

A bright future at

Eldercare



2024 Magazine

Acknowledgement of Country

We would like to acknowledge the Kurna people as the custodians of the lands and waters of the Adelaide Plains, the Peramangk people as the custodians of the lands and waters of the Adelaide Hills, and the Narungga people as the custodians of the lands and waters of the Yorke Peninsula, on which Eldercare's aged care homes, day therapy centre, and retirement villages are located.

We acknowledge and respect the Kurna, Peramangk, and Narungga people's cultural, spiritual, physical and emotional connection with their land, waters and community. We pay our respect to Elders past, present, and emerging.

Front cover: Eldercare resident Marion with golden retriever Bentley.

Message from the Chief Executive

I am pleased to introduce the 2024 edition of Eldercare's annual magazine, which covers some of the incredible work we have undertaken this year.

Our theme for this year's publication is **a bright future for all** at Eldercare. We have made a lot of progress in achieving this, by:

- investing in our unique Model of Care and specialist programs (including palliative care, spiritual care and allied health services) to optimise quality of life and resident experience
- investing in our employees, who are essential to our residents' wellbeing
- investing in IT systems to make sure our information is managed securely, supporting positive resident outcomes
- investing in the business to ensure it can care for older people well into the future.



Our purpose of delivering peace of mind with our care guides everything we do. It is with this clear purpose that we have achieved a number of excellent outcomes this year.

In 2024, we unveiled the newly renovated Eldercare Hope Valley, improving residents' autonomy and dignity while enabling our dedicated dementia care team to provide specialised care to more people living with dementia. We also welcomed two new retirement villages to our portfolio, more than doubling the number of retirees we support.

Our commitment to consumer engagement has been strengthened with new governance arrangements in place to ensure our Consumer Advisory Bodies inform organisational priorities, services and continuous improvement. We have established consumer advisory bodies at every aged care home and a new Quality Care Advisory Body to give our Board feedback about the quality of care we provide.

Our Model of Care continues to show its value with excellent wellbeing scores, allied health outcomes, and oral health results. We have overhauled our Food and Nutrition Approach to more effectively harness the power of food and the dining experience for enhancing health and wellbeing. The work of our highly dedicated and experienced Nurse Practitioner Lisa Macdonald was recognised with an award from Palliative Care South Australia.

We have created two new employee categories, the Dementia Support Assistant and Resident Mobility Assistant, to better support our staff and residents.

We've been spending more time on making sure our new clinical system, eCase, works best for us with efforts paying off in the second half of 2024, thanks to the hard work of our employees at the test site, Evanston Park.

Additionally, we are proud to have achieved gender pay parity, as reported by the Workplace Gender Equality Agency (WGEA) in 2024. Our biennial Employee Engagement Survey highlighted our 'Soaring' culture, reflecting the high level of engagement of our teams.

We have also been working hard on our corporate social responsibility strategy, to achieve environmental, social and governance performance targets alongside our more traditional financial and workforce targets.

I wish to thank everyone who contributed to Eldercare's success in 2024 and look forward to another year of working toward an even brighter future in 2025.



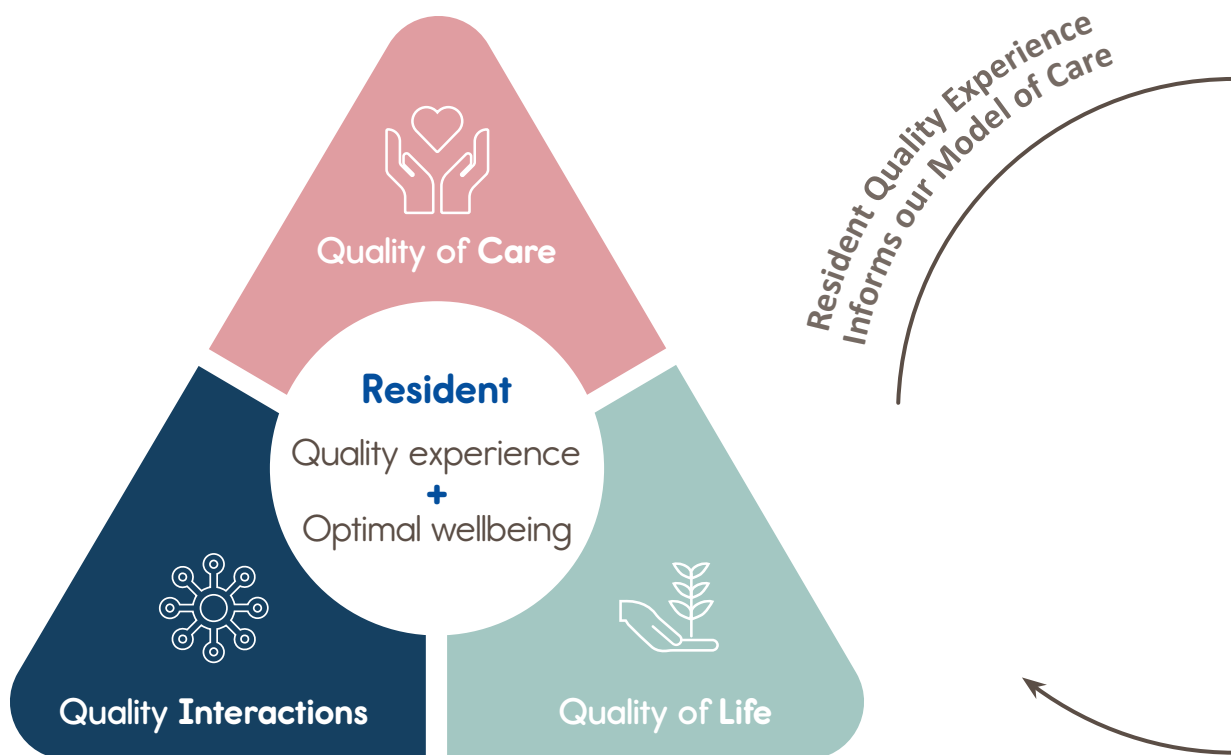
Jane Pickering
Chief Executive

The future is bright at Eldercare

Every day, Eldercare provides high-quality, personalised care and support in the form of our unique Model of Care. This is delivered to all residents, regardless of care needs, life stage or level of ability.

