



Christadelphian Homes Annual Report 2020-21



Our Locations



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Vision, Mission & Values

To reflect God's love as seen in the words and actions of Jesus Christ.

Treating our residents and their families with love and respect.

Striving for impeccable governance to enable our staff to provide care in an exceptional workplace.

Giving the Christadelphian community a practical way to "love our neighbour".

Love	Gentleness	Kindness
Peace	Joy	Patience
Goodness	Self-Control	Faithfulness

"But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control. Against such things there is no law."
Galatians 5: 22 -23



Christadelphian Homes Limited (CHL) - ABN: 60 960 501 367.
Trading as Christadelphian Aged Care, we are an experienced aged care provider that has been serving the community nearly 75 years. As a charitable, not-for-profit organisation any surplus funds are reinvested back into caring for our residents.

Cover photo by Carmel Hayden: Maranatha Aged Care.
Cover photo emblem: Taken from Carrie-Anne Davies.
Back-page photo by David Henry: Courtlands Village.
Editors: Jane Burns & Jenny Galbraith.

Our Villages

Christadelphian Homes operates two retirement villages, one 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. Features include 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.

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.

Chairman's Report



Chairman of the Board,
Phil Cubbin

The Bible outlines many occasions when God's people, the Israelites, were afraid because of challenging situations they faced.

In the book of Samuel, Samuel reminded the people to maintain their faith in God, and to worship, and serve Him always. Samuel prayed to God and set some stones as an altar to Him. He named the altar 'Ebenezer', saying 'thus far the Lord has helped us'. This reinforced to the people that, as God had helped and guided them in the past, He would continue doing this in the future.

From many perspectives, the last year for Christadelphian Homes Limited has been one of the most challenging we've experienced in our history. However, despite the challenges CHL, and the aged care industry is facing, we can be sure that, as God has guided us in the past, He is continuing to guide us now, and into the future.

As we commenced the year, we were working hard to manage some clinical challenges, and strengthen our day-to-day finances. However, the COVID situation (especially across Sydney), and increases

in regulation and compliance on providers, on top of the ongoing, chronic underfunding of the industry, significantly exacerbated the challenges we faced.

The industry has changed at a structural level, and along with other providers, CHL must respond to this, in order to survive, and achieve its mission and purpose.

The quality of care, and support to residents remains fundamentally important to us. I've mentioned previously that residents we welcome into our Homes are increasingly frail when they arrive, due in part to a government and community preference towards 'ageing in place' (home care). This translates into more acute care needs, higher clinical risks and more demanding staffing requirements, and lower facility occupancy. This in turn has a significant impact on staffing and compliance costs, cashflows, and profitability.

To the end of June 2021, as COVID spread into several providers' facilities (especially across Victoria and NSW), CHL was blessed with no COVID cases in any of our facilities or villages. Despite frequently changing health restrictions, our staff worked tirelessly to try to keep our sites safe, while providing ongoing care and support to residents, and helping their families and friends remain connected.

This provided us with some precious time to support all our staff, and residents (as they chose), to be vaccinated for COVID. More recently we have had a few COVID cases in some sites. At the time of writing, CHL is now 'COVID free' again. God has certainly continued to bless, and guide us, through the challenges we face.

At the same time, community preferences demand that facilities are equipped with all the comforts of home, including facility presentation, room and ensuite layout, recreation areas, and available services. While CHL has continued to invest in our facilities, some of our older sites require significantly more investment, just to keep up with the market, and required occupancy levels.

Our villages continued to perform satisfactorily, despite some community uncertainty that impacted Independent Living Unit (ILU) interest, and also sales.

At time of writing, it's pleasing that most of our renovated ILUs at Maranatha, and Courtlands are occupied. We have plans for further renovations of vacant ILUs, and will also reflect on what services, and support, this important market segment might need in the future. Our villages remain important to CHL's strategy.

Our trading results reflect the difficult environment CHL operates in, and the impacts from many of the challenges faced during the year. Examples include costs of more than \$1 million for Personal Protective Equipment (PPE), worn by staff to help minimise COVID risks. Additionally, our staffing costs (including from the use of Agency staff), have ballooned, as we tried to manage the COVID risks, and regulations restricting staff from working at more than one site.

The Government response to the Royal Commission findings into Aged Care Quality and Safety delivered a small amount of additional funding to CHL from May 2021. However, this is quickly being absorbed by additional staffing and compliance requirements. This means that funding shortages, staffing and

compliance costs, as well as restrictions on pricing flexibility, remain very challenging for CHL, and the Industry.

CHL's balance sheet however remains solid, especially in terms of net assets (equity) held. However, the impact on CHL's cashflows, especially from the lower occupancy sites, has continued. These older, lower occupancy sites, and the above COVID and staffing aspects, have significantly impacted our financial performance, both at an operational, and also a profitability level. We also carry a large amount of depreciation and face some emerging changes to the value of bed licences, as well as how new residents are exercising their choices to pay for ongoing care.

In response, the Board and Executive team has spent considerable time this year considering our strategy, both from the perspectives of our Mission, CHL's footprint of aged care and ILU sites, as well as non-care assets.

We undertook a strategic review of all CHL sites, in the context of their ongoing performance, the demography, occupancy challenges and opportunities, quality management, market requirements, future capital investments required, and CHL's Mission. We've also reflected on the Industry structural changes, and what these mean for CHL into the future.

This has been a most difficult, and yet productive exercise, as it has aimed at ensuring our management of clinical quality, and also capital, is sustainable.

Examples of decisions we've taken include the sales of the Westcourt ILU village, and also the Arab Road 'Head Office' building, in Sydney.

