



CHRISTADELPHIAN
HOMES LTD



Annual Report

2022-23

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Our Vision

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

Our Values

Love, Gentleness, Kindness, Peace, Joy, Patience, Goodness, Self-Control, Faithfulness

Our Mission

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".

"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 for more than 75 years. As a charitable, not-for-profit organisation any surplus funds are reinvested back into caring for our residents.

Editor: Jenny Galbraith

Cover image: Marie and George Darke, residents of Courtlands Village in North Parramatta

Snapshot

2022-23

4

aged care homes

2

retirement villages



We cared for

499

aged care residents

We have

444

employees

192

residents live in our retirement villages



80

volunteers give their time



Chair Report



Chair, Phil Cubbin

One of my favourite Bible stories is about Samuel and Eli (1 Samuel, chapters 1 to 3).

The story is partly about the need to rely on God when we face things that challenge and worry us. It is also about the need to listen to what God is saying to us, and of God's overarching plan of salvation for those who worship, honour, and serve Him.

One of the things that moves me though is the beautiful connection between the older man Eli and the younger Samuel. Eli had considerable experience serving God and was able to share this directly and by example to Samuel. Samuel also showed respect for Eli, and helped and supported him as they both served God. Their close association and friendship would have been mutually beneficial to them both, and in their service.

With most COVID-19 restrictions now behind us, it is wonderful to see visitors and volunteers returning to our Homes and Villages. As people of all ages connect more with residents, it is pleasing to see the mutual love, respect, and joy this brings.

Christadelphian Homes Limited (CHL) has had another busy year. The difficult decisions taken last year appear to have been the right courses of action, and we are seeing a number of benefits from these.

This doesn't mean the year has not been challenging, or that there is not still more work to do. But with God's guidance and blessing, things generally appear to be more settled than they have been in recent years.

Our smaller footprint has allowed us to simplify the structure and operation. This has allowed us to better manage and respond to the continuing regulatory and new compliance obligations being imposed on the industry. Some of the performance variances we were experiencing have also reduced.

Our clinical results have also been more stable, with the clinical quality of several CHL Homes having been formally assessed and re-accreditation achieved during the year.

Following the sanction imposed on the Courtlands facility in 2020-21, clinical quality there has continued to improve, and occupancy has increased to above 90 per cent. This facility was granted two-year Accreditation during the year (our other Homes have three-year Accreditation), which is the first time this has been achieved since CHL has owned the property. There's still more to do though at Courtlands, including to ensure the clinical performance can be maintained over time, occupancy remains high and staffing costs are well managed.

Although COVID-19 restrictions have eased, some infection risks remain in the community. CHL has experienced some outbreaks from time-to-time, and also faced some other infections and viruses that typically occur. Pleasingly, the impacts of these appear to have been lower than in previous years, in part also potentially highlighting the extra experience clinical teams now have in dealing with these.

Accessing and retaining sufficient clinical staff has remained an

enormous challenge (and cost) for CHL and the industry. While it appears the 15 per cent wage increase granted by the Fair Work Commission in July 2023 has been well received, beneficial visa arrangements are due to expire soon, and there's still a long way to go to stabilise available staff capacity in the marketplace. CHL has also done some work looking at how we manage staffing overall to ensure this is efficient and effective, and Agency use and costs are minimised where possible.

The introduction of several regulatory reforms has also continued. One of these relating to 'Care Minutes', is aimed at more closely aligning assessed care needed by residents with the care provided (measured in 'care minutes'). CHL has satisfied requirements, however all regulatory reforms impose additional tasks, risks and costs on providers and need to be carefully implemented and managed.

Financially, our results are an improvement on last year, with most of our properties performing quite well. Our overall results have shown an improving trend, however again there is more to do in some areas. We were also blessed, and thankful to have received a loving bequest during the year from a past member, and our sincere thanks were extended to the family.

As the financial year progressed, we were pleased to start receiving some of the Government reimbursement payments relating to various support schemes (such as for PPE costs, etc). Providers bore these costs up front, meaning in CHL's case we have been 'out of pocket' for more than \$5m for some time.

Like all of us, cost of living increases are impacting many of CHL's costs, including wages,

utilities, catering, cleaning, equipment, supplies and services. Decisions taken in the past around the use of solar power, and cost management generally have helped to partially offset some of these increases.

With the clinical environment and our improving financial position, we have been able to apply some renewed attention to ensuring our Villages and Homes remain 'fit for purpose' into the future.

Our villages play an important role across CHL, so a village strategy is being developed. This will incorporate views on resident needs, provision of services, and the marketing of our villages, to ensure village occupancy is optimised into the future.

Renovations to a few rooms in the facility and a number of the (longstanding) vacant Independent Living Units at Maranatha are due to commence soon, and a steady ILU renovation program at Courtlands Village will continue.

