

# **Annual General Report**For the Year Ended 30 June 2022



# **Annual Report 2022**

To be presented at the 38<sup>th</sup> Annual General Meeting, 6.00 pm, 29<sup>th</sup> November 2022 6.30PM @ the Pepperberry Room at RACV Goldfields Resort Creswick via Zoom video-link

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## **Our Financial Results**

Annual Financial Report 2021-22 (attached to report )
Occupancy
Average ACFI per resident day
Length of stay -permanent residents at departure

## **Our People**

Current employees
Volunteers
Sponsors and Donors

# Our Current Life Governors and Life Members 2021 - 22

Mr N. C. Cartledge OAM ∞ Mr N.L. Cartledge ∞ Mrs M. Orr ∞ Mr R. G. Orr OAM

∞ Ms Jenni Sewell ∞ Mr M. McKay ∞ Mr David Sewell ∞ Mr A.G. Hornsby ∞

∞ Mr A. Gay ∞ Mr K. Moore ∞ Mrs E. Wrigley ∞Mrs V. Mason ∞

Mrs S.J. Cartledge ∞ Mrs N. Clifton ∞Mrs J. Hepworth ∞ Miss A. Hornsby ∞ Miss K.

Hornsby ∞ Mrs M Howard ∞ Mrs B. Huntley∞ Mr I. Huntley ∞ Mrs J. Neil ∞ Mr K. Neil

∞ Mr D. New ∞ Mrs K. New ∞ Miss R. Pepper (Hudson) ∞ Mr G. Squires ∞ Mr H.

Sprenger∞ Mrs W. Boustead ∞ Mr N Boustead ∞ Mr P. Bowyer∞ Mrs G. Cartledge ∞ Mrs

R Bridges ∞ Mr K. Clohesy ∞ Ms S. Dempster∞ Mr R. Draper ∞ Dr J. Gray∞ Ms Y.

Hinton∞ Mr A. Clarke and Family ∞ Mr L.J. Keen ∞

∞ Miss K.A. Kelly ∞ Mr S. Kelly ∞ Mrs H. Kinnersly ∞ Mr J. Maddern

∞ Mr R. McAndrew ∞ McLaughlin Family ∞ Mr D. Poole ∞ Mr B. Rees

∞ Mrs I Robertson ∞ Mr E.J. Robinson ∞

Mr W.A. Ross∞ Mrs D. Sutton ∞ Mr W.A. Ross∞ Mrs D. Sutton (Tiller)

Mr T. van Meel ∞ Mr W. Vermeend ∞ Mr C.I. Ward ∞ Ms D. Wright

∞ Mrs R. Willowhite ∞ Mr I. Willowhite

#### Our Board 2021 - 22

President / Chairperson Snr Vice President

Alison Trevenen (expires 2024) Sue Craven (expires 2024)

Jnr Vice president

Treasurer Secretary Malcolm Hull (expires 2022) Richard Ainio (expires 2022) GM – Steven Bruechert

Auditor Grant Cooper

Cooper Auditing and Accounting

#### **Other Responsible Persons**

Sandy Campbell (expires 2022)
Robert (Bob) Orr (expires 2022)
Karen Robinson (expires 2024)
John Edwards (expires 2024)
Neville Cartledge retired 2022
Trent Rutherford retired 2022
Mrs Joyce Ryall retired 2022
Nicholas Cartledge Retired 2021
Mervyn McKay retired 2021

#### **Our Board Committees**

#### **Quality and Clinical Governance Committee**

Chair Sue Craven
Clinical manager
GM - Steven Bruechert
Alison Trevenen
Lynne Gleeson
Jeff Unmack

#### Risk, Finance, Audit committee

Chair - Richard Ainio Sue Craven GM- Steven Bruechert Alison Trevenen Robert (Bob) Orr

#### **Community engagement**

Chair: Sandy Campbell

Representative of Creswick Ward: Julie Moran Representative of Cameron Ward: Barbara Merrifield Representative of ILU (Independent Living Units) Lynne

Gleeson

Representative for Fund Raising / Other: Phyllis Wright Representative for Fund Raising / Arts: Loris Button

Plus 2 Staff Representatives:

#### **Infrastructure and Projects**

Chair- Malcolm Hull Bob Orr Alison Trevenen John Edwards GM- Steven Bruechert Maintenance Manager – Graham MacDonald

#### Mission

John Curtin Aged Care is a community operated aged care organisation that provides a welcoming environment with a unique, person-centred approach. Our mission is to provide responsive care for the ageing people in Creswick and District in a respectful and compassionate manner.

