


ANNUAL REPORT

2024/25



QUEEN
VICTORIA
CARE

EST. 1891



Queen Victoria Care has a proud legacy as a community-centred organisation, prioritising individuals in all aspects of care our organisation has been delivering dedicated aged care and retirement living services for over 130 years.

Situated in the picturesque suburb of Lindisfarne, Queen Victoria Care offers residents a truly stunning location to call home.

With sweeping views of the Derwent River and the majestic Mount Wellington, our community is surrounded by natural beauty that fosters tranquility and well-being. Beyond the scenery, our residents enjoy a close connection with the warm and welcoming Lindisfarne community, enhancing their experience of belonging and engagement in this vibrant part of Hobart's Eastern Shore.

Our enduring mission is to serve as a Centre of Excellence for ageing well, offering respectful, compassionate, and individualised care that fosters independence for each resident whether that be for residential aged care or retirement living. We partner with people to live their best lives.

Acknowledgement of Country

Queen Victoria Care acknowledges the Tasmanian Aboriginal People as the Traditional Owners and ongoing custodians of Lutruwita, Tasmania. We pay our respect to all Aboriginal and Torres Strait Islander people and to their Elders past, present and emerging.



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Chair's Report

Ann Murray

On behalf of the Board I am pleased to be able to present Queen Victoria Care's Annual Report for 2024-25.

This year our team of committed staff have consistently delivered compassionate care to our residents in challenging circumstances as Queen Victoria Care embraces changes in legislation as a result of the 2024 Aged Care Bill and subsequent reforms alongside significant changes in personnel.

FY25 has seen Queen Victoria Care report another positive result with revenue of \$20.605 million, a surplus of 695k and EBITDA of \$1.629 million. This is our second consecutive year of surplus and the Board are focussed on ensuring a sustainable future for Queen Victoria Care whilst at all times maintaining the highest standards of care to our residents. We remain dedicated to upholding strong governance and reinforcing our culture and principles.

The new Aged Care Act demands;

"A forward looking aged care system that upholds humans' rights, supports older people to access funded aged care services that supports them to live 'active, self-determined and meaningful lives' that is equitable in its availability and gives individuals choice and control in the planning of those services."

In particular the Act requires that the care delivered to older people in this country prioritises compassion, kindness, respect for life-experiences, dignity, quality of life, mental health and wellbeing.

To this end our staff have been preparing for the new standards which take effect on 1st November 2025 and ensuring that our residents needs are at the centre of all of our decision making. Our team has been intent on aligning the workforce to best meet the requirements under the Act whilst also adapting to changes in funding, implementing mandated wage increases and undertaking EBA negotiations.

Credit for our achievement this year lies with our executive management team led by the recently appointed CEO Carmen Rocchia whose passion and enthusiasm for aged care is evident and her leadership is reflected in the positive feedback from staff, residents and family members.

This year our workforce is still a primary focus whilst ensuring we are compliant with the new standards and also building on the groundwork undertaken to ensure Queen Victoria Care is part of the local fabric of Lindisfarne for the foreseeable future.



Front row - Victoria Newton, Ann Murray, Fritz Shoemaker
Middle row - Angela McKenzie, Sandy Travers
Back row - Nick Turner, Joe Giedl

The introduction of the new funding model for residential aged care has improved Queen Victoria Care's viability and strengthened the delivery of clinical care. Significant government investment in sector wages has strengthened the workforce and aided the attraction and retention of staff. However continued government support is essential to enable Queen Victoria Care to achieve sustainable returns and invest in the facility.

I would like to thank my fellow Directors for their invaluable input and support of the organisation as we move forward into another year.

I would also like to thank our executive management team, our employees and volunteers for their dedication and valuable contribution on a daily basis in ensuring our residents are able to live their best life.



Chief Executive Officer's Report

Carmen Rocchia, Chief Executive Officer

It is with great pride that I present the Chief Executive Officer's Report for the 2024 – 25 Financial Year. Although my official appointment as Chief Executive Officer was not confirmed until August 2025, I have had the privilege of leading Queen Victoria Care in an acting capacity for much of the year.

This year has been one of both significant challenge and progress for Queen Victoria Care, as we navigated sector reforms, strengthened our clinical governance and continued to deliver compassionate, high-quality care to residents and families. During this time, I have had the most wonderful opportunity to work closely with our dedicated Board, who have supported the initiatives and changes that are necessary in aged care not simply in response to reform, but because of what we want for the people living within our community. Their commitment to ensuring that our residents live with dignity, comfort and choice has been a source of inspiration, and I am grateful for their confidence and guidance throughout this journey. With their leadership, I am confident that Queen Victoria Care will continue to thrive as a trusted provider of aged care services.

I would like to extend my sincere thanks to Ann Murray, Board Chair, for her mentorship and support during this period. Her wisdom and encouragement have been invaluable in helping me navigate both the challenges and the opportunities of this role.

This year also marked the formation of a new Executive Team, bringing a refreshing energy and strength to Queen Victoria Care. I wish to acknowledge Hannah Pham, our Chief Financial Officer, whose financial expertise and disciplined leadership have been instrumental in strengthening our sustainability; Hannah Butler, our Director of Clinical Services, whose clinical knowledge and commitment to quality have elevated our standards of care; and Tania Rogers, our executive Governance, Quality and Risk whose deep understanding of compliance and continuous improvement has reinforced our culture of accountability and safety across the organisation.

