

# *Annual Review*

**2023-2024**







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## Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the lands on which we live, work, and dream. We pay our respects to the Wallumedegal People.

To their Indigenous Elders past and present, for they hold the traditions, culture, and hopes of their people as we journey towards reconciliation. We acknowledge that they have occupied and cared for these lands and waterways over countless generations. It always was, and always will be, Aboriginal land.



# Chair & CEO Report

With the support of our passionate employees, volunteers and all the groups that support Catholic Healthcare, we have continued to go from strength to strength in serving older people in our homes, villages and within the community.

## Celebration of our mission and heritage

Catholic Healthcare recently commemorated 30 years of service, reflecting on our privilege to carry forward the mission of our founding religious congregations, which sought to continue God's work in caring for those in need, particularly the most vulnerable and marginalised. A total of 62 local celebrations were held across our services, with participation from employees, residents, clients, representatives from founding congregations, dioceses, other organisations that entrusted their ministries to Catholic Healthcare, and community members. These events were full of joy and served to deepen the organisation's appreciation for our heritage and foundational stories. We extend sincere gratitude to everyone involved, especially the people in our homes, villages and services, for contributing to the success of these celebrations.

## Serving the marginalised and in need

Following the inclusion of supporting 'Vulnerable Communities' in our strategy in 2023, we continued expanding our services to the most vulnerable older people. We continued to support over 650 individuals with complex hoarding and

squalor needs while also operating five residential homes that specialise in supporting older persons at risk of homelessness. We will continue with our successful Buried in Treasures program, an online course that helped 52 participants over 15 weeks with hoarding behaviours.

We are excited to announce our new initiatives, including the Advocacy and Advisory Service, which offers phone-based short-term support to navigate My Aged Care and access services to over 360 clients. We also launched the 'Community Corner' program at Waterloo Towers public housing to provide a supportive community space for clients while respectfully addressing their concerns. These efforts are part of our commitment to holistic and compassionate care for vulnerable communities.

## Innovating care through the launch of our 'Inspirit' model of care

In November 2023, we introduced Inspirit, our new model of care that enables older people to live well with more choice and control. This holistic and relationship-centred approach aligns with our values and mission, incorporating global best practices and research. By prioritising what is important to each person we support, we aim to vastly improve the experiences of our residents and clients and inspire positive

changes within the aged care and retirement living sector. Our Inspirit team is collaborating closely with their Residential Aged Care and Home and Communities colleagues to develop and implement innovative care approaches. This exciting new model is a foundational program for Catholic Healthcare that will shape the delivery of care and services in the years to come.

## Advocating for a better system

Changes in the regulatory and legislative environment continued throughout the last year. Several major legislative changes were implemented, such as minimum care staffing levels in residential aged care. Significantly, the draft New Aged Act was introduced to Parliament, incorporating recommendations from the Aged Care Royal Commission and the Federal Government's Aged Care Taskforce. Catholic Healthcare advocated, directly and with its peak body partners, to influence these reforms to ensure the best outcomes for the community. We believe, if implemented well, these reforms have the potential to significantly improve aged care in Australia for generations to come. Catholic Healthcare continues to use its voice to support this process.

## Grateful for our inspirational people

Our employees continue to inspire us every day with their resilience and empathy. We are immensely proud of the innovative and caring ways our team supports the individuals we serve. Beyond delivering quality care, they ensure that everyone in our care enjoys a fulfilling life. We welcome the decisions in recent years by the Fair Work Commission and the funding by the Federal Government for significant pay increases for many of our direct care employees. This year, we proudly received our second consecutive 'Change Champion' award, which recognises organisations that make exceptional improvements in employee engagement. This is a testament to our people for the wonderful values-based culture they have created. We deeply appreciate our people's hard work over the past year and are thankful for the exceptional care they have provided to our residents and clients.

## A strong foundation

This year saw another lift in employee safety, retention, and engagement while also improving our customer Net Promoter Score and overall financial performance. Notably, we also closed the year with full compliance with all aged care quality standards across all services at Catholic Healthcare. We are grateful to everyone who contributed to these outcomes. With this operational foundation in place, we are excited about the opportunities to continue to deliver our mission and grow during the coming years.

## In appreciation and closing

Thank you to our Board Members, Wayne Leamon, Anne Carroll, Dr Margaret O'Connor, Lynne Robinson, Steven Rubic and our Trustees, Patrick Cooper, Chair, Dr Peter Steane, Anne Walker, Greg Baynie, Sr Loreto Conroy, Emily Aitken, Dr Mark Buhagiar, and Helen Delahunty. We would like to thank outgoing Board Members Michael Morgan and Rebecca Davies for their service, and we extend a warm welcome to new Board Members Gráinne McCormack and Larissa Cook. We are also grateful for the ongoing support and encouragement of our Members.

A special thank you to all our employees and volunteers who make such a difference in the lives of the people we serve and to Catholic Health Australia, the bishops, clergy, and congregations for their ongoing engagement with and support of our ministry.

As we look back on the past year, we take pride in our achievements and the progress we have made. With this momentum, we eagerly anticipate a bright future for Catholic Healthcare.



