

Annual Review

2018 – 2019



Welcome

to our 25th Annual Review, in which we celebrate another year enriching the lives of our clients.



Our Mission to promote life in all its fullness continues to drive our core strategy to build the aged care of tomorrow, with an ongoing focus on four pillars:

- 1 **Mission Integration**
- 2 **Enriching our clients' lives**
- 3 **Creating a great place to work**
- 4 **Growing our services to meet need**

Despite challenges in our sector from the external environment, this past year has been one of celebration, recognition and acknowledgement of the Catholic Healthcare journey in this our 25th year.

The journey has been one of faith, courage and resilience, of our people working together to achieve what many thought was impossible. It has also been a period of growth and opportunity.

The anniversary provided a chance to reflect on our Founders' tremendous vision in creating this new unique lay-led organisation to bring together Catholic service providers under one umbrella; to be stronger together. How proud they must be with the success of their vision.

The anniversary is a great affirmation of the success of such a worthy endeavour, with Catholic Healthcare combining the strengths of over 30 organisations in its history.

During the coming year the total financial assets employed in our Mission will reach \$1 billion; and in five years' time this is expected to reach \$2 billion.

It is also a reflection of the quality, strength and vision of our leaders over 25 years, and their focus on our people and the values of our organisation in developing a culture that

asks of us as care givers to understand and respect the innate human dignity that lives within every person that seeks our care.

At the heart of Catholic Healthcare over the past 25 years has been our people. We are a people endeavour, nurturing and supporting our employees to be the best people they can be, so we provide the best care we can provide. This has always been the Catholic Healthcare way.

Our silver jubilee was celebrated across our organisation to ensure everyone had an opportunity to be involved. This included:

- A special mass at Mary MacKillop Chapel followed by a Gala dinner at Doltone House Hyde Park in Sydney.
- Foundation Day events across all our services where more than 300 employee service awards were recognised.
- A 25-year commemorative celebration book.
- A 'Win A Wish' Competition where 25 residents and clients had their wishes granted, including a dining experience at the famous Doyles seafood restaurant; a camel ride; trike rides; private tour of the Archibald at the Art Gallery of NSW; tour to Floriade; Sydney Harbour cruise; and a trip to see the Swans play!

In other highlights from the year, we continued to support those with less financial means, with approximately 50% of our residential aged care clients supported. All our homes and community services have remained fully accredited, and we are committed to delivering safe, quality care for our residents and clients. We are proud that our client satisfaction surveys in both Residential and Home Care continued to show high levels of service satisfaction. Our Home Care Net Promoter Score (NPS) increased from 48 to 54, well above the industry benchmark of 39, and Residential Aged Care customer satisfaction increased from 80% to 86%.



(L-R) David Robinson, Chair of the Board; Dr Peter Steane MSC, Chair of Trustees; Ms Anne Walker, Vice Chair of Trustees; and David Maher, Managing Director

It is always rewarding to receive external recognition and we were delighted to receive 'runner up' at the 2019 NSW/ACT ACSA Aged Care Awards for Provider of the Year. We were a finalist at the 2019 Urban Design Institute of Australia NSW Awards for Excellence in Aged Care category for our McQuoin Park Redevelopment.

We were also the winner of the National Pastoral and Spiritual Care of Older People (PASCOP) Pastoral Care Award for our program designed for community-based clients. This award is issued annually, and this is the second time we have been a finalist in three years.

The year also marked a significant focus on the development and renewal of our aged care services, which is detailed in this Review. We also saw a new addition to our organisation, with the transfer of The Haven Aged Care in Wagga Wagga to Catholic Healthcare. Previously a community run service, we specifically sought out an opportunity to commence services in the Riverina as part of our commitment to rural and regional New South Wales.

For aged care, the past year has seen a

continuation of a complex and challenging operating environment. Significant change dominated the past year including funding cuts, new Aged Care Quality Standards, a new Charter of Client Rights, mandatory Quality Indicator reporting, new legislation on resident restraints, home care pricing regulation, and a new Government Quality Commission.

