

# Eldercare

2022





## Message from the Chief Executive



There is a lot of fun and laughter in Eldercare homes, with many different things happening as our residents go about their lives with as much independence as possible. “I’m busier living here than I was in my previous home!” Joyce Sequerah, resident at Eldercare The Lodge tells fellow committee members on the LGBTIQ Advisory Group. She volunteers on the committee and travels to Eldercare’s Head Office for meetings because she’s passionate about equity for all people.

The photos in this publication were taken during an ordinary week in October and they offer a glimpse of the fullness of life in our homes, with residents out shopping, cooking, discussing menus with hospitality staff, serving cappuccinos, gardening, exercising, volunteering, and enjoying family, friends, and visiting pets.

There’s plenty of life to live for our residents and we’re very proud at

Eldercare of our unique Model of Care that is focused on really understanding the preferences of each person. There is a wonderful diversity of stories and history, talents, hobbies and passions, and we encourage and enjoy their expression. Similarly, our staff reflect a wealth of diversity, of experiences, age, culture and interests; though they all share Eldercare’s values of respect, connection and accountability. We recruit first and foremost to these values.

On the day I write this we are celebrating the government’s advice that we no longer need to wear masks in aged care. Biscuits decorated with smiley faces have been baked and handed out to staff across our sites. We can once again enjoy seeing everyone’s smiling faces. Health and wellbeing is of course always a priority at Eldercare, but this regained freedom allows us to focus once again on faces as well as exciting projects and innovations that we have underway:

- Eldercare piloted the government’s new Virtual Care Service which recently expanded to become a statewide option for emergency clinical advice, significantly reducing wait times and stress for residents needing urgent medical attention.
- We have also participated in a government led hospice training initiative resulting in our personal carers having palliative care education so they can assist in more collaborative, individualised and dignified end of life care.

- Our Corporate Social Responsibility Policy and Strategy were recently adopted by the Board to further advance our work on being environmentally sustainable and leading the way in supporting and celebrating the valuable skills and diversity of our people. Eldercare is a large organisation that interfaces with and impacts our community and we take this responsibility very seriously.
- Meanwhile we are watching the construction of our newest care centre in Goodwood take shape. It will represent a new frontier in aged care, offering a truly homelike environment where residents will transition to beautiful accommodation. They will enjoy the comforts of 21st century living with the latest technology to support health and wellbeing. Exciting!

Thank you to residents, their friends and families, staff, and volunteers for all that we have shared in 2022 and I look forward to the future of aged care with Eldercare.



Jane Pickering  
**Chief Executive**

**Front cover:** Alison Lewis (L) and Gere Schou-Hansen, residents of The Lodge, enjoy an afternoon together at Burnside Village. Alison says “It’s good to be out and about again after the restrictions due to Covid.”

**Below:** Sally Jones, resident at The Lodge reviewing menus with Hospitality Assistants Tony Ndayisaba, Varissara Chandratita and Jaswinder Singh (in the background).



## Nothing about me without me

The antiquated idea of aged care was simply looking after older people's physical needs. Eldercare services today are dynamic and interactive. They are the result of collaboration with residents, to ensure they feel happy, independent, and involved in the next phase of life in their new home.

**Based on the principle of 'nothing about me without me', any project must involve consultation with the groups that will be affected by the service, building or review being planned.**

Resident engagement is integral to Eldercare planning. Existing Eldercare residents advised designers and architects of the most important considerations and inclusions for building our newest aged care home, currently being built.



Eldercare's new 100-bed aged care home on Victoria St in Goodwood, is planned to be opened in August 2023. Planning involved extensive consultation with our residents to determine the living requirements of future residents because the best inspiration for planning a new aged care home is to understand the lived experience of current residents; what they like, what they don't like and what their wish list would include.

Read more about the new Goodwood development on pages 18 and 19.

Eldercare's LGBTIQ Advisory Group which includes both residential care and retirement living resident representatives as well as staff, volunteers and community members has been instrumental in guiding executive decisions related to diversity and inclusion. Residents attend meetings in Eldercare's Head Office boardroom every second month to give their opinions and vote on decisions.

Resident focus groups have also provided important information for site improvements and upgrades including landscape planning at Acacia Court where the gardens are dearly loved and much used by residents and their friends and families. It simply makes sense to understand resident preferences before making changes to their home.

**Left:** Brian Wolfindale, resident at The Lodge, enjoys making cappuccinos for friends and visitors to the home and has developed a reputation for being quite the barista.

**Opposite:** Kath Both, resident at Sash Ferguson, having a laugh with Josie Roche, Personal Carer.







## Residents choose

We are committed to engaging and partnering with residents, their representatives and staff in decision making to support person-centred care, where the choices, values and rights of individuals are respected and enabled. Not only do residents have the right to participate in service planning and decisions that affect them, but their input is integral to improving the quality of services and improves health and wellbeing outcomes.

**Opposite:** John Steinle (L) and Eric Nash, residents at Oxford, cooking up a storm.

Our clinical, allied health, lifestyle, wellbeing and spiritual care teams work with each resident to get to know them so they can meet their emotional, spiritual, social, physical and complex clinical needs.