Lastly I'd like to thank, Chloe Duggan who provides steady, reliable support to the Executive Office, ensuring seamless coordination across key operational and governance activities. Her professionalism, attention to detail and strong communication skills make her an invaluable part of QVC's leadership rhythm.

“Let us not become weary
in doing good, for at the
proper time we will reap a
harvest if we do not give up.”



Their collective expertise, vision and leadership have been pivotal in positioning Queen Victoria Care to respond confidently to reform while remaining grounded in our values.

This period truly feels like a revitalising chapter for Queen Victoria Care — one defined by clarity of purpose, shared commitment, and genuine care for our people and our community.

The aged care sector has continued to evolve at pace, with the anticipated introduction of the Aged Care Act and the updated Strengthened Aged Care Quality Standards shaping our operating environment. At Queen Victoria Care, we have embraced these reforms proactively by preparing for the implementation of new standards, particularly the requirements around palliative and end-of-life care. We have also realigned our workforce structures to ensure compliance with care-minute obligations under the AN-ACC funding model, while at the same time balancing financial sustainability. These reforms have provided the organisation with an opportunity to strengthen its governance frameworks, ensuring that oversight, accountability and performance measurements and practices are firmly embedded.

Resident safety and wellbeing have remained at the centre of our operations. Residents, families and community engagement remain central to our mission. Over the past year we have deepened our “Families as Partners in Care & Change”, creating opportunities for co-design approach, ensuring supported decision-making and the resident’s voice are at the heart of decisions made, welcoming families to partner in shaping both care and community life. A particular highlight has been the launch of our intergenerational program “Bridging Generations” with St Cuthberts Catholic School, which has brought together residents and younger members of our community to share stories, activities, and learning experiences. This initiative has enriched the lives of residents by fostering connection, joy and a renewed sense of

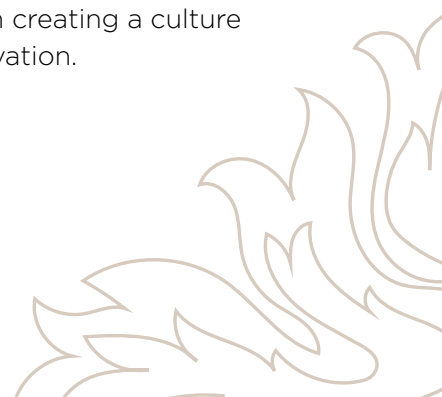
purpose, while also providing younger participants with a deeper understanding of ageing, respect and community values.

Our staff are the foundation of Queen Victoria Care. This year we placed particular emphasis on strengthening workforce capability and culture. We celebrated and recognised our staff through initiatives such as the Maggie Davison Legacy Awards, long-service milestones and wellbeing programs. We also support staff through Enterprise Agreement negotiations. We are proud to continue fostering a culture where staff feel supported, valued and empowered to provide excellence in care.

Alongside residential care, the Village has continued to thrive as an important part of our community. Our Independent Living Units provide residents with the comfort of independence while ensuring security, connection and access to support as needs change. Over the past twelve months we have nurtured a strong sense of community within the Village, where neighbours look out for one another and engage in social and recreational activities that foster friendship and belonging.

I wish to extend my thanks to Lee Patterson, our Village Manager, whose leadership and care have been central to creating this welcoming and supportive environment, and to the ILU Village Committee Chair John Behrens, whose input and advocacy have ensured that residents’ voices are heard and valued. Together, they help make the Village a vibrant extension of Queen Victoria Care, reflecting our vision of enabling people to live well at every stage of ageing.

I extend my heartfelt gratitude to our staff within the facility and our leadership team, whose dedication, compassion and professionalism underpin everything we achieve. It is through their daily commitment to residents and families that our values come to life in meaningful and tangible ways. Their resilience and willingness to embrace change have been instrumental in creating a culture of care, respect and innovation.





L to R - Hannah Butler, Tania Rogers, Carmen Rocchia, Hannah Pham, Chloe Duggan

It is a privilege to lead such a committed team, and I thank each of them for the extraordinary contribution they make to our community.

Looking ahead, the coming year will be a pivotal one. Our priorities include consolidating compliance with the new standards, embedding innovative technologies to improve resident safety and operational efficiency and building further financial resilience. Above all, we remain committed to deepening our culture of accountability, compassion and courage.

As we reflect on our journey, I am reminded of the words;

“Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.”

These words capture the spirit of our work sustained effort, unwavering compassion and faith in the positive change we are building together.



Our Values



RESIDENT AND CARER CENTRED CARE

Our residents and their Carers are at the centre of everything we do.



KNOWLEDGE

Our people value continual learning, and we partner with the community to expand and deepen our knowledge.



EMPATHY

We take the time to listen and understand things from another's point of view.



ACCOUNTABILITY

We are accountable for our actions, and we acknowledge and improve from our mistakes.



COURAGE

We have the courage to question the status quo, stand up for what is right, take reasonable risks, and be adaptable to change.

Our Purpose

We partner with people to live their best life.

Our People and Workforce

At Queen Victoria Care in 2024-25 we strengthened our workforce capability and culture with a fresh focus on leadership, training and sustainable staffing models.

These actions are building a values-aligned and future-ready workforce that supports consistent, person-centred care while maintaining critical financial and operational sustainability.