These are in addition to the Aged Care Royal Commission which commenced in October 2018 and will now run for two years. As a mission-based provider of aged care committed to compassionate quality care, Catholic Healthcare welcomes the Royal Commission.

We established a dedicated support team for this purpose and submitted a comprehensive response to preliminary questions asked of all providers by the Commission. We continue to monitor the progress of the Commission and seek to reflect learnings from issues raised in our own optimised practices.

Whilst the introduction of Government reforms and initiatives have created a challenging, complex and changing environment, at its core they are shaping the future of aged care in Australia.



Residents from St Joseph Aged Care in Hunters Hill enjoying their 'Win A Wish' at Doyles Restaurant

It is a critical period for the aged care sector. We are actively supporting and playing our part in co-creating this new era in aged care.

Finally, we would like to thank the Bishops of New South Wales and the ACT and founding Congregations for their continued support, as well as the Diocesan Development Funds for partnering with Catholic Healthcare in pursuit of our shared Mission and ministry .

We would like to also express gratitude to our dedicated employees for their passionate care of our clients.

We have much to be proud of and much to look forward to. We will continue to be guided by our Mission and Values that help us deliver high-quality care which supports the reputation of Catholic Healthcare.

We pledge to maintain our passion for enriching our clients' lives and supporting each other as a team as we build the aged care of tomorrow.

Here's to the next 25 years!

David Maher, Managing Director



Enjoying the 25th Anniversary Gala Dinner

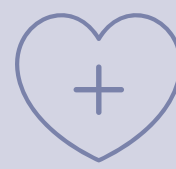
At a Glance



4,032
EMPLOYEES



1,051
VOLUNTEERS



40
RESIDENTIAL AGED
CARE HOMES



2,663
RESIDENTIAL AGED CARE
ACCOMMODATION PLACES



47.7%
CONCESSIONAL
RATIO



4,093
HOME CARE
CLIENTS



2,909
ELDER ABUSE
HELPLINE CALLS MADE



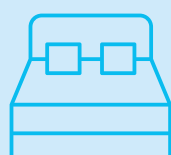
10
RETIREMENT
COMMUNITIES



322
RETIREMENT
LIVING UNITS



2
HEALTHCARE
SERVICES



34
HEALTHCARE
PLACES



316
HEALTHCARE
ADMISSIONS



The Warnervale Wellness Centre celebrating 10 years of care and friendship on the NSW Central Coast

Home Care

At Catholic Healthcare, our Home Care programs aim to facilitate healthy ageing and enhance quality of life.

We are committed to promoting the holistic wellbeing of our clients.

We offer a range of Home Care services which can be funded through the Government's Commonwealth Home Support Programme, a Home Care Package or privately. Services include In-Home Care, Clinical Services, Wellness Centres, Social Support, Health and Wellness programs,

Hoarding and Squalor, Regional Assessment Services, plus our award-winning Pastoral and Spiritual Care program. Home Care also manages the NSW Elder Abuse Helpline and Resource Unit. This free, confidential service provides information, support and referrals relating to the abuse of older people living in the community across New South Wales.

Over the past year, the number of clients receiving our in-home care based services has increased from 3,851 to 4,093 throughout Sydney, regional New South Wales, and South East Queensland.

In 2018-2019, our Home Care Net Promoter Score has also increased from 48 to 54, well above the industry benchmark of 39 (The Catalyst Report Home Care Industry Study NSW Summary 2019).

We have 400 care workers and a network of allied health professionals, registered nurses, physiotherapists and occupational therapists who care for more than 1,400 clients on tailor-made Home Care Packages and over 3,000 clients receiving individual services.

To better support the Home Care team, an employee booklet was developed outlining Catholic Healthcare's commitment to respond to each client's unique needs, helping senior Australians to live independently for as long as possible. The booklet provides the Home Care team with the tools to make a difference in the lives of our clients, to ensure we are providing all the services clients need to stay safe in their homes and live their life to the full.