*Stephen Teulan*

Stephen Teulan, Chair

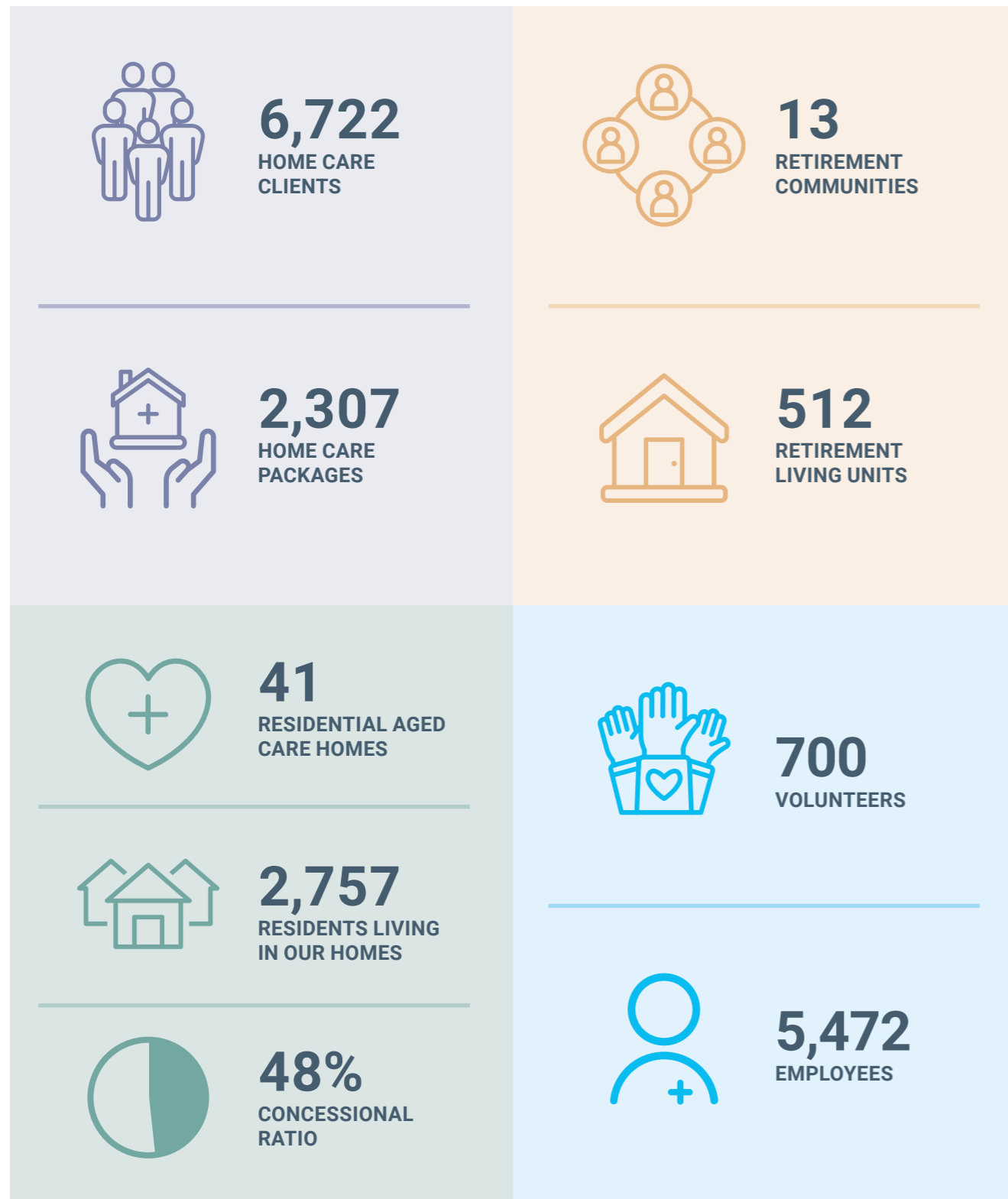


*J. McFarlane*

Josh McFarlane, CEO

# At a Glance

A snapshot of our services and people as at July 1, 2023 – June 30, 2024.



# Mission, Values & Strategy

Our Mission, Values and Strategy inspire and guide us as we continue to empower older people with the care and support, they want and need.





# Customer Feedback

Catholic Healthcare is committed to building a partnership with our customers based on trust, transparency and continuous improvement. We ensure we always listen to our customers and evolve as our customers' preferences evolve.

It is essential to listen to customer feedback to fully understand their specific needs, expectations, and experiences with our services. By actively collecting and considering this feedback, we can identify areas where we can improve and innovate.

This allows us to deliver products and support that truly resonate with our customers. This helps us stay aligned with what matters most to them, enabling us to tailor solutions and responses that add meaningful value and address any challenges they face.



## We actively seek feedback so we can improve and innovate



**11,072**  
RESPONSES TO SURVEYS



**21,448**  
RESPONSES TO FOOD FEEDBACK SURVEYS



**2,010**  
RESPONSES TO HOME & COMMUNITIES SURVEYS



**82**  
RESPONSES TO HOME & COMMUNITIES DISCHARGE SURVEYS



**214**  
RESPONSES TO RETIREMENT LIVING SURVEY

## Consumer Advisory Bodies

Catholic Healthcare's Consumer Advisory Bodies provide important feedback to our Board about the quality of care and services we offer. We held the first Consumer Advisory Body forums for Residential Aged Care and Home and Communities in February 2024 and the second round in August 2024.

Participants from both Home and Communities and Residential Aged Care shared positive experiences regarding the care and services they receive and provided feedback on current and planned initiatives to improve the customer experience.

Participants in Home and Communities asked for better communication and quicker responses to questions, complaints, and account issues. We are working on improving the service centre experience.

Participants in Residential Aged Care said that recreational options, social activities, and a home-like environment are key to quality care.

They noticed improvements in recreational activities and the overall homeliness of our homes. In the last five months, we have hired and trained ten new lifestyle coordinators, and we are looking into improving the variety and quality of lifestyle activities in our homes.



## Elevating resident experience at Villa Maria Fortitude Valley

Villa Maria Fortitude Valley values residents' feedback, using monthly food focus groups to elevate the dining experience.

Chef Manager Cieron Greene meticulously sources meat from a butcher who can provide him with its background, which he then happily shares with the residents. If you press him hard enough, he will also admit to researching obscure English breakfast cereals for one of his residents and adding the closest one to his own weekly shopping trolley. In his enthusiasm to share his passion for food, Cieron has invited resident John to feature his custom-designed gourmet Aussie Fare Salad on the menu.

Cieron's recent additions to the breakfast menu include easy Eggs Benedict, frittatas, and a selection of fruits. During their monthly food focus groups, residents have provided feedback on these new menu items, which aim to enhance their dining experience. Resident feedback from the ongoing focus groups has led to a menu specially curated to residents' requests.

In addition to elevating the dining experience, residents also tell us that making meaningful connections and having a variety of activities is also important to them. Residents Regina and Philomena have become inseparable since getting

to know one another. They eagerly involve themselves in many of the wellbeing and creative pursuits on offer, which include balance-saving and muscle-preserving exercises, arts and crafts for lifelong learning and social outings for developing deep connections and, most importantly, just having fun!

'I rely on the lifestyle employees to get the supplies I need for oil painting'. Ever happy to indulge Philomena is Lifestyle Coordinator Meg Davies, who goes the extra mile to support Philomena's passion for painting by picking up her supplies in her own time. Such is Meg's passion to see the smile on her residents' faces!

“

*I love living in a place that supports me to continue my love of the arts.*

*Philomena,  
Villa Maria Fortitude  
Valley resident*

”

## Customer experience at a glance

### Home & Communities



**Customer satisfaction**  
**79%**

Steady from 2023.

#### What we're doing well

Clients tell us that communication with their local care team has improved.

2024 rating was 'maintain', 2023 rating was 'actively improve'.

#### Where we can improve

64% of customers want to know more about what a Home Care Package provides.

