



SURVEY RESULTS

Your thoughts on Aged Care in Kiama (Blue Haven)

Survey period: early March - early April 2022

Setting the scene for this survey.

In the past four to five years the challenges faced by Aged Care providers generally, (and compounded by COVID), have finally taken their toll on Blue Haven Kiama.

As detailed in the [Kiama Council State of the Organisation](#) report, the Blue Haven Bonaira Aged Care facility is now struggling with a number of financial and care issues.

Is it time for Kiama Council to reconsider the role it plays in the provision of Aged Care? Should Kiama Council be in the business of Aged Care services at all? Is it feasible for Blue Haven to continue as a Council owned & operated business, but look at the range of services provided and go for a mix of contracting out, partnering with other organisations?

The Pros

- Historically the standard of care and services provided by the Kiama Council Blue Haven aged care facility and the independent living units has been the envy of other Aged Care providers and Councils across NSW. Blue Haven has been considered the jewel in the crown of Kiama Council.
- In July 2015, the Federal Government Australian [Aged Care Quality Agency determined](#) that Blue Haven Care met 44 of the 44 expected outcomes of the Accreditation Standards and would be accredited for three years until 07 September 2018.
- As recently as May 2017, the Minister for Local Government wrote to the Kiama Council, confirming that overall Council had been assessed and found to be fit for the future (as reported in a [17 May 2017 news article](#)).

The Cons

- The Federal Government aged care system is now large, complex and piecemeal with widespread quality and safety issues. This is presenting challenges for all aged care providers.
- As detailed in the [March 2021 Royal Commission](#) report approximately 42% of residential aged care providers and 31% of home care providers and reported an operating loss in 2018.
- COVID-19 has compounded these challenges with devastating consequences for residents, their families, aged care providers and their staff across Australia.

- It is not widespread practice for Councils to operate Aged Care Facilities, and there has been a shift towards consolidation of the aged care sector into the hands of fewer large-scale operators.
- As of 2020 only about 11 percent of aged care facilities were provided by state or local government, 56 percent by not-for-profits and charities, and 33 percent are commercially run.

Survey Results Summary

1. Should Council look to separate and sell off Blue Haven in its entirety?

Don't know: 13

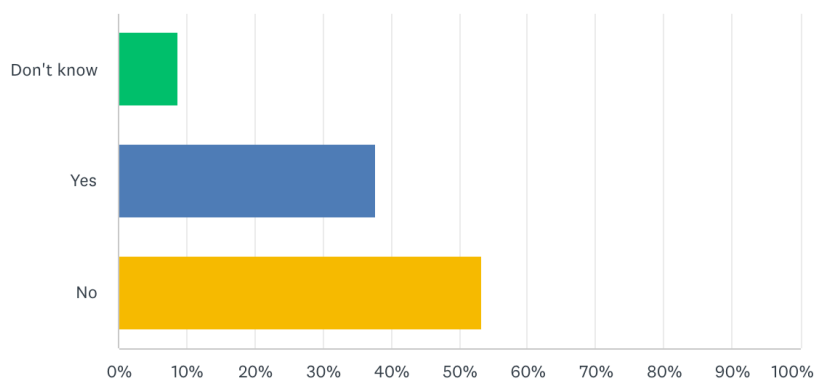
Yes: 56

No: 79

Comments on this question: 61 (Summary follows)

Should Council look to separate and sell off Blue Haven in its entirety?

Answered: 148 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	8.78% 13
Yes	37.84% 56
No	53.38% 79
TOTAL	148

(17) Yes, DO Sell Blue Haven, get rid of it, we shouldn't be providing aged care.

Local Council's should *not be involved in providing residential aged care*, community care is fine. Due to the proposed reforms that the Commonwealth are proposing especially relating to the required increase in workforce, there will need to be extra funding required to manage the facilities. This would mean a larger percentage of rate payers funds going to maintain an aged care facility.

Absolutely. Council has no role in health care. This is a state government service.

Yes. If sold maybe some of those funds can come back to the community. Jamberoo is the poor cousin when it comes to funding anything from Council

If anything could go in my opinion it should be the home care section of Blue Haven.

If we don't get proper govt funding to support upgrades, it's their fault after all, then get rid of it. One less matter for council to stress over. Put the money into ALL the other things that Council needs to do to shine & manage the community into the future.

Separate **yes** but If it can be made to work, we should keep it along with the jobs it provides

It should be run completely separately and needs to be profitable

Local government was specifically created under the original banner of Roads, Rubbish and Rates (to fund the first two) but their interests have diversified some good, ie. sporting facilities, children's playgrounds, Parks etc. but Aged Care facilities are specialised areas coming under Federal jurisdiction and that is where it should be left.

Councils should only compete in markets where there is market failure and as such perhaps should now **not be in the business** of aged care.