How we have done it:

- Redesigned clinical leadership roles, enhancing accountability, coaching and mentoring across all shifts, led by the Director of Clinical Services.
- Introduced structured learning and development using scenario-based education, compliance workshops, staff huddles and Six-Minute Intensive Training Sessions (SMITS) to build clinical confidence and improve care documentation quality.

- Improved staffing resilience and workforce stability through roster optimisation, enhanced registered-nurse coverage and better alignment between staffing levels and resident care needs.
- Delivered a series of organisation-wide values workshops involving every team member across all departments, providing an opportunity to reconnect with our core values so they live in our daily practice.

The Queen Victoria Care leadership team maintains a visible presence on the floor every day, working alongside staff to provide guidance, hands-on support, and shared accountability.

Daily engagement has become a defining feature of our culture as we foster trust and make team members feel valued and supported.

“We have cultivated a culture of collaboration, respect, and pride where staff are empowered to deliver their best work and embody our values in every interaction.”





Enriching Life, Community and Services

Queen Victoria Care continues to evolve from a transactional model to a values-driven, relationship-centred approach that places empathy and respect at the heart of every interaction.

Central to our mission is ensuring every resident experiences dignity, purpose, and comfort.

How we have done it:

- Strengthened resident and family partnerships introducing storytelling and shared narratives during Family Forums which humanise our care approach, foster empathy and build trust.
- Expanded person-centred practice through quarterly care-plan reviews which ensure residents' goals, values and daily preferences are reflected in decision-making.
- Enhanced palliative and end-of-life care ensuring clinical tasks provide holistic, compassionate support that prioritises emotional, physical and spiritual wellbeing.
- Launched the Family Forum and Comfort Care Model, embedding open communication, transparency and co-design into the care experience.

“Residents contribute directly to care-planning discussions with the support of their families or representatives and see tangible responsiveness to feedback.”



Maintaining Financial Sustainability

Operating in the aged care sector is a fine balance and at Queen Victoria Care, we maintain a strong focus on financial sustainability while continuing to invest in systems, infrastructure and workforce wellbeing.

In 2024-25 we have improved transparency, streamlined processes and ensured resources are directed where they create the greatest impact — enhancing care delivery, supporting our workforce, modernising systems, ultimately safeguarding the organisation's long-term stability.

“Over the past year, we have strengthened our operational foundations through careful financial management and a commitment to balancing quality with efficiency, with our residents remaining at the centre of all we do.”



Reforming Governance and Accountability

Our governance framework has matured significantly, embedding clear lines of accountability throughout the organisation, utilising data-driven decision making and supporting a culture of reform readiness, all critical for the aged care sector.

Achievements this year include:

- Establishment of an Integrated Committee Framework

- Enhanced clinical compliance reporting
- Executive and Board reporting enhancements
- Strengthened audit and risk controls.

These reforms support informed decision-making, embed measurable improvements in quality indicators and has Queen Victoria Care ready for the new Aged Care Act commencing 1 November 2025.

“This year saw the successful implementation of an integrated committee framework that directly aligns with the Strengthened Aged Care Quality Standards, ensuring continuous improvement pathways all through the organisation to the Board.”



Our Quality & Safety Overview

In 2024-25 Queen Victoria Care achieved measurable improvements across key quality and safety indicators, reflecting the strength of our refreshed clinical governance framework and our commitment to consistent, values based and person-centred care.

These achievements highlight our evolution to a mature, data-driven approach to clinical governance.

Equally, our commitment to Work Health and Safety (WHS) has remained a high priority through:

- Proactive hazard reporting
- Regular safety audits
- Improved communication between clinical, hospitality and maintenance teams have reinforced a culture of shared responsibility for wellbeing.

“Together we are all working towards a safe, supportive and compassionate environment for all residents, staff and community.”



Our Future for Independent Living

Part of Queen Victoria Care's growth centres on revitalising our Independent Living Units to reflect the expectations of the next generation of retirees.

Guided by our four strategic pillars, this initiative will deliver modern, comfortable and sustainable living environments supported by our exceptional services and importantly, strong community connection.

- Dedicated teams will continue to deliver responsive support and integrated care coordination across residential and independent living.
- We will create vibrant communal spaces, lifestyle programs and wellbeing initiatives that foster social connection and purposeful living.
- A staged refurbishment program will ensure long-term viability while reinvesting in facilities and resident experience.
- Strong governance and accountability will underpin this transformation through sound planning, compliance with retirement living regulations and robust risk oversight.





Looking Ahead

As Queen Victoria Care enters the next stage of reform, our focus will remain firmly on delivering high-quality, person-centred care supported by a capable workforce and strong governance.

We will continue to embed the strengthened aged care quality standards across all areas of practice, ensuring consistency and accountability under the new legislative framework.

A key priority will be advancing workforce development, supported by structured learning pathways and leadership programs to embed a culture of continuous growth.

The rollout of the Palliative Aged Care Outcomes Program will enhance our ability to provide data-informed, compassionate end-

of-life care. Expanded dementia care initiatives will strengthen clinical capability, environmental design and personalised engagement.

Financial and operational sustainability will remain central as we finalise Higher Every Day Living Fee implementation and compliant pricing, so residents continue to access enhanced everyday living services.

Concurrently, the delivery of refurbishment works will modernise living environments, reflecting our commitment to comfort, safety and dignity.