HEALTH AND WELLNESS

The Health and Wellness team continued its successful client programs focused on being active. The *Feel Fit*, *Neck and Back Health*, and *Walking with Confidence* courses were exceptionally well received by participants in Sydney and regional New South Wales areas.

These evidence-based programs are based on the idea that small amounts of activity performed consistently can make a positive difference to people's quality of life by building confidence, building muscular strength, balance and flexibility.

The popular Warnervale Wellness Centre celebrated 10 years of serving the NSW Central Coast community, providing local seniors and their carers with activities, social connections and support.

The Centre has grown from one client in 2008 to the vibrant place it is today. Centre Manager, Michelle Webb, has been there since the beginning.

"I'm so proud to see how the Centre has grown," says Michelle. "We now cater for 18 to 25 people visiting the Centre every day.



Participants receiving their Neck and Back Health course certificates in Dubbo, NSW

Some people attend five days a week, others just the one day. Our trained employees engage with the clients to provide meaningful and purposeful activities. We also provide education and strategies to clients and their families to assist with cognitive therapy and dementia.

"We are a very close-knit team with a positive attitude. The clients and carers see that positivity and it impacts how they enjoy their days here. Making sure everyone walks out with a smile on their face is my goal."

Long time client Jean said, "Warnervale is my home away from home and the team are like family. We all have so much fun and the team are all amazing in the care they provide for us."

Michelle and her team are also very committed to supporting carers of clients.

"We assist carers by giving them respite as well as by providing strategies to help them support their loved ones, often to help them stay at home for longer."

HELP TO LET GO

One of Home Care's key programs is Hoarding and Squalor, a specialist support service which aims to assist people who have hoarding tendencies or may live in an environment that is not safe or hygienic as a result of excess clutter.

Catholic Healthcare has been running the program since 2009 and now supports approximately 60 clients across New South Wales.

The Hoarding and Squalor program is funded by the NSW Department of Health and is often the first point of call for clients experiencing difficulties due to their environment. The team works with clients to identify ways of establishing a safe environment by reducing clutter, providing a one-off clean, working with clients to learn and practice new behaviours to prevent reoccurrence, as well as supporting clients to identify other unmet and in many cases complex mental health needs.

In April 2019, the team gathered information from across the eight Aged Care Planning Regions (funded by the NSW Department of Health) while supporting individuals affected by hoarding and squalor during the period January – March 2019.

Key findings included:

- 58% of clients identify as female
- 64% of clients are aged 65-84 years
- 69% of clients receive the Aged Pension
- 44% of clients are tenants in public housing
- 44% are owner occupiers
- 68% of clients live alone
- 46% of clients disclose they have experienced a major trauma
- 32% of clients have been engaged in hoarding and squalor behaviour for more than 10 years.

Analysis also identified 78 Housing NSW tenants who live within the City of Sydney catchment area are in receipt of a Home Care Package with Catholic Healthcare. This number prompted the Hoarding and Squalor team to establish the Inclusive Communities project, looking at alternative ways to provide support, focusing on inclusiveness and engagement, as well as strengthening community partnerships.

“Many people are under the impression that hoarding and squalor always occur together, which is not the case. It is helpful to appreciate that the two are distinct and require different intervention approaches,” says Mercy Splitt, Hoarding and Squalor Manager.

“We’ve had people referred to us who have been sleeping in the car or on the verandah for years because they can’t access their home. They can’t get into their bathroom or use their kitchen for its intended purpose.”

Clients are typically receptive to help when managed with empathy. However, instead of going in and disposing of their items, the care workers take a consultative approach.

“We encourage the client to set the agenda. You can’t force them to get rid of everything that they have collected until they are ready, or they will just replace everything.

“We then work with the client to set up cleaning systems and educate them about routines, supporting new behaviours. Everyone deserves to live with dignity, and we have the knowledge and experience to help.”

In October 2019, the Hoarding and Squalor team ran a successful symposium in Sydney with international and Australian experts presenting on the impact of hoarding and squalor on individuals, families and communities. Over 160 people attended the symposium which was an opportunity for specialists to network with peers and hear from individuals with lived experiences.