Implementation of some further decisions are also progressing. Our focus on our 'Mission' has continued, with a lot of good work done to share, and reinforce, our Mission and Values across our facilities and villages.

In some respects, the COVID environment has supported this. Our Head of Mission also has responsibility for Pastoral Care, and COVID has provided us with opportunities to demonstrate, in a practical way, God's continued love and support for our residents and their families, our staff, volunteers, contractors, and the broader community. How God guides, and blesses us, even in challenging times, has been a positive aspect of this.

Finally, I thank all our Executive team, management, staff, contractors, and volunteers for their efforts throughout the year. It has been an exceptionally challenging year for everyone, and yet one we should also be proud of, in the ways we've worked through such challenges. The energy, passion and commitment of these teams has continued to be inspiring, and a blessing to us, and our residents, and their families.

Additionally, I'd also like to thank the Board members for their devoted, ongoing efforts. Their willing and voluntary efforts have been valued, and greatly appreciated. We also thank CHL members, and others in the Christadelphian community, for their ongoing prayers and support.

So as we close the year, the Board and the Executive team look forward to the year ahead, as we start to emerge from the COVID environment, continue to implement our strategies, and adjust to the changing aged care environment around us. God willing, this will also allow us to

"It has been an exceptionally challenging year for everyone, and yet one we should also be proud of, in the ways we've worked through such challenges."

further reinforce our focus on the effectiveness of our Mission across all CHL sites.

Of course, we also recognise God's blessing and guidance to CHL, and especially through the significant challenges of this year.

Most importantly, we know 'thus far the Lord has helped us', and therefore remain confident He will continue to guide and help us in the future.

We thank our Heavenly Father for this, and continue to pray for His guidance, and blessing, as we endeavour to provide quality, sustainable care, and support to those in our care.

Phil Cubbin
Chairman of the Board

The Board of Directors



Phil Cubbin, Chairman
B.Bus. MBA

Professional Background: Senior Banking and Finance professional, having worked domestically and internationally for almost 40 years. Currently Global Head of Operations, Trade Finance, ANZ Banking Group Ltd. based in Sydney.

CHL Committee/s: Chair of Board Finance, Remuneration and Board Nomination Committee (FRBN)

Why CHL? To help guide and support the organisation in the provision of care for older members in our community, who deserve such care and respect. By doing this effectively, I also want everyone associated with the organisation to see a reflection of the love God has for them, and each of us, including through the example of His son Jesus.

Ken Pooley
B.Eng.

Professional Background: Ken has held senior roles in two major telecommunications companies, including strategy, planning, and delivery of communications infrastructure across Australia. Extensive experience in strategy, planning, engineering design, financial and project management of infrastructure delivery, people and stakeholder management.

CHL Committee/s: Chair of Board Audit Committee, Finance Committee.

Why CHL? I am committed to showing the love and care exemplified by God and Jesus Christ to the aged in our community in a sound and sustainable way.

Diane Green
B.Com, MBA, FCA, MAICD

Professional Background: Senior Management roles with large organisations, specialising in accounting and shared services portfolios. Retired 2020 and now undertakes voluntary roles.

CHL Committee/s: Member of Board Finance and Audit Committees

Why CHL? An opportunity to give back to the community using my business skills.

Greg Della
BA, MSc, FIAA

Professional Background: Finance professional with broad ranging international leadership, management and Board roles across Life Insurance, General Insurance and Investments.

CHL Committee/s: Chair of Governance, Risk and Compliance Committee and member of Finance Committee

Why CHL? I see the work of CHL as being a wonderful avenue for caring for the aged and those in special need in our community.

Colin Hillman
BSc (Hons) in Computing Science

Professional Background: 40 years' experience in software development

CHL Committee/s: Mission Integrity Committee

Why CHL? CHL has a huge impact on the people living and working in our homes and I hope to help make that a great experience. I have also enjoyed volunteering in pastoral care and getting to know some of the people living in our homes.

Sally Collins
BNurse, Grad Dip Midwifery, Master of Nursing, Certificate of Governance in NFPs

Professional Background: Registered Nurse/Midwife with experience across the public and private sectors in acute care, community nursing, perioperative nursing and midwifery. I am also a Lecturer in Nursing at Charles Sturt University, teaching undergraduate and postgraduate nursing students across a variety of clinical and theoretical subjects. I am passionate about excellence in clinical care, clinical reasoning skills and clinical education.

CHL Committee/s: Governance, Risk and Compliance Board Committee

Why CHL? I strongly believe in the Mission and Values of Christadelphian Homes.

Kirralie Houghton
B.Town Planning (Hons), (PhD), Member Planning Institute of Australia

Professional Background: Previous positions include Maranatha Board of Directors 2007-2010, Principal Strategic Infrastructure Planner for Moreton Bay Regional Council, Post-Doctoral Research at Queensland University of Technology and Planning Consultant.

CHL Committee/s: Chair of Mission Integrity Committee

Why CHL? The Homes offer me, as a disciple of Christ, a meaningful way to reach out to our community to care and respect our elders; they also provide a means of extending that same love to a much broader community, to shine a light for Christ through the love, nurture and respect for the elderly.

Kirralie no stranger to the Homes

The newest Board member at Christadelphian Homes, Kirralie Houghton, has been connected with the organisation in various ways for most of her life, from visiting her great-grandmother at Southaven in Padstow to active involvement at Maranatha fairs and fundraisers.

She served on the Maranatha Board before the amalgamation with Christadelphian Homes in 2013, and has been on the CHL Board since 2020.