### Residential Care



**Residents feel heard**  
**92%**

of residents and family members feel listened to and questions are answered in a timely manner.

#### What we're doing well

**93%**

of residents and family agreed that they receive personalised care.

#### Where we can improve

Improving the quality and variety of activities and hobbies of enjoyment.

### Retirement Living



**Customer satisfaction**  
**97%**

92% 2023.

#### What we're doing well

**94%**

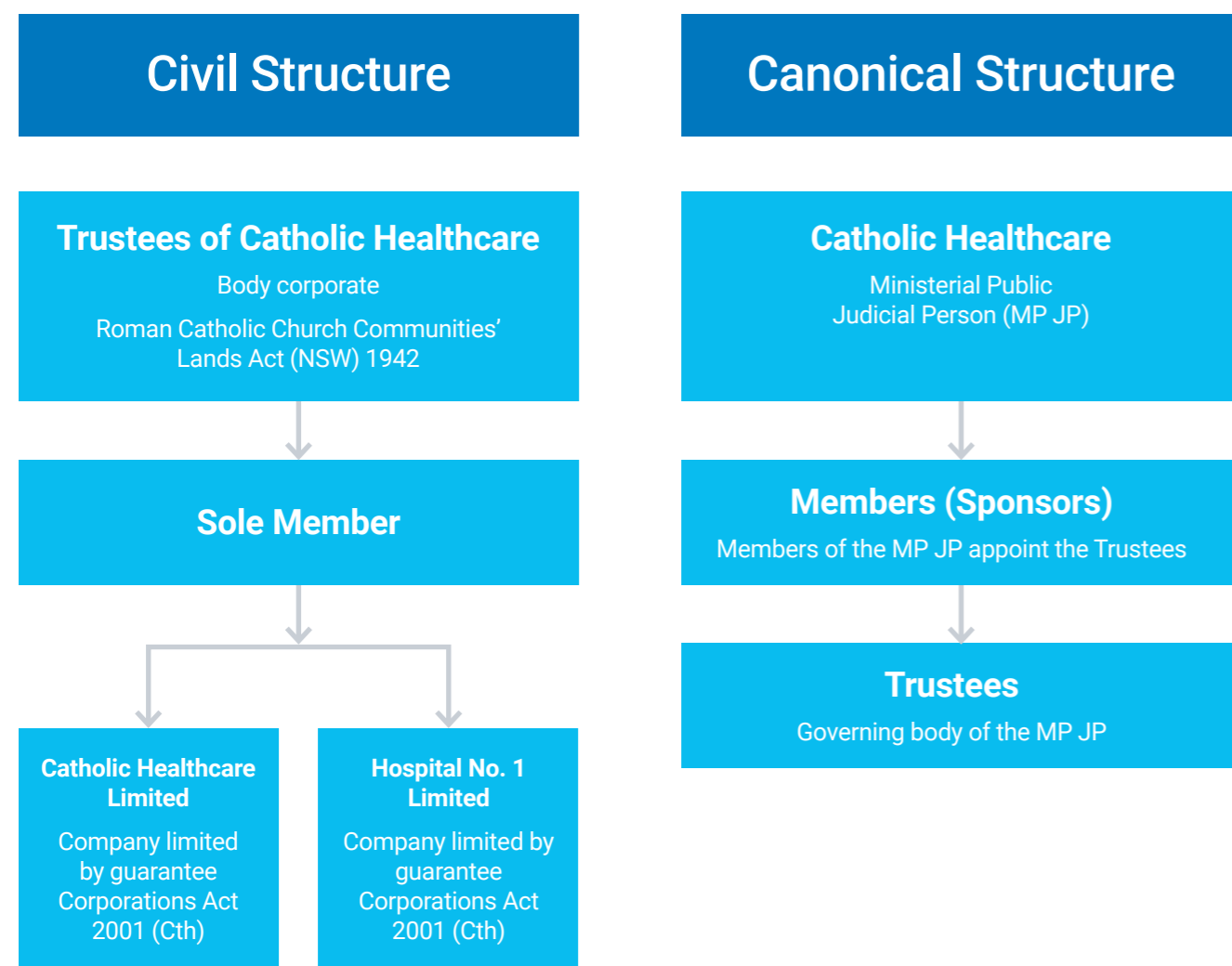
of residents agreed that maintenance is completed in a timely manner and to a high standard.

#### Where we can improve

Creating community connections.

# Governance

Catholic Healthcare's governance structure operates under both Canon Law and Civil Law and ensures that our foundational responsibilities are achieved.



## Trustees of Catholic Healthcare

Catholic Healthcare was established under Canon Law as a Ministerial Public Juridic Person (MPJP) by the Bishops of the Province of Sydney and with the approval of the Archbishop of Sydney as its ecclesiastical authority on 21 July 1994.

Our responsibilities are set out in the canonical Statutes of Catholic Healthcare. The governance of our MPJP is entrusted to the Trustees (Canonical Stewards), elected by the Members (Sponsors), who are responsible in Canon Law for the ownership and governance of the ministries of Catholic Healthcare.

## Our MPJP is comprised of the following Members (Sponsors):

- Trustees of the Roman Catholic Church for the Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Parramatta
- Diocese of Wollongong
- Institute of the Sisters of Mercy Australia and Papua New Guinea
- Maronite Diocese of St Maroun
- Little Company of Mary – Region of the Southern Cross
- Our Lady of Dolours Parish, Chatswood
- Trustees of Sisters of Mercy North Sydney
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Raphael's Blacktown Association

## The Trustees' key obligations and responsibilities are:

1. To witness our purpose to the healing ministry of Jesus, in ensuring human wellbeing is affirmed in the service to those entrusted to our care.
2. To affirm the maintenance of the Catholic identity of Catholic Healthcare while embracing the diversity in faiths and charisms in Australia.
3. To steward the purpose and direction of Catholic Healthcare as sole member in appointing the Board as leaders of the mission.

The Trustees fulfil these responsibilities through the exercise of the powers set out in the canonical Statutes of Catholic Healthcare and the reserve powers contained in Catholic Healthcare Limited's Constitution.

## Catholic Healthcare Limited (CHL) Governing Body

Catholic Healthcare Limited (Catholic Healthcare) is a company limited by guarantee incorporated in 1994 under the Corporations Act. Its overall governance and management have been entrusted to the Board by its sole member, the Trustees of Catholic Healthcare, a statutory body corporate created under the Roman Catholic Church Communities' Lands Act (NSW) 1942 (Trustees).