Finally, the continued advancement of digital integration and data analytics will provide stronger governance insights, enhance clinical safety and drive informed decision-making.

“Together, these initiatives help us keep improving the care we provide at Queen Victoria Care, so residents, families and our community feel genuinely supported as their needs change.”

Carmen Rocchia, Chief Executive Officer



Our Partnership with the University of Tasmania

Queen Victoria Care continues to strengthen its partnership with the University of Tasmania hosting multidisciplinary student placements across Nursing, Medicine, Pharmacy, Paramedicine, and Speech Pathology.

In 2025, fifteen groups of third year medical students undertook placements focused on patient interviews to develop their communication skills and gain meaningful exposure to older people in residential aged care.

Each student participated in pharmacy tutorials, clinical shadowing and structured resident interactions to enhance their understanding of medication management, wound care and dementia care.

Twelve groups of fifth year medical students completed case studies and presentations on aged care-related conditions such as infection control and pressure injuries, supported by onsite tutorials and assessment.

Five groups of nursing students participated in supervised placements designed to strengthen clinical and documentation skills, with a particular focus on palliative and end-of-life care.

Three groups of pharmacy students gained exposure to aged care through tailored activities developed in partnership with the university and our pharmacists to enhance the practical value of their placement.

Four groups of paramedicine students completed week-long placements centred on communication, hygiene care and understanding the needs of frailer, older people in care settings.

Finally, a group of first year speech pathology students joined the program to explore swallowing difficulties and assessment in later life, supported by university teaching staff onsite.

“These collaborations provide valuable learning experiences for emerging health professionals while contributing to the broader goal of improving the profile and understanding of aged care as a vital and rewarding practice area.”



Our Staff are the heart of Queen Victoria Care

We take great pride in recognising and celebrating the dedication, professionalism and compassion of our staff. Each member of our team contributes to the beating heart of our organisation, ensuring that our residents receive the highest standard of care every day.

We acknowledge the milestones and years of service that reflect commitment, loyalty and the genuine care that defines who

we are. Whether through long-standing service, exceptional teamwork, or innovative contributions, every effort is valued and appreciated.

Our staff are the foundation of Queen Victoria Care's success, and we are sincerely grateful for their continued dedication to our residents, their families, and each other.





Volunteering at Queen Victoria Care

At Queen Victoria Care, we deeply value the contribution of our volunteers, whose time, skills, and compassion enrich the lives of our residents every day.

Volunteers play an important role in creating a warm, engaging, and supportive environment.

Whether through companionship, assisting with activities, or simply sharing a smile, their generosity of spirit helps foster a true sense of community and belonging.

We are genuinely grateful for their commitment and the positive difference they make to the lives of our residents and staff alike.



CEO Sleepout

We were proud to take part in the 2025 Vinnies CEO Sleepout at MyState Bank Arena on a cold June night, joining leaders from across Tasmania to raise awareness and vital funds for people experiencing homelessness.

Spending a cold night outdoors gave CEO Carmen Rocchia, Executive Officer Chloe Duggan and Director of Clinical Services Hannah Butler a deeper understanding of the challenges faced by so many in our community.

Together, we raised over \$7,000 to support the St Vincent de Paul Society Tasmania and their essential work providing shelter, meals, and support. As a care provider, we believe in compassion beyond our walls - standing alongside those in need and helping build a community where everyone has a safe place to call home.



Community Engagement at Queen Victoria Care

Community connection is central to the life at Queen Victoria Care. We are proud to maintain strong relationships with local organisations, schools and community groups that bring joy, purpose, and a sense of belonging to our residents.

Our partnerships with the Lindisfarne Yacht Club, and St Cuthbert's Catholic School continue to bring immense value to our residents and the broader community. Weekly visits to the Yacht Club for senior lunches are now a highlight on the calendar with busloads of residents enjoying beautiful waterfront views, hearty meals, and genuine companionship.

Our intergenerational program with St Cuthbert's has also flourished, with weekly

sessions alternating between the school and Queen Victoria Care. These visits have fostered remarkable bonds between students and residents, creating moments of joy, laughter, and learning that transcend age. For our residents, the program offers a deep sense of belonging and purpose; for the students, it nurtures empathy, respect, and an appreciation of community. Together, these partnerships celebrate connection, shared experience, and the simple power of spending time together.

These partnerships not only enrich the lives of our residents but also strengthen community bonds, fostering mutual respect, understanding and lasting friendships between young and old alike.



Financial Overview

The 2024-25 financial year was one of strong operational performance and responsible financial management for Queen Victoria Care. Despite the ongoing challenges of rising costs, workforce pressures, and sector reform, Queen Victoria Care achieved a solid operating surplus of \$695,827 on total revenue of \$20.6 million and total expenses of \$19.91 million. This result reflects disciplined cost control and a focus on sustainability while continuing to prioritise the wellbeing of residents and staff.

Average occupancy for the year was 94.2%, demonstrating consistent demand for Queen Victoria Care's residential and independent living services. Growth in AN-ACC funding and stable resident fee income supported the organisation's financial stability, enabling continued reinvestment in care quality and infrastructure.

At 30 June 2025, Queen Victoria Care held cash and investments of \$27.3 million and net assets of \$11.06 million, up from \$8.51 million in 2021. This strong financial position ensures the organisation meets all prudential obligations, including the Annual Prudential Compliance Statement (APCS) and Liquidity Management Strategy (LMS), while maintaining a secure and transparent management of resident funds.