Kirralie chairs our Mission Integrity Committee, and is keen to support the Mission of Christadelphian Homes and display the Fruit of the Spirit.

She lives and works in the Moreton Bay Region, just north of Brisbane, and through her work as an infrastructure planner for parks and community facilities, is involved in shaping one of the fastest growing regions in Australia.

She has a PhD in urban informatics, and spends her time involved in Brisbane Ecclesial activities and with her family.

Directors' Report

The Directors present their report on Christadelphian Homes for the financial year ended 30 June 2021.

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.

The Short-term objectives of the Company are:

- to provide a high standard of care to all residents;
- to encourage excellence in staff and volunteers so that their contribution is a means of personal fulfilment; and
- to provide an avenue for the Christadelphian community to demonstrate "love your neighbour", through engaging with the aged and vulnerable.

The Long-term objectives of the Company are:

- to enrich the quality of life of older Australians, by nurturing them through our compassion, service and a comfortable living environment; and
- to operate and deliver aged care services in a way that is aligned with the principles of God and imbeds the life of His son Jesus Christ.

Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies – we 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 prudential 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 and spiritual 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 2021 the collective liability of members was \$2,900 (2020: \$3,300).

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.

Mission Integrity Committee

The Company operates a Mission Integrity Committee to help provide the Board with valuable insights into the application, and effectiveness of our Mission across our homes and villages. It also supports the Head of Mission by ensuring the Board is informed of the progress of fulfilling our Mission through our employees, contractors, and volunteers, in the care and support we provide to residents and their families, and by giving the broader community, including the Christadelphians, advocacy, and visibility of our Mission. The Committee meets as required and comprises Board members, the Head of Mission, and other stakeholder representatives by invitation.

Company Secretary

The following person held the position of Company Secretary at the end of the financial year: Jacob Isaias Morgan – Bachelor in Biotechnology.

Meetings of Directors

During the financial year, fourteen 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: 4 (Resigned November 2020)
S Collins: 12
P Cubbin: 14
G Della: 12
D Green: 14
C Hillman: 12
C Oosthuizen: 2 (Resigned September 2020)

K Pooley: 13
K. Houghton: 11 (Elected September 2020)

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 2021 has been received and can be found on page 30 of the financial report.