We have seen a reduction in vacant ILUs at Courtlands Village following the Open Day held in April, which hopefully will become an annual event. A coffee shop has also been opened in the village at Courtlands, on a trial basis (the Ashburn House coffee shop opening hours have also been extended as the weather improves).

Our Head of Mission, Jane Burns, decided to retire during the year after more than 12 years with CHL. Jane worked in a range of roles and we were blessed to have her working in CHL over this period, and especially as CHL's Head of Mission most recently. Jane's legacy, and many of the things she put in place will remain features of CHL for many years. We thank Jane for her loving and kind service, wish her and her family well in the future,

and are thankful for the influence she has made on us all.

CHL's focus on our mission and values remains important. The Annual Report acknowledges Jane's contributions and reinforces CHL's ongoing commitment to our mission including through the important work our Spiritual Carers do, as they endeavour to show God's love towards others every day. We are also planning to increase support capacity at Maranatha, given the size of the facility and the co-located village.

Our volunteer numbers are lower than they were pre-COVID, and so with health restrictions easing we encourage everyone to consider how they could voluntarily support our residents and staff at all our properties (please contact our Spiritual Care coordinators at Courtlands and Maranatha for more information).

Just a few examples of volunteer activities to 'call out' this year include those who regularly run the Maranatha Garden Railway (which recently celebrated its 4th anniversary), the Christadelphian Ecclesias, members and friends who directly support our residents and staff, and the many people who worked tirelessly for the Maranatha Spring Fair which returned recently.

We thank and praise God for the blessings of love, wisdom, and the generous support of all our volunteers over the year, and continue to be inspired, uplifted and encouraged by them.

The Board and Executive have also worked hard at strengthening our connections with other Christadelphian providers, such as the Christadelphian Welfare Association (Olivet), in Melbourne. This has been a blessing and mutually beneficial, and God willing, we look forward to continuing, and extending this further in the year ahead.

CHL has also been pleased to welcome a new Board member, Philip Pooch. Philip and his wife Dorothy are based in Brisbane and will be known to many across the community. Philip was appointed as CHL's Queensland based Director in July 2023, and is already making an active and valuable contribution to CHL.

Philip's appointment follows the departure of Kirralie Houghton in late 2022. Diane Green also stepped down as a Director in late 2022. We thank both Kirralie and Diane for their valued contributions to CHL and the Board.

Finally, our thanks to the Executive team, management, staff and contractors for their continuing efforts throughout the year. Their efforts to work through the changes made last year and progress a number of initiatives aimed at refining and strengthening our operations have been appreciated.

Our thanks also to all the Board members for their devoted commitment, support and ongoing efforts. We also thank CHL members, and others in the Christadelphian and broader community, for their ongoing prayers and support.

The loving guidance, support and mentoring Eli provided to Samuel, and Samuel's response in service to God, is an example of the way God wants us to always rely upon and serve Him, and help, support, respect and bring joy to each other.

We thank God for His blessings and guidance throughout another year, and the opportunities to serve Him, and show His love to others through all the activities of CHL.

Phil Cubbin
Chairman of the Board

Our Residents

We asked our residents to share how they feel about living in our Homes and Villages.



"There is no reason why I wouldn't recommend Ashburn House to others. I get great food – the chef comes in and asks me what I would like. The staff are all very helpful. If I want anything here, I press my buzzer, and someone comes. My friends come and visit me and are impressed."

John
Ashburn House



Mavis
Maranatha
Aged Care

"I find it reassuring and have the confidence that I have the care if and when I need it here at Maranatha. I am very happy that I can think for myself and make my own choices and these are respected by the staff. I really enjoy the lovely company of others from the community."



Jenny
Maranatha
Aged Care

"I love the freedom to do what I like and having the people available to help me where I need it. I love the activities they put on here for me to enjoy and in particular the Christadelphian-based ones each day run by volunteers. I highly recommend Maranatha to anyone."



David
Northcourt
Aged Care

"When you think about what you would be paying for rent, doing your own shopping and everything... it's nice to be here."



June
Courtlands
Aged Care

"They are good to look after me; the new ones take a bit to get to know my needs, but they learn quickly. I would recommend others to come here because they will receive the attention they need and with kindness."



"I love the peace and quiet of the Maranatha village, and living in my beautifully appointed unit. The companionship here is wonderful. I think that the community spirit here is very special and it's such a lovely environment to enjoy the personal and spiritual contact."

Robyn
Maranatha Village



Merle
Maranatha
Aged Care

"I love everything about living at Maranatha. I love my beautiful room and its outlook. I have everything I need here. The staff treat us so well. I also really love the support of dear friends from the meeting and Maranatha community. I recommend that others come and enjoy Maranatha with us."



"My neighbours are all willing to socialise. People here care. We may not be as fancy as the million-dollar retirement homes, but we do have a great lifestyle. I would recommend our Village and I have done."

