



# Annual Report

2018-19

Be supported  
Be independent  
Be respected  
**Be you.**



Retirement Living  
Home Care Services  
Residential Aged Care

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For over 50 years CCH 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 (CCH) provides Residential Aged Care (RAC) services, Independent Living Units (ILUs) and Home Care 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.



**"Very happy with the care staff. They're very attentive and respectful."**

Cedric, resident

A close-up photograph of an elderly woman with white hair and glasses smiling warmly at the camera. She is hugging a young boy who is also smiling. The boy has short blonde hair and is wearing a blue corduroy sweater over a light blue collared shirt. The background shows a window with a metal mesh screen and some foliage outside.

## Vision

Quality care  
through mutual  
respect in  
a loving  
environment

## Mission

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.

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

CCH will remain responsive to changing individual and community needs and seek to be of service to both.

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

# Guiding Principles

## Mutual Respect

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

## Quality

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

## Freedom

CCH 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 CCH 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

CCH 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.



**"Thanks for immediately finding a beautiful room for my mother in this lovely place."**

Monica, daughter

# Facilities

## Residential Facilities

### CCH Prospect

60 beds at 156 Main North Road, Prospect

### CCH Magill

96 beds at 43 Fisher Street, Magill

### CCH Park Village

60 beds at 30 Shillabeer Road, Elizabeth Park

### CCH Summerhill

25 beds at 1144 Greenhill Road, Uraidla

## 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

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

### Stirling

31 ILUs at 6-8 Bilney Road and 15 Stonehenge Avenue, Stirling

### Balhannah

7 ILUs at 13 Junction Road, Balhannah

### Crafers

6 ILUs at 2 Station Street, Crafers

### Gumeracha

14 ILUs at 5 Albert Street, Gumeracha

### Lobethal

14 ILUs at 3 Jeffrey Street, Lobethal

### Woodside

16 ILUs at 11 Nairne Road, Woodside



**"I enjoy the village atmosphere, we are a close-knit community."**

Phil, resident

# Board of Directors

Thank you to the Board of Directors who volunteer their time to be part of CCH 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 leader 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 and non-government agencies, and disability services. This includes governance, leadership and clinical management.

**The Hon.  
Lea Stevens**  
Board Director

October 2018 to May 2019

Lea brings to the Board over 30 years of broad experiences in leadership and Senior Management positions across South Australia, including State Minister for Health, Senior Executive in SA Health Public Service and as a High School Principal in complex schools across the Northern Adelaide region.

**Rosie Osman**  
Board Director

Appointed 2016

Rosie Osman has over 20 years' experience as a Director of a private 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 6 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.

A close-up portrait of Nino DiSisto, CEO. He is a middle-aged man with short brown hair and a well-groomed grey beard and mustache. He is wearing dark-rimmed glasses and a blue zip-up sweater over a grey t-shirt. He is smiling warmly at the camera. The background is slightly blurred, showing what appears to be a window with a view of greenery.

**"I am so  
proud of the  
part we play  
in supporting  
our residents to  
enjoy choice and  
independence  
as they age."**

Nino DiSisto, CEO

## Board Committees

### Finance and Audit Committee

The Finance and Audit Committee comprises 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 Board Director Akos Nagy, as well as management and employee representatives with the Chief Executive Officer, Nino DiSisto, as the Committee Chairperson.

### Redevelopment Committee

The Redevelopment Committee comprises Board Directors Brian Piller (Committee Chairperson), Rosie Osman, Greg Adey as well as the Chief Executive Officer, Nino DiSisto, and Chief Operating Officer, Tim Chia.

### Nominations Committee

The Nominations Committee includes Board Directors Rosie Osman (Committee Chairperson), Greg Adey and Brian Hern, as well as CCH ILU Residents, Kevin Kelly and Beth Mylius.

### Client Services and Workforce Engagement Committee

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

### Governance Committee

The Governance Committee comprises Board Directors Liz Malcolm (Committee Chairperson), Greg Adey (Board Director), and Nino DiSisto (Chief Executive Officer) (ex-officio).

# Strategic Direction

## Strategic Goals

To achieve our Mission and Vision, CCH 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. CCH 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 CCH 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 and nimble organisational culture to positively manage the continuous opportunities and challenges of our operating context

## Strategic Position

While CCH 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 RAC and retirement living, CCH will facilitate

a broader integrated care continuum (e.g. Home Care) for the CCH community, through either our own services or through trusted partners.

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

CCH 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, CCH has continually built on its commitment and leadership in providing high quality

Through the collaboration of our staff, volunteers and partners, we look forward to the future with confidence and pride.

aged care and retirement living. Through the invaluable contribution of dedicated staff, we have developed a respected reputation in the communities we serve.

This is an exciting time for CCH as we position the organisation to embrace the challenges and opportunities of this coming decade of major reforms. Our Strategic Plan provides a clear roadmap to achieve our 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

Achieved through

## 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 CCH, 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 residential care facilities and home care services including clinical leadership and care and lifestyle supports for all consumers.



**Kim Schulz**  
Manager Office  
of the CEO

Appointed 2017

Kim is responsible for the management of the Office of the CEO, for provision of strategic support to the CEO, workforce and communication at a Board and Departmental level.



**Tim Chia**  
Chief Operating  
Officer

Appointed 2014

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



**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.

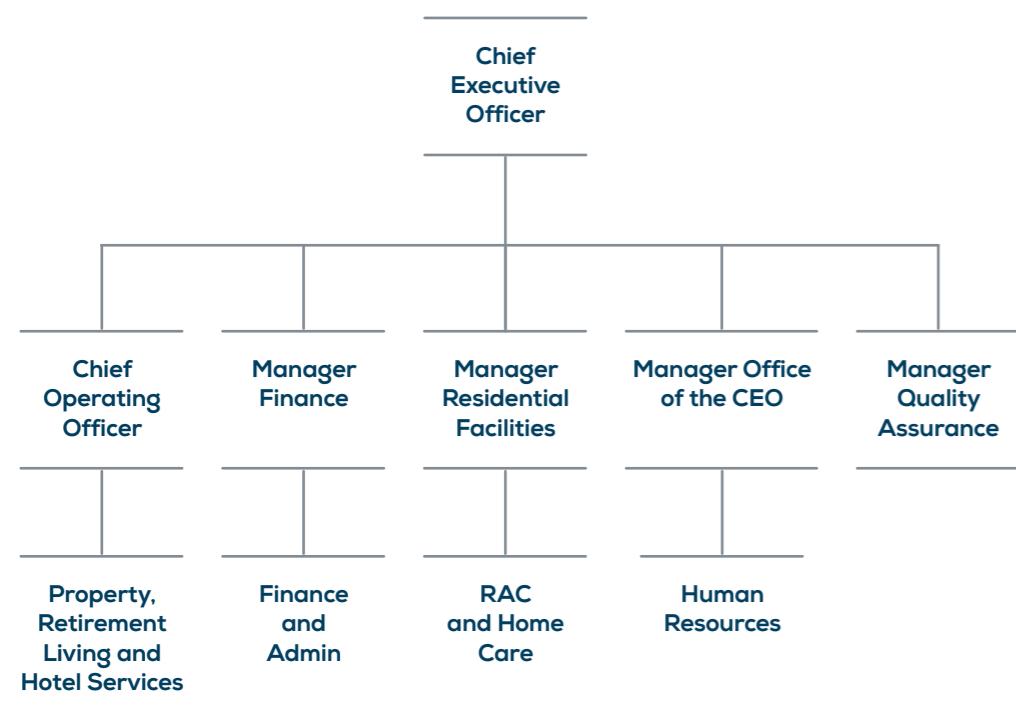


**Mayur Bedi**  
Manager Quality  
Assurance

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 audits and benchmarking activities.

# Organisational Chart



**"I love the food! The food is wonderful, I can't fault it."**

Jean, resident

# Year in Review

The consumer experience continues to be a priority, with CCH embracing feedback from relatives and their families through annual surveys.

