



Annual General Report

Year Ended 30 June 2025



Annual Report 2024 -2025

To be presented at the Annual General Meeting 7:00pm 27th of November 2025 Pepperberry room, RACV Resort Creswick.

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Current Life Members 2024 to 2025

Mrs Winsome Boustead
Mr. Paul Bowyer
Mrs Rosemary Bridges
Dr. Loris Button
Mrs. Glenice Cartledge
Mr. Neville Cartledge OAM
Mrs. Sheila Cartledge
Mr. Nicholas Cartledge
Mrs. Marion Chivers
Mrs. Norma Clifton
Mr Kevin Clohesy
Mr. Ray Draper
Mrs Janlyn Fontana
Mr Alan Gay
Mrs Margaret Giles
Miss A. Hornsby
Miss K. Hornsby
Mr M. Howard
Mrs Beth Huntley
Mr. Ian Huntey
Miss Katrine Kelly
Mr Shane Kelly
Mrs Helen Kinnersly
Mr Rudolph McAndrew
Mrs Val Mason
Mr Rudolph McAndrew

Miss A. Hornsby
Mr Merv McKay
Mr Kieran Moore
Mrs Julie Moran
Mrs Joan Neil
Mr K New
Mr Daryl New
Mrs Margaret Orr
Mr Robert Orr OAM
Miss R Pepper (Hudson)
Mr David Poole
Mr B Rees
Mrs Isobel Robinson
Mr Ernie Robinson
Mr David Sewell
Ms Jenni Sewell
Mrs Jan Sparks
Mr Herb Sprenger
Mrs D Tiller (Sutton)
Mrs Alison Trevenen
Mr Theo Van Meel
Mr Bill Vermeend
Mr Ian Willowwhite
Mrs Rhonda Willowwhite
Mrs Dawn Wright
Mrs Elaine Wrigley

Current Members

Glenda McKay

Neville Cartledge OAM - guest speaker
at the media announcement of JCAC
Government Assistance Program Grant.



Board Members as at June 2025

		Commenced	Expires
Susan Craven	Board President	15/10/2021	2027
Richard Ainio	Board Treasurer	21/11/2016	2025
Sandra Campbell	Board Member	12/12/2016	2025
Rebecca Clowes	Board Member	30/04/2025	2028
John Edwards	Board Member	13/12/2021	2027
Malcolm Hull	Vice President	14/11/2018	2027
Blake Paget	Board Member	28/11/2024	2027
Jacinta Read	Board Member	28/11/2024	2027
Alison Trevenen	Jnr. Vice President	01/11/2014	2026



Sue Craven



Malcolm Hull



Richard Ainio



Alison Trevenen



Sandy Campbell



John Edwards



Jacinta Read



Blake Paget



Rebecca Clowes

Our Board Committees as at June 2025

Quality and Clinical Governance

Sue Craven	Chair – Board President
Cleo Chisaka	Clinical Manager
Kerri Purkis	Clinical Care Coordinator
Steve Bruechert	C.E.O.
Jacinta Read	Board Member
Dr Josh Saunders	General Practitioner
Jeff Unmack	Pharmacist
Anna McIntyre	Consultant Pharmacist
Kellie Saunders	Pharmacist

Risk, Finance, Audit Committee

Richard Ainio	Chair – Board Treasurer
Steve Bruechert	C.E.O.
Malcolm Hull	Vice President Board
Simon Coope	Finance Manager
Alison Trevenen	Jnr Vice President Board
Sue Craven	Board President

Governance Committee

Karen Robinson	Board Member - Chair
Alison Trevenen	Jnr Vice President
Sue Craven	Board President

Community Engagement Committee

Sandy Campbell	Board member - Chair
Julie Moran	Life member
Loris Button	Life member
Phyllis Wright	Community member
Paul Trevenen	Community member
Monique Ford	Lifestyle Coordinator

Infrastructure and Projects

Malcolm Hull	Vice President Board - Chair
John Edwards	Board member
Steve Bruechert	C.E.O.
Ross Waddington	Quality & Compliance Manager
Wade Huges	Maintenance Manager