“ I can now have people over which I could never do before. They actually have somewhere to sit because I have a lounge room again.

Lisa, Central West (client) ”

VOLUNTEERS MAKING A DIFFERENCE

Another key element of Home Care is Catholic Healthcare's Volunteering program. Over 1,000 volunteers across New South Wales and Queensland offer their time, skills and support to residents, clients and patients across all of Catholic Healthcare's residential aged care homes, Wellness Centres and Home Care clients.

Volunteers come from all walks of life and locations but the one thing they have in common is the commitment to make a difference.

Volunteers deliver a range of services including helping out at our homes and day centres, working on the phone support line, providing transport, writing birthday and Christmas cards, providing administration and IT support, home visits and pastoral care.



Students from St Ignatius' College, Riverview volunteering at Lewisham Nursing Home, pictured with the Men's Club

During 2018-2019, over 40 Australian Catholic University students participated in the Volunteering program by visiting residential aged care homes and day centres, providing opportunities to observe aged care in action and to engage with residents and employees. Students were studying courses in allied health, education and business and volunteered their time for periods of 25 to 120 hours.

The Volunteering program is also providing school children with the opportunity to interact with older Australians while delighting residents and clients with 'a breath of fresh air'. For example, over 80 students from St Ignatius' College, Riverview visited residents at Catholic Healthcare's residential aged care homes across Sydney.

In 2018-2019, the Volunteer program was awarded an extension of the Community Visitor Scheme Grant with increased funding and additional regions to service.

Clients across the Catholic Healthcare network continue to embrace their purpose-built MyCH (My Catholic Healthcare) Samsung tablets. MyCH volunteers provide the option of free digital tutorials to clients who have a MyCH tablet. This service encourages client uptake and utilisation of the Samsung tablets, boosting client wellbeing, connection and independence.

“

You can come in with a view of the people living in aged care, but once you get to know them, find out about their stories, where they lived and worked, their families and friends, you can really develop a connection.

Christopher, Year 10

”



Residential Aged Care

At Catholic Healthcare we are committed to providing the highest quality care and service to our residents and families.

Our 40 Residential Aged Care homes across New South Wales and South East Queensland provide tailored care and support for residents both now and in the future. We aim to tailor services to each person's individual needs, whether they need help with day-to-day living or require high-level care.

There were many highlights in 2018-2019, with a significant focus on the development and renewal of our aged care services.

We were delighted to welcome The Haven Aged Care in Wagga Wagga to the Catholic Healthcare family. The Haven provides comfort and security to 148 residents, 150 Home Care clients and 62 seniors in retirement living units.

We have continued the works of The Haven in the spirit of compassionate care, providing aged care services that respond to community need, and nurturing our people and their passion for delivering care to our residents and clients. We have a strong focus and commitment to provide aged care services in regional and rural areas.

Stage One of a major refurbishment of the Charles O'Neill Hostel near Newcastle is now complete with the addition of 15 resident places. Construction of Stage Two has commenced, with an additional 25 resident places. Overall completion is due mid-2020.

Stage One refurbishment of Villa Maria Centre Fortitude Valley was completed and 50 residents moved to their new home in the St Stanislaus wing. Stage Two is now underway which includes refurbishment of the St Gabriel's wing, with a planned completion date of early 2020. Once completed Villa Maria will be home to 120 residents.

We celebrated uniting The Mater with Jemalong Residential Village in Forbes. Thirty one residents from The Mater moved to their new home at Jemalong. The expansion of Jemalong Residential Village included an additional 39 resident places.

We commenced construction on a new Residential Aged Care home in Casula. When completed in late 2020, the home will consist of 144 resident places and will have a range of amenities available for residents, their families and the broader community.

Our development application was also approved for a new residential aged care service in Maroubra to build 108 resident places and 56 retirement living units with a range of shared amenities that will be enjoyed by residents, their families and the broader community. Construction is scheduled to commence in 2020.

As part of our growth plans to respond to community need, by the end of 2020 Catholic Healthcare expects to be opening a new aged care home every four to six months.

