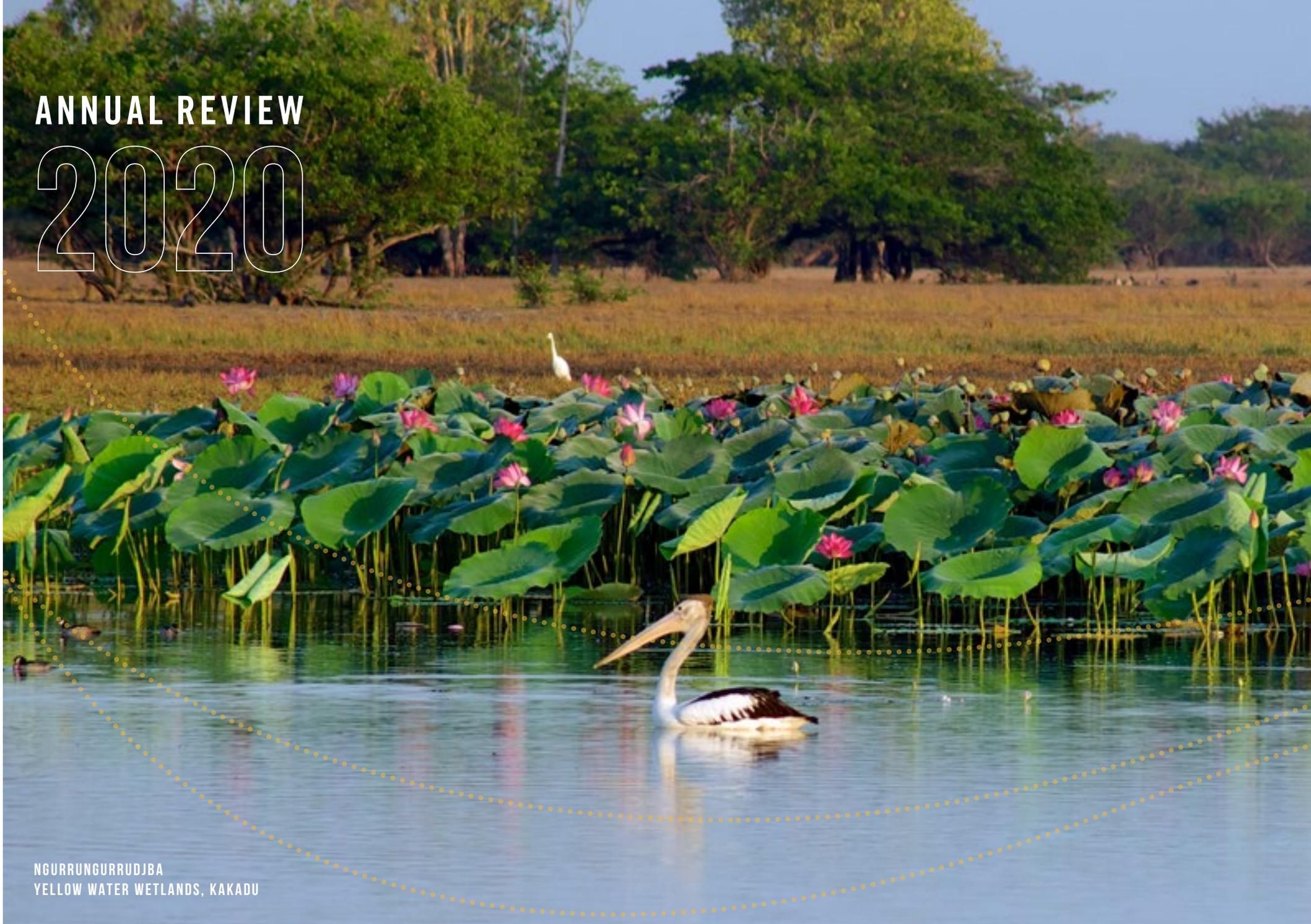




ANNUAL REVIEW

2020

ANNUAL REVIEW 2020





CONTENTS

Acknowledgement	3
Message from our Chair and Executive Director	4
Our values	6
Key achievements	7
About us	8
Our services	9
Performance against our strategic goals	14
Strategic Goal 1	15
Strategic Goal 2	18
Strategic Goal 3	20
Strategic Goal 4	22
The areas we work	25
Celebrating the people we serve	29
Celebrating our people and community	34
You can make a difference	37
Coming together through Reconciliation	38
Innovate RAP	38

ACKNOWLEDGEMENT

Australian Regional and Remote Community Services acknowledges the traditional owners of the land on which we work, live and connect to Australia's First Nations People. We draw on a rich history of compassion and empathy for those who are most in need.

While we work to affirm the rights of all people, ARRCs as an organisation and its employees, ensures proactive leadership and action to help repair the harm caused to many generations of Aboriginal and Torres Strait Islander Peoples through past injustices, government policies and social attitudes. We understand the importance of belonging, particularly for those with ancestral connections to this country.

Warning: This document may contain images and names of deceased persons.

MESSAGE FROM OUR CHAIR

2020 was an unprecedented year for ARRCS, marked by significant disruption due to the COVID-19 pandemic and operating challenges common to Australia's entire regional and remote aged care sector.

The Board and I are, however, very pleased with the progress ARRCS made during 2020 towards achieving its four strategic goals, and are confident that ARRCS is well positioned to achieve an even greater social impact across regional and remote communities over the year ahead.

I regularly remark to our ARRCS employees and volunteers of the selfless heart of service that is so clearly observable when visiting our facilities and services across the Territory. In 2020 this heart of service was thrown into sharp relief again by the way our people responded to COVID-19.

Consistent with our strategic goal "To Collaborate With Others", the pandemic clearly revealed a prevalent organisational culture of collaboration, adaptation, creativity and robust clinical governance, which is so crucial to achieving our long-term aspirations for ARRCS.

Measurable headway was also made in 2020 towards improving the organisation's sustainability. Enhanced community engagement and an improved Community Care structure were two key highlights, and place ARRCS on a stable

footing to adapt and meet the evolving needs of these clients in the future.

There were also early improvements made to skills development and training for the ARRCS workforce. Although work in this area was constrained by COVID-19 restrictions, the professional development and training needs of the workforce were met and we are confident that in 2021 these will be further enhanced.

Working in partnership with Indigenous communities across the Territory to 'close the gap' is intrinsic to the mission of ARRCS. In 2020 the expansion of the organisation's Troopy Program and a significant increase in the number of Aboriginal Liaison Officers were terrific achievements, and we remain strongly committed to continuing our work in 'closing the gap' in 2021.

The Board and I thank the management team and our people for their tireless work in 2020 and reaffirm our commitment to continue improving the quality of life for ageing Territorians through the provision of high-quality person-centred care in 2021 and beyond.



Craig Barke
Board Chair

MESSAGE FROM OUR EXECUTIVE DIRECTOR

ARRCS is fortunate to have an incredible team of 731 employees who have worked tirelessly through what has proven to be a challenging year for everyone. Even though COVID-19 numbers have been low in the Northern Territory, the impact on our services has been equally as challenging.

We thank the ARRCS Leadership team for navigating us through these difficult times and all ARRCS employees for continuing to put the needs of the people and communities we serve, first.

