

Annual Report

2016-2017

Christadelphian Homes





Contents

4	Our Locations
5	Our Villages
6	Our Homes
8	Chairman's Report
10	Year Highlights
12	Directors' Report
15	Our Board
16	Our Executive
17	Our Facility Managers
18	70th anniversary
20	Courtlands Village
22	Maranatha Village
24	Pastoral Care
26	Culture Change
28	Respite Care
30	Volunteers

Christadelphian Homes Ltd, trading as Christadelphian Aged Care, is an experienced aged care provider that has been serving the community for 70 years. As a charitable, not-for-profit organisation all surplus funds are reinvested back into caring for our residents.

ABN: 60 960 501 367

Cover photo by Fiona Russell: Southhaven resident Jean Gilmore with her husband Max.

Our Signature Behaviours



We always work to delight our residents



Understand, solve and deliver



Do what we say we will do



Work together, achieve together

Our Mission

To give excellent care to all our residents.

To provide an avenue for the Christadelphian community to engage with the aged and needy in our care in a practical way.

To encourage excellence in our staff and volunteers so their contribution is a means of personal fulfilment.

Jesus' example shows us his concern and positive influence on all those around him:

"Let your light shine before men, that they may see your good deeds and praise your Father in heaven." (Matthew 5:16)

Christadelphian Homes was established in 1947 to provide care for our older members and those with particular needs.

The mission has now broadened to enable us to provide services to the wider community.

Our Locations

QLD

Maranatha Village,
Kallangur



Maranatha Aged Care,
Kallangur

NSW

Chamberlain
Gardens,
Wyoming



Ridgeview,
Albion Park



Aged Care
= (24-hour nursing)



Retirement Villages
= (Independent Living)

Our Villages

Retirement villages cater for people over 55 years old who can live on their own and wish to reside in a safe and independent community. Help and support is always close by, and residents have access to a full lifestyle program within each Village, including bus outings, social and interest groups, games and special events.



Courtlands Village, North Parramatta 130 units

Courtlands Village is a beautiful estate located in the heart of Sydney's west, and close to the Hills District. Residents enjoy independence in their own home, while also benefiting from a close-knit community of friends and support networks. The Village features a hair salon, chapel, recreation centre, library, gym, and barbecue facilities.



Maranatha Village, Kallangur 56 units

Maranatha Village was established 35 years ago to provide a community for like-minded friends to enjoy retirement in northern Brisbane. Four new Independent Living Units were built this year, and 11 existing units have been renovated. The Village is set within lovely gardens and features a recreation centre with a library, snooker table, kitchen and entertainment area.



Westcourt Village, Westmead 10 units

Westcourt Village in Westmead is made up of 10 villas and is within walking distance of shops and medical services. There are communal barbecue facilities and plenty of outdoor entertainment areas. The residents at Westcourt have full access to amenities and lifestyle program at nearby Courtlands Village, with a bus for easy transport.

Our Homes

Our aged care Homes provide 24-hour nursing and accommodation for older people who need assistance with daily living, and include exercise, lifestyle and pastoral care programs.



Ashburn House, Gladesville

105 beds

Ashburn House is a modern Home located close to Parramatta River and Banjo Paterson Park. The Home features private and companion rooms, along with a cafe with alfresco dining. Renovations are set to begin in 2017-18, which will increase the size of rooms and communal areas.



Casa Mia, Padstow

100 beds

Casa Mia is a friendly aged care Home in Padstow and features both private and companion rooms. Residents can enjoy beautiful gardens and outdoor entertainment spaces with friends and family, along with a varied lifestyle program and regular bus outings.



Chamberlain Gardens, Wyoming

148 beds

Chamberlain Gardens in Wyoming on the Central Coast is a beautiful Home with plenty of indoor and outdoor spaces residents can enjoy with family and friends. There is a hair salon, library and activity rooms, along with lounges and entertainment spaces throughout the Home.