Judith
Courtlands Village



"We have lived at Courtlands for over 20 years. We love the security of living in a family-orientated village where the staff look after us as if we were one of the family. We are never lonely and live among people with the same values. We definitely have no hesitations in recommending our Village."

Dorothy and John
Courtlands Village



"I have been here since 2016 and love my friends, the activities, games, exercise classes, happy hour and all the care from the staff and nurses. I feel very safe here and respected. The gardens are all well-manicured and the cafe is lovely. I am well looked after by the staff, RNs, and my doctor."

Ann - Ashburn House



Bill
Northcourt
Aged Care

"It's very good, there are good people to talk to. Nice food. My favourite things are bus trips and meeting others. I recommend it to others as it feels like a home away from home."



Flo
Maranatha
Aged Care

"We are well looked after at Maranatha. I enjoy the company of those from the Kallangur Ecclesia and having them come to visit me here. I love going out on my daily walk and bumping into friends along the way. I cannot fault the care here."

"The Fruit of the Spirit is shown daily in every section of staff by their kindness and care and patience. Even before then, talking on the phone to the very kind voice that said 'We are here to help one another' and the sincerity in that voice – I knew that is where my God was leading me – I haven't looked back since." **Marie** - Courtlands Aged Care



Resident Highlights

Ashburn House's cultural visit

This year the team from Ashburn House worked closely with staff from the Art Gallery of NSW to help residents enjoy visits to the cultural institution.

Residents had been requesting a trip to the Sydney gallery, and after a successful initial visit in May, they went again a few months later.

Those who attended reported that the exhibits were outstanding, and they thoroughly enjoyed themselves.

Courtlands Village Open Day



More than 70 people attended the Courtlands Village Open Day in April to find out more about our North Parramatta retirement community.

Visitors were welcomed by the Village Committee President and the Village Manager, and there was lots of laughter shared over morning tea.

There were a series of tours of the grounds and Independent Living Units, and questions were answered by current retirement residents and the Village team. Our Chief Clinical Officer also supported everyone with some great barbecue food.

There has been strong interest in the Village since the Open Day, and given its success, there are plans to have similar promotional events next year.

Heritage College visit



Three busloads of Courtlands residents enjoyed a performance of the children's musical Tut, Tut! at the Christadelphian Heritage College Sydney in June.

Staff and volunteers put in a huge effort to support the residents to attend the school, and the residents talked about their experience for many days.

Maranatha Spring Fair



The Maranatha Spring Fair raised more than \$10,000, after returning to the Kallangur Village recently after a hiatus due to pandemic restrictions.

The Fair was held near the Recreation room, which provided some welcome cover from the sunny day, and was opened by

Christadelphian Homes Chair Phil Cubbin.

He acknowledged the incredible efforts of all the Fundraising Committee, including the President, Dawn Middlecoat for organising the Fair again, on the traditional 'Second Saturday in September'.

Dawn helped arrange the very first Fair back in 1979, and has been the Committee President since 1993. Since then, the Fair has raised more than \$600,000 for use towards a large range of projects and items for the Maranatha community.

Our thanks to Dawn and the entire committee, as well as many volunteers, helpers, train enthusiasts, and visitors for a successful and enjoyable day.

Northcourt's dancing legends



A local dance studio got Northcourt residents up and moving this year with the introduction of ballroom dancing sessions.

The instructors demonstrated some of the most popular dances including the Waltz, Samba, Foxtrot and Quickstep, before inviting residents to join them on the dance floor. The first session was such a wonderful success it became part of the monthly activity program.

Regulatory changes to clinical care

A number of aged care reforms were introduced this year, and Christadelphian Homes is well-positioned to embrace the new opportunities and tackle any challenges arising from the changes.

Care minutes

From October 1, each resident must receive a minimum of 200 minutes of care every day from Registered Nurses (RNs), Enrolled Nurses (ENs) and Assistants-in-Nursing (AINs). At least 40 of these minutes must involve an RN.

RNs provide specialist nursing care including complex patient assessment, care plan development and evaluation of care. AINs assist with daily living routines such as showering, eating, mobility and monitoring of the health and wellbeing of residents.

The mandatory care minutes do not include time spent with residents by other staff such as allied health, lifestyle and recreation staff, or others involved in catering, hotel services, administration, or cleaning and maintenance.

Overall, Christadelphian Homes has been providing more care minutes than required for some time. However minor adjustments are needed at some of our sites to ensure we meet, if not exceed, minimum requirements, and allocate the optimum amount of care to all residents.

The changes also require significant ongoing reporting and management, and will impact Government subsidies received if not satisfied.

The mandatory care minutes are set to increase a further 15 minutes from October 1, 2024, to 215 minutes per day per resident.