Medical Advisory Committee

Cleo Chisaka
Kerri Purkis
Steve Bruechert
Jacinta Read
Dr Josh Saunders
Jeff Unmack
Anna McIntyre
Kellie Saunders

Clinical Manager
Clinical Care Coordinator
C.E.O.
Board Member
General Practitioner
Pharmacist
Consultant Pharmacist
Pharmacist

Consumer Advisory Body

Alison Trevenen
Steve Bruechert
Sue Craven
Jacinta Read
Cleo Chisaka
Ross Waddington
Karen Farrington
Max Tennyson
Jean Liang
Cheryl Gordon
Louise Owen
Jane Miller

Jnr Vice President - Chair
C.E.O.
Board President
Board member
Clinical Manager
Quality & Compliance Manager
Operations Manager
Consumer
Consumer
Consumer
Consumer representative
Consumer representative



C.E. O. Steve Bruechert
presents
Alison Trevenen with
Life membership
for 3 terms
on the Board of Directors.

Our Key Personnel 2024 – 2025

Steve Bruechert
Ross Waddington
Cleo Chisaka
Kerri Purkis
Simon Coope
Karen Farrington
Gael Hanley
Wade Hughes
Andromachi Christoforou
Harrison Lockett
Monique Ford

C.E.O.
Quality and Compliance Manager
Clinical Manager
Clinical Care Coordinator
Finance Manager
Operations Manager - Admin
Admissions Officer
Maintenance Manager
Environmental Manager
Chef Manager
Lifestyle Coordinator

Volunteers

Lorraine Beaumont
Gary Clarke
Mery Drysdale
Sandra Jennings

Activities
Bus Driver
Activities
Activities

Our Community Partners

Bendigo Bank – Creswick Branch
Creswick CFA
Creswick Garden Club
Creswick – Smeaton RSL
Creswick & Clunes Pharmacy

Jeff Unmack
Kellie Saunders

Creswick Neighbourhood centre
Creswick Senior Citizens
Ochre Medical Centre

Dr. Joshua Saunders
Dr. Jacob Wilson
Dr. Kerry Hewitt

Wild and Kind Blooms

Karina Heikkila



Staff Members as of June 2025



Steve Bruechert

Jane Agnew
 Benjamin Ailey
 Alexander Ainio
 Jeevan Aryal
 Stuart Bates
 Siya Bavachan
 Taylah Booth
 Tamara Brownley-Flint
 Kayanne Carta
 Sebastian Chelatt Maxi
 Cleo Chisaka
 Andromachi Christoforou
 Janet Clarke
 Tenneill Cockfield
 Simon Coope
 Virginia Crilly
 Honey Datwani
 Leanne Davis
 Leo Di Cato
 John Dickinson
 Hyleen Dumpayag
 Ellie Exell
 Karen Farrington
 Lorna Fitzpatrick
 Monique Ford
 Kaitlyn Franklin
 Hira Gautam
 Maria Geneblazo
 Arianne General
 Jincy George
 Carol Goodwin
 Natasha Greenwood
 Janette Grimmett
 Sunita Gurung
 Gael Handley
 Wade Hughes

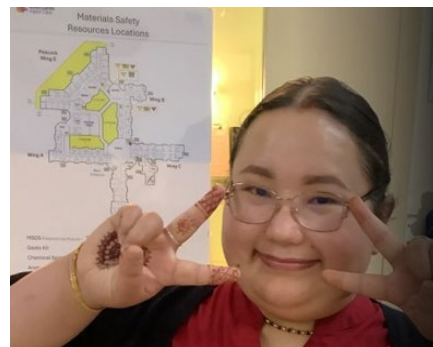
C.E.O.