#### **Vision**

John Curtin Aged Care provides innovative, specialised support to members of Creswick and District's ageing community members whilst striving to remain an employer of choice. John Curtin Aged Care aims to remain the premier aged care provider of the region whilst providing our residents with a warm, friendly home.

JCAC provides an environment free from bias and all staff and employees are trained to provide equal treatment to all residents regardless of their individual characteristics. Fairness and equality are key to ensuring our residents live in a comfortable, safe, and happy environment

Our Mission and Vision are lived through our values:

#### **Our Values**

We have one very important value at John Curtin Aged Care and that is to **be resident focused** in all of our planning and activities. We demonstrate this value through:

#### Respect, Integrity, Independence, Excellence, Compassion, Fairness

**Respect:** We respect all of members of our community. Every member of our community will be treated with respect, and it will be given and received between community members in a mutually beneficial manner.

#### Integrity:

We provide all residents with services based on our strong moral principles, JCAC will provide honest and honourable services to our residents.

#### Independence:

JCAC provides residents with freedom and support to live as independently as possible within the structure of residential care

#### Compassion:

JCAC staff and volunteers have a deep understanding of the physical and emotional needs of residents and their families. JCAC's staff and volunteers all share a passion for alleviating any misfortune or grief suffered by our residents.

#### **Excellence:**

JCAC strives to provide the best possible service to all residents. John Curtin Aged Care staff and volunteers aim to deliver quality, sustainable services to all residents.

#### Fairness:

JCAC provides an environment free from bias and all staff and employees are trained to provide equal treatment to all residents regardless of their individual characteristics. Fairness and equality are key to ensuring our residents live in a comfortable, safe, and happy environment

