



Christadelphian Homes

Annual Reports 2018-19

Jane Burns



Our Locations



Contents

Chairman's Report	4	Max's Story	18
Directors' Report	6	Leisure and Lifestyle	20
Financial Snapshot	8	Courtlands Village	22
Mission Alignment	10	Volunteers	24
Board Actions and Focus	13	Marketing	26
Aged Care Standards	14	Maranatha Community	28
Technology Innovation	16	Our Homes and Villages	30

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.

Christadelphian Homes Limited (CHL), trading as Christadelphian Aged Care, is an experienced aged care provider that has been serving the community for more than 72 years. As a charitable, not-for-profit organisation any surplus funds are reinvested back into caring for our residents.

ABN: 60 960 501 367

Cover photo by Trent Watkins: Volunteer Max Gilmore with Senior Manager of Retirement Villages Jane Burns.
Backpage photo by Cameron Powell: Maranatha Fair 2019.

Chairman's Report

'I told them of the hand of my God which had been good upon me, ... So they said, "Let us rise up and build." Then they set their hands to this good work.'
(Nehemiah 2:18, NKJV)

One of my favourite Bible stories is of Nehemiah. He was a great leader who rallied the Israelites to work together to rebuild the walls of Jerusalem, despite many challenges around them. The entire team was united in their efforts, working together day and night, to ensure they got the job done. They 'set their hands' to achieve great things, and God blessed their efforts.

A lot has happened in the Aged Care industry in the last 12 months. A lot of uncertainty still remains about the future, especially around funding, and possible additional regulations. Christadelphian Homes Limited (CHL), of course, is feeling the same pressures as other providers, especially in the areas of funding, adapting to the new quality standards, and occupancy affected by a range of factors including home care.

Yet despite the challenges and uncertainty, our teams continue to work hard together day and night to provide a high standard of care for all our residents, and to support residents' families, and each other. And God has continued to bless our efforts.

Obviously we're not subjected to the same adversities as Nehemiah and the Israelites, however we've spent a lot of time this year strengthening, and to some degree building up our operation, as evidenced by what's been achieved in Clinical care, Technology and Systems, Board capability, and CHL's Mission.

Whilst our headline financial results confirm some of the challenges we face, many decisions taken in the past are also now delivering good results. I'm very pleased by the progress across the organisation this year, and excited and optimistic about the future!

The recent Aged and Community Services Australia (ACSA) summit focused on Purpose, People, and Performance. Whilst it's widely acknowledged the industry faces many challenges, we know CHL's collective efforts, supported by God's continued blessing, has also positioned us well for the future.

Our own work reviewing our **Purpose**; our continued focus on strengthening the quality of our **People** (including the Board, and Management teams); and continuing to build on our clinical and financial **Performance**, are key features of the past year, and CHL's future plans.

Purpose: In January, the Board commenced a review of our Purpose (we call it our 'Mission'). CHL's 'Purpose' to date has served us well. However, as the community around us has changed, we wanted to revisit our

Purpose and ensure it remained relevant and was continuing to shine brightly internally and externally.

Pleasingly, CHL's Mission remains consistent with both the new Aged Care Quality Standards introduced from 1st July 2019, and the community's expectations of the sort of care and facilities that need to be provided for the elderly. So, our focus was on how to make our Mission more visible, and better understood by all our residents, staff, volunteers, and the community, as well as to ensure all CHL's activities remained aligned with it.

We work-shopped four aspects of our Mission, and ultimately have established a 'Head of Mission' role, to help enhance the visibility and effectiveness of our Mission across CHL, both internally and externally.

We're very pleased that Carryn Oosthuizen has offered to take leave from the Board and undertake this role for an initial period, and to help CHL establish a strong framework for our Mission and the role going forward.

The Board and the Executive team remain very excited by this work and thank Carryn for her willingness to lead this important focus for us, as we consider CHL's Mission should underpin everything we do. There's more on how we are reviewing our 'Mission' in the attached report.

People: People remain our greatest asset, and so our focus over the past year has been on:

- i) ensuring we attract and retain the best people, including Facility and Care staff, and on the Board,
- ii) ensuring we continue to focus on training and education, and
- iii) ensuring all staff, volunteers and contractors have the appropriate tools available to do their jobs well.

As part of this, we implemented two new technology systems to help our people do their jobs better, as well as to provide the Board and Management teams with better data and insights of our ongoing activities. Firstly, we upgraded our care system (iCare), which manages clinical records and resident interactions. Secondly, we upgraded our financial platform (Epicor), to help us improve our billing management, general ledger, and other financial functions.

Both were major investments, and implementations, however both are not only helping people deliver better care outcomes for our residents and other stakeholders, but are also helping CHL to improve the tracking, and management of outcomes. I thank those

who worked tirelessly on the implementation and embedding of these new systems.

