

Annual Report

2017 – 18



CELEBRATING 50 YEARS

Be supported
Be independent
Be respected
Be you.

Retirement Living
Home Care Services
Residential Aged Care

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For 50 years Clayton Church Homes has been proud to offer an environment of inclusion, dignity and love to older South Australians.

About Us

We pride ourselves on the genuine, caring relationships we have with our residents.

We continually strive to provide the very best in physical, emotional and pastoral support, combining the security and safety of a family home with the freedom of an independent lifestyle.

Established in 1968 under the auspices and support of the Clayton Congregational Church, Clayton Church Homes provides both residential aged care services and independent living facilities to the South Australian community.

As an independent, not-for-profit organisation, the comfort and welfare of our residents is at the heart of everything we do.



“It’s very liberating to know that maintenance is taken care of.”

Joan



Our Vision

Quality care
through mutual
respect in
a loving
environment

Our Mission

Clayton Church Homes Incorporated (CCH) is committed to ensuring that its facilities and management emphasise the rights and dignity for all individuals. It is dedicated to the provision of safe and pleasant accommodation for residents, while enabling them to continue with their chosen lifestyle as much as possible.

Clayton Church Homes will continuously strive to introduce benefits and standards that are aimed at improving the physical well-being, self esteem and lifestyle of all residents.

Clayton Church Homes will remain responsive to changing individual and community needs and seek to be of service to both.

Clayton Church Homes has adopted a set of Guiding Principles in line with its Vision and Mission Statement, which underpins the provision of services to its residents.

Our Guiding Principles

Mutual Respect

Clayton Church Homes believes that mutual respect between all stakeholders supports its daily decision-making and service provision.

Quality

Clayton Church Homes aims to provide quality services so that the elderly are able to continue the lifestyle they choose within a supported environment.

Freedom

Clayton Church Homes recognises that people living in supported accommodation have the same human, legal and service rights and responsibilities as other Australians, including the need to live in harmony with other people and respect their rights.

Decision-Making and Accountability

Decisions made by Clayton Church Homes are consistent with its Vision and Mission Statements, always keeping in mind the rights of the individual, the laws of Australia and the desire to continually improve the quality of services provided.

Service Provision

Clayton Church Homes will provide services within its means and to the highest possible standard. It will always maintain the rights of the individual, the requirements of government agencies (including legislative and regulatory requirements) at the forefront of its decision making processes and future development.

“I genuinely enjoy building relationships with all of our residents and facilitating their lifestyle choices.”

Nino DiSisto
CEO

Our Facilities



Residential Facilities

Clayton Church Homes Prospect

(also known as Clayton Residential Aged Care Service)

60 beds at 156 Main North Road, Prospect

Clayton Church Homes Magill

96 beds at 43 Fisher Street, Magill

Clayton Church Homes Park Village

60 beds at 30 Shillabeer Road, Elizabeth Park

Clayton Church Homes Summerhill

25 beds at 1144 Greenhill Road, Uraidla

Administration

156 Main North Road, Prospect SA 5082

PO Box 3067
Norwood SA 5067

ABN 70 138 284 252

Retirement Living

Magill

30 ILUs at Bricknell Street, Harrow Avenue and Fisher Street, Magill

Queen Street

6 ILUs at 24-26 Queen Street, Norwood

Beulah Terraces

33 apartments at 144-148 Beulah Road, Norwood

Percival Street ILUs

6 ILUs at 2-6 Percival Street, Norwood

3 ILUs at 28 Queen Street, Norwood

Uraidla Village

North Village
8 ILUs at 21 Kidney Street, Uraidla

South Village
9 ILUs at 12-14 Kidney Street, Uraidla



“I love my apartment. It’s light, airy and very contemporary.”

Eva

Board of Directors

Thank you to the Board of Directors who volunteer their time to be part of Clayton Church Homes and for their invaluable contribution both individually and collectively.



Brian Hern
Chairman

Appointed 1992
Chairman since 2000
Brian Hern brings to the Board over 40 years' experience as a Senior Accountant in a private practice as well as over 25 years' experience on a number of Aged Care Boards and Trusts of not-for-profit organisations. He is a long-standing helper in the Uniting Church and Community Arts.



Brian Piller
Deputy Chairman

Appointed 1998
Brian Piller has over 50 years' experience in a range of Executive positions within the mining and petroleum industries with a strong background in systems and finance. He volunteers for a number of not-for-profit aged care, Church based and Community Arts organisations.



Liz Malcolm
Board Director

Appointed 2017
Liz brings to the Board many years of experience working for government, disability services, clinical and rural experience, and non-government agencies. Liz is the former Chair of the Uniting Care Wesley Port Pirie Board and current employee with Uniting Country SA (also aligned with the Uniting Church).



Rev. Don Catford
Board Director

Appointed 2006
Don Catford is retired after 40 years' experience as Director, including 29 years as Chairman in not-for-profit Church based aged care organisations. He also has experience as Senior Executive and Chaplain of Uniting Church organisations.



Rosie Osman
Board Director

Appointed 2016
Rosie Osman has over 20 years' experience as a Director of a private company, a public unlisted company and several not-for-profit Boards. Rosie was a founder and Director of Accumulus Pty Ltd, and was SA's first female Certified Financial Planner. In 2000, Rosie was the winner of the SA Telstra Business Women's Award - Small Business Owner category.



Greg Adey
Board Director

Appointed 2014
Greg Adey has 35 years' experience in the provision and management of clinical services including 10 years as an Executive Manager of aged care services and four years as a private consultant in aged care. He also has extensive experience in guiding policy development and quality standards relating to aged care services.



Akos Nagy
Board Director

Appointed 2012
Nominated by the Hungarian Caritas Society, Akos Nagy represents the Hungarian community. He has extensive experience in Executive Management positions in the corporate sectors, Director of not-for-profit aged care and Cultural and Linguistically Diverse (CALD) organisations with participation in overseas study tours.



**"CCH staff
show us
respect,
tolerance,
care and
friendship."**

Elizabeth

Board Representation on Board Sub-Committees

Finance and Audit Committee

The Finance and Audit Committee comprises four Board Directors, Brian Hern (Chairman), Brian Piller (Deputy Chairman), Greg Adey (Board Director), Rosie Osman (Board Director) and Nino DiSisto (Chief Executive Officer – ex-officio).

Work Health and Safety (WHS) Committee

The WHS Committee includes one Board Director, Akos Nagy, as well as management and employee representatives with the Chief Executive Officer, Nino DiSisto, the Committee Chairperson.

Redevelopment Committee

The Redevelopment Committee comprises two Board Directors, Don Catford and Brian Piller, as well as the Chief Executive Officer, Nino DiSisto, and Chief Operating Officer, Tim Chia.

Nominations Committee

The recently established Nominations Committee includes three Board Directors, Rosie Osman (Committee Chairperson), Greg Adey and Brian Hern, as well as two members of Clayton Church Homes, Kevin Kelly and Beth Mylius (ILU Residents).

Client Services and Workforce Engagement Committee

The Client Services and Workforce Engagement Committee comprises four Board Directors, Liz Malcolm (Board Director), Akos Nagy (Board Director), Greg Adey (Board Director), Rosie Osman (Board Director) and Nino DiSisto (Chief Executive Officer – ex-officio).



Strategic Direction

Strategic Goals

To achieve our Mission and Vision, Clayton Church Homes will pursue outcomes that meet the changing needs of the individuals and communities served, and which build strength in managing the complex changes underway in aged services. Clayton Church Homes will:

- Use evidence-based innovations and best practice standards to drive our competitive advantage in services, lifestyle and built-form
- Expand the reach and diversity of our services based on sound business decisions
- Ensure that people are attracted to the Clayton Church Homes brand as their first choice in aged services
- Develop a customer-centred workforce who put our values into action everyday
- Embed healthy ageing and well-being as the core of our services

- Use partnerships and relationships to develop integrated customer services and stronger business results
- Develop a flexible, nimble, organisational culture to positively manage the continuous opportunities and challenges of our operating context

Strategic Position

While Clayton Church Homes understands the appropriateness of cross-subsidising services to support our Mission, the organisation's purpose is best served by locating and pricing services in a manner which delivers long-term financial strength.