During the year, Queen Victoria Care delivered several key capital projects focused on improving safety, comfort, and sustainability. These included the replacement of 68 beds and mattresses, the installation of new air-conditioning systems - continuing into FY2026 to enhance living conditions - and the refurbishment of Independent Living Units (ILUs) with modern, age-appropriate designs suited to older residents. These investments align with Queen Victoria Care's long-term asset management and renewal strategy.

Looking ahead to FY2026, Queen Victoria Care will continue to strengthen financial resilience and service quality by focusing on workforce stability, renovation of older wings, and preparation for the new Aged Care Act and Financial & Prudential Standards commencing in November 2025.

Queen Victoria Care remains committed to delivering high-quality, person-centred care supported by prudent financial governance and ongoing reinvestment in its people, facilities, and community.

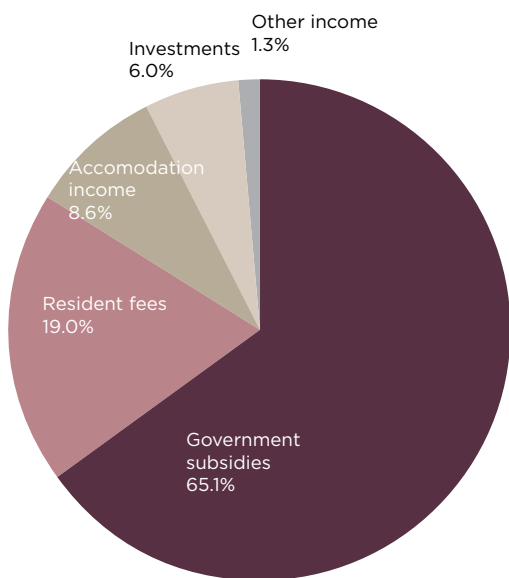


BOARD MEETING ATTENDANCE

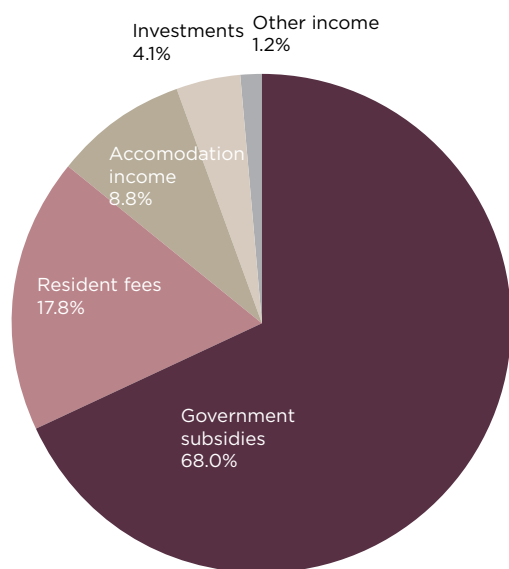
	General Board Meetings (7 meetings held)	Finance Audit & Risk Committee Meetings (10 meetings held)	Clinical Governance Committee Meetings (8 meetings held)
DIRECTORS	ATTENDED	ATTENDED	ATTENDED
Ann Murray	6	10	2
Nicolas Turner	7	9	-
Victoria Newton	7	-	5
Fritz Shoemaker	7	10	-
Joe Giedl	7	8	-
Sandy Travers	7	-	8
Angela McKenzie	6	-	7