Courtlands, North Parramatta

144 beds

Courtlands Aged Care is set within a beautiful Village in North Parramatta. The integrated site features a Village Centre, hair salon, chapel, activity rooms and full lifestyle program. Renovations on sections of the Home are underway and will result in more modern rooms and amenities.



Maranatha, Kallangur

128 beds

Maranatha Aged Care features modern private and companion rooms and is set among beautiful landscaped gardens. The gardens around the lagoon built last year are now established and have made it the perfect area to relax or enjoy a stroll along the boardwalk.



Northcourt, North Parramatta

39 beds

Residents of this boutique Home now enjoy recently refurbished and decorated rooms, and a new outdoor deck and entertainment area with barbecue facilities. Along with outings and special events, residents also enjoy games and entertainment in the new lounge area.



Ridgeview, Albion Park

151 beds

Residents at Ridgeview enjoy beautiful views of the mountains and Budderoo National Park, and a range of amenities at the Home. There is a new cafe area for residents, and a day spa where they can book in for massage therapy, manicures, pedicures and other beauty services.



Southhaven, Padstow Heights

141 beds

Residents, families, staff and visitors at Southhaven Aged Care can now enjoy the new cafe with indoor and outdoor seating and views of bushland and Salt Pan Creek. There is also a new reception area, recreation room, and easy access to all areas of the Home.



Chairman's Report

This year Christadelphian Aged Care is celebrating 70 years of caring for the frail and aged in our community and beyond, and reflecting on the values and mission that have remained consistent since our first Home opened in 1947.

After so many years we have achieved many milestones, and continue to improve how we deliver services to our residents and support our dedicated staff.

There have also been many challenges, and during this past year there were significant areas we focused on to create better living environments for our residents, improve support for our staff and increase sustainability of the business.

When we purchased Courtlands Village in North Parramatta in 2016 we began the task of integrating the new facility into our organisation and upgrading the buildings and amenities.

This project has presented numerous challenges and taken up much of our support manpower. We have made

significant progress and in October received full re-accreditation from the Department of Health after meeting all 44 standards. The timing of this is in line with the start date for our new facility management team.

With eight Homes and three Villages we identified the need to define and implement a culture change program within the organisation, which in clear terms best reflected our faith and beliefs we desired to be demonstrated at all levels of the organisation.

In March this year we commenced a culture change program and are utilising the services and support of a specialist provider, a company with an impressive track record in this area. We have made progress with the task, however these programs do take some years to fully implement, as changing culture is something which must involve all levels and people and does not happen quickly. This requires our long-term commitment and dedication, but is critical to our long-term success.

Over the past year we have also responded to significant Federal Government funding cutbacks that we determined would



adversely impact our ongoing profitability. The major cutbacks in Government funding are a concern for the whole industry as the Government moves more to a "user pays" model and continues to focus more on home care than residential care.

The funding that has been unfortunately cut is mainly in the resident care area and has placed considerable pressure on our nursing staff levels in particular. The Government has driven these changes, but still refuses to permit operators to recoup some of the losses by modestly increasing some charges. This is not consistent with a move to "user pays" and is in fact "industry pays".

As a not-for-profit operation we use all funds to improve our facilities and services for our residents. We are currently reviewing operations with the intention of ensuring we use our precious "people" resources where they are most needed for best effect. We are searching for opportunities to improve efficiency in all parts of the organisation without impacting our service to residents, whose excellent and loving care is our prime objective.

The year ahead will again be a challenging one. The need to upgrade our facilities will continue as a major task as well as

"I would like to thank all of our loyal staff, who have made such an effort over the past year and who are being encouraged to all become involved in finding ways to better delight our residents."

restructuring the organisation in line with improving the effectiveness of our resources. Information Technology improvements will also present a funding challenge for the future, and improving this is a key factor in being more efficient.

I would like to thank all of our loyal staff, who have made such an effort over the past year and who are being encouraged to all become involved in finding ways to better delight our residents.

Thanks also to our Directors who freely give of their time to ensure the ongoing success of this caring organisation.