With a primary focus on residential aged care and retirement living, Clayton Church Homes will facilitate a broader integrated care continuum (e.g. Home Care)

for the Clayton Church Homes community, through either our own services or through trusted partners.

Clayton Church Homes uses state and national Uniting Church networks to enhance positive outcomes for older people, and to strengthen organisational expertise and performance.

Clayton Church Homes will continue to evaluate its strategic position with regard to critical issues such as the exponential growth of Home Care, the consolidation of Providers and the fundamental importance of competitive advantage in a deregulated market.

Since 1968, Clayton Church Homes has continually built on its commitment and leadership in providing high quality aged care and retirement living. Through

Clayton Church Homes is now in its third year of the Strategic Plan 2016-18 of which most of the priorities remain current and on target.

the invaluable contribution of dedicated staff, we have developed a respected reputation in the communities we serve.

This is an exciting time for Clayton Church Homes as we position the organisation to embrace the challenges and opportunities of this coming decade of major reforms. Our Strategic Plan 2016-18 provides a clear roadmap for Clayton Church Homes to achieve its mission and vision in these complex times.

Through the collaboration of our staff, volunteers and partners we look forward to the future with confidence and pride, knowing that our actions celebrate positive ageing and well-being. Each of us has an important role in achieving our strategic goals, and I thank you for your ongoing support.

Brian Hern
Chairman, Board of Directors

Our strategic priorities

- Masterplan redevelopments
- Targeted growth
- New opportunities
- Competitive advantage
- Customer-driven culture
- Key partnerships



Our organisational strengths

- Governance and leadership
- Quality management
- Business systems
- Workforce skills and culture
- Financial sustainability



Senior Management

Through the collaboration of our staff, volunteers and partners we look forward to the future with confidence and pride, knowing that our actions celebrate positive ageing and well-being.



Nino DiSisto
Chief Executive Officer

Appointed 2015

Nino is responsible for the executive leadership of Clayton Church Homes, implementation of the Board's Strategic Plan and responsibility for the development and operational management of all care services including service outcomes, staffing and operational and financial performance.



Marie Wittwer
Manager Residential Facilities/Director of Care

Appointed 2015

Marie oversees the operation of all three residential care facilities including clinical care and residential needs delivered to all residents.



Juvena Anderson
Executive Assistant to Chief Executive Officer

Appointed 2011

Juvena provides executive support to the Board of Directors, Board Sub Committees and Chief Executive Officer.



Kim Schulz
Executive Support Officer

Appointed 2017

Kim provides executive support to the Chief Executive Officer and Management Team with a focus on human resources and workforce.



Tim Chia
Manager Assets and Infrastructure

Appointed 2014

Tim is responsible for facilities (building, infrastructure and grounds) management and maintenance, managing new building projects and procurement and contract management. Tim is also responsible for operational property relating to retirement living services and information technology infrastructure and systems.



Nancy Dilena
Manager Finance

Appointed 2008

Nancy is responsible for the management of accounting and financial services, ensuring that proper financial controls are in place, the review and advice of financial performance and the provision of strategic financial advice to the Chief Executive Officer and the Management Team.

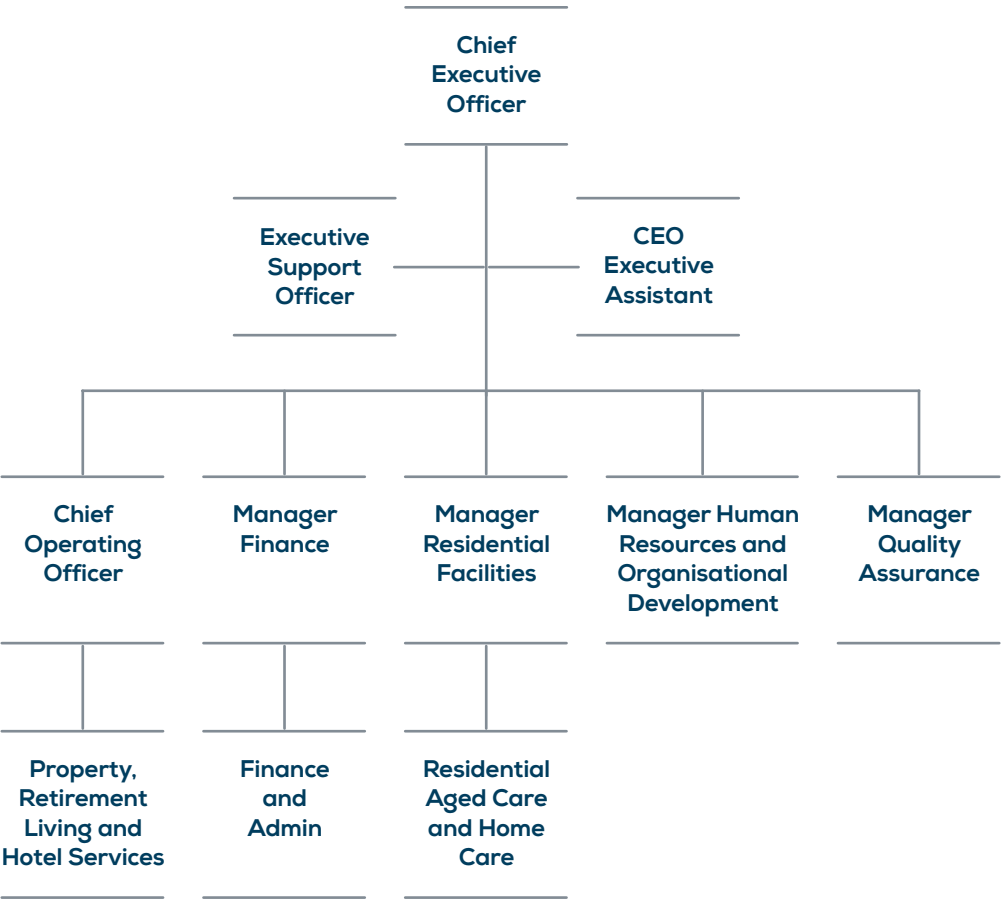


Mayur Bedi
Manager Quality Assurance

Appointed 2011

Mayur is responsible for the development and oversight of quality management systems and monitoring/reporting on the organisation's compliance status with Accreditation Standards and legislative obligations. Mayur is also responsible for conducting audits of Clayton Church Homes' systems and benchmarking activities.

Organisational Chart



“We love living near like-minded people. We treat each other as friends and valued neighbours.”
Don and Margaret

Year in Review

With over 40 staff having achieved this milestone, they have collectively provided over 400 years of active service to CCH.

Pastoral Care

CCH has increased the Pastoral Care Team support with Olga Russo now working an extra day per week, providing additional support to the Magill Memory Support Unit and establishing a service at Summerhill residential aged care facility and Uraidla Village ILUs.

Diversity

Clayton Church Homes is a culturally diverse organisation employing staff who come from a variety of cultural backgrounds, as do many of our residents. A useful link which provides insight into many of the common cultures is www.cultura.org.au/insights.

Staff, Residents and Volunteers

We have recently started acknowledging staff who have been employed with CCH for over seven years (previously 10 years). With over 40 staff having achieved this milestone, they have collectively provided over 400 years of active service to CCH.

CCH also has over 70 volunteers, who assist at each of our sites on a weekly basis.

An amazing milestone celebrated during the year, was that of one of the oldest residents within CCH, Grace Trott, at the Magill site, turning 104 on 10 February 2018.



