



Annual Report

2019-20



Be supported
Be independent
Be respected
Be you.

Retirement Living
Home Care Services
Residential Aged Care

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We want you to be supported,
be independent, be respected and
above all, **Be You.**

About Us

Since 1968 Clayton Church Homes (CCH) has been proud to offer an environment of inclusion and dignity to older South Australians, continually striving to provide the very best in physical, emotional and pastoral support.

We are a leading provider of residential aged care, retirement living accommodation and home care services across metropolitan Adelaide and the Adelaide Hills.

As an independent, profit-for-purpose organisation, the comfort and well-being of the people we serve is at the heart of everything we do.

We are driven by our guiding principles – Respect, Quality, Choice and Governance.

At CCH, we want you to be supported, be independent, be respected and above all, Be You.



**"As you get
older you need
the support
around you.
The community
here is very
supportive."**

Phil, resident



"I love the leafy garden setting here and being surrounded by trees and bushland."

Ruth, resident

Vision

To lead and inspire positive ageing, where each person lives their best possible life.

Mission

Passionately and respectfully supporting older people to Be You.

Guiding Principles

Respect

We support the identity and culture of older people, their families and the community and treat all with dignity and respect.

Quality

We are committed to high quality, compassionate and personalised services delivered in a safe, welcoming environment.

Choice

With a person-centred philosophy, we support the independence and choices of older people.

Governance

Our leadership and management systems are transparent, accountable and responsive to changing individual and community expectations.



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
- CCH Onkaparinga Valley**
105 beds at 38 Nairne Road, Woodside

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

“CCH is a wonderful set up with the independent living residents being able to use the café, volunteer and socialise.”

Peter, family member

Thank you to the Board of Directors for their invaluable contribution both individually and collectively.

Board of Directors



Greg Adey
Chair

Appointed 2014
Chair since 2019

Greg Adey has over 35 years' experience in the provision and management of clinical services, including over 10 years as an Executive Manager of aged care services and since 2012 as a private consultant in aged care in Australia and overseas. He also has extensive experience in guiding policy development and quality standards relating to aged care services.



Brian Piller
Deputy Chair

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.



Juanita Ielasi
Board Director

Appointed 2019

Juanita is an independent consultant in healthcare with over twenty years' experience in senior management, executive and leadership roles across complex healthcare environments. Juanita's previous role included General Manager with the Calvary Group, responsible for construction of the new Calvary Adelaide Hospital.



Michael Elias
Board Director

Appointed 2019

Michael has previously worked in senior roles in the private and public sectors including Chief Finance Officer with the ACH Group which included responsibilities for enterprise development, property and corporate 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.



Adrienne Copley
Board Director

Appointed 2019

Adrienne is an experienced accreditor and health care manager for both aged care and health sectors since 1999. Adrienne also brings a consumer's perspective to the Board, underpinned by expert knowledge in accreditation standards, corporate and clinical governance.



**"All staff
are very
professional
and they listen.
I can't sing
their praises
highly enough."**

Penny, resident

Board Committees

Finance and Audit Committee

The Finance and Audit Committee comprises Board Directors Michael Elias (Committee Chair), Greg Adey and Brian Piller and ex-officio member, Nino DiSisto (Chief Executive Officer).

Capital Projects Committee

The Capital Projects Committee comprises Board Directors Brian Piller (Committee Chair), Juanita Ielasi and Greg Adey and ex-officio members, Nino DiSisto (Chief Executive Officer), Marie Wittwer (Manager Residential Facilities) and Tim Chia (Chief Operating Officer).

Nominations Committee

The Nominations Committee includes Board Directors Liz Malcolm (Committee Chair), Greg Adey and Michael Elias, as well as CCH elected Members, Kevin Kelly and Bev Ewen (ILU residents).

Client Services and Workforce Engagement Committee

The Client Services and Workforce Engagement Committee comprises Board Directors Liz Malcolm (Committee Chair), Akos Nagy, Adrienne Copley and Juanita Ielasi and ex-officio members, Nino DiSisto (Chief Executive Officer) and Marie Wittwer (Manager Residential Facilities).