## New Initiative Resident Support Officer

CCH is pleased to pilot a Resident Support Officer role at Magill (after hours), which will progress to other sites in the next financial year.

## Diversity

CCH continues to provide a service to a wide cross-section of cultures, with an increase in the number of residents with backgrounds in neighbouring countries to Australia. Staff and material continue to be available to a wide cross-section of cultures; a cultural diversity plan is under development for implementation next year.

## Staff, Residents and Volunteers

The number of long-term staff employed by CCH continues to grow, with over 35 staff having an excess of 10 years of service combined, contributing over 500 years of active service with CCH.

Volunteers continue to be an important part of the CCH team with CCH having over 120 volunteers at the end of June 2019. A significant increase from 70 the previous year.

It is pleasing to see volunteers continue to embrace working with residents and their families, as they have so much to offer from their personal life experiences.

Grace Trott continues to be our oldest resident at CCH. Congratulations to Grace on celebrating her 105th Birthday in February 2019.



## Pastoral Care

CCH has continued to provide valuable Pastoral Care support services to residents of RAC facilities and ILUs with increasing support where required.

CCH is pleased that Reverend Don Catford will continue to participate in the Annual Memorial Services.

## Quality and Accreditation

The organisation's commitment to quality and safety is reflected by its three-year reaccreditation at Prospect and Park Village. All four sites, being reaccredited during the 2019 calendar year for three years.

The consumer experience continues to be a priority, with CCH embracing feedback from relatives and their families through annual surveys.

Annual visits from the Aged Rights Advocacy Service continue to be a useful mechanism for supporting residents and their families.

## "Happy or Not" Survey

The "Happy or Not" tool continues to be utilised to gain valuable feedback from residents and their families.

Each RAC facility continues to participate in the surveys. Work is underway to align the tool with the new consumer experience format from 1 July 2019.

# Year in Review



A celebration of CCH's contribution to aged care services will be held annually at the Clayton Wesley Uniting Church in April.

## 50th Year Celebrations

After an enjoyable year of celebrations, the final event to help celebrate 50 Years of CCH was held at the Clayton Wesley Uniting Church on 28 April 2019.

As this Annual Report coincides with the 50th Year Celebration, the events held during the year are restated:

- Prospect - 15 May 2018
- Queen Street ILUs - 13 July 2018
- Percival Street ILUs - 24 August 2018

- Magill (including ILUs) - 12 September 2018
- Summerhill (including ILUs) - 26 September 2018
- Park Village - 25 October 2018
- Beulah Terraces ILUs - 2 November 2018

A celebration of CCH's contribution to aged care services will be held annually at the Clayton Wesley Uniting Church in April.

## 20th Anniversary Plaque

CCH was able to celebrate its 20 years at the Prospect Site with members of the Northern Communities Health Foundation (NHCF) where a commemorative plaque was unveiled on 2 October 2018 in the presence of Len Payne, Chairman and Directors of the Northern Communities Health Foundation.

We are proud of our partnership with NHCF and are hopeful this will continue into the future.

## Park Village Redevelopment

The \$6.5m redevelopment was formally opened on 31 March 2019. Partnerships with local community groups remain an important priority for CCH and these were highlighted at this event.

## ILUs

Consistent with the CCH Strategic Plan, the acquisition of six Retirement Villages in the Adelaide Hills provides a valuable footprint for CCH, and support for residents who can now also access CCH residential care services.



# 50 Years of CCH



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.

Over the past 50 years, CCH 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 Reverence Sydney Munn, both of whom were members of the 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 CCH mirrors the continuing growth and significance of the aged care industry in Australia.

The commitment and leadership provided by the 48 Directors during the 50-year history has enabled CCH to maintain a strong focus on its Mission and Vision. The dedication and passion of the current

Directors continues to be inspired by the Vision established many years ago, and remains at the forefront of decision-making at all times.

The 50th Year celebrations began with a Church Service on 29 April 2018, followed by the launch of the CCH book "Follow Where They Lead" at the Clayton Wesley Uniting Church. The event was attended by former and current Board Directors, residents and staff.

The first of the 50th Year Tree Planting Ceremonies was held at Prospect on 15 May 2018 with a special blessing by Reverend Don Catford. Long standing staff member Jenny Rose and resident Valerie Olsson participated in the event.

A Tree Planting Ceremony and afternoon tea was held at Queen Street ILUs on 13 July 2018 with Hilda Kirk participating in the event.



Hilda Kirk was the Matron of Clayton Nursing Home from 1984 and retired in 1988. CCH welcomed Hilda's return to Adelaide in 2000 to become a resident in one of the ILUs on Beulah Road.

Formerly known as The Lodge and The Villa (aged care facilities), which together offered 25 beds, Percival Street Retirement Village now comprises 9 luxury homes built in 2017 by Pascale Construction.

A Tree Planting Ceremony was held at Percival Street ILUs on 24 August 2018, to coincide with the month in which the Units were completed the previous year.

A Tree Planting Ceremony was held at Magill on 12 September 2018, marking ten years since the opening of the Magill facility and the re-laying of the plaque (moved from Percival Street, Norwood to Magill), honouring the work

of the late former Board Chairman, Dr Howard Buchan. Longstanding staff member Anna Vizzari and Dr Buchan's daughter, Janet Buchan were involved in the event.

A Tree Planting Ceremony was held at Summerhill on 26 September 2018, including the residents from the neighbouring ILUs. Long standing staff member Leeanne Stewart and resident Queenie Bonython participated in the event.

The Park Village Tree Planting Ceremony was held on 25 October 2018, with Deputy Chairman, Brian Piller officiating the event due to his longstanding association with the site. A bottle tree blessed by Reverend Don Catford was planted by resident, Rhonda Driver and staff member, Zara Smith.

A Tree Planting Ceremony was held at Beulah Terraces ILUs on 2 November

2019 with Deputy Chairman, Brian Piller, Reverend Don Catford and Beulah Terraces Residents' Committee Chairperson, Helen Freeman participating. The event coincided with the date of the official opening of Beulah Terraces ILUs in November 2011. The name Beulah Terraces commemorates the original address of CCH at 148 Beulah Road.

Along with the individual events at sites, the largest celebration for all CCH staff was the 50th Year Celebration Dinner in December 2018 held at The Ellington.

The formal closing of celebrations was marked with a thanksgiving service at the Clayton Wesley Uniting Church on 28 April 2019. The strong relationship between Clayton Wesley Uniting Church and CCH remains important and will continue with a joint Church Service in April each year.



# Reports

For the Year Ended  
30 June 2019

# Chairman



Brian Hern

**"Whilst celebrating the past fifty years, the Board of Directors has remained focussed on the importance of stability and growth moving forward."**

It is with great pleasure that I present to you the Annual Report for CCH for the year ending 30 June 2019 being my final Annual Report. The year in review has been a special one for CCH as I foreshadowed last year, as we have celebrated our 50th Year as an organisation providing aged care services.

Throughout the Report, the reader will note a number of references to the various activities celebrating our 50th Year involving residents and their families across CCH including RAC, ILUs and Home Care.

On behalf of the Board of Directors, I express my sincere thanks and appreciation to all involved in helping this milestone being celebrated and remembered by all.

Preparing for these events throughout the year takes a lot of effort and I would like to extend my sincere thanks and appreciation on behalf of the Board to the Planning Committee.

The support of Reverend Paul Turley and the Clayton Wesley Uniting Church has also been greatly valued and helped reflect the strong partnership and history of CCH.

In last year's Annual Report, we acknowledged the contribution of the late Alan Sheppard, accordingly it is only fitting that I do the same for the late Elizabeth Finnegan.