The Catholic Healthcare Board is responsible for governing Catholic Healthcare's overall performance in the provision of safe and quality aged care services that are relevant and appropriate. The Board oversees the provision of care by Catholic Healthcare and is assisted by various Board Committees and advisory bodies, such as the Quality Care Advisory Body.

Catholic Healthcare regularly seeks ways to listen to the voice of our customers and improve its structures, systems, and processes to fulfil our mission and to ensure that the organisation is effective in delivering safe and quality aged care.

## Trustees of Catholic Healthcare 2023/2024

Trustee	Status
Mr Patrick Cooper, Chair	Continuing
Ms Anne Walker, Vice Chair	Continuing
Ms Emily Aitken	Continuing
Mr Greg Baynie	Continuing
Dr Mark Buhagiar	Continuing
Sr Loreto Conroy RSM	Continuing
Ms Helen Delahunty	Continuing
Dr Peter Steane	Continuing

## Directors of Catholic Healthcare Limited 2023-2024

Director	Status
Mr Stephen Teulan, Chair	Continuing
Mr Wayne Leamon, Deputy Chair	Continuing
Ms Anne Carroll	Continuing
Ms Larissa Cook	Appointed 02/09/2024
Ms Rebecca Davies AO, DCSG	Retired 19/01/2024
Ms Grainne McCormack	Appointed 02/09/2024
Mr Michael Morgan	Retired 31/08/2024
Emeritus Prof Dr Margaret O'Connor AM, CF	Continuing
Ms Lynne Robinson	Continuing
Mr Steven Rubic	Appointed 01/04/2024



# Home & Communities

Our Home and Community Services help older people live happy, healthy, and fulfilling lives in their own homes.

## Mind+Move success

Over the past year, we have seen a 15 per cent increase in clients participating in Mind+Move activities. Mind+Move is now available in 33 locations and has experienced a 146 per cent increase in revenue. We have expanded our reach to include Lurnea in Southwest Sydney and, through a partnership with Hume Housing, extended our services to East Maitland and Raymond Terrace in the Hunter region. Mind+Move is also now available at the redeveloped St. Hedwig Retirement Village in Blacktown.

The top three activities for the year—Stepping On, Remain Active, and social outings—accounted for 63 per cent of total attendance. New activities such as Rhythm & Beats, Aqua Zumba, dancing, resistance classes, and knitting groups are now available at selected sites. Significant developments include collaboration with an external business partner to create an online portal so clients can view, book, and manage their Mind+Move activities.

Additionally, we have expanded the popular 'Stepping On' falls prevention program beyond North Sydney to include Southwest Sydney, Central Coast, Hunter, and Dubbo regions. With NSW Health ceasing funding for this program in many Local Health Districts in June 2024, Catholic Healthcare stepped up to continue offering the program.

The Stepping On program was credited for attracting people to our services, contributing to a substantial increase in client participation.

## A continued focus on allied health

Our allied health service has grown to include two physiotherapy clinics at McQuoin Park in Wahroonga and The Brighton in Croydon for individual and group therapy. The Allied Health team has also expanded to six physiotherapists, four occupational therapists, six allied health assistants and 15 fitness instructors across regions supporting our Mind+Move classes and one-on-one in-home therapy services. A partnership with the Australian Catholic University has seen Catholic Healthcare offer placements to four occupational therapy students.



Establishing a dedicated rostering team for physiotherapists and occupational therapists has increased productivity by allowing the team to help more clients. A bi-annual and in-house Allied Health Assistant and Fitness Instructor Forum has been established to facilitate educational training and relationship building, with the first meeting held in August 2024.

## Supporting vulnerable communities

During the financial year, Catholic Healthcare significantly increased its support for vulnerable communities. A total of 649 clients were supported, representing 9.6% of all Home and Communities clients, resulting in 37,710 hours of dedicated specialist services.

This comprehensive support underscores our commitment to addressing the needs of those most vulnerable within our communities.

Clients were helped across programs which included Hoarding and Squalor, Buried in Treasures, Advocacy and Advisory Service, Care Finder and Transitional Housing.

**As part of the addition of the Vulnerable Communities priority in the organisational**

**strategy, several initiatives began over the last financial year, as follows:**

### The Advocacy and Advisory Service

The Advocacy and Advisory Service provides a short-term, phone-based service to support individuals and carers in accessing services and remaining independent in the community. This initiative offers practical support for individuals, carers, and families to navigate the My Aged Care system. It also guides individuals and carers in their aged care journey by linking them to services and offerings that holistically support their needs.

### Community Corner

The Community Corner in Waterloo offers a space and a sense of connection among clients, ensuring their concerns are acknowledged and treated with respect. This initiative provides a supportive environment where clients feel valued and part of a cohesive community. Over the past six months, afternoon tea events have been organised, with 113 tenants in attendance.

### Buried in Treasures

Fifty-two participants completed the 15-week award-winning online course which supports those experiencing hoarding behaviours associated with hoarding disorder.

**1,027**  
CLIENTS

**15%**  
INCREASE IN PARTICIPATION

**146%**  
INCREASE IN REVENUE

**5**  
NEW LOCATIONS





Friendships are made at Community Corner.

## Catholic Healthcare's Volunteering Program



**700**  
TOTAL VOLUNTEERS



**6,339**  
VISITS (RESIDENTIAL CARE)



**1,902**  
PHONE CALLS MADE



**1,932**  
VISITS (CLIENT HOMES)



**662**  
WELLNESS ACTIVITY ASSISTANCE



**550**  
CLIENTS AND RESIDENTS –  
HAVE BEEN MATCHED WITH  
A VOLUNTEER

## Recognising excellence

In honour of Aged Care Employee Day in August 2023 we launched our Voice of Customer Recognition Program. Running over six weeks, the Program provided our clients with the opportunity to highlight outstanding service from their community workers. We were overwhelmed by the response to the survey, and it was pleasing that more than half of our community workers were nominated. This is wonderful recognition of the hard work, dedication and high-quality care provided by our community workers.

Congratulations to our 2023 Voice of Customer Champion, Jireh Singson from the Western Sydney region.



2023 Voice of Customer Champion, Jireh Singson.

“*Jireh treats my mother with respect and makes her feel comfortable. My mother adores Jireh and she looks forward to spending time with him. His compassion and dedication to his work should be recognised. Thank you so much for looking after Mum, Jireh!*

Home and Communities client



## Volunteers and social support

We are grateful to our wonderful volunteers for their compassion and dedication to providing much-needed social support to our clients and residents.