Quality and Accreditation

CCH continues its efforts to improve the quality of our services through implementing the following:

- The Consumer Experience Reporting Testing Tool during July and August 2017
- The Annual Relative Feedback Survey from 1 August to 31 October 2017
- Successful SafeWork SA Audits at Summerhill and Prospect during 2017
- Regular visits by the Aged Rights Advocacy Service (ARAS) to meet with residents, their families and staff

The Magill site hosted three Auditors from the Australian Aged Care Quality Agency (AACQA) from 20-22 March 2018 assessing CCH compliance with all four Accreditation Standards and 44 Expected Outcomes.

"Happy or Not" Survey

The "Happy or Not" tool was placed across all RAC sites with residents and their families being encouraged to press the key in response to a particular question. Each residential aged care site would participate with both residents and staff surveys providing feedback on specific questions to CCH's support.

Spotless and CCH Magill were Finalists in the Restaurant and Catering Industry Awards held on 31 July 2017 at the Adelaide Convention Centre. CCH is proud of its partnership with Spotless, and to be nominated for such an Award, is a testament to the high quality services and efforts of the staff at both organisations.

Year in Review



50th Year Celebrations

As part of the 50th Year Celebrations the Board agreed on a tree planting event to be held at all sites. Events have been staggered throughout the year, with CCH Gardeners providing advice on the most suitable type of tree.

Events held include:

Prospect
Tuesday 15 May 2018

Queen Street ILUs
Friday 13 July 2018

Percival Street ILUs
Friday 24 August 2018

Magill (including ILUs)
Wednesday 12 September 2018

Summerhill (including ILUs)
Wednesday 26 September 2018
at 2pm

Park Village
Thursday 25 October 2018 at 1pm

Beulah Terraces ILUs
Friday 2 November 2018 at 3pm

The first of the site events was held on 15 May 2018 at Prospect where a long standing staff member and resident led the celebration.

The Historical book, Follow Where They Lead, representing 50 years of CCH services was launched at the Clayton Wesley Uniting Church Service held on 29 April 2018.

Boss' Blind Date

Nino DiSisto, Chief Executive Officer, took on the Boss' Blind Date challenge to raise awareness and funds for Guide Dogs SA/NT. On 23 March 2018 Nino spent the day in darkness to raise funds for the people living with vision loss in South Australia. His personal fundraising target was \$5,000.

Guide dogs were on site at Park Village and Prospect on 23 March 2018, at Summerhill on 26 March 2018 and at Magill in April 2018.

Nino spent the day in darkness to raise funds for the people living with vision loss in South Australia.

40 Years of UnitingCare in Australia

In 2017, Uniting Care celebrated its 40th year marking the coming together of the Congregational Union in Australia, the Methodist Church of Australasia and the Presbyterian Church of Australia.

Throughout the year, UnitingCare used the following logo as a reflection of this milestone which is acknowledged by CCH, a member of the Uniting Church.

Prospect RAC

The Prospect redevelopment was completed and the Official Opening held on 15 October 2017. The opening celebration was attended by over 80 guests, including Prospect residents and their families.

ACSA Retirement Living Education Session

CCH hosted the Retirement Villages session titled "The Nuts and Bolts of Running your Village" at the Magill site on 20 September 2017. As an organisation, CCH was pleased to showcase our great facilities and take a lead on the changes to the Retirement Villages Act and Regulations.

Members of the Informal Residents Committee at Magill, Beth Mylius and Sandy Facy were part of the presentation, outlining the success of the informal Resident Committee arrangements and the importance of communication and engaging with the managing organisation.



The background features a dark blue gradient. Overlaid on this are several concentric, light blue circular arcs that are not fully closed, creating a sense of motion or a stylized 'C' shape. A thin, vertical, light blue line runs through the center of the composition.

Reports

For the Year Ended
30 June 2018

Chairman

Brian Hern

"The growth of Clayton Church Homes mirrors the continuing growth and significance of the aged care industry in Australia."

It is with great pleasure that I present to you the Annual Report for Clayton Church Homes for the year ending 30 June 2018. As Chairman, I am particularly proud to be able to present this report in the 50th year since the establishment of Clayton Church Homes. The celebration of 50 years commenced with a special Church Service at Clayton Wesley Uniting Church, Norwood (the Church from which it all began), on Sunday 29 April 2018.

Over the past 50 years, Clayton Church Homes has become a significant provider of aged care in South Australia. The organisation had its origins in the vision of two men, Jack Sinclair and Reverend Sydney Munn, both of whom were members of Clayton Congregational Church at Beulah Park, Adelaide. The opening of its first aged care facility in April 1968, was a bold beginning for the new organisation and its development since then has been far beyond what anyone could have predicted at the outset.

The growth of Clayton Church Homes mirrors the continuing growth and significance of the aged care industry in Australia. At the same time as reflecting on its past achievements, the CCH Board of Directors and Management Team has continued to plan for the future, in order to achieve the strategic directions and priorities established for the organisation.

As part of the launch of the celebrations in April 2018, our commemorative 50th Year Celebration book, *Follow Where They Lead*, was launched. The reader will no doubt be impressed with our many achievements and I am pleased that 2017-18 represented an equally successful year.

Having been invited to write the foreword for this publication, I thought I would take the opportunity to reproduce it in the Annual Report as it reflects strongly and succinctly what 50 years of Clayton Church Homes represents.

Those who have had associations with Clayton Church Homes will enjoy this book; and those interested in the community and social history surrounding Clayton Congregational Church, later to be known as Clayton Wesley Uniting Church, will learn much from it.

The author, Geoffrey Bishop, has already shown his capabilities as a historian in his account of 150 years of Clayton Wesley Uniting Church in the "The Spire on the Parade", "Tier by Tier" a collaborative history of Basket Range with Roz McGowan, and numerous other books of local, family and wine, industry history. It is fortunate for the sake of historic posterity that a person with Geoffrey's capacity for reliable research, exhaustive interviewing, objectivity and balance has told the story of the first 50 years of Clayton Church Homes, a story which we are proud to tell.

From the vision of Rev Syd M Munn, Clayton Congregational Church's Minister, to meet the social needs of the community and in response to the Gospel of Caring, combined with the financial acumen of Mr Jack Sinclair, the Church's Treasurer, the seed to create an Aged Person's Home was nurtured. We are able to read how the small beginning in 1968 has grown throughout metropolitan Adelaide, providing quality care through mutual respect for many South Australians and their families.

As the story unfolds we read of the personalities, who through diverse contributions, have made their mark on CCH's history. Some are caregivers, others are volunteers, staff, residents, family and friends. All leave an impression, and Geoffrey has captured a cross section of these people which brings authenticity to the story.

The commitment and leadership provided by the 48 Directors over the 50 year history has enabled Clayton Church Homes to maintain a strong focus on its Mission and Vision established many years ago, and remains at the forefront of decision-making at all times.

In thanking Geoffrey Bishop for this record, I would also like to acknowledge all past and present Directors, staff and volunteers for turning the ordinary into the extraordinary. We all look forward to the next exciting chapter in the history of Clayton Church Homes in the delivery of aged care services in South Australia as we "Follow Where They Lead".

Whilst we are celebrating the 50th Year of Clayton Church Homes, we cannot afford to lose sight of the significant contribution made by the late Rev Allan Shephard. I have taken this opportunity in our 50th Year to include in my report an extract from recent forums which will no doubt resonate strongly with the reader.

Directors, Management, residents and staff have noted the passing of previous Board Director and Magill ILU Resident Reverend Allan Shephard at his Memorial Service on 28 June 2018. At the June 2018 Board of Directors Meeting, the Chairman advised of the family's invitation to say a few words on behalf of Clayton Church Homes and Directors at the Memorial Service. This message is reproduced below for the interest of residents and their families.