Elizabeth Finnegan was a founding member of the first Board of Management of CCH. It was very much "hands on" and Elizabeth with the help of Kath Hooper would interview prospective residents and inform them of what they would need to bring with them to their new home. Elizabeth served the Board with distinction from 1967-1974 and again in 1976-77. Later in 1987-89, Elizabeth served the wider church creating two firsts. She became the first non-ordained and the first female Moderator of the Uniting Church in SA. Elizabeth was always a contributor. She is sadly missed.

In honour and recognition of the significant contribution of the late Elizabeth Finnegan, the Board of Directors in consultation with the Finnegan family, established the Elizabeth Finnegan Award, which was launched at the closing function in December 2018. The Award is granted to an employee who wishes to further their professional skills and/or knowledge. Congratulations to the inaugural Award recipient Sepalika Seneviratne.

The Board of Directors also agreed to complement the Award with the establishment of the Board Innovation Award. Congratulations to Cathy Johns who was the inaugural Award recipient.

Throughout the year, celebrations included functions at each of the sites, and the formal closing of celebrations was marked with a thanksgiving service at the Clayton Wesley Uniting Church on 28 April 2019. A commemorative service will continue annually in April.

Whilst celebrating the past fifty years, the Board of Directors has remained focussed on the importance of stability and growth moving forward. This is demonstrated in part by the acquisitions throughout the year of the Retirement Villages (ILUs) previously operated by the Adelaide Hills Council (Gumeracha, Lobethal, Woodside, Balhannah, Crafers and Stirling) and the finalisation of the arrangements for acquisition of Onkaparinga Valley RAC on 1 July 2019.

All have been significant acquisitions in response to the priorities identified in the three-year Strategic Plan. Work is also continuing on the purchase of the remaining Adelaide Hills Council ILU, Bridgewater Retirement Village, which should occur next financial year.

Settlement of the transfer of ILUs from Adelaide Hills Council to CCH occurred on 26 October 2018 and the inaugural formal meetings were held in November 2018.

The Stirling Hospital Board acknowledged and valued CCH's involvement in the Adelaide Hills and agreed to transfer ownership of the Pinoak Tiers Retirement Village to CCH from December 2018. The inaugural Residents Meeting with CCH occurred in December, with residents identifying from the very early stages, the benefits to their community from the collaboration.

For the last three years since the acquisition of Summerhill RAC Facility in Uraidla, the Board of Directors has

been working with the Commonwealth seeking to secure additional RAC bed licences in order to meet local residents' needs and ensure the long-term sustainability of the Uraidla site.

Whilst awaiting the outcome of its application for an additional 35 bed licences, the Board completed a \$300,000 refurbishment at Summerhill to improve care and services to the 25 existing residents.

Approval from the Commonwealth received on 5 March 2019 for an additional 35 bed licences has been a great outcome. The Board and Management have now commenced the community consultation process in working towards the building of a new 60-bed RAC facility in Uraidla. The first Community Consultation Forum was held on 29 May 2019, which was well attended by the local community, and suggestions already provided towards the development of facility that meets community needs. This consultation process will continue in July 2019.

The Board remains hopeful that architects can be engaged later this calendar year and the new 60-bed facility is available mid-2021.

I wish to take this opportunity to formally acknowledge the significant work of Reverend Don Catford who retired at the 2018 Annual General Meeting, having served on the Board for the last thirteen years.

Reverend Catford is recognised for his extraordinary contribution made on the Redevelopment Committee, bringing to

life so many attractive and functional developments, and also for his unique Ministry role.

The Board is delighted and appreciative that Reverend Don Catford has agreed to continue as a volunteer and to officiate at Memorial Services post his retirement from the Board. On behalf of the CCH community, thanks are again extended to Reverend Don Catford for his tireless commitment and support.

Following the recommendation of the Nominations Committee, the appointment of Directors to two vacancies arising at the Annual General Meeting was ratified by members for the re-appointment of Brian Hern and the appointment of new Director, the Hon. Lea Stevens.

The Hon. Lea Stevens who in May 2019, subsequently resigned from the Board for personal reasons, brought to the Board many years of experience as a leader and senior manager, a State Minister for Health, a Senior Executive in the SA Public Service and as a High School Principal. The Board sincerely valued her input, albeit only for a short time.

Earlier, I acknowledged the contribution and partnership with the Clayton Wesley Uniting Church; I wish to also take the opportunity to acknowledge the work of the Presbytery and Synod Adelaide Office for their partnership with Uniting Church Organisations and community.

Picture: Elizabeth Finnegan  
16 August 1922 - 24 September 2017





With the retirement of Reverend Rob Brown in June 2019, it was pleasing to attend the Welcome Ceremony for Reverend Felicity Amery (Deacon), who commenced as General Secretary of the Presbytery and Synod of South Australia. Reverend Felicity's previous position as Chairperson/Presbytery Minister in the Pilgrim Presbytery of Northern Australia and as Dean of Students and Theology Teacher at Nungalinya College has given breadth of experience as she undertakes her new role.

At a national level, CCH has continued to participate in deliberations from the aged care reforms, including providing a response to the Royal Commission into Aged Care Quality and Safety in February 2019.

Nationally, UnitingCare has provided advice to which CCH has contributed on the key issues impacting on aged care, including community expectations, cost of providing services and the preference of people to receive services as close as possible to their usual home. The public forums continue and CCH has included in its monthly newsletter regular updates on developments and key issues emerging from the consultation. A link to the website is included in the monthly newsletters and residents and their families continue to be invited to engage and contact CCH for advice where necessary.

The redevelopment of the Park Village site (Elizabeth Park) at a cost of \$6.5m

was completed in January 2019. The official opening held on 31 March 2019 was attended by over 90 guests including Directors, residents and their families, local and state government representatives, staff and volunteers. The support of our neighbouring partners, the Burmese Chin Christian Church as part of the opening ceremony was sincerely appreciated and well received by guests. Their choir sang a number of their traditional Christian songs.

The St Thomas More Catholic Primary School also featured importantly in our celebrations. Another strong partnership we continue to foster and appreciate.

The Deputy Chairman, Brian Piller formally opened the Redevelopment and he was assisted in cutting the celebratory cake by Park Village resident, Elizabeth Lavarnway.

The redeveloped facilities are a credit to all involved and I wish to formally acknowledge two members of the Board, Reverend Don Catford and Brian Piller, Deputy Chairman, for their tireless work with architects Brown Falconer and builder, Harrold & Kite for the splendid outcome.

The attention in the coming year will now be the refurbishment of the Magill site, in addition to the new development at Uraidla.

As part of the continual improvements in Governance processes, the Board established a new Board Governance

Sub Committee, focused on a broader Governance role in supporting the Board on related Governance matters.

The Board has continued to engage with residents, their families and staff on the priorities for the next three years and in particular the coming financial year. These are discussed at the monthly Residents Meetings, with the key focus remaining on the following:

- Effective and responsive services
  - Ageing well
  - Partnerships with likeminded organisations
  - Innovation and niche opportunities guided by best practice
  - Consolidation of aged care services in residential, retirement and home care services.
- Practically the above mentioned should translate into:
- A minor upgrade of the Magill facility
  - A new 60-bed facility in Uraidla
  - Expansion of home care services which now includes residents not living in CCH retirement facilities
  - Strengthened focus on resident independence
  - Promotion of the CCH brand

With regard to education and training, the Board remains committed to ensuring that our staff understand the importance of supporting residents in a respectful manner and ensuring

the recognition of varying forms of elder abuse.

Prospect and Park Village sites were re-accredited for a further three years in July 2018 resulting in all four sites satisfying three-year accreditation in the same calendar year. On behalf of the Board of Directors, I thank the residents and their families and congratulate Management and staff on the achievement of this significant outcome.

The Federal Government on 12 September 2018 introduced into Parliament, the legislation to establish the new Aged Care Quality and Safety Commission ("the Commission"), which commenced on 1 January 2019.