Funding changes

It has been a year since the introduction of the Australian National Aged Care Classification (AN-ACC) funding model, which marked a significant shift in the way aged care is funded.

Under the reforms, the care needs of each resident determine the subsidies paid to aged care providers.

Residents are placed into one of 13 classes of care by independent assessors depending on the level of care they require, and those who require higher levels of care receive more funding.

Christadelphian Homes has a robust framework in place to ensure funding for each resident is optimised and remains aligned to actual care being provided, with any reclassifications promptly submitted to the Department of Health and Aged Care.

This is a significant change from past years and imposes a large management and reporting obligation on aged care providers.

Christadelphian Homes' average daily AN-ACC cost has been sitting just below the industry average since the funding model was introduced, due in part to the profile of care needs of residents in our Homes.

We consider this satisfactory for the organisation at the moment, and it will also change over time and gradually align to the industry average.

At an industry-wide level, the AN-ACC model represents a significant increase in aged care funding, including \$7.6 billion over four years. It also aligns with the recent 15 per cent award wage increase for care staff and \$2.5 billion in indexation to help cover some of the other cost increases incurred since the AN-ACC 'values' were set.

There is also \$743 million over three years to deliver ongoing increases to mandatory care minutes (to 215 minutes from next year), and an increase of \$178 million in the registered nurse supplement over four years to ensure 24/7 registered nursing is available from all providers.

Christadelphian Homes welcomes the extra funding to the industry, which is expected to deliver us more than \$6.5m in additional income per year. However, all of this will be quickly absorbed by the additional care minutes, increased reporting and management efforts, the recent 15 per cent care wage increases, and increased costs the organisation continues to bear generally.

Other reforms

A number of additional aged care reforms are planned or being implemented by the Government. Many of these support the increase in care quality and transparency, however they also all impose some additional requirements and costs on providers.

Christadelphian Homes has put a number of new initiatives in place to meet the new requirements:

- We recently introduced an organisational Code of Conduct to meet the new requirement of ensuring all staff comply with Code of Conduct provisions.
- Policies are now in place to report material changes and suitability of key personnel, and staff qualifications, skills and experience.
- From October 2023, we will meet the requirements regarding membership of our governing body, and the annual submission of information for each of our operations.
- We will finalise the establishment of advisory bodies at our Homes by December 2023.

Planned future reforms

A completely new Aged Care Act is being developed following recommendations from the Royal Commission into Aged Care Quality and Safety.

The new Act is set to be introduced from July 1, 2024, and aims to increasingly place older people at the centre of the aged care system and provide the framework for fundamental change within the sector.

It will outline the responsibilities of aged care providers and legislate regulations aimed at safeguarding the rights of older Australians to safe, high-quality care.



Accreditations

The Aged Care Quality and Safety Commission conducted a number of reviews and onsite inspections at each of our Homes during the year. It is extremely pleasing to be able to report that we passed all the requirements in infection control and compliance for the entire eight standards and 42 requirements at Ashburn House, Northcourt and Maranatha, and 38 of the requirements at Courtlands. As a result, Ashburn House, Northcourt and Maranatha have three years accreditation, and Courtlands has two years accreditation.

Courtlands Aged Care

The Residential Aged Care Facility (RACF) at Courtlands has had its share of clinical challenges over the past 10 years. The facility layout consists of several 'wings', and the room and floor layout in some areas has made it more difficult to manage than our other Homes. As a result, maintaining clinical quality has been harder to achieve, and the RACF had only ever received one year accreditation over this period (including prior to its acquisition by Christadelphian Homes).

One year accreditation is a basic requirement and means that some ongoing work may be needed to improve or maintain clinical standards on a sustainable basis. If a longer period of accreditation cannot be achieved (for example, three years), more time and effort is needed to support more frequent reviews of clinical standards at the facility, in conjunction with the Aged Care Quality and Safety Commission (ACQSC, or the Commission).

Following an accreditation review in October 2020, a number of non-compliance outcomes were recorded at the facility, and a sanction was imposed. Apart from clinical risks associated with a facility that is not meeting all required clinical standards, remediation efforts can consume a lot of management time and resources, and occupancy and staff efficiency is also impacted (adding to financial challenges).

In response, CHL undertook a detailed review of the facility and implemented a number of important changes to the layout, staffing, policies and processes, and some of the ways clinical care was being delivered. A lot of work has gone into improving the clinical outcomes at the facility, and this year these efforts have begun paying off.

The facility was subject to a very rigorous accreditation review by the Commission in March 2023, and a significant improvement in clinical compliance was recognised ('only' four areas of non-compliance remain). The site was granted two years' accreditation for the first time in many years.

We are now working hard with the Commission on closing out the small number of remaining items as soon as possible, and ensuring clinical quality at the facility can be sustained into the future.