Environmental
 Food Services - Cook
 Food Services Assistant
 Enrolled Nurse
 Finance Assistant
 Personal Care Assistant
 Personal Care Assistant
 Personal Care Assistant
 Personal Care Assistant
 Environmental
 Clinical Manager
 Environmental Coordinator
 Lifestyle Worker
 Environmental Worker
 Finance Manager
 Personal Care Assistant
 Personal Care Assistant
 Enrolled Nurse Coordinator
 Chef
 Maintenance
 Personal Care Assistant
 Food Services - Cook
 Administration Manager
 Lifestyle Worker
 Lifestyle Coordinator
 Personal Care Assistant
 Personal Care Assistant
 Personal Care Assistant
 Personal Care Assistant
 Registered Nurse
 Personal Care Assistant
 Food Service Assistant
 Environmental Worker
 Registered Nurse
 Admissions Officer
 Maintenance Manager

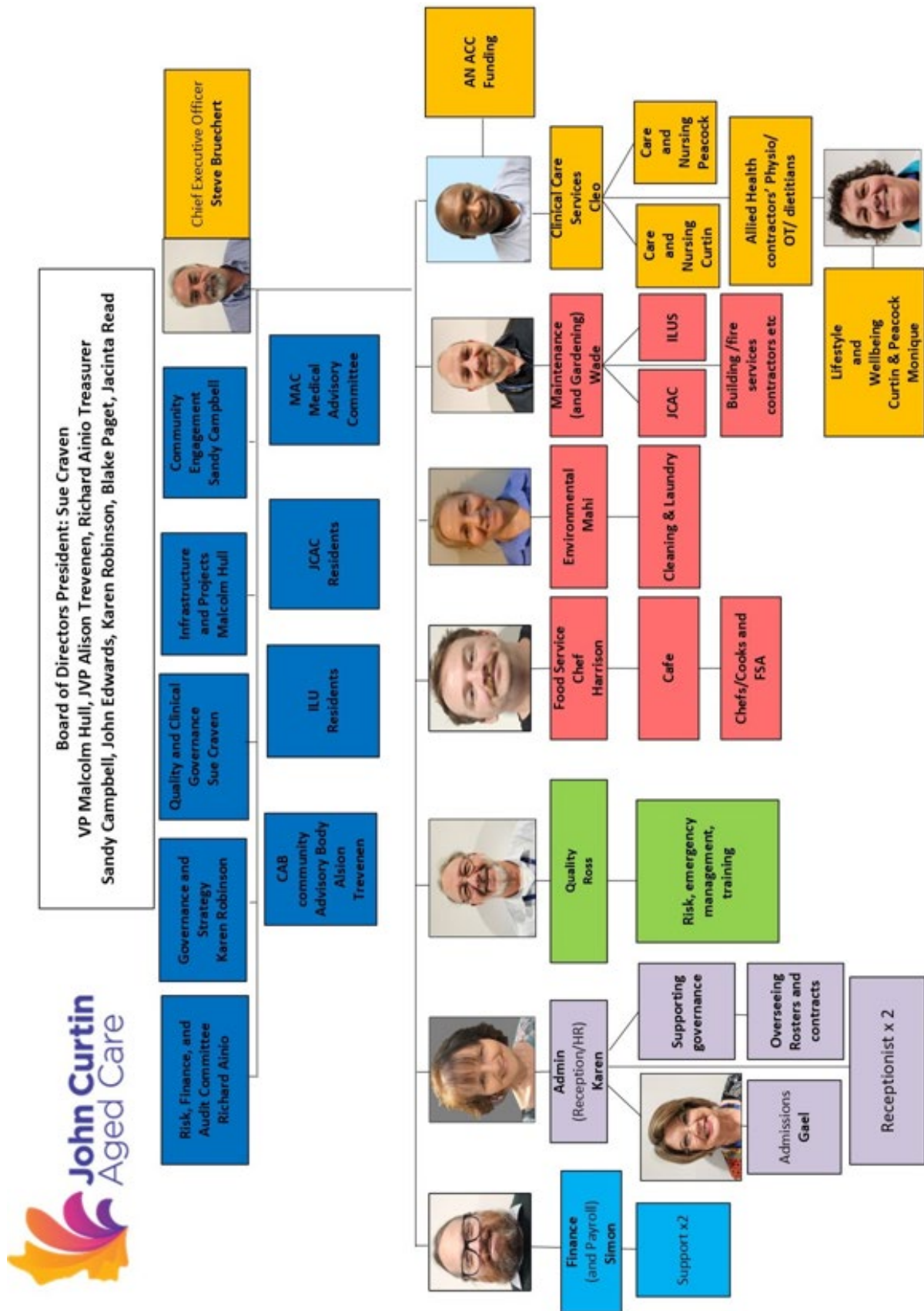
Taranpreet Kamboj	Enrolled Nurse
Ajit Karki	Food Service Assistant
Elisa Kastrup Cattaneo	Chef
Dashanpreet Kaur	Clinical Quality Coordinator
Navjot Kaur	Registered Nurse
Rupinder Kaur	Personal Care Assistant
Sandeep Kaur	Enrolled Nurse Care Coordinator
Renu Khadka	Registered Nurse
Kewal Laksam	Personal Care Assistant
Pratima Limbu	Registered Nurse
Bradley Lowe	Registered Nurse
Leeanne Lubcke	Personal Care Assistant
Moses Lytaaya	Registered Nurse
Shristi Maharjan	Personal Care Assistant
Nadia Maltzahn	Food Service Assistant
Karyn Marr	Lifestyle Worker
Julie Martin	Environmental Worker
Lauren Martin	Personal Care Assistant
Tye-Daishan Masiero	Food Service Assistant
Sabu Mathew	Personal Care Assistant
Topollo Matsetlo	Food Service Assistant
Jacob Mayes	Environmental Worker
Mark Mayhew	Maintenance /Groundskeeper
Georgia McCaughey	Personal Care Assistant
Lynrose Ndlovu	Personal Care Assistant
Tracy Newton	Food Services Assistant
Davina Norman	Personal Care Assistant
Chianuwo Nwakuwo	Personal Care Assistant
Justice Oakley	Food Services Assistant
Perpetual Okeke	Personal Care Assistant
Amy Ord	Administration Worker
Dhruv Patel	Registered Nurse
Jayde Paterson	Environmental Worker
Andrew Peacock	Maintenance Worker
Joy Pidgeon	Personal Care Assistant
Sarina Pokhrel	Personal Care Assistant
April Prenda	Personal Care Assistant
Lenie Prenda	Finance Officer
Kerri Purkis	Clinical Care Coordinator
Ayushiben Rajgor	Registered Nurse