It's a historic element of the Council. It is no longer the core business and therefore has **no benefit to the new residents of Kiama LGA**. The government has bigger resources and provide better care than Kiama can. We are kidding ourselves if we think we can manage a complexity of age care.

Absolutely it should sell Blue Haven. Council should do what council is suppose to do & that is to run the Municipality as required by the state government requirements & not play investors or property developer as it has in the past. Selling off Blue Haven would open up the opportunities for the community to obtain so very critical infrastructure that will benefit the community in the future. Items like; A secondary access road into Kiama CBD. The redevelopment of The Akuna Street & Shoalhaven St carpark into a multi level carpark that will provide additional parking for Kiama main retail strip. Upgrading the footpaths & drainage system in Terralong St. Building better community facilities that are required, like the cultural arts centre in Hindmarsh Park.

Extending the Kiama Pavilion into a better multi faceted facility. Addition community facilities through Kiama in Gerringong, Jamberoo, Kiama Downs ect. Fix up the reserve at Black Beach (the sewerage issue) Invest money into ageing sporting building infrastructure at the leisure centre. Get the security CCTV system fully operational within the CBD of Kiama. Upgrade the pedestrian crossing throughout the Municipality to make them safer to use. The last goes on. **The simple fact is the Blue Haven should be sold off.** Clear the debt burden to the community & use the left over money to improve ageing infrastructure & community facilities with development of new state of the art facilities for the community.

If the community have to fund it then **Yes**. It has to be a viable proposition for the council. If it's not, get rid of it but don't give it away.

Federal government provides this service.. not a local issue

Aged care should never be run by private companies who need to make a profit. This leads to a conflict of interest and lowers the quality of service needed for the residents.

The council should not be running aged care

This project is a **huge financial burden** and although may eventually be a good source of income in the future the implications in the years between will be immense. As a middle aged farming couple with no children the lack of any sort of funding to things important to myself and my partner is mind blowing.

Too big to do as council. If state and federal govt don't give financial assistance.

(22) NO, Do NOT sell Blue Haven. Retain the asset!

It would be seen as a **betrayal of trust** by the broader community and I think the current residents who have invested in the ILU's must be very disappointed with the public comments that are being made about their home. One of the attractions of Blue Haven is a three -tiered system that provides ageing in place, and residents invest in a ILU, understanding a ACF is onsite if they or their partner needs it in the future.

Council should definitely **not** sell off this asset. Departmental and program budgets should be part of councils financial sustainability. How else can council see where the money is going. How can blame be pointed at any one facility or budget.

Such a reaction [to sell off BH] would seem to be reactionary and very much with a short term view. Solid businesses/assets such as Blue Haven need to have a longer term view

The **quality of care and standards are the hallmark** of Blue Haven! We bought our Apartment 11 years ago with the knowledge and provision of transition to Hostel or Nursing Home be available when required.

NO WAY the service provided to Kiama local community by Blue Haven cannot be lost. There has been too much love and care put in by a lot of caring staff and local community clubs to give in without trying to restore the caring loving care Hone Blue Haven has been known for for so long.

If anything could go in my opinion it should be the home care section of Blue Haven. I am a retired staff member who is very proud to say I was part of this caring facility for over 20 years as were many of my now friends who I befriended during our working days at Blue Haven. There are many wonderful memories of great times spent with these wonderful residents and staff. **DONT GIVE UP WITHOUT A FIGHT PLEASE**

Don't sell off assets, improve what you have in order for it to turn a profit. Increase charges before you sell off services

Absolutely not. The very best thing about BH from a residents point of view is that it is owned by Council and not private enterprise and it should stay that way. Now that Bonaira is completed, maintenance and updating at Terralong needs attention, as it has been neglected during the building process. Finances should be separate and more accurate detail given to residents on a regular basis.

The new blue haven facility on Bonaira street is only new and costs blew out so allow time to get back on track financially. Separate council account for blue haven instead of how it has been managed. Once sold off there is no going back

By **retaining the asset** and especially the right to lease the operations Council would secure the capital growth and reduce the financial cost to the operator. This should minimise the net cost to the aged care residents and to the ratepayers.

Absolutely not, it would be a huge loss to our community

Blue Haven has been an extremely valuable (and profitable) venture for Kiama Council and the wider Kiama community. A number of factors, notably COVID-19, have contributed to operational difficulties in the past two years but this **shouldn't tempt the current management and councillors to "sell off the farm"**.

BH is an asset for Kiama. In your pros and cons the pros relate to BH specifically and the cons relate to the sector overall. The aged care sector overall has been poorly managed by Federal and State Govs, they have pushed the cost and responsibility to businesses who focus on profit rather than service and the gov has not ensured the service levels have been maintained. I believe Kiama can manage to ensure the service levels we are known for and keep the service financially viable. We can be an example of what is possible.