We continue to work with Lendlease to build aged care homes on their Retirement Living sites, and to provide Home Care services into their Villages. This included our first aged care services in Victoria, namely Richmond and Mount Martha.



Enjoying the Gertrude Abbott and The Sister Anne Court Aged Care art exhibition in Surry Hills

In line with our Mission of 'promoting life in all its fullness', residents and employees enjoyed many diverse and engaging activities throughout the year.

At Gertrude Abbott and The Sister Anne Court Residential Aged Care in Surry Hills, our first ever inner Sydney art exhibition and auction took place showcasing the works of residents attending weekly Art Based Cognitive Therapy sessions.

Over the years the sessions have taken on a very social and interactive feel. While painting residents reminisce and share memories, and they sing together. The sessions are enjoyable while also contributing to a healthy brain and cognitive functioning.

Memories, emotions, motor and visual processes all work together so minds are kept stronger for longer. Family members have also joined in with the art sessions, providing opportunities to spend time with a loved one.

The art exhibition and auction was a great success, with almost all the 60 paintings on display sold. Artworks were sold to the highest bidder, raising funds for a much-needed refurbishment of Gertrude Abbott's rooftop gazebo area.

Another successful initiative was the installation of personalised doors to help residents living with dementia at St Francis Aged Care in Orange. The doors were installed following the success of a similar initiative at Emmaus Village in Kemp's Creek. The doors in St Francis were modelled as closely as possible to the front doors of residents' homes in a bid to trigger a memory of their favourite house. This simple yet ingenious initiative to change the appearance of the doors at St Francis have helped make 10 residents feel at home.

Tumut's Blakeney Lodge was recognised as one of the state's high achievers at the annual NSW/ACT Regional Achievement and Community Awards Presentation Gala in Orange. Catholic Healthcare was also showcased as one of the most innovative aged care providers at the Australian Association of Gerontology (AAG) Symposium in Wagga Wagga.

We also held our first ever resident versus chef cook-off. At a resident feedback meeting at Emmaus Village there was a discussion on the food and what everyone liked best. One of the residents, Margaret, said she could make a better baked custard.

So a friendly cook-off was organised between Margaret and the chef. For judging, 40 residents were given blue plates and red plates, and voting cards to put in a basket to vote for their favourite.

After several recounts, the resident vote was in favour of Emmaus Village chef George's custard (only just), but Margaret was presented with a trophy and flowers as our first ever Resident Chef.



Celebrating the turning of the sod at the new Forbes Retirement Living Village

Retirement Living

Catholic Healthcare provides a range of retirement living solutions for senior Australians who wish to live an active, positive and social lifestyle.

We have 10 different villages across New South Wales and we continue to grow our services as demand for aged care and retirement living increases.

In Forbes, construction of 19 free-standing Retirement Living villas is well underway with completion due in mid 2020.

Construction has also commenced at the new McQuoin Park Retirement Village in Wahroonga. Stage One is due for completion in mid 2020 and features 88 apartments.

Open Days were held over the year, providing the opportunity for those interested in making the move to retirement living to visit the villages, ask questions and view apartments.

Aquinas Court in Springwood held its Open Day to coincide with local 100th birthday celebrations for St Thomas Aquinas Chapel.

The Catholic parish church was built in 1919.

This century old building, the second church in Springwood, now hosts the important role as the community room and chapel for the residents of Aquinas Court Retirement Village.



Model of McQuoin Park Retirement Village

Residents Edith and Barry at The Brighton in Croydon



Healthcare

Catholic Healthcare is proud of its vital contribution to the communities of Dubbo and Bathurst in regional New South Wales through the management of a third-schedule public hospital and a community outreach service.

In Dubbo, the dedicated team at Lourdes Hospital and Community Health Service provide a diverse range of programs that supplement the health and community services available in the Western New South Wales Local Health District.

Lourdes provides a continuum of hospital, health and extended-care services and promotes a holistic view of individual and family wellbeing that enables people to live life to the fullest.

Services include an aged care assessment team, brain injury rehabilitation, pastoral care, community nursing, palliative care, lymphoedema and geriatric evaluation management.