Announced after the Carnell/Paterson Independent Aged Care Review ("the Oakden Review"), the Commission will be a single point of contact for aged care consumers and Providers in relation to quality of care and regulation.

On 9 October 2018, Prime Minister the Hon. Scott Morrison MP, Minister for Health, the Hon. Greg Hunt MP, and Minister for Senior Australians and Aged Care, and the Hon. Ken Wyatt MP announced the Terms of Reference and Commissioners for the Royal Commission into Aged Care Quality and Safety.

Compliance with the National Aged Care Standards is an important way of illustrating to residents, their families and staff the quality of services provided.

The Commission replaces the existing Australian Aged Care Quality Agency (Quality Agency) and Aged Care Complaints Commissioner (Complaints Commissioner) and from 1 January 2020, it will be responsible for the approval of Providers of aged care, compliance, and compulsory reporting of assaults.

This reform is part of a two-year Federal Government plan to "strengthen and enhance aged care regulation to protect and assure the quality of care provided to aged care consumers".

Federal Aged Care Minister, the Hon. Ken Wyatt in his announcement indicated, "These new quality standards have a single focus – to protect the rights of senior Australians." CCH welcomes these developments and looks forward to embracing opportunities for improvement.

To mark the twenty-year anniversary since the sale of the Northern

Community Hospital to CCH and the establishment of the Northern Communities Health Foundation (NCHF), a commemorative plaque was unveiled outside the Prospect site on 2 October 2018.

NCHF is proud of their connection to the past and trust that the work undertaken over the last twenty years will continue in the future, in line with the vision of the NCHF and will uphold the strong community values well into the future.

In line with the development of best practice and innovation, it was pleasing to see in March 2019 the establishment of the CCH partnership with Adelaide University and Price Waterhouse Coopers in establishing a digital technology initiative, focusing on improving the care, which will be offered to RAC facility residents. The intention is to pilot this initiative with a small group of voluntary residents and thereafter expand across the agency in a systematic and consultative manner. It is anticipated that this initiative will progress in the coming financial year.

Another new initiative included the establishment of a Resident Support Officer at Magill in May 2019. The initial trial operated Thursday and Friday evenings and six hours on Saturday and Sunday. Following a review of this initiative, it was agreed this would continue on Saturday and Sunday from 1 July 2019 and be implemented at other CCH sites during 2019-20.

This initiative has been well received by residents and their families as it provides additional support and a form of concierge service to residents and their families on weekends.

The Board of Directors has continued to acknowledge the significant resident milestones during the year. The Board and Management is proud to be part of their celebrations and the Board formally acknowledges the following residents and their significant milestones: Ina Pigram (100), Dord Kerr (104), Lenna Symons (102), Grace Trott (105), Cirena Hasse (100) and Claude Richardson (100).

CCH acknowledges the significant contribution that volunteers continue to make and it was pleasing to celebrate their achievements at a formal function on 25 May 2019. CCH now has over 100 volunteers and it was pleasing to acknowledge our youngest volunteer Isuri Seneviratne, who joined me in cutting the cake.

The Pastoral Care Team, which now includes the Residential Support

Officers, continue to provide valuable support to residents and their families and lead the volunteers and social work students program. The partnership with Flinders University with social work students has provided invaluable additional support to residents and their families.

The Board invites and encourages feedback from residents in its efforts to pursue continuous quality improvements to our systems and processes. In addition to the Have Your Say, Happy or Not processes and the Annual Resident Survey provides valuable feedback.

The survey during the year covers a broad spectrum of areas including Care, Well-being, Living Environment, Meals, Lifestyle, Residents' rights and responsibilities and Management and communication. The Directors work with Management in progressing opportunities from this feedback.

On behalf of the Board of Directors, I congratulate the Management, staff and volunteers for their tireless work throughout the year in achieving numerous improvements and expansion of services.

This is driven with what seems like boundless energy of our CEO, Nino DiSisto for whom this organisation owes a huge debt. Too often a CEO is seen only as an employee of the organisation, but in this case CCH has received a bonus. We thank Nino for his commitment and dedication to the Vision and the outcomes of care to all who access our services.

As a Director, and later Chairman to the Board over the last 27 years, with my Director colleagues I have seen significant changes, improvements and growth in the aged care sector. CCH has been at the forefront of many of these initiatives. It has been an honour and privilege to serve CCH as a volunteer during this time.

I leave CCH in the safe hands of Directors who remain focused on quality care.

To residents and their families, fellow Directors, staff, volunteers and the broader community, I extend a sincere thanks for your contribution and support and I wish CCH all the very best for the future.

# Chief Executive Officer



Nino DiSisto

**"Over the fifty years, many of our leaders, both Directors and Management have contributed significantly to establishing the foundation of CCH."**

It is with great pleasure that I present my Annual Report for 2018-19, the period in which the 50 years celebration of CCH was completed.

The Chairman in his Report has written about the many highlights and celebrations throughout the year, and therefore my comments will focus on acknowledging and thanking those many people involved in the various activities.

To celebrate such a milestone is important for CCH history. The work of the residents, their families, staff and volunteers (including Directors) is greatly appreciated. There is always a risk of missing thanking someone as part of this achievement; however, the work of the Planning Committee, which the Chairman has acknowledged cannot be overlooked. Support to this Committee by Margaret Sammut and Tim Chia, has facilitated a range of activities and celebrations. Our partners, through their sponsorship, have also enabled the

closing celebration to remain a memorable one for Directors and staff. Congratulations to all involved.

Over the fifty years, many of our leaders, both Directors and Management have contributed significantly to establishing the foundation of CCH. The strong leadership by the current Board of Directors has enabled CCH Management and staff to implement and own the strategic direction determined by the Board. The Chairman's Report has reflected significantly on the achievements during the last year, which have all occurred through the dedication and commitment of the Management and staff to pursue and implement directions that are in the best interests of the residents and their families at CCH.

Pursuing new and innovative technology and services concurrently with acquisitions and redevelopment of facilities requires enormous courage

and passion. The Management and staff of CCH exhibit these qualities in a caring, respectful manner.

When referring to the Management Team, this includes the Site Managers who burden a lot of the responsibility for the daily quality and responsiveness of services in RAC. Some changes to the Site Manager positions have occurred, and we acknowledge the contribution made by them, past and present.

I wish to take this opportunity to formally welcome new Site Manager at Prospect, Kelly Davis in November 2018 and Kathy Smith at Magill in June 2019.

The Chairman has acknowledged the significant contribution of Directors in the \$6.5m Redevelopment of Park Village and \$300,000 Redevelopment at Summerhill. The contribution of Management, Site Managers and staff at their respective sites has been exceptional as with both these projects, the redevelopment works occurred whilst the residents were still on site.

Both projects proceeded relatively seamlessly (notwithstanding the white ant problem at Park Village), with residents and their families being incredibly flexible. Thank you to residents and families. The residents collectively told me they enjoyed their "foreman role" during the redevelopment. It is great to see the strong partnership between residents, their families and CCH continue during this redevelopment period and that the wishes of the residents at both sites could be accommodated, including layout of external gardens, raised garden beds and facilities in general.

We look forward to applying these learnings at the new Summerhill Redevelopment, proposed for 2020-21. The Chairman has acknowledged the success of CCH in securing 35 additional bed licences, which will contribute towards a new 60-bed RAC facility.

Whilst only one Consultation Forum had occurred prior to the preparation of this Report, it is extremely pleasing to see the manner in which the community has already embraced the consultation process. Locals have advised CCH that once completed, this will more than likely be the largest ever financial investment in their community.

Complementary to redevelopment activities, has been the ongoing focus on technology systems and overall

responsiveness of processes to enable quality care.