Governance Committee

The Governance Committee comprises Board Directors Liz Malcolm (Committee Chair), Greg Adey, Adrienne Copley and ex-officio member, Nino DiSisto (Chief Executive Officer).



Our strategy

Strategic Direction

Our Strategic Plan 2019-21 provides a clear roadmap for CCH to achieve its Mission and Vision in these challenging times of change, and high expectations.

Through the collaboration of our staff, volunteers and partnerships, 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.

Strategic Goals

To achieve our Mission and Vision, CCH will:

- Use **evidenced-based innovations and best practice standards** to drive our competitive advantage in services, lifestyle and building amenities.
- **Expand the reach and diversity of our services** based on sound business decisions.

- Embed **healthy ageing and well-being** as the core of our services.
- Maintain a **customer-centred workforce** who put our values into action every day.
- Ensure that people are attracted to the CCH brand as their first choice in aged services.
- Use **partnerships and relationships** to develop integrated customer services and stronger business results.
- Maintain a **flexible and nimble organisation culture** to positively manage the continuous opportunities and challenges in the delivery of aged care services.

Leadership

Promote a culture of safe, inclusive and effective organisation-wide systems of governance including risk management and clinical governance.

Sustainability

Ensure financial strength to provide the best possible services and living environment.

Customer Focus

Be inclusive and respectful in partnering with people to support choice and independence.

Workforce

Ensure the workforce is knowledgeable and skilled to provide respectful and quality services.

Innovation and Niche Opportunities

Explore new ways to optimise people's independence, health, well-being and quality of life.

Strategic priorities

- Innovation/Niche opportunities and infrastructure
- Targeted growth
- New opportunities
- Competitive advantage
- Customer-driven culture
- Key partnerships

Achieved through

Organisational strengths

- Governance and leadership and financial sustainability
- Quality management
- Business systems
- Workforce skills and culture
- Values
- Director and Management networks

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.

Senior Management



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

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.

Chair

Greg Adey

- targeted growth and asset management, including bringing Onkaparinga Valley at Woodside into the CCH family, the significant refurbishment project at our Magill home, and commencing the exciting redevelopment of Summerhill at Uraidla.

Our achievements outlined in this Annual Report are measured by the extent to which they support older people to live well, and by the way they enable our staff and volunteers to give their best each day. They are evidence of CCH's fundamental strengths:

- a strong collaboration between the governance oversight of our Board Directors, and the professional hard work of our Managers, staff and volunteers led by the CEO, Nino DiSisto;
- close partnerships with our Uniting Church colleagues through the Synod, aged care providers and the Clayton Wesley Uniting Church, with special thanks to Reverend Paul Turley.

To support ongoing education and skill development, the Board was honoured to present this year's Elizabeth Finnegan Award to Ashlee Facey, and the Board Annual Innovation Award to Rickylee Fleming and Jessie Burston.

I would like to thank my Board colleagues for their tireless contribution to CCH during a very challenging year. This year we welcomed three new Directors to the Board in Juanita Ielasi, Michael Elias and Adrienne Copley, whose individual skills and experience add further depth to the Board's collective governance expertise.

The impending retirement later this year of two key Directors marks the end of a significant era. Brian Pillar joined the Board in 1998, and was instrumental in leading the growth and transformation of CCH over the last two decades, holding positions as Deputy Board Chair, Chair of the Capital Projects Committee, and member of the Finance and Audit Committee.

Akos Nagy became a Board Member in 2012 representing the affiliate organisation Hungarian Caritas Society of SA. Akos served on the Client Services and Workforce Engagement Committee, and previously the Work Health and Safety (WHS) Committee. We sincerely thank Brian and Akos for their significant contribution and passion for serving the CCH community.

We are saddened to have also seen the passing this year of two former Directors and Chair Alan Beaton and Des Borgelt, who served CCH for over 16 and 18 years respectively, during a period of important expansion for CCH with the support of Clayton Wesley Uniting Church.

On behalf of the Board of Directors, I congratulate our Management, staff and volunteers for their tireless work and proud achievements throughout the past year. We sincerely thank our people for their commitment in bringing our CCH Vision and Values to life every day.