**By learning as much as we can about the likes and dislikes, interests, needs and life story of residents, we can work with them to create a unique care plan tailored to specific personalities and preferences.**

**Below:** Dana Dell'oro, Fitness Instructor guides a strength and wellness class for (L to R) Patricia Reilly, Allan Brownlee, Joyce Sequerah and Bev Egan, residents at The Lodge.







The dignity of residents is preserved when they genuinely contribute to care and support planning by sharing wishes or goals and then working together with staff to achieve desired outcomes.

Keeping and building friendships and links to community is particularly important when moving into aged care. Preferences vary dramatically. Some residents regularly take taxis to meet friends for lunch or to go on shopping outings, other residents prefer meeting family and friends in the gardens and common areas at their home. At The Lodge Brian Wolfindale is something of a barista,

making cappuccinos for visitors and fellow residents (see photo on page 4).

Depending on the interests and hobbies of residents our lifestyle and wellbeing staff will facilitate their involvement in cooking, gardening, music, woodwork, arts and crafts as well as various exercise classes for strength, mobility and fun. The range of activities organised and promoted across Eldercare homes is extensive and ever-changing.

Care plans are regularly reviewed to make sure they evolve as needs change, so that residents are continually supported to live their best life.

## New Aged Care Funding scheme



**Above:** L to R: Silvia Veronese, Finance Consultant, Sue Ellis, Resident Admissions Coordinator and Lawrie Blood, Clinical Compliance Consultant discuss details of the new AN-ACC funding scheme.

The Australian National Aged Care Classification (AN-ACC) funding scheme commenced on the 1st of October 2022. Eldercare receives Australian Government funding for each resident living in its residential aged care facilities. Funding is intended to be in proportion to care needs.

AN-ACC introduces several major changes from the previous Aged Care Funding Instrument (ACFI) in how funding is calculated, including:

- A change to external assessment of funding requirements to ensure independence
- Funding respite residents under the same scheme
- Additional financial support for homes in rural and remote areas
- More opportunity for providers to request changes to funding, as a resident's care needs change



Residents should expect to be assessed on admission, and as care needs change, by an external assessor. This assessment is brief and aims to understand the level of assistance required from care and nursing staff.

AN-ACC allows providers to make more choices in how their funding is used. Consequently, Eldercare's Allied Health model is changing to provide more exercise and reablement interventions for residents. Management of pain will remain a priority for Allied Health staff, though clinicians will now have more choice in the type and frequency of the intervention.

The funding provided by AN-ACC will be reviewed yearly by an independent body, and recommendations will be made to the Government on changing the funding providers receive. This is a more frequent and independent system than under ACFI, and a welcome change.

In October 2023, providers will be required to provide certain staffing levels ('care minutes'), which is a recommendation from the Royal Commission into Aged Care Quality and Safety. Care minute targets are set according to the AN-ACC classifications of residents. Despite assurances from the Government that the industry is adequately funded to reach these targets, providers are concerned that nationwide shortages in available Registered Nurses will prevent providers from being compliant. Looking to the future, there is still work to do for both Government and providers in ensuring that high-quality, affordable aged care can be delivered to all who need it.