Marcella Remedio
Beverley Rowe
Maribel Russell
Taranath Sapkota
Maree Sharp
Dakshayini Sivanantharasa
Telina Smith
Kirsty Starkey
Chloe Stockdale
Binita Subedi
Mira Subedi Gautam
Sailesh Thapa
Sara Tolhurst
Melanie Tolliday
Noelene Trezise
Ashana Tuladhar
Mihir Vaghela
Tracey Van Egmond
Melliza Villahermosa
Francois Von Burg
Ross Waddington
Benjamin Wright

Administration - reception
Food Service Assistant
Personal Care Worker
Personal Care Worker
Lifestyle Worker
Enrolled Nurse
Food Services Assistant
Personal Care Worker
Personal Care Worker
Registered Nurse
Personal Care Worker
Personal Care Worker
Personal Care Worker
Social Integration/Lifestyle Worker
Personal Care Worker
Personal Care Worker
Personal Care Worker
Environmental Worker
Personal Care Worker
Social Integration Worker/Lifestyle
Organisation Development
Maintenance/Café/Environmental



Organisation Chart as at June 2025



John Curtin Aged Care – Independent Living Units

UNIT	ADDRESS
23 C	Cambridge Street
21 D	Cambridge Street
21 E	Cambridge Street
19 F	Cambridge Street
17 G	Cambridge Street
17 H	Cambridge Street
15 I	Cambridge Street
19 O	Cambridge Street
19 P	Cambridge Street
13 J	Cambridge Street

UNIT	ADDRESS
13 K	Cambridge Street
11 L	Cambridge Street
4 A	Hill Street
2 B	Hill Street
1/8	Drummond Street
2/8	Drummond Street
1/10	Drummond Street
2/10	Drummond Street
3/10	Drummond Street



Our Mission, Vision & Value

John Curtin Aged Care remains firmly dedicated to our mission, vision and values in delivering respectful, inclusive support across our community. We take great pride in serving not only the Creswick area but also our wider district, embracing the diverse needs of both ageing clients and NDIS participants. Our strategic plan continues to serve as a clear, principled framework that guides our work with compassion and purpose.