"As an organisation committed to the safety, health and well-being of the people we serve, CCH is continuously improving and adapting how we support each person to 'Be You'."

It is with great pleasure that I present my first annual report as Chair of CCH. Having served on the Board for the last six years during times of significant change in our sector, it was an honour to accept the role and responsibilities of Chair.

I would like to firstly acknowledge the significant contribution of the retiring Chair, Mr Brian Hern, OAM who for 27 years volunteered his time and experience to CCH and to the Uniting Church community. Brian's leadership has created a strong legacy for us to build upon, driven by our Mission and Values.

As an organisation committed to the safety, health and well-being of the people we serve, CCH is continuously improving and adapting how we support each person to 'Be You'. The ageing-well sector is undergoing transformational change, and CCH is positioning itself to confidently

meet those challenges and opportunities, including:

- continuously monitoring the impact of COVID-19, balancing careful risk management with sensitive, flexible supports to keep families connected;
- maintaining the trust of our residents, families and community during the important work of the Royal Commission into Aged Care Quality and Safety, demonstrating that CCH's commitment to genuine quality gives peace of mind to the people we serve;
- investing in training and coaching to embed person-centred care, dementia care excellence, healthy ageing and reablement;
- expanding our home care services to meet older people's preference to live independently at home for as long as possible;



Chief Executive Officer

Nino DiSisto

“CCH has continued to maintain a strong partnership with a number of diverse communities and we thank them all for their ongoing support and friendship.”

Having had the opportunity to celebrate 50 years of CCH last year, we like the rest of Australia, have been confronted with a challenging six months with the impact of the COVID-19 pandemic.

Whilst it is not possible to prepare for such unprecedented events, it is pleasing the manner in which our community, residents, their families and staff have worked together in managing the Government Directives, and at the same time ensured the important connectivity and care of residents is not lost.

I wish to take the opportunity to again acknowledge the significant contribution of our departing Board Chair, Mr Brian Hern OAM. It is also with pleasure that we welcome Mr Greg Adey as the new Chair, continuing the strong commitment to residents and their families and strengthening engagement processes through the Board Director Patron Role.

The Chair in his report has provided a clear overview of the Directors contribution to the numerous CCH achievements and the ongoing focus on care, support and engagement. Consultations early in the financial year around the strategic priorities, the consultation on the Summerhill redevelopment and redevelopment at Magill and Onkaparinga Valley being good examples of engaging with residents and families.

The acquisition of Onkaparinga Valley during the year and its integration into the broader CCH family has proceeded in a seamless, but engaging manner and I take this opportunity to acknowledge the work of the local community, residents, their families and staff in embracing the change in a supportive manner.

During the year, we have continued a strong focus on innovation and continuous quality improvement. Of note, CCH Prospect was a finalist in the South Australian Community Services

Award and CCH Magill was again a finalist in the Restaurant and Catering National Awards with partners Spotless.

A number of innovative projects have been completed in collaboration with SA Health, Primary Health Network and the University of South Australia. These innovations relating to end of life care and development of Managers have been important in focusing our thinking on resident choice and expectation and the development of staff as leaders.

It is pleasing that we have maintained stability at a management and care level, which remains important for ongoing continuity of care for residents and families.

The significant refurbishments at Magill and Onkaparinga Valley sites have proceeded smoothly while the residents have continued to remain on site. The flexibility, support and willingness of residents and their families to support this important work cannot be underestimated and it is a great outcome for the enjoyment of residents and their families. Hopefully once the COVID-19 restrictions lift, families will be able to better enjoy all amenities.

The redevelopment at the Onkaparinga Valley site has included equipment to improve the comforts and lifestyle of our residents including a new nurse call system and new kitchen equipment. It is pleasing to see the improvement in staff response time as a result of a technology driven response which was not previously possible.