The fact that the regulatory environment is complex doesn't mean Council should abandon BlueHaven. Pre-COVID, aged care was a profitable activity for Council and

will become so again in the future. More importantly Council can again be an 'honest broker' showing how standards can be maintained in the industry. BlueHaven allows local residents to have a trusted aged care provider in our area.

Council **should retain BH**. They do an amazing job, and it's such a key part of what makes Kiama, Kiama.

Blue haven under normal circumstances is a huge contributor to council income and will be so again.

It's a profitable asset suffering a short term blimp. Too many councils and government sell off assets for short term gain and lose the potential ongoing and long term income and benefits. **Don't be so stupid** councillors in selling this asset.

You don't sell an asset after a couple of years of financial downturn and considering the mess the Council's finances are in now is not the time for a knee-jerk reaction to sell Blue Haven to "balance the books".

The Council and The Blue Haven Aged Care should be 2 separate entities.

Kiama needs to have a great facility for our ageing community and allow a graceful ageing process with the best care possible.

...However selling the service as a knee jerk in the current Council financial situation would be a risk around maximising sale price.

Rigorous management is essential. The experience of the last few years has been exacerbated by COVID - which has a horizon. Blue Haven remains a tremendous community resource and should continue to be owned by the community

(21) What you should do....(and other related advice)

Departmental and program budgets should be part of councils financial sustainability. How else can council see where the money is going. How can blame be pointed at any one facility or budget.

All aspects of Kiama being known as an "aged care town" should be examined closely. As it was in the past It should attract every age group. The average age of our new council augurs well!

Put Blue Haven into separate areas such as ILU, nursing home care and delivering services to people living at home, including staffing & finances

The mark of any civilised society is how well we care for our most vulnerable citizens. Many local residents would have bought into Blue Haven because Council was the operator. Councils should only compete in markets where there is market failure and as such perhaps should now not be in the business of aged care. But to sell now

would minimise the expected return. Any business needs an exit plan and this is no different for Kiama Council and Blue Haven.

Unfortunately Kiama Council are struggling to run our Municipality with the basics which residents expect & deserve. Look after roads, parks, waste, public spaces, beaches etc. Kiama have stretched themselves beyond their capacity. The municipality isn't always the pretty place it once was,

It could tender for partners and reserve the right for refusal. Partnering with another accredited age care provider could definitely be a win win

The fact that the regulatory environment is complex doesn't mean Council should abandon BlueHaven. Pre-COVID, aged care was a profitable activity for Council and will become so again in the future. More importantly Council can again be an 'honest broker' showing how standards can be maintained in the industry. BlueHaven allows local residents to have a trusted aged care provider in our area.

Not for profit organisations such as Anglicare, Uniting, Illawarra Retirement Trust may be interested in taking over.

If sold maybe some of those funds can come back to the community. Jamberoo is the poor cousin when it comes to funding anything from Council

KMC should have originally had separation from all other council managed businesses.

I think it is in [very bad taste to ask this question](#). This facility is the home of many people. Please have consideration for those that live, work and have family there. Do you think a IRT or Warrigal would play this question out in a public arena or through a survey monkey. It is not appropriate. Councillors, execs and the board should do this privately with respect for people that call this place home and out of acknowledgement of their role as a provider of aged care. I understand the role of council and public opinion but this is not a typical council decision about a DA or block of land. Council needs to honour its current position as an aged care provider and respects its commitment to residents.

Surely the historical data and a revised cost benefit analysis would lead to a solution to this question. The management of the facilities speaks volumes for where we are. Cultural differences between Kiama and Gerringong facilities were stark when we were looking for a facility and I have been made aware of poor performance going unchecked at Kiama. However selling the service as a knee jerk in the current Council financial situation would be a risk around maximising sale price.

Aged Care facilities are specialised areas coming under Federal jurisdiction and that is where it should be left.

I am sure that for many years blue haven has contributed handsomely to council. It is true that most nursing homes are doing it tough right now. But what about our

independent living units. I would like a whole of blue haven picture, that is nursing home and units combined.

.... now is not the time for a knee-jerk reaction to sell Blue Haven to "balance the books".

The Council and The Blue Haven Aged Care should be 2 separate entities.

Council should do what council is supposed to do & that is to run the Municipality as required by the state government requirements & not play investors or property developer as it has in the past. Selling off Blue Haven would open up the opportunities for the community to obtain so very critical infrastructure that will benefit the community in the future. Items like; A secondary access road into Kiama CBD. The redevelopment of The Akuna Street & Shoalhaven St carpark into a multi level carpark that will provide additional parking for Kiama main retail strip. Upgrading the footpaths & drainage system in Terralong St. Building better community facilities that are required, like the cultural arts centre in Hindmarsh Park. Extending the Kiama Pavilion into a better multi faceted facility. Addition community facilities through Kiama in Gerringong, Jamberoo, Kiama Downs ect. Fix up the reserve at Black Beach (the sewerage issue) Invest money into ageing sporting building infrastructure at the leisure centre. Get the security CCTV system fully operational within the CBD of Kiama. Upgrade the pedestrian crossing throughout the Municipality to make them safer to use. The last goes on. The simple fact is the Blue Haven should be sold off. Clear the debt burden to the community & use the left over money to improve ageing infrastructure & community facilities with development of new state of the art facilities for the community.