**Below:** Pooja Singla, Enrolled Nurse takes the clinical observations of Judy Hayman, resident at Oxford.

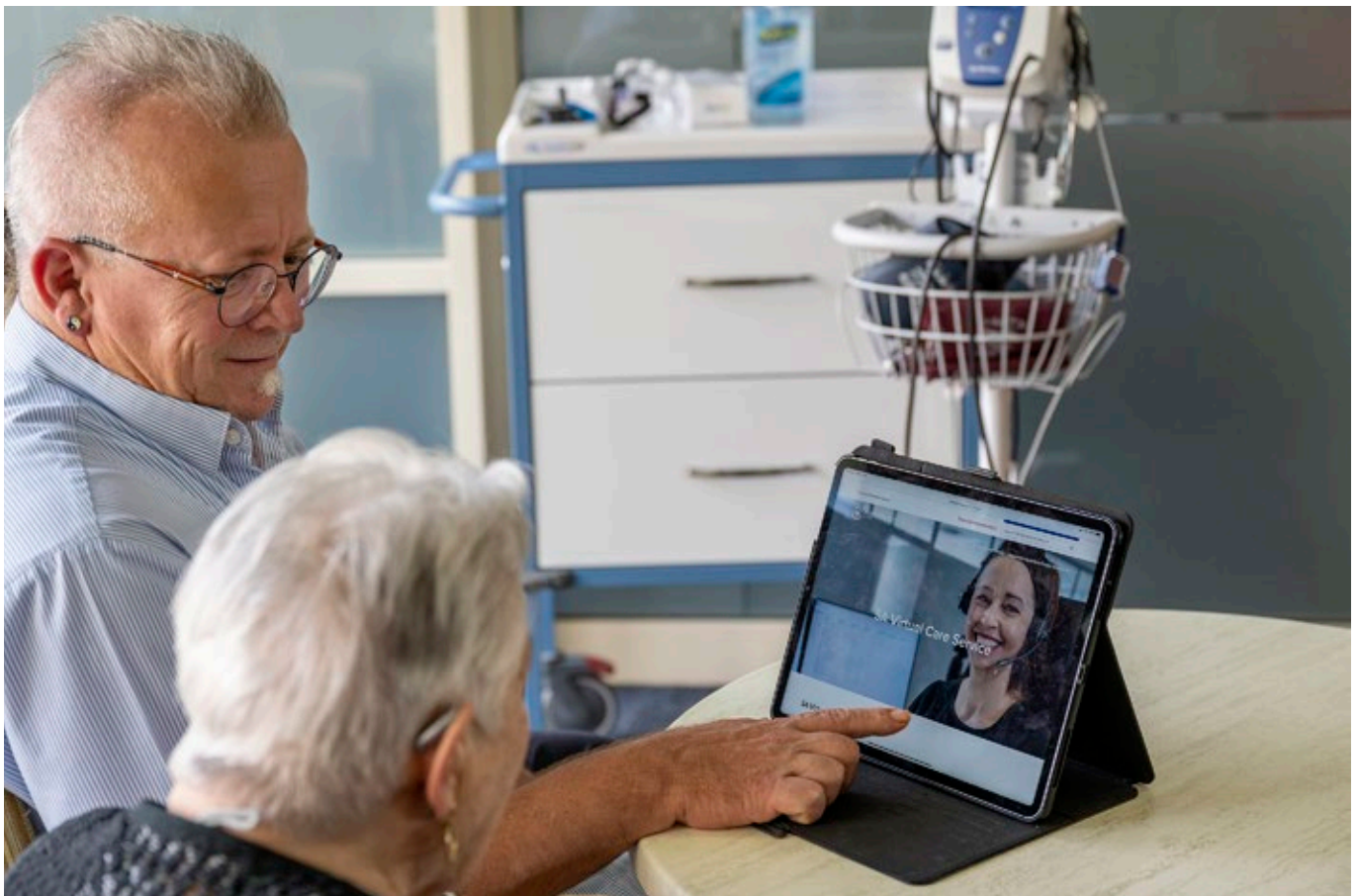
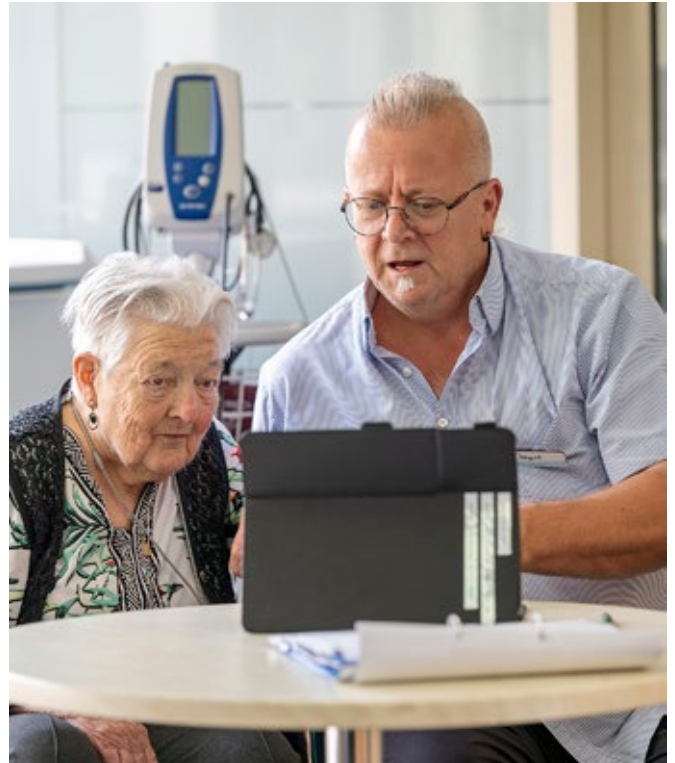


**Below:** Aman Sohi, Site Operations Manager (L) and Lilian Warukira, Clinical Leader, both from The Lodge.



## Virtual Care Service

The SA Virtual Care Service (SAVCS) was launched into aged care homes across South Australia in October 2022 after a successful pilot into Eldercare's 11 homes. SAVCS partnered with Eldercare to roll-out the pilot Virtual Care Service so that residents could receive appropriate care in their home and avoid unnecessary trips to the Emergency Department (ED). Through the service, Eldercare clinicians work with senior medical clinicians via video link to consult with the resident, their care team and family to assess, monitor, and determine the most appropriate and safe options for care.





Previously, staff would have needed to call triple zero for medical assessment, but now Eldercare's clinical staff have an electronic tablet with a direct link to SAVCS. When urgent care is required, they simply click a button for immediate access to a consultation with senior, multi-disciplinary medical staff. Since its launch in December last year, the SAVCS has been providing specialist medical care at home or in the community with support from senior medical, nursing and paramedic staff, in consultation with the South Australian Ambulance Service or clinicians on-scene with patients.

**Opposite and below:** Nigel Woolford, Clinical Leader, facilitates a virtual care consultation with Doris Mulvey, resident at Seaford before taking her for a stroll in the garden (below).



The SAVCS has seen almost 7,000 patients with 75 per cent avoiding a trip to hospital entirely, providing an alternative out-of-hospital care option. Virtual healthcare responds to the needs of frontline workers by bringing emergency care to patients that would normally only be available in an ED. For Eldercare it means residents have the ability to be seen in the comfort and familiarity of their home, while still receiving expert medical care.

“The SA Virtual Care Service is an easily accessible healthcare service to avoid hospital transfers for aged care residents.” says Eldercare Acacia Court Site Operations Manager, Samantha Miller. “It is an incredibly efficient way to manage some of the acute events within our residential facilities,” said Samantha.