Our Model of Care is dynamic and responsive: the four elements of the Model aim to deliver our service outcomes of

Service Outcomes



Delivering peace of mind with our care

Eldercare has identified three **key outcomes** that are required to achieve peace of mind, facilitating a quality resident experience and optimal wellbeing

- Quality of Care
- Quality of Life
- Quality Interactions

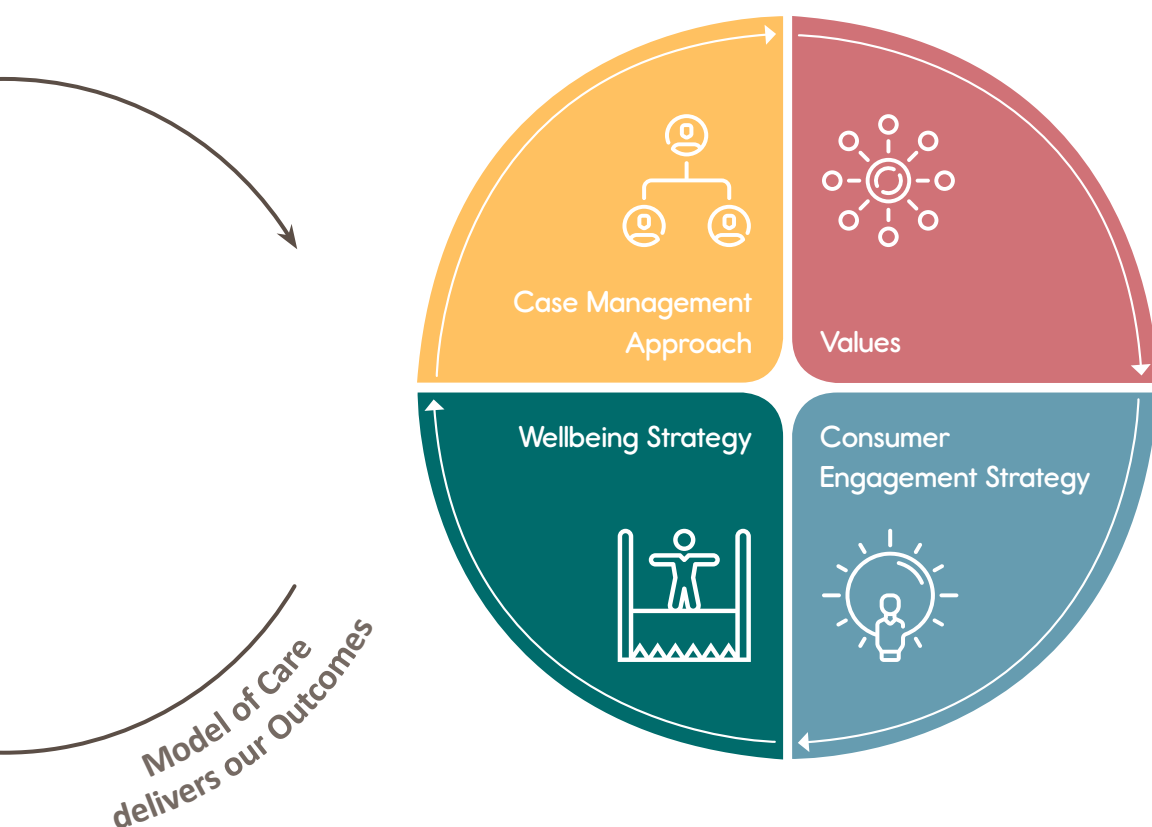
Each of these outcomes is an important contributor to how residents experience care services, and Eldercare's Model Of Care was designed to support residents to achieve these quality outcomes.

Quality of Care, Quality of Life and Quality Interactions (between residents and staff, loved ones, and their community), and the Residents' Quality Experience informs what our Model of Care should involve.

As our residents' needs and preferences change, Eldercare will adapt and the Model will evolve in response.

Our Model of Care, alongside strong Clinical Governance and Corporate Governance, enables Eldercare to achieve results that are better than the industry average.

Model of Care



- ✓ Clinical expertise
- ✓ Coordination
- ✓ Communication
- ✓ Governance
- ✓ Collaboration and integration

Behaviours in Action

- ✓ Respect
- ✓ Accountability
- ✓ Connection

- ✓ Inform
- ✓ Consult
- ✓ Involve
- ✓ Collaborate
- ✓ Empower

- ✓ Good health
- ✓ Purpose
- ✓ Connection
- ✓ Activity
- ✓ Dignity

From July 2023 to June 2024,

94%

of all call bells were answered within **10 minutes**.



378

residents

received specialist palliative care from July 2023 to June 2024.

Eldercare has a comprehensive oral health strategy, with

29%

of our residents

having regular dental reviews and treatments, well above industry norms of **less than 5%**.



100%

of Eldercare residents

have a mobility and functional assessment completed by our physiotherapists and occupational therapists.

Advance Care Plans are in place for

88%

of Eldercare residents¹

VS

37.5%

of aged care residents across Australia²

¹**Source:** Eldercare data between January and June 2024.

²**Source:** Buck et al. Advance care directive prevalence among older Australians and associations with person-level predictors and quality indicators. Health Expect. 2021

Resident Wellbeing

Eldercare surveys our residents on issues that affect their wellbeing. This is what they tell us:

I am satisfied with how my health needs are being met.



4.19/5.00

I am supported to do the things I want to do as independently as possible.