Whether it's receiving a regular phone call, spending time with a resident or client in their home or assisting with craft or on bus outings, it makes a huge difference for an older person who is lonely or socially isolated.

“*The friendship that we have, we bounce off one another, we are perfectly matched! Our life experiences are very different, due to our age differences, so we can learn from one another. I feel a warmth to our friendship and there's a trust between us.*

Catholic Healthcare client –  
volunteer program



## Aged Care Assessment Services

Catholic Healthcare continues to operate the Aged Care Assessment Services team (ACAS), comprising more than 50 employees which is contracted until 30 December 2024. In 2025, as part of the new Aged Care reforms, a new Single Assessment System will replace ACAS. From January to March 2024, the government held a tender process for organisations with the capacity to deliver aged care assessments for the Single Assessment System.

## Catholic Healthcare App

To enable clients to stay connected and conveniently manage their services, Catholic Healthcare introduced the Catholic Healthcare App in January 2024.

Created specifically for our home care clients, the free, user-friendly app has been warmly welcomed, with positive download rates, usage, and feedback. Additional exciting updates are planned for the app, and we anticipate implementing these throughout 2025.

## Farewell to Sister Ruth

Sr Ruth came to Catholic Healthcare with exceptional experience, having worked with NSW Health in a leadership capacity and her work in Gambia in medical clinics that attended to the most vulnerable.

Such experience was invaluable to Catholic Healthcare, and many home care clients and colleagues were inspired by Sr Ruth's courage and guided by her training. We thank Sr Ruth for her enormous contribution to Catholic Healthcare and wish her well in her retirement.



# Residential Aged Care



## Catholic Healthcare is committed to providing high-quality and compassionate care to our residents and their families.

Over the past year, Catholic Healthcare has made significant progress in improving the quality of care and services across its 41 residential aged care homes. With over 2,700 residents and a dedicated workforce, we have successfully implemented advanced workflows and practices. Our commitment to excellence is evident in our highest-ever customer satisfaction scores, and our ongoing efforts to create nurturing and engaging environments for our residents.

### Improving workflows and practices

#### Humanforce

Humanforce was successfully deployed in January thanks to the hard work of a cross-functional team at Catholic Healthcare. Humanforce offers many benefits, including improved roster management and governance, mobile app access for rosters and real-time shift bidding to fill vacant shifts. Additionally, we have seen a significant reduction in our reliance on agency staff, leading to an improved workplace culture within our homes and better engagement and outcomes for both residents and employees.

#### Workplace Educators

Catholic Healthcare shifted from employing quality and education managers who handled dual roles to appointing a dedicated workplace educator in each home. This change enables managers to concentrate on delivering excellent resident care and clinical governance, while workplace educators can fully devote their time to offering high-quality education and training tailored to the unique needs of residents in each home.

Since making this change, we have seen continuous improvement in the completion of the mandatory education program, improved induction and orientation outcomes and feedback. We are pleased to have a robust

culture of education and training that aligns well with Residential Aged Care's continuous improvement program. These achievements mark significant progress over the past year, underscoring our commitment to excellence and continuous enhancement in our care services.

#### Operating Rhythm Framework

Residential Aged Care (RAC) successfully introduced the Operating Rhythm Framework. This initiative stemmed from a comprehensive review of the Standard Operating Model, which identified a critical need to update the operating framework to better support our RAC frontline teams. The Operating Rhythm Framework encompasses three key components: the RAC RACI, which clarifies responsibilities across key business functions; monthly Operating Rhythm Checklists to guide the leadership teams in each home; and updated Workflow Guidelines that replace the traditional Duty Statements, ensuring alignment with the strengthened standards. This framework has been instrumental in streamlining operations and enhancing the overall effectiveness of our teams.





## Strengthened Standards Tool

Catholic Healthcare remains actively involved in supporting the Department of Health and Aged Care through various pilots, trials, and programs. Notably, we participated in two significant initiatives. The first was the Aged Care Quality and Safety Commission Strengthened Standards Pilot, where Bethlehem House tested and applied the proposed Strengthened Standards Tool. This allowed us to enhance the Aged Care Quality Standards, which are part of the proposed new Aged Care Act and regulatory model that we fully support and will continue to advocate for.

The second initiative was expanding the National Aged Care Mandatory Quality Indicator Program. Bethlehem House, Holy Spirit Casula, Vincentian Aged Care, and McQuoin Park participated in this pilot, which gave Catholic Healthcare valuable insights into the proposed expansion of the current program over a six-week period. Our participation in this pilot demonstrates our ongoing commitment to supporting the Department of Health and Aged Care in reforming the aged care sector for the benefit of both our residents and employees.

## Medication management

The implementation of an Electronic National Residential Medication Chart (eNRMC) via the BESTMED medication management system has significantly improved medication management

and safety practices by enabling electronic prescribing and live medication charts that instantly reflect medication changes. Using BESTMED has led to increased reporting of medication incidents and provided valuable insights into process and system gaps, allowing us to implement revised processes that enhance care delivery and services.

## Elevating the dining experience

### Maggie Beer Trainer Mentor Program

The Maggie Beer Trainer Mentor Program has been launched with great enthusiasm. It aims to enrich the lives of residents in various aged care homes across Australia by providing learning opportunities and mentorship to kitchen teams so that they can better prepare and serve delicious, healthy meals.

Gertrude Abbott and Sister Anne Court in Surry Hills were selected to pilot the Maggie Beer Trainer Mentor Program in New South Wales. Renowned for their dedication to resident care and wellbeing, both homes have enjoyed being a part of this innovative initiative. The Haven in Wagga Wagga commenced the program in May, while Villa Maria Fortitude Valley is set to start in November, which will include kitchen team members from Villa Maria Eastern Heights in Ipswich.



Resident Thresia in the garden she helped create.

Residents have responded positively, appreciating the personalised approach. The program has introduced nutritious recipes like scrambled eggs, porridge, and bubble and squeak, using butter, full cream milk, and vegetable proteins. They've also added homemade custard, mashed potatoes, malt teacakes, and calcium-rich milkshakes. These simple recipes help clinical and catering teams, with mentors working closely with kitchen teams and residents to customise the program to their needs and interests.

### Food Feedback Survey

The Food Feedback Survey project launched in October 2023 to gather real-time feedback during mealtimes directly from residents using a tablet placed in the dining room. Each day, residents are asked a question about the meals served and the overall dining experience, to which they respond by selecting an emoji from an emoji scale rating. Over time, participation has increased, especially with the support of regional and residential managers who assisted residents in completing the surveys.