During the year a number of the initiatives established in the previous year were realised and are now embedded in our processes, including:

- Additional handheld technology for recording and reporting resident care
- Expansion of Wi-Fi technology across all residential aged care facilities
- Expansion of video conferencing facilities to assist families link in with their loved ones
- Implementation of new DECT phones and call bell systems at Onkaparinga Valley

Other significant achievements which are further outlined in the report include:

- Ongoing compliance with Aged Care Accreditation Standards
- Compliance with food safety standards across all CCH sites
- Refreshment of gardens at the Adelaide Hills retirement villages
- Refurbishment of independent living units in the Adelaide Hills as they become vacant

Maintaining engagement and partnerships with UnitingCare organisations in South Australia and nationally, reminds us all of the importance of our mission responsibilities. Collectively we continue to contribute to the Government's direction in Aged Care and whilst there continues to be many changes and reforms they do endeavour to focus on improved care outcomes.

The diversity of CCH activities in residential, independent and home care services requires a varying degree of engagement and understanding and it is pleasing in the manner in which the residents, their families and staff have worked collaboratively in addressing the care needs in their respective environments. The informal and formal gatherings of residents across all domains remain really important in building confidence and trust in care and support provided.

In addition to the COVID-19 pandemic the Adelaide Hills community was also significantly affected by the December 2019 bushfires. CCH is saddened by the level of destruction and loss caused by the bushfires to our Adelaide Hills community. CCH is very proud of its ability to respond in a very dangerous time with relocation of some ILU residents and the strengthening of our supports in our residential aged care facility at Summerhill (Uraidla) and Onkaparinga Valley (Woodside) to enable residents to remain in their home. A special acknowledgment to Tim Chia and Marie Wittwer for their leadership roles during the bushfires along with the great work of our staff, volunteers and residents families.

CCH has continued to maintain a strong partnership with a number of diverse communities and we thank them all for their ongoing support and friendship. The diversity of our communities and CCH reinforces the way in which our communities have quickly changed and importantly

provided new opportunities and learnings. These include sharing of experiences, recruitment of volunteers, employment of staff from these communities and partnerships in a range of activities such as the arts that improve the comforts and lifestyle of our residents.

CCH continues to be a strong caring agency also made possible by the willingness of its partners and contractors to work collaboratively in the interest of our resident community. Medical practitioners, pharmacists, emergency personnel, ministers of religion and the numerous trades contractors all fulfil their exemplary support role functions for CCH. CCH recognises the importance of a strong brand. The enhancements in our website, cinema advertising and updated printed materials has been well received and is easily navigated.

CCH continues to seek feedback from residents in an endeavour to improve services. The willingness of the residents to complete surveys, questionnaires and “Have Your Say” forms is greatly appreciated with the feedback translating into numerous improvements.

Finally, I wish to acknowledge the significant contribution of our Senior Management Team in the leadership and support provided to their respective teams and the CEO.

I commend the report to the reader as an illustration of the challenges facing CCH, but the numerous achievements in partnership with residents, families and staff.



Manager Office of the CEO

Kim Schulz

"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 flexible workforce of approximately 396 employees with 22% being males and 78% female employees. The CCH workforce increased with the acquisition of Onkaparinga Valley Residential Aged Care staff from 1 July 2019.

Following the revision of the 2019-20 CCH Strategic Plan, the Workforce Plan was developed in December 2019. The Workforce Plan along with the Strategic Plan outlines workforce planning activities and priorities in line with the organisation's strategic goals.

A skilled and qualified workforce aligned to CCH Values and Guiding Principles of **Respect, Quality, Choice and Governance** is essential to providing safe, respectful and quality care and services.

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 Human Resources Team has been further strengthened by the appointment of a dedicated recruitment role from late 2019. This position aims to improve our response to workforce challenges and the recruitment and onboarding process overall.

The recruitment and retention of staff to the aged care sector continues to remain a challenge, including the additional mandatory compliance requirement from 1 May 2020 for all employees to have obtained the 2020 seasonal influenza vaccination.

CCH develops an annual education calendar in line with the organisation's Mandatory Training Policy to equip staff to care for

residents' needs. Dementia Essentials and Wound Care remained focus areas for clinical and care staff.

Employee training requirements are also identified through individual employee performance reviews.

There has been a significant investment in staff education and training again in the past year.