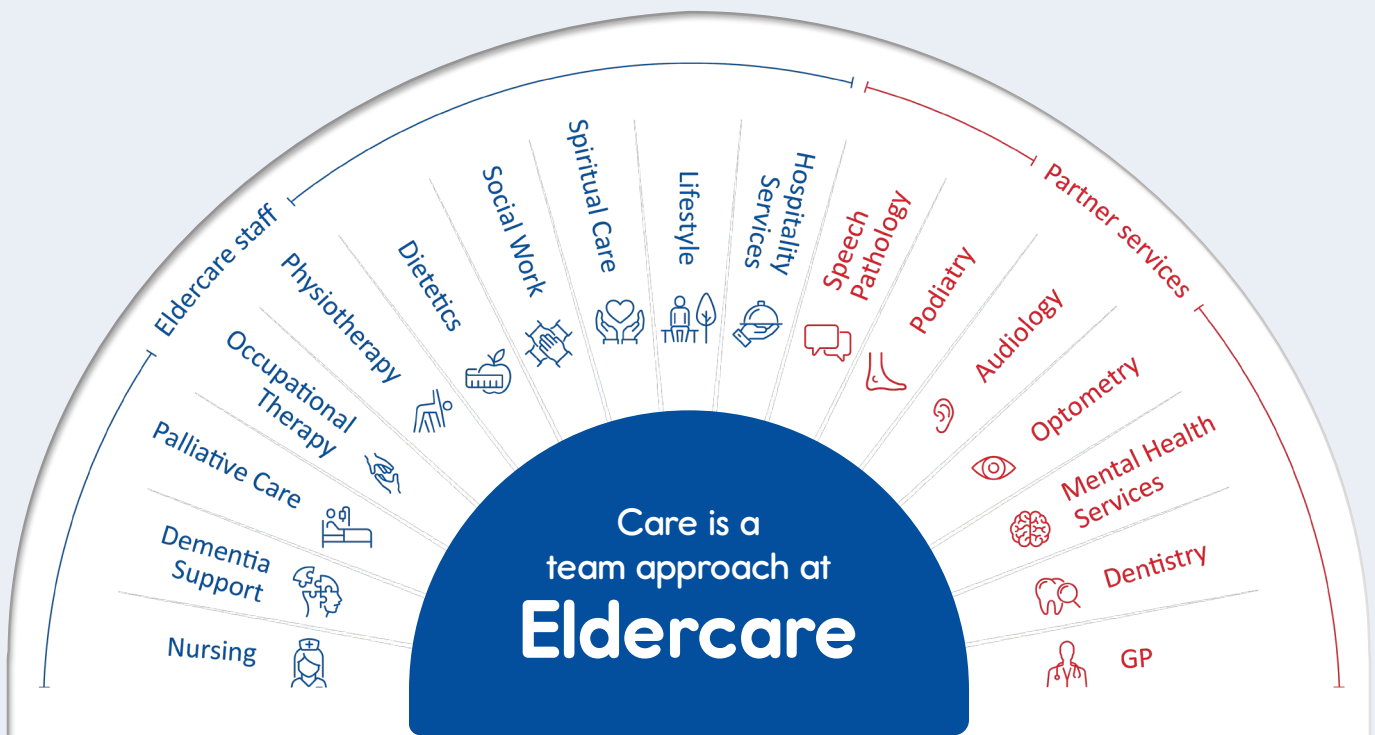


4.19/5.00

I feel safe here.



4.47/5.00



Partnering with external providers to further support wellbeing

A combination of in-house staff and external service providers come together to support all aspects of our residents' health and wellbeing, providing them with everything they need to have a high-quality experience.



Top left: *Isiah from Hearing Australia performs an audiology consult with Eldercare resident Ronald.*

Bottom left: *Justin from Plena Healthcare performs a podiatry consult with Eldercare resident Margaret.*

Revamped Hope Valley aged care home officially opened

In May 2024, the Mayor of Tea Tree Gully Marijka Ryan and members of the Eldercare Board joined invited guests to celebrate Eldercare's \$2 million refurbishment of its Hope Valley aged care home.

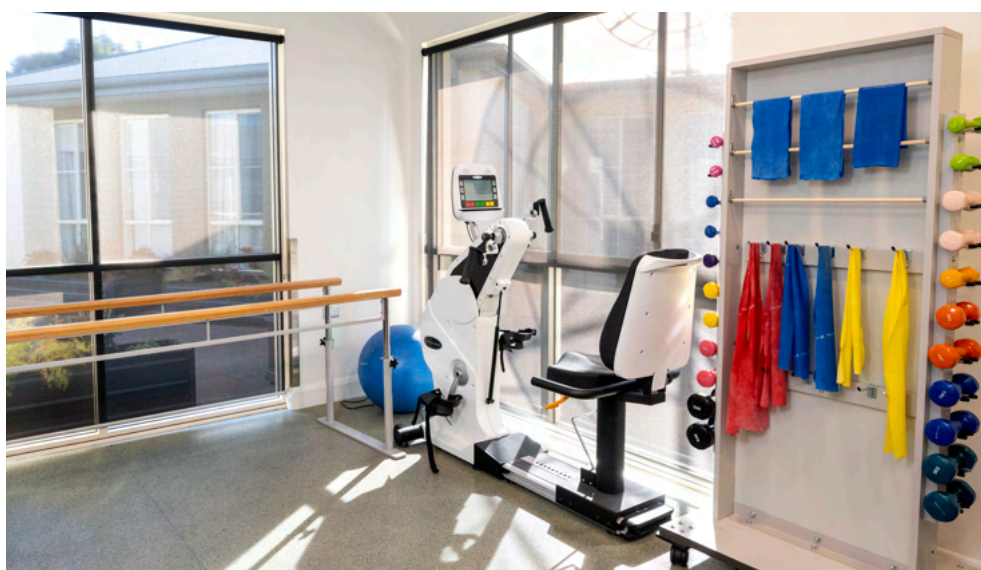




The upgrades involved:

- converting all double rooms with shared ensuites to single rooms with private ensuites
- increasing the number of bedrooms in the memory support unit from 12 to 25
- adding a new resident gym with specially designed equipment
- building a new hairdressing salon
- upgrading gardens and installing pergolas and outdoor shading so residents can enjoy the outdoors
- installing new flooring, artwork, TVs and furniture throughout
- building dedicated offices for selected staff
- upgrading medication rooms.

Opposite: Jane Pickering with Mayor Marijka Ryan at the opening event.







Removing double rooms to ensure all resident rooms are private, single rooms allows every Hope Valley resident to have their own space, offering more autonomy and dignity.