We were also very pleased to welcome two new Board members during the year, Diane Green, and Sally Collins. Di has experience in finance, as well as on other Boards, whilst Sally has extensive clinical experience. Both these appointments address key Board objectives to deepen the Board's capability and experience (especially in clinical governance) and increase Board diversity.

We also welcomed a number of 'new' Christadelphian residents to Courtlands village during the year, which is consistent with our Mission, and has been a longer-term goal of CHL.

Performance: Whilst our financial results reflect some of the challenges we (and the industry) face, we continue to manage costs tightly and have solid forward plans focused on various revenue, cost and occupancy initiatives. As CHL is a 'Not-for-profit' company, we reinvest all financial 'surpluses' back into our operations, so good financial management remains important for us, and the pursuit of our Mission.

Despite CHL recording the positive financial impact from the sale of our Illawarra facility early in the financial year, and some favorable adjustments from our regular property revaluations, our underlying operating environment remained challenging. We are however working hard to ensure CHL continues to manage through the current difficult financial environment faced by us and the industry, and consistent with our 3 year budget, are also seeing the benefits of this. Additionally, our net asset base (including cash on hand), remains very strong.

CHL has also achieved a solid level of Clinical performance during the year. At the time of writing, we are meeting all quality standards across all operations. We're also seeing and receiving positive feedback from residents and their families on the benefits from changes implemented during previous years, including from the additional care staff employed, and from our food management services.

Importantly, we also continue to invest in our villages and facilities, to ensure they remain operationally efficient, comfortable, and aesthetically appealing. With a highly competitive market, the quality and efficiency of the care we provide, and our premises, remains fundamental to our ability to maintain high occupancy levels. This flows into resourcing, costs and activity management. We need to continue to maintain, and invest in our premises, and we currently have works underway or planned at Courtlands, Ashburn House, Southaven and Casa Mia.

Some brief comments on the Royal Commission:

In January, CHL took the opportunity to respond to an invitation from the Royal Commission into Aged Care Quality and Safety, issued to the top 100 Aged Care

providers, to comment on some important questions posed. CHL welcomes the Royal Commission, as we see it as an opportunity for the Industry to highlight what's working well, the challenges faced, and areas that can be further improved.

CHL's response to the Royal Commission was over 200 pages, and we sincerely thank all staff (led by Jacob Morgan), involved in collating and preparing our submission. At time of writing, the Industry is waiting for the Commission's interim report (due soon), ahead of the final report due November 2020, and the Government's expected response sometime thereafter.

Lastly, we had two significant 'volunteer' items of note during the year. One was the opening of the Maranatha Garden Railway (MGR), at Maranatha in Brisbane in March. Our thanks to the many people (largely volunteers), who got behind this project and 'made it happen'. It's been a great thrill to see the MGR attracting people of all ages on site at Maranatha, to enjoy being together and having some fun!

The second was the passing of our much-loved friend and volunteer, Max Gilmore, and more recently Max's wife, Jean. Both were long time members of the Christadelphian faith, and very loyal CHL volunteers (Max volunteered at CHL for more than 70 years). Max is featured in the attached report, however whilst both Max and Jean are dearly missed, they have left a significant mark on CHL. We sincerely recognise their service, and thank them, their families, and our Heavenly Father for their examples and service, and the blessing they have been to CHL.

And so, as I commend the attached report to you, I want to also thank all our staff, volunteers and contractors, for their efforts throughout the year. They all make a positive difference to the lives of those in our care, and especially in such a period of change for the industry.

Additionally, I'd also like to thank each of the Board members for their valued, and voluntary service to Christadelphian Homes. Their time, and experience is valuable, and the additional depth and diversity amongst the Board has been necessary, and welcome.

Of course, I'd also like to thank our members, for their support, and ongoing interest in CHL.

Most of all though, we thank our Heavenly Father for His continued blessing and guidance upon us, as well as His unfailing love towards us through His son Jesus. We pray this will continue in the year ahead, as we seek to continue working together, strengthening our operation through the care and support we provide, consistent with our Mission.

The hand of God has been good to us, and so let us continue to set our hands to this good work!

Phil Cubbin
Chairman of the Board

Directors' Report

The Directors present their report on Christadelphian Homes for the financial year ended 30 June 2019.

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 provide a high standard of care to all residents; and
- to encourage excellence in 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 a 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 pursue best practice care and exceeding consumer expectations; and
- focus on financially sustainable operations and prudent management of residents' funds.

How principal activities assisted in achieving the objectives

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

- maintaining an important focus on pastoral care,

and volunteer services to our residents;

- providing a high standard of service and support to our residents as validated by resident feedback and Government accreditation; and
- using our economies of scale to enable 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
- 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 2019 the collective liability of members was \$3230 (2018: \$3230).

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 and 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 and 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 and Compliance Committee and Finance, Remuneration and Board Nomination Committee.