TOTAL REVENUE FROM ALL SOURCES

FY 2024-25

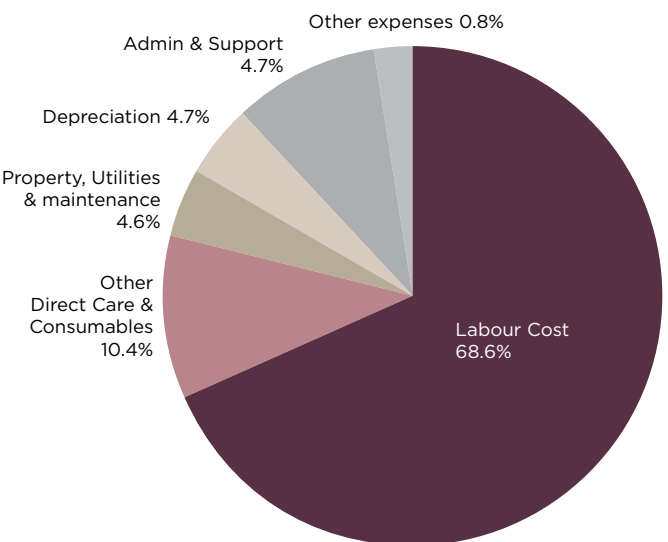


Budget FY 2026

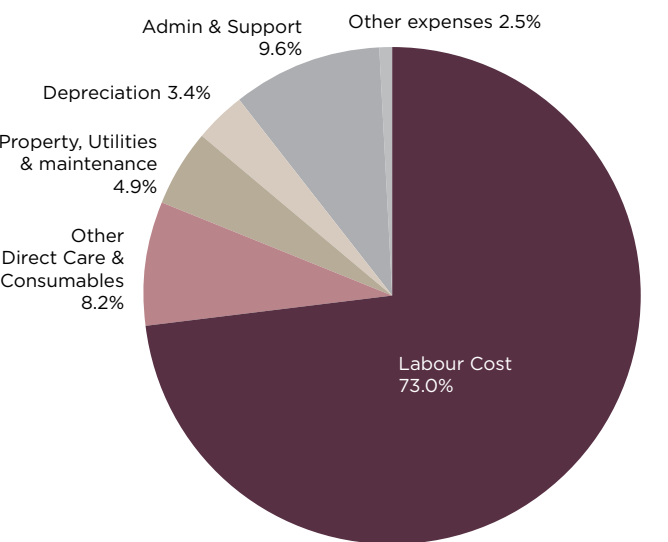


TOTAL EXPENDITURE FROM ALL SOURCES

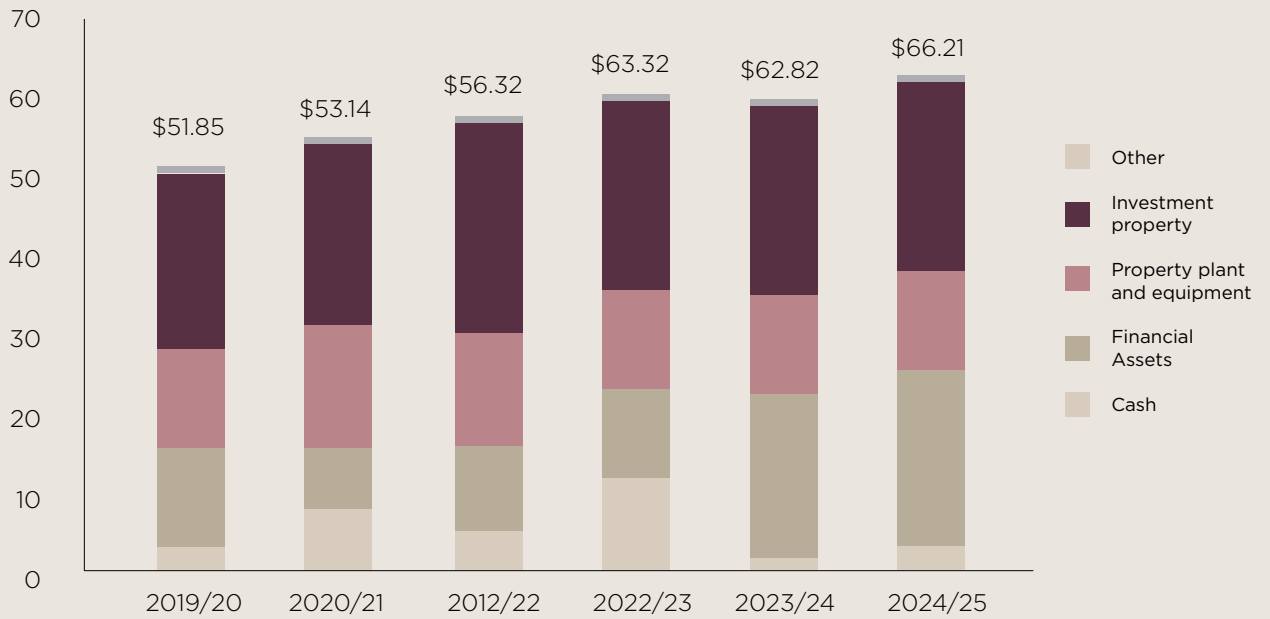
FY 2024-25



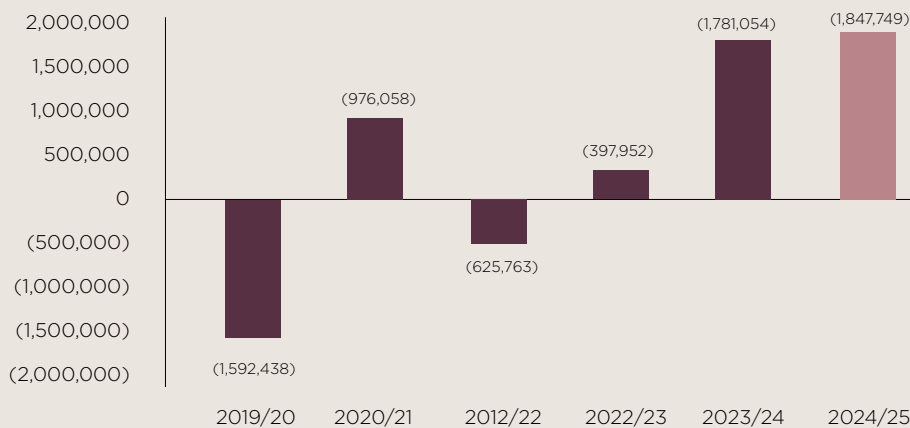
Budget FY 2026



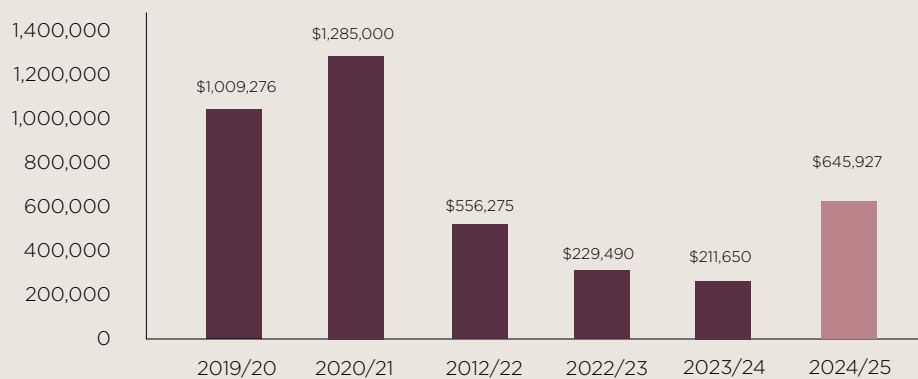
ASSETS



NET CASHFLOW FROM OPERATING ACTIVITIES



CAPITAL WORKS AND PLANT & EQUIPMENT EXPENDITURE



Executive Team



Carmen Rocchia

Carmen is a dedicated executive with more than ten years' experience and, for the past seven years, has provided comprehensive support within the aged-care sector to Boards, CEOs and Executive Management Teams. She has achieved considerable success leading and strategically improving organisations, with responsibilities spanning organisational leadership, risk management, business restructuring and a deep understanding of corporate governance including non-executive and executive responsibilities, internal and external audit, funding decisions and continuous improvement.

Carmen leads through clear values resident-centred care, knowledge, empathy, accountability and courage and is passionate about building a high-trust, learning-oriented culture. She fosters psychological safety, open communication and consistent standards, enabling people to do their best work while strengthening clinical quality, compliance and service outcomes. An adaptable and resilient "all-round" leader, she delivers strategic goals through people, setting direction, coaching capability and aligning teams to purpose.

A core theme throughout her career is innovation: helping individuals and organisations collaborate to surface opportunities, develop new ideas and implement practical improvements. Her commitment to aged care is grounded in her connection to the Lindisfarne community and a belief in the sector's pivotal role in ensuring the best possible care for residents delivered with love, compassion and dignity.



Chloe Duggan

With a background in management and client relations, Chloe first started at Queen Victoria Care in 2020. She has held pivotal roles including Executive Assistant, Client Liaison Officer, Receptionist and Extended Care Assistant, demonstrating her versatility and commitment to enhancing aged care services.

Chloe's career journey showcases her ability to lead and innovate across various sectors. Prior to her tenure at Queen Victoria Care, she gained valuable experience in the hospitality industry, where she honed her skills in customer service, operational management and team leadership.

Throughout her working experience Chloe has consistently demonstrated her dedication to providing exceptional service, now continuing to drive positive change and impact in her current role at Queen Victoria Care.



Hannah Butler

With over 15 years of experience in aged care, palliative care, oncology, and community health, Hannah brings both compassion and clinical leadership to her role at Queen Victoria Care. A Registered Nurse known for her integrity and empathy, she is dedicated to delivering person-centred, high-quality care and empowering teams to achieve excellence.