The reconfiguration reduced the number of bedrooms to 101, which enables our employees to be as efficient and effective as possible in delivering high-quality care to residents.

The team at Hope Valley can now also provide specialised

care to more people living with dementia due to the expansion of the memory support unit.

As Hope Valley's facade was transformed, so was its approach to care. Eldercare's unique Model of Care (see page 3-6 for more details) was implemented alongside the refurbishment at Hope Valley.

The project took 10 months to complete and was the first time Eldercare has upgraded a whole site while being entirely operational.

Clockwise from top left:

¹Eldercare Property Services Officer Michael and General Manager Technology Troy. ²Eldercare Site Operations Managers Mark and Sam. ³Eldercare Board Chair Justin Beilby, Jane Pickering, Eldercare Board Director Kate Swetenham, Mayor Marijka Ryan, and Eldercare Board Directors Jan Turbill and Chris Sampson. ⁴Justin Beilby and Dr Crea.



Two retirement villages join Eldercare



In November 2024, Eldercare officially became the new owner of two retirement villages in Adelaide's suburbs, after a collaborative effort with Resthaven to acquire Aveo's South Australian retirement living portfolio.

Eldercare acquired 234 units across two villages, which has more than doubled Eldercare's independent living units from 190 to 424.

Eldercare Chief Executive Jane Pickering said the partnership between Eldercare and Resthaven demonstrated the respect and commitment of two values-driven organisations that provide exceptional services to the South Australian community.

"This expansion of Eldercare's retirement living offering reinforces our commitment to delivering peace of mind to older South Australians, and we look forward to helping even more people achieve this in their retirement," said Jane.

This acquisition from east coast-based Aveo ensures that these villages will now be managed by South Australians, for South Australians.

"We are delighted that our new residents will now be supported by an organisation that understands the specific needs and preferences of their local communities," said Jane.

Eldercare's two new villages are located in Seaton and Reynella East, close to the organisation's Acacia Court and Cottage Grove aged care homes.

Above: Eldercare retirement living residents Ann and Cheryl enjoying the gardens at College Green retirement village.

Opposite: Eldercare Chief Executive Jane Pickering with Resthaven Chief Executive Officer Darren Birbeck.



New resident meeting format facilitating consumer engagement

Residents at all Eldercare aged care homes are welcome to attend their site's **resident advisory meeting**, held every two months. During these meetings, matters relevant to residents and valuable feedback about care and services are discussed, with actions agreed and recorded.

These meetings also function as the Consumer Advisory Body for each site in accordance with the requirements of the Aged Care Act, and enable residents to provide and receive feedback from the Eldercare Board on their care and services.

At each meeting, residents are invited to engage with key staff members on a variety of topics, including but not limited to:

- clinical care
- hospitality, food, nutrition and the dining experience
- cleaning and laundry
- property maintenance
- health and safety
- continuous improvement
- spiritual care
- wellbeing and lifestyle.

Eldercare staff also share information on any planned changes to care and services at the site, results of regular resident surveys, and trends from feedback previously provided.

To promote inclusiveness, all sites with a memory support unit invite the residents of the unit to participate in their own resident advisory meeting.

Annual **resident representative meetings** were introduced at each Eldercare aged care home in 2024, with residents' primary contacts invited to attend. At each meeting, Jane Pickering provided an overview on key topics in aged care, including site-specific updates. The meetings offered the opportunity to ask questions, receive answers and provide feedback to the Eldercare Board on the care and services residents received.

These two-way communication activities with Eldercare are driven by the organisation's Consumer Engagement Strategy, which is a key component of the Model of Care (see page 4 for more detail).

Opposite: Eldercare resident Margaret with Enrolled Nurse Carly.

Elevated Food and Nutrition Approach brings resident experience to new heights

Food and the dining experience play a vital role in residential aged care, as they impact every resident daily and form an important part of their experience.

Eldercare's renewed Food and Nutrition Approach has taken the minimum requirement for aged care homes and raised it to a higher level.



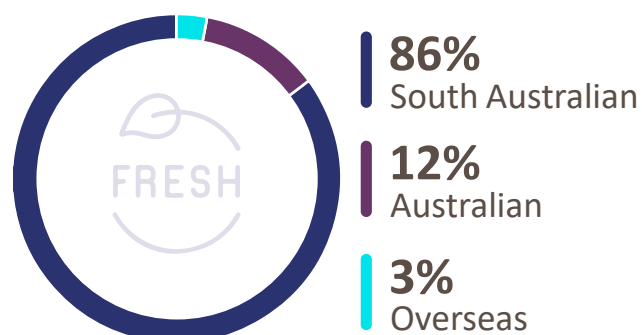
Putting food first

Eldercare follows a 'food first' approach, which involves utilising food as a way to achieve optimal nutrition and general wellbeing, recognising that food and the dining experience impacts a person's social, mental and spiritual health. While residents receive the necessary medical care they need, this approach ensures that they also have access to high-quality food to support their wellbeing.

Our qualified chefs aim to source food products from South Australian suppliers first (see below graph). If a product isn't available locally, they expand their search to Australian then overseas suppliers. This commitment aligns with Eldercare's corporate social responsibility strategy (see page 31-32 for more detail), which aims to strengthen our local community whenever possible.

Graph: Fresh Produce

(including Meat and Seafood, Dairy, Fruit and Vegetables, and Breads)



While this approach may cost more, a locally sourced, well-balanced diet is good for our residents' health – and good for South Australia.

Taking our residents' lead

Eldercare's sharp focus on consumer engagement extends to its Food and Nutrition Approach, with residents having effective input and enjoying food tastings at each site's dedicated food focus meetings.

There are several opportunities to provide feedback, especially before new menus are released and shortly after they have commenced. Menus are designed at each site based on residents' tastes, preferences, and requirements.

Resident suggestions are also welcomed at resident advisory meetings (see page 14 for more detail), which are referred back to the Eldercare Board and senior management team to track the successes and pitfalls of the Approach.

Below: Lunch is served to Eldercare resident Sandra by Chef Manager Briony.