Significant feedback is incorporated into each home's Performance and Continuous Improvement (PCI) plans, with progress monitored and discussed at resident meetings.

Some of the actions implemented were organising cooking and baking activities based on resident requests and adjusting menus to include cuisines not represented in the seasonal offerings.

## Enhancing customer experience

RAC achieved a Net Promoter Score (NPS) score in the 40s, which is our highest customer satisfaction score yet. Residents reported feeling well cared for and respected by friendly, skilled employees. Our homes are described as homely, friendly, well-maintained, and well-managed, creating wonderful living environments, especially for those with spouses living together.

Some of the ways we ensure our living environments are interesting and interactive for our residents are through purpose-built spaces. Our memory support unit at Villa Maria Eastern Heights has been designed to incorporate a pitch and putt mini golf feature, elevated garden beds for those who wish to indulge their green thumb, colourful murals to enliven the space as well as specially placed seating under a big shady tree for rest and reflection.

Residents are also actively encouraged to keep up their pastimes, and gardening features high on the list for many. Villa Maria Fortitude Valley resident Thresia has a passion for gardening and has been encouraged in her desire to create many colourful gardens for the home full of geraniums, cordylines, and camellias that the other residents can also enjoy.

“  
*I've always had a passion for gardening and I am so pleased that I've been able to continue this in my new home at Villa Maria Fortitude Valley.*

*Thresia, Villa Maria Fortitude Valley resident*

”



Maggie Beer and Gertrude Abbott resident, Edmond.



# Retirement Living

Catholic Healthcare's retirement communities, located in 13 villages across the state, are home to more than 500 residents.

Our catholic Connected Communities strongly focus on wellness and provide various opportunities for physical exercise and social connection, encouraging a happy and healthy retirement for our residents.

## St. Hedwig Retirement Village blessed and opened

Retirement Living has had an extraordinary year with the opening of the first stage of St. Hedwig Retirement Village in Blacktown. The new St. Hedwig Village boasts 72 state-of-the-art apartments, landscaped grounds and a bright and welcoming community centre. Opening in March, the village welcomed both existing St.

Hedwig and new residents and has become a thriving and connected community. The community enjoys wellness activities including exercises, social functions and bus outings.

Evidence of the community's vitality was displayed during the blessing and opening, conducted in May by the Most Reverend Vincent Van Long Nguyen, Bishop of Parramatta. The successful occasion was celebrated with a community festival afterwards featuring entertainment, including a performance by the St. Michael's Primary School choir and German cultural dancing, a nod to St. Hedwig's German-speaking Catholic founders.



The Most Reverend Vincent Long Van Nguyen, Bishop of the Catholic Diocese of Parramatta blessing St. Hedwig Retirement Village.





“

*It's the best decision my husband and I have made and we're sorry we didn't do it earlier. The units are beautifully designed and roomy, and the gardens are well maintained. There is hardly any time to be bored as social activities are daily and so varied. The residents are friendly, and the staff, manager, gardener, and maintenance coordinator are so obliging and have a wonderful demeanour. The village is a great place to live.*

*St. Hedwig Village resident*

”

## New service offerings

The Home and Communities team have been developing our service offerings in line with the changing needs of our residents. This collaboration includes the introduction of onsite care advisors providing residents the opportunity for face-to-face, expert advice and assistance to navigate services, enabling them to continue to live independently.

In addition, we are enhancing our Allied Health service offering with on-site physiotherapy and podiatry in selected villages, providing residents much-needed services without leaving home.

## Retirement village redevelopments

Planning for the next stage of McQuoin Park Retirement Village is well underway. Another 79 apartments and additional community spaces will be built soon. Resident engagement and stakeholder meetings are scheduled to ensure that the amenities of our current residents are front of mind during the construction process.

Planning is also underway for another stage of development at Jemalong Village in Forbes.



Chair pilates class, offered through Mind+Move.



The redeveloped St. Hedwig Retirement Village in Blacktown.

## Resident satisfaction

Retirement Living achieved remarkable resident satisfaction and an impressive Net Promoter Score of 54 during our annual feedback survey. The results revealed that 97 per cent of residents are pleased with their experience, highlighting the quality of employees and village management, a strong sense of community, comfortable units, and feeling heard and respected as top reasons.

Other factors contributing to resident satisfaction include the Mind+Move health and wellbeing programs, communal activities, and the villages' multi-service offerings. Gardens, outdoor spaces, communal areas, and security are crucial to their positive experiences. We are grateful to our wonderful, dedicated teams for their dedication to fostering vibrant, friendly communities.



**512**  
RETIREMENT  
LIVING UNITS

“

*The move to St. Hedwig Village was the best thing my husband and I could have ever done. There is a lovely sense of togetherness, it's like living in a village like we grew up in Germany.*

*St. Hedwig Village resident*

”





# Practice, Quality & Risk

In 2023, the risk and legal functions joined the rebranded Practice, Quality and Risk team, led by the Chief Quality Officer. The team has expanded their responsibilities to incorporate supporting the aged care standards and improving overall care quality.

We are proud of our achievements over the past financial year and looking ahead, we are excited to strengthen our research function and establish best practices for our quality management system.

## Inspirit - our model of care

Our reimagined model of care, Inspirit, was launched in November 2023. Inspirit aims to empower older people to live and age well in their homes, embodying the principle of 'Living my way, with choice and control in the place I call home.' This holistic, relationship-centred approach aligns with Catholic Healthcare's values and mission, incorporating contemporary practices and global evidence. By placing older people at the centre of care, Catholic Healthcare aspires to be an innovative thought leader, setting an example for other providers and influencing positive change across the sector.

This transformative model will shape how care and services are delivered over the coming years. This year, Catholic Healthcare has commissioned the Inspirit team, which will work closely with Residential Aged Care (RAC) and Home Care Services (HCS) to co-design and implement new ways of working to meet our objectives.

## Quality Care Advisory Body

The establishment of the Quality Care Advisory Body (QCAB) in 2024 represents Catholic Healthcare's commitment to enhancing aged care services. By bringing together our residents,

clients and employees from various roles, the QCAB fosters collaboration, generating valuable insights and practical recommendations that address the needs of all stakeholders.

Separate advisory bodies for RAC and HCS have provided a focused approach to the unique challenges of each area. In June 2024, the QCAB presented key recommendations to the Board, which were incorporated into the organisation's strategic objectives. This investment has already led to key initiatives, including:

- **RAC:** Improved communication and the implementation of a relationship-centred model of care, along with a review of the eCase system to streamline care delivery.
- **HCS:** The integration of a new client management system, AlayaCare, to enhance transparency and communication. Additionally, a new incident and complaints management application was approved, and the relationship-centred model of care was extended to HCS services.