Vision Statement

“Real choice and real inclusion for All”.

Mission Statement

“Providing the best quality, customised services for the people we support”.

Objectives

- To make a difference.
- To enhance our community.
- To ensure our staff are skilled, supported & valued.
- To ensure a strong and sustainable organisation.

Organisational Values

- Client focus – People as partners driving their service and support model.
- Quality – Striving to do our best and continually seeking to improve.
- Integrity – Treating all people with respect and dignity.
- Collaborative Relationships – Working together to achieve better outcomes.
- Ongoing Learning - Skilled and empowered staff delivering quality services.



Our Reports

Presidents Report

In my Report at the end of 2024, I mentioned that John Curtin Aged Care, (J.C.A.C.), had developed plans for the redevelopment of the older parts of the facility and had sought Commonwealth funding to undertake the project.

This year I am very pleased to announce that our Grant Application to the Commonwealth was successful, and we have received a \$13 million dollar grant toward the expected cost of \$18 million dollar redevelopment. There will be an additional 18 beds added to the residential facility, and the older parts of the original hostel will be brought up to the standard of accommodation expected in 2026.

Occupancy levels at J.C.A.C. in both the residential facility and the ILUs have remained high over the last 12 months, so there is strong demand for residential aged care in our community. The increase in bed numbers will help ease the demand on Ballarat Hospitals by providing beds for patients who can be better cared for in a residential aged care environment.

As the Treasurer will outline in his report, we are in a strong financial position with an operating surplus again this year.

We are now in the process of finalizing plans and liaising with stakeholders to begin the redevelopment project.

This year has seen significant changes to the legislative framework which regulates the aged care sector. Strengthened Standards came into effect on November 1, placing an emphasis on person-centred care for our residents. While our residents have always been at the centre of care provided by J.C.A.C., we now have to report on measures taken to ensure dignity, choice and rights are embedded in all our services and that we provide integrated, person-centred and safe care. There is a particular focus on food and nutrition with mealtime satisfaction a significant metric. An ongoing challenge is to attract a qualified and skilled care workforce for the delivery of high-quality services to our residents.

Aged care facilities can expect random audits of services provided in addition to normal accreditation procedures. J.C.A.C. is facing accreditation in 2026 and we are putting in a major effort to ensure all the required standards are met.

Further legislative change has occurred with Victorian Occupational Health and Safety Regulations amended to require management of psychosocial hazards and workforce well-being with the same diligence as physical safety. The Regulations significantly raise expectations for workforce safety, leadership conduct and organizational culture in aged care.

The prospect of a major redevelopment and the increased level of oversight of the sector has led to J.C.A.C. Board recruiting skilled members including a graduate lawyer from a Ballarat based legal group, welcome to Rebecca Clowes who lives at Clunes. We are proposing to recruit a Board member with additional skills in Project Management and are

proposing to have Jeremy Radford, who is with us tonight, join the board in early 2026, welcome Jeremy. I am pleased to say that our nine-member Board with skills in accounting, town planning, law, human resources, industrial relations, nursing and community liaison is well placed to provide high level governance for J.C.A.C. Our Board Member with qualifications in Business Administration resigned from the board to take up the Acting C.E.O. role.

J.C.A.C. is preparing to advertise for a new C.E.O., following the recent resignation of Steve Bruechert. Acting C.E.O., Karen Robinson, has provided high level professional leadership in recent months and will continue to do so during the recruitment process.