We know our God continues to bless what we do and we pray for His continuing guidance, particularly in these challenging times.

Graham Cavanagh-Downs
Chairman of the Board

Year Highlights

1947-2017: Our 70 year anniversary

Christadelphian Aged Care celebrated 70 years of operation in August 2017 with a gala event at Southhaven Aged Care. There were speeches and video presentations reflecting on our history, along with the launch of a photographic exhibition featuring images of our residents submitted by staff, family and participants of our photographic workshops. This exhibition will travel to all our Homes throughout the year.

Culture change program

This year Christadelphian Aged Care launched a culture change program aimed at creating an intentional culture across the entire organisation to support how we care for our residents. Four signature behaviours (see page 3) were developed to give staff a set of standards to follow every day.

Pastoral Care

Release of the National Guidelines for Spiritual Care in Aged Care during 2016 provided a platform to further develop the spiritual care support we provide to residents and their families. The pastoral care program continued to broaden its focus, with 3440 hours of direct one-to-one pastoral care provided during the year.

Maranatha ILUs

Four new Independent Living Units have been built at Maranatha Village in Kallangur, and 11 renovated. The one and two bedroom units feature modern kitchens and bathrooms, along with improved open living spaces and outdoor areas.

Financial summary

Revenue & Expenses

2016-2017

Revenue	\$82.6 million
Expenses	\$79.1 million

2015-2016

Revenue	\$69.9 million
Expenses	\$61.4 million

As a charitable, not-for-profit organisation all surplus funds are reinvested back into caring for our residents and facilities.

Link building at Southhaven

The long-awaited link building at Southhaven Aged Care was officially opened this year, and serves as a connection between the two sections of the Home. There is also a new reception area, along with a cafe with views over the bush and creek, and a recreation and theatre room for residents and staff.

Focus on workplace safety and risk

As part of the organisation's commitment to managing risk into the future, Jacob Morgan was employed in 2017 as Manager, Risk and Culture to work with staff to enhance our risk management practices.

Solar panels

Christadelphian Aged Care has embarked on a project to install solar panels at six of our facilities to reduce energy costs and increase efficiency. The panels will be installed by the end of 2017, with generating capacity of 750 kilowatts of energy delivering an ongoing saving of \$350,000 per annum.

Courtlands and Northcourt renovations

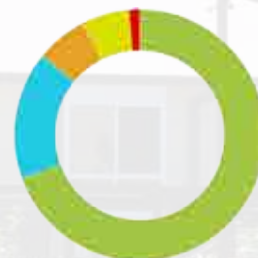
Renovations are continuing in the Vista and Terrace areas of Courtlands Aged Care to modernise and ensure they meet new aged care legislative requirements. Renovations at Northcourt were completed this year, including refurbished rooms, and a new outdoor deck and entertainment area.

What we earned



- Government subsidies \$55.8m
- Resident fees \$26.3m
- Other income \$0.5m

What we spent



- Employee costs \$54.9m
- Medicines etc \$5.3m
- Finance costs \$1.1m
- Other costs \$13.0m
- Depreciation \$4.8m

What we own



- Property, plant equipment \$283.9m
- Licences \$27.2m
- Cash & equivalents \$4.0m
- Trade & other receivables \$1.8m

What we owe



- Resident liabilities \$189.4m
- Short & long term provisions \$7.1m
- Borrowings \$0m
- Trade & payables \$5.5m



Directors' Report

The Directors present their report on Christadelphian Homes Limited for the financial year ended 30 June 2017.

1. General information

Principal activities

The principal activity of Christadelphian Homes Limited during the financial year was the operation of aged care homes and retirement villages.

No significant changes in the nature of the Company's activity occurred during the financial year.

Short term objectives

The Company's short term objectives are:

- to give excellent care to all our residents; and
- to encourage excellence in our staff and volunteers so that their contribution is a means of personal fulfilment.

Long term objectives

The Company's long term objectives are:

- to enrich the quality of life of older Australians, by nurturing them through our compassion, service and comfortable living environment; and
- to provide an avenue for the Christadelphian community to engage with the aged and needy in a practical way, along with their family and friends.

Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies:

- strive to maintain a reputation for excellent service and care through a mission-based, supportive culture;

- provide residents with comfortable, attractive and well-maintained facilities;
- support those in particular need of help;
- promote innovation and best practice among staff;
- attract and retain quality staff and volunteers through a positive environment, ongoing education and development programs;
- meet regulatory requirements and best practice care and exceed consumer expectations; and
- focus on financially sustainable operations and prudential management of residents' funds.

How principal activities assisted in achieving the objectives


The principal activities assisted the Company in achieving its objectives by:

- further development of pastoral care and volunteer services to our residents;
- excellent service to our residents as validated by resident feedback and Government accreditation; and
- economies of scale enabled the Company to implement ongoing improvements to the quality of residents' accommodation and services.

Financial performance measures

The following measures are used within the Company to monitor performance:

- Net profit
- Cash operating profit
- Cash operating profit per bed per day
- Net cash flow
- Accommodation bond and resident loan balances
- Bank borrowing capacity
- Bed occupancy levels



Members' guarantee

Christadelphian Homes Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$10, subject to the provisions of the Company's constitution.

At 30 June 2017 the collective liability of members was \$3300 (2016: \$3280).

Review of PBI status

The Directors are of the opinion that the Company meets the requirements to be treated as a Public Benevolent Institution (PBI). The Board has conducted a review and was satisfied that its status continued to apply. The characteristics of a 'PBI' are:

- it is set up for needs that require benevolent relief;
- it relieves those needs by directly providing services to people suffering them;
- it is carried on for the public benefit;
- it is non-profit;
- it is an institution; and
- its dominant purpose is providing benevolent relief.

Board sub-committees

The Directors are conscious of the need for Board members to possess the diversity of skill and experience required to fulfil the obligations of the Board. The Board has established four sub-committees to oversee specific areas of corporate responsibility.

Audit Committee

The Company operates a Board Audit Committee to assist in the effective discharge of the Board's responsibilities for the integrity of financial reporting, internal control structures, internal and external audit functions, and financial risk management systems. The Committee meets at least twice per year and comprises Board members with relevant financial, commercial and risk management experience, senior management and auditors.

Finance, Remuneration & Board Nomination Committee

The Company operates a Finance, Remuneration and Board Nomination Committee to assist the Board with oversight of the financial performance of the Company, the remuneration of management and staff and the recruitment of new Board members. The Committee meets as required and comprises the Chairman and other Board members and senior management with relevant financial, management and commercial experience.

Governance, Risk & Compliance Committee

The Company operates a Governance, Risk and Compliance Committee to assist the Board in ensuring that policies and processes enable the business activities to be conducted in a safe, legally compliant and effective way consistent with the organisational mission. It also seeks to foster a culture of continuous improvement to minimise the adverse impact of risk within the organisation. The Committee meets as required and comprises Board members and senior management with relevant regulatory compliance and risk management experience.

Community Relations and Volunteers Committee

The Company operates a Community Relations and Volunteers Committee whose role is to facilitate communication between the Board and the Company's key stakeholders and promote connectivity between the organisation, the local community and the Christadelphian community. The Committee meets as required and comprises Board members and senior managers, along with staff, volunteers or other interested parties actively involved with the organisation.

Company Secretary

The following person held the position of Company Secretary at the end of the financial year:

R L Hall B.E. (Hons), B.Com (Finance & Accounting), CPA.

Rob Hall is also the Chief Financial Officer of the Company. He is a former Director of PwC.

His special responsibilities include:

Management member of the Board Audit Committee, Governance, Risk & Compliance Committee and Finance, Remuneration and Board Nomination Committee.

Meetings of directors

During the financial year, 10 meetings of Directors (in addition to committee meetings involving Directors) were held.