"It was with great sadness and regret the Board of Clayton Church Homes received the news of the illness and subsequent death of our friend and former Board Director Rev Allan E Shephard."

Allan was a Board Director of Clayton Church Homes for many years over two terms from 1972-76 and 2000-2011. Allan chaired the Board from 1973-1976. In all of this time, he was encouraged and supported by his wife Val.

My observation of Allan over the years was that he said little but was able, with great skill and accuracy, to sum up a debate and present a concise precis of the essence of the subject.

Picture:
Rev Allan Edwin Shephard
17 January 1930–30 May 2018

He was a valued Director who committed time, energy and creative input to the building project of the Magill Residential Facility and the Magill ILUs where he resided until his passing.

The Directors, CEO and staff, past and present, express our sincere and deepest sympathy to Allan's six children and families, and especially to daughter Margaret, our Pastoral Care Coordinator.

He will be sadly missed."

As a further tribute to Rev Allan Shephard, Directors supported the hanging of an inscribed clock on the wall in the Club House at Magill in recognition of his significant contribution to Clayton Church Homes and the Uniting Church.

Fellow residents at the Clayton Church Homes Magill and Queen Street Independent Living Units, equally had kind words to say in the form of a motion, moved by fellow resident Sandy Facy, and these are again reproduced for the interest of residents and their families.

"The Clayton Church Homes Residents at Magill and Queen Street are saddened by the death of the Rev Allan Shephard and acknowledge his long-serving contribution to Clayton Church Homes, and in particular as a neighbour and friend of the ILU Residents at Magill."





The Home Care Service is now well established and I am pleased with the extent to which it is supporting residents within Clayton Church Homes ILUs. These supports are enabling people to stay in their own homes, which is in line with the Commonwealth directions in aged care.

Whilst there has been no change in the Commonwealth residential aged care standard and expected outcomes, there is an elevated expectation from communities about the care residents can expect and are entitled to in residential aged care facilities. Clayton Church Homes has worked very closely with residents and their families in ensuring that these expectations are fulfilled. I am pleased to report that through this passion and commitment that Clayton Church Homes has been re-accredited for a further three years at both Magill (March) and Summerhill (May), reflecting a strong commitment to quality and improvement of services.

The Prospect and Park Village sites will be also seeking reaccreditation in July 2018 and I am confident that through their hard work they will also be re-accredited for a further three years.

On behalf of the Board of Directors, I congratulate the management and staff in the manner in which they have tirelessly worked towards achieving this important outcome for our residents and families.

The Pastoral Care Team has continued to be a very strong and supportive element of Clayton Church Homes, where they have continued to support residents and their families throughout the year, with an increased focus of support during the Prospect and Park Village redevelopments. The Directors regularly visit all sites and receive positive feedback regarding this pastoral care support. This support extends into the ILUs, where equally positive feedback has been received.

The Memorial Service held during the year to acknowledge the passing of residents has been well received by their families. I commend in particular the work of Board Director Reverend Don Catford and the Pastoral Care Team for the success of this initiative during a very difficult time for the staff and families whose loved ones have passed.

It is pleasing that Clayton Church Homes continues to have a number of residents who have reached the marvellous milestone of 100 years of age. Congratulations to those residents and their families on behalf of the Board. I am pleased that we have contributed to these milestones when they occur through our birthday celebrations at each site and including a small token of appreciation from the Board.

I wish to take this opportunity to formally acknowledge the work of retiring Director, Jenny Stewart and welcome new Board Director, Liz Malcolm who has made a significant contribution in a short time. Her experience in the importance of community, respect and collaboration strongly reflects what Clayton Church Homes represents.

Clayton Church Homes continues to maintain its strong alignment with the Uniting Church and acknowledges the work of Rev Paul Turley at Clayton Wesley Uniting Church, Norwood. Furthermore, I wish to acknowledge the work of the Presbytery and Synod Adelaide office for their partnership with Uniting Church Organisations and community.

The reforms in aged care continue at a national level impacting on providers of aged care services and requiring organisations like Clayton Church Homes to be flexible and nimble in our response to these reforms. The focus on Home Care Services of which Clayton Church Homes is a not-for-profit provider, is supporting residents remaining longer in their own homes. This is very positive, but what we are seeing, however, is residents entering our nursing homes in a much more

dependent and frailer state, and requiring greater levels of support. This adds pressure on reconciling resources with the needs of residents which is the priority for Clayton Church Homes.

The redevelopment of the Prospect Residential Aged Care facility and administration along with the development of nine new independent living units at the Percival Street Village, at a combined cost of \$10 million, have been significant achievements for Clayton Church Homes. It is pleasing to see that these facilities are always occupied, with the new Percival Street Retirement Village at full occupancy within a few months of completion, in August 2017.

The redevelopment priority has now moved to the 60 bed residential aged care facility at Park Village, where a further \$5.5 million is being spent. The development includes new bathrooms, improvements to resident's rooms, and new public spaces including, lounge areas, café, hairdresser salon, consulting rooms and improved staff amenities. The residents at Park Village have been incredibly resilient in remaining on

site whilst this redevelopment has occurred, supported by temporary rooms and a shuffle of rooms from time to time. I extend my sincere thanks and appreciation to residents and their families for working with Clayton Church Homes during this redevelopment period. Completion is anticipated by January 2019.

The other strategic redevelopment priority at Greenacres has now received approval from the Port Adelaide Enfield Council enabling Clayton Church Homes to construct a further 12 Independent Living Units. These will be supported by a communal facility. Subject to other strategic redevelopment priorities, I anticipate that work will commence in 2020.

The Board revises its Strategic Plans annually and monitors the organisations performance against this plan on a monthly bases. I am remaining impressed at the extent to which, under the Boards leadership, we are able to achieve our strategic priorities, whilst at the same time maintaining a strong focus on operational performance.

The Board will be developing a new three year plan in the coming year.



Chief Executive Officer

Nino DiSisto

"I am proud to be a part of such a caring and growing organisation."

It is with great pleasure that I present my Annual Report for 2017-18, celebrating 50 years of Clayton Church Homes.

The Chairman's Report reflects the significance of this year and the achievements of CCH during this time and I wish to take this opportunity to acknowledge the work of former and current Directors, along with former and current Managers and staff. This is a truly humbling experience and I am proud to be a part of such a caring and growing organisation.

The strategic leadership and vision of previous and current Directors has been a strong influence on the success and growth of CCH and the review of the Strategic Priorities during the year, reinforced that our achievements continue to align with the direction and vision set by the Board.

The strong leadership provided by Management, including Site Coordinators, has been integral to the achievements. CCH remains indebted to our Managers, for

the leadership and support provided to their staff throughout the year. The departure during the year of Terry Learmonth, Manager Human Resources and Organisational Development, has presented an opportunity for CCH to strengthen the clinical focus, with the Human Resources responsibilities being shared between the Chief Executive Officer and Executive Support Officer.

As evident from the Chairman's Report, CCH has continued its priority of facilities redevelopment. The contribution of the Management Team and Site Coordinators, along with their respective staff, has been invaluable in ensuring that facilities are reflective of the local community needs. Consulting with residents in the redevelopment activities at Prospect, Norwood and more recently Park Village, has been an important process to ensure the needs of residents and their families are met in this regard.

The Prospect redevelopment was nominated for the City of Prospect Building Award and came runner up to the cinema complex on Prospect Road, Prospect. Both the Prospect and Percival

Street redevelopments have also been nominated for the Master Builder Awards, being presented late in 2018. The architects, builders, contractors and staff are congratulated for their significant contribution to these facilities, that are both contemporary and user friendly, and major landmarks in their respective communities.