# **Our Key Personnel 2021-221**

**General Manager** Steven Bruechert

**Corporate Services manager** Lynne Sheedy

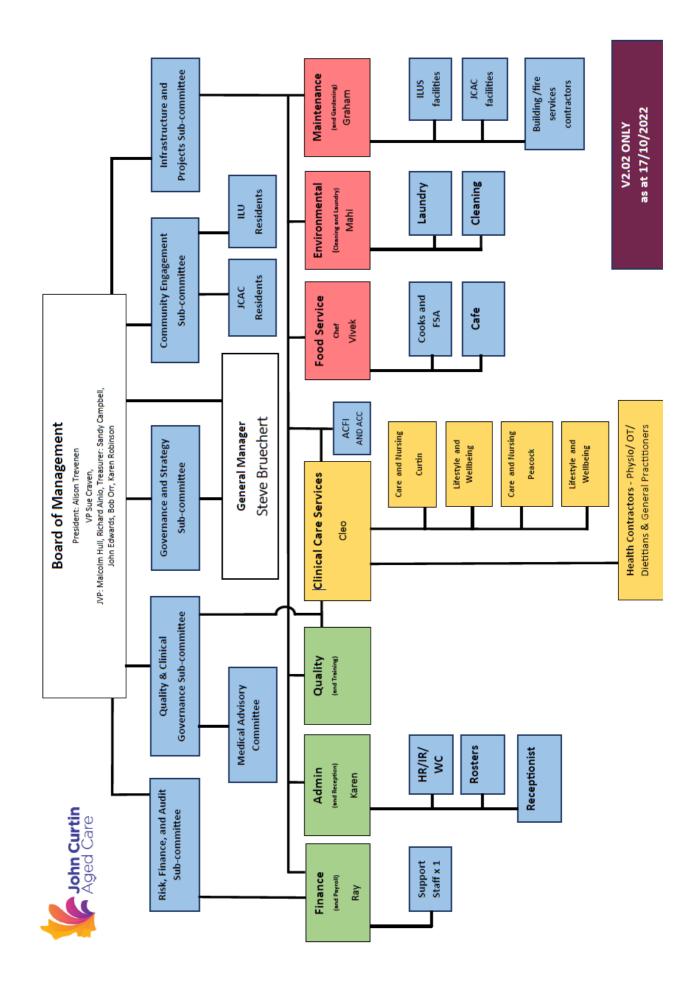
Finance Manager Ray Hill

Maintenance Manager Graham MacDonald

Clinical Manager Carla De Oliveira Magalhaes, Sima Kaur, Sue Payne

**Environmental Service** Mahi Christoforou

Food Services Sandeep Cheema and Sammy Singh



# **Our Reports**

## A Report from the President / Chairperson 2021 -22

The past reporting year of 2021-22 has again presented JCAC, its Board of Management, General Manager, staff and residents with significant challenges and unfamiliar, albeit unprecedented situations.

During 2019 when we conducted a total review of our operations, we had no knowledge of the coming storm that commenced with the outbreak of Covid. We had approached this process with a high degree of optimism and were looking forward to planning and developing the next era in the life of JCAC.

The difficulty has been that there was no rule book for managing any of these challenges and as we moved into the latter part of 2021 we were still grappling with lockdowns, staffing challenges, financial constraints caused by Covid and a high degree of uncertainty about what a post-Covid world might look like. The truth is that we still, nearly 2 years later continue to face similar challenges.

This reporting year will show the impact that these events have had upon every aspect of our operations. It is a scenario that most small, regional, not for profit facilities are also facing. When we commenced the new financial year with a new management team, we anticipated that it would take time to achieve the desired changes. We could not however have predicted the impact or the extent that the continuation of lockdowns and rising infection rates would have upon every facet of our organisation. While we were able to keep our residents almost Covid free, the personal challenges for our staff who were juggling home and work life and the complexities of isolation and illness were also many and varied. We have all learnt much during this period, but we have endured some very tough and demanding times as well.

I wish to recognise the efforts of our committed staff who have continued to tend to the needs of our residents with care and compassion. Following a restructure as determined during our Board review, we appointed Steve Bruechert as our General Manager. At all levels from management down we know it has not been easy adapting to changes in personnel and workplace demands and on behalf of the board I wish to acknowledge the efforts of all staff throughout this period. I do not intend to single out individuals for acknowledgement as during this time it has been a collective challenge to continue to provide the quality care our residents deserve. In every workplace today we know that there are fewer people available to do more of the heavy lifting and we do understand the impact this has upon staff and resident mental health and well-being. It is a credit to everyone working at JCAC that during this period, we managed to maintain minimal resident Covid infection rates and the Board recognises and appreciates everyone's efforts and contribution throughout this time.

During January when Creswick experienced a serious 'weather event' JCAC was also impacted along with many other members of the community. Just another challenge but this time the impact was primarily upon our physical environment. A great deal of work has been

undertaken to finally repair the damage that occurred and as a result, to also enhance the entrance foyer and dining room area. In addition, the external garden area has received a facelift particularly around the front entrance and continues to show the pride and joy that our maintenance and ground staff have in keeping our facility looking smart. As we all know the weather has not been helpful this winter for outside work and I'm sure everyone shares our appreciation of their efforts. Thank you to all involved in making sure that our facility is maintained with such care.

As a board it has been a challenge to maintain a primary focus on our future growth and development, when the aged care environment remains so uncertain. There is no doubt that the negative press regarding the quality of aged care and current working conditions has had an influence upon the recruitment and longevity of service of staff and the perception of aged care generally. Staff shortages have been well-publicised not just across the aged care sector but in all work environments and this continues to make it difficult to develop a consistent, long-term workforce plan. We are not alone in expressing our concern about how to increase and adequately fund a workforce when staff with the necessary skills and experience are in such short supply.