An End of Life project was trialed at Prospect and as part of this, all clinical and care staff completed six online palliative care education modules designed to support staff to apply the guidelines for a palliative approach to aged care into practice.

The education included knowledge, skills and values required to communicate and contribute to the care of clients who have a life limiting illness and/or are approaching the final stages of the normal ageing process.

In response to the COVID-19 Pandemic, from March 2020 all staff were directed to complete Department of Health COVID-19 online education modules.

From 1 May 2020, the Altura online education platform for staff was implemented, with five modules initially required to be completed by 31 July 2020 as follows:

- Aged Care Quality Standards
- Workplace Conduct: Bullying and Harassment
- Tissue Viability
- Responding to dementia
- Nutrition/Hydration

The commitment of CCH staff to continuing professional development is acknowledged.

The Staff Values/Team Norms established by staff in October 2016 were reviewed again by staff via an online survey during March and April 2020 facilitated by LeadersHP.

The consistent message is that the Staff Values/Team Norms are still current and were again endorsed by staff. The Board of Directors and Senior Managers also reaffirmed their commitment to these.

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 and Management in their obligations under the *Work Health and Safety Act 2012* has also continued during the year.

CCH is now very fortunate to have four qualified Return to Work Coordinators ensuring compliance with the *Return to Work Act 2014* and providing the necessary support to injured workers.

Staff continue to be encouraged to identify and report potential safety risks and/or hazards. 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

“During the past twelve months, my team has delivered some exciting major projects.”

During the past twelve months, my team has delivered some exciting major projects in an environment of uncertainty, overcoming many operational challenges.

The significant refurbishment of our 96-bed residential aged care facility in Magill was one of our accomplishments for the year. Despite the project running well into the COVID-19 pandemic, the Property Team worked diligently and with great foresight and planning to achieve completion of the extensive refit.

Scope included a newly constructed cinema, offices and hairdressing salon; upgrade of resident and visitor café, main dining room (including indoor/outdoor alfresco area with built-in BBQ facilities), activity room, clubhouse/function room and the construction of a new memory support garden.

Architects, Brown Falconer, and Builders, Harrold & Kite must be congratulated for the professional

manner in which they worked collaboratively with our in-house team to deliver yet another CCH project that has been incredibly well-received by staff, residents and families.

This year also saw the successful negotiation and acquisition of the 105-bed Onkaparinga Valley residential care facility. Since then, my team has worked tirelessly to complete Stage 1 of the facility upgrade, including a new call bell system, new DECT Phones, kitchen equipment upgrade, along with new flooring throughout the site, internal and external repainting, and installation of new LED lighting to all common areas. Particular thanks are extended to our trusted partners All Spec Flooring and Higgins for managing this work in a very complex work environment.

Planning for Stage 2 at Onkaparinga Valley is nearing completion, with design work by Brown Falconer finalised. This stage will include new furniture across the site and upgrade



and construction of a new site entrance, café, reception area, dining room and extensive landscaping works.

Other key projects for the year included solar panel installation at Beulah Terraces and Percival Street Retirement Villages in Norwood, re-roofing of our newly acquired Pinoak Tiers Retirement Village in Stirling, and refurbishment of 15 ILUs across our portfolio.

This was also a significant year from a procurement perspective, with a tender process held for the provision of Hotel Services across all CCH residential aged care sites; this is our largest single contract, and was awarded to Spotless for next 3 years from 1 July 2020. Spotless has been a CCH partner for over 10 years and continues to work closely with our site staff and management on a daily basis to deliver quality meals, cleaning and laundry services to our residents.

Other contracts awarded this year included (amongst others) valuation services (AON), salary packaging (Access Pay), fire protection services (Combined Fire), security patrol services (Southern Cross Protection) and extension of our painting services agreement to include all Adelaide Hills sites (Higgins).

Whilst CCH has been progressive in its use of videoconferencing in recent years, there has been significant expansion of capability since COVID-19, with dedicated commercial facilities installed at all residential aged care facilities and additional iPads provided to assist residents with communicating with family members.