During the year, a number of the initiatives established in the previous year were realised and are now embedded in our processes. The technological advances aimed at resident care include commissioning and operation of:

- Electronic Medical Records (iCare)
- Electronic Maintenance Request System
- Biometric Palm Scanner
- Handheld technology for recording and reporting resident care
- Implementation of Wi-Fi technology across all RAC facilities
- Implementation of a new IT provider
- Videoconferencing facilities to avoid unnecessary travel by Managers and staff
- Implementation of new DECT phones and call bell systems at Park Village, Summerhill and Magill

Other significant achievements (outlined further in the Report), include:

- Re-accreditation of Park Village and Prospect for a further three years;
- Compliance with Food Safety Standards across all CCH sites;
- Refresh of gardens across multiple Retirement Village sites; and
- Refurbishment of ILUs as they become vacant.

With support of the Board, CCH continues to contribute to a range of national deliberations relating to the aged care reforms including the CCH response to the Royal Commission in February 2019.

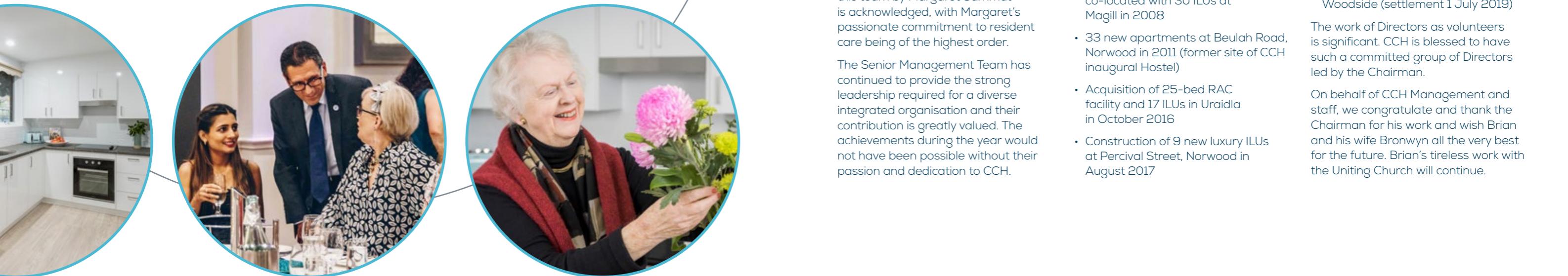
The Uniting Care CEOs nationally meet monthly by teleconference and twice per year face to face. CCH was proud to host the February 2019 Meeting, where the Prospect facilities were showcased. A presentation on new and innovative CCH practices, including falls management and support for high-risk residents in RAC was also provided to the CEOs. The opportunity to showcase achievements nationally is a long-standing practice of Uniting Care Australia and CCH was pleased to be a part of this.

With the new Aged Care Standards coming into effect from 1 July 2019, Management have worked closely with the Board and Board Sub Committees on the development of new reporting and monitoring tools to ensure compliance. These tools continue to focus on continuous quality improvement, engagement with consumers, and evaluation of outcomes.

There are a number of mandatory reporting requirements established by the Australian Government, which CCH will comply with from 1 July 2019.

Meetings with ILU residents, both formally and informally, continued throughout the year in a very positive manner, reflecting a strong, supportive relationship between residents and CCH.





The residents of the ILUs acquired in the Adelaide Hills and Stirling have welcomed a new approach to support from their Provider, including the establishment of processes for Home Care and RAC living (where required).

The Adelaide Hills ILUs operate in a country environment requiring the establishment of strong community partnerships. This approach is one of the CCH strengths and accordingly, partnerships with local government fundraising agencies, local media, and the community in general have developed widely.

Other valued partnerships with a range of diverse cultures have continued, including the Adelaide Chin Christian Church at Park Village, and the Hungarian Community and Jewish Community, with numerous home care initiatives. Each of these agencies have participated in a number of community supports and initiatives in partnership with CCH, ranging from

home care support to participating at official functions. Strong partnerships have continued with local government who support the Community Visitors' Scheme (CVS) in each of our RAC facilities. CVS provides access to a range of volunteers with varying and diverse cultural backgrounds, which provide invaluable support to our diverse CCH community.

CCH hosted the Dementia Australia Workshop on 27 February 2019 at Magill. This was an extremely successful event attended by many residents from RAC facilities and our ILUs. The Workshop was an excellent opportunity for sharing information about the significance and impact of dementia on our community, and assisted attendees in understanding the complexities involved in dealing with dementia.

The support of a range of contractors ranging from medical supplies, equipment, allied health services and electronic systems has again enabled

CCH to ensure delivery of quality care. The support of medical practitioners and pharmacists across all activities continues to be highly respected, valued, and integral to the quality of services provided by CCH. Similarly, the support from our marketing and communication agency and our web managers have ensured accurate and timely information is available to the community.

CCH residents and staff continue to be supportive of a range of fundraising initiatives on behalf of other organisations. The Cancer Council Biggest Morning Tea events were held across CCH in consultation with residents, raising much-required funds for the Cancer Council.

CCH continues to be a strong employer of choice with employee service milestones acknowledged throughout the year and at the 50th Year Celebration in December 2018. CCH is proud to acknowledge the contribution

of staff, including the long-standing staff of which 31 staff (with over 10 years' service) have contributed over five hundred years of active service with CCH.

The Chairman and others in the Report have acknowledged the strengthening of pastoral care activities, including the recent Resident Support Officer initiative. The leadership of this team by Margaret Sammut is acknowledged, with Margaret's passionate commitment to resident care being of the highest order.

The Senior Management Team has continued to provide the strong leadership required for a diverse integrated organisation and their contribution is greatly valued. The achievements during the year would not have been possible without their passion and dedication to CCH.

CCH acknowledges that this is the Chairman's final Annual Report, and it is therefore timely to acknowledge his significant voluntary contribution as a Director and Chairman over the last 27 years.

Under the Chairman's leadership since October 2000, the Chairman has overseen the following:

- A new 96-bed RAC facility co-located with 30 ILUs at Magill in 2008
- 33 new apartments at Beulah Road, Norwood in 2011 (former site of CCH inaugural Hostel)
- Acquisition of 25-bed RAC facility and 17 ILUs in Uraidla in October 2016
- Construction of 9 new luxury ILUs at Percival Street, Norwood in August 2017

- \$6.1m Redevelopment of the Prospect RAC facility in August 2017
- \$6.5m Redevelopment of the Park Village RAC facility in February 2019
- Acquisition of the former Adelaide Hills Council ILUs in October 2018
- Acquisition of 31 ILUs in Stirling in December 2018
- Acquisition of 105-bed RAC facility in Woodside (settlement 1 July 2019)

The work of Directors as volunteers is significant. CCH is blessed to have such a committed group of Directors led by the Chairman.

On behalf of CCH Management and staff, we congratulate and thank the Chairman for his work and wish Brian and his wife Bronwyn all the very best for the future. Brian's tireless work with the Uniting Church will continue.



# Manager Office of the CEO



**Kim Schulz**

"CCH continues to employ a diverse and flexible workforce."

The Human Resources Team and the workforce overall has been strengthened by the appointment of Craig Dahlgren, People and Culture Consultant in providing a consolidated workforce support function.

Craig's particular focus is on return to work activities, injured employees, mentoring and support to Managers, enterprise bargaining processes and employee workplace investigations.

Craig commenced in March 2019 and meets regularly with Site Managers to provide advice and guidance, and also attends monthly site staff meetings.

CCH continues to employ a diverse and flexible workforce of approximately 270 employees with 18% being males and 82% female employees. The recruitment and retention of staff to the aged care sector continues to remain a challenge and strategies to improve in these areas were introduced during the year, including a greater emphasis on timeliness of the recruitment process.

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. For CCH to become an employer of choice, opportunities and incentives to support the recognition and retention of staff, including an event with Nova Palace Cinemas continue to be explored.

A staff member suggestion was introduced during 2019 as an organisation-wide incentive to reward staff attendance on a quarterly basis. This has been well-received and will continue until the end of 2019.