Dietitian-approved seasonal menus

Eldercare's in-house Senior Dietitian ensures that the seasonal menus at each site are nutritionally balanced and provide variety. Each menu is then assessed to confirm they provide sufficient nutrition and hydration. All recipes are reviewed to make sure they align with established, evidence-based nutritional standards for older people, even if dietary or textural modifications are required.

Recipes have also been standardised across Eldercare to ensure all residents are offered the same high-quality food, day in, day out. This allows our qualified chefs to share recipes across sites, increasing the number of meal options in their repertoire.

The Eldercare dietetics team also works with its speech pathology partners and clinical nutrition providers to provide enhanced training on texture-modified diets, where foods and fluids need to be modified for some people to ensure they can be consumed safely.





Providing better training for staff

Following feedback, Eldercare's hospitality workers now receive more extensive training, with a dedicated Hospitality Educator role created in the Learning and Development team, and more support during the new employees' first few weeks in the form of buddy shifts.

Alongside the attractive hours, job security and resident connections available to hospitality workers in aged care, these initiatives are expected to:

- retain staff, enabling residents to get to know hospitality staff and form relationships with them
- develop competent and confident workers who have the skills to work any shift
- ensure best practices are incorporated into hospitality training
- support Eldercare's reputation as an employer of choice for hospitality workers.

Above: *Eldercare Chef Jay ready to serve texture-modified meals.*

Opposite: *Eldercare resident Klara enjoying the sunshine at our Evanston Park aged care home.*





Additional roles created to enhance resident experience

Two new roles, Dementia Support Assistant and Resident Mobility Assistant, have recently been introduced across Eldercare's aged care homes.

In October 2023, and again in October 2024, residential aged care providers in Australia have been required to increase the minutes of direct care to each resident per day and these new roles assist in meeting the new targets. The roles are also expected to enhance resident experiences.

Eldercare General Manager Wellbeing and Allied Programs Bernard Morrison said that Eldercare has 'embraced the opportunity' to hire staff who will provide residents with more targeted support.

Dementia Support Assistant

Introduced at Eldercare October 2023

Dementia Support Assistants (DSAs) are situated in our memory support units and are primarily responsible for high-quality, personalised engagement with residents who live with advanced dementia. The DSA role complements the existing Personal Carers who support residents with activities of daily living including showering, dressing and eating.

DSAs use information gathered about the resident, including life history, likes and dislikes, to engage residents with activities which:

- are meaningful
- enable personalised one-on-one support
- foster a safe, calm and supportive environment.

Opposite: *Eldercare volunteer and muralist Zhuzhu painting a mural on a formerly blank wall at The Lodge aged care home.*

Resident Mobility Assistant

Introduced at Eldercare October 2024

Resident Mobility Assistants (RMAs) supplement the Personal Carer role by having a specific focus on increasing resident movement and mobility. RMAs support residents to:

- enjoy better access to spaces within the aged care home, including outdoors
- improve their mobility as part of a treatment plan
- experience greater participation in events and activities.

As a result of this new role, residents experience greater autonomy, dignity and quality of life. Residents are exercising more and spending more time in nature.

All smiles with Eldercare's oral health program

Oral health is a crucial part of physical wellbeing for people of all ages, but it becomes increasingly important as we get older. Older people can find it harder to maintain good oral health, making it a critical aspect of their overall health and quality of life.

Oral health is vital for older people to:

- support overall health¹
- prevent tooth loss and resulting decline
- eat well
- maintain cognitive function²
- improve self-esteem and confidence
- prevent pain and discomfort.

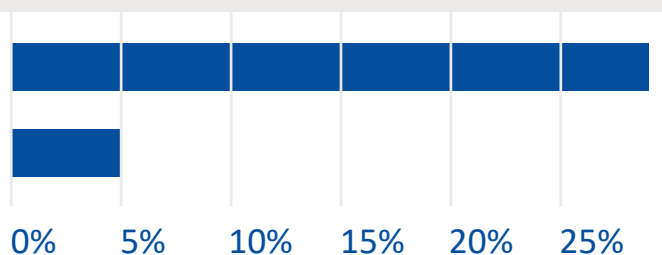
Through its partnership with the Australian Dental Foundation (ADF) and the commitment of its site-based teams, Eldercare achieved almost **six times the**

industry average of older people attending regular dental appointments in residential care in the six months ending 30 June 2024.

Eldercare General Manager Wellbeing and Allied Programs Bernard Morrison said the organisation's partnership with ADF allows residents to receive specialist services on-site, rather than having to arrange appointments externally, and then coordinate the travel required to attend these appointments.

"Older people may face challenges accessing dental care due to physical frailty, cognitive issues, and other health conditions. ADF's mobile dental teams help overcome these barriers by regularly visiting all our locations to provide specialised treatment for oral diseases and related issues," said Bernard.

Eldercare
Industry average



¹World Health Organization. (2023). *Oral health*. https://www.who.int/health-topics/oral-health#tab_1

²National Institute on Aging. (2021, October 5). *Tooth loss in older adults linked to higher risk of dementia*. <https://www.nia.nih.gov/news/tooth-loss-older-adults-linked-higher-risk-dementia>

Left: Australian Dental Foundation dentist Dr Radhakrishna with Eldercare resident Glenn.



Eldercare Nurse Practitioner recognised for excellence in palliative care

Congratulations are in order for Eldercare Palliative Care Nurse Practitioner Lisa Macdonald, who won the 'Outstanding Achievement by an Individual in Palliative Care' award at the 2024 Palliative Care South Australia Awards in June.

This award recognises a person who has displayed excellence in delivering palliative care, which is a type of care offered to those with a life-limiting illness.

"Winning this award means so much to me and to our palliative care team at Eldercare. It helps to fuel our passion in working towards a future where palliative care is seen as an integral and vital part of the healthcare system," said Lisa.

"I am incredibly proud to work at Eldercare, where our focus is on providing compassionate care to every resident."

Lisa is part of Eldercare's dedicated palliative care team, which offers specialist support for staff, residents, and their families, leading to an improved resident experience during the palliative and end-of-life stages.