This is a great outcome for the Courtlands RACF (and CHL) and follows a lot of hard work and staff dedication in recent years. CHL is hopeful some new, more positive 'history' is also now being made.

Our Catering

Christadelphian Homes believes providing enjoyable and nutritious meals to residents not only supports health and wellbeing, but also shows God's love by the way we treat those in our care.

The importance of providing quality food was a key feature of the Royal Commission's final report, and new initiatives have supported aged care providers to continually improve their food and services.

Additional Government funding, expert advice and education programs will support aged care providers to ensure food is enjoyed by residents, prevent malnutrition and help support a high quality of life.

Christadelphian Homes prepares all meals onsite using fresh ingredients in fully equipped kitchens at each of our Homes. We work closely with our specialist food provider (A Delish Affair), to design the menus for our residents and help meet their individual preferences.

A Delish Affair is currently a finalist in the Restaurant and Catering Industry Association's 2023 Awards for Excellence for their food service at Courtlands Village.

We cater for three meals a day across all our Homes, along with morning and afternoon tea, and supper for our residents.

There is a choice of up to three different dishes at each meal,

with breakfast including options such as hot porridge, sausages, bacon, freshly cooked eggs and omelettes, spinach, beans, mushrooms and tomatoes, or a choice of continental breakfast which includes fruit compotes, five cereals, yoghurt, fresh fruit, toast and preserves.

“ This year residents have also been able to enjoy our meals at both our Villages. ”

Lunch includes a choice of two hot meals with dessert, or a choice of sandwiches and salad. Dinner options are soup, a main meal and dessert, or a choice of sandwiches and salad.

This year residents have also been able to enjoy our meals at both our Villages, as they can now pre-order and purchase hot food from our kitchens. The food can then be picked up or

delivered to their Independent Living Unit, or eaten with friends in our dining rooms.

The Director of Consumer Care and Services at each of our Homes eats at least one of the same meals as the residents every day to ensure they are familiar with the food quality and portions. The Board and Executive also endeavour to taste test the food when possible at workshop days, visitor lunches and other events.

We also regularly evaluate our food quality and portion sizes, and encourage feedback from our residents and their representatives that can then be discussed with our food service provider.

Food quality and nutrition are important parts of the Aged Care Quality and Safety Commission's quality standards, and so our food services are regularly reviewed during the accreditation reviews at each of our Homes.

Good food helps maintain the health and wellbeing of our residents, and we will continue to ensure we provide an enjoyable dining experience at all our Homes.



Polash has worked in the kitchen at Ashburn House for 17 years.



Spiritual Care

Connecting with our residents on a spiritual level is central to the mission and values of Christadelphian Homes.

Spiritual Care plays a pivotal role in helping residents adjust to their new home and their journey into retirement living and aged care.

Christadelphian Homes is committed to supporting residents in every aspect of their wellbeing, not only their medical and physical needs, but also their social, emotional, and spiritual needs.

In NSW, Wellbeing Team Leader Nerida O'Neill and Coordinator David Bridgens, and in Queensland Wellbeing Spiritual Coordinator Carmel Hayden, are trained pastoral carers, and along with a team of volunteers provide Spiritual Care and support to residents (and staff) at our Homes.



Nerida O'Neill

Every resident is accepted for who they are and what they believe within a culture of tolerance and inclusivity. Spiritual views, beliefs, culture, values, and affiliations are respected and preserved.

"Spiritual Care helps distinguish aged care as a home and not a hospital," says Nerida, Courtlands Wellbeing Team Leader.

"We look after people at a very vulnerable time of their lives.

It is important to know who our residents are and support them in the things that are most important to them. Residents and families appreciate someone who wants to know what is important to them, who listens to their histories and knows that someone is looking out for them."

"Some are apologetic that they are not religious, but it doesn't take much to find their spirituality, what 'makes them tick', and common interests to talk about," she says.

On entry

Supporting residents settle into their new home is an important part of the Wellbeing Team's role, says Carmel, Maranatha's Wellbeing Spiritual Coordinator.

"This transition period is often very difficult for the elderly. They are leaving their homes behind and sometimes perceive they are also leaving their independence behind."

"Their families also need emotional support as they are often riddled with worry and even guilt about putting mum or dad into care. I spend a lot of time helping them to settle in, and reassuring and comforting them," she says.

The Wellbeing Team talks residents through their new environment and the general rhythm of the day, including meal times and activities.

It can take up to six weeks to adjust to a new home, so the Wellbeing Team may see the resident a few times in the first week and then regularly after that, depending on their needs.

"Building connections early on with residents means they will be comfortable asking for support when life and health gets hard, as they know me to be a person they can trust when they feel most vulnerable," says Carmel.



Carmel Hayden

Day to day

The Wellbeing Team usually starts the day visiting residents they are aware need support. They are also often flagged down by other residents as they walk through the home.