At Lourdes, one of the highlights of the year was the launch of a new Palliative Care Volunteer Support Service in the Dubbo region.

People receiving palliative or end of life care now have the option of receiving social support from volunteers. The service was developed in partnership with local volunteer organisation, NALAG (National Association for Loss and Grief) to engage suitable community volunteers who can bring value to the lives of patients, carers and families, improving quality of life and emotional wellbeing.

There are now four active volunteers in the Dubbo area who provide social support to

patients, carers and families. Volunteers are engaged to add value by providing respite care, taking the patient/carer for short outings, companionship, relieving isolation, writing life stories and helping with reading newspapers or letters.

This supportive care helps patients to live in dignity and comfort throughout the palliative stage of their illness. Clients are currently referred to the Volunteer Service through Palliative Care Services at Dubbo Base and Lourdes Hospital and Community Health teams. With the inclusion of Dubbo in the Volunteer Program, there is great optimism for the achievement of improving equity of access to palliative care support across the region.

The team at St Vincent's Health and Community Services in Bathurst are experts in supporting older people with their medical conditions and helping people in need of chronic or palliative care.

They work with other healthcare professionals in the area to offer services including district nursing, aged care and assessments, physiotherapy, dementia counselling and neuropsychology.



A new Palliative Care Volunteer Support Service was launched in the Dubbo region - pictured are volunteers and members of the team from Lourdes and NALAG



Our organisation has a big heart, and every one of our 4,000 dedicated people play an important part in ensuring that this is felt by all in our care.

Whether it's providing care directly, or supporting those that do, we empower our people to fulfil their day-to-day roles to the highest standards possible. Engaged people, proud and happy to be part of our organisation, translates into great care and service and it's this that helps to bring alive our Mission of enriching the lives of others.

We demonstrate our commitment to our people through the way that we listen and lead, build community and culture, celebrate achievements and equip them with the skills and knowledge they need to deliver their best.

GATHERING PEOPLE INSIGHTS

Each year, we capture the views of our people on a range of topics relating to their experiences as a Catholic Healthcare

employee through our engagement survey. The information that we gather through this survey helps to guide our people planning for the following year. It's an important part of how we build culture and stay in touch with issues that are important to our people.

Our 2019 survey was completed by just over 2,000 people and through this survey we identified three key areas that our people saw as most important:

- More personal recognition for doing good work;
- More regular, timely and helpful feedback; and
- Ongoing investments in learning opportunities.

SHARING PEOPLE NEWS

Keeping our people well informed and connected to all kinds of happenings across the organisation is an important ingredient in building a strong engaging culture. That's why in 2018 the Communications and Human Resources teams collaborated in the launch of the great new quarterly employee newsletter called Pulse.

ONGOING COMMITMENT TO LEARNING

Our Catholic Healthcare Employee Scholarship program encourages ongoing learning in areas related to aged care. In 2018, we doubled the number of scholarships on offer which means that we've been able to offer support to more people studying a variety of college and university courses.

Strengthening the diversity of our learning program options was a strong focus area for us over the year with new programs launched in the areas of Customer Service skills, Consultative Selling and eLearning. Increased learning options in the area of Health & Safety was also a focus area for us. In January 2019 we saw the launch of a comprehensively new induction eLearning program for workplace health & safety and a new manual handling program called Ready Steady Move for our care workers in Home Care.

Offering access to good quality Leadership development programs is a high priority for us and in September 2018 we launched a new Leadership Program called EQUIP. Since its launch, 40 of our people leaders have completed this new program that's run as a three-day residential at the Macquarie Graduate School of Management.

RETAINING OUR PEOPLE

Over the past year we have seen very encouraging improvements in our employee turnover performance from 16.5% in June 2018 to 14.6% as at 30 June 2019 – an almost 2% improvement. This positive change in our employee retention is a testament to our commitment to making Catholic Healthcare an even greater place to work.