Attendances by each Director at Directors' meetings during the year were as follows:

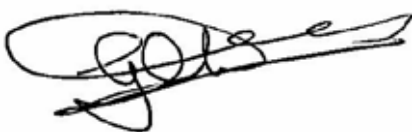
Directors' Meetings

Directors	Number eligible to attend	Number attended
G Cavanagh-Downs	10	8
T J Powell	10	5
P R Cubbin	10	9
C J Hillman	10	8
C J Shaw	10	8
A Byrnes	10	7
K A Pooley	10	9
S J Jose	10	9

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 60-40 of the Australian Charities and Not-For-Profits Commission Act 2012, for the year ended 30 June 2017 has been received and can be found on page 33 of the financial report.

Signed in accordance with a resolution of the Board of Directors:



.....
G Cavanagh-Downs
Director

Dated this 10th day of October, 2017



.....
P R Cubbin
Director

Board of Directors

The Board of Directors is responsible for the governance of the organisation and makes strategic decisions in compliance with legal and regulatory obligations.



Graham Cavanagh-Downs
Chairman



Tim Powell
Governance, Risk &
Compliance Committee Chair



Philip Cubbin
Finance & Audit Committee
Chair



Adam Byrnes



Cameron Shaw
Governance, Risk &
Compliance Committee



Steven Jose
QLD Class Director



Ken Pooley
Finance & Audit Committee,
Community Relations &
Volunteers Committee



Carryn Oosthuizen



Colin Hillman
Community Relations &
Volunteers Committee Chair

Executive Committee



The Executive is made up of staff with senior managerial responsibilities within the organisation.

Ross Peden
Chief Executive Officer



Rob Hall
Chief Financial Officer



Matthew Lamey
Chief Operations Officer



Jenny Yates
Senior Manager, Operations



Stuart Muir
Pastoral Care & Community
Services Manager



Jane Burns
Senior Manager,
Retirement Villages



Phil Mansfield
Senior Manager, Projects &
Asset Management



Ben Dailey
Head of Technology



Alison Bolton
Human Resources Manager



Jacob Morgan
Manager, Risk & Culture

Facility Managers

Facility Managers are responsible for the day-to-day running of our Homes.



Sharon Fletcher
Casa Mia



Sue Thacker
Chamberlain Gardens



Peter Jessing
Southaven



Elaine McRory
Courtlands



Suzette Robertson
Maranatha



Michelle Murphy
Ridgeview



Yan Li
Ashburn House



'Woodstock' in Strathfield (pictured above) was purchased for £4950 in 1946, with Betty Gullen (right) one of the first residents.

70 years of care

It was 1945 when a number of members of the Christadelphian faith first met together to discuss the need for a care Home to meet the needs of the frail and elderly in their community. It is unlikely the group envisaged the organisation that officially opened in 1947 would have grown to what it is today, seven decades later.

Christadelphian Aged Care began with a mission to provide care to those in need within the community, and to use the operation as a means of displaying God's love in a practical way. This mission has stayed with the organisation as it has grown from caring for 16 people with limited staff, to 1200 residents across eight Homes and three Villages in NSW and Queensland.

The original Home in Strathfield was known as Woodstock, and became the focal point for fundraisers and volunteer efforts





as members of the women's guild, sewed sheets, towels, curtains, bedspreads and anything that was needed for the running of the Home. They raised money by starting the 'Sale of Work' in 1966, which became a regular event every year.

New wings were added to Woodstock in 1957 and 1976, however they quickly outgrew the Strathfield Home. Two blocks of land were purchased at Padstow Heights in 1969, and a hostel was built seven years later.

In 1992 the Southhaven nursing home was officially opened in Padstow Heights before a crowd of hundreds, and Woodstock was sold.

A decade later The Bay nursing home was purchased in Blakehurst, along with the Anna Maria Aged Care Facility in Gladesville, which was rebuilt in 2006 and renamed Ashburn House. The Bay nursing home was sold in 2008, and Lakefront

Village in Toukley was purchased. along with Chamberlain Gardens in Wyoming on the Central Coast and Ridgeview in Albion Park two years later.