The introduction of the cinema at our Magill site has also been an excellent tool for residents to observe church services and take virtual tours of wonderful locations from around the world. It is hoped that similar facilities can be replicated at other CCH sites in the near future.

Other ICT initiatives for the year included installation of Wi-Fi, extended use of the electronic maintenance system for residential aged care sites, the continued roll out of mobile devices for operational staff and the establishment of working from home strategies for staff.

The significant commitment and “high-quality” work of the Property and support team and our many contractors, who work tirelessly to provide quality services and accommodation to our residents is greatly appreciated.

Manager Residential Facilities



Marie Wittwer

“Pastoral Care remains a significant area of support for the residents of CCH and during the challenging times of COVID-19, this has been an invaluable resource.”

Whilst there were many highlights through the year, it is pleasing to note that all five residential aged care facilities remain fully compliant to the new Aged Care Standards.

In July 2019, CCH strengthened the focus on active ageing to support residents who live with Dementia. Kathy Pace, Clinical Nurse Consultant – Dementia Care has led this project with considerable work undertaken at CCH Magill and later introduced at all other CCH sites, gathering information regarding the resident’s life story to support greater understanding of the resident behaviours and actions.

A revised Life Story Assessment has been implemented, and the Well-being staff have now assumed responsibility for gathering information. Kathy has provided mentoring to staff and support to families to improve the understanding of the residents’ progression of Dementia. Reporting

and reviewing of antipsychotic medications and behavioural incidents have also been a major focus for ongoing care.

In January 2020, CCH implemented a Nurse Educator role to review the skills and educational requirements of all clinical staff. In the course of this project, a number of improvements were made including the development of additional clinical competencies and the review and implementation of new medication safety management policies.

Clinical Nurses are employed at all sites and each Clinical Nurse has accepted responsibility for clinical portfolios for the organisation, including Wound Care, Medication Management, Weight Management, Behavioural Management, Falls and Palliative Care. Work to be progressed includes the review of associated policies and audit results, and recommendations

to the Clinical Advisory Group for consideration and implementation.

The Lifestyle Team have been reviewed with the appointment of a Well-being Coordinator, Well-being Assistants and Well-being Team Leaders at each site. The focus of the lifestyle program has been changed to well-being and active ageing activities. CCH is also supporting four staff to undertake Certificate 4 in Allied Health Assistant education that will further strengthen the focus of enablement and independence for the residents.

Pastoral Care remains a significant area of support for the residents of CCH and during the challenging times of COVID-19, this has been an invaluable resource.

COVID-19 has presented multiple challenges already in 2020; however, CCH is positioned well to manage any future situations with confidence.

CCH Prospect has been fortunate to participate in three Palliative Care Projects during 2019-20, as follows:

- Enabling Choice for South Australians (Adelaide Primary Health Network), October 2019 to June 2020
- Palliative Care Pilot Project supporting Advanced Care Planning (SA Health), April to June 2020
- Live As Well As You Can For As Long As You Can (SA Health), May to December 2020

The projects focused on residents making informed choices about the type and quality of care they wish

to receive when they approach end of life decisions and have provided staff with the skills to commence difficult conversations with families, involving residents about care. These conversations are happening much earlier in a resident’s journey with CCH, thereby reducing the stress from making decisions at very emotional times. The learning opportunities from all the projects at Prospect have been shared at all sites, thus supporting all CCH residents.

The clinical and care team provide a high-quality resident-centred approach to care and their passion, commitment and patience is greatly appreciated by all.



Manager Quality Assurance

Mayur Bedi

New Aged Care Quality Standards

CCH has embraced the new Standards (effective 1 July 2019) very positively and this is reflected in the care provided to our residents. From the regular positive feedback from residents and their families, it is fair to say the CCH team lives and breathes the new Standards. There has been an increased focus on person-centred care in the past year through additional training, updated protocols, and enhanced partnerships with residents and families.

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 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 monthly. CCH continues to utilise "Happy or Not" devices to collect consumer feedback based on the Consumer Experience Survey questions.

The Pastoral Care Team has also been engaged to follow up questions where the results have 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

During 2019-20, the Aged Care Quality and Safety Commission (ACQSC) conducted unannounced Assessment Contact Visits at Prospect and Park Village. All other

sites are now due for their annual un-announced visit.