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

P R Cubbin
Chairman of the Board

Ken Pooley
Director

Dated this 24th day
of December 2021

Financial Snapshot

Revenue & Expenses

Revenue

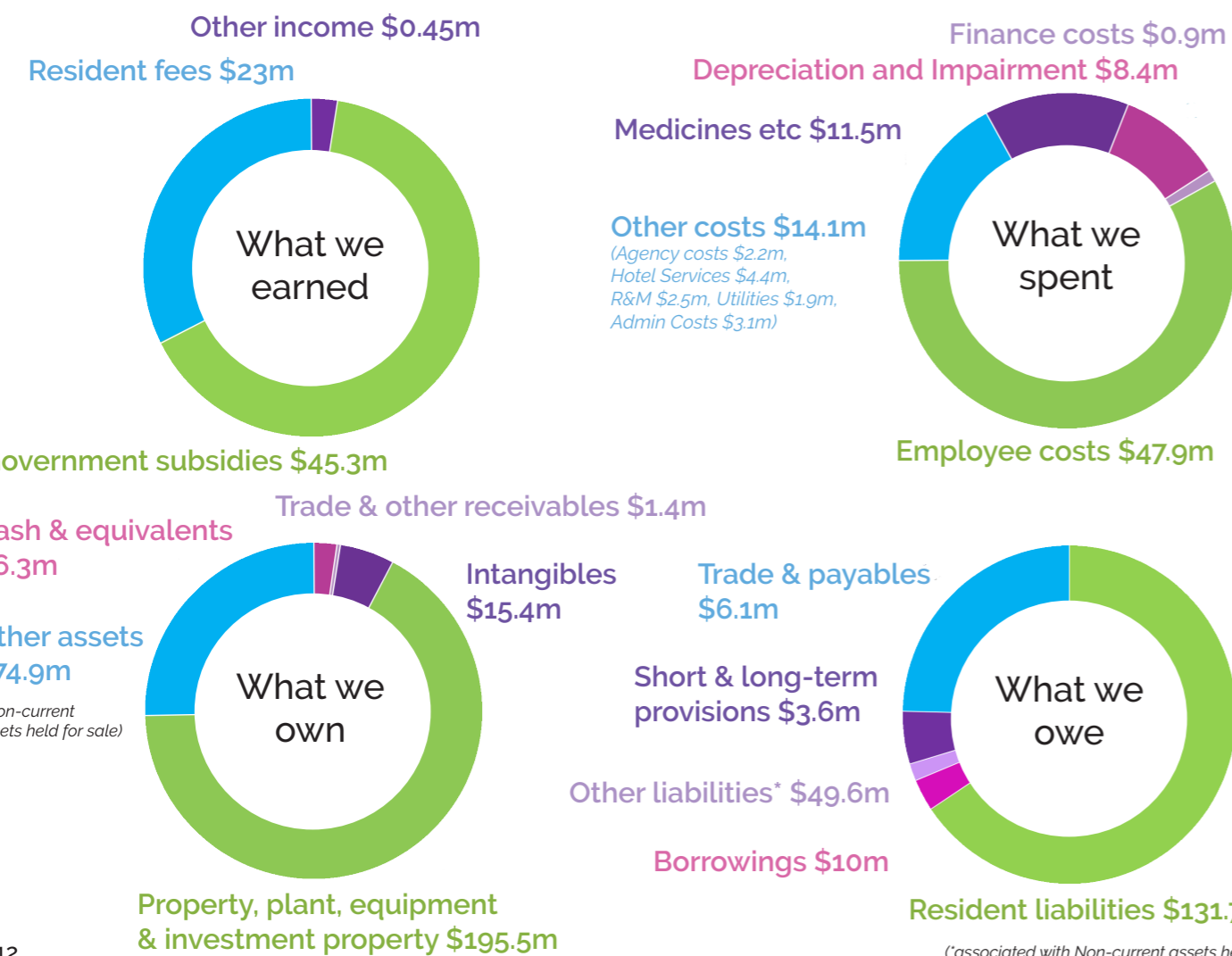
FY2021		\$68.7m*
FY2020		\$69.2m

Expenses

FY2021		\$82.8m*
FY2020		\$79.3m

*FY2021 CHL has recognised an imputed revenue charge under AASB16 representing a resident's right to occupy a room. Accounting treatment requires the recognition of interest income of \$5.2m and interest expense of the same amount, with no net impact to results for the period. This income and expense have been excluded from the Financial Snapshot so as not to distort the result.

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



Reflecting on challenging times

"I think that Covid has many similarities to the war-time effort.

I worked through the war and made hats and caps for soldiers. Most of the people in my age group at the time had husbands who were away, and so we kept busy by working or looking after our family.

It was a tough time as everything was closed and so you couldn't go anywhere. But you could still go shopping for essentials. Items were rationed and you had a book of coupons to use, but you had to cut down anyways as there was nothing there to buy!

Many things were unknown at that time, but we remained hopeful. We communicated via writing and were glued to any news items to see if there were any stories about our loved ones. We spent a lot of time missing our loved ones and waiting to be able to see them again in person."

Flo Stanton, Northcourt

Frontline protection

Stringent infection controls followed by staff meant residents were protected from the worst of the pandemic.

As the whole world faced the COVID-19 pandemic, it soon became clear aged care homes were especially vulnerable to the devastating virus.

News reports from places like New York, Italy, Spain and London, warned of the unrelenting impact of COVID-19. "Initially the aged care industry was not well-prepared for such an infectious and damaging virus," said Bruce Thornthwaite, Chief Clinical Officer of Christadelphian Homes, and the organisation was not immune from the outbreaks that hit hundreds of facilities across Australia over the last two years.

Despite stringent infection controls, there were isolated cases at our Casa Mia and Courtlands facilities, before a larger outbreak occurred at our Northcourt home.

If it were not for the dedication of our staff to support our vaccination program and maintain stringent infection

control the outcome could have been catastrophic for residents and other staff.

A program offering the vaccination to every resident began in February 2021, and following extensive effort, this was completed by May. The program was then extended to all staff in line with the Federal Government's aged care worker vaccine mandate.

"The evidence was clear that the double vaccination program was successful, with the majority of those who subsequently became infected experiencing minor health effects," Bruce said.

A knock on from this meant that "the outbreaks in Sydney from August through October were mainly introduced by staff who were fully vaccinated and showing no signs. Fortunately by this time the majority of residents were double vaccinated," he said.

"While Personal Protective Equipment (PPE) was vitally

"Special thanks to all the staff who worked during this period as they endured very difficult and stressful conditions."

important, the stress it placed on staff who needed to wear the gear for up to 12 hours a day with only a break every two or three hours should not be understated," Bruce said.

"Special thanks to all the staff who worked during this period as they endured very difficult and stressful conditions. Wearing

full PPE is extremely hot and claustrophobic especially while showering, dressing and caring for our residents."

PPE meant it was difficult for residents to also recognise and hear staff members. The organisation re-introduced Masks with Heart (a Meaningful Ageing initiative), and staff wore a large laminated photo of themselves on their chest so residents could recognise who was looking after them. Feedback from residents indicated this was an effective and valuable initiative.

Christadelphian Homes would like to take this opportunity to thank the Public Health Units, who provided valuable support through practical advice and training.

The Homes to date have spent over \$1m on PPE, \$1.5m on agency staff while our staff needed to isolate and more than \$300k to follow single site arrangements introduced to ensure staff worked at only one facility during the height of the pandemic.

Each outbreak has been a strong reminder that the fundamentals matter; staff training, vigilance with infection control protocols, having the right equipment ready to use and making sure procedures are clear, and roles and responsibilities well-defined.

But more than this, the outbreaks were a lesson in working together. They tested our ability to listen carefully, to take advice, act quickly, record information

accurately, and speak up with any concerns. Above all, it was a time to take accountability for making sure everything that could be done, was done.

We acknowledge the residents for bearing up through the outbreaks, and families for their support throughout the year as the situation changed constantly.

We would never welcome an outbreak, but we are thankful to be reassured of the commitment of our staff, and we focus a spotlight on them and their dedication to provide care shift by shift in a genuinely difficult situation.

Staff step up to new challenges

Registered Nurse Rose Simpson works at Maranatha Aged Care in Kallangur, and is one of many staff members who have taken on new responsibilities in response to the COVID-19 pandemic.

The Infection Prevention and Control (IPC) role is a Federal Government initiative to help aged care facilities prevent and respond to infectious diseases.

The main responsibilities include to monitor and report infections, consult with management on infections and policies, educate staff, monitor PPE needs and organise vaccination clinics.

"The role of IPC is crucial in the management and response to COVID," said Rose.