The challenge of a funding model that does not effectively account for the costs involved in maintaining a high-quality facility has been well-documented and acknowledged across the industry. The media coverage around profit-driven, corporate owned aged care does not paint a very accurate picture of the financial arrangements that we currently work with, choosing instead to focus upon the more sensational aspects that feed media attention. We are informed that the introduction of a new funding model from October 1<sup>st</sup>, 2022, should make a difference, but at this stage there still remains a degree of uncertainty about just what the increases will mean to organisations such as JCAC.

I wish to acknowledge the contribution of members of the Board of Management of JCAC. They are all volunteers who have a strong commitment to ensuring the ongoing viability of JCAC. Today the increased compliance, legal and reporting obligations of an Aged Care Board can be quite demanding with the need for individual members to maintain strong personal knowledge of the current environment and participation in board review processes a key requirement. During a year when most of our communication and decision-making was conducted online it certainly tested our technological capacity and like everyone else, we missed the personal connections that enhance thoughtful discussion and decision-making. I must also thank the retiring members of the Board whose term has concluded, for their valuable contributions. We welcome interest from any aspiring new members who would like to continue the legacy of JCAC in Creswick and its broader community.

Finally, I would like to specifically acknowledge the very professional support and valuable input provided by our Treasurer, Richard Ainio and Vice-Presidents Sue Craven and Malcolm Hull throughout the year. We are all committed to ensuring that JCAC, as one of Creswick's largest employers remains an ongoing and respected provider of high-quality aged care in this area.

### Alison Trevenen

## A Report from Treasuer 2020-21

2021-2022 has been another extremely difficult year for the entire aged care sector and very challenging for John Curtin. Notwithstanding the disappointing overall financial result for the year, we are happy to have fully completed the organisations restructuring and mostly achieved our cost control measures which have brought the costs within the entity closer to the levels expected when benchmarked with other entities in the sector.

From a financial perspective, we are reporting a loss from operations of \$1,234,000 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 \$0.2 million for the year comprising the net result of total revenues of \$6.4 million offset by total expenses of \$6.6 million. The actual result for the year reflects total revenues of \$5.9 million offset by total expenses of \$7.1 million. These are compared with the prior year's results of \$7.1 million in revenues and \$8.0 million in expenses. From an expenditure perspective, overall management achieved net reductions of \$0.9 million out of the \$1.4 million budgeted and the difference is largely attributable to non-recurring factors including the impact of COVID on our staffing costs and the finalisation of the restructuring. From a revenue perspective, however, overall, we saw a material reduction of \$1.2 million despite having similar occupancy and care need statistics. Based on the level of care provided, we believe that the organisation is entitled to recover material funding claimed but not yet received from the Department of Health and are continuing to pursue this. The old ACFI funding model has been replaced with a new AN-ACC model from October 2022 onwards which is so far providing a greater level of certainty over the amounts received.

We are very happy with the current management team in place and have worked closely together to identify and continue to implement changes that are designed to ensure the long-term future of John Curtin is sustainable and provide a platform for appropriate redevelopment. Many of these changes are already evident in the improved financial results post June 2022. In respect of the 2022/23 financial year, we are budgeting for an overall operating loss below \$0.1 million which reflects the continued application of cost savings as implemented by management and the impact of the new AN-ACC funding regime which is providing a greater level of certainty around the funding being received from October 2022.

With the increased confidence of our benchmarked and now right sized and cost-effective structure, our ongoing 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

## Report from our General Manager 2021-22

The Board have continued to govern and support us throughout the many challenges we faced this year from floods and storms, with recruiting and maintaining staff during COVID, and challenging personnel increasing demands on everyone's time and health. I particularly, have appreciated the board's unwavering commitment, expertise, support and volunteered time. These things have impacted greatly in focusing on our strategic directions. I would like to thank Alison Trevenen as our Board President, Sue Craven as our Senior vice president and Malcolm Hull as our junior vice president and Richard Ainio as our Treasurer and all board members of volunteers who have given their ongoing and volunteered support to JCAC.