Lisa has spent the better part of two decades in specialist palliative care, with her experience outside of Eldercare extending to clinical work with SA Health, tutoring at Flinders University as part of their Palliative Care Masters Program, mentoring Nurse Practitioner candidates, and running palliative care workshops for the Program of Experience in the Palliative Approach (PEPA). Lisa also supports the first palliative care service in East Timor, undertaking annual visits to assist with evaluation and training.

Lisa's win means she will be automatically nominated for the biennial National Palliative Care Awards in 2025.

Image credit: *Palliative Care South Australia.*





Staff insights support **eCase rollout**

Since Eldercare introduced the clinical system eCase at its Evanston Park aged care home, staff have provided valuable insights to guide system improvements. This has been crucial for the system's success and has guided its implementation at additional Eldercare sites in 2024.

Above: Clinical Leader Kavitha using eCase at the medication trolley.

Here's what some key employees at Eldercare Evanston Park had to say after using eCase for several months:

"The best part of eCase is the work logs, which are system-generated lists of tasks to be completed by staff. At first, they were a bit overwhelming, but now I see how much they simplify our day-to-day work. They generate reminders, taking the guesswork out of what needs to be done. Having a clear overview of Personal Care Assistant and Enrolled Nurse work logs for each shift has been invaluable."

PREETHY VARGHESE, Registered Nurse

"I used to struggle with PeoplePoint and computers in general, so I was fearful of using a new system. But from the very first eCase training session, I was able to follow along right away. eCase is so much more user-friendly, especially for carers like me. Now, I can do everything required for my role with peace of mind."

LIISA KEEN, Personal Care Assistant

"The message board, alerts, and work logs in eCase have significantly improved communication across different roles and shifts. Unlike the old system, which was more of a basic database, eCase is modern, interactive, and user-friendly. While there's always room for improvement, eCase meets our needs."

JASON KEARON, Clinical Leader

"My favourite feature is definitely the wound charting on the tablets and the automatic photo upload—it's easy and efficient. The filtering options are excellent, and bowel charting is well-organised, as it automatically works out the necessary information. It's easy to find information too."

KATRINA MAY, Enrolled Nurse

eCase will be implemented at all remaining Eldercare sites in 2025.



Above: Eldercare resident Bernie Wang in the gym.

Rise and Shine programs valued by residents and backed by data

Since its inception in 2023, Eldercare's Rise and Shine exercise and reablement programs have shown significant benefits, as evidenced by positive resident feedback and recorded data.

Rise is a short-term, intensive program for new residents or those experiencing physical decline. It focuses on specific functional outcomes agreed upon with the resident. On the other hand, Shine is a long-term, less intensive program aimed at maintaining capabilities.

Here's what some residents had to say about their experience with the programs:

"I came from nothing (not being able to walk after a big fall), and I didn't believe I could walk again. With your help, I managed to regain my independence. Going to the gym, I didn't know what would happen there, but you gave me the confidence that I needed."

PEGGY, Rise program

"I'm so happy I've been given an opportunity to feel better about my mobility regardless of my disability. I make great progress during the time I'm here. I feel more confident walking and doing everything. I am thankful to everyone that looked after me, especially the physios here. I really enjoy doing exercise with Kelvin, he is skilled, shows lots of passion, and pushes people to feel better and to be better."

ANNA, Rise then Shine program

"In myself I am feeling quite a bit better both physically and mentally. Initially I was not very interested in gym, but it has helped. The main positive has been the social interaction which has given me a better outlook on things and the enjoyment of getting to know others and increase my social network."

DON, Shine program

Additional capacity for more residents to participate in the Rise and Shine programs is expected to be provided by the new Resident Mobility Assistant role (see page 20 for more details).



Here's what our data tells us:



100%

of Eldercare residents
have a mobility and functional assessment completed by our physiotherapists and occupational therapists.



From January to June 2024,

86%

of our residents
were shown to have achieved stable or improved mobility when tested using a validated mobility test.



43%

of our residents
participate in Eldercare's exercise and reablement program delivered by our team of qualified physiotherapists and occupational therapists.

Pay parity result reflects Eldercare's dedication to gender equity

In February 2024, the Workplace Gender Equality Agency (WGEA) released gender pay gap data for the first time, covering all private Australian employers with more than 100 employees in the 2022-2023 financial year.

While the national median total remuneration gender pay gap is 19%, Eldercare's gender pay gap stands at -1.0%.

National median total remuneration gender pay gap

19%

vs

Eldercare median total remuneration gender pay gap

-1%



Eldercare's figure is classified by the WGEA as a neutral gender pay gap, which aligns with Eldercare's commitment to gender equity and our core values of respect, accountability, and connection.

Eldercare Chief Executive Jane Pickering, who is also the Chair of the SA Leaders for Gender Equity and a member of the SA Gender Pay Gap Taskforce, expressed pride in achieving pay parity and emphasised the ongoing journey to support the workforce.

"At Eldercare, three out of every four workers are women, so it is especially important to achieve this result," said Jane.

"As a female-dominated employer, it is our responsibility to provide women with opportunities for professional development, leadership positions and pay

parity to help close the overall gender pay gap."

Eldercare's pay parity result is supported by our equal employment opportunity ethos, alongside flexible work arrangements, parental leave and domestic violence support being offered to all eligible employees, regardless of gender or gender identity.

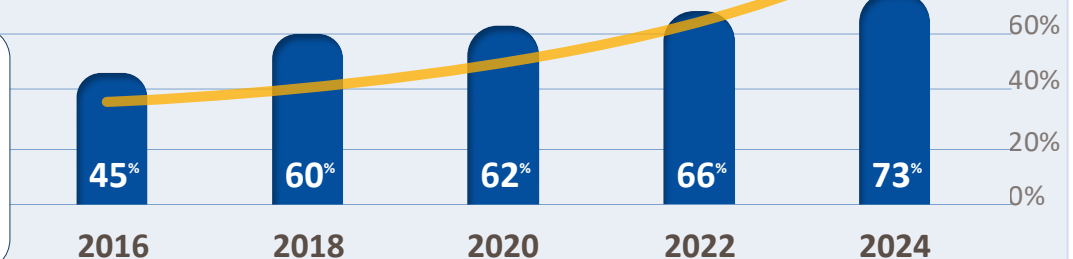
Above all else, Eldercare continues to foster a culture of gender equity, where **everyone** is treated with respect.