With increasing community expectation, CCH has focused every opportunity and resource into the advancement of resident care, across all services. The increase in clinical staff in the residential aged care facilities and the expansion of the Home Care Services have been an important focus for CCH. The establishment of electronic record systems has contributed significantly to the improved care and support for residents. A similar focus on technology in other areas has contributed to improved responsiveness and created a socially responsible approach to the environment.

In addition to the abovementioned focus, and in line with the strategic priorities of CCH, a summary of the major achievements for 2017-18 are provided below:

- Implementation of the Marketing and Communication Strategy
- Implementation of the paperless environment including:
 - Electronic Medical Records (iCare)
 - Electronic Maintenance Request System
 - Biometric Hand Scanner replacing manual timesheets
- Implementation of Home Care Services
- Significant refurbishment work at Park Village
- Commencement of minor refurbishment work at Summerhill
- Preparation for acquisition of Adelaide Hills Council ILUs
- Re-Accreditation of Magill and Summerhill
- Successful Work Cover Audits at Summerhill and Prospect
- Meeting of Food Safety Standards across all CCH sites
- Implementation of an Investment Strategy with the support of Macquarie Private Wealth
- Completion of Prospect RAC Redevelopment
- Construction of new ILUs at Percival Street, Norwood
- Review of numerous contracts, resulting in improved and more efficient outcomes including

appointment of ComWire IT as the replacement IT provider

- Installation of solar panels on all RAC sites and Beulah Terraces ILUs common areas
- Installation of Wi-Fi capacity at all RAC sites (Park Village to be operational December 2018)

The Board is continually monitoring and reviewing its performance and participates on a national basis in reviewing its ongoing development and continuous improvement.

Through the establishment of the Client Service and Work Force Engagement Committee, a stronger critical analysis of results occurred, which has contributed to the further refinement of revised indicators for the coming year. During the year, the current indicators have revealed positive results relating to the organisational responsiveness, the reduced number of incidents and the successful reaccreditation of Magill and Summerhill sites. It is anticipated that Prospect and Park Village will also be reaccredited for a further period of three years, as the same improved practices and indicators are being applied.

The redevelopment of the Prospect facility with single rooms continues to demonstrate the importance of having achieved this outcome with near full occupancy since the redevelopment in August 2017.

With the redevelopment of the Park Village site at Elizabeth Park, approval was sought from the Commonwealth to temporarily relocate two residential care licences from Park Village to Prospect and to not fill the two respite beds during this time, to enable a critical number of rooms at Park Village to be redeveloped concurrently. The support of the Australian Government to allow this flexibility in the movement of beds across the organisation is acknowledged, as it has enabled maximum support possible to residents in need of residential aged care accommodation.

Like residential aged care accommodation, the Independent Living Units are also in high demand, hence the construction of nine additional ILUs at Percival Street, Norwood. CCH is proud to offer such quality accommodation and it is pleasing to see the new village community embracing the lifestyle and establishing strong supportive relationships, as is the case in the other villages. Occupancy remains at full capacity in the other CCH villages. The strong partnership between residents

of the villages and CCH is valued and is strongly reflected by the various deliberations throughout the year on improvements, containing costs and exciting new developments.

The strong partnerships have continued with a range of diverse cultures including the Adelaide Chin Christian Church at Park Village, the Hungarian Community and Jewish Community, where numerous home care initiatives continue. The values of these and other partner organisations strongly mirror those of CCH where support for its members is paramount and always at the forefront of service delivery.

Medical Practitioners and other allied health contractors continue to provide an important support to CCH residential aged care and independent living facilities. We acknowledge their contribution and willingness to contribute to exciting new initiatives like our new iCare electronic medical records system and we welcome the new Medical Practitioners and allied health contractors to CCH.

CCH employees across the spectrum are extremely valued and it is pleasing to see an increasing number of long standing employees acknowledged formally throughout the year. Aged care staff provide an invaluable service to residents and their flexibility and willingness to work across services, including Home Care is greatly appreciated.

The employees support program focusing on activities of daily living remains strong as do a range of other irregular supports including raffles and further opportunities to enjoy cooperative social activities with our partner organisations.

The Board's support for the Pastoral Care activities to continue across all sites and support residents and families during the redevelopment at Park Village is greatly appreciated and reflects on the success of the initiative adopted during the Prospect redevelopment.

The partnership with our marketing and communications agency communicate et al has again been invaluable with the redevelopment of the CCH website and other resource documents, like this Annual Report, being important in the promotion and positioning of CCH.

I commend to the reader this Annual Report as a reflection of CCH's commitment to work with residents, their families and other partners in striving to continually improve the services provided.

Human Resources

“All staff provide a significant contribution to the care and support of residents across all sectors and their commitment to CCH, the residents and their colleagues is invaluable.”

The report that follows is a joint report from the former Manager Human Resource and Organisational Development, Terry Learmonth, who departed CCH in March 2018, Kim Schulz, Executive Support Officer and Nino DiSisto, Chief Executive Officer.

Firstly, the contribution that Terry Learmonth made during her short time with CCH is acknowledged, particularly her work in growing relationships across the diverse workforce.

The recruitment and retention of staff to the aged care sector continues to remain a challenge as it is often a stepping stone for carers or additional training for those in nursing. CCH acknowledges the contribution that staff make and will continue to provide every opportunity for them to remain with CCH. All staff provide a significant contribution to the care and support of residents across all sectors and their commitment to CCH, the residents and their colleagues is invaluable.

CCH continues to employ a diverse and dynamic workforce, employing

approximately 275 employees with 15% being males and 85% female employees, of which 84% of staff are employed in a clinical capacity.

It is important that we continue to recruit the required level of clinical support across the organisation in response to the increasing care demands of the residents. This will necessitate the constant review of our Clinical Leadership which will continue into the coming year.

The Clinical Leaders have contributed significantly in response to resident needs, systems and processes and documentation and are greatly valued. They have, without doubt, contributed significantly to the accreditation of Magill and Summerhill and we anticipate this approach will contribute toward the same positive outcome at Prospect and Park Village.

CCH continues to develop an annual education and training program underpinned by a mandatory training program to equip staff to care for residents needs and to identify



improvements through staff individual annual performance appraisals.

CCH remains committed to providing a contemporary, responsive education and training program which aligns with these needs.

Exciting initiatives during the year include leadership refresher courses for Senior Managers and the implementation of Community of Practice program. This program is focussed at supporting newly graduated staff, Registered Nurses and Enrolled Nurses. This initiative is described further in the Manager Residential Facilities Report.

The paperless office initiative supported by technology remains a priority and during the year we have implemented electronic employee human resource personnel files and transitioned the existing manual records. Work has continued in the streamlining of the human resource forms with leave requests, training requests, and rostering all to be processed electronically from 1 July 2018.

The implementation of biometric (hand) scanning occurred across all sites ensuring efficiency and that staff receive their correct payment entitlements.

Work Health and Safety (WHS)

The WHS Committee has continued to undertake an important role in ensuring the safety of staff, with the critical analysis of workplace instances that arise. Training for Directors, Management and the WHS Committee in their obligations under the Work Health and Safety Act 2012 have continued during the year and will form part of the respective group work plans on an ongoing basis.

Some of the important improvements guided by the WHS Committee and Management include:

- The replacement of fire panels at Summerhill and Prospect with a replacement panel also to be installed at Park Village as part of the redevelopment

- The implementation of a staff well-being initiative including the issuing of pedometers to staff
- Monitoring the safety of facilities during redevelopment at Prospect, Summerhill and Park Village
- The assessment of organisational resilience in consultation with Flinders University
- Regular fire testing activities

Compliance with the Return to Work Act 2014 is critical and two Officers will be undertaking the Return to Work Coordinator Training following the departure of the previous Return to Work Coordinator.

Our employees continue to be one of our most valuable resources and where a staff member may be injured, CCH works very closely with the employee, treating practitioners and the Claims Manager, Gallagher Bassett, to ensure a seamless approach to the support necessary for injured workers.