ATTRACTING GREAT PEOPLE

By 30 June 2019 we had employed over 900 new team members across the organisation

and welcomed another 180 as part of The Haven's (Wagga Wagga) December 2018 transfer to the Catholic Healthcare family.

As a large employer working in care services, our primary need is to attract people who possess not only the essential skills and knowledge required for their roles, but the right 'heart' and positive attitude to delivering care and service. To achieve this, a growing organisation like Catholic Healthcare needs to use a range of innovative ways to attract talented new people.

In the past year we've continued to refine and strengthen our approaches to recruitment including launching enhanced new job advertisement designs, building our social media presence and re-establishing partnerships with local universities. We've successfully run numerous recruitment campaigns and introduced new technologies designed to streamline recruitment processes and improve candidate experience.

CELEBRATING OUR PEOPLE

At Catholic Healthcare, celebrating and recognising the contributions, successes and milestones of our people is an important part of who we are, and we do this in a variety of personal and meaningful ways. At our annual Inspire Leadership Conference in November, we recognised another wonderful group of yearly Gold Dove Award winners in the categories of Living our Values, Innovation, People Leadership and Volunteers. We also introduced two new awards for excellence in Home (Residential Care) and Region (Home Care) of the year. The Gold Dove Awards are our highest form of employee accolade and recognise excellence in care, service and contribution right across our organisation.

At our July Foundation Day celebrations, we celebrated the service milestones of over 350 people for 5 to 35 years of service.

Milestones



A local childcare centre welcomes Holy Spirit Revesby residents for a playdate.
August 2018



Catholic Healthcare wins Meaningful Ageing Australia Quality Pastoral and Spiritual Care Practice Award for 2018.
September 2018



The Haven Aged Care in Wagga Wagga transfers to Catholic Healthcare.
December 2018



Centenarians celebrate their 104th birthdays in the same month at Maranatha Lodge, Batehaven.
January 2019



Commence work on our new Retirement Living development at McQuoin Park, Wahroonga.
April 2019



Fifty residents of Villa Maria Centre, Fortitude Valley in Queensland, move into their newly refurbished home.
May 2019



Inaugural Insight Exchange thought leadership dinner is held in Sydney.
June 2019



St Mary's Villa, Dubbo celebrates 40 years of caring for seniors.
October 2018



Recognising employees at our annual Inspire Conference.
November 2018



We celebrate uniting The Mater with Jemalong Residential Village.
February 2019



New sensory garden brings joy at St Francis Aged Care in Orange.
March 2019



Celebrating our 25th Anniversary across the organisation.
July 2019



25 Year 'Win A Wish' gifts.
July 2019



Governance

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

CANON LAW – PUBLIC JURIDIC PERSON

Our governance structure comprises Catholic Healthcare – the Church entity. Catholic Healthcare was canonically established as a public juridic person by the Bishops of the Province of Sydney on 21 July 1994.

Our foundational responsibilities are enshrined in the Statutes of Catholic Healthcare and the norms of Canon Law. The governance of our public juridic person is entrusted to the Trustees who are elected by the members and who are responsible in Canon Law for the ownership and governance of the ministries and property of Catholic Healthcare. The Trustees fulfil this responsibility as sole member of the civil legal entities through which these ministries are conducted.

Catholic Healthcare, the public juridic person, is comprised of the following members:

- Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Lismore
- 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
- Sisters of Mercy, North Sydney Congregation (NSW)
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Augustine's Parish, Coffs Harbour
- St Thomas Aquinas Parish, Springwood.

CIVIL LAW – ENTITIES

The Trustees of Catholic Healthcare is a statutory body corporate and is the civil law entity of Catholic Healthcare, the public juridic person.

The Trustees of Catholic Healthcare (the civil body corporate) functions in a stewardship capacity to oversee the ministry of the organisation and to ensure that Catholic Healthcare's mission is fulfilled.

This body corporate is the sole member of the main operating entity, Catholic Healthcare Limited (CHL) through which the ministries are conducted.

Catholic Healthcare Limited (CHL) – is a not-for-profit public company limited by guarantee and is the civil entity providing Catholic Healthcare's health care, aged care, retirement living, community and related services.