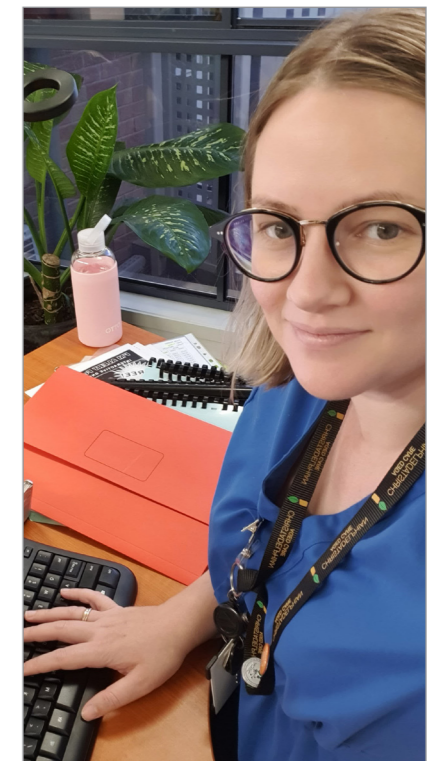
"Through analysis of recent outbreaks in NSW there is a strong link between IPC leads being physically in the home and significantly reduced rates of infection and death. Additionally, the involvement of IPC leads in outbreak management planning is associated with more effective

Outbreak Management Plans." Through her new role, Rose has developed various education tools for staff, and recently presented one aimed at teaching aseptic non-touch technique in wound dressing at the Australian College for Infection Prevention and Control international conference, for which she was awarded best oral presentation.

"Staff have coped extremely well to the significant challenges COVID-19 has posed in aged care," Rose said.

"The workload has increased significantly across all health care, which has combined with a shortage of workers across all professions. Despite this, the staff continue to serve the residents with the same diligence, pride and love they always have," she said.

"Many of them have been separated from their families and have not seen them in two years. There are many grandparents who are yet to meet grandchildren and many of our staff have lost loved ones to



Rose Simpson is Infection Prevention Control Lead at Maranatha Aged Care in Kallangur.

COVID overseas. They continue to be strong, looking forward to the easing of restrictions and 'the new normal,' as we all are."

Keeping social during lockdown

The social and emotional well-being of residents was top priority during lockdowns and outbreaks throughout the year.

The staff at Christadelphian Homes went above and beyond this year to provide emotional support and practical activities as lockdowns and outbreaks due to the COVID-19 pandemic barred visitors and volunteers, and meant some residents were unable to leave their room for weeks.

Individualised activities and exercises were developed for residents to suit their preferences and needs, and technology was utilised so family members could connect with their loved ones as much as possible.

Nurses and the Leisure and Lifestyle team ensured every resident was visited numerous times every day, and they enjoyed one-on-one conversations and activities such as ball darts, seated exercises, arts and crafts, dominoes, word searches and crosswords to keep them entertained and active.

Sensory stimulation activities such as hand massages and aromatherapy were also organised.

There were scheduled video calls and phone calls with loved ones, and courtesy calls to families to reassure them of their loved one's emotional well-being, how they were participating in different activities and updates about the COVID-19 situation.

Some residents made greeting cards or wrote letters to their loved ones to keep them in their

thoughts during the lockdowns and outbreak period.

Special days such as Father's Day were still celebrated, and residents at Northcourt in North Parramatta even received a combined gift of hairdressing tools and a haircut by a nurse, as hairdressers had not been permitted to visit for some time.

Northcourt also received support from organisations such as Dementia Support Australia, which supplied robot pets, puzzles, aquapaints and a smart tablet. Channel 7 also dropped off an array of plants and seedlings for the garden.

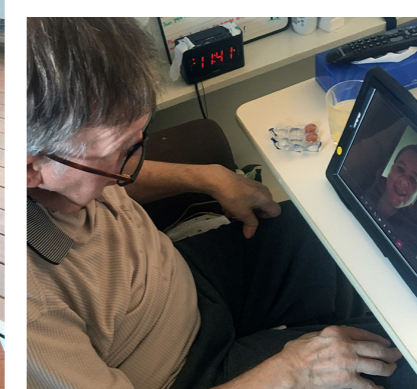
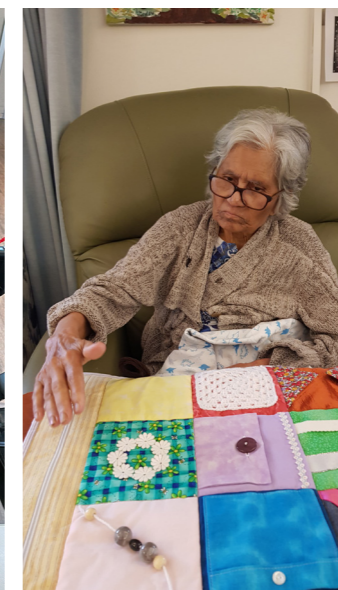
Armchair Travel took on even more significance as residents were virtually transported to countries around the world from the comfort of their chairs.

On Grandparents Day children from the local preschool who usually regularly visited Casa Mia in Padstow instead crafted cards and wrapped chocolates that were distributed to residents.

Volunteers Sam and Julie Dando usually lead a church service at Southhaven once a month, and thanks to video calls residents at both Southhaven and Casa Mia were still able to participate.

After months of lockdown, family visits were resumed in mid-October and staff were able to witness many emotional moments as residents were reunited with their loved ones.

Individualised activities and exercises were developed for residents to suit their preferences and needs, and technology was utilised so family members could connect with their loved ones as much as possible.



Connecting in a crisis

Courtlands Village residents found lockdowns strengthened their sense of community.