In 2013 Christadelphian Aged Care merged with its sister organisation in Queensland and welcomed Maranatha to the family.

Lakefront was sold in 2014 and Courtlands Village, Northcourt and Westcourt were purchased in 2016, which marked a significant milestone for the organisation by obtaining a retirement village in Sydney.

The organisation now provides modern and stylish accommodation across all its Homes and Villages, and offers extensive lifestyle, therapy and pastoral care programs.

At the heart of all the physical, emotional and spiritual care we provide is the same mission to show God's love and compassion to our residents, families, staff, volunteers and wider community.



Shirley Johnson and Margaret Kaye both moved into Courtlands Village in 2017.

Loving village life

After living for 30 years in a unit in Chatswood, Margaret Kaye never realised how noisy it was until she moved to Courtlands Village in North Parramatta.

"I wake up in the morning here and cannot hear a sound," she said.

Margaret moved to the Village in 2017 after first visiting during an open day the previous year.

"I was with my son and we walked around the gardens and I said, 'you know what, I could live here'," Margaret said.

"I just love it here. Everybody has been so kind and so helpful, and I couldn't be happier."

Health issues meant having help close by gave her peace of mind, and she now knows first-hand that can be life-saving.



"I recently had a heart attack after returning from a trip to the country. I had this terrible feeling in my chest so I came right inside and pushed the call button," Margaret said.

"Two people were with me in less than two minutes, and less than 10 minutes later I was in an ambulance on the way to hospital."

"I am so impressed with the promptness and caring that goes into this place. I feel extraordinarily fortunate and blessed to be here," she said.

Courtlands Village has 130 one, two and three bedroom units and is part of an integrated site with a 144 bed aged care Home also located in the estate.

This means self-care residents can access other services such as meal delivery and allied health.

The Village Centre is the social hub for both self-care and aged care residents, who all have access to targeted lifestyle programs.

There's also a hair salon, chapel, recreation rooms and a gym onsite, along with a Village bus.

Courtlands Village, and the nearby Westcourt Village in Westmead, which features 10 retirement villas, are the focus of Christadelphian Homes' retirement options in Sydney.

For Shirley Johnson it was about downsizing into a more affordable property without having to sacrifice her lifestyle.

"I looked at the options and decided I would rather keep the holiday unit in Queensland than where I was living," she said.

Shirley also moved to the Village in early 2017 and loves her three bedroom unit and the friendly atmosphere.

"I have worked in the industry so I knew what it was like in to live in a retirement village. It's been excellent, everyone has been very friendly and obliging."



Independent Living residents at Maranatha Lyn and Jeff Hermann are passionate about volunteering within the Village and the aged care Home.

Maranatha's special vibe

Talk to any of the Independent Living residents at Maranatha Village in Kallangur, Queensland about their volunteering and they will quickly list off half a dozen other people who they think contribute more than themselves.

It's this spirit of volunteering and caring for those living in the co-located aged care Home which most people notice immediately, that gives Maranatha that special vibe that just about everyone notices after spending only a short amount of time there.

Lyn and Jeff Hermann are one such couple who are always over in the Home chatting with residents and helping out with activities.

They have been living at Maranatha Village for five years, and it had been their plan to move to Maranatha before they were even married.



"We were fundraising for Maranatha in the '70s, and we've been life members from the beginning," Jeff said.

"When we got married, Lyn said when we retire we're coming to Maranatha, so that when we're still young we can volunteer and help out."

The pair are Pastoral Carers, and also help out with activities such as the Maranatha Fair and regular church services.

"You've got to put yourself in the position of the residents. Anything you can do to make their day a little better helps, especially the ones whose kids don't see them very much for whatever reason, and there are lots of reasons," Lyn said.

Maranatha has around 100 volunteers who regularly visit the Home - the most of any of Christadelphian Aged Care site - and a significant number of these are Independent Living residents.

The number of residents in the Village is set to grow with the completion of five new one and two bedroom units, and the renovation of six others.