Meetings of Directors

During the financial year, thirteen 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:

A Byrnes: 10
G Cavanagh-Downs: 2 (Retired 9/08/2018)
P Cubbin: 13
D Green: 5 (Appointed 14/02/2019)
C Hillman: 9
S Jose: 9
C Oosthuizen: 11
K Pooley: 12
C Shaw: 13

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 2019 has been received and can be found on page 27 of the financial report. Signed in accordance with a resolution of the Board of Directors:



P R Cubbin
Director

Dated this 17th day of October, 2019



Ken Pooley
Director

Financial Snapshot

Revenue & Expenses

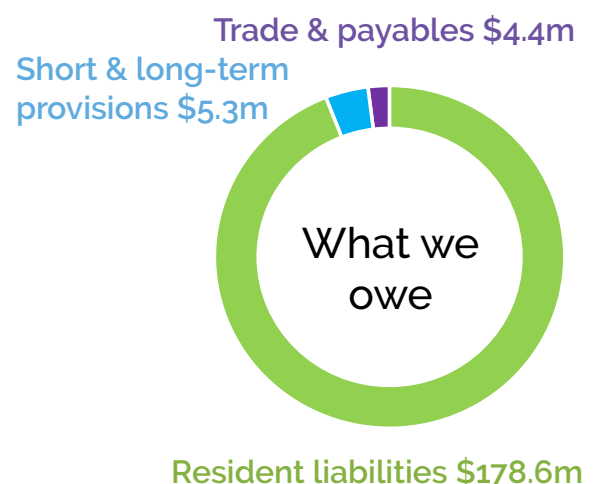
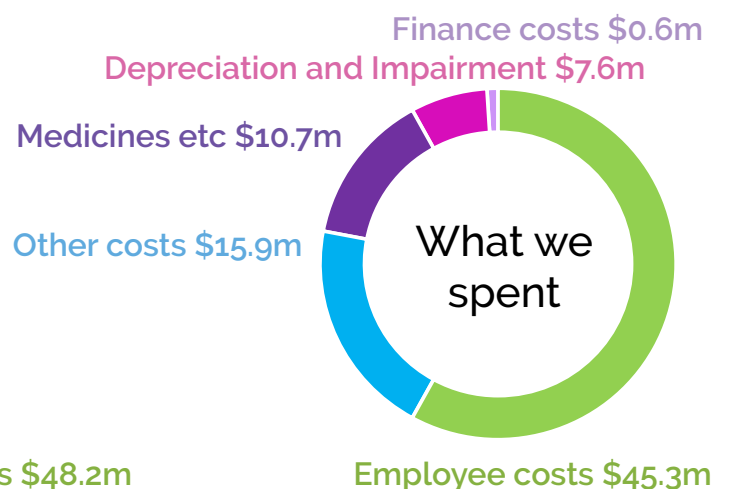
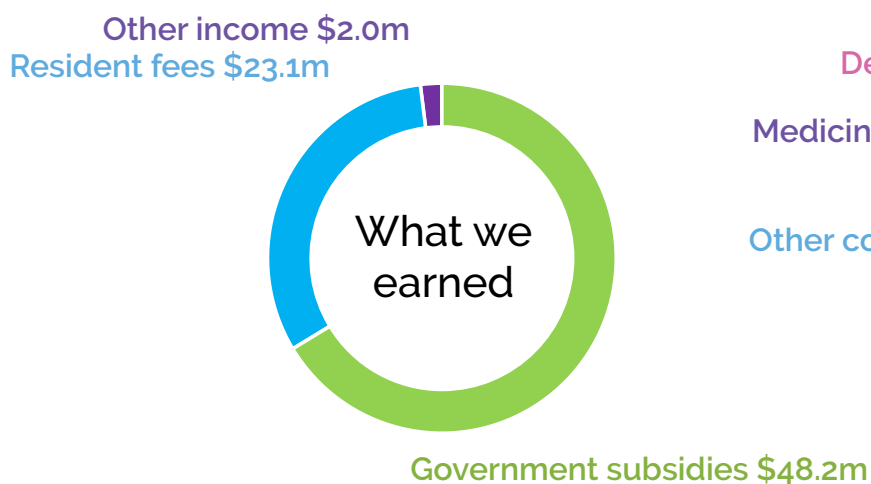
Revenue



Expenses



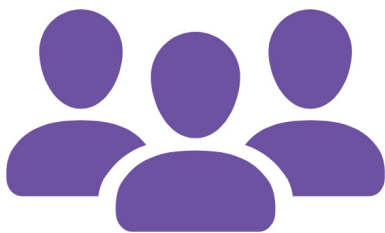
As a charitable, not-for-profit organisation any surplus funds are reinvested back into caring for our residents and facilities. FY2019 Revenue includes a fair value gain in investment properties of \$1.45m. FY2019 excludes a surplus from discontinued operations of \$15.2m.