Our response to the COVID-19 pandemic has brought changes in our model of care to home-based respite and social support, including weekly well-being checks and prioritising the safety and health of our community clients experiencing isolation.

We also provided additional meals through our School Nutrition program and expanded the Meals on Wheels service to provide essential personal items for clients who could not leave their homes. In addition, we implemented the CareApp through residential care to keep our residents connected with their loved ones

while complying with residential access guidelines.

During National Reconciliation Week 2020, we launched the ARRCS Innovate Reconciliation Action Plan (RAP) 2020-2022 which continues our Reconciliation journey. This plan builds on the work completed in our Reflect RAP and aims to go above and beyond in the work we do with Aboriginal and Torres Strait Islander people and communities to genuinely build impact and support self-determination.

I look forward to continuing to build our relationships and partnerships respectfully, side by side, knowing that everyone brings experiences, culture and skills to the table which ensures our journey together is stronger. Supported by UnitingCare and the Uniting Church in Australia Queensland Synod, we will continue to deliver our mission to serve the Northern Territory with compassion and cultural integrity, ensuring people and communities are empowered and supported to live full and flourishing lives, regardless of their individual circumstances.



Cathy Thomas
Executive Director

OUR BOARD

ARRCS' Board members bring together an array of skills and experience in financial management, government, not-for-profits, the legal profession and business. They share a passion for community, building partnerships, and creating choice and opportunity so people can live life in all its fullness.



Craig Barke

Board Chair

Craig was appointed Chair of ARRCS in 2019 and Chief Executive Officer of UnitingCare Queensland (UCQ) in 2017.

He is a Certified Practising Accountant with an MBA and has extensive experience in financial management roles. Prior to his current roles, Craig was the CEO of Scenic Rim Regional Council and was a former member of the Queensland Urban Utilities Establishment Committee. Craig held a position on the UCQ Board from 2011 and the position of Chair from 2014 until 2017. Craig is passionate about improving the lives of disadvantaged youth and children in the community and is actively involved in the foster care system, as well as being an active member of the Uniting Church.



Heather Watson

Board Member

Heather joined the ARRCS Board in 2014. She is a lawyer with more than 30 years in legal practice, with multidisciplinary legal and governance skills. Heather is passionate about improving governance, particularly in the non-profit sector. She is currently Principal Lawyer and Director of Watson Advisory and Consulting Pty Ltd and Non-Executive Director or Chair of a variety of organisations, including: Uniting Housing Ltd; Uniting in NSW, ACT VIC and TAS; Epic Good Foundation, among others.



Cheryl Herbert

Board Member

Cheryl joined the ARRCS Board in February 2020, and brings extensive experience at both an Executive and Board level. She has held CEO, Chair, and Non-Executive Director positions across the health sector, including Health Australian Communities, Children's Health Queensland Hospital and Health Service, Lives Lived Well, Spiritus and Peach Tree Perinatal Wellness Inc.

Cheryl has qualifications in nursing and midwifery and is a Fellow of the Royal Australian College of Nursing Australia, a Fellow of the Australian Institute of Company Directors, and an adjunct Professor of the University of Queensland.



Stephanie Harvey

Board Member

Steph joined the Board in September 2019. A Bidjara woman from Queensland, Steph is a third sector leader with a career that spans government, community and not for profit. She has experience working with First Nations peoples in Australia and internationally. Steph is CEO of Community First Development, a Director of The Healing Foundation, and Member of the Charity, Philanthropy and Fundraising Advisory Group to the National COVID-19 Coordination Committee. Steph was a judge for the Telstra Business Awards and Telstra Business Women's Awards. She has qualifications in business and is a Member of the Australian Institute of Company Directors and the Australian Institute of Management. Steph is passionate about the rights of vulnerable people and committed to social and economic equity and the principles of self-determination.

OUR VALUES

As an outreach of the Uniting Church, we believe that our values are fundamental to the work we do.



Compassion

Through our understanding and empathy for others we bring holistic care, hope and inspiration.



Respect

We accept and honour diversity, uniqueness and the contribution of others.



Justice

We commit to focus on the needs of the people we serve and to work for a fair, just and sustainable society.



Working Together

We value and appreciate the richness of individual contributors, partnerships and teamwork.



Leading Through Learning

Our culture encourages innovation and supports learning.



ARRCS RESIDENT
RICHARD HOWARTH AND
CARER JANNATUN NOOR

KEY ACHIEVEMENTS



More than **3,500 people** receiving care annually, from the very young to the elderly.



7.4% of employees identify as Aboriginal or Torres Strait Islander.



15 community programs delivering services across the Northern Territory.



Travelled over **929,849 kilometres** in a fleet of **54 vehicles** caring for remote communities.



Over **148,110 community visits** made to Northern Territorians.



22 children attending childcare in Mutitjulu.



731 employees caring for Northern Territory communities.



479 people receiving care in **10 residential aged care facilities**



Invested more than **\$3.8 million** in capital projects.

ABOUT US

Australian Regional and Remote Community Services (ARRCS) provides care and support to people in regional and urban communities, through the Northern Territory and beyond.

The Uniting Church in Australia has a long and established history of providing support to people living in regional and remote Australia with aspirations to improve their quality of life.

Its work began in 2014 under what is today Frontier Services, who had a long legacy history as an expression of the mission of the Uniting Church in Australia.

Now, proudly part of Uniting Care and reorganised and expanded under a new governance model, ARRCS is proud to continue this expression of the Uniting Church's mission and its ongoing commitment to serve and support those who are most vulnerable — further improving the health and quality of life for Australians living in regional and remote areas of the Northern Territory.

Today, our commitment remains stronger than ever.

We provide support to people in Darwin, Alice Springs, Tennant Creek, Katherine, Mutitjulu and Kaltukatjara (Docker River) through

residential and community aged care services, disability services, childcare, regional home care services, and school nutrition programs.

All services are delivered in line with our ARRCS values and in partnership with First Nations Elders, community members and the people we serve, and with deep respect for Aboriginal and Torres Strait Islander people and their connection to country.

The ARRCS Board approves the strategic direction and guides the management of ARRCS in achieving its strategic objectives and is responsible for its good governance.

The ARRCS Board annual accounts are independently audited and consolidated in the UnitingCare Queensland annual accounts.

ARRCS is a registered Charitable Public Benevolent Institution and reports to the Australian Charities and Not-for-Profits Commission annually.





◀ ARRCS CARER
RAVNEET KAUR WITH
TERRACE GARDENS
RESIDENT BRIAN
SIMMONDS



◀ ABORIGINAL
LIAISON OFFICER
LES HUDDLESTON
WITH JUNINGA
RESIDENT BOBBY
BIGMAL

OUR SERVICES

AGED CARE SERVICES

Residential Aged Care

ARRCS offers a range of trusted permanent and flexible residential aged care options in our cities, towns and communities that support our residents' background, life experience and culture. These homes provide culturally informed, high-quality, person-centred care to older Aboriginal and Torres Strait Islander and non-Indigenous people.

Ten residential aged care homes are available across Alice Springs, Darwin, Kaltukatjara (Docker River), Katherine, Mutitjulu and Tennant Creek.

Flexible residential care is offered at facilities in Tennant Creek,

Kaltukatjara (Docker River) and Mutitjulu as part of the National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFAC).