Jeff said they had tried to encourage people to move into the Village who were young enough to help volunteer at the Home and the church.

"There's heaps of different types of volunteering you can do. You can pop in and talk to someone for 10 minutes and have a chat and that brightens their day," he said.

And it's not only a one-way street, Lyn said, as everyone who volunteered received an enormous amount of benefit back from spending time with the aged care residents who had lived incredible lives.

"You don't have to do much, and they can teach you some wonderful philosophies and wisdom."



Mark Vickers (pictured below) is one of Christadelphian Aged Care's newest Volunteer and Pastoral Care Coordinators.



Mind and body

At the core of Christadelphian Aged Care is an understanding that caring goes beyond catering for physical needs, and includes the emotional and spiritual well-being of all our residents.

That is why each of our Homes have dedicated Pastoral Carers whose role is to spend time talking with residents, sharing their life stories, and walking with them in the resolution of their concerns.

Pastoral care is about supporting residents emotionally no matter their spiritual or cultural beliefs.

For Mark Vickers it's about forming friendships with the residents and being able to pick up signs they may be struggling.

He began as the Volunteer and Pastoral Care Coordinator at Chamberlain Gardens



in Wyoming in 2017, and has quickly seen how much the residents appreciate a listening ear.

While the Bible study group he began has become very popular, most of his work is one-on-one with residents.

"It can be anything from talking to them and remembering their lives, to asking them how things are for them now," Mark said.

"I've had people mention things to me they wouldn't mention to the nurses because they don't want to trouble them, so it really encompasses everything."

Christadelphian Aged Care provided 3440 hours of direct one-on-one pastoral care throughout the year, and has developed promotional and training material to assist in encouraging more Pastoral Carers to come on board across all our Homes and Villages in NSW and Queensland.

Links have also been established with Calvary Health Care in support of improving the provision of end-of-life care and how Pastoral Carers can provide support to staff, residents, family and friends during this time.

Mark at Chamberlain Gardens is amazed he has found a role where he can spend all day helping people and learning about their incredible lives.

"Every door that you open into another person's room is another's person's life, and for some of them if I only managed to do half of what they've done in my life I'd be happy," he said.

"You walk in and become part of their life, that's what the whole role is really.

"Even if it's just talking, once you've made that contact and their face lights up when they see you, you know you must be doing something right," Mark said.



Staff at Casa Mia (pictured above) are part of a team of advocates chosen at every Home and Village to help encourage their colleagues embrace the culture change program, being implemented by the new Manager, Risk and Culture, Jacob Morgan (pictured below).



Celebrating our changing culture

Every workplace has a specific culture that naturally develops over time, and this affects how staff interact with each other and perform their day-to-day tasks.

In 2017 Christadelphian Aged Care committed to creating the same intentional culture across the whole organisation.

This means when families, residents and visitors walk into any one of our Homes and Villages they will receive the same welcoming and caring experience no matter the location.

To do this, the organisation developed four signature behaviours that executive, management and clinical staff follow to help them maintain the same attitude and culture every day.



Our Signature Behaviours

1. We always work to delight our residents
2. Understand, solve and deliver
3. Do what we say we will do
4. Work together, achieve together

Jacob Morgan joined the team at Christadelphian Aged Care in 2017 to rollout the culture change program over the next three years.

"CAC has taken the step to focus on creating a specific culture with our staff," he said.

"To make sure the program produces real results staff complete a survey three times a year to monitor the progress and change in our culture."

Visitors to our Homes and Villages will notice butterflies on the walls and t-shirts of "advocates" chosen to help implement the change.

Jacob is also working to help staff understand health and safety risks, and on ways to improve and measure the way the organisation handles risk.

"Part of my role is to work with staff to develop the right mindset to be risk aware and take action when something is not right," he said.

"We want staff to work together cooperatively to make sure we get effective solutions to problems and have a way to improve our level of service and care."

By improving the way the organisation's performance is measured and monitored, staff can identify anything that needs to be fixed, improved or maintained earlier and reduce risks down the track, Jacob said.