Our Care Highlights



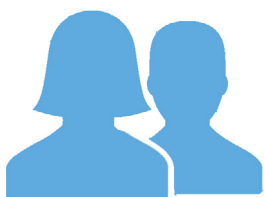
Our People



692 aged care residents



218 retirement living residents



868 staff



319 volunteers

Review of Mission Alignment

Christadelphian Homes operates in a challenging regulatory environment. It's currently navigating an ongoing business improvement program, the Royal Commission into quality and safety, a new and better resourced Quality and Safety regulator, and new Aged Care Standards implemented on 1 July 2019.

The organisation re-affirmed its mission statement, aligning it with the views and beliefs of the Board and the Christadelphian community, and verifying that it fits the environment in which it operates.

WHAT SUCCESS LOOKS LIKE TO OUR STAKEHOLDERS

1 CAC Residents

- This is my home. It belongs to me and I am completely comfortable.
- I feel part of a diverse community in which I am equally respected.
- Many people visit my home.
- I believe that I have choice and autonomy, that I can take risks, and live my life as I did in my previous home.
- All my needs are met – physical, clinical, emotional and spiritual.

3 CAC Employees

- The organisation enables me to fulfil my professional responsibilities and values (openness, honesty), and offers career progression through development, training and promotions.
- I fully understand the organisational values and what is expected of me. I signed up to and am aligned with the organisation mission statement.
- The organisation invests and cares about its employees by providing a sense of community and recognition of achievements.

2 CAC Families

- I trust that the organisation is caring for my family member as I would care for them.
- I feel supported, as the organisation's professional expertise helps me to understand and prepare for the next steps.
- I know my family member is happy and content at Christadelphian Homes.
- I trust that my family member and their feelings are respected, and their mental and spiritual needs are given importance.

4 Christadelphian Community

- The organisation shares resources with the Christadelphian community.
- The Christadelphian community knows and feels it is needed, and it can contribute in invaluable ways to the organisation.
- As an aging Christadelphian, my natural 1st choice for an aged care home is Christadelphian Homes.
- As a Christadelphian professional, Christadelphian Homes is my 1st choice for an aged care career.

FUTURE STEPS TO ACHIEVE OUR MISSION ALIGNMENT

The Board has nominated a director to assist and support the CEO during our mission alignment, and will validate that the Mission approach is being implemented. A communication strategy will be required to fulfill the Christadelphian Mission. The Board will agree an implementation plan which will include scoping a Mission role and a process for identifying and selecting an appropriate candidate.





Board Actions and Focus

The Board has invested significant time recently in continuing to review the Christadelphian Homes' strategy, and particularly the responsibilities, capabilities and diversity of the Board itself, as well as Board sub-committees. Initiatives that we have progressed include:

Mission Alignment:

We've called the re-examining of our strategic purpose 'Mission Alignment'. This work has not only built a clearer understanding amongst the Board and Executive team of our objectives in terms of our core values, but also what we want to achieve on behalf of the Christadelphian community. It has also helped us recognise the necessary steps we need to undertake to drive this through from the Board and Executive team, into the management team, and to all our staff. The Mission Alignment page summarises our thinking, and the Chairman's report outlines the appointment of a 'Head of Mission' to help us progress this initiative forward. We are very excited about the opportunity this provides for the future, and seek God's blessing and your support as this initiative progresses.

Board Appointments:

We continue to seek to build the capability of the Board. The appointment of two new Board members noted in the Chairman's report not only adds additional financial capability, and experience from similar boards, but also introduces additional valuable clinical experience into the Board. The Board has had a view for some time that more expertise, especially in the area of clinical care, has been needed. These two appointments have strengthened the Board, and also helped improve Board diversity.

Board Visibility and Communication:

Board visibility to staff, residents, volunteers and members is also critical to our success. We have increased the frequency and content of communication between the Board and the members, and propose to continue this approach. We will also continue to visit our Homes as a Board and meet with residents and staff. An increased presence of Board members at our annual volunteer functions has also occurred.

In August, staff sessions across our Homes included a presentation from Carryn Oosthuizen on behalf of the Board. This helped increase the focus on our Christadelphian values, mission statement and community spirit in our working culture. Participation of Board members at staff training also demonstrates the support of the Board for staff development and training.

The Board has also continued to support Christadelphians studying in work areas that are related to aged care through our scholarship program, provided funds to help with the building of the Maranatha Garden Railway, and donated a bus to one of the Christadelphian schools during the year.

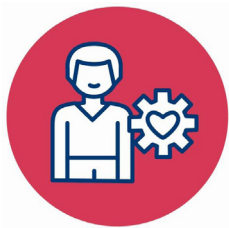
Board training and development:

We are starting to source appropriate education material, particularly in the areas of Board responsibilities, governance, and clinical, to help Board members further develop their skills and experience. Individual Board members are also actively encouraged to attend and / or be involved in industry functions and Board training opportunities.