Residential Respite Care

Residential respite care is provided to people living at home for short stays in our ARRCS residential aged care homes. This care can be planned (for example to enable a carer to take a break or go on a holiday), or can be provided in an emergency, where we support people at short notice, so they can get the assistance they need until their normal routine resumes.

COMMUNITY CARE SERVICES

ARRCS provides a range of home care services to people in the Northern Territory taking into account the needs and culture of all people.

Centre-Based Respite

Our community centres run regular structured day programs that include excursions, outdoor and indoor activities, and holiday activities. During these visits our trained respite workers perform client assessments and develop needs-based programs to enhance quality of life and provide opportunities for community contact and home services.

Nursing

We provide high-quality nursing care to assist people in the community to remain as independent and healthy as possible. Nurses visit client homes to treat and monitor medically diagnosed clinical conditions; review, administer and monitor medications; provide personal hygiene and grooming; and conduct dementia and social support assessments.

▶ ARRCs CARER PATRICIA SPICER WITH JUNINGA RESIDENT INGRID MULURLIBA



Allied Health Services

At ARRCs, we help people improve their independence via the following services.

Occupational therapy

Assisting clients with activities of daily living by working on cognitive, physical or social problems and advising on specialised equipment, such as walking frames and other aids to support mobility.

Physiotherapy

Assisting in diagnosing and treating movement conditions, relieving pain, improving strength

and restoring limb function after illness or injury, managing chronic conditions and learning how to use new equipment, such as wheelchairs and other mobility aids.

Podiatry

Assisting in the prevention, diagnosis and rehabilitation of disorders of the feet and lower limbs to manage mobility and comfort.

Speech therapy

Supporting clients with communication, chewing and swallowing difficulties as a result of a stroke or other health events.



Health Support

Dementia management/care

Our contract to deliver Dementia Services Australia in the Northern Territory came to an end in June after many successful years in partnership with Hammond Care. Plans are under way for continued collaboration to support the development of our own specialist dementia care workforce within ARRCs.

Diabetes management

We work with people in the community to help them understand and manage the challenges associated with diabetes by providing information and support, counselling and seminars, assistance in choosing the right exercise and diet, as well as managing pain and medications.

Hydrotherapy

Our hydrotherapy service at the Fred McKay Day Therapy Centre specialises in aged care and disability support, improving mobility and helping with rehabilitation, pain relief and relaxation. It is delivered by a qualified physiotherapist in our comfortably heated hydrotherapy pool.

◀ **CLINICAL NURSE EARANKA DHAKAL**
ASSISTING A RESIDENT

Palliative care

We provide holistic, culturally appropriate palliative care and support, assisting in home nursing and equipment, pain and symptom management, respite for carers and bereavement support.

Home Services

Home maintenance/modification

Our home modification and maintenance services assist people in the community to feel confident that their surroundings are safe, well maintained and easy to navigate by installing equipment such as easy-access taps, bath rails or shower hoses; creating access solutions, such as ramps; sourcing technological devices that can help with daily tasks, mobility, communication and personal safety; and general maintenance such as keeping smoke alarms, light bulbs and taps in working order.

Domestic Assistance

We help the community retain independence in their own home by assisting with domestic activities and household tasks, including dusting, vacuuming, sweeping, mopping, washing dishes, cleaning bathrooms and doing the laundry.



▲ TERRACE GARDENS RESIDENT BERYL EVES
SUPPORTED BY CARER CHIRAGKUMAR MYSURIA

Meals

We support people in the community with meals and grocery shopping so they can enjoy a healthy, balanced diet, according to their own tastes. Our staff help prepare meals, assist with grocery shopping, and provide ready-made meals to people in their homes or at one of our centres.

Transport

Our transport services assist people in the community with travel or transport by driving people to

medical appointments and social activities, helping people manage public transport and providing taxi vouchers.

Social activities

We support people to stay connected to friends and the community through social activities such as one-on-one interactions in the home, outings with others, trips to the movies or cafes, library visits, council activities, social shopping, second-hand shops or community art classes.

Carer support

We co-ordinate support groups to provide carers with an opportunity to meet other carers, to help build skills to care for a person living with dementia, continence issues or other problems, and to learn to care for themselves.

Sometimes carers may need a few hours off to tend to some of life's tasks, or simply time to relax. Our in-home respite provides assistance with light household duties, personal care, shopping and meal preparation.

Our professional staff can come to the home when needed, so the person needing care can remain in familiar surrounds or we can take them out on a day trip or social engagement.

NDIS CARE

ARRCS is proud to be a registered NDIS provider.

This means we meet the highest standards required by the NDIA to deliver services and support to people who have their plan managed by the NDIA, as well as those who self-manage or use a third party.

ARRCS partners with people in the community to help them manage

their NDIS plan and budget, assisting them to pay providers for disability support from their NDIS funds. We help people in the community to understand the NDIS and their NDIS plan, access the opportunities their NDIS plan offers, identify providers to help achieve client goals and engage with informal, mainstream, community or funded supports.

CHILDCARE AND SCHOOL NUTRITION

ARRCS works with local parents to provide childcare for the Mutitjulu community.

We follow an emergent curriculum and provide a welcoming and respectful environment for parents and children.

We also work closely with School Liaison Officers to provide nutritious food, delivering breakfast, morning tea, lunch and fruit to students attending schools in and around Alice Springs and in Mutitjulu.

▶ ABORIGINAL LIASION OFFICER LES HUDDLESTON
WITH TERRACE GARDENS RESIDENT JOYCE
DJABURRU AND CARER HELLEN LAUBSCH





PERFORMANCE AGAINST OUR STRATEGIC GOALS

1

To collaborate with others to deliver high-quality, person-centred services in regional and remote Australia

2

To be a leading sustainable organisation

3

To have a skilled and supported workforce

4

To work in partnership with Indigenous Australians towards 'closing the gap'

STRATEGIC GOAL 1

To collaborate with others to deliver high-quality, person-centred services in regional and remote Australia.

We support care recipients and carers who may be experiencing disability, mental health concerns, and people who need aged care support through working with communities and partnering with Government, regional support providers and health practitioners.



▲ JUNINGA RESIDENT VERONICA MARRAR

Delivering high-quality care during a global pandemic

From March 2020, when the COVID-19 crisis hit, ARRCs leadership has worked closely with the Commonwealth and Northern Territory Government Department of Health to ensure the safety of all ARRCs aged care residents and community (in-home) clients.

We maintained services for residents in our residential aged care (RAC) homes while responding to government health directives that involved additional operational requirements in keeping our residents and staff safe. This included facilities going in and out of lockdown; introducing screening of all visitors and staff; additional cleaning requirements; and mandatory vaccinations for all personnel entering RACs.

As a result, we received enormous positive feedback from customers and their families for maintaining care and connection, managing risk and ensuring people's rights.

We adapted our model of care to ensure the safety and well-being of our community clients experiencing isolation during COVID-19, by providing home-based respite and

social support, including weekly welfare checks, individualised support, and an essential grocery shopping service.

We also provided additional meals to school children in Alice Springs, Mutitjulu and Hermannsburg, and expanded the Meals on Wheels service to provide essential personal items for clients who could not leave their homes.

In addition, we implemented CareApp in our residential care homes to create a connection with residents and their families while isolated from one another; allowing residents and staff to share photos and stories about their activities and their day with their family members.