**Below:** At the launch of the SA Virtual Care Service (SAVCS) pilot at Acacia Court is (L to R): Angela Gackle, resident family member, David Morris, SAVCS Executive Director, Chris Picton, MP Minister for Health and Wellbeing, Samantha Miller, Eldercare's Acacia Court Site Operations Manager and Darren Duff, Nursing Director SAVCS.



## Our Model of Care

Eldercare has designed a Model of Care to ensure we meet our Purpose of 'delivering peace of mind with our care' through quality resident experience and optimal wellbeing. It is based on achieving primary resident outcomes: quality of life, quality of care and quality of interactions. Eldercare's Model of Care is made up of four key components:

### 1. Case Management Model

Eldercare's Case Management Model allocates a dedicated Clinical Leader to a small group of about 25 residents enabling clear and consistent communication and a better understanding of each resident. The resident is central, with care and services supporting their mind, body, and spirit.



### 2. Wellbeing Approach

Eldercare's mind-body-spirit approach to wellbeing recognises that high quality aged care is more than supporting people to stay safe and healthy. Wellbeing is achieved through good health, a sense of purpose, positive connection, meaningful activity, and a sense of dignity. Good health has physical, emotional, psychological, and spiritual components and is driven by our Case Management Model with the support of Hospitality Services, Spiritual Care, Lifestyle, Volunteer, and Allied Health programs.

### 3. Values in Action

Our Values of Respect, Accountability, and Connection underpin all behaviour at Eldercare and are integral to our Model of Care. Understanding what these behaviours in action look like, and demonstrating them, contributes to vibrant and supportive relationships based on warmth and generosity.

### 4. Consumer Engagement Program

The Consumer Engagement Program describes how we inform, consult, involve, collaborate, and empower residents. Staff get to know residents during their initial and ongoing assessment so that their care can be individualised.

**Left:** Margie Cammell, Enrolled Nurse at Sash Ferguson.

**Opposite:** Katherine Chan, Physiotherapist gives treatment to Maria Noris, resident at The Lodge.





## Palliative Care Program

Eldercare recognises palliative care as an integral part of the care we provide. Our aspiration is to provide our residents with a comfortable and dignified experience that respects their choices, particularly in the last months of life.

Achieving this is guided by the principles that palliative care practice is holistic, contemporary, and evidence-based and the resident feels safe, included, and listened to. Our success is measured by effective assessment, planning and anticipation of care needs, well trained staff who understand palliative care, partnering with residents and their representatives in care, and a strong clinical governance framework.

**Eldercare has expanded its palliative care capability in recent years, with specialist palliative care nurses providing support to site nursing and care staff. Working closely with GPs, the palliative care team provides specialist consultations to enhance the end of life experience of our residents and their representatives.**

Eldercare has developed loss, grief, and bereavement resources and holds information sessions to support residents and their representatives through these difficult times.

We proactively plan for future care. We do this by collaborating closely with residents to explore their goals and wishes. Engagement with their representatives so that they can be involved as much as they wish is also very important. Our aim is to identify residents who are nearing the end of their life in a timely manner, so we can



**Above:** Olly Ponsonby, Chaplain at Seaford, providing spiritual guidance.

review their Advance Care Plans, engage their representatives, and ensure the care provided is consistent with their wishes. We also have developed good relationships with specialist palliative care services and are able to engage with them as needed in the care of residents.

Eldercare also has a Palliative Approach Reference Group (PARG). The group was formed to ensure that we have a process for monitoring palliative and end of life care within our facilities. Key Performance Indicators (KPIs) are tracked to ensure that we are delivering best practice and we are then able to benchmark against national averages for care at end of life. Our Palliative, Advance Care and End of Life Care Policy supports and guides staff through the process.



## Hospice Training Program

During 2022, a traineeship program was piloted for new Personal Care Assistants (PCAs), with a focus on palliative care. The Hospice in the Residential Aged Care Facility (RACF) pilot program received funding from both the State and Commonwealth governments. Hospice in the RACF is a contemporary and innovative approach to supporting South Australian residents with end of life care needs.

21 Eldercare trainees successfully completed this 12-month programme, and palliative care education resources have been developed so that all our PCAs can have the opportunity to develop skills in caring for residents as they approach end of life. Eldercare now has a comprehensive suite of training resources for PCAs and nursing staff. Eldercare provides palliative care to residents and their families through:

- Advance care planning
- Staff palliative care training
- Strong clinical governance framework
- Escalation of care pathways as required
- Grief and bereavement support

**Below:** Anya Horner, Clinical Leader at Sash Ferguson discussing the Hospice in the RACF program with Skye Wilson, recently graduated Palliative Care Trainee.



## Corporate Social Responsibility

In October 2022 Eldercare approved a Corporate Social Responsibility (CSR) Policy to ensure that the organisation has a positive impact on the social and environmental systems in which we operate, whilst improving the wellbeing of both the Eldercare and broader communities.

CSR is a self-regulating business model that helps a company to be socially accountable to itself, its stakeholders, and the public.