## Quality management system

Catholic Healthcare has significantly enhanced its incident and complaint management system. An interim solution has been successfully implemented across RAC, and plans are to extend this system to HCS by October 2024. Furthermore, the introduction of the enterprise application ERICS over the next 18 months is set to further strengthen and streamline incident and complaint management processes, marking a key advancement in the organisation's quality management efforts.

## Safeguarding

The Safeguarding project was Catholic Healthcare's response to the expansion of the National Catholic Safeguarding Standards to include at-risk adults. This initiative ensures the safety of environments, services, and activities for those engaging with Catholic Healthcare, especially given its focus on vulnerable populations such as the elderly and individuals with disabilities. The project was rolled out in August 2023, incorporating improvements to admissions processes and employee training and the development of risk assessment tools,

policies, and procedures in collaboration with industry experts. The Safeguarding team, consisting of legal and social work professionals, created a new role – behaviour support and safeguarding specialist – to address behaviours of concern and manage safeguarding risks with support from the Legal team. Since the rollout, the team has addressed over 60 safeguarding concerns, allowing us to maintain a safe, abuse-free environment for residents and clients.

## Practice Development and Research team

The Practice Development and Research team has introduced new team members, culminating in a skilled, experienced, and capable team. The team has achieved significant milestones over the last year. Key research initiatives have been integrated into daily practice and forums have been established, including Critical Risk, Incident and Safety in RAC, and Care Runs Deep (care advisors and care workers) in HCS. In these forums, case studies and essential information is shared to inform key clinical and care practices.

Looking ahead, we anticipate further advancements to our model of care and quality assurance, across both RAC and HCS operations. This strategy aims to ensure the delivery of safe, high-quality care and services across all settings, providing older people with continuous care supported by a well-defined approach to practice development.

## Aged Care reforms

The aged care sector has been the subject of ongoing reforms since the Royal Commission into Aged Care Quality and Safety. The reforms are designed to improve the quality, safety and wellbeing of those receiving aged care services. Catholic Healthcare fully supports these reforms.

Catholic Healthcare has closely monitored all changes, preparing the organisation for compliance. Most recently, we have been following the development of a New Aged Care Act, which is planned to commence on 1 July 2025 and will introduce the most significant reforms since 1997. In doing so, we have worked with peak bodies and other providers to raise any issues with the government.



# Our People

**Catholic Healthcare has a growing workforce of approximately 5,500 employees who provide compassionate care and services for our residents and clients.**

The unwavering dedication and commitment of our Catholic Healthcare employees to provide high quality services for our residents and clients with care and compassion continues to be a defining characteristic of our organisation.

## Growing our workforce

Catholic Healthcare has continued its commitment to growing our workforce and engaged in various programs to recruit new employees to support the needs of our residents and clients.

We continue to offer school-based traineeships, which allow high school students in years 11 and 12 to balance paid employment with their academic studies while also earning tertiary qualifications in aged care.

The New to Industry program supports mature workers who are new to aged care and are supported to complete their formal qualifications in aged care studies while they gain practical experience under the supervision of our experienced team members.

A key recruitment channel for our Home and Communities business has been through partnering with registered training organisations (RTOs) and local job programs. Over the past year, our recruitment team has attended more than 50 recruitment drive events hosted by RTOs and local job programs.

We are seeing heightened success in our international visa sponsorship of registered nurses, which has been vital in staffing our homes in regional areas with experienced and qualified registered nurses, building continuity

in our teams, and reducing our reliance on agency nurses.

## National Care Workforce Alliance

Catholic Healthcare in conjunction with the Australian Catholic University (ACU) has joined with other aged care providers to form the National Care Workforce Alliance (NaCWA). NaCWA is a collaborative industry approach to tackling the care workforce crisis in Australia.

Catholic Healthcare is one of several Foundation Partners, representing a diverse cross-section of aged care providers across Australia, ranging from small to large organisations, and single-location to multiple-location facilities. Together with ACU, the Foundation Partners are driving the development and roll out of NaCWA's key projects including a deep-dive into care workforce research, a digital skills passport, and career skills hub.

## Dayforce

Dayforce, our new human resources information system, was launched this year to enhance the employee and manager experience, streamline administrative processes, and provide easy access to employee information. It supports employee recruitment, onboarding, offboarding, training, performance, succession planning, and organisation design within a single platform. It also aims to empower our people leaders with crucial information and business insights for better decision-making.





## Employee engagement

In March 2024, Catholic Healthcare conducted our annual Employee Engagement Survey, hosted by Xref. Key areas of celebration included aligning Catholic Healthcare's values and purpose, understanding how our employee's contribution connects to the overall strategy, prioritising the health and safety of our people, and celebrating the leadership throughout the organisation.

We were thrilled that for a second consecutive year, Catholic Healthcare received the 2024 Change Champion award, recognising notable advancements in employee engagement compared to the previous year.

Areas of focus for continuous improvement include increasing cross-functional collaboration and involvement, investing more time discussing and preparing for career progressions, managing change more effectively, and continuing to enhance how we recognise the positive achievements of our people.



CEO Josh McFarlane and Chief People Officer Catherine McMahon with the 2024 Change Champion award.

## Respect in the workplace

A culture of transparency and accountability is developing, encouraging individuals to voice their concerns when they notice issues or identify better approaches, in line with our values and the Respect at Work legislation rolled out last year. The positive response to our call to 'Speak Up' indicates that people feel safe and are confident their concerns will be addressed. Interactive workshops were conducted across the organisation, sharing our updated policies and guidelines for respectful workplaces and professional behaviour.

## A culture of safety

Maintaining a safe working environment continues to be our number one priority. We have refreshed our Ready, Steady, Move manual handling training, and continue to educate and encourage our employees on the importance of reporting hazards so that we maintain safe workplaces. Our Health, Safety and Wellbeing Framework ensures a holistic approach to employee wellbeing with initiatives designed to support not only physical safety but also psychological safety and social connection.

## Recognising our employees

Catholic Healthcare commends the Australian Government's recognition of the importance of aged care workers through the Fair Work Value case, which for the second year in a row will pass on a further pay rise for direct care workers in aged care. Just as we did last year, Catholic Healthcare will again provide an equivalent increase to all our frontline employees, including indirect employees.