When coming into my role in August and as reported late in 2021, many residents and some families felt isolated and segregated during the zoning of JCAC in response to COVID. It did not feel like the home like atmosphere previously felt at JCAC with residents restricted from their friendship groups. We have had a real turnaround in energy and engagement by removing the zones and returning residents' meals to the original dining room and significantly increasing lifestyle activities including bus trips. Direct family and friends' visits were increased and gym with Brenton (Strength for Disability) was reintroduced as well as happy hour on Fridays and then a relocation to the dining room for afternoon drinks and entertainment before tea. Sue Windsor coordinated and reintroduced many more activities into Lifestyle for most of the year with Christina Von Berg commencing in May. We increased significantly lifestyle hours and activities for our residents.

Building maintenance, in keeping our home well maintained, has a new team of Graham MacDonald and Rob Kinna who have worked hard making our buildings and rooms more presentable and compliant with testing and tagging, plumbing, laundry, shedding, storage, chemicals and fire and building management systems. Ben Wright our gardener was reinstated after complaints from families and residents. The buildings were a little sad inside and out not portraying an inviting homelike atmosphere from the hospital like entrance to the uniforms of surgical scrubs. We can now see a friendly inviting atmosphere with the entrance garden improved and bitumen repaired.

We started this financial year finalising a restructure with the introduction of a flatter management structure. Staff morale was low after a significant organisational re-structure and loss of organisational knowledge and some very experienced people. We have now seen a real shift in energy and a positive approach across all teams at John Curtin. We reviewed all roles and returned to a weekday receptionist role providing intake advice and response for all enquiries. Karen Farrington went to accounts and Lynne Sheedy took over Corporate Services and HR functions. We recruited Ray Hill as Finance Manager ceasing RSM's accounting services for Payroll and Finance functions in April. Robyn Chandler has also worked part time on ACFI.

We saw the acquittal of the Business improvement fund allocated the previous financial year. All expenses were reviewed and minimised, and core rosters developed across all areas. However, our biggest challenge has been both recruiting and retaining experienced and quality staff in key roles, understanding and applying complex government systems and

revenue streams as there was little or no handover from previous management in key roles from CEO/Director of nursing and the quality manager. The project manager was also delayed in the acquittal and completion tasks with minimal sharing of key knowledge of systems and processes. COVID-19 has continued to be a challenge, creating lack of people to recruit.

With everyone's vigilance and support we managed up until May, to keep COVID from our residents at JCAC. We had a COVID lock down from the 15-5-22 to 26-05-22 with all staff wearing tier 3 PPE. We worked with the support of the Grampians Public Health Unit who visited JCAC and undertook PCR tests on residents. We had 4 positive cases confirmed with those residents receiving the appropriate medical support. All residents were isolated, apart from Peacock wing which were treated as a household. The one resident positive in Curtin Wing was isolated. We did not have visitors or outings during this time except for end-of-life care. All staff were required wear tier 3 PPE and were RATested on entry outside the airlock. This is continuing today along with all visitors also required to wear masks. Initially we had limited number of RATests and could not get these during our first outbreak. Our COVID safe plan and system and processes kicked in minimising the further spread of infection.

Our team has been committed to providing high quality aged care and services and we have been working on creating a cohesive team approach to customer services across all teams ensuring home like environments are maintained.

We also had considerable change in the kitchen/food services with both Mary Forbes and Sandeep Cheemer moving on after many years service producing quality and delicious meals. We recruited Sammy Singh then Deepesh Bajgain who have continued to provide quality tasty and nutritious meals and drinks with the talented kitchen team who also include some new people. We worked with the dietitians from Central Highland Rural Health to ensure our meals were also nutritious and had a balanced menu catering for everyone's needs.