Before joining Queen Victoria Care, Hannah held leadership roles including Nurse Unit Manager at Calvary Hospital's Gibson Unit and Manager of Sector and Community Engagement at Palliative Care Tasmania, where she led statewide education and advocacy initiatives. She has also worked as a Clinical Nurse Consultant with the Specialist Palliative Care Service – Community Team, providing advanced care and support to individuals and families at home.

Having completed a Specialist Certificate in Palliative Care through Flinders University, Hannah aspires to become a Nurse Practitioner specialising in community-based aged and palliative care.



Hannah Pham

Hannah Pham brings a wealth of financial expertise and a deep commitment to the aged care sector to her role as Chief Finance Officer at Queen Victoria Care. Before relocating to Tasmania nine years ago, Hannah accumulated seven years of valuable experience in auditing in Vietnam. What began as a plan to complete her Master's degree at the University of Tasmania quickly evolved into a lasting connection to the state's natural beauty and welcoming community.

Since joining the aged care industry in 2020, Hannah has played an integral role in strengthening Queen Victoria Care's financial performance and operational sustainability. She is highly regarded for her analytical insight, collaborative approach, and dedication to supporting a compassionate and accountable culture.

Hannah is genuinely fond of the organization's inclusive environment and the remarkable staff who share her commitment to delivering exceptional care and continuous improvement.



Tania Rogers

With more than 30 years of experience in the health and aged care sectors, Tania Rogers brings extensive expertise in governance, quality, and compliance to her role at Queen Victoria Care. Born and raised in Hobart, Tania has dedicated her career to supporting and advocating for vulnerable members of the community.

Her career began in aged care in the early 1990s, progressing from direct operational roles to leadership positions. Following a period as an Industrial Organiser, Tania returned to aged care in 2016 to focus on proactive quality improvement and risk management.

Now a valued member of the Executive Management Team, Tania is passionate about fostering a culture of inclusion, innovation, and continuous improvement at Queen Victoria Care.

Our Board



Ann Murray

Ann Murray brings with her more than 25 years' experience working in senior management roles with Mayne Nickless and Toll. She has extensive executive management experience in operations, finance, strategic planning and governance. As a former director of Transend Networks PL, Premium Events, TTA and Magnolia House she has a wealth of experience.

She holds an MBA from UTAS, studying electives onsite in Malaysia, and completed a strategic management programme through Macquarie University. In 2008 she was announced as the Tasmanian Corporate Winner of the Telstra Business Women's Awards.