For many elderly people the COVID-19 pandemic has been one of the most challenging times in recent memory, but it was during this crisis that the heart of Courtlands Village shone the brightest.

Along with the rest of Sydney, retirement residents at the North Parramatta village were plunged into lockdowns and faced restrictions on their movements throughout the year.

The restrictions turned the once bustling Village Centre into a ghost town as residents who usually met there for coffee, morning tea or other activities were required to stay in their homes.

This made it much more difficult for the Courtlands Village team to know how residents were faring day-to-day, which became increasingly important during this time of isolation.

Village Manager Lisa Green, along with Well-Being

Coordinator Sherene Noble and Kristen Zammit in administration, worked closely with the Residents' Committee to keep in touch with the 122 residents over the course of the year to ensure they regularly reached out to each and every person and provided support where needed.

"It's been a difficult year with COVID, but living in a retirement village was really the best place for a lot of elderly people, because they had the support and team here," Lisa said.

The small kiosk that runs from the Village Centre became a lifeline for many of the residents who were unable to get to the shops regularly, and coordinator Shirely Johnson went out of her way to find out what residents needed and kept it in stock.

The Village Resident Committee divided up the residents among its members and rang them every day, and then let Lisa and the team know if there were any issues.

"Living in a retirement village was really the best place for a lot of elderly people, because they had the support and team here."

This included the new residents who moved to Courtlands Village from Westcourt in Westmead, after the property was sold in 2020.

Every single resident at the Village is now vaccinated, thanks to the efforts from Lisa and her team who coordinated with doctors to ensure they had easy access to the vaccine.

"That was a really big issue, not being able to get to doctors or having to wait a long time for appointments," Lisa said.

"We worked with a couple of the doctors to do a vaccination clinic here. During the first round we took residents to the doctor's surgery to have the vaccine, and then by the second round of lockdowns they had access to the vaccines here."

There were a few people who were slightly hesitant in the early days, but once they realised everyone else had been vaccinated that encouraged them to get it done.

A number of residents with medical conditions were not able to have the Astrazeneca vaccine, so needed to get the Pfizer shot instead, which meant they had to wait because the Village was not classed as an essential service.

Unfortunately, this led to one resident testing positive for COVID a few days before they were due to receive their Pfizer vaccine.

"We arranged for all her meals as their family couldn't come as they were isolating too. We spoke with her probably four or five times a day, with the last call at 9pm at night to make sure she was all right," Lisa said.

They coordinated with the Public Health Unit at Westmead who also conducted daily checks on her, and arranged for daily temperature checks and other services like rubbish removal to ensure the resident was as comfortable as possible.



The Courtlands Village team includes Village Manager Lisa Green (centre), Kristen Zammit in Administration (left) and Well-Being Coordinator Sherene Noble (right).

Lisa worked as a nurse at Courtlands before becoming Village Manager, and utilised these skills during the lockdowns to help residents who had difficulty accessing their general practitioner.

She took photos of ailments or blood pressure readings and sent them to the residents' doctors, who would liaise directly with the pharmacy to have medications delivered.

"So residents weren't sitting back and thinking 'well I can't get to the doctor I won't worry', we made a point of making sure that the doctors could still see what was happening with a lot of residents," Lisa said.

"I think we would have had a lot more issues with residents if that hadn't been done."

In a way the pandemic has strengthened some connections between residents and their families, as the use of video calls meant they were in touch with their loved ones more often than before the lockdowns.

"I had quite a few residents actually say to me they have their family Zoom meetings," Lisa said.

"One would actually have a weekly church service with their family. Another resident had Friday night dinner with family, so they would all have their meals ready and sit down together to eat. Another one had happy hour on Zoom."

Many residents are actually more active now, and participate in Sherene's walking groups or potter in their gardens.

As lockdown ended and restrictions eased towards the end of the year, the camaraderie forged in the midst of the pandemic continued.

"The pandemic strengthened the deep sense of community spirit that has always made Courtlands Village an incredibly supportive retirement option," Lisa said.

Reaching out to show God's love

Christadelphian ecclesias showed their support for staff and residents during the lockdown periods this year by sending gifts and messages of appreciation.

Knowing you are being thought of and prayed for, no matter who you are or the circumstances you find yourself in, is a powerful feeling.

A number of Queensland ecclesias and the West Ryde Family Church (NSW) have taken this to heart and blessed staff by showing their support and kindness, particularly during and after COVID-19 lockdown periods.

Robyn Henry, a member of West Ryde Ecclesia said although some of their members were living at Courtlands, the church felt it was not directly involved with the Home.

An offer of support was discussed with Christadelphian Homes Head of Mission, Jane Burns, along with West Ryde member Keren Dando, who took up the challenge and formed an enthusiastic West Ryde group to support our hard-working staff who were working under much pressure during lockdown.

A gift bag was put together for around 180 staff, including a card expressing an appreciation for the care shown to the residents, wished them God's blessing and sent their love.

An encouragement email was later sent to all staff members. Sadly, Courtlands and Northcourt experienced further COVID-19 lockdowns and so Operation Chunky KitKat was organised,

with each member of staff receiving a chunky KitKat.

Fiddle mats and birthday cards were also lovingly made and distributed among the residents. Aged care homes are always looking for vases, and so these were also provided.

In December a delivery of some 500 Christmas gifts arrived to be distributed to staff members and residents at Courtlands Aged Care, Courtlands Village and Northcourt. A carols event was also put together around the story of Christmas – Jesus' birth and the joys this brings.

"The project has been extremely beneficial for the West Ryde church family," Robyn said.