CCH develops an annual education calendar in line with the organisation's Mandatory Training Policy to equip staff to care for residents' needs. Employee training requirements are also identified through individual employee performance reviews.

Respectful Behaviour was identified as a priority for all staff with sessions

held during September and November 2018. Dementia Essentials and Wound Care were focus areas for clinical and care staff.

The Staff Values/Team Norms established by staff in October 2016 were reviewed again by staff. Sessions for staff to review the 2016 Staff Values and Team Norms were held during September 2018, facilitated by The Change Department.

The consistent message from the sessions is that the Staff Values/Team Norms are still current and were again endorsed by staff. The Senior Managers also reaffirmed their commitment to these as the CCH Management Team. Opportunities identified by staff as strategies to support them and further embed the values within CCH, are being progressed.

A very successful Staff Christmas Function, attended by staff, Board Directors and sponsors was held on 7 December 2018. Congratulations to those employees who were recognised for achieving significant milestones for length of service at CCH, and to Cathy Johns who was awarded the CCH Board Innovation Award at the event.

The organisation's Senior Managers were supported throughout the year with several group sessions, including a Senior Leadership Day in August 2018 focused on change management, and education and 1:1 coaching on Leadership in the 21st Century during February 2019. Joint Meetings between the Senior Planning Group and Site Managers also continue to be a valuable forum for sharing ideas and networking.

Human Resource management through functions of the Corporate Information Management (CIM) database have been boosted during the year, including:

- Palm Scanning implemented at all CCH sites for staff.
- Text message system for vacant shifts and staff education sessions introduced.
- Manager Kiosk implemented for Managers to view employee available leave, visa conditions, etc.
- Employee Kiosk (Phone App) was trialled and subsequently implemented for staff to view leave balances, roster allocations, etc.

- Central rostering of staff commenced in April 2019 for all CCH sites, with the appointment of Calley Smith, Rostering Officer based at Prospect.

Overall improvement was reflected in the results of the June 2018 HR Audit, and the Staff Satisfaction Survey undertaken from 1 February 2019 to 30 April 2019. Summerhill realised the greatest improvement from the previous year results in both activities. Common themes have been identified for areas of further improvement.

A trial of additional staffing hours was implemented at Park Village from July 2018. Results reflected an improvement in call bell responses, reduction in medication errors and improved resident satisfaction. The trial will be formalised in July 2019.

## 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 incidents that arise.

Training for Directors, Management and the WHS Committee in their obligations under the Work Health and Safety Act 2012 has continued during the year and on an ongoing basis.

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

- Installation of a boom gate at Prospect to deter motorists trespassing.
- Park Village Redevelopment completed resulting in improved facilities and a safe and home-like environment for residents.
- All incidents are now formally risk assessed and rated.
- Additional Call alerts at sites for the safety of residents and staff.
- De-escalation (Code Black) training for all staff as part of Emergency Response training.
- 1:1 Manual Handling Competencies for all staff.

CCH now boasts three qualified Return to Work Coordinators ensuring compliance with the Return to Work Act 2014 and providing the necessary support to injured workers.

Our employees continue to be one of our most valuable resources. Staff are encouraged to identify and report any potential safety risk. This contributes significantly to the strong safety record of CCH.

In the event of reported incidents or hazards, CCH works very closely with staff, treating practitioners and the Claims Manager, Gallagher Bassett, to ensure a seamless approach to supporting staff.



# Chief Operating Officer



Tim Chia

**"2018-19 has been a challenging and rewarding year, and I am extremely proud of our team members' achievements, both individually and collectively."**

The 2018-19 year represented a period of significant growth for our organisation; particularly in regards to retirement living, which doubled in size from a series of strategic acquisitions during the year.

The first of these was the acquisition of the Adelaide Hills Council Retirement Village portfolio, which included sites in Crafers, Balhannah, Lobethal, Woodside and Gumeracha. The transition to CCH was welcomed by residents, and strong relationships have already been formed with our staff in the short time that these villages have been part of CCH.

Similarly, the acquisition of Pinoak Tiers (from Stirling Hospital) settled at the end of 2018 and already we have seen very positive interaction with the Residents Committee, as well as the wider resident body.

Unfortunately, in the months immediately post-settlement, a number of units became vacant (due to increased resident care needs), and some flooding occurred in a number

of units in the peak of the Hills Winter. While this was a challenging time, the management of the situation demonstrated CCH's commitment to caring for our residents, with property repairs and upgrades handled promptly and in a respectful manner.

Significant work has occurred this year around the acquisition of the 105-bed Onkaparinga Valley Residential Care facility in Woodside. With settlement scheduled for 1 July 2019, this will be CCH's largest single acquisition and will be our largest RAC facility.

Similarly, to the retirement village acquisitions, much work will need to occur around systems integration and culture change over the next twelve months, with important projects surrounding Hotel Services, Information & Communication Technology (ICT) and Property and Facilities Management. The due diligence process for this acquisition has taken much of our time, but the outcome achieved reflects

the dedication and commitment from all involved.

From a property development perspective, this year saw the completion of significant refurbishment projects at two of our RAC sites. Our 60-bed Park Village facility at Elizabeth Park was fully refurbished, with extensive structural works undertaken to create new internal linkways, additional common areas for residents, new staff meeting and breakout facilities and completely renovated rooms with new ensuites, Wi-Fi and Smart TVs for all residents.

The other site to undergo refurbishment was our existing 25-bed Summerhill facility at Uraidla. At this site, the building was extended with an indoor/outdoor sensory garden, repainted, new floor coverings, upgraded fire safety equipment and installation of a new nurse call system.

Although planning has commenced for a full redevelopment of this site to a state-of-the-art, 60-bed dementia-

focussed facility (with anticipated completion mid-2021), it was important from our perspective to improve the quality of the facility for existing residents, as it was not reflective of the quality of our other sites, nor did it align with CCH's broader design philosophy.

With the continued implementation of our asset replacement strategy, we have managed a number of upgrades and improvements across our sites during the year, with key projects including commissioning of dedicated fibre-optic internet services, installation of commercial solar systems, upgraded nurse call technology and numerous internal fit-out projects, including refurbishment of over 20 ILUs across our portfolio.

Procurement work progressed throughout the year, with tender processes and contracts awarded for the provision of services for fire safety, lifts maintenance, security monitoring, pest control and medical equipment servicing.

Planning has now commenced for the upcoming Hotel Services Tender (Catering and Cleaning), which is likely to be issued in December 2019, with a view of commencement approximately six months thereafter. The incumbent provider, Spotless, has provided excellent catering and cleaning services to our residents over the term of their existing contract and are to be commended for their pro-active and responsive approach to supporting our sites.

In line with organisational growth, we have adopted a responsible approach to increased resourcing, to support the functions managed within the team, which include Retirement Living, Procurement, ICT, Hotel Services, Property/Facilities Management, Fleet, Grounds/Landscaping and Property Developments/Acquisitions.

2018-19 has been a challenging and rewarding year, and I am extremely proud of our team members' achievements, both individually and collectively.



# Manager Residential Facilities/ Director of Care



Marie Wittwer

"Home Care services are now accredited under the same Standards as residential care and significant work continues in this area."

It has been another busy year within the aged care industry and at CCH. CCH continued to meet the demands of the sector, and during 2018-19 embraced a change in leadership model for the facilities. Site Managers were appointed at Prospect, Park Village and Magill. These appointments continue to demonstrate the acknowledgement of the increasing complexity and demands of residential care services. All Site Managers have a clinical background and Registered Nurse qualification with many years of experience in aged care and management roles throughout their careers.

During the year, a Clinical Nurse was also appointed at Summerhill and during 2019 it is planned for Summerhill and the newly acquired Onkaparinga Valley site at Woodside to commence working together.

In July 2018, both the Prospect and Park Village sites underwent their scheduled Accreditation visits.