ACQSC has a strong focus on consumer feedback, which determines the scope of the visit. Our positive relationships with consumers were evident to ACQSC, as they commented on the care provided to them.

ACQSC reports from the 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 consumers. The feedback from ACQSC is also used to review and update policies and procedures.

All CCH sites remain fully accredited with full reviews planned for 2021 at four of the five residential aged care facilities.

Internal Audits

- iCare (Electronic Medical Records) Auditing – Last year auditing commenced on our Electronic Medical Records system (iCare) to identify areas of improvement, ensure consistency and integrity of the documentation. This was a very valuable process and as a result, weekly iCare continued. The audit covers a vast number of clinical areas and provides an opportunity for the clinical team to strengthen their documentation, whilst validating resident care needs are correctly recorded.
- Call Bell Audits – ACQSC has a significant focus on ensuring a safe and comfortable living environment for the consumers, including greater scrutiny on call bell response times.

At CCH, all sites have the latest call bell systems and DECT phones. Weekly/fortnightly and monthly call bell audits are undertaken at each site and regular testing is undertaken of the 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.

- Moving on Audits (MOA) – CCH continues to utilise one of the best continuous improvement system tools through audits, surveys and quality indicators monthly. Systems and processes continue to improve through gaps identified in the audits and surveys. The reports are made available to the Management Team for review and discussion.

Electronic Medical Records (iCare Health)

The iCare system was implemented at CCH Onkaparinga Valley in October 2019. The staff have embraced the new system and feel confident using it. Staff have provided very positive feedback on how efficient the new system is, resulting in more time for resident care needs.

New tablet devices were also provided to staff to assist with wound management and clinical documentation. All clinical incidents are now recorded in iCare eliminating the need for maintaining paper records.

Reporting and Analysis

A Key Performance Indicator (KPI) Report is generated monthly and presented to the Board and Board Sub Committees, incorporating financial, workforce, and quality information.

The KPI Reporting framework is reviewed regularly to present high-level reports for greater governance interrogation and improved understanding of the organisation's operational performance.

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.

A new dashboard has been developed to look at resident risk levels over the past six months. This helps the clinical team to gauge the success of their strategies and interventions. Clinical teams conduct case conferencing with residents, family members, General Practitioners, allied health and lifestyle staff, to deliver person-centred care. These reports have provided some excellent resident outcomes, including reduced falls and aggression.



Manager Finance

Nancy Dilena



“The investment in the refurbishment of residential aged care facilities and ILUs when they become vacant, is an important approach in maintaining high quality facilities in line with the CCH brand.”

Overview of Financial Position

As a profit-for-purpose organisation, all funds generated by CCH are for the provision of services and improvements to CCH residents, in alignment with the organisation’s Vision. The acquisition of a 105-bed residential aged facility (CCH Onkaparinga Valley at Woodside), is an important strategic facility for the support of Adelaide Hills residents, and in particular the CCH ILU residents living in the Adelaide Hills.

The \$1m redevelopment of the site this year (to be completed next year), is aimed at improving amenities for the comfort and care of residents and continues to foster a home-like environment.

The \$1m redevelopment of the Magill facility has also focused on improvements of amenities and comforts for residents, at the same time addressing compliance with changing environmental standards.

The increasing resident complexity and demand for services has placed pressure on the financial operating resources of CCH, continuing a national trend, which the Australian Government is acutely aware of.

The implications of COVID-19 described earlier in the report have added a significant financial impost on CCH, requiring increased staffing for the support and protection of residents, including visiting arrangements. The associated impact on our shares and dividends



has further adversely impacted on financial results.

Annual expenses for the year were \$35m (rounded) increasing from \$24m (rounded) from the previous year. Expenses associated with staffing and other supports have continued to increase in line with resident care needs.

The investment in the refurbishment of residential aged care facilities and ILUs when they become vacant, is an important approach in maintaining high quality facilities in line with the CCH brand.