The very best thing about BH from a residents point of view is that it is owned by Council and not private enterprise and it should stay that way. Now that Bonaira is completed, maintenance and updating at Terralong needs attention, as it has been neglected during the building process. Finances should be seperate and more accurate detail given to residents on a regular basis.

The new CEO and Council should take the opportunity to look into and reorganise operational and financial issues

It should be run completely separately and needs to be profitable

(6) Why it's in a mess (and other opinions...)

If council didn't grab all the money blue haven would be very profitable

Blue Haven is one the main causes of the financial mess that our Council is in.

Until recently the Council has been able to run it fairly well, some choices of councillors were the problem.

Better management at both Blue Haven and Kiama Council is the solution.

Nursing homes are a thin margin business run by experts. How can Council employees, with no skin in the game and no experience running nursing homes even think they can make it pay?

If it weren't for the over expenditures building Blue Haven council would not be in the poor financial position they are now

(8) We love Blue Haven, our senior citizens and connection to Council & community (and other remarks in support of Blue Haven in general)

From a consumer perspective (My 97 year old mother has been in residential respite on 2 occasions in the Terralong facility and the Bonaira) the system has been faultless. Knowing the ultimate contact is Local Council makes it easier to obtain information. Enormous /amorphous Government bodies pass the buck and create confusion.

There has been too much love and care put in by a lot of caring staff and local community clubs to give in without trying to restore the caring loving care home Blue Haven has been known for for so long.

The aged are part of our community and it is appropriate that there is an ongoing connection between the owners of the facility and a publicly accountable community body like the Council

Blue Haven, mainly ILU had worked well for 49 years and provided income into council revenue.

I believe Kiama can manage to ensure the service levels we are known for and keep the service financially viable. We can be an example of what is possible.

The very best thing about BH from a residents point of view is that it is owned by Council and not private enterprise and it should stay that way.

Due to various family responsibilities, I have witnessed care and respect offered by NFP' religious and public groups and while the staff cares the business doesn't.

It has proven itself in the past for many years

End of Question 1

2. Should Council request assistance from Federal and State Government to retain Blue Haven as a Council owned and operated business, and to restore to its previous standard of care and financial sustainability?

Don't know: 11

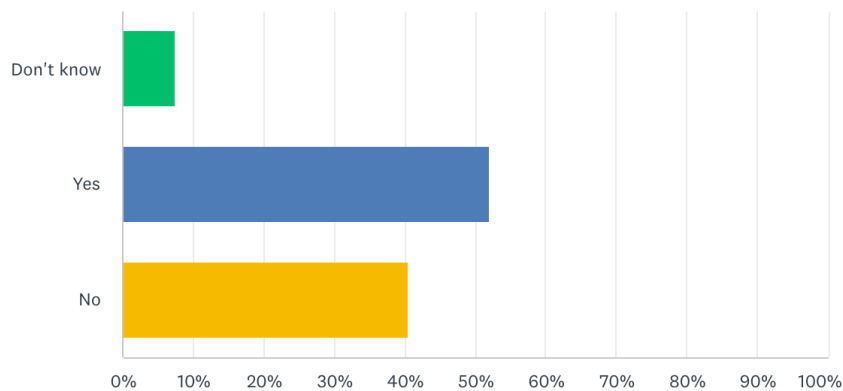
Yes: 77

No: 60

Comments: 53 (summary following)

Should Council request assistance from Federal and State Government to retain Blue Haven as a Council owned and operated business, and to restore it to its previous standard of care and financial sustainability?

Answered: 148 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	7.43% 11
Yes	52.03% 77
No	40.54% 60
TOTAL	148

(17) YES let's seek Govt assistance & retain ownership by council

The independent units should also be a separate entity and ownership retained by council.

If grants are needed to maintain services and avoid privatisation they should be accessed.

Why not? Any assistance would be welcome, and the Federal Government has overall responsibility for the aged care sector.

If it could be run as a separate entity but remain under the government umbrella and be funded as such.