We are so proud of our teams, as they expertly donned and doffed their personal protective equipment, completed additional courses, held test scenarios, practised lockdown procedures and successfully implemented the ever-changing visitor restrictions, infection control and social distancing requirements across our region.

Getting creative to reduce social isolation in residential aged care facilities

For some time, as part of its ongoing strategy, ARRCs has been working on addressing the issue of loneliness and social isolation among its community and residential clients. But when COVID-19 placed restrictions on visiting hours and visitor numbers in our ARRCs facilities, our staff knew they had to become even more creative in helping to keep our residents connected.

Tamra Bridges, Group General Manager for Aged Care and Community Services, Regional and Remote and ARRCs, said isolation and loneliness can have a similar impact on someone's health and mortality as high blood pressure, obesity, and smoking.

'We've always been focused on ensuring our residents feel engaged, respected and loved.

It was vitally important that we continued this essential work as part of our response to the COVID-19 crisis,' said Tamra.

The residents at the ARRCs Old Timers Village have been using video chat to stay in touch with their families and friends.

'It's not easy to engage people in care environments using this technology. It takes a great deal of commitment from our staff and family members, and depends on the cognitive ability of the resident and their attitudes to technology,' said Tamra.

'Our staff are doing a great job, helping residents and their family members to develop the skills and navigate the digital world with confidence,' she said.

At our Katherine Hostel, residents have been writing letters back and forth with students at the Katherine South Primary School.

Forming connections and teaching the school students about their lives, past experiences, and how different things were for them growing up. The students have been avidly writing, drawing pictures and sending photographs to our residents who in turn have replied with life stories, words of wisdom and short videos of themselves.

For the residents who are unable to write, the Katherine Hostel team has transcribed their stories and read their responses back to them.

Residents are looking forward to meeting their pen pal in person once it's safe to do so, allowing the opportunity for both generations to continue to learn from one another.

"I'm really proud of the way the ARRCs staff are dealing with the challenges to maintain those essential connections for our residents; while being vigilant about safety and social distancing rules," Tamra said.



▲ ARRCs STAFF MEMBER LUCY WITHERS WITH ARTWORK AND LETTERS SENT TO KATHERINE HOSTEL RESIDENTS

Improved clinical governance

This year ARRCs made great advances in further improving its approach to clinical governance.

One improvement included the development and implementation of its new Care Governance Framework. The Framework sets the fundamentals for person-centred care and sound organisational management, articulating individual responsibilities, accountability arrangements and reporting requirements to facilitate the best possible outcomes for our residents and clients.

Wendy Hubbard, General Manager of ARRCs, said every person in ARRCs had a responsibility to deliver on safety and service excellence.

“For this reason, the Framework is designed to be accessed and used by everyone from frontline staff and volunteers, through to team leaders, managers, executives and Board members,” she said.

The framework concentrates on six key areas, including

leadership and culture, client and family partnerships, workforce capability, practice based on best evidence, risk and adverse event management as well as standards monitoring and compliance.

We have also commenced an interim method of reporting incidents and the preparation for the development and implementation of Riskman — a customised adverse event monitoring and reporting system — that will be rolled out in 2020-2021. This system will be implemented at both a local and regional level providing automatic escalation of reportable and serious incidents, with routine meetings to review and monitor changes to care.

In addition, preparations have been carried out this year for the implementation of Electronic Medication Charts in our Alice Springs aged care homes to occur in 2020-2021. These charts are already used successfully in our Darwin facilities to make medication provision safer for our residents.



STRATEGIC GOAL 2

To be a leading sustainable organisation.

We are committed to delivering long-term value by operating responsibly in the ecological, social and economic environment.



▲ ADVISORS RUTH BANDIYAL MUNUNGGURR AND DJAPIRRI MUNUNGGURITJ

Nhulunbuy community engagement

A new 32-bed aged care home will be built in Nhulunbuy in 2020-2021.

This \$26 million, first-of-its-kind facility will resemble an eco-resort more than a traditional aged care facility and is the result of ongoing campaigning and lobbying to ministers particularly by sisters Ruth Bandiyal Mununggurr and Djapirri Mununggurritj.

As initial advisors for the development, both Ruth and Djapirri have helped launch an inclusive community engagement program for the design and build of this facility, involving an extensive list of both First Nations and non-First Nations stakeholders in the area.

Both sisters are highly qualified and experienced in their advisory roles. Ruth has worked in primary health services for 32 years. She holds a Diploma in Aboriginal Health with her work extending from the Gove Hospital where she worked as an advisor and interpreter with medical and nursing staff. She was a Senior Health Worker for Miwatj and a trainer at Homelands. Ruth also sits on the MIKAN Board.

Djapirri works for a local Indigenous health provider providing guidance

and support to First Nations' clients facing adversity. She also supports Culture College, a Learning on Country program for interstate students, and is advising in the development of a new First Nations' school in the region. Djapirri sits on the Board of Gumatj and is the original member of the Yothu Yindi Foundation Board. She has also worked with the Australian Government Department of Prime Minister and Cabinet in an advisory capacity.

While contractors were welcomed on site by traditional owners in 2020, engagement is still ongoing. Major events and numerous meetings with traditional owners have taken place over the last year with the most recent meetings being held with Indigenous Elders to consider colour schemes for bedrooms and shared spaces, design themes for the Palliative Care unit, and the new name for the facility.

Wendy Hubbard, General Manager of ARRCS, said ARRCS is committed to working together and building strong partnerships within the community to achieve shared value. This project is a

great example of that and has highlighted the work of the Community Engagement Project Officer, Therese Marchesi, who has worked diligently and relentlessly to ensure community involvement at every step.

“Both Ruth and Djapirri have worked tirelessly to support their community with this endeavour and are finally seeing their reward for effort,” Wendy said.

“I commend and thank them both,” she said.

A more efficient structure for Community Care

ARRCS is committed to providing quality services in a financially sustainable way and we are constantly seeking innovative ways to provide our services effectively and efficiently.

While the Northern Territory is a large area, with diverse cultures and needs, there are many business-related commonalities that we are able to draw upon to improve financial efficiency.

One example of this is within our Community Care offering.

In recent years, ARRCS Community Care programs have grown substantially so in 2019-2020, we took stock of what we were providing in the community and how our resources could be better organised to ensure more face-to-face services.

As a result, we are now developing a new, more efficient structure to support community clients (for implementation in 2020-2021) that will see Territory-wide management and administration to support local care and support for our clients and participants.

In this way, we anticipate that significant savings will be made which can be re-invested into our care staff and in providing new services such as maintenance and clinical nursing.



▼ SOLAR PANELS HAVE BEEN INSTALLED AT THREE ALICE SPRINGS AGED CARE HOMES

Honouring our commitment to caring for the environment

ARRCS is determined to protect the environment and use energy and resources wisely. We recognise that reducing our carbon footprint and becoming more efficient – using less energy and water and producing less waste and emissions – are essential to our clients, residents, patients and employees.

As part of this ongoing commitment, a review was conducted in 2019-2020 of our ARRCS fleet vehicles resulting in a planned transition to hybrid vehicles to replace our existing ageing fleet. This will reduce our carbon footprint and costs of travel to support our consumers across the region.

Another environmental initiative implemented this year was the replacement of plastic containers used in our Meals on Wheels Programs in Mutitjulu.

