our Volunteers 20-21

Due to COVID our volunteers were not able to fully attend and be involved in the John Curtin Aged Care Community. We thank all those people that were involved and donated their time to supporting us but were not named in this report.

Our Partners and Contractors

Anna McIntyre (Clinical Pharmacist) - Ballarat Allied Health - Creswick Medical Centre -

Creswick Pharmacy -Creswick and District Branch, Bank of Bendigo - Medwest - Shannon's Bridge