"The various operations have drawn us together with a common purpose and linked us more closely to the work of the Homes," she said.

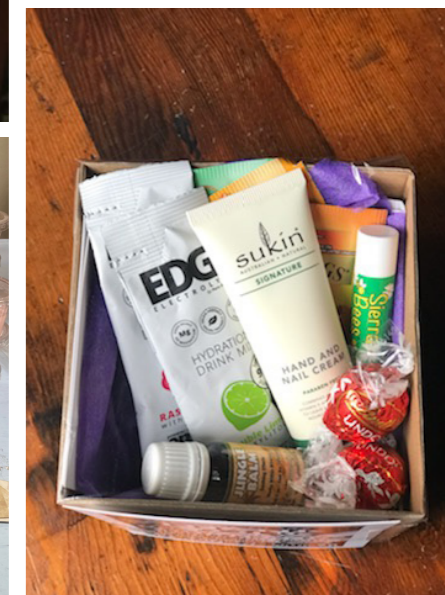
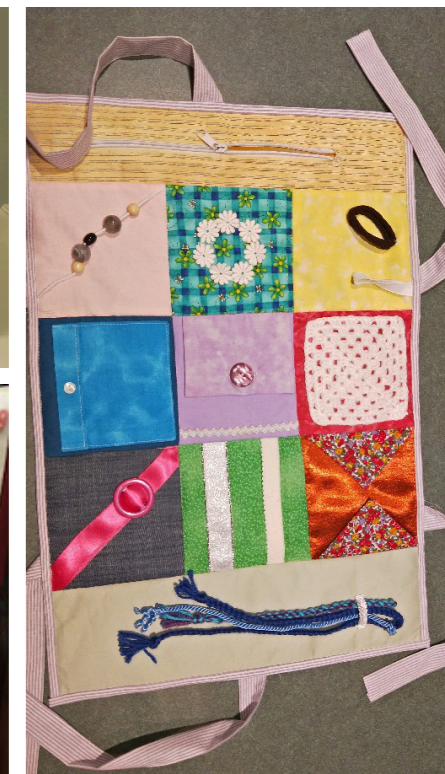
"We wanted to be connected to staff and residents, share God's love and compassion, and assure them that they are always in our prayers. We look forward to continuing our connections with these Homes."

There were many other ecclesias and individual members who also contributed during the year, and many let us know they were praying for the Homes, our residents and staff.

"The various operations have drawn us together with a common purpose and linked us more closely to the work of the Homes."

There are many ways you too can support staff and residents as an ecclesia or individually.

Small gestures of kindness and thoughtfulness are appreciated as we show God's work in actions.



Padstow Ecclesia ceases due to COVID

Due to further COVID-19 related government regulations, it was no longer possible to continue with existing Memorial Meeting arrangements at Southhaven in Padstow, and the ecclesia ceased operations in June 2021.

All visiting attendees to Southhaven conducting the Memorial Meeting would have had to register as volunteers, and this was not feasible as many may have only attended once a

year and to undergo such lengthy procedures was not tenable. Members who wish to stream a Memorial Meeting online on Sundays are still able to do so with assistance from staff.

The emblems are offered to our members during the week by a Christadelphian staff member. Pastoral support is also offered to all residents during the week.

For many years, the Padstow Ecclesia has been a glowing

lampstand at Southhaven, and has provided support and learning from these brethren regarding God's message of the coming Kingdom and His love for us.

The Board, Management and Members wish to express their deep thanks for the loving attention of these brethren, and other Ecclesias who have provided spiritual care for Christadelphian residents now and in the past at Padstow.

Dimensions of Spiritual Care



A name change has led to a more meaningful discussion around what constitutes spiritual care.

This year Christadelphian Aged Care changed the role title of our Pastoral Care Co-ordinators to Spiritual Care Co-ordinators. This new name points to something quite significant for all of us.

Good models for care consider the whole person. Guidance on achieving the Aged Care Quality Standards outline the many dimensions of care, stating: "Organisations are expected to provide care and services that reflect a consumer's social, cultural, language, religious, spiritual, psychological and medical needs."

This specific mention of "spiritual needs" was one reason for the name change, but what exactly is considered a "spiritual need"? More to the point what is meant by "spiritual"?

The concept of "spirit" is explained in the Bible as being like the wind blowing - you can see the leaves being rustled but you cannot see the wind itself.

Spirit can be used to describe any situation where there is an observed effect caused by an unseen force. While this might sound weird or mysterious it is actually quite commonplace; phrases like "Olympic spirit", "Aussie spirit", "team spirit", "in good spirits" express the idea - an unseen force producing an observable effect. God's spirit is also not always visible, however we know God is always with us!

In just the same way individuals can be considered as having a "spirit", we can't directly see this, but we definitely experience this when we are with them. Our "spirit" shows up in the expressions on our face, our reactions to others, our response to challenges, our self-esteem.

So what forms our spirit? What is it that we hold within us (unseen) that shows up in our behaviour especially regarding personal things that concern or matter most to us?

The answer to that is a diverse one but ultimately it relates to what we believe, what we value, what we find meaningful, what gives us purpose and the value we place on ourselves and others.

It is about making connections that will be helpful and supportive to residents when facing difficult times, and offering opportunities to all residents to reflect on their life's meaning and purpose.

Making a connection is not always easy, but once you have made a connection, you are able to build trust and walk beside someone on their journey. People are all shaped by personal characteristics, experiences, values and beliefs. Aged care residents are no different.

Staff take time to actively listen and understand each resident's personal experience.

Making a connection is not always easy, but once you have made a connection, you are able to build trust and walk beside someone on their journey.