With 60 meals a day being delivered to our clients, transitioning to biodegradable packaging has meant we are further reducing waste within the community.

In addition, ARRCS has received funding from the Department of Health to install solar panels to all three of its Alice Springs residential aged care facilities. These solar panels will reduce the costs of powering our facilities whilst simultaneously reducing our carbon footprint.

STRATEGIC GOAL 3

To have a skilled and supported workforce.

Our clients are cared for by a workforce they know and trust, made up of people who are supported, trained and accountable.

Our staff and volunteers are compassionate and knowledgeable members of the local community, who are committed to providing the highest personalised care and support.



▲ OLLIE BRADLEY PREPARING MEALS IN THE JUNINGA KITCHEN

Investing in our HR systems

In 2019-2020, ARRCs was fortunate to receive a \$40,000 Human Resource and Business Grant from the Northern Territory Primary Health Network to implement an Online Induction and Compliance System across our business.

Scout Talent, an Australian-based company with a suite of training and recruitment software products, was chosen to provide and implement their Learning Management System, Scout Learning.

A cloud-based application with more than 20,000 self-directed learning packages and competency assessments, Scout Learning will allow us to improve workforce capability by meeting the learning and development needs of all of our staff.

ARRCS staff will now be able to upload their own self-directed learning packages across a range of subjects including wound care management, leading teams and financial management.

This learning system opened to all ARRCs staff in February 2020.



◀ SHAHRIAR RIFAT IN THE ALICE SPRINGS OFFICE

Supporting our staff with ongoing training

Despite limitations being placed on our staff education models this year as a result of COVID-19, ARRCs continued to ensure the training needs of our staff were met.

Specialist trainers provided 'Train the Trainer' skills training to senior clinical staff across the Northern Territory.

Manual Handling trainers received one-to-one training in Darwin and Alice Springs with 18 staff travelling from all our facilities to gain valuable

insights into training content and techniques – taking their knowledge back to their own sites to share.

Disability training was provided for both community and residential staff in Darwin, Alice Springs and Katherine, and the certificates gained are transferrable should staff wish to work in different fields of disability services in the future.

Dementia and behavioural issues are always challenging in our facilities and keeping up with

the latest tips and techniques is essential. Terrace Gardens hosted a Positive Behaviour Intervention Workshop, which many of our staff were able to attend. A multiple-week Meaningful Engagement Mentors Program was conducted through the Centre for Dementia Learning, enhancing the skills of our staff, and we partnered with Dementia Services Australia to develop local champions at each of our sites to embed learnings about Indigenous Dementia.

In addition, of course, during this difficult year, Infection Control training was on-going. Staff were not only trained by our own experts but they were also able to participate in PPE training offered at each of our sites provided by the Australian Medical Assessment Team – a team who had been in Victoria at the height of the pandemic and shared their wealth of learnings with us.

▼ SUPPORTING STAFF WITH ONGOING AUSMAT TRAINING IN DARWIN



▼ SUPPORTING STAFF WITH ONGOING AUSMAT TRAINING IN DARWIN



STRATEGIC GOAL 4

To work in partnership with Indigenous Australians towards 'closing the gap'.

Guided by our vision for Reconciliation, we believe that all Elders deserve culturally appropriate care, living and dying closer to home with the support they deserve. We regularly engage with Elders across the Territory to ensure we continually improve our culture-based care.



▲ ELDERS ON COUNTRY

Expansion of Troopy Program

With Indigenous Australians making up a significant proportion of our customer base, engaging with Indigenous Elders and implementing culturally appropriate care is a major priority for ARRCs. In 2019-2020, we worked to further improve this care by expanding our Troopy Program.

The Troopy Program provides respite for carers, as well as our community in-home care clients and aged care residents, and during this year we committed to expanding this program to provide services to a greater area as well as addressing several service delivery gaps identified in remote communities.

When ARRCs inherited the Troopy Program in 2014, there were two Troopy carriers to facilitate this program. Now six years later, we have four vehicles that travel the expanse from Alice Springs to all of the cardinal points within central Australia, including Katherine, Darwin, Tennant Creek and Mutitjulu.

Breath Clifton, ARRCs Troopy Program Development Coordinator, said the Troopy Program was more than just driving old people on to Country.

"The program has shaped itself with its compassionate and culturally sensitive programs where Indigenous Elders become story books and the land the author," Breath said.

"The feeling of driving on to Country is a reflective and purposeful process and with this there is an influx of emotions, challenges and rewards."

Breath said every Troopy trip is different, where sometimes old men sit around the fire and talk story, or an old stockman sits in the passenger seat to let the wind sweep over his face, or a group of old people who have known each other since they were very little cook a kangaroo in a river bed.

"There is a sense of comfort in their relaxation and sharing memories," he said.

"It is a privilege to be a part of it."



Increase in number of Aboriginal Liaison Officers

This year ARRCs went further in partnering with Indigenous Australians towards 'closing the gap' by increasing the number of Aboriginal Liaison Officers (ALOs) employed to support our residential aged care facilities.

This role commenced in March 2020, and it is anticipated that

there will be an ALO appointed in each ARRCs location and across remote services in 2020-2021 to create greater understanding between residents and the staff who care for them.

The Aboriginal Liaison Officer role is aimed at establishing a connection with our new Aboriginal and Torres

Strait Islander residents and to liaise with family members — making both feel welcome to the facility.

They also act as a conduit between the resident, their family and care staff to understand their cultural needs and integrate their community cultural needs into the facility using a 'Walking in Two Worlds' approach.

This ensures we appreciate the needs of our Indigenous residents and they also understand the Aged Care Quality requirements we must provide in our residential facilities.

Since this role's inception, we have appointed a permanent role in Darwin to cover Darwin and Katherine, and in Alice Springs to cover the three facilities there.

We have had some exceptional appointees at our remote sites and all ALOs have been able to translate the various needs and hopes of our residents into action, including plans to have residents visit family on Country, inclusion of kangaroo tail and other Aboriginal traditional foods into menus, and residents playing their own music with clapsticks and didgeridoo.



◀ JUNINGA RESIDENTS BOBBY BIDINGAL AND STEPHANIE NGANJMIRRA LISTEN TO THE DIDGERIDOO PLAYED BY LES HUDDLESTON ALO.

THE AREAS WE WORK

ALICE SPRINGS

The Aboriginal Arrernte people are the traditional custodians of Alice Springs and the surrounding region. Mparntwe is the Arrernte name of Alice Springs.

Arrernte stories describe how the landscape surrounding Alice, including the MacDonnell Ranges, was created by the actions of their ancestors, the caterpillar beings Ayepe-arenye, Ntyarlke and Utnerrengatye.

With a population of approximately 29,000 people, Alice Springs is home to ARRCs':

- Community Care Central
- Flynn Lodge
- Fred McKay Day Therapy Centre
- Hetti Perkins Home for the Aged
- Old Timers Village
- ROST Alice Springs — McNair House
- ROST Alice Springs — St Vincent Welch Cottage
- School Nutrition Program



▲ JUNINGA RESIDENT
GERALD MIRRIYOWAN

DARWIN

The traditional owners of Darwin are the Larrakia (saltwater) people. Larrakia country runs far beyond the municipal boundaries of Darwin, covering the area from the Cox Peninsula in the west to Adelaide River in the east.