Both sites achieved successful outcomes with full compliance of the four standards and 44 Expected Outcomes. This result was achieved with a great deal of teamwork and support by the entire organisation. The residents at each site were pivotal in our success with positive feedback regarding staff and care.

Other sites received routine unannounced visits and again compliance with the Standards was confirmed and positive feedback received. Our partners Spotless, who provide catering and facility cleaning services to our sites also achieved compliance with the National Food Safety standards at all sites, giving great confidence in all services provided at CCH.

The entry of CCH into the Home Care market has continued to progress during 2019. These services include domestic help, personal care assistance, physiotherapy services, social support and transport.

While many South Australians await their government-supported packages, CCH also supports older people to remain at home by way of Fee for Service supports. There are several residents from the ILUs of CCH accessing this care. Home Care services are now accredited under the same Standards as residential care and significant work continues in this area.

Staffing for the provision of home care services can at times be a challenge, as the service is based on client preferences and nominated times. With the commitment of the RAC staff and the Coordinator, this has been managed well to date, and client choices have been met. Thank you to all staff who have provided services to the community clients.

Clinical innovations developed and expanded in 2019 include the work undertaken at RAC sites regarding review and analysis of resident incident data. This has led to further development of "High Risk Resident" reviews. Residents identified via incident monitoring as requiring additional review/support are closely monitored, and each site instigates case conferencing support with a multi-disciplinary approach to continue to provide timely, assessed and consulted care to the resident and family.

CCH continues to provide an extensive education program to staff. Newly employed and graduated Registered Nurses have the opportunity to participate in our internal Community of Practice workshops. These workshops assist to mentor the staff and provide education on leadership and clinical skills to support them as they develop in their new roles. Success from the 2018 Project saw CCH maintain employment for 85% of the graduates.

During 2019-20, CCH will continue to embrace new ideas and projects that will assist in the provision of further improved services. Work is currently underway for a project titled "Be You", aimed at resident-focussed care provision (directly related to the new Aged Care Standards). This Project will be based at Magill initially, and then implemented CCH-wide.

Prospect has the opportunity to participate in a Palliative Care Program in conjunction with the Primary

Health Network, and seven other organisations. Once again, it is planned for this Project to be expanded to all CCH sites throughout the year.

## Volunteer Program Review

The Volunteer Program continues to grow with a 25% increase in volunteers, bringing our total to 125 participants. These wonderful people spend time with the residents providing support where required, whether that be by providing one on one times, assistance with activity programs, visiting with pets, support to gardening projects and/or religious programs.

All volunteers play a valuable role in CCH care provision. The Annual Volunteers' Afternoon Tea function was held in May 2019 to recognise the commitment of our volunteers. Their dedication is acknowledged and appreciated.

The Volunteer Program also continues to support placement for Flinders University Social Worker students. In 2018, four students completed a five-month placement at Prospect and Magill. While challenging initially, the Program developed and the students gained valuable skills to assist them in their chosen career. In 2019, two students will again undertake placement for five months.

Rostrevor College students have also been supported to fulfil their community service outreach goals. Students attend the Magill site to work with the team providing resident support. For these students, it is often their first experience working with older

people, and the opportunity is appreciated by both students and residents.

Many of our volunteers continue to be connected to the Community Visitors Scheme (CVS), where the focus is on cultural diversity. Volunteers linked to the CVS are from varied backgrounds, including Italian, Greek, Chinese and Hungarian.

## Pastoral Care

The Pastoral Care Program is a well-established component of the resident support program at CCH, supporting the emotional and spiritual well-being of residents.

Regular religious gatherings are coordinated for all sites, providing residents with the opportunity to access activities with a special meaning to them. We are very thankful to all visiting clergy and support personnel who provide these services.

"Reflect and Discuss" sessions are held at Park Village throughout the year and residents thoroughly enjoy these discussions coordinated by Margaret Sammut.

Annual Memorial services were held again during October 2018, providing an opportunity to reflect on those residents who have left us during the previous year. The families who attend remain moved and appreciative of the opportunity to reflect on the lives of people who are so special to them. The service also provides some comfort to staff to recognise how their actions and care to the residents is appreciated.



# Manager Quality Assurance



Mayur Bedi

"Consumer Feedback is a major focus for CCH."

The past year was both exciting and challenging with re-accreditation audits for 2 sites in July 2018. Achieving and maintaining full accreditation status for all 4 RAC facilities is a very positive outcome. This report reflects on key quality matters in the past year.

## Consumer Feedback

Consumer Feedback is a major focus for CCH. In addition to "Have Your Say" Forms (compliments, suggestions and complaints), feedback is collected through annual surveys and meetings. Staff also utilise verbal feedback forms to capture any verbal feedback, remarks made by consumers and families. This feedback is collected, analysed and reported on a monthly basis.

Since January 2019, CCH has been utilising "Happy or Not" devices to collect consumer feedback based

on the Commonwealth Government Consumer Experience Survey questions. The Pastoral Care Team has also been engaged to ask follow up questions where the results identified opportunities for improvement. The Pastoral Care Team also asks the same questions to non-ambulant residents and residents who wish to stay in their room, ensuring feedback from all residents is captured.

## Audits/Surveys

### Accreditation and Support Visits

The Aged Care Quality and Safety Commission (ACQSC) (formerly known as Australian Aged Care Quality Agency (AACQA) conducted the 3-year re-accreditation visits at Prospect and Park Village facilities in July 2018. Both sites achieved full compliance with all 4 Standards and 44 Expected Outcomes.

In the last year, ACQSC has conducted unannounced Assessment Contact Visits at all sites with positive outcomes. The Commission has a strong focus on consumer feedback, which determines their scope of the visit. Our positive relationships with consumers were evident to the Commission, as they commented on the care provided to them.

The reports from Assessment Contact Visits provide us with an opportunity to review and improve our systems and processes to achieve the best outcome for our organisation and the consumers. The feedback from the Commission is also used to review and update policies and procedures.

### Internal Audits

- Moving on Audits (MOA) – CCH continues to utilise one of the best continuous improvement system tools through audits, surveys and quality indicators monthly. We continue to improve our systems through gaps identified in the audits and surveys. The reports are available to the Management Team for review and discussion.
- Call Bell Audits – The Commission has a significant focus on ensuring a safe and comfortable living environment for the consumers, including greater scrutiny on call bell response times. Following the review of call bell response times:
  - New call bell systems were installed at Park Village and Summerhill sites, due to outdated equipment providing inaccurate data.
  - All sites had a DECT phone system installed to strengthen staff communication.
  - Weekly/fortnightly and monthly call bell audits are undertaken at each site.
  - Regular testing is undertaken of all call bell equipment.
  - There is an increased focus on response times and staff responsiveness to call bell activations.

Through regular monitoring and review, the average response times have improved, at all sites, with results being better than national benchmarks.

### Electronic Medical Records (iCare Health)

The staff have embraced the iCare system, moving from manual to electronic medical records. Staff have provided very positive feedback on the efficiency of the new system resulting in more time for resident care needs. Tablet devices have also been provided to staff to assist with wound management and clinical documentation. The latest version of iCare is in the process of being implemented provide enhancements to the system and transition clinical documentation to the electronic environment.

### Reporting and Analysis

A Key Performance Indicator (KPI) Report is generated monthly and presented to the Board and its Sub-Committees. The Report incorporates financial, workforce, quality and human resource aspects of CCH. The KPI Reporting framework has been reviewed for 2019-20 to present the Board and its Sub-Committees

with high level reports for greater governance interrogation and a better understanding of the operational performance of our organisation.

Residents at greatest risk are monitored with high and medium risk resident reports being generated using monthly incidents and trends data. These reports serve as an early intervention system for staff to highlight the most vulnerable residents. Clinical teams conduct case conferencing with residents, family members, GPs, allied health and lifestyle staff, to deliver person-centred care. These reports have provided some excellent resident outcomes, including reduced falls and aggression.