**Opposite:** Jay Humagain, Chef, preparing locally grown fresh fruit and vegetables at Seaford.

**Below:** Odile Anne, Hospitality Assistant, using energy efficient washing machines at Sash Ferguson.



By practicing corporate social responsibility, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

The policy, and a supporting strategy, include an endeavour to meet Sustainable Development Goals (SDGs) developed by the United Nations to guide sustainable development. It is now widely accepted that businesses have a duty to be socially and environmentally responsible and that it is not just the responsibility of governments to lead in these areas.

Some of the initiatives which demonstrate Eldercare's social responsibility include:

- Diversity and inclusion achievements, including both White Ribbon and Rainbow Tick accreditations
- Construction of our newest care centre in Goodwood (see story on pages 18 and 19) to 6 star green energy efficiency certification
- Transitioning electricity usage to 'GreenPower' i.e. wind and solar power
- Installing energy efficient LED lighting across the organisation
- Using inhouse energy efficient production systems to recycle and reuse waste water in our laundries and installing whitegoods that meet energy efficiency ratings
- Buying local and using suppliers that stock multiple brands resulting in a consolidated supply chain where one delivery covers many products







## Aged care vision takes shape

Eldercare residents were asked to imagine the ideal aged care home of tomorrow. Their answers informed the plans of Eldercare's new 100-bed premium aged care home currently under construction in Goodwood. Building began in February 2022 and is due for completion in August 2023.

Designed to be more homelike than aged care homes have been traditionally, the creative design is the outcome of extensive consultation.

Architects Brown Falconer captured the desired attributes of consumers in an innovative layout that locates resident rooms into small groups of six or seven to create a more homelike and personal environment.

**Below:** Pictured inspecting progress on the new Goodwood development are (L to R): Nick Romano, Project Coordinator, Sarah Constructions, David Boughey, Eldercare Project Team Manager, Josh Edson, Eldercare Project Manager, Nathan Blackmore, Contract Administrator, Sarah Constructions and Luke Ferme, Senior Project Manager, Sarah Constructions.







**Above:** The Hon David Pisoni MP, Minister for Innovation and Skills turned the first SOD on the Goodwood development site on February 23, 2022. Pictured (L to R): Professor Justin Beilby, Eldercare Board Chair, The Hon David Pisoni MP, Tim Sarah and James Sarah, Managing Directors of Sarah Constructions, and Jane Pickering, Eldercare Chief Executive.

All rooms will have premium joinery finishes, private ensuites, hotel style air conditioning, large TV screens with integrated digital entertainment and most will have kitchenettes. Mobile devices will be used by all clinical staff incorporating nurse call technology and clinical systems, and resident safety monitoring technology will be included to assist with falls alerts. Other features of the home that arose out of consultation include:

- A design that will integrate well into the existing residential streetscape with the external façade designed to look like individual townhouses.
- All 'back of house' areas (e.g. laundry, maintenance and catering) located in the basement to provide a quieter, more homely experience for residents and their visitors.



**Above:** Nathan Blackmore, Contract Administrator, Sarah Constructions (centre) explaining the next concrete pour to the Eldercare project team Josh Edson (L) and David Boughey.

- A design geared toward operational efficiency, as most movement associated with service provision will be vertical, facilitated by lifts from the basement to each smaller living area. This enables faster delivery of services such as food and less noise created by trolleys travelling horizontally along long corridors.
- A conservatory to provide a wonderful light-filled entertainment area.

At the sod-turning event held to mark the start of construction by Sarah Constructions, Managing Director, James Sarah said that he was very excited to be involved in "building a home that will lead the way in aged care."

Tours of Eldercare Goodwood will be available from July 2023.

## White Ribbon accredited

Eldercare is proud to be part of the White Ribbon Australia Workplace Accreditation Program to support staff experiencing violence inside or outside the workplace, promote respectful relationships and gender equality, and demonstrate a zero tolerance to violence against women. The Accreditation Program recognises workplaces that are taking active steps to prevent and respond to violence against women, accrediting them as a 'White Ribbon Workplace'.

In 2022 Eldercare submitted its first reaccreditation application, following a successful initial application in 2017. Since 2018 the organisation has maintained White Ribbon workplace accreditation. A rigorous assessment process, overseen by an independent panel, is required to achieve this accreditation and a successful outcome is recognition of the leadership and commitment to drive social change demonstrated by the organisation.

**Eldercare was very proud to receive a full 4-year reaccreditation as a White Ribbon Workplace, with some of our processes and activities receiving commendation from the Assessment Panel as being examples of best practice to guide other organisations seeking accreditation.**

Eldercare has policies and procedures in place to provide support to employees experiencing domestic violence. Support is available regardless of the gender of the person experiencing violence or the person using violence.

Support is available from every Eldercare Site Manager. They can offer confidential guidance in relation to arranging personal leave (including special entitlements for people experiencing violence), referrals to professional support services including Eldercare's Employee Assistance Program (EAP), and developing individualised personal safety plans.

White Ribbon's vision is a nation where every woman is free from all forms of violence and abuse.

**Below:** Personal Carers at Sash Ferguson, Kannika Nuangpha (L) and Josie Roche.





## Rainbow Tick accredited

Eldercare was Rainbow Tick reaccredited for a further three years in September 2022. The Quality Innovation Performance (QIP) assessors reported that Eldercare met the requirements of all six Rainbow Tick standards.