The Larrakia people established the first trade routes in the region, trading with the Tiwi, Wagait and Wulna people as well as with Indonesian fishermen.

Their stories, songs and ceremonies echo the strong connection and understanding they have with the saltwater country. Darwin has a population of approximately 150,000 people.

ARRCS services this community via:

- **Community Care**
- **Support Services**
- **ROST Darwin — Respite House**
- **Terrace Gardens**
- **Juninga Aged Care**

KALTUKATJARA — DOCKER RIVER

Docker River is located 670 kilometres west southwest of Alice Springs near the Western Australia border. The original Aboriginal name for Docker River was Kaltukatjara and it is still used locally today.

Following the relocation of Pitjantjatjara people from the region to Areyonga in the 1920s, many traditional owners returned to their homelands in the late 1960s and along with others from the community of Warburton, make up

the approximately 440 people that live in the community today.

ARRCS offers aged care and community care services in Kaltukatjara via:

- **Tjilpi Pampaku Ngura Flexible Aged Care and Community Care**



▲ JUNINGA RESIDENT ROSEMARY GONDARRA WITH ARRCs NURSE JENNY MESSELL



▲ TERRACE GARDENS RESIDENT LYNETTE DELANEY WITH ARRCs CARER SELINA MUIR

KATHERINE

Katherine marks the point where the traditional lands of the Jawoyn, Dagoman and Wardaman Aboriginal peoples converge and has been a meeting place for Indigenous people for many thousands of years, and remains so today. The Katherine region has a population of just over 24,000, with 60% of this population identifying as Aboriginal and Torres Strait Islander.

ARRCS services in Katherine include:

- Katherine Hostel
- Rocky Ridge Nursing Home
- Katherine Community Care



▶ TERRACE GARDENS ARRCs
CARER THRINLAY TOBDEN WITH
RESIDENT PETER HURLEY

MUTITJULU

Mutitjulu is the name of the small Aboriginal community located inside the boundary of the Uluru-Kata Tjuta National Park, in the shadow of Uluru. It is named after the Mutitjulu waterhole located at the base of Uluru.

The Mutitjulu community is home to Pitjantjatjara, Yankunytjatjara, Luritja, Ngaanyatjarra and other Aboriginal people. The main languages spoken in the community are Pitjantjatjara,

Luritja and Yankunytjatjara. It has a population of approximately 320 people with nearly 80% identifying as Aboriginal or Torres Strait Islander.

ARRCS services in Mutitjulu include:

- **Mutitjulu Community Care**
- **Mutitjulu Itiku Munu Tjitjiku Ngura Childcare**
- **Nganampa Ngura Mutitjulu-nya Flexible Aged Care**

TENNANT CREEK

Tennant Creek is a remote Northern Territory town shaped by Aboriginal culture, gold mining and pastoralism. The surrounding area is called the Barkly Tablelands, a region characterised by wide grassy plains, endless blue sky and massive cattle stations.

The traditional owners of the area surrounding Tennant Creek are the Waramungu people living on Patta land. The population of Tennant Creek is approximately 3,000 and is serviced by ARRCS':

- **Pulkapulka Kari Flexible Aged Care**
- **Barkly Community Care**



▲ MUTITJULU RESIDENT REGGIE ULURU



CELEBRATING
THE PEOPLE
WE SERVE



◀ JUNINGA RESIDENT GYPSY BANJO



Marilyn gets the care she needs while maintaining her independence at Katherine Hostel

Marilyn Whiting is a resident at Katherine Hostel.

She was born in Innisfail, Queensland, where she remembers helping her grandfather with his work in the sugar cane fields and her grandmother to bake cakes for the community.

Working in a bridal shop until she was married in 1975, Marilyn went on to have two children.

After living in different parts of Australia, Marilyn and her family settled in Pine Creek, a small town about 90km north of Katherine, where she worked as a lab technician in a gold mine for 15 years.

Sadly, she was diagnosed with Multiple Sclerosis 13 years ago which over time has severely affected her mobility and independence.

When she became too unwell to be at home alone while her husband worked, she made the decision to move into Katherine Hostel.

Marilyn said she loves it here, she has her core group of friends and she no longer feels lonely.

She enjoys the varied craft activities, particularly sewing and doing pottery, and the group outings while getting the care she needs to maintain her independence.

Marilyn talks to her sister who lives in Mackay every week and maintains a close relationship with her children who still live in the Northern Territory.

She has a small garden that she tends regularly, and she visits her friends and dogs in Pine Creek once or twice a month.

◀ MARILYN WHITING, ENJOYING FLOWER ARRANGING AT KATHERINE HOSTEL



Mel still going strong at 100 at Terrace Gardens

Melville (Mel) Hammett is a resident at Terrace Gardens aged care home, where he has lived since 2018.

Born in Newport, Wales, in 1919, Mel was a steel worker until he joined the Royal British Navy and fought in World War II. Amazingly Melville survived his ship sinking despite never learning how to swim.

He came to Australia in 1952 as what he calls a “10-pound pom,” as the ship ticket to Australia at the time was only 10 pounds. After his arrival in Melbourne he worked in the local meatworks.

He then worked as a caretaker of a school and moved to the Northern Territory approximately 20 years ago.

Married to Clarice, they had two children together, a boy and a girl. His son is currently in the Army based in Darwin and visits Mel every day.

Terrace Gardens staff describe Mel as a true gentleman who is highly respected for his sincere personality.

In his younger days, Mel played football (soccer), hockey, cricket and rugby, but now enjoys watching sport on TV.

Mel said he had settled in to his new home and enjoyed being around other people.

“I have made good friends with other residents and staff and my favourite things to keep me busy are bingo, eating with Maddie and having a chat — there’s always someone to chat with but I forget their names,” he said.

“I think I am getting old!”

Which could be true, as Mel celebrated his 100th birthday in December.

◀ MELVILLE JNR AND MELVILLE SNR OPENING GIFTS AT HIS 100TH BIRTHDAY



Harold lives life his way at Juninga

Harold Byrnes is a resident at our Juninga Centre aged care home.

Born in Adelaide River in 1947, he spent most of his life in Peppimenarti, an First Nation's Australian community more than 320km southwest of Darwin.

Harold went to school in Daly River but can't remember now if he finished his schooling.

He went on to work as a Stockman on Tipperary Station and around Port Keats and Daly River where he would often go hunting for echnida, wallaby and kangaroo and then cook them up in the bush.

When he met and married his wife, Mona, they had two children and moved to Palmerston in Darwin where they lived for many years.

At Juninga Centre, Harold gets to live his life his way, by continuing to engage in his favourite activities. He loves working in his garden, pottering around and watering the plants.

He also likes to go to church and the local football, on bus outings, out with his family, as well as to watch his favourite team, Richmond, play AFL.

But Harold's biggest passion is listening to music. He really enjoys country music, especially Slim Dusty, and loves to tell the story of when Slim went to Peppimenarti many years ago, when Harold was just a young boy, to sing to the people of the town. Harold's big smile tells how much he enjoyed that experience and how the memory of it has stayed with him all of this time.