All aged care homes should be controlled by a combination of the 3 tiers of govt, to an agreed std - look at the problems under the current mainly private system where shortages of staff and food is rampant.....should be profit neutral

Always, consider support from Federal and State Governments for assistance. Blue haven and Kiama council have a proven record in delivering aged care services over 40 years in regional NSW. Both levels of governments need to be reminded of the vital service Blue haven provides, for the high proportion of ageing people , locally and who have retired to the south coast of NSW. If Blue Haven was not available there would be a substantial burden on the public health systems and , not only do they need to recognise the situation, but to financially provide in assisting Blue Haven and all operators of aged care , ensuring a caring and high quality of life for our most vulnerable citizens.

Ultimately aged care is a government responsibility - currently federal - and they should be **required to support the sector**

I do not have a detailed understanding of the financial status of both Council and Blue Haven to be able to comment. However, intuitively, I wonder if much of the current shortfall is COVID related, and Government can use this context to subsidise profitable businesses such as Harvey Norman due to COVID, that a Council owed enterprise with good prospects such as Blue Haven should be worthy of assistance

Perhaps, but only for those where there is an existing link, eg care home and home care

I imagine that there is financial support available at both the State and Federal levels which could reduce the net costs to residents and ratepayers. This is a national problem and the State Government has enjoyed windfall budget surpluses as a result of the unsustainable boom in property prices. It is time for them to return some of these taxes to support our vulnerable aged people.

Yes, not only should we be seeking support from Federal and State govs but we should be advocating for change in the sector, whilst holding up the gold standard example of community owned and run aged care facilities.

Even if the government were to agree to a bail out this is only a short term fix not a permanent solution.

Yes definitely. If it Devine's [sic] part of a bigger organisation it will be lost in a system and loose its community feel and interaction

Only if they can afford it without increasing rates for the ratepayers.

Aged care is a government issue and as such must be supported

It already has. It won the business improvement fund \$313k to improve the financial position of the aged care facility. This is listed in the 2022 budget paper as a key strategic initiative to improve councils overall financial position

(14) No - govt not likely to agree anyway - No need to, we'll be ok in the future

The Commonwealth will not provide further extra assistance. The State government will state that it is a Commonwealth responsibility

Such an outcome would seem highly unlikely.

The council **should not** be requesting any funds from the federal government

Kiama Council should not be playing age care provider. The financial books are enmeshed between Blue Haven & Kiama Council so the people of Kiama Municipal don't really know the true cost of running the facilities. The asset should be disposed off. **The State Government won't allocate anything while the financial records are the way they are.**

I believe that KMC requested and received a significant amount of funds last year to the tune of hundreds of thousands. I recall this was in a council paper re: budget. I would like to know the outcome and specific benefit of this government support before requesting anything further.

It is a waste of time. Assistance will not be forthcoming. Other providers have been able to maintain standards without government support and to provide support to Kiama Council would be anti-competitive and lead to criticism from the industry.

This is an ongoing cost, if the council can not afford to maintain Blue Haven now or in the future they should not expect state and federal Govt to bail them out.

I feel we have more important issues that will benefit the "whole" community not just our ageing members that are more important to gain funding for. Let's focus our energies of gaining funding that is more rounded. We can't have it all. Let's share some of the money.

If you ask them for money they will want control. BH has to remain an asset of Kiama Council and be run as a business. It could and should be the jewel in the crown as it is one of the few council owned retirement villages in the state.

Any financial support from the Government would of course be welcome but I wouldn't hold my breath unfortunately.

The high dependancy unit is financially supported by the federal government already and continues to be. There has not been any current or past report to say that the unit is below standard.

Financial sustainability for such a large, initial capital cost, is a medium - long term proposition, Council needs to look at this in conjunction with its own long term financial plan. From what I see in figures, Blue Haven will be cash flow positive in the future, which is a positive for the community, not to mention the overall positive social and economic benefit of Blue Haven.

No to requesting assistance from Federal and State Governments. They have enough on their plates. Yes, to employing good people with top management skills to restore Blue Haven to its former glory!

Once the dept to TCorp is paid off, Council should be able to resume financial viability. Any difficulties should be short term related to Covid and debt servicing.

(10) What you should do....(and other related advice)

Why is it not Highlighted that GENERAL MANAGERS AND CEO are paid over and above their primary role at council to oversee Aged Care . It is believed to be \$100,000 per year on top of their council salary. Great perk quietly hidden away from view.

The aged care facility or nursing home should be run under a separate budget. The independent units should also be a separate entity and ownership retained by council.

It just needs to be sensibly marketed and managed to become significantly profitable. There's no need for Kiama to operate it as a bargain basement.

Council does not have the means and expertise to operate such a facility. "Previous standard of care and financial sustainability" cannot be applied to the new Bonaira facility.

If advice can be sought without committing to a particular process, information is always helpful. BH is pretty consistent in its standard of care (other than Covid having had a massive impact, as with everywhere).

Firstly this is a community based service, not a business. so financial problems should be sorted the community where possible.