During our 30th anniversary celebrations, 62 events were held across our Residential Aged Care homes and Home and Communities locations throughout New South Wales and Southeast Queensland. During these events, our residents, employees, Executive Leadership team members and members of our Board and Trustees celebrated our heritage and recognised our 321 employees who reached a significant service milestone of 5, 10, 15, 20, 25, or 30 years of service with Catholic Healthcare. The catering for all events was provided by our talented and dedicated chefs and catering teams who went above and beyond to make these events so special for everyone who attended.



Villa Maria Eastern Heights employees were presented their service awards by CEO Josh McFarlane, Regional Manager Ruth Wernick and Chief of Mission Integration Nehme Khattar.

## A commitment to professional development

Catholic Healthcare continues to grow and enhance our Engage Leadership Programs, for new and emerging leaders and existing leaders. Our Scholarship Program supports employees with funding, enabling them to continue their tertiary qualifications. Having recently completed an organisation-wide Training Needs Analysis, we have bolstered our training library with a wealth of additional clinical, business, and personal effectiveness training resources. Embracing the latest best practice in adult education we have

also invested in Microlearning, ensuring our teams have quick access to the information they need, when they need it most.



**700**  
VOLUNTEERS



**5,472**  
EMPLOYEES



McQuoin Park Chef Manager Giuseppe Gugliotti.



# Milestones



**July 2023:** Catholic Healthcare launched its Reflect Reconciliation Action Plan (RAP).



**August 2023:** Hon Emma McBride MP – Member for Dobell praises Warnervale Wellness Centre in federal Parliament.



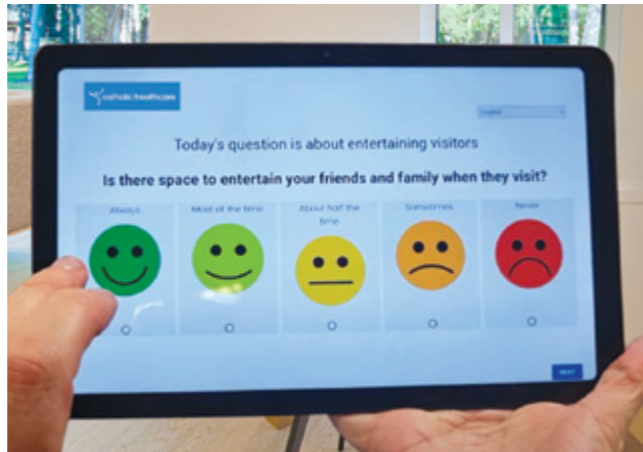
**January 2024:** Catholic Healthcare retirement village resident satisfaction hits 97%.



**February 2024:** Catholic Healthcare partners with Flinders University's ARIA Innovator Training Program to co-design solutions for a more responsive and empowering model of care.



**September 2023:** 2023 Home & Communities People Forum. Seven employees were awarded for their exceptional performance and for living and breathing our mission and values.



**October 2023:** Food Feedback Survey initiative is launched in Residential Aged Care to enhance our residents' overall dining experience, ensuring two-way engagement between the chef and dining room team.



**March 2024:** Catholic Healthcare's Information Technology team won the 'Excellence in Technology Implementation' award at the Innovation and Technology Across Care (ITAC) Awards.



**April 2024:** Steven Rubic appointed as a non-executive director to Catholic Healthcare's Board.



**November 2023:** Inspirat model of care launched, commencing with 5 pioneer homes in Residential Aged Care.



**December 2023:** Gertrude Abbott and The Haven are selected to participate in the Maggie Beer Foundation Trainer Mentor Program.



**May 2024:** St Hedwig Retirement Village was officially opened and blessed on 25 May by The Most Reverend Vincent Long Van Nguyen, Bishop of the Catholic Diocese of Parramatta.



**June 2024:** Our lifestyle coordinators participated in the third annual Wellbeing and Leisure Conference to discuss innovative ideas on enhancing the wellbeing of our residents in our homes.



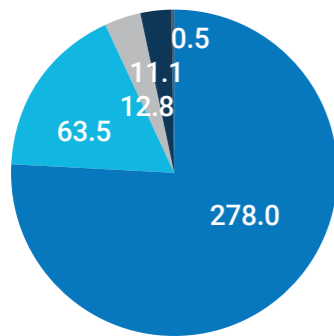
# Finance

## REVENUE BY SOURCE (\$ MILLIONS)

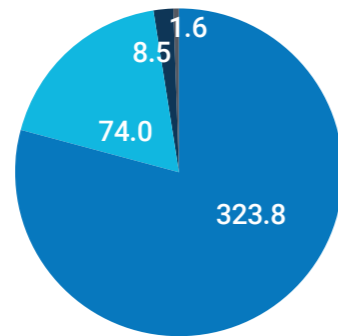
	2021/22	2022/23	2023/24
Revenue and other income	371.6	433.9	555.6
Surplus/(Deficit)	(55.9)	(22.5)	10.1

## REVENUE BY SERVICES (\$ MILLIONS)

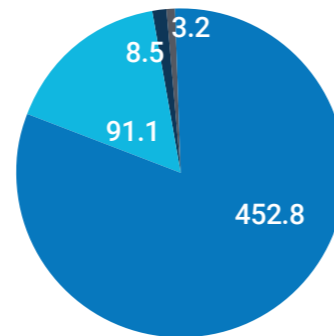
■ Residential Aged Care   
 ■ Home & Communities   
 ■ Health/Other  
■ Retirement Living   
 ■ Corporate



2021/22



2022/23



2023/24

Net Assets (\$ Millions)	2021/22	2022/23	2023/24
Cash, Debtors, Inventory & Other Assets	109.8	99.6	87.9
Property, Plant & Equipment	866.7	934.3	873.2
Investment Property & Intangibles	193.7	209.8	256.6
<b>TOTAL ASSETS</b>	<b>1,170.2</b>	<b>1,243.7</b>	<b>1,217.7</b>
Payables, Employee Provisions & Other Liabilities	177.1	185.1	189.5
Accommodation Bonds & Refundable Deposits	365.8	403.7	461.0
Loan Licences	166.8	159.9	174.9
Borrowings	129.5	105.4	9.8
<b>TOTAL LIABILITIES</b>	<b>839.2</b>	<b>854.1</b>	<b>835.2</b>
<b>NET ASSETS</b>	<b>331.0</b>	<b>389.6</b>	<b>382.5</b>







Our Annual Review  
is available online

[catholichealthcare.com.au](http://catholichealthcare.com.au)

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Catholic Healthcare is a leading not-for-profit provider of residential aged care, home care, and retirement living villages reaching across the east coast of Australia.

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