Chief Operating Officer

Tim Chia

“Overall, 2017-18 was a challenging, but a vastly rewarding year with numerous very significant achievements to be proud of.”

Working with a small team and managing a large portfolio of responsibility can be a challenge at times, and with a complex redevelopment project at Park Village (Elizabeth Park) site underway, key tenders issued for two of our largest service contracts, and the implementation of a new, hosted server environment, 2017-18 was one of the most challenging periods in recent memory.

Procurement remained a key focus, with particular emphasis not only on value-for-money outcomes, but also improved service delivery and participation in our employee benefits program.

The first of the two major tenders completed was IT server management. This contract was awarded to Comwire IT, a local and relatively new, but well-established provider with a number of very satisfied, high profile clients. The transition process was time-consuming and extremely onerous from both ends, taking nearly four months of

behind-the-scenes work to achieve a well-managed changeover from the previous provider.

Closely following this process was the tender for painting services; this is one of our highest dollar-value contracts, with large volumes of residential aged care room (as well as retirement unit) repainting occurring outside of the primary scope of the contract, to undertake painting servicing at our sites. The complexities associated with managing the scope of this contract were greater than usual due to the amount of redevelopment and acquisition work being undertaken concurrently.

The highly desirable procurement outcomes achieved during the year are a credit to those involved and the significant after-hours work that they contribute.

We have continued to build on the successes of last year's ICT initiatives (Electronic Medical Records and Computerised Maintenance) and



are currently working with Telstra to rollout a dedicated fibre-optic internet service at our Prospect, Magill and Park Village sites. Once commissioned, this high-speed service will provide quicker access for staff, as well as residents, who will shortly be able to access free Wi-Fi services at each of our residential aged care facilities. It is anticipated that services will be available late in 2018 and provide speeds noticeably faster than the existing ADSL2+ and NBN solutions.

Significant refurbishment works have continued at our Park Village site, and it is hoped that construction will be complete by late in the calendar year. The improvements to the facility are already taking shape, with a number of houses having received full internal renovations and the construction of new administration areas, staff amenities and the first of two linkways that will provide residents with access to all areas of the home without having to walk outside, as they would previously have done. We have

also adopted a schedule of finishes similar to that used at our refurbished Prospect site, creating a clean, modern and homelike environment for staff and residents. As is always the case when refurbishing an operational facility, this project has been extremely challenging for those involved; site management and property staff are to be commended for their nimble, outcome-based approach towards the resolution of day-to-day issues that have arisen.

It was mentioned in last year's report that we had acquired a former Uniting Church site in Greenacres, and having worked closely with our architects Brown Falconer, we have now secured planning consent approval from the City of Port Adelaide Enfield for a proposed retirement village comprising of 12 Independent Living Units with a shared communal facility. A clearer picture of a timeframe for construction at this site is expected in the coming months.

During the period, we had a small number of ILU turnovers across our

retirement villages at Beulah Terraces (1), Magill (2) and Uraidla (3). Two units at Uraidla, are currently under renovation and will be available shortly. It has been pleasing to have maintained full occupancy across our portfolio for the majority of the year.

We have also had a much greater focus on horticulture and landscaping upgrade projects this year, and our small but hardworking team has made significant progress, with new, sensory gardens now available to residents at Magill, Prospect and Park Village. These gardens are particularly beneficial for residents suffering from dementia and have been extremely well received by staff and residents alike.

Overall, 2017-18 was a challenging, but a vastly rewarding year with numerous very significant achievements to be proud of. Thank you to the team of dedicated staff who are always willing to wear any one of the many hats required to get the job done.

Manager Residential Facilities/ Director of Care

Marie Wittwer

“Consumer expectations and industry requirements have aided CCH to continually strive for greater outcomes for the residents with the care provided.”

As I write my third Annual Report, I once again wonder where the time has gone, and also reflect on the great work that has been achieved by all staff at our residential sites.

Magill and Summerhill were successfully re-accredited following visits in March and May 2018 respectively, and I anticipate successful re-accreditation at both Prospect and Park Village during July 2018. This marks the last of the announced visits by surveyors as the new accreditation system and standards are introduced. This could be considered challenging; however with documents, data and a focus on quality care, there really shouldn't be a concern. With regards to the preparation of information for accreditation, many individuals go above and beyond to make sure all is correct and to these staff, I express my sincere thanks. For the Magill and Summerhill assessments, there was positive feedback from residents and family members regarding the care

provided, and the sense of security living with CCH.

Consumer expectations and industry requirements have aided CCH to continually strive for greater outcomes for the residents with the care provided. In the last 12 months we have been able to further develop our data analysis efforts and instigated what is commonly known as the High Risk Resident Register. From the review of data, each site has been able to provide a greater multi-disciplinary approach to care, whilst engaging with residents, family members, pharmacists and medical officers were applicable.

The continued growth and development of the CCH in-house Physiotherapy team has been an outstanding success. Every CCH site has individual programs for the residents regarding exercise, and there are site communal exercise groups, including walking groups, chair aerobics and hand-waxing sessions for pain

therapies. The Allied Health Team members are totally committed to the residents, and there have been several great outcomes and recoveries for residents following significant health episodes, fully aided by comprehensive physiotherapy interventions.

The Physiotherapy Team support the well-being of the residents in conjunction with the Lifestyle, Pastoral Care and volunteer teams. Lifestyle staff have worked diligently all year, proving a variety of activities, opportunities to maintain community links and at all times, encourage family involvement. Activities have included Royal Adelaide Show Days, footy challenges, Commonwealth Games, and various cultural days embracing the diversity of the residents and staff and providing an opportunity to share information, food, stories, etc.

CCH is currently reviewing it's Clinical Governance structure. The ever increasing demands for clinical expertise and leadership within our teams on each site is driving the new focus, and the final structure will be released in the near future.

The Clinical Advisory Group will be following a Work Plan throughout 2018-19 and we will be working towards compliance and understanding of the new Accreditation Standards, to come into effect from July 2019.

In keeping with the increased demands and care requirements, CCH has established a Community of Practice program. This program is focussed on supporting newly graduated Registered and Enrolled Nurses. The objective of this initiative is to help these staff to develop and refine their clinical skills and critical thinking. The Program is supported by Dr Matylda Howard, Clinical Quality Consultant. Discussions and presentations on various clinical case studies are provided, as well as opportunities to develop leadership skills. The support and continuation of this initiative is considered invaluable and allows CCH certainty in being able to maintain a quality workforce.

Volunteer Program Review

The Volunteer Program has grown steadily over the past 12 months. Volunteers are now engaged at all four sites assisting with Lifestyle, one-on-one resident visits and the Café at Magill. Our relationship with the Community Visitor Schemes based at

Norwood, Payneham and St Peters Council and Enfield Port Adelaide Council have been a very positive experience and many volunteers have been placed at Prospect and Magill through these partnerships.

The number of multicultural volunteers has also increased through our relationship with the Multicultural Communities Council of South Australia, who visit socially isolated residents, (due to the language barrier). The multicultural volunteers allow residents to feel more connected and involved in their living environment, while also providing staff with an insight into how they are feeling. We plan to expand the multicultural visitors on all four sites in the next 12 months to include as many residents from Non English Speaking Backgrounds as possible.

A Volunteer Induction package is currently being finalised to incorporate all relevant policies and procedures for volunteers in accordance with the Aged Care Standards. Induction and training sessions for all volunteers will be held later in 2018.

CCH hosted an Afternoon Tea in May 2018 for Volunteers' Week, with HESTA again sponsoring this event.

CCH has continued its relationship with Rostrevor College, successfully hosting three Year 11 students for four days at Magill, during Community Services Week. These students gain great insight and it is an opportunity for the students to share conversations with the residents.