Mahi and her team in environmental services at the start of the year were very stretched and required more hours to be rostered to support the demand of the role. The team continues to provide quality housekeeping/cleaning and laundry services.

A significant challenge has been attracting experienced RN's and ENS and PCWS during this year and the Care Team has had many challenges. Carla De Oliveira Magalhaes who had joined our care team as Clinical Manager in the last financial year went on maternity leave and this position was back filled by an inexperienced RN who worked very hard in the role while we tried to recruit for the role. We then filled this via an Agency RN, Sue Payne for several months and into the new financial year until we could recruit a permanent Clinical This is a key management position and works closely with our EN Care Coordinators and our team of Registered Nurses (one on each shift) and PCW Team Leaders and Personal Care Workers in leading the care, health and lifestyle programs. Janlyn Fontana continued coordinating the Peacock Wing for people living with dementia across the Home. All these leaders have worked diligently to ensure their care team provides quality care in line with the aged care standards and accountability required to Even with the challenges we have faced with nursing and care meet accreditation. leadership we have a group of caring committed Personal Care and Lifestyle Workers who assist and support our residents promoting independence and choice in a person centred,

least restrictive way, catering for individual and special needs. Anecdotally we know that our residents families are also satisfied that their family member is well cared for at John Curtin Aged care .

Amanda McVeigh (quality manager) resigned early in the financial year and we were not able to replace this position which also now includes training, until mid- June. We thank all team members who have been professional and flexible in responding to the emerging needs of the organisation and our residents and for keeping up to date with rapidly changing regulations and compliance requirements.

We have significantly reduced our expenditure in most areas. We have increased resident occupancy but have had a significant shortfall in revenue (from Health and Aged Care) ACFI funding from Services Australia, which has still not been finalised. We had significant expenses early in the financial year with the payment of John Curtin's share of the staffing restructure, including long service leave and leave liability and increased expenditure on agency care staff, Covid care staff and RSM accounting services for payroll, finance and accounts. The Administration and Leadership Team needs to be acknowledged for the hard work and long hours they kept in supporting all staff, residents and families, meeting our corporate obligations and supporting John Curtin to be a quality service provider. One of the biggest challenges in H/R has been attempting to recruit and maintain quality staff and to ensure quality leadership, care and support for all team areas.

Our external partners include Ochre Medical Centre and their excellent GPs who visit regularly and are on call to support our resident's health needs as required, Creswick Podiatry, Ballarat Allied Health, Medwest, and Creswick Pharmacy. We thank them all for their professional support and flexibility.

We thank all the generous donations from local businesses and individuals during the year and their support to a Creswick community service.

The next financial year looks more promising as COVID slows down, new funding models are introduced and the potential for government support to meet the recommendations in the Royal Commission into Aged care.

#### Steve Bruechert





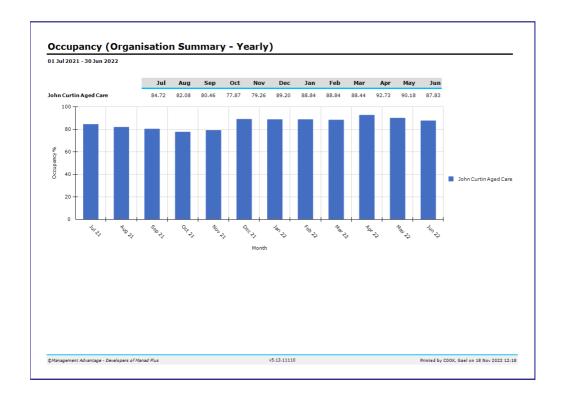


Sadly, we have said good-bye to 27 residents who have passed away in 2021-2022. We take time to reflect and remember them and their families and friends at this time.