New Aged Care

From 1 July 2019, the Aged Care Quality and Safety Commission issued new Aged Care Quality Standards across all organisations providing aged care services in Australia.

Following thorough research and preparations, Christadelphian Homes has successfully implemented new strategies and procedures surrounding the new legislation. The basic principles of the new aged care quality standards are as follows:



Standard 1 – Consumer Dignity and Choice

Consumer outcome

I am treated with dignity and respect and can maintain my identity. I can make informed choices about my care and services and live the life I choose.

Organisation statement

The organisation has a culture of inclusion and respect for consumers. It supports consumers to exercise choice and independence and respects consumers' privacy.



Standard 2 - Ongoing assessment and planning with consumers

Consumer outcome

The organisation undertakes initial and ongoing assessment and planning for

care and services in partnership with the consumer. Assessment and planning has a focus on optimising health and well-being in accordance with the consumer's needs, goals and preferences.

Organisation statement

The organisation undertakes initial and ongoing assessment and planning for care and services in partnership with the consumer. Assessment and planning has a focus on optimising health and well-being in accordance with the consumer's needs, goals and preferences.



Standard 3 - Personal care and clinical care

Consumer outcome

I get personal care, clinical care, or both personal care and clinical care, that is safe and right for me.

Organisation statement

The organisation delivers safe and effective personal care, clinical care, or both personal care and clinical care, in accordance with the consumer's needs, goals and preferences to optimise health and well-being.



Standard 4 - Services and supports for daily living

Consumer outcome

I get the services and supports for daily

Quality Standards

living that are important for my health and well-being and that enable me to do the things I want to do.

Organisation statement

The organisation provides safe and effective services and supports for daily living that optimise the consumer's independence, health, well-being and quality of life.



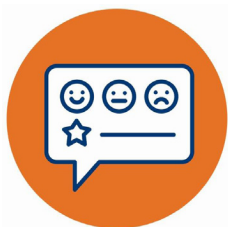
Standard 5 - Organisation's service environment

Consumer outcome

I feel I belong and I am safe and comfortable in the organisation's service environment.

Organisation statement

The organisation provides a safe and comfortable service environment that promotes the consumer's independence, function and enjoyment.



Standard 6 - Feedback and complaints

Consumer outcome

I feel safe and am encouraged and supported to give feedback and make complaints. I am engaged in processes to address my feedback and complaints, and appropriate action is taken.

Organisation statement

The organisation regularly seeks input

and feedback from consumers, carers, the workforce and others and uses the input and feedback to inform continuous improvements for individual consumers and the whole organisation.



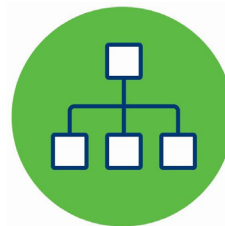
Standard 7 - Human resources

Consumer outcome

I get quality care and services when I need them from people who are knowledgeable, capable and caring.

Organisation statement

The organisation has a workforce that is sufficient, and is skilled and qualified to provide safe, respectful and quality care and services.



Standard 8 - Organisational Governance

Consumer outcome

I am confident the organisation is well run. I can partner in improving the delivery of care and services.

Organisation statement

The organisation's governing body is accountable for the delivery of safe and quality care and services.

More information on the new aged care quality standards can be found here:

www.agedcarequality.gov.au/providers/standards

Technology Innovation

IT HIGHLIGHTS THIS YEAR

iCare8
system
upgrade

Wireless
Capability
Upgrade

Project &
Technology
Officer

Portable
Device
Access
to iCare8

FUTURE IT PROJECTS

Improving
Network
Function

Upgrading
Facility
Security

Migration
to Cloud
Systems

Focus
on mobile
computing

Moving home can be tough at the best of times, so when new residents and their families join our community it is our duty to ensure it is as easy and seamless as possible.

As part of this endeavour, we have mapped out each potential journey someone can take to become a Christadelphian Homes' resident, and have streamlined our systems accordingly.

We have made it a priority to implement a new computer system - Epicor 10. The new system enables those interested in Christadelphian Homes to provide their details and information to us once. This also includes a new financial system, which will act as the single source of truth for all financial related documents.

The new Customer Relations Management system will help us to manage a customer's journey – from first phone call, to the first tour, to becoming a resident, and beyond.

From the organisation's perspective, this also means less staff time spent on manual administration processes, to more hands assisting to serve residents and their families.

Across our Homes, we have now improved our resident clinical system, with the upgrade to iCare8. This latest version is more capable of monitoring each resident's wellbeing and our clinical care delivery.

Our recent upgrade to iCare8 includes mobile tablet technology and has enabled a roaming environment for our staff.