They receive referrals from doctors and other staff who have noticed changes to a resident's mental health or know of problems in their lives, or the lives of their loved ones.

"Every day is different. I visit residents on a one-to-one basis and spend time with them reflecting on things they have done in their lives, places they have been physically and emotionally, and provide an opportunity for them to talk and share experiences," says David, Northcourt's Wellbeing Coordinator.

"I spend time outdoors with people on walks or just be with them out in nature. For some,

it is about presence and sitting with them in a moment of loss, anxiousness and need, and providing reassurance."

The Wellbeing Team also assists in meeting cultural needs such as arranging volunteers to visit residents so they can converse in and hear their native language, and help in celebrations such as events like Father's Day and Chinese New Year.

They also coordinate and run spiritual activities such as meditation, hymn singing, all-faith services and host volunteer-led devotionals. There are a number of religious services that run at each of our Homes, and priests and ministers visit individual residents according to their wishes.

End of life

Providing spiritual support during end of life care can also be different for each resident. The Wellbeing Team may be involved as it becomes clear that end of life may be soon and the family ask for a 'comfort care' approach, or close to the end if deterioration happens suddenly.

Spiritual and cultural preferences they have previously shared are confirmed with the resident and their loved ones, and these are facilitated by the Wellbeing Team.

This could involve contacting people from their church for additional pastoral care support, or a priest to provide their last rites depending on their religious beliefs. It may be ensuring the room is set up a certain way with suitable music playing, flowers and aromatherapy.

"Residents and their representatives may also be scared and unsure of the process and need additional emotional support during this sad and confronting time," says Carmel.



David Bridgens

The team also supports families by attending the funeral, including facilitating for it to be streamed at the Home so residents and staff can pay their respects. They are also sometimes asked to speak or read at a funeral.



A blessing for all

Spiritual care supports the transition to aged care and enhances residents' emotional wellbeing in the latter years of life.

The role of spiritual care is very welcomed by residents and families, says David.

"Families are thankful for the time we take with them and their loved ones while in our care."

It is a blessing to be able to learn from the residents and hear their stories, says Carmel.

"I pride myself on my being a light for our organisation's mission of treating our residents and their families with love and respect, and providing an avenue for the Christadelphian community to engage with and be a blessing in a practical way to the aged and needy in our care."

Farewell Jane Burns

This year we farewelled Jane Burns who retired after 12 years at Christadelphian Homes. Jane served in a number of roles over the years, and most recently as Head of Mission. Her passion and dedication was apparent to all she came in contact with, from colleagues, to residents, families and volunteers. Jane showed God's love and kindness in all that she did, and displayed the values of Christadelphian Homes throughout her work. We wish her well in her future endeavours.



Our Team

Earlier this year, the Fair Work Commission (FWC), granted a 'one-off' 15 per cent wage increase to workers in the aged care sector.

Known as the 'Aged Care Work Value Case', this was initiated by an application by the Health Workers Union to FWC. It also followed findings of the Royal Commission, and commitments made by the Federal Government towards the industry.

In simple terms, the 15 per cent increase applies to the minimum wage of Registered Nurses, Enrolled Nurses, Assistants-in-Nursing and Personal Care Workers in aged care from 30 June 2023. It is fully funded by the Government.

A further stage may apply to other aged care roles not covered under the first two stages, and if approved by FWC, could be delivered in 2024.

Christadelphian Homes is committed to ensuring we meet our obligations, and this wage increase has been passed onto all relevant employees.

Additionally, we have reviewed the wages of staff who did not qualify for the 15 per cent increase to ensure all staff are adequately rewarded for the important work they do.

The 15 per cent 'one-off' increase is separate from a further 5.75 per cent also granted by FWC to minimum award wages as part of the Annual Wage Review decision.



Years of Service

10 years

Ashburn House
Ho Gyoo Jahng
Losaline Tupou

Courtlands
Luz Kent
Sonal Raval
Rajni Raman
Zainab Bah
Malathi Ponniah

Maranatha
Rebecca Beazley

Corporate Services
Phil Mansfield

15 years

Ashburn House
Palesete Faulua

Corporate Services
Radhika Kumar
Kiran Nath

Courtlands
Praveena Narayan

20 years

Corporate Services
Leanne O'Brien

30 years

Ashburn House
Robert McPherson

Northcourt
Valerie Rowe

Staff Culture Survey

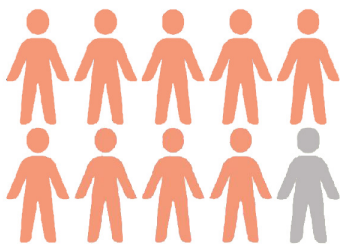
This year Christadelphian Aged Care staff were asked to provide feedback on how they felt about the culture of our workplace. While the results are positive overall, we will continue to work on supporting our teams, maintaining morale and improving our culture in a number of areas.