◀ JUNINGA RESIDENT HAROLD BYRNES

CELEBRATING OUR PEOPLE AND COMMUNITY



▲ ARRCs STAFF MEMBER COLIN MC CLOSKEY
WORKING IN THE GARDEN AT JUNINGA

Earanka is always developing professionally at ARRCS

Earanka Dhakal is a Clinical Nurse Manager at ARRCS' Terrace Gardens Residential Care Facility.

Originally from Nepal, she came to Australia in 2015 to study to be a Registered Nurse.

But upon arrival in Darwin, Earanka fell in love with the Northern Territory and decided that she would never leave.

She started working with ARRCS in 2018 as a Registered Nurse after completing her bachelor's degree at Charles Darwin University. After working some agency shifts at Terrace Gardens, she decided she wanted to work with ARRCS full time, describing it as a positive environment where everyone was working towards the same goals.

Earanka said she felt very supported in her new Registered Nurse role by senior and management staff, which progressed to her taking on extra tasks and completing additional training.

Two years later, Terrace Gardens' Clinical Nurse was scheduled for two weeks' leave and Earanka was approached to consider acting in the role, which she accepted.

Since then, Earanka has managed to support the facility and staff through a reaccreditation process, got married to her husband in Texas, USA, came back to Darwin with a period of self-isolation, and then had the new challenge of preparing for and successfully managing resident and staff safety at Terrace Gardens in line with COVID-19 requirements.

In addition, she had 12 months of continuous improvements that were required to be completed.

While this was a lot to contend with, Earanka said she was very supported by ARRCS' Quality

Team, which provided her with the appropriate assistance and encouragement she needed to confidently perform her role during that time.

"My skills and knowledge have improved significantly," Earanka said.

"Since working with ARRCS, I have now made a family," she said.

"The residents are lovely and have amazing stories to share and the staff are so diverse where we all learn and grow with each other."

Over the next 12 months, Terrace Gardens will be strengthening its internal quality team, where all staff are invited to be a part of the team and will be supported and trained within their roles. We continue to build a comprehensive training schedule for our team.

"Thanks to ARRCS, I am always developing professionally," Earanka said.



◀ TERRACE GARDENS' CLINICAL NURSE
EARANKA DHAKAL

Troy and his team make real improvements by supporting staff

Troy Singleton is ARRCS' People and Culture Business Partner and leads a team of four experienced human resource professionals specialising in recruitment, learning and development, workplace health and safety, and transactional human resources.

He works closely with the ARRCS Senior Leadership Team to develop and implement the Human Resources agenda in line with our Workforce Plan and Strategic Plan, ensuring they closely support our organisational goals.

Troy and the team work hard collaborating with leaders and staff to identify and fill workforce gaps, address staff development needs and to ensure that ARRCS' overall compliance is met to industry and legislation guidelines.

With an impressive work history, Troy has worked for organisations within industries such as hotels and tourism, immigration, airports and mining across the Northern Territory and other parts of Australia.

Driving the key programs within these roles grew his passion to find an industry that was focused not on profit, but on the people and

community within the not-for-profit sector.

Troy's role with ARRCS has allowed him to achieve that goal, as well as integrate his passion for healthcare and previous experience working as a Volunteer Ambulance Officer and a St John's Ambulance Advanced Responder.

Troy said he felt that being a part of ARRCS allowed him to partner with team members working with our most vulnerable people.

"We work hard to listen to our people and to get to the heart of their feedback, so that we can build on their skills and strengths and support and guide them in their careers," he said.

"I know that making these real improvements within our teams will help enrich the communities in which we work."

"It will also build a connection with and improve the lives of our First Nations people, which other providers often pass by due to the uniqueness of working in regional and remote areas.

"That's where I get the most satisfaction."



▲ TROY SINGLETON - ARRCS
PEOPLE AND CULTURE
BUSINESS PARTNER

YOU CAN MAKE A DIFFERENCE

There are many vulnerable men, women and children living in the Northern Territory.

You can improve their quality of life.

Your compassion, through generous giving, can help ensure ARRCs continues to deliver care and support to these Australians.

By directly supporting ARRCs' community, aged care, health and children's services, you will be providing a life-changing gift to some of the most remote and socially disadvantaged people in Australia.

For example, your gift could:

- Ensure that Elders and traditional owners can stay on Country and continue to receive quality community service and care in communities such as Mutijtulu, Kaltukatjara (Docker River) and Tennant Creek.
- See children in remote schools in central Australia receive healthy lunches through ARRCs' nutrition program to maximise their learning and development potential.
- Enhance social connections and wellbeing for elderly people, whether living in residential aged care or their own homes.

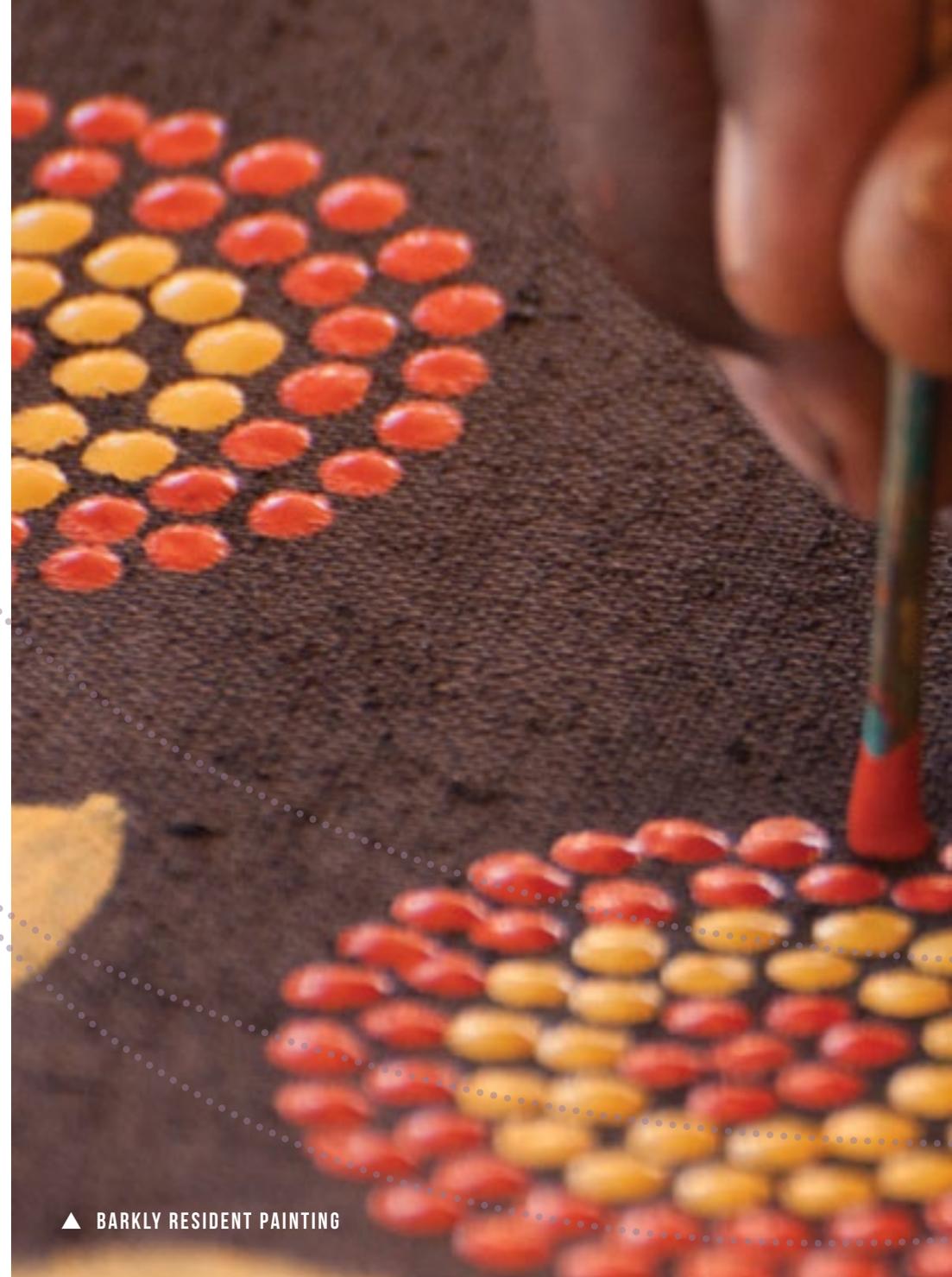
When you support ARRCs, you support compassionate care, health improvements and services that enhance lives throughout the Northern Territory.