This achievement recognised a maturity in business systems and processes that support diversity and inclusion. We also developed more advanced staff education, including a video which explored the dissidence between opinions about, and

the reality of, life for our own lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) community within Eldercare. This deeper learning built on the early training of all staff prior to initial accreditation, achieved in 2019.

Eldercare's campaign to be an inclusive organisation began in 2017 with the ElderPRIDE project. A key objective of ElderPRIDE was to increase awareness of, and address, the discrimination often experienced by the LGBTIQ community.

**Below:** Members of Eldercare's LGBTIQ Advisory Group (L to R): Nathan Wilcock, Marianne Zanelli, Erin Randall, Michael Stokes, Joyce Sequerah, Don Hatcher, Jane Lister and Daniel Fleming.



## Retirement Living going solar

Eldercare has partnered with South Australian based company Solar Depot to install energy efficient solar panels to retirement living villages. Initially solar panels will be installed in two villages; residents in Elmwood Grove in Mount Barker and Old Oxford in Hove will soon benefit from cost savings provided by taking advantage of the sunshine.

**Below:** Discussing installation of solar panels at Elmwood Grove Retirement Village are (L to R): Darren Clark, Retirement Living Property Services Officer for Eldercare, Jenny and Zane Treloar, residents at Elmwood Grove and Kay Thornton-Cohen, Commercial Projects Manager for Solar Depot.

Other villages will also benefit in stage two of the solar panel installation project. Eldercare is funding the installation of solar panels up front. In the villages where they are installed, residents will be making a small additional contribution to their maintenance fees of just a few dollars a week, but the net effect will be savings of several hundred dollars each per year.

**Opposite:** Enjoying a gathering with neighbours at Oxford Retirement Village are residents (L-R): Mary O'Neill, Barry O'Neill and Pat Williams. In the background are grandchildren Liam and Jett O'Neill.









## Retirement Living

Eldercare retirement living residents love to socialise and many take the lead in organising events and coming up with reasons to get together in common areas.

Creating environments that optimise connections between people is a key consideration in building Eldercare's residential care and retirement living communities.

Sites are planned around communal meeting spaces to encourage social activities between residents, their friends and families.

A number of Eldercare retirement living sites have social gathering spaces being developed in 2023.

**Below:** Rae Nation, resident of Exhibition Court Retirement Village discussing new outdoor facilities to be constructed on the site with Darren Clark, Property Services Officer for Eldercare.





Units at The Village in Maitland and both Exhibition Court and Collett Barker villages in Mount Barker, will soon have newly built outdoor entertaining areas for residents to enjoy.

Rae Nation is a resident of Eldercare's Exhibition Court village; a small private group of units that share a common open space area on which preparation for the new facilities has begun.

Rae is an artist and a social person. Painting can be a solitary occupation, so Rae enjoys joining community art groups to share her passion for painting with other kindred spirits. She finds art "an enjoyable personal hobby, but also a great way to make friends if you get involved with community art groups."

Rae is looking forward to the new outdoor entertaining facility planned for the village "to encourage residents to mix and socialise more. We have a lovely little area of lawn, and it will be great to have a table and some chairs with shelter; I look forward to being able to easily go out there and share afternoon tea or a bottle of wine with neighbours, friends and family."

Rae says that she is very happy living at Exhibition Court and that one of the best things about moving into her retirement unit is having the maintenance taken care of. "It gives me peace of mind to know I just don't have to worry about maintenance issues; I can simply dial the Eldercare crew and know that they'll look after it for me."



**Above:** Residents of Oxford Retirement Village Pat Williams (L) and Joan Garrard enjoy catching up.

## Eldercare Governance

Eldercare's Corporate Governance Framework guides the Board, Executive and Management of Eldercare to ensure that the organisation has the systems and processes in place to achieve the organisation's purpose, values, and strategic directions and that they are held to account for the achievement of these. Eldercare's Board membership includes a diverse skills mix, extensive business and governance experience and broad knowledge of aged care as well as the many disciplines associated with the industry.

The Board is responsible for the management of Eldercare resources for the purpose of providing best practice aged care services and 'peace of mind with our care' of residents. It provides oversight of the strategic plan of the organisation with members involved in sub-committees for focused review of Property and Master Planning, Finance and Investment, Risk, Audit and Compliance and Nominations, Performance and Remuneration.

**Below:** Beryl Fenton, resident at The Lodge, enjoys a visit from her daughter Sue Tweddell and Harvey.

**Pg 29:** Pauline Sachse, resident at Sash Ferguson, enjoys gardening with Wendy Vogt, Volunteer at the care home.





## Board of Governance



**Board Chair, Justin Beilby:** Justin is a qualified practicing General Practitioner and is highly experienced in the health care and education sectors having been involved in the production of more than 200 publications. Justin also has long-term committee and Board experience at both state and national levels.

Current Employment: Deputy Vice Chancellor Research, Torrens University Australia



**Deputy Board Chair, Kathryn Walker:** Kathryn is an environment, planning, energy, construction and infrastructure Partner at Adelaide law firm, Piper Alderman. Kathryn advises developers, contractors, subcontractors, consultants and builders in all Australian jurisdictions across a broad range of industries. Kathryn draws on her practical skills and comprehensive industry knowledge obtained through her many associations and committees to add real value to her clients.