Feedback from the wall murals installed at Magill and Prospect sites this year has been very positive. The images were selected in consultation with residents, family, friends and staff. Wall murals will be installed at Park Village by Christmas 2018 and at Summerhill when the building work has been completed.

CCH continues its association with the Canine Companion volunteers, and all church volunteers.

The Volunteer Program is closely linked to the Pastoral Care Program where both initiatives provide significant added value to CCH services.

Pastoral Care

The CCH Pastoral Care program is now established as a viable component of the holistic care offered to residents and their families.

Margaret Sammut coordinates the program and Olga Russo work across all sites weekly to support residents, their families and staff through conversations, action and facilitating other support, sometimes through churches or other organisations.

Memorial Services have become an intrinsic part of the CCH calendar in October each year with services conducted at all four sites by Board Director, Reverend Don Catford and the Pastoral Care Team. They are attended by relatives, friends and staff. Feedback is very positive and the services are an opportunity for families to return to our sites and honour the residents who have passed and speak with staff who cared for them.

“Reflect and Discuss” sessions have been held regularly this past year at Park Village. The sessions are facilitated by Margaret Sammut and they are an opportunity for residents to have challenging discussions with each other on a range of topical issues. These are very lively and satisfying sessions with plans in place to continue.

Pastoral Care has closely monitored residents and their families during renovation works at Prospect and Park Village to ensure minimal disruption. This support provides regular updates to residents and supports them to keep looking ahead when there is disruption to their normal routines. Residents have shared their stories and this has informed some CCH decision-making.

The Pastoral Care team participated in the three day “Dementia Essentials” course run by Dementia Australia. This was useful to help provide support to people and their families living with Dementia.

The team also proposes to attend the Annual Palliative Care Conference, “The Heart of the Matter” in July 2018. This is an area requiring a team approach with families and the day should provide very valuable information.

Our program of church services and communion at all sites continues and we are grateful for the volunteers who regularly support the religious needs of residents. It is important to be able to provide this service on site on a regular basis. Our church volunteers have generally been with CCH for many years and are a familiar and welcome sight for residents.

Manager Quality Assurance

Mayur Bedi

"80% of our Have Your Say submissions were compliments and suggestions."

The past year has been quite busy preparing for four accreditations as well as implementing a new Electronic Medical Records system (iCareHealth). The following is a report on our achievements as it relates to quality.

New Initiatives

Electronic Medical Records

As part of the Paperless Office initiative, a tender process was undertaken late-2016 to appoint an electronic medical records provider. Telstra Health (iCare Health) were successful in the process. Following an on-site Implementation Planning Study in mid-2017, assessing our network, infrastructure and operational requirements, an Implementation Plan was developed. The implementation phase was very resource-intensive,

including significant infrastructure upgrades and new devices. Training commenced in August 2017 and Summerhill went "live" with the new system in September 2017, following by Park Village and Prospect in November and December 2017 respectively. Magill started using their new system in mid-January 2018. The transition to the electronic system was very smooth with no major disruptions across the organisation. The staff have embraced the system and feel very confident in its use. Staff have provided very positive feedback on the efficiency of the new system, allowing more time for resident care needs. The Assessors from the Australian Aged Care Quality Agency also used the iCare system during the Summerhill and Magill re-accreditation visits and found it very useful. Work is underway to transition the majority of the clinical documentation into iCare by the end of 2018.

Audits/Surveys

Accreditation and Support Visits

Australian Aged Care Quality Agency (AACQA) conducted the 3-year re-accreditation visit at Magill facility in March 2018 and Summerhill site in May 2018. Both sites achieved 100% compliance with the four Standards and 44 Expected Outcomes. Prospect and Park Village Sites will also undergo re-accreditation in July 2018. In the last year, AACQA has conducted announced and unannounced Assessment contact at all sites with positive outcomes. The Agency has a strong focus on resident feedback which drives their site visits. Our positive relationship with residents was very obvious to them, as commended on the care provided to them. The reports of assessment contact provide us with an opportunity to review and improve our systems and processes to achieve the best outcome for our organisation and the residents. The feedback from AACQA is used to review and update services, procedures and documentation.

Internal Audits

- Moving on Audits (MOA) – CCH continues to utilise one of the best continuous improvement system tools through audits, surveys and quality indicators on a monthly basis. CCH developed Business Continuity Plans for all critical operations of the organisation following an improvement highlighted through the MOAs. The program is running as per

the schedule and reports are made available to the Management Team for review and discussion.

- Call Bell Audits – AACQA has a major focus on ensuring a safe and comfortable living environment for the residents. This includes greater scrutiny on call bell response times. Call Bell Audits are conducted every month at each site. The average call response times are compared with other sites for benchmarking.

Reporting and Analysis

The Key Performance Indicator (KPI) Report is generated monthly and presented to the Board, incorporating financial, workforce, quality and property management aspects of CCH. The KPI Reporting framework has been reviewed for 2018-19 to present the Board with high level reports for stronger governance and better understanding of operational performance of our organisation.

Strategic and Operational Risk Registers are regularly monitored and reviewed by Board, SPG and WHS Committee. These Registers enable us to identify strategic and operational risks to CCH, as well as strategies to mitigate those risks.

CCH continues to receive significant input from our feedback mechanisms, especially from Have Your Say (HYS) forms. The forms are also used to capture any verbal feedback and incorporate the same into our trends

analysis. Staff, residents and relatives are increasingly using this form to provide feedback. Appropriate action is taken to address the issues raised. During 2017-18, there were 360 Have Your Say submissions across CCH with nearly 80% being compliments and suggestions.

Senior Planning Group (SPG) and Site Management Meeting (SMM) New SPG and SMM meeting arrangements commenced in November 2017, with a focus on monthly Strategic Meetings with SPG and bi-monthly with the SMM Group. This initiative was introduced following the Annual Review of the Committees Structure and identified opportunities for improved networking between Management and Site Managers. This initiative was reviewed as part of the Committees Review for the Board in June 2018 who supported the continuation of current arrangements. This will again be reviewed as part of the Strategic Planning Review in November 2018.

Clayton Connections – The bi-monthly Staff Newsletter has been an effective communication tool to keep staff informed of new developments in the organisation. The CEO and Site Coordinators contribute an article for each edition. Staff are also informed about the incident and reporting data through this newsletter.



Manager Finance

Nancy Dilena

"In the past two years, redevelopment work has occurred at Prospect, Percival Street Independent Living Units and currently the Park Village site is being redeveloped."

Overview of Financial Position

I am pleased to report that Clayton Church Homes' financial result for the year ending 30 June 2018 is a surplus of \$x,xxx,xxx (compared with \$4,277,271 as at 30 June 2017). The surplus includes non-operating income that will be used for future redevelopment and upgrading of facilities at Clayton Church Homes.

Residential Aged Care Services and Independent Living

This financial year's annual operating revenue decreased by 3.7% to \$25,380,764. This has been attributable to the expenditure for the current and planned organisational growth of Clayton Church Homes. In the past two years, redevelopment work has occurred at Prospect, Percival Street Independent Living Units and currently the Park Village site is being redeveloped. A minor

redevelopment of Summerhill Residential Aged Care Facility commenced this year but will be completed in 2018-19 financial year.

The primary increase of revenue was in the area of government subsidies (\$676,946 or 4.35% increase). Reviews of Aged Care Funding Instrument (ACFI) claims for subsidies and increasing resident categories has resulted in a consistently high level being received in government subsidies across all our Residential Aged Care (RAC) sites.

Accommodation Charge income continues to decrease from \$189,929 to \$131,808 or 30.6%. Accommodation Bond Retentions decreased by \$59,554 or 62.35% and has been replaced with Daily Accommodation Payments which have increase by \$215,579 or 33.9%.