Clinical care can now be administered by staff members at a resident's bed side, allowing for immediate input of clinical data.

Network improvements have been gradually rolled out throughout our Homes, including wireless capability to support roaming devices.

This will eventually allow residents access to streaming capabilities such as Netflix and Skype. The network upgrades will also allow staff to move to cloud-based computing systems, which will support growth in the business.





The community spirit lives on

On June 13th, 2019, we were saddened to hear the news that our longest serving volunteer, Max Gilmore, passed away peacefully in his sleep.

Max had been a part of the volunteer community for over 70 years. He was an extremely well-liked person, bringing a bright joyful smile to all those he encountered.

Throughout his time volunteering, he saw plenty of changes: renovations, refurbishments, friendly new faces and farewells, and even a visit from the Therapy Horse.

During his rich and important history with Christadelphian Homes, many might not know the full extent of Max's contributions to the community, and how his family helped established Southhaven Aged Care as it stands today.

In 1946, Christadelphian Homes was established. The board members at the time commenced work to find suitable premises to help bring care to elderly individuals.

A year later, the 'Woodstock' home was purchased in Strathfield; a large two-storey home, which had once belonged to the Starkey family well-known for soft drink manufacturing.

Max was one of the first volunteers at 'Woodstock', helping residents prepare for moving in, and easing those transitioning into aged care.

In 1969, the Board decided to build further accommodation, and acquired two properties on Queensbury Road in Padstow Heights. One of these properties (number 11 Queensbury Road) was owned by Marge and George Buchan, Max's Aunty and Uncle.



Before the bridge was built over Salt Pan Creek, houses along the creek were known as 'Weekenders' or holiday houses. Max spent a weekend with his Aunty at her Queensbury Road home, 24 years before Christadelphian Homes acquired the site; the other Queensbury Road site being donated.

Around 1974, plans were made to build four blocks of self-care units, as well as a hostel at 11 Queensbury Road. This was the first major step for Southhaven Aged Care.

Throughout construction, Max organised Saturday 'working bees'. Volunteers and Christadelphian community members spent these days at Southhaven carrying out a multitude of tasks.

Not long after the 'Treetops' building was completed, and Max was enjoying his retirement, he received a call from the

Christadelphian Homes' administrative officer.

Max recalls, "John asked me: 'Do you want a job?' I said, 'Like what?' He said to go over to Redmyre Road, Strathfield (Woodstock) and sell everything left behind. This meant 'everything'."

Max's last years as a volunteer for Southhaven were spent helping tend to the gardens, leading Bible reading classes, and helping serve in the café.

Sadly Max's beautiful wife Jean passed away in September. Max and Jean are survived by their lovely daughters, Nicole and Cheryl, 8 grandchildren, and 10 great grandchildren. Max and Jean sleep together peacefully awaiting the Lord's return.



A new focus on leisure and lifestyle

As part of our continual improvements to quality activity programming for our residents, we have seen growth in our leisure and lifestyle department. New initiatives have been implemented over the past year, which focus on providing a unique, engaging and individualised activity program for each resident.

To successfully implement these initiatives across our homes, the Diversional Therapist Consultant position was created, and quickly filled by Jacqueline (Jacki) Quirke. Jacki is responsible for changing and shaping a unique leisure and lifestyle experience for our residents.

A major focus is now placed on improving the qualifications and education of our leisure and lifestyle teams: a minimum certificate IV in Leisure and Health for new Resident Activities Officers (RAOs). Education days have been conducted throughout the last year for our existing team members, with more planned in the

future. These are designed to provide our staff with a fresh and innovative perspective on how we can achieve our goal of providing individualised programming for our residents.

To help develop our leisure focus, team leader positions were created to provide scope, vision and support. Diversional Therapists have been gradually added across our Homes. These new positions allow for qualified and experienced personnel to handle the management of our RAO teams.

Diversional Therapists have the capability to understand which activities work for each resident through engagement and feedback from residents and families. Using this feedback a specific tailored activity program is created for each resident.

Our leisure teams are also focusing on cultural based programs. As part of our commitment to residents (particularly if



English is not a resident's first language), staff members can converse with residents in their preferred language, allowing our residents to feel included and welcomed. A focus has also been placed on creating dementia care specific programming, which allows for more flexibility in resident participation.

'Armchair Travel' was introduced to our residents to help educate and teach residents about other cultures around the world. This activity can be done from the safety of their armchair. It has quickly developed into a favourite activity, as residents are able to reminisce of times that they travelled, worked or grew up in other countries.

The Maranatha Garden Railway (*pictured above*) has seen plenty of visits by our residents. This project was put together by Maranatha volunteers and residents. The project's goal was to provide joy, wonderment and excitement to residents

and the broader community. We can definitely say that the project's goal has been achieved.