Current Employment: Partner, Piper Alderman



**Graham Humphris:** Graham has been involved in ministry with the Uniting Church in Australia for more than 35 years and has spoken at many conferences and seminars across Australia. His extensive experience with committees has included the Uniting Church SA Property Trust and Resources Board and the St. Andrews Hospital Board.

Current Employment: Chair Generate Presbytery, Uniting Church of South Australia



**Sam Mill:** Sam has a Master of Business Administration and over 8 years' experience in the South Australian public sector. Sam brings with her expertise in finance, business performance and corporate governance.

Current Employment: Director, Business Performance and Operational Services, Digital Health SA, Department for Health and Wellbeing

## Board of Governance



**Chris Sampson:** Chris is an experienced Chief Information Officer and technology innovation specialist who has local and international experience in the finance, government and manufacturing industries as well as at various start-ups and within the academic field. Chris has presented on systems strategy and knowledge management worldwide, including at the United Nations in New York.

Current Employment: Director, Future Earth Systems



**Jan Turbill:** Jan has more than 30 years' experience in the advertising and marketing sectors and currently owns and manages marketing research company Intuito. Jan has contributed to several Boards and committees including the South Australian Tourism Commission, Guide Dogs (SA and NT), the Adelaide Convention Centre and the South Australian Motorsport Board.

Current Employment: Managing Director, Intuito



**John van Ruth:** John is a Chartered Accountant and spent his early career working for large accounting firms EY, KPMG and Arthur Andersen in Australia, Canada and Holland. John is a Governor of Wyatt Trust (a Public Benevolent Institution) and a Director of GOGO Foundation (supporting persons with experience of homelessness).

Current Employment: Chief Executive Officer, Lutheran Disability Services



**Kathryn Zeitz:** Kathryn is an experienced health executive having held positions in a variety of clinical leadership roles across a number of healthcare organisations. She is a widely published operational researcher with over 40 peer reviewed publications. She is both an Adjunct Associate Professor with Flinders University and Clinical Associate Professor for The University of Adelaide. Kathryn's strong interest in governance has led her to join several Boards including the charity Variety Australia, CRANaplus, and Chair of Variety in SA.

Current Employment: Executive Director Clinical Governance, Central Adelaide Local Health Network



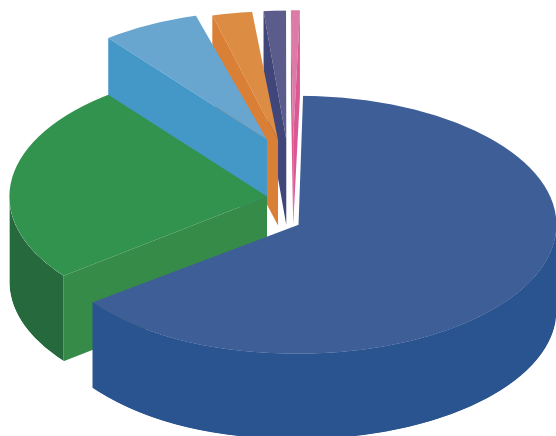




## Financial summary

### Revenue

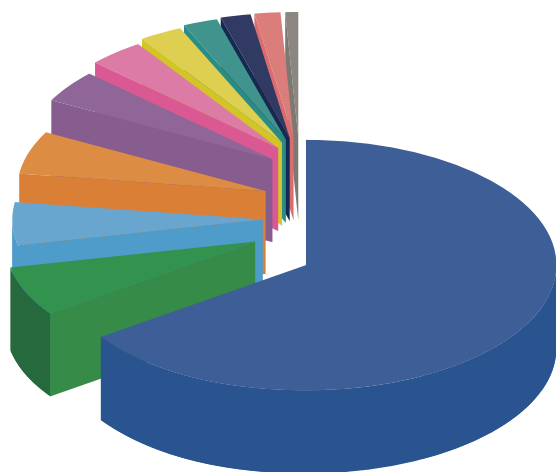
\$110 million



64.7%	Government revenue
24.9%	Resident revenue
6%	Imputed revenue on RAD balances AASB16
2.6%	Other operating revenue
1.5%	Deferred management fee revenue
0.3%	Interest and investment income

### Expenditure

\$120 million

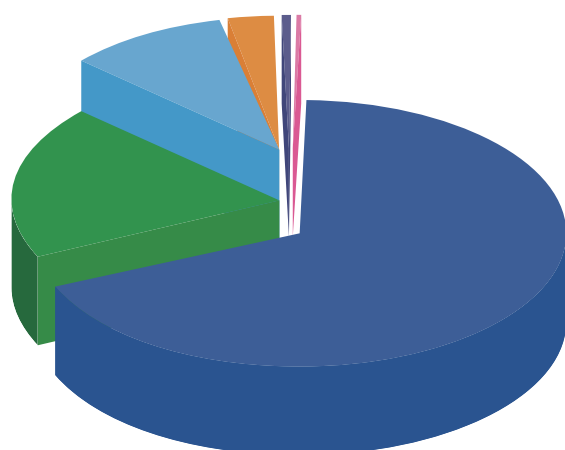


65.4%	Employee expenses
6.4%	Depreciation
5.5%	Amortisation
5.5%	Imputed interest on RAD balances AASB16
4.2%	Other expenses
3.6%	Hospitality services
2.8%	Administration
2.4%	Information technology
1.9%	Repairs and maintenance
1.7%	Utilities, rates and taxes
0.6%	Finance costs