Eldercare's organisational culture soars to new heights

In 2024, Eldercare conducted its fourth biennial Employee Engagement Survey in partnership with independent organisational culture research firm BPA Analytics.

RESULTS AT A GLANCE

56% of staff completed the 2024 survey.



Eldercare's workforce is **73%** engaged, with a culture that is **'Soaring'**, the highest category for organisational culture in the BPA model of measurement.

In the 2024 survey, all attributes rated equal or better compared to the survey conducted in 2022.

Attributes reflect how respondents feel about:

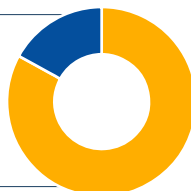
- leaders and colleagues living our Eldercare values
- being valued, recognised and rewarded for the work that they do
- being provided with a safe and respectful work environment
- having the training and tools to do their job
- doing work that has meaning and purpose.

How much have we changed since last survey?

69 better | **41** equal

Of 110 attributes, 69 rated statistically better, and 41 rated statistically equal than the last time they were measured, in 2022.

83% of respondents said that Eldercare is a **'truly great place to work'**.



What our employees say:

"Eldercare is always trying to make our residents' home a better place."

"I feel valued and appreciated. When I have voiced my concerns, they have listened."

"Everyone at Eldercare really cares about providing exceptional care to our residents."



by **Eldercare**

Victoria St, Goodwood • Opening early 2025

The new standard in aged care



Making a difference one conversation at a time

Eldercare's volunteers play a vital role in helping our teams provide the highest level of service to our residents.

Volunteer Debbie spends time one-on-one with residents twice a week at Eldercare Hope Valley and has been amazed by how a simple conversation can profoundly impact residents' lives.

"A few of the residents have told me that I'm their only visitor, so it makes me happy to be a highlight of their week," said Debbie.

"We have excellent teams who look after our residents' physical needs, but it's the volunteers who can take the time to connect with the residents, and look after their emotional needs by providing that human connection."

Debbie's favourite part of volunteering at Eldercare is hearing residents' 'incredible' stories.

Above: Debbie chatting with Eldercare resident Maureen.

"One lady I was talking to had been in the Air Force in her earlier years, which is really amazing. You don't tend to hear about women in that sort of field so much, so it opens your eyes to the sorts of things they have done," said Debbie.

"I think, a lot of the time, people forget about older people having a life and a story, and it's incredibly rewarding to listen and learn from their experiences."

Since starting at Eldercare, Debbie has gained confidence and developed her non-verbal communication skills, by focusing on achieving one thing: connection.

"There's one resident who doesn't talk at all, but he smiles as soon as he sees me and he reaches out his hand to shake mine," said Debbie.

"Some people might think that he can't understand or communicate at all, but there's still a connection to be made, as long as you're willing to be open enough to try."



Good Governance

Clear strategy inspires action toward balanced corporate social responsibility goals

Eldercare's Board and Executive team have approved a new corporate social responsibility (CSR) strategy. The objective of this strategy is to create a positive impact on the social and environmental systems in which Eldercare operates, which improves the wellbeing of the Eldercare community and the broader community.

CSR at Eldercare encompasses four key areas: Good Governance, Planet, People, and Prosperity. These align with the **World Economic Forum's** International Business Committee ESG reporting metrics, enabling Eldercare to measure its performance against global standards.

The strategy has been developed in harmony with the **United Nations' 2030 Agenda** for Sustainable Development which contains 17 Sustainable Development Goals (SDGs). Eldercare has chosen to focus on seven SDGs which align closely with our purpose and values.

Eldercare's strategy integrates these universal goals into its operations. Significant achievements across all four pillars have already been realised, with the strategy serving as a roadmap for ongoing progress and accountability.



Planet



People



Prosperity

Eldercare's outcomes include:

Good Governance

- having a clear purpose
- having a high-quality governing body
- acting ethically across all activities, including in its investments and its selection of suppliers
- operating appropriately in accordance with all relevant legislation and standards
- setting ambitious goals in the name of continuous improvement, and working towards them
- engaging with consumers
- having a robust approach to risk management.

Planet

- taking action towards preventing climate change
- preventing water pollution
- reducing solid waste
- limiting nature loss.

People

- upholding all peoples' right to dignity
- maintaining a culture of equality
- offering programs to support the health and wellbeing of relevant groups e.g. residents, employees
- actively encouraging employees' professional development with a view to improve the future of the aged care sector.

Prosperity

- positively contributing to the economy
- working towards employment growth
- innovating to improve products and services
- supporting local communities by regularly contributing to charity or charitable causes, as well as through utilising South Australian contractors and sourcing South Australian products and services as much as possible.

Pictured opposite:

Good Governance:

Chef Manager Briony conducts consumer engagement with Eldercare resident Bruce about the home's upcoming menu and recipes.

Planet: Solar panels at 18 Eldercare sites (including The Lodge, pictured) reduce reliance on the grid, cut electricity costs, and lower greenhouse gas emissions.

People: Eldercare coordinates a comprehensive Learning and Development program, with the relevant training provided to staff each year, with all employees receiving training on diversity and inclusion.

Prosperity: Eldercare staff, suppliers, and residents contributed to 250 gift bag donations to Share the Dignity in 2023.



Board Chair, Justin Beilby: Justin is a qualified practising 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: Professor Emeritus, Torrens University Australia, and General Practitioner, UniHealth Highbury



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.

Kathryn retired from the Eldercare Board as of September 2024.



Board Director, 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 the country. His extensive experience with committees has included the Uniting Church SA Property Trust and Resources Board and the St. Andrews Hospital Board.