Peter Ainley, Gavin Auld, Cynthia Caudwell, Lois Chandler, Ronald Digby, Alma Dimond, Myrtle Fuchs, Eileen Haintz, Frances Hartshorn, Emma Henderson-Drife, Lesley James, Allan Kinnersly, Jean Lancashire, Raymond Macklin, Edna Margosis, Shirley Milne, Lesley Norwood, Joyce Pettigrew, Herbert Rigby, Alma Robbins, John Schaefer, Ronald Street, Shirley Tennant, Edna Keith, Ronald Mackay, Lyle Powell and John Richardson,



# **Our Residents and Our Results**







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#### Our Staff 2021-22

ALBANO, Justine ATWAL, Manpreet (Manu) BAJGAIN, Deepesh BINDRA, Nancy

BLOOM, Leslie

BOYD, Philip

BRAR, Simranjeet (Simmi)

BRUECHERT, Steve

CHANDLER, Robyn

CHELATT MAXI, Sebastian

CHHABRA, Gaurav

(Garry)

CHOÚL, Nyalam

CHRISTOFOROU,

Andromachi

CLARK, Alexander

(Alex)

CLARKE, Janet

COLLISSON, Kirileigh

COOK, Gael

CRILLY, Virginia

CRITTENDEN, Eliza

DAVIES, Diane DAVIS, Leanne

DEL ROSARIO, Marilyn

Zafra

DHAKAL, Gangadhar

EGAN, Jacqueline EMONSON, Karen

FARQUHAR, Chrystal

FARRINGTON, Karen

FISHER, Sharon

FONTANA, Janlyn FRANKLIN, Kaitlyn GEORGE, Merin

GOODWIN, Carol Lee

GORDON, Matilda

GURUNG, Sunita

HABERLE, Danielle HENDERSON, Johanna

(Jo)

HENDERSON, Liam HILL, Raymond (Ray)

**HUTCHINSON**. Lilian

IRAMON, Anuraj

JAMIESON, Holly

JOHNSON, Susan

JO, Yuni

KAUR, Jashanpreet

KAUR, Maninder

KAUR, Parvinder

KAUR, Prabhdeep

KAUR, Ramandeep

KHADKA, Ishita

KINNA, Robert

KNIGHTS, Vicki

KUMAR, Vinay

KUMAR, Vivek

LAMICHHANE, Kabita

LANCASTER, Victoria

(Torie)

LE LIEVRE, Timothy

(Tim)

LIMBU, Pratima

LOWE, Bradley

MACDONALD, Graham

MALLA, Manjila

MALTZAHN, Nadia

MARTIN, Julie

MCMILLAN, Gemma

MICHIE. Elaine

MURPHY, Jaslene

MURPHY, Madeline

NASH, Benjamin (Ben)

NEVILLE, Beth

NORMAN, Davina

OKAFOR, Chika (Rita)

PATEL, Dhruv (Drew)

POIGNET, Vivian

POKHREL, Sarina

REED, Natalie

REID, Megan

RICH, Olivia

ROWE, Beverley

SALAZAR, Ernesto Jr

(Ernesto)

SCHEFFERLE, Sharren

SCHEMBRI, Christy-Lee

SEDAI, Rishav

SHARP, Maree

SHEEDY, Lynne

SIDHU, Subhrajat

SINGH, Abhinav

SINGH, Amandeep

#### Our Staff 2021-22

STARKEY, Kirsty STOCKDALE, Chloe THOMAS, Dianne TOLHURST, Sara TOLLIDAY, Melanie TREVENA, Wendy TRIPATHI, Smriti TULADHAR, Ashana VERMAAS, Emma Elizabeth VON BURG, Francois VON BURG, Pin Ren (Christina)

#### **Our Volunteers 21-22**

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 - Ochre Medical Centre - Creswick Pharmacy - Creswick and District Branch, Bank of Bendigo - Medwest –

## Sponsors and donors

Donations gratefully received from the following during 2021/22

Karen Jones Richard Ainio June Gleeson Creswick Pharmacy Creswick IGA Creswick News Agency Red Fox café Megs Place café **Gall Farrington** Margaret Orr Karen Farrington Mars Ballarat Kylie Blasko Steve and Marg Bruechert Alison and Paul Trevenen And others (apologies for anyone not acknowledged)