## Assets

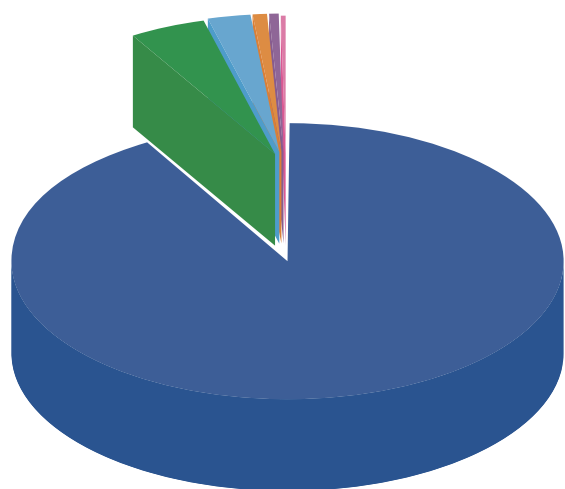
\$283 million



68%	Property, plant and equipment
18.8%	Financial investments
9.7%	Cash and cash equivalents
2.8%	Refundable loans receivable
0.6%	Intangible assets
0.1%	Trade and other receivables

## Liabilities

\$239 million



91.5%	Refundable loans payable
4.5%	Employee benefits
2.5%	Trade and other payables
0.8%	Borrowings
0.5%	Provisions
0.2%	Lease liabilities





## 100 years and a precious letter

Jack Soutar, resident at Eldercare Cottage Grove for two years, turned 100 in October 2022, and celebrated the occasion at the home on Sunday 9th of October with family and friends.

Receiving a letter from the Queen upon reaching 100 has been something coveted by most people of Jack's generation, but not achieved by too many. As it turned out, Jack's letter was delayed from Her Majesty Queen Elizabeth II as she was unable to sign before passing away on 8 September 2022. Jack was presented with an interim letter that he takes pride in showing to all.

Jack is one of a special few who enjoys the unique vantage point of being able to look back at life spanning a century. He is philosophical about turning 100.

Jack recommends to always keep learning. He says, "it keeps the brain active and keeps you young, it has also made me very happy at different times in my life."

When talking to Jack about the younger generation his advice is "to keep your head down, work hard and do your training because it is good for you." Jack hopes that his grandchildren remain happy, busy, and healthy in life. He also thinks "it's important for them to have good role models and examples to follow. I have always looked after those around me, and I hope my grandchildren look out for one another."

Jack, we think you are a good role model yourself and value your wisdom and connection to our community.

**Opposite:** Aman Sohi, Site Operations Manager at The Lodge, chatting with Lily Warukira, Clinical Leader.

**Below:** Jack Soutar, resident at Eldercare Cottage Grove, proudly holding his letter from the office of Queen Elizabeth II; and surrounded by his family.



## Statistics for the 2022 year

### 11 residential care homes



**945 residents**  
across all sites



More than **one million**  
meals served



Almost **120,000 hours**  
spent on Wellbeing  
activities including  
one-on-one activities  
with lifestyle coordinators  
and various programs  
designed for either active  
bodies, healthy minds,  
creativity or connection

**100 yrs +**

**22 residents** aged over  
**100 years old** with the  
oldest resident  
being **105**

### 12 retirement living villages



**210** retirement living  
residents in **191**  
retirement living units

**10 yrs +**

**47** residents have been  
living in their Eldercare  
retirement living unit  
for over **10** years

**20 yrs +**

and **9** residents for  
over **20** years

**Ave 7.2 yrs**

The average length  
of stay in retirement  
living at Eldercare is  
**7.2 years**



**1,190** maintenance  
requests met

### More than 300 Day Therapy clients



**1,500** group therapy  
sessions delivered to  
support our community  
clients to remain  
independently living in  
their own homes



**Five** online classes  
delivered a week to  
support those unable  
to attend the centre



**Two** hours of Speech  
Pathology a week in a  
support group for people  
with Aphasia to provide  
a supportive, safe and  
welcoming place for  
communication



**Five** different Allied  
Health Services  
professions available to  
community clients via our  
Day Therapy Centre



## Over 1,600 staff

With an average of

**4.9 yrs**  
of service

Eldercare's workforce is  
made up of:

**42%**

Personal Care Workers

**22%**

Registered or Enrolled Nurses

**20%**

Hospitality staff

**10%**

working in Management and  
Administration

**4.5%**

Allied Health Professionals  
and

**1.5%**

working in Property Maintenance

**97**

student placements

More than

**230**

active volunteers who have  
contributed an average of

**3,563**

hours of service per month

**10**

active residents who are official  
Eldercare volunteers

Oldest current volunteer is

**98**

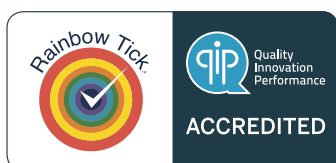
and the youngest is

**14**

Almost

**\$150,000**

of time volunteered each month



*Eldercare 2022 is printed on paper that is made and manufactured by an ISO 14001 certified mill, and all virgin pulp is derived from well-managed forests and controlled sources.*

**Back cover:** Gill Brown (L) and Joan Hibberd, residents at Seaford, enjoying a chat.



# Eldercare

peace of mind

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