For Christadelphian Homes to uphold our Mission promise - "Treating our residents and their families with LOVE and respect", it is important that we address diversity, whether or not a resident has told us about their unique life experiences or characteristics.

We must use strategies to support residents to feel confident sharing their identity, which ultimately benefits the workforce to see them as a whole person, understanding their spirituality.

IT Update

The role of technology in our lives has never been more important than during the past year, as the COVID-19 pandemic forced separated families and friends to connect virtually through their tablets and smart phones.

Throughout this year Christadelphian Homes has migrated the organisation to a state-of-the-art technology platform to streamline its services and create a more resilient customer centric experience.

Microsoft Modern Digital Workspace is a new platform provided by Microsoft which offers an integrated suite of business productivity and collaboration tools which are accessed via an intelligent high speed internet service.

The digital transformation project included the complete replacement of all computers, a brand new cloud computing environment and the installation of high-speed fibre NBN services. Residents now have access to high speed wireless internet services in all our Homes, and during lockdowns additional

tablets were provided to connect residents to family and friends via Skype, Zoom and other online meeting systems.

Support for streaming services such as Netflix, Stan and Disney+ were also provided as additional services so residents could enjoy their favourite programs.

The organisation has also bolstered cyber defenses against the latest cyber threats such as ransomware attacks and scam and spam emails, which have increased since the start of the pandemic.

Although no system can provide 100 per cent protection, Christadelphian Homes' new security platform has proven highly effective in protecting our technology,

Over the next 12 months the organisation will transition away from the ageing PBX telephone systems to a cloud hosted platform to provide a more reliable and efficient service.

The organisation made the strategic decision to move all facility and corporate phone

The organisation has also bolstered cyber defenses against the latest cyber threats such as ransomware attacks.

services to a cloud hosted platform, as support of traditional telephone services is being disconnected in the near term due to the NBN rollout.

This will ensure the best-in-class service for staff and residents, with increased reliability and significantly lower costs associated with maintaining a traditional on premises phone system.



Maranatha's return to the tropics

Avocado, mango and macadamia trees are helping bring Maranatha Village back to its roots as the gardens are slowly transformed into a sub-tropical paradise.



Over the last few years Dave Hallmark and his team have been working to replace the plants in Marantha Village that were suited to a drier climate with an abundance of tropical flowers and trees that will provide more shade and a refreshing atmosphere for residents.

"What we've done is gone back to the original sub-tropical look. The area was a rainforest in the early years, years and years before the area was developed," Dave said.

"We're taking a lot of cuttings from other plants, and we haven't spent a lot of money but we have an extensive nursery now."

Along with cuttings from plants they already had, families of Village and aged care residents at Kallangur have also donated some plants for the garden, in memory of their loved ones.

"There's a couple of places around the Village that are memorial type areas for people who have passed away," Dave said.

The team is also including nostalgic pieces into their garden designs to spark fond memories in residents of yesteryear.

The new gazebo near the pond will have a nautical theme and include fishing gear and life jackets families have donated to give it a feeling of a pier. Old farm machinery such as ploughs and diggers that residents may have used in their lifetimes are also being

incorporated into the gardens to prompt conversations with family and friends.

The old orchard that stood on the grounds before the new units were built is being brought back with fruit trees being planted all around the Village.

"Any areas we have available we are putting avocados and fruit trees back in. Mangoes and macadamia nuts all grow well here, as well as limes, lemons and mandarins," Dave said.

"In Acacia Lodge there are oranges, mandarins, lemons and limes that are just starting to produce now."

Residents also help out by maintaining some areas of the gardens.

Paul and Jane Bundesen in particular are a couple of "unsung heroes" when it comes to weeding and maintaining a particular piece of land down the bottom of the Village.

For Dave and his team, it's a long term project that requires patience as many plants take years to develop, but the journey itself brings joy for themselves and the residents they serve.

"There's always conversations around the garden. We'll be working away and the oldies will come out for walks every day and have a chat," he said.

The well-being of each resident is at the centre of everything they set out to do, and splashes of

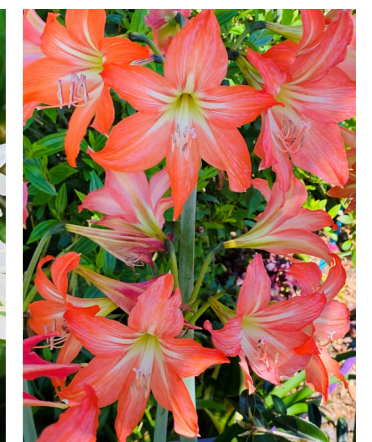
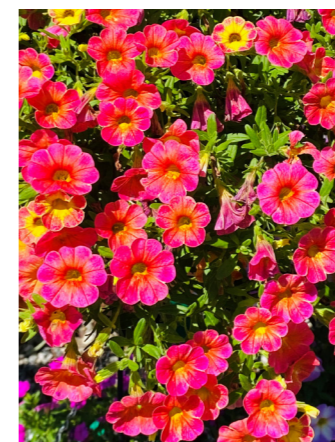
"Any areas we have available we are putting avocados and fruit trees back in. Mangoes and macadamia nuts all grow well here, as well as limes, lemons and mandarins."

kindness are scattered around the Village for specific individuals to enjoy.

"If there are particular types of herbs or flowers people like, we try to get it outside their rooms so they can see it," Dave said.

New ideas are incorporated into their plans all the time. They are currently working on a cactus garden, which will be an observational area only.

"It's totally evolving all the time and it's never finished."





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