"Developing meaningful ways of consulting with employees ensures we get sustainable outcomes over the long-term."



Christadelphian Aged Care introduced a free respite care program at its NSW Homes over the last year.

Supporting carers

Carers and their loved ones across the greater Sydney region are benefiting from Christadelphian Aged Care's free respite care program that has been recently introduced.

Caring for an elderly loved one in their home can be extremely rewarding, and plays an important part in maintaining older people in the community for longer.

However, regular breaks can help carers maintain good mental health, and has been proven to decrease perceived stress and anxiety, and increase morale.

Residential respite care is when an elderly person stays in an aged care Home on a short-term basis, and receives 24-hour nursing care by the clinical team of nurses, lifestyle and allied health staff.



Christadelphian Aged Care first trialled up to four weeks of free respite care at its Home in Padstow Heights, and after it proved popular extended it to our other NSW Homes.

Respite residents usually pay a daily fee at a price set by the Government, but now those who take up the offer of free respite care at Christadelphian Aged Care's NSW Homes pay only for their medications and optional extras.

Respite care allows carers to travel or attend to other responsibilities while knowing their loved one is being cared for by professionals.

A short stay in an aged care Home can have benefits for an elderly person as well as their carer.

Residents have the chance to socialise with others and participate in a variety of lifestyle activities.

It can be used as short-term support for the older people who have been hospitalised for surgery or illness and need specialised help in their recovery.

They are also given the opportunity to experience a different type of care that may be needed in the future.

Respite residents are provided with accommodation, 24-hour nursing care, all meals, access to allied health staff and extensive lifestyle and entertainment programs.

Many people who come in as respite residents end up staying on permanently at the Home after experiencing the care provided.

The free respite program gives Christadelphian Aged Care the opportunity to support more older people in the community, as well as their carers.



Rachel Laing has volunteered with her groodle Jackson in North Parramatta for almost three years,

Sharing the love

When Rachel Laing first started volunteering at Courtlands Aged Care around three years ago she didn't realise how much she would gain from the experience.

Every week she brings her dog Jackson, a cross golden retriever and poodle, to share his love and affection with the residents in the dementia-specific area of the North Parramatta Home.

"The residents who have had dogs before love to reminisce, and obviously he's just a really nice companion, and very attentive and patient," Rachel said.

"I loved sharing him. I used to go to public places on purpose because I wanted to share him, and I thought how can I do this all the time because he's got so much love to give."



The 28-year-old is one of more than 350 volunteers who give their time to bring joy to residents across Christadelphian Aged Care Homes and Villages.

It's not only dogs who regularly come into the Homes to visit the residents, but also exotic birds, rabbits, reptiles, lambs and other farm animals.

Pet Therapy is just one of a range of volunteering opportunities available for people to get involved with at our Homes.

Other activities includes one-on-one chats with residents, reading books or newspapers out loud, providing musical entertainment, driving the bus for outings, teaching computers, going for walks or playing board games or chess.

There are also opportunities to volunteer in the cafes within our Homes preparing food and coffee.

In fact, volunteers are free to come up with their own suggestions and share their passions and interests with the residents.

Rachel not only shares her dog with the residents, but also puts on concerts where she sings and plays guitar.

"I really felt it was very rewarding for me as well," she said.

"It's a good experience because I feel like the residents here feel like they're at home and that's a feeling that's so easy to lose. It's really just a nice bond that I like to share."

Each one of our Homes has a dedicated Volunteer and Pastoral Care Coordinator who can match volunteers with specific residents or activities, or listen to new ideas.

New volunteers are always needed to help out and bring a fresh face to our Homes, and residents always appreciate their enthusiasm.



Stay updated on Facebook

facebook.com/christadelphianagedcare



Follow us on Twitter

twitter.com/cacagedcare

Christadelphian Homes Ltd
1 Arab Rd, Padstow NSW 2211

Phone: 1800 246 637

www.chomes.com.au

ABN: 60 960 501 367