We hope you'll give today.

For more information on how you can support some of Australia's most vulnerable people, by giving to ARRCs, please get in touch.

Call ARRCs Fundraising on: 1800 001 953

Email us: fundraising@ucareqld.com.au



▲ BARKLY RESIDENT PAINTING

Generous donation creates beautiful outdoor environments

For those with dementia, memory gardens are special places.

These therapeutic, peaceful spaces both stimulate and calm the senses. Their physical, emotional and psychological benefits are significant for people with dementia – encouraging fine motor skill improvement, memory stimulation and cognition improvement.

Through a gift in her Will, Margaret Bain's generosity will enable ARRCS to create special facilities such as these to support our residents.

We are very grateful to Margaret, and her family, as her gift will go towards funding the redevelopment of the Old Timers and Flynn Lodge outdoor areas – and benefit our wonderful elderly residents.

Upgrading these courtyards will provide more accessible, shaded community spaces for outdoor activities. Margaret's gift will also help rebuild the Lodge's Memory Support Garden, including replanted foliage, a new fire pit and wider, levelled pathways to provide better

accessibility for our residents with mobility aids.

A gift in your Will, like Margaret's, is just one of the many ways you can support ARRCS.

Without generous donations from individuals, community groups and businesses, ARRCS could not continue to provide compassionate care and support.

If you are interested in making a difference by donating to ARRCS, call us on 1800 001 953 or email us at fundraising@ucareqld.com.au.

COMING TOGETHER THROUGH RECONCILIATION

Reconciliation is the coming together of Aboriginal and Torres Strait Islander people and non-Indigenous people to build a healthier society.

Our vision for Reconciliation is to advocate for Aboriginal and Torres Strait Islander people through our services in a way that empowers self-determination for economic, social and cultural development. We will be unified in creating a place of belonging and respecting the connections Aboriginal and Torres Strait Islander peoples have to communities, lands and cultures in the Northern Territory and beyond.

At ARRCs, we seek to work in ways that reflect our commitment to recognise Aboriginal and Torres Strait Islander people as the First People and to treat their cultures and beliefs with respect. We believe in coming together as one to ensure Aboriginal and Torres Strait Islander communities from Darwin to Kaltukatjara (Dockers River) receive the quality services, comfort and care to which all Australians are entitled.

Throughout the 2019-2020 financial year, ARRCs made great strides in its commitment to working with Aboriginal and Torres Strait Islander people. The commitment of the organisation has been under-pinned by the progression of our ARRCs Reflect Reconciliation Action Plan (RAP) to our ARRCs Innovate RAP.

With this progression came the opportunity to assess where the organisation was in regard to its willingness to learn and adapt in order to provide culturally appropriate employment and care.

Achievements

- Creation and organisational consultation of RAP Commitments
- Launch of ARRCs Innovate RAP
- Creation and implementation of ARRCs Indigenous Traineeship Program
- Celebration of National Reconciliation Week – a first for ARRCs



Innovate RAP

The ARRCs Innovate RAP was created in consultation with the ARRCs RAP Working Group, ARRCs staff from across each of our sites and the ARRCs Board. With each group adding their own experience and knowledge to create commitments that will have an impact on the organisation far beyond its two-year lifecycle.

The ARRCs Innovate RAP journey commenced in March 2019, with the appointment of the RAP and Indigenous Engagement Lead. Once appointed, the RAP and Indigenous Engagement Lead in conjunction with the existing RAP Working Group set about building the framework and foundation of the Innovate RAP. Having agreed on its direction, the team set about

consulting all sites and services.

This was an important piece in the journey as ARRCs works across many language groups in the Northern Territory and it was recognised that we needed commitments that were specific to the Territory but broad enough to implement across various groups. ARRCs staff showed great interest and participated in the consultation

without any hesitation, their continued engagement integral to the success of the final product.

Consumer engagement throughout this journey was the guiding light in establishing ARRCS' overall RAP direction. The Innovate RAP aims to implement change in a way that leads to culturally appropriate care for our Elders. Residents provided feedback on what they would like to see more at each site and this has guided some of our commitments and cemented our direction.

RAP Launch

The ARRCS Innovate RAP was officially launched in May 2020. Due to COVID-19 restrictions, ARRCS had to be innovative in its approach and this led to the creation of a RAP video, which was shared across our social media platforms to ensure we reached our intended audiences. ARRCS engaged a local media organisation (Dreamea) in order to create a product that was representative of the direction of the RAP and the areas in which we worked. Local artist, musician and ARRCS Aboriginal Liaison Officer, Les Huddleston, was engaged for the creation of the music and RAP artwork which is featured throughout the document.

ARRCS Reconciliation Awards

This year the ARRCS RAP Working Group, launched its first ever ARRCS Reconciliation Week Awards. These awards are to acknowledge the great work and effort of individuals all year round. The awards are in the following categories:

Indigenous Young Leader Award

This award acknowledges a young First Nations staff member who has shown outstanding effort in their approach to their role and interactions with all of their clients.

Winner: Jacob Lee – Katherine Community Care



JACOB LEE

ARRCS Reconciliation Week Male of the Year

This award acknowledges the above-and-beyond work that has been done throughout the year to improve the lives of our Aboriginal and/or Torres Strait Islander clients. This person shows consistent initiative in their approach to the care and wellbeing of Aboriginal and/or Torres Strait Islander people.

Winner: Breath Clifton – ARRCS Troopy Program



BREATH CLIFTON

ARRCS Reconciliation Week Female of the Year

This award acknowledges the above-and-beyond work that has been done throughout the year to improve the lives of our Aboriginal and/or Torres Strait Islander clients. This person shows consistent initiative in their approach to the care and wellbeing of Aboriginal and/or Torres Strait Islander people.

Winner: Lyn Duckworth – Juninga Aged Care



LYN DUCKWORTH



Telephone 08 8982 5200
Address PO Box 43021
Casuarina NT 0811

www.arrcs.org.au

ARRCS is proudly part of the UnitingCare family



Proudly representing
Blue Care | Lifeline | ARRCS | The Wesley Hospital | Buderim Private Hospital
St Stephen's Hospital | St Andrew's War Memorial Hospital