Current Employment: Minister, Uniting Church of South Australia



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

Current Employment: Director, People & Performance, SACE



Board Director, 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



Board Director, Kate Swetenham: Kate holds qualifications in general nursing, psycho-oncology, palliative care and holds a Master of Science. Kate is a member of the Research Centre for Palliative Care, Death, and Dying at Flinders University and is the current president of Palliative Care Nurses Australia. Kate has been involved in commissioning services to deliver the Comprehensive Palliative Care in Aged Care Measure in South Australia and participates in national forums to improve palliative care service delivery into residential aged care.

Current Employment: Director of Nursing for the End-of-Life Care team, Department for Health and Wellbeing



Board Director, 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.

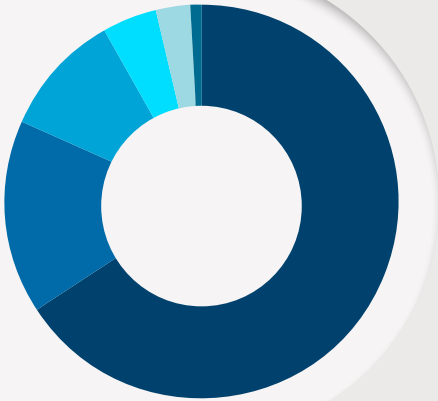
Current Employment: Managing Director, Intuito



Board Director, 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 lived experience of homelessness).

Current Employment: Chief Executive Officer, Cara Inc.

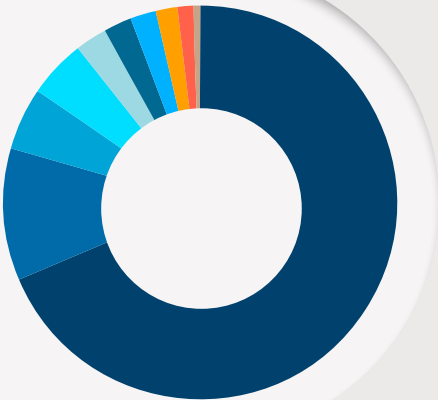
Financial summary



Revenue

\$179

million



Expenditure

\$166

million

Revenue

65.7%

Government revenue

15.9%

Resident revenue

10.1%

Imputed revenue on
RAD balances AASB16

4.5%

Other operating
revenue

2.8%

Interest and
investment income

0.9%

Deferred management
fee revenue

Expenditure

68.6%

Employee expenses

10.9%

Imputed interest on
RAD balances AASB16

5.1%

Depreciation

4.8%

Hospitality services

2.6%

Information technology

2.3%

Repairs and maintenance

2.1%

Administration

1.8%

Finance costs

1.3%

Utilities, rates and taxes

0.5%

Other expenses

Assets

62.5%
Property, plant
and equipment

18.3%
Cash and cash
equivalents

16.3%
Financial investments

2.4%
Refundable loans
receivable

0.3%
Trade and other
receivables

0.3%
Other assets

Liabilities

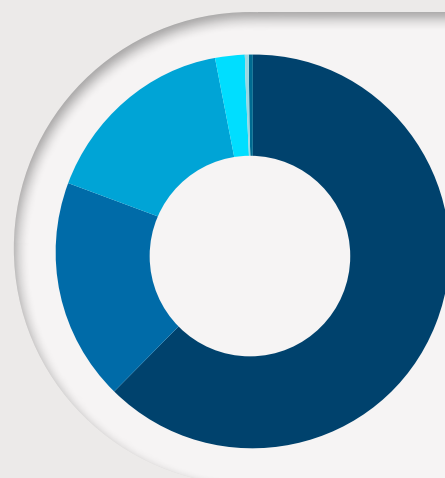
81.2%
Refundable loans
payable

11.8%
Borrowings

4.3%
Employee benefits

2.5%
Trade and other payables

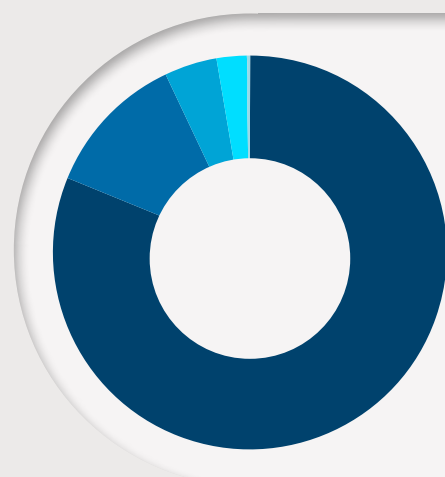
0.2%
Provisions



Assets

\$408

million



Liabilities

\$345

million

12 residential care homes



Over **1,000 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 staff and various programs designed for either active bodies, healthy minds, creativity or connection

100 years +

25 residents aged over **100 years old** with the oldest resident being **109**

12 retirement living villages



203 retirement living residents in **190** retirement living units



1,399 maintenance requests met



As of
1 November 2024

14 retirement living villages



Over **400** retirement living residents in **424** retirement living units

More than 270 Day Therapy clients



1,479 group therapy sessions delivered to support our community clients to remain independently living in their own homes



Two hydrotherapy classes per week



Two hours of speech pathology per week in a support group for people with aphasia to provide a supportive, safe and welcoming place for communication



Six different allied health services available to community clients via our Day Therapy Centre

Over 1,800 staff

Statistics from
1 July 2023 to 30 June 2024

With an average of almost

4 years

of service

Eldercare's workforce is
made up of:

44%

personal care workers

22%

Registered or Enrolled Nurses

18%

hospitality staff

9%

working in management and
administration

3%

working in wellbeing and lifestyle

1.5%

working in property maintenance
and

1%

allied health professionals

136

student placements

Over

250

volunteers, who have
contributed an average of

3,494 hours

of service per month

With an average of

7.5 years

of service

Oldest current volunteer is

94

and the youngest is

4

Almost

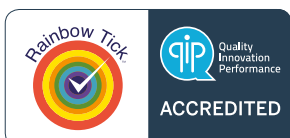
\$1,815,000

of time volunteered
throughout the year

Back cover: Eldercare retirement living residents Chris and Carol at the beach in Hove.

Eldercare 2024 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.

Some images were edited using AI. No images were wholly created using AI.





Eldercare

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