Some of our future pipeline ideas for next year include the 'See Me, Know Me' project from Meaningful Aging Australia. The project's objective is getting to really know our residents. Staff members will visit each resident, and gather information about their life story. Using this information, a lovely sentimental poster will be created. The concept is similar to the "This Is Your Life" television program.

As always, we do whatever we can to help deliver our residents the best possible experience. With the initiatives rolled out in the past year, and with plenty more projects to come, our residents will have a plethora of activities to choose from.

Christadelphian Community at Courtlands Village

The Christadelphian community at Courtlands Village is growing. We wish to continue to support the development of Courtlands Village where Christadelphians, can live in a comfortable, spiritual and enjoyable environment with others of like faith.

The Christadelphians who have joined Courtlands Village since we acquired it in 2016:

- George Darke
- Marie Darke
- John Dawson
- Roslyn Dawson
- Shirley Johnson
- Margaret Kay
- Don Lowe
- Judy Lowe
- David McConnell
- Bev Sharp

Courtlands Village is located in a quiet neighbourhood in North Parramatta, nestled next to Lake Parramatta Reserve, with shops and medical services nearby, and a short distance to the Parramatta CBD.

Retirement villages are communities for like-minded seniors to enjoy independent living in a friendly and supportive environment, enabling residents to come and go as suits them. Our retirement village offers two and three bedroom units, regular bus trips for our residents to shopping centres and day trip outings. Communal facilities such as the gym, a well-stocked library, and a hair dressing salon are onsite. Bible class is held on Wednesday evenings, and a monthly worship meeting on Sunday mornings.

If you or someone you know would like more information on any aspect of our vibrant independent living community or aged care, please call Jane Burns on **0422 664 510** or email jburns@chomes.com.au to discuss in more detail.





A toast to our volunteers

Another year has come and gone. People will soon be making general small talk about how they've only just taken down the Christmas lights, or passing comments about the intensity of the summer heat.

During these fleeting moments of thought, when you can't seem to recall what you had for dinner last night, let alone what you did at the beginning of the year, it's important to sit back and reflect on the year, particularly thinking about those

around you who made a wonderful and significant imprint in your memory. Reflecting on times when people went out of their way to give you a helping hand is very important.

Offering a helping hand is what a volunteer does best. Our volunteer community at Christadelphian Homes offers support in improving each resident's day through listening and helping where they can.

Two fabulous thank-you luncheons were



held, to acknowledge and celebrate the compassion, commitment and integrity of our 319 volunteers across our homes.

In NSW, the luncheon was held at St George Motor Boat Club at Sans Souci, and our Queensland luncheon was held at The Water's Edge in Scarborough. Each had a three-course meal, speeches from Christadelphian Homes' Board members, a picture slideshow showcasing our volunteers' interactions, and each volunteer

received a thank you gift.

A strong volunteering community has been part of Christadelphian Homes since the organisation's very beginning. It's important that our volunteer community continues to grow and prosper.

You can learn more about joining our volunteer community by visiting: www.chomes.com.au/get-involved/volunteers/



CASA MIA
CHRISTADELPHIAN
AGED CARE

Marketing Snapshot 2018/19

General Information



121,006
website page views



1,022 e-newsletter
subscribers



Average 4.6/5
- Google rating



Advertising in
14 publications



Facebook Statistics



11,236
Facebook Followers



14
Advertising Campaigns



67,228
People Reached



200,243
Interactions



SOUTHAVEN
CHRISTADELPHIAN
AGED CARE



New Advertising



- 6-month radio campaign since June.
- Exclusive aged care home and retirement village provider. Video advertising featuring Ashburn House, Courtlands, Casa Mia and Southhaven.
- Adverts play everyday from 1pm-7pm:
 - 30-second live read from announcer
 - 30-second recorded advert
 - 7-second sponsorship news adverts



- 12-month cinema advertising campaign since July.
- Bankstown Hoyts, exclusive aged care home provider.
- 20-second advert across all screenings everyday, promoting Casa Mia and Southhaven.



Why we choose to be involved in

This year's Maranatha Fair was a tremendous success, with fantastic weather, a great turnout of people, and plenty of music and cheer throughout the day. It's clear from the photographs featured that Maranatha is different and unique - the communal spirit.

In the lead up to this year's Maranatha Fair, we sat down with Maranatha Village residents and volunteers **Mark, Robyn, Gayna and Pauline** to discuss what makes Maranatha Village different to other retirement villages.

Q – How did you come to live at Maranatha Village?

Mark: Well, I only lived about 6 kilometres away at Dakabin, then found out that new units were being built at Maranatha. After checking them out a bit more, we decided to move in here. I was here everyday anyway because of my volunteer contributions.

Robyn: I first came to Maranatha when it opened

35-40 years ago, ended up getting a job here as a cleaner, then got the opportunity to study in aged care, passed my certificate then became a nurse here for just under 20 years.