There has been a huge amount of staff turnover at all levels including management and corporate over the past 6 months. This should be looked at in detail as in times of high

turnover organisations lose knowledge, direction and culture. Things can easily appear turbulent and new staff quickly overwhelmed. Need to reduce staff turnover.

Because if the reasons stated above Council should sell off the property, the business and use that money in providing better parking facilities, nature strip and park maintenance, lower rates etc

Aged care needs to adapt to survive. It should not be up to taxpayers to prop up a failing business.

I have personally seen the care level in the local commercial run aged care homes, and it's **appalling**. My grandmother lived for years in pain as her requests for medical intervention into her pain were dismissed as mere constipation, only after her autopsy was her kidney infection found. If grants are needed to maintain services and avoid privatisation , they should be accessed.

(10) Get rid of it, get out of aged care, sell it off.

Council should divest the assets or at least move out of operations of the assets and pass them to private operators. The council should not be in the aged care business given the cost to the rest of the community for other services.

Not a core service of a council. Sell to someone who knows what they are doing.

They should sell it. Highly inefficient not replicating governance across multiple facilities

Council should off load Blue Haven.

This is not a local government function and entering into such a business was totally out of the scope of the LGA.

Council should not be involved in aged care. Period.

Should be sold to not for profit. So council can concentrate on core functions.

Council should be concerned about community services, they are not in the business of aged care. As a rate payer I would like my rates go towards kerbs, guttering, rubbish collection, parks, mowing. My taxes go towards health & aged care, why should I be paying twice . Aged care needs professionals running facilities not councillors

Kiama Council should not be playing age care provider. The financial books are enmeshed between Blue Haven & Kiama Council so the people of Kiama Municipal don't really know the true cost of running the facilities. The asset should be disposed off. The State Government won't allocate anything while the financial records are the way they are.

As rates organisations, it is more important to manage the resident services and keeping the LGA in the black. Kiama do not have the resources to keep up with the government run institution. It will only result in law suits and mistreatment of age care.

(3) Keep it in the community, we love Blue Haven,

Difficult to assess without knowledge of the actual figures but having the council owning and running it makes it a genuine part of the community and local volunteer involvement

This is an excellent facility with exceptional services taking it out of councils hands will totally destroy the property - bigger providers doesn't mean better services or outcomes for the residents and their families

Blue Haven is well run and people are looked after better than most towns

(3) Why it's in a mess (and other opinions...)

Is poor Council management financially the reason for re consideration re Blue Haven?

Why is it not Highlighted that GENERAL MANAGERS AND CEO are paid over and above their primary role at council to oversee Aged Care . It is believed to be \$100,000 per year on top of their council salary. Great perk quietly hidden away from view.

Aged care as an industry is in great difficulty and it is not only Blue Haven dealing with Covid and staffing shortages. For example IRT the largest provider in NSW has sold one of its facilities for this reason. Getting help is not shameful but looking after the clients and staff. The overspend on construction is a completely different issue caused not by staff on the ground but predominantly non Blue Haven, ie Council, managers. It's a disgrace that all the liability is squarely placed on Blue Haven and ultimately staff that have battled through covid and years of structural change. Even Enterprise Agreements are being looked at; how can this solve staffing issues when attracting critical staff is already failing? Don't throw out the baby with the bath water.

End of Question 2

3. Should Council retain ownership of Blue Haven but consider options, such as partnering with other agencies or outsourcing some of the services?

Don't know: 21

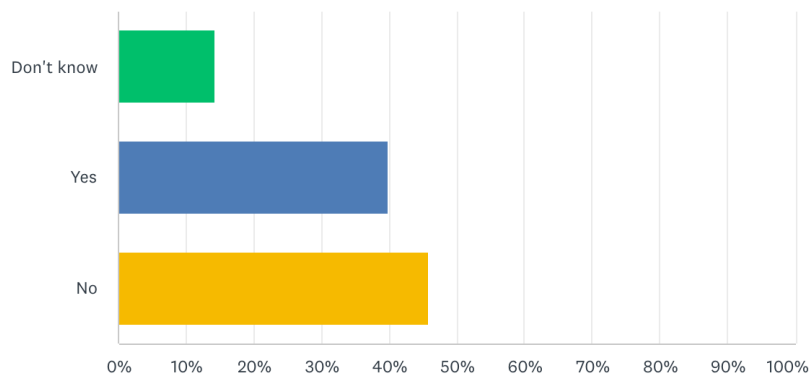
Yes: 59

No: 68

Comments: 63 (Summary following)

Should Council retain ownership of Blue Haven but consider options, such as partnering with other agencies or outsourcing some of the services?

Answered: 148 Skipped: 0



ANSWER CHOICES	RESPONSES
Don't know	14.19% 21
Yes	39.86% 59
No	45.95% 68
TOTAL	148

[Comments \(63\)](#)

(20) YES, maybe...and yes, but Council keep control and ownership

Providing Council retains control

Using other agencies should be considered but Council should maintain control to ensure transparency to the local community.