### New Accreditation Standards

With the new Accreditation Standards effective 1 July 2019, CCH has been working to refine existing Standards to ensure compliance. Staff, consumers and families have been provided with information including what the new Standards mean for them. Policies and procedures have also been updated, where required. Self Assessments and relevant documents are complete and ready for the Commission when requested.



# Manager Finance



Nancy Dilena

"A minor redevelopment of Summerhill residential facility was also completed in the 2018-19 financial year."

## Overview of Financial Position

As a not-for-profit organisation, any surplus generated by CCH is invested back into improvement of facilities, services and acquisition of facilities where their Mission aligns with that of CCH.

## RAC & Independent Living

With the recent acquisition of ILUs in the Adelaide Hills, additional revenue by way of resident fees has been derived from the 87 ILUs coming under the CCH banner. During the past 2-3 years, redevelopment work has occurred at the Prospect residential facility, Percival Street ILUs and at the end of December 2018; the Park Village residential facility redevelopment was completed. A minor redevelopment of Summerhill

residential facility was also completed in the 2018-19 financial year. All residential facilities are now in full operation.

The primary increase of revenue was in the area of government subsidies. Continued reviews of Aged Care Funding Instrument (ACFI) claims for subsidies, and increasing resident categories have resulted in a consistently high level being received in government subsidies across all our RAC sites.

The share market has regained confidence with share values increasing. Dividends have also increased with a renewed approach to the CCH Investment Strategy.

Annual operating expenses for the year were \$24m (rounded). Staffing levels have been adjusted in line with the increase in resident care needs.

With all the major redevelopment work that has occurred over the past

two years at our residential sites and ILUs, CCH has funded all projects without borrowings. This includes the purchase of the additional 87 new ILUs that became operative from October and December 2018. Certain costs associated with operating the villages have increased, eg. fuel, light and power, repairs and maintenance, rates and taxes, and insurance.

Outsourcing costs in the area of cleaning and catering have increased with services provided by Spotless commencing at our Summerhill residential aged care site in October 2018, and as a result of the upgrade at Park Village now having internal walkways.

We continue to evaluate and look at ways to improve our internal efficiencies with regard to information management and reporting, with the

use of the integrated accounting and information database, Corporate Information Management (CIM). We aim to provide effective functionality across all administrative processes, which facilitates timely decisions, and ultimately reduced costs across all sections of our organisation.

## Statement of Financial Position

### Total Assets

Total assets increased to \$165m (rounded). The increase is a result of the acquisition of 87 ILUs in the Adelaide Hills area. With significant refurbishment capital funding approval from the Australia Government for Prospect, Park Village and Summerhill, funds are retained for the refurbishment and redevelopment of assets. Such funds enabled building

works at Park Village and Summerhill completed in the second half of 2018-19. Resumption of full operations occurred thereafter.

A deposit was paid for \$2,708,676 in June 2019 for a 105-bed aged care facility in the Adelaide Hills region. The acquisition date is 1 July 2019.

### Total Liabilities

Total liabilities increased to \$91m (rounded), impacted upon by the resident contribution liability relating to the acquisitions.

**Separate audited financial statements for the year ended 30 June 2019 are provided as an insert to the Annual Report.**





**"I am privileged to volunteer with compassionate carers."**

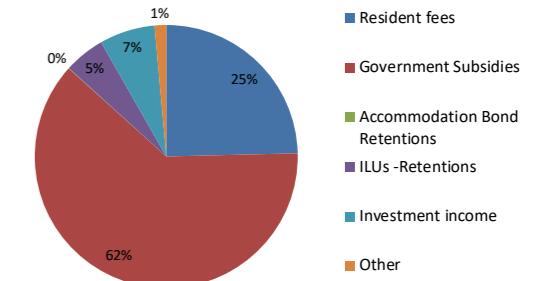
Jan, volunteer

# Financial Summary

A copy of audited financial statements and Auditor's Report for the year ended 30 June 2019 are available from the office of the CEO. Please phone (08) 8404 8200.

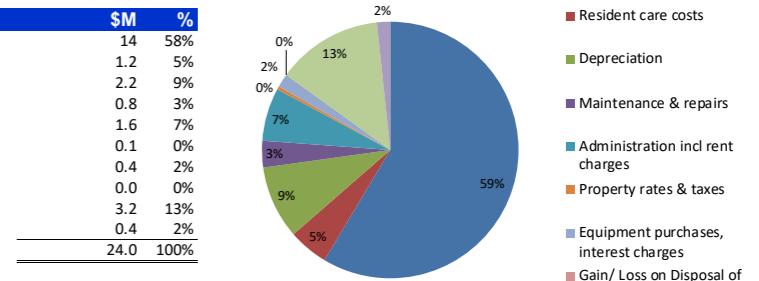
## Revenues by Source

	\$M	%
Resident fees	6.9	25%
Government Subsidies	17.3	62%
Accommodation Bond Retentions	0.0	0%
ILUS - Retentions	1.4	5%
Investment income	1.9	7%
Other	0.4	1%
<b>28.0</b>	<b>100%</b>	



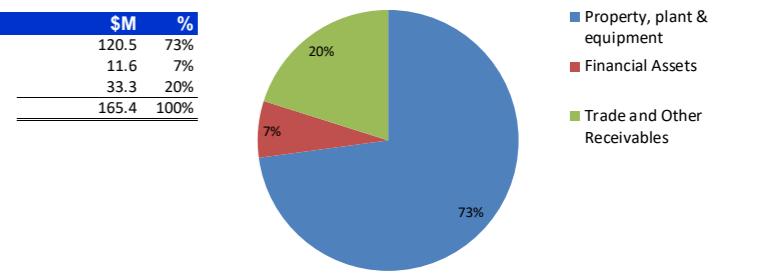
## Expenses by Category

	\$M	%
Employee expenses	14	58%
Resident care costs	1.2	5%
Depreciation	2.2	9%
Maintenance & repairs	0.8	3%
Administration incl rent charges	1.6	7%
Property rates & taxes	0.1	0%
Equipment purchases, interest charges	0.4	2%
Gain/ Loss on Disposal of Assets	0.0	0%
Hotel & Support Services	3.2	13%
Other operating expenses	0.4	2%
<b>24.0</b>	<b>100%</b>	



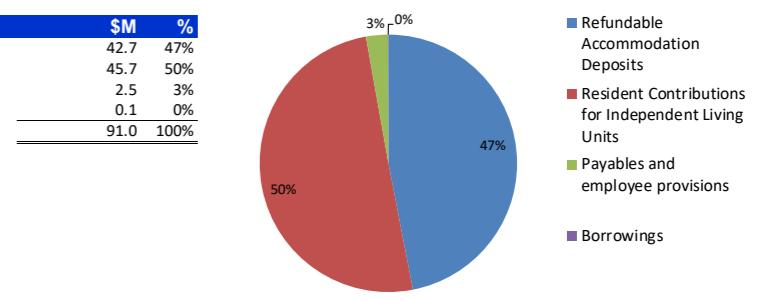
## Assets by Category

	\$M	%
Property, plant & equipment	120.5	73%
Financial Assets	11.6	7%
Trade and Other Receivables	33.3	20%
<b>165.4</b>	<b>100%</b>	



## Liabilities by Category

	\$M	%
Refundable Accommodation Deposits	42.7	47%
Resident Contributions for Independent Living Units	45.7	50%
Payables and employee provisions	2.5	3%
Borrowings	0.1	0%
<b>91.0</b>	<b>100%</b>	





**"I am  
delighted to  
be here and  
am always  
busy with new  
found friends  
and activities."**

Jean, resident

**Administration**

156 Main North Rd  
Prospect SA 5082

PO Box 3067  
Norwood SA 5067

Phone 08 8404 8200  
Fax 08 8342 2599

[claytonhomes.com.au](http://claytonhomes.com.au)