Gayna: I came here by chance. I retired to New Zealand before returning to Brisbane due to family reasons. Following my husband's sudden passing, I thought what to do next. I got offered a house just down the road from Maranatha. I put my name down to volunteer here and the rest is history.

Pauline: We moved from New Zealand after our children moved to Australia, initially renting a granny flat before getting a unit at Maranatha.

Q – How did you come to volunteer at Maranatha Aged Care?

Mark: I used to volunteer here even before I left work. I would help at the café and do Bible readings on Saturdays and help on any rostered days off I had.

Robyn: All the years I was working here as a nurse,

I knew all the volunteers and the duties they did. Once I did retire, and moved to Maranatha, the process of becoming a volunteer was easier. I can just walk across the road and I can help.

Gayna: It was circumstantial, as I lived close by; only by chance. One day I thought, 'I can look after the elderly', so I put my name down.

Pauline: I've been volunteering for 16 years now. At first, I thought what can I do? Scripture often talks about giving, so I thought I could do that through volunteering.

Q – How would you describe the community spirit at Maranatha?

Mark: Very good. Everyone knows one another. We have a memorial meeting every Sunday with 74 members. Every meeting has different speakers and chairman which allows for different opinions.

Robyn: Absolutely wonderful - even living here is wonderful. It's hard to describe it exactly, but it's the vibe of the place, people walk in and feel it.

Gayna: Just lovely, you get to meet resident families. Recently I attended the funeral of one of our residents. On the back of the funeral booklet, the wife of the resident had written that it was an absolute blessing to have him at Maranatha, and the care he received was absolutely wonderful.

Pauline: It's exactly what the others have said, lovely. You get to know residents and staff, and they become part of my life.

Q – What are some of your fondest memories volunteering here?

Mark: Working in the café was very satisfying, which I did in the early days. My wife and cousin started up that café, so it's a special part of my volunteering history.

Robyn: Too many to count!

Gayna: Just the beautiful people you meet along the way.

Pauline: The privilege of being with someone during their last moments of life, and hopefully the difference you've made to the residents.

the Maranatha Village community



Our Homes

Christadelphian Homes runs six aged care homes in NSW, and one in QLD, which offer 24-hour residential nursing care for those who need assistance with everyday tasks, such as eating, dressing and bathing.



Ashburn House
20-34 Ashburn Place, Gladesville NSW

Ashburn House is a modern aged care home with single and companion rooms, and a specialised dementia unit. There is also a café, theatre, library and Extra Service places.



Casa Mia
28 Alma Rd, Padstow NSW

Casa Mia features private and companion rooms in a family environment. There is a secure unit for residents with dementia and other cognitive difficulties, and beautiful lawns and gardens.



Chamberlain Gardens
53-67 Chamberlain Rd, Wyoming NSW

Chamberlain Gardens is a large aged care home on the Central Coast of NSW. It offers a range of private and companion rooms with balconies and patios, along with a secure dementia unit.



Courtlands
15 Gloucester Ave, North Parramatta NSW

Courtlands is set in a beautiful garden estate, and offers a range of accommodation options, including a specialised dementia unit and Extra Service places.



Maranatha
1582 Anzac Ave, Kallangur QLD

Maranatha features modern accommodation within beautiful landscaped gardens. Private and companion rooms are available, and a secure dementia unit.



Northcourt
7 Saunders St, North Parramatta NSW

Northcourt is a small aged care home that offers outstanding 24-hour care in a family environment. It features private and companion rooms, along with an outdoor deck and entertaining area.



Southhaven
11 Queensbury Rd, Padstow Heights NSW

Southhaven is located on the banks of Salt Pan Creek, and features single, companion and shared rooms. There is also a café onsite, along with a theatre room and comfortable lounge areas.

Our Villages

Christadelphian Homes operates two retirement villages in NSW, and one in QLD, for those over 65 who have retired and desire a low-maintenance and social lifestyle.



Courtlands Village
15 Gloucester Ave, North Parramatta NSW

Courtlands Village offers newly renovated one, two and three bedroom units with views of stunning landscaped gardens. Some features are a village centre, hair salon, chapel, gym and recreation rooms and a well-stocked library.



Maranatha Village
1582 Anzac Ave, Kallangur QLD

Maranatha Village features spacious two and three bedroom ground-floor units, with modern kitchens, open plan living and secure garages. There is also a recreation centre, a café and a beautiful lagoon.



Westcourt Village
21 Darcy Rd, Westmead NSW 2145

Westcourt is a small and quiet retirement village with 10 villas. Amongst the manicured gardens, car spaces are available, and entertainment areas including barbecue facilities.



Follow us on Instagram

[instagram.com/christadelphianagedcare/](https://www.instagram.com/christadelphianagedcare/)



Stay updated on Facebook

[facebook.com/christadelphianagedcare](https://www.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