97%
of staff feel the perspectives of people from all cultures and backgrounds are respected and valued

91%
of staff feel we prioritise diversity, equity and inclusion

96%
of staff are likely to recommend working for us

9 out of 10
team members say they have a good working relationship with their colleagues.



94%
of staff said their manager is effective in getting the best out of them and the team

82%
of staff feel recognised and appreciated for their contributions

76%
of staff agree that employees feel recognised for strong job performance

Staff rated being proud to work for Christadelphian Homes:
7 out of 10

58%
of staff agree they get excited about going to work for us

**This survey was conducted in August/ September 2023 and results are based on an approximately 50% response rate.*





Senior Daytime Fraternal

The senior Christadelphian community across Greater Sydney has found a new place to meet at Courtlands Village, as this year they began holding some of their regular meet-ups within the North Parramatta retirement village estate.

The Senior Daytime Fraternal gathering recommenced in March this year after a hiatus due to COVID-19 related restrictions, and now attracts up to 70 people each month from as far away as Goulburn, right across Greater Sydney, and the NSW Central Coast and Hunter region.

Event coordinator Warwick Rosser worked with Christadelphian Homes Head of Mission at the time, Jane Burns, and Courtlands Village Manager, Lisa Green, to provide a suitable venue for the gathering.

The group currently meets in the Recreation Room within the Village Centre, which features an array of facilities that are perfect for such gatherings. The Parramatta location is also convenient and easily accessible for people coming from all directions.

The focus for the meet-up is on "fellowship and fraternisation", according to Warwick, and usually includes daily Bible readings, two Bible-based talks, prayers and morning tea. Those attending are also invited to bring their own lunch and socialise after the event.

The group also meets at the Christadelphian Hall at Punchbowl, and although so far numbers are not as high at Courtlands Village, Warwick believes that "with God's

blessing, attendance will grow", and says that new attendees are always welcome.

Lisa also arranges transportation to and from the Village for anyone who needs it, however this has not yet been needed as everyone drives to the venue and there is plenty of offsite parking in the surrounding streets.

Christadelphian Homes' Spiritual Care and Wellbeing Team Leader at Courtlands, Nerida O'Neill keeps in touch with the event, and says the Christadelphian residents within Courtlands also appreciate the monthly gatherings.

"It's a great blessing that Christadelphian Homes and the Village residents are able to support the Christadelphian community in this way, while also allowing the residents to showcase the beautiful environment and features of Courtlands," she says.

It is anticipated the fellowship and engagement will only grow as the Senior Daytime Fraternal continues to regularly meet at Courtlands Village into the future.

For more information on the Senior Daytime Fraternal, please contact Coordinator Warwick Rosser, or email Lisa Green at Courtlands Village at lgreen@chomes.com.au.

“ It's a great blessing that Christadelphian Homes and the Village residents are able to support the Christadelphian community in this way, while also allowing the residents to showcase the beautiful environment and features of Courtlands. ”

The Executive



Ross Peden
Chief Executive Officer

A CPA who has been involved in the aged care industry from 1986 in a variety of roles including as a Director of CHL. Following a career in corporate banking which included consulting to a number of aged care companies, I was appointed CEO of CHL 12 years ago. I have presented at industry forums and have been actively involved in aged care associations advocating on behalf of the industry to government.



Bruce Thornthwaite
Chief Clinical Officer

A professional nurse for more than 30 years with qualifications in General Nursing, Psychiatric Nursing, Geriatric Nursing and Psychogeriatric Nursing. I was fortunate to have worked with the Homes previously for 15 years as General Manager, and then served as CEO of two different organisations for the next 10 years before returning to Christadelphian Homes in 2020 as the Chief Clinical Officer.



Radhika Kumar
General Manager - Health Services

A Registered Nurse for 27 years, having worked in the public and private Health Care industry in acute, community and aged care facilities. I have held various portfolios at CHL including Facility Manager, Health Systems Manager, Funding Manager and now GM Health Services. I value the organisation's vision and mission as it is very much aligned to my personal beliefs and values.



Helen Milanovic
General Manager - Finance

Assoc Diploma (Accounting), BTax, CPA. I oversee all aspects of the finance function including receivables/payables, month-end reporting, budgeting and statutory reporting. After more than 20 years with Manchester Unity/HCF I joined Christadelphian Homes in 2016, and have completed many M&A projects over the last two decades, including both divestments and acquisitions.



Kristle Van Biljon
Senior Manager - Human Resources

A Senior HR Manager in various industries including Aged Care and Disability, mainly in Homecare. Prior to this I spent eight years managing Retirement Villages. Aged care is a passion of mine, and the Homes allow me to work within the industry I love while working with our amazing staff as they evolve and develop throughout their career and provide excellent care for our residents.