This year, we took receipt of a new bus to support our activities program, thanks to some generous support from the Creswick community. The Community engagement Committee has continued their great work organizing and hosting an event for life members early in 2025 where a presentation was made about the proposed redevelopment. A session on dealing with grief brought local community services together around John Curtin to explain and support residents and families dealing with grief. Recently we opened the gardens at J.C.A.C. as part of the Creswick Garden Lovers weekend. Once again, the beautiful gardens around our residential facility drew praise and admiration. Thank you to the great team who do such a great job to present such a wonderful environment for our residents and visitors.

Café Curtin has also proved an asset for both residents and families and the local community, with several local groups making it a destination for a coffee and snack after walks in the area.

Unfortunately, we have not yet been able to resolve issues with the I.L.U. residents. This matter has now dragged on for over 3 years. A case has been lodged at V.C.A.T. and we have sought legal advice on the best way forward. At this stage we are looking to negotiate an outcome which will meet the statutory requirements and provide a viable business model for J.C.A.C. and residents who want to take advantage of this popular form of accommodation.

There are many challenges ahead for John Curtin Aged Care as we navigate a complex regulatory environment and a major redevelopment project. We are in a strong financial position and are working hard to ensure that our service can continue to provide quality care for all our residents.

Susan Craven

President



C.E.O. Report

It has been my privilege to serve as Acting Chief Executive Officer during a time of renewal, growth and opportunity for John Curtin Aged Care. From my very first week, I have been struck by the warmth of the Creswick community, the dedication of our staff, and the genuine spirit of care that defines this organisation. This strong foundation gives me great optimism for our future.

Aged care in Australia is undergoing one of the most significant periods of reform in its history. The Strengthened Aged Care Standards, increased transparency, the uplift in clinical governance, and the new Victorian psychosocial safety regulations all form part of a national shift towards safer, more consistent and more person-centred care.

The reforms are not simply regulatory changes – they represent a cultural and philosophical transformation. They call upon organisations to reflect, refine and move forward with confidence. At JCAC, we are embracing this evolution wholeheartedly.

In my early months, I have focused on understanding the rhythms, strengths and opportunities across the organisation. What has become clear is JCAC is rich in community loyalty, commitment and compassion and these qualities will help us to forge a strong future.

This period has allowed us to identify ways to modernise and streamline our systems so that our staff are better supported and our residents continue to receive the highest level of care. These improvements enable us to prepare confidently for our future.

Key initiatives underway include:

- Refining governance and policy frameworks to reflect contemporary Standards
- Strengthening incident management and risk oversight
- Improving clarity and consistency in documentation
- Enhancing communication channels across teams
- Introducing meaningful KPIs to measure care quality, experience and performance.

These enhancements are part of a broader vision: building an organisation that is resilient, accountable, and positioned for growth.

Every decision we make begins with one simple question: *What does this mean for our residents?*

Our commitment is to ensure:

- Dignity and respect
- Genuine choice
- Safety and wellbeing
- Meaningful engagement and belonging

- Care that reflects each person's identity, history and preferences

As the new Standards emphasise, residents are not recipients of care – they are partners in it. Over the coming year, we will continue embedding this philosophy into our daily work, ensuring that residents remain the centre of everything we do.

The Commonwealth's investment of \$13 million represents far more than a building project – it is the beginning of a new era. The redevelopment allows us to:

- Modernise our environment
- Create additional capacity
- Enhance comfort, accessibility and dignity
- Align our physical spaces with contemporary aged-care expectations.

It is an extraordinary opportunity to shape the kind of future we want for JCAC: one where residents thrive, staff feel proud, and the community sees us as a vital and trusted service.

Our staff give their time, skills and compassion every day, often during challenging moments. Supporting them is fundamental to achieving excellent care. As part of this commitment, we are continuing to build a workplace that is:

- Respectful
- Safe
- Welcoming
- Consistent
- Accountable

This includes the roll-out of respectful workplace training, psychosocial safety initiatives, clearer role expectations and refined onboarding processes. These steps ensure that every staff member feels valued and supported – and that new staff stepping into JCAC experience a culture of professionalism and kindness.