If this is financially more viable option then yes

Maybe investigate outsourcing options.

This is a compromise that might be worth considering if my option of sell the lot is not chosen.

Focus on the services that Blue Haven excels at in aged care , and consider outsourcing these services to other ACF in the region. Blue Haven has trusted and valued reputation for high quality nursing and person-centred care.

There could be circumstances where external providers could be more effective.

Any proposed outsourcing should be part of a comprehensive business proposal. However, any outsourcing should be judged "apples to apples", and not just on cost (which in practice may be spurious anyway. Core services should remain managed through Council.

Not sure about partnering - especially for management. Responsibility is quickly flicked to whoever is delivering service and think that's a bit convenient. **But if there's integrity after comprehensive tender and the council maintains hands on responsibility then it's a good option.** I'd remain wary that it is a Trojan horse.

This is two questions so you cannot have a yes or no answer. Yes to part 1, **KMC should retain ownership.** No to part 2. Partnering / part outsourcing would be an administrative disaster.

Would probably help financially and logistically but outsourcing to contractors brings its own problems. Blue Haven didn't have as many problems as other aged care facilities at the height of the pandemic.

Yes, If this results in the continuity of adequate care of residents

They should sell the sites, pay off debt with the money, and then attend to their core business which I believe is being neglected.

The Kiama Council has no obligation to be in this business

To 'test the market' by seeking expressions of interest from respected and accredited and operators Council should engage an experienced consultant to draft the specific terms of reference.

Council should keep it only if there is no cost to the community. The community should not be held responsible for the cost of running the facility.

Absolutely retain ownership. Some maintenance is contracted out already, like tree management and lawn mowing, but the extensive gardens at Terralong are cared for by volunteer residents, some help in this area would be appreciated.

If it is going to drag Council down then ownership should not remain with Council. If it is going to be run at a loss then it is not viable to keep it. If it is being run as a community service where the ratepayers of Kiama are happy to support it as such rather than looking at it generating a huge profit then outsourcing some services needs to be addressed

As long as the terms of the outsourcing and or partnership contracts are giving us exactly what we need in both service levels and costs. Something I believe that council has not excelled at in the recent past.

Kiama over time has proven to be unable to manage any financial aspects of itself. It's like giving a candy to a kid and expecting it to lick it once a day. Better rent the assets out to another party and derive only the income. Much easier and manageable.

(19) No, don't like the idea, creates extra problems, leave as is in council hands, good as is.

Retain ownership but Do not enter into an agreement/partnership with a private/charity organisation

Outsourcing of services is failed model. It either increases costs or lowers standards (often both), while blurring lines of accountability

This is two questions so you cannot have a yes or no answer. Yes to part 1, KMC should retain ownership. No to part 2. **Partnering / part outsourcing would be an administrative disaster.**

No, because I believe standards will drop.

Council should continue to run the entire thing

Outsourcing care services results in a decline of quality and standard of care. Once some services are outsourced but it's a quick decline before more and more are outsourced and eventually sold off.

Out sourcing causes **lots of problems**. Ive seen it in lots of nursing Homes. Any privatisation ends up depleting and destroying the homes and care for residents becomes substandard. Warrigal Care is the only nursing home that I have witnessed to have ample care. Maybe because their homes and model of care has been around a long time. They provide proper Palliative care as well with Nurse Consultants.

Blue haven has maintained a quality of service that other providers don't have. That has come through formal client feedback year after year. It becomes **harder to control those standards when partnering with other providers**, all of with have chequered histories

Just looked the mess some if the agency's have created. Leave it in council hands

Other services have not measured up to the care and attention taken at Blue Haven

Not sure about partnering - especially for management. Responsibility is quickly flicked to whoever is delivering service and think that's a bit convenient. But if there's integrity after comprehensive tender and the council maintains hands on responsibility then it's a good option. I'd remain wary that it is a Trojan horse.

Continue the standards of Council management

The issue of risk regarding competence and compliance of providing specialised services for aged care residents is not one ratepayers should be subjected to.

This might create problems about who is responsible especially relating to clinical governance and financial responsibility. Also the Commonwealth are going to mandate stricter governance arrangements and boards to manage facilities. This was in the Royal Commission recommendations

Council has done a great job in the past 41 years to provide a caring, safe, and high standard of care. Why change it now.

Kiama age care is second to none and as you said a market leader for many years. Why fix what's not broken. Both my parents have been Bluehaven Aged Care residents for nearly two years and say all the carers and staff have treated them very well and except for some menu problems they are happy.

It's a bump in the road. Blue haven has been a major assets to the kiama community and will be again. You can't make a decision of a couple of years performance against the duration of the care. Look at Qantas and other corporates they've suffered losses the past couple of years but will again be profitable so too will blue haven

This is valuable to residents and the community and needs to be sustainable in its own right.