Stringent controls continue on our trading expenses and in particular contract management. Hotel services (catering, cleaning and laundry) is one of our larger contracts which

will include CCH Onkaparinga Valley from 1 July 2020. The hotel services support provided by Spotless in the last year has been in line with the existing contractual obligations.

Operational efficiency is critical in order to best apply available funds. The Management Team, supported by the finance staff has continued to explore new processes and systems of working wherever possible, including new and advanced technology. This will also enable the Mission and Vision of CCH to expand services in active ageing and re-enablement.

Statement of Financial Position

Total Assets

Total assets increased to \$176.6m. The acquisition of CCH Onkaparinga Valley and refurbishment of that site, along with Magill being contributors to the increase.

Total Liabilities

Total liabilities increased to \$99.4m impacted upon by the acquisition of CCH Onkaparinga Valley.

Notwithstanding this increase, the financial position of CCH remains solid as has been attested to by the Auditors, Dean Newbery and Partners.

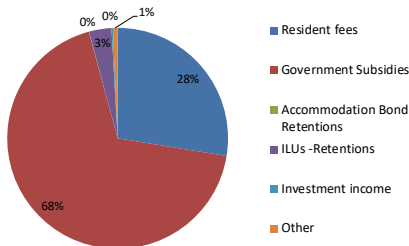
"I enjoy the location of the village and its proximity to local shops."

Heather, resident

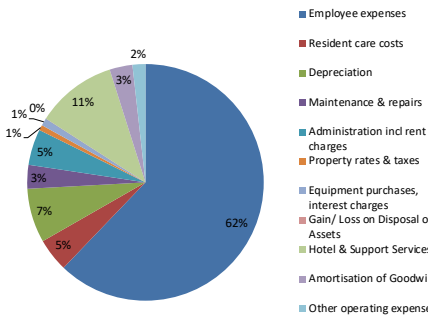
Financial Summary

A copy of audited financial statements and Auditor's Report for the year ended 30 June 2020 are available from the Office of the CEO. Please phone (08) 8404 8200.

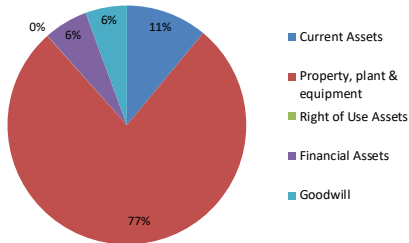
Revenues by Source	\$M	%
Resident fees	9.7	28%
Government Subsidies	24.0	68%
Accommodation Bond Retentions	0.0	0%
ILUs - Retentions	1.2	3%
Investment income	0.1	0%
Other	0.2	1%
	35.2	100%



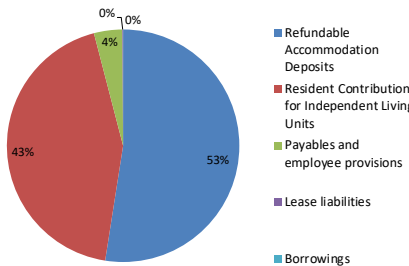
Expenses by Category	\$M	%
Employee expenses	21.9	62%
Resident care costs	1.6	5%
Depreciation	2.6	7%
Maintenance & repairs	1.1	3%
Administration incl rent charges	1.7	5%
Property rates & taxes	0.3	1%
Equipment purchases, interest charges	0.4	1%
Gain/ Loss on Disposal of Assets	0.0	0%
Hotel & Support Services	3.9	11%
Amortisation of Goodwill	1.1	3%
Other operating expenses	0.6	2%
	35.2	100%



Assets by Category	\$M	%
Current Assets	19.5	11%
Property, plant & equipment	136.6	77%
Right of Use Assets	0.1	0%
Financial Assets	10.5	6%
Goodwill	9.9	6%
	176.6	100%



Liabilities by Category	\$M	%
Refundable Accommodation Deposits	52.2	53%
Resident Contributions for Independent Living Units	43.2	43%
Payables and employee provisions	3.9	4%
Lease liabilities	0.1	0%
Borrowings	0.0	0%
	99.4	100%





**"Staff are
very involved
and listen to us
and provide an
environment
where we are
cared for."**

Joan, resident



Administration

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