TRUSTEES OF CATHOLIC HEALTHCARE 2018/2019

Trustee	Status	Date
Sr Mary Comer RSJ	Continuing	
Sr Therese Carroll RSJ	Elected	28/11/2017
	Resigned	12/10/2018
Sr Loreto Conroy RSM	Continuing	
Mr Michael Kennedy	Continuing	
Mr Hugh O'Reilly	Continuing	
Professor Peter Steane	Continuing	
Ms Anne Walker	Continuing	

DIRECTORS OF CATHOLIC HEALTHCARE LIMITED 2018/2019

Director	Status	Date
Mr David Robinson, Chair	Continuing	
Mr Alan Crouch, Deputy Chair	Continuing	
Ms Rebecca Davies	Continuing	
Sr Diana Hayes RSCJ	Retired	1/09/2018
Mr Wayne Leamon	Continuing	
Mr David Maher	Continuing	
Mr Michael Morgan	Appointed	1/09/2018
Mr Stephen Teulan	Appointed	1/09/2018

Finance

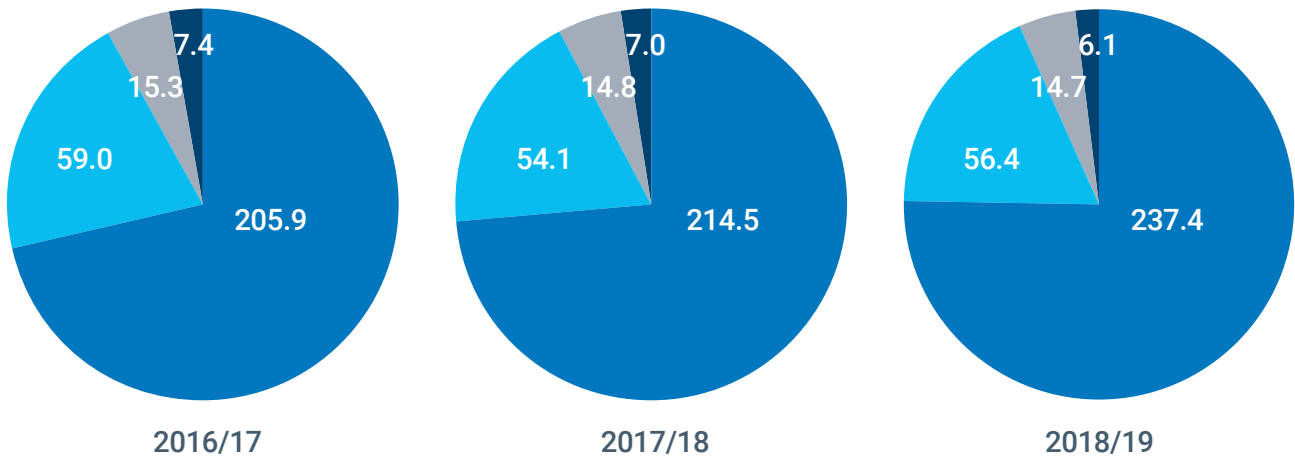
Revenue by Source (\$ Millions)

■ Revenue and other income



Revenue by Services (\$ Millions)

■ Residential Aged Care ■ Home & Community ■ Health/Other ■ Retirement Living



Net Assets (\$ Millions)	2016/17	2017/18	2018/19
Cash, Debtors, Inventory & Other Assets	44.0	51.0	58.2
Property, Plant & Equipment	611.8	641.5	754.1
Investment Property & Intangibles	178.5	181.1	185.4
TOTAL ASSETS	834.3	873.7	997.7
Payables, Employee Provisions & Other Liabilities	101.4	104.5	122.8
Accommodation Bonds & Refundable Deposits	247.6	281.3	310.1
Loan Licences	93.0	89.5	87.4
Borrowings	7.5	5.2	75.4
TOTAL LIABILITIES	449.5	480.4	595.7
NET ASSETS	384.8	393.3	402.0

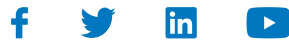




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