Nicolas Turner

Nicolas Turner is the Executive Chairman of public relations, advertising and marketing agency Cor Comms. He has more than 30 years' experience as a journalist and public relations professional in Tasmania. A former reporter with the Mercury newspaper, Nick covered State politics, industrial relations, rural affairs and sport. He is a former national and Tasmanian president of the Communication and Public Relations Australia (CPRA) and is a Life Member of the CPRA and OHA Hockey Club in Hobart. He is also a Director of Cricket Tasmania.



Victoria Newton

A values-driven leader, Victoria brings a deep commitment to fostering respectful, person-centred workplaces and contributing to organisations that make a genuine difference in their communities.

With extensive experience across the resources, manufacturing, health, and utilities sectors in Australia and the Americas, Victoria is recognised for her leadership in cultural transformation, organisational design, workforce strategy, and leadership development. She has a strong record of building capability, driving engagement, and aligning people and culture initiatives with business strategy.

Passionate about the aged care and community sectors, Victoria is dedicated to creating environments where residents, families, and employees feel valued, supported, and connected. She brings a balanced perspective of care, governance and commercial acumen, ensuring organisational sustainability and meaningful social impact.



Angela McKenzie

Angela has more than 30 years' experience working with people who are frail, aged and terminally ill, in both urban and remote settings. She has worked in community and residential age care and as a dementia consultant with Dementia Support Australia.

Angela has a formal education in nursing and primary health care and has worked in management and executive roles; she has been an active board member on both local and national boards and advisory committees. Angela has twice been awarded a fellowship from the Dementia and Training Study Centre to further her knowledge in translating evidence into practice in residential age care.



Josef Giedl

Josef Giedl joined the Board in May 2018 after a career as a geologist in Queensland, Victoria and Tasmania and subsequently as a senior project manager with a large private engineering consulting firm in Tasmania. Josef's diverse roles included engineering geologist, quality management auditor and Myers-Briggs assessor. Josef has a BSc Hons in Earth Sciences from Monash University and also a Graduate Diploma of Political Science from the University of Tasmania. He has had experience as a director with three NFP organisations.



Fritz Shoemaker

Fritz Shoemaker is an entrepreneur, who currently operates a General Practice medical business and a Skin Cancer Centre. He too owns a business consulting firm assisting several Tasmania and interstate firms and mentors many other CEO's and business owners.

Formerly he managed a team of 37 business improvement consultants across Australian and was the CEO of a medium sized multinational company. He has been a part-time lecturer on Strategy in the University of Tasmania's Executive MBA program. He is a widely quoted author of a book on Business Strategy and Collectively held Emotional Intelligence and has spoken on that subject and on business improvement concepts extensively.

Prior to his role on the board of QVCare he has served on many boards with over 30 years of board directorship. Fritz holds multiple degrees including an MBA and is a Graduate of the Australian Institute of Company Directors.



Sandy Travers

Sandy is an experienced leader with more than 25 years across private enterprise and the not for profit sector, including healthcare, aged care and disability services.

Sandy has led business transformation and organisational growth initiatives, with a particular focus on developing quality management systems that elevate consumer voice, autonomy, and quality of life. Her healthcare background as a pharmacist includes owning a community pharmacy that supplied medications to aged care homes, and working as a consultant pharmacist advising GPs and care staff on appropriate use of medicines, delivering staff education, and contributing to multiple medication advisory committees.

Currently, Sandy is Executive Manager Corporate Services at Langford Support Services, overseeing quality, risk and compliance, policy development, and property and asset management. She is a Graduate of the Australian Institute of Company Directors and has previously served as a Director of May Shaw Health Centre and Langford Support Services. Sandy is passionate about ensuring that governance and quality systems are designed to improve outcomes for people rather than simply meet compliance.





A salute to the staff at Queen Victoria Home

A Dame you'll find in Lindisfarne,
Victoria is her name,
The Queen of Care, she likes to yarn,
With old folks, that's her game.

With Nurses, Carers, the Lifestyle Mob,
Victoria does us proud,
With cooks who do a splendid job,
She stands out from the crowd.

The Carers wash, they wheel, they carry,
It's all done with a smile,
Though rushed at times, they never tarry,
They go the extra mile.

The Nurses, following the Nightingale,
Turn up with hourly pills,
Their reassurance never fails,
A cure for all ills.

To hear a song or sing a hymn,
There's Lounge and Chapel here;
For care and fitness there's the Gym,
Kind experts and great gear.

The old remark that Cleanliness
(Removing dirt and grime)
Comes next indeed to Godliness
Is true here all the time.

Reception, Maint'nance-marvelous fold,
Laundry and Gardners call,
Greet, wash, or dig, or fix when broke,
Teamwork and Leaders and all.

To mention names would not be fair,
Since each one does their best,
With dedication truly rare,
With zest and kindly jest.

To those who've given your years of toil,
Who've always "soldiered on",
Who've been so kind and ever loyal,
"We'll miss you when you've gone!"

Replacements come from far and wide,
From India and Nepal,
Japan and China,
Tassie pride - Without you it's free-fall.

A League of Nations we have here,
Devoted all to service,
There's nothing here to make us fear
Or even make us nervous!

From Eighteen-Ninety-One till now,
Upon the Hobart scene,
Victoria reigns, and that is how
She's Lindisfarne's own Queen.

Lorna and Neville Clark

Lindisfarne

August 2025

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QUEEN
VICTORIA
CARE

EST. 1891