We have great potential ahead of us in this new chapter of the organisation's life. My vision for the future is one of:

- Excellence – through strong governance, quality systems and a culture that embraces best practice
- Pride – in who we are, who we serve, and how we serve
- Partnership – with residents, families, staff and community
- Clarity – through measurable outcomes and confident accreditation preparedness
- Growth – as a modern, vibrant organisation ready to meet the needs of today and tomorrow

Most importantly, I see a future where JCAC continues to be a place of connection, comfort and belonging – a place where residents feel at home and where every staff member understands the profound impact they have.

I extend my sincere thanks to our staff, volunteers, residents, families and Board members for their ongoing support and dedication. Together we are strengthening JCAC for the years ahead, and I am proud to be a part of this important work.

Karen Robinson
Acting CEO



Treasurers Report

During the 2024–25 financial year, John Curtin Aged Care achieved a recurring surplus of \$490,000, placing the result at the upper end of our forecasted range. This is our second consecutive full-year surplus, following a partial-year surplus in 2022–23, and reflects our ongoing financial strength.

Since 30 June 2025, we have continued to record monthly surpluses. In total, we have now maintained a continuous positive operating result for approximately three years, giving us confidence that we are now operating at a sustainable level for our size.

A major highlight this year was securing a grant in excess of \$13 million to fund much of our planned redevelopment. In addition, we have committed \$5 million of our own funds, inclusive of bequests received in recent years, toward this project.

Despite these successes, the aged-care sector continues to face challenges: the lingering impacts of COVID, staffing shortages, and significantly increased regulatory compliance. In this context, our management team deserves commendation. They have preserved cost discipline without compromising the standard of care, while also optimising revenue wherever possible.

Reflecting on my nine years of service on the Board, I am proud of the progress we have made. We have navigated existential-level challenges without interruption to service or staffing, restored the organisation to sustainable surpluses, and now secured funding to deliver a redevelopment that will define aged care in Creswick for decades to come.

Richard Ainio

Board Treasurer.



Our Occupancy

Over the 2024–2025 year, John Curtin Aged Care has reinforced its standing as a highly sought-after facility. In our 65-bed home, occupancy peaked at 95.49% in September 2024, dropped to 87.49% in December (due to a COVID lockdown), and then recovered strongly to exceed 95% by June. This performance sits well above the sector average: according to Mirus Australia, the national aged-care occupancy rate reached 92.63% in May 2025. While slightly below this figure over the full period, (1 July 2024 to 30 June 2025), it is clear we are well on the way to achieving a strong result for 2025/2026.

Such sustained high utilisation is a powerful testament to the trust and value placed in John Curtin Aged Care by the Creswick community and the wider district.

<https://www.mirusaustralia.com/mirus-industry-analysis-mia-june-2025-edition>

Occupancy residential care (Yearly Count)

Locations All

Wings All

01 Jul 2024 - 30 Jun 2025

Location: John Curtin Aged Care

Month	Days	Perm.	Resp.	Unf.	Trans.	Short.	Capacity	Occupied	Vacant	%	Pre-Entry Leave
July	31	1777	75	0	0	0	2015	1852	163	91.91	0
August	31	1781	78	0	0	0	2015	1859	156	92.26	0
September	30	1721	147	0	0	0	1950	1868	82	95.79	0
October	31	1746	161	0	0	0	2015	1907	108	94.64	0
November	30	1631	113	0	0	0	1950	1744	206	89.44	0
December	31	1711	52	0	0	0	2015	1763	252	87.49	0
January	31	1659	105	0	0	0	2015	1764	251	87.54	0
February	28	1517	128	0	0	0	1820	1645	175	90.38	0
March	31	1782	92	0	0	0	2015	1874	141	93.00	0
April	30	1688	170	0	0	0	1950	1858	92	95.28	0
May	31	1664	183	0	0	0	2015	1847	168	91.66	0
June	30	1590	272	0	0	0	1950	1862	88	95.49	0
Total	365	20267	1576	0	0	0	23725	21843	1882	92.07	