Any form of outsourcing will generally mean cost cutting and potentially the loss of local jobs.

(16) What you should do (and other views & advice...)

There's potential for Blue Haven to be a well-run and profitable business for Council. Aged care is a growth market, and Kiama has many attributes that make it attractive to people contemplating moving into aged care facilities. Council could exploit this. Obviously there are some well-off people who would choose to purchase 'five-star' accommodation in attractive Kiama.

I firmly believe council's core functions of roads, rates and rubbish are the corner stone and moving too far from these local activities puts pressure on its ability to maintain high quality services. Aged care is an essential part of any society however a

low quality service is a blight on the community. Blue Haven was an enlightenment when first introduced however over time the assisted care facility has become less attractive to potential residents. I volunteer at Warrigal Shell Cove and there are several Kiama people residing there and the feedback I get is that Blue Haven is now low quality.

This should be several questions: 1. Should Council retain ownership of Blue Haven? 2. Should Council consider other options available? 3. Should Council partner with other agencies? 4. Should Council outsource some of the services?

Get more staff. So don't have to pay Top Dollar for agency staff. Dont pay Mega money to top management who clearly aren't doing a very good job.

They are going down hill and you don't care about your staff

Council should keep it only if there is no cost to the community. The community should not be held responsible for the cost of running the facility.

Council has done a great job looking after the welfare of older citizens. However I don't think councils have the expertise to be involved in this role. Council's job is to provide local government services.

Split three sections, ILU, home care and age care. Cost each sections accurately, and keep separate from general revenue.

Focus on the services that Blue Haven excels at in aged care , and consider outsourcing these services to other ACF in the region. Blue Haven has trusted and valued reputation for high quality nursing and person-centered care.

I would like to see this for holiday parks. This is an area where we could be making far more money. Why are we managing these and not renting them out to a large holiday park provider and just collecting simple returns on them.

The old facility doesn't seem to be used last time I looked Does the council have plans for that to be developed or sold ...and would this make any difference to Blue Haven s finances ?

Some maintenance is contracted out already, like tree management and lawn mowing, but the extensive gardens at Terralong are cared for by volunteer residents, some help in this area would be appreciated. There are also some issues with water leaks and building deterioration that need looking at. There are also many 35 year old kitchens and bathrooms that are showing their age and need updating.

It's a bump in the road. Blue haven has been a major assets to the kiama community and will be again. You can't make a decision of a couple of years performance against the duration of the care. Look at Qantas and other corporates they've suffered losses the past couple of years but will again be profitable so too will blue haven

Community needs to understand everyone has taken a hit with covid blue haven is needed.

As a business manager, options should be constantly reviewed, bearing in mind, the objectives of initially establishing the business remain a significant consideration

Council should focus on what it's meant to do collect rubbish, build roads and pot holes ect.

(9) Get rid of it

Sell to a well known and compliant aged care provider

Approach a local provider with a view of sale

The preferred approach given the property market would be to sell the assets to a private provider.

Council has done a great job looking after the welfare of older citizens. However I don't think councils have the expertise to be involved in this role. Council's job is to provide local government services.

Should sell it.

They should sell the sites, pay off debt with the money, and then attend to their core business which I believe is being neglected.

Blue Haven should be sold off & the money should be used to upgrade & improve community facilities which have lacked suitable funding over the last 30 years due to slabs & slabs of money & borrowed debt being pumped into Blue Haven developments.

The Kiama Council has no obligation to be in this business

Council's track record suggests that it should have nothing to do with the running of such a facility.

(1) Must keep Blue Haven

It would be a shame to lose this valuable resource (and employment source) as this helps keep older people in their local area.

(3) Don't know, need more info

This cannot be ascertained until a clear financial model is prepared that shows whether it is sustainable to retain ownership.

We don't know at what expense to the local community is B Haven

Need to have firm financial data to decide.

(1) Why its in a mess (and other opinions)

I am new to the area (and work for NSW health). I am astounded by this model. I don't know why my excessive rates are involved with the delivery of aged care

(2) Praise

The current council is doing a great job of checking all past financial dealings by council and constantly needs to be aware of current and future management issues of Aged Care Facilities in Kiama in order to prevent honesty and transparency and end corruption by Councillors who do not display positive respectful role modelling to the Community by lowering their behaviour and financial standards as have occurred in the past with the former Kiama Council. Good luck to the present honest, transparent Kiama Council we trust you all because we voted for you please do not let us all down as the previous Kiama Councillors did. Thank you

Warrigal Care is the only nursing home that I have witnessed to have ample care. Maybe because their homes and model of care has been around a long time. They provide proper Palliative care as well with Nurse Consultants.

End of Question 3

(end of survey results)