Nine new Independent Living Units at Percival and Queen Street, Norwood became operative from late August 2017, with full occupancy being achieved by the end of the financial year. This has resulted in an increase



in ILU – Management Fee of \$527,100. Overall, annual operating expenses increased by \$412,521 (1.87%) to \$22,497,707. With the increase in resident care needs, staffing levels have been adjusted accordingly, hence the increase in Staff and Agency costs in 2017-18.

A once-off rebranding of Clayton Church Homes' logo, tagline, stationery, and website was undertaken during the financial year therefore increasing the cost of Advertising and Marketing costs.

In the areas of electricity expenditure, solar panels were installed in October 2017 with solar rebates commencing to flow through, assisting with reducing the electricity rate increase that was experienced in December 2017. The cost savings will be evident in the coming financial year.

Legal and Consultants costs associated with acquisitions and redevelopment of facilities, some of which can be capitalised have



risen by 34.15% in 2017-18. Initial costs relating to the planning of redevelopment works has pushed up this expense for this financial year. As well as the costs of re-accreditation of our four residential aged care sites totalling \$52,797.

Work continues to enhance the internal efficiencies and effectiveness of information management and reporting and we are in the process of expanding the capacity of our accounting and information database, Corporate Information Management (CIM) to provide effective functionality across administrative processes. Improvements in these systems should continue to achieve efficiencies, assist with timely decisions and ultimately reduce costs.

Statement of Financial Position

Total Assets

Total assets increased by \$xx,xxx,xxx. With the continued increase in

government funding, excess funds have been invested into term deposits and spent on redevelopment work throughout the organisation. Building works at our Prospect site and Norwood Independent Living Units were completed in August 2017 with full occupation being achieved at both sites.

Total Liabilities

Total liabilities increased by \$xx,xxx,xxx. This increase relates to the additional resident contributions that have been received with the full occupation of Percival Street Independent Living Unit Project. The \$5,008,171 loan was paid off during the 2017-18 financial year. As residents who entered Clayton Church Homes prior to the Living Longer Living Better reforms depart, new residents choose to meet their accommodation expenses by way of a Refundable Accommodation Deposit for residential care, thus increasing the amount held from \$26,548,029 to \$35,545,577.



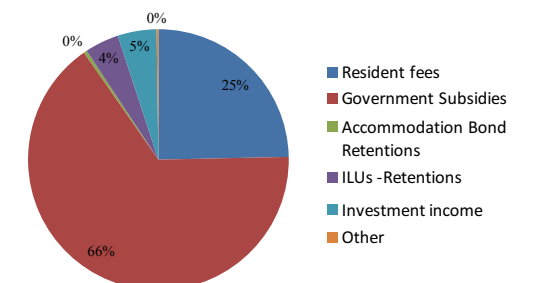
"Commonwealth Government subsidies of \$15.5 million represents 60% of revenue."

Nancy Dilena
Manager Finance

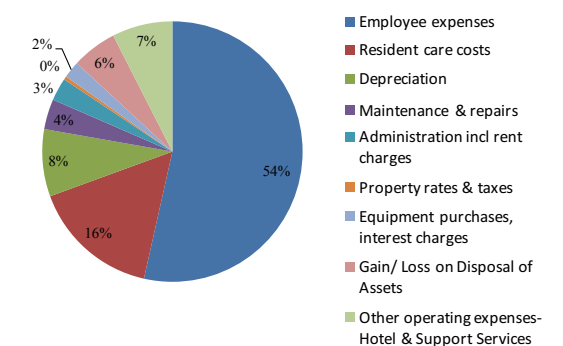
Financial Summary

For the Year Ended
30 June 2018

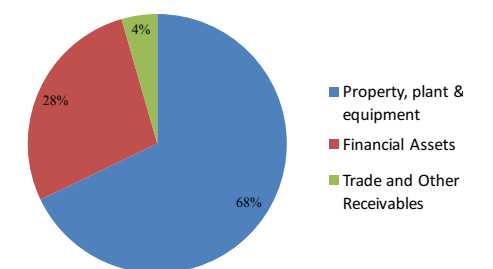
Revenues by Source	\$	%
Resident fees	5,841,730	22%
Government Subsidies	15,547,683	60%
Accommodation Bond Retentions	95,516	0%
ILUs - Retentions	1,003,470	4%
Investment income	1,140,898	4%
Other	52,897	0%
Gain on Acquisition	2,428,964	9%
	26,111,158	100%



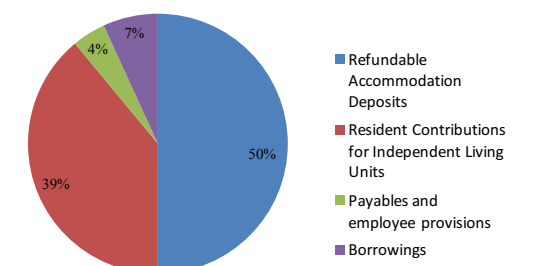
Expenses by Category	\$	%
Employee expenses	11,818,646	54%
Resident care costs	3,514,606	16%
Depreciation	1,842,793	8%
Maintenance & repairs	828,202	4%
Administration incl rent charges	626,873	3%
Property rates & taxes	93,728	0%
Equipment purchases, interest charges	459,424	2%
Gain/ Loss on Disposal of Assets	1,241,634	6%
Other operating expenses-Hotel & Support Services	1,659,279	8%
	22,085,185	100%



Assets by Category	\$	%
Property, plant & equipment	96,111,412	68%
Financial Assets	39,166,457	28%
Trade and Other Receivables	6,305,693	4%
	141,583,562	100%



Liabilities by Category	\$	%
Refundable Accommodation Deposits	36,565,170	50%
Resident Contributions for Independent Living Units	28,491,002	39%
Payables and employee provisions	3,043,248	4%
Borrowings	5,008,171	7%
	73,107,591	100%



The background is a solid blue color. Overlaid on this are several concentric circular arcs and a single vertical line, all in a darker shade of blue. These elements are positioned to frame the text on the right side of the page.

Financial Statements

A copy of audited financial statements for the year ended 30 June 2018 is available from the office of the CEO. Please phone (08) 8404 8200.

A report from the Auditor is however provided in the Annual Report.

INDEPENDENT AUDITOR'S REPORT

To the members of Clayton Church Homes Inc.

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report, being a general purpose financial report, of Clayton Church Homes Inc. (the entity), which comprises the Report by the Board of Directors, the Statement by Members of the Committee, the Statement of Comprehensive Income for the year ended 30 June 2017, the Statement of Financial Position, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended 30 June 2017 and the notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report of Clayton Church Homes Inc. is in accordance with the requirements of the *Associations Incorporation Act (SA) 1985*, including:

- (i) giving a true and fair view of the entity's financial position as at 30 June 2017 and of its performance and cash flows for the year then ended; and
- (ii) that the financial records kept by the entity are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer is responsible for the preparation and fair presentation of the financial report in accordance with the Australian Accounting Standards (including the Australian Accounting Interpretations), and the *Associations Incorporation Act (SA) 1985*. This responsibility includes determining that the basis of preparation described in Note 1 is appropriate to meet the need of the members. The Chief Executive Officer's responsibility also includes designing, implementing and maintaining internal controls relevant to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the entity either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

The Chief Executive Officer of Clayton Church Homes Inc. is responsible for overseeing the entity's financial reporting process.

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Liability limited by a scheme approved under Professional Standards Legislation

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS



JIM KEOGH
PARTNER

Signed on the 10th day of October 2017,
at 214 Melbourne Street, North Adelaide

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of Clayton Church Homes Inc. for the year ended 30 June 2017, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board.



JIM KEOGH
Partner

DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS

Dated this 10th day of October 2017

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“Mum’s room
is looking
homely, she’s
very upbeat
and enjoyed
her first
visit to the
dining room.”

Jenny



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Administration

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Prospect SA 5082

PO Box 3067
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