Jacob Morgan
Company Secretary

B. Science (Biotechnology). Experience in compliance, risk management and operational efficiency having worked across pharmaceutical manufacturing, aged care and independent schools.

The Board

Phil Cubbin, Chairman
B.Bus. MBA, GAICD

CHL Committee/s: Chair of Board Finance, Remuneration and Board Nomination Committee (FRBN). Phil has had a career working domestically and internationally as a senior banking and finance professional for more than 40 years. He has been a company Director for 12 years.



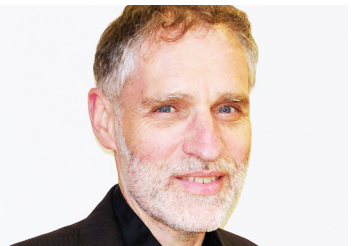
Ken Pooley
B.Eng.

CHL Committee/s: Chair of Board Audit Committee, Finance Committee. Prior to retirement Ken held senior roles in two major telecommunications companies. Extensive experience in strategy, planning, engineering design, delivery of communications infrastructure, financial, people and stakeholder management.



Colin Hillman
BSc (Hons) in Computing Science

CHL Committee/s: Mission Integrity Committee
Colin has 40 years' experience in software development.



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

CHL Committee/s: Governance, Risk and Compliance Board Committee
Sally is a Registered Nurse/Midwife with experience across the public and private sectors in acute care, community nursing, perioperative nursing and midwifery. She is also a Lecturer in Nursing at Charles Sturt University.



Greg Della
BA, MSc, FIAA

CHL Committee/s: Chair of Governance, Risk and Compliance Committee, Finance Committee, and Board Audit Committee
Greg is a finance professional with broad ranging international leadership, management and Board roles across life insurance, general insurance and investments.



Philip Pooch

Philip has been an IT professional for more than 30 years, with experience in IT Operations and Support, Software Quality, Environment, and Risk management, along with banking, insurance, superannuation, education, and Health IT. He was a member of the Queensland Christadelphian Retirement Village Committee Board 2012-13.



Directors' Report

The Directors present their report on Christadelphian Homes Limited for the financial year ended 30 June 2023.

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;
- 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 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
- enabling the Company to implement ongoing improvements to the quality of residents' accommodation and services, across all our properties.

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
- Care wages to care income
- 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 2023 the collective liability of members was \$2,750 (2022: \$2,810).

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. The Committee also seeks to inform the Board on 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, our Spiritual Carers, 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, twelve 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:

S Collins: 12

P Cubbin: 12

G Della: 12

D Green: 2 (Resigned 11/2022)

C Hillman: 11

K. Houghton: 5 (Resigned 11/2022)

K Pooley: 12

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 2023 has been received and can be found in 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 3rd day
of November 2023



Maranatha Aged Care

Our Villages



Courtlands Village, North Parramatta NSW

Enjoy comfort and convenience while living within an active and vibrant community at Courtlands Village. Stylish one, two and three bedroom units available.



Maranatha Village, Kallangur QLD

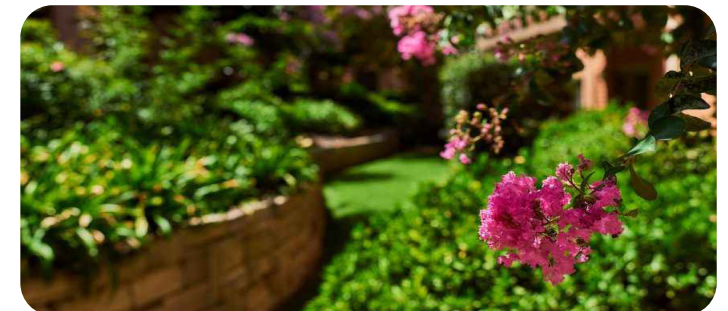
Maranatha Village offers two and three bedroom ground-floor units with secure garages, situated on five hectares of beautiful tropical gardens.

Our Homes



Ashburn House, Gladesville NSW

Ashburn House provides high-quality nursing care in an elegant aged care residence, that features an onsite cafe and lush natural surroundings.



Courtlands, North Parramatta NSW

Courtlands offers round-the-clock care in a vibrant garden estate. We deliver care for high needs residents, and also provide dementia care and Extra Service places.



Maranatha, Kallangur QLD

Maranatha provides compassionate and dignified care within a tropical garden estate. Private and companion rooms are available, and secure dementia care.



Northcourt, North Parramatta NSW

Northcourt is a small aged care home that offers exceptional 24-hour care in a family environment, with private and companion rooms available.

Christadelphian Homes Ltd

15 Gloucester Ave, North Parramatta NSW 2151

Phone: 1800 246 637

ABN: 60 960 501 367



Stay updated on Facebook

facebook.com/christadelphianagedcare

www.chomes.com.au