

Annual Review

2021-2022





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CEO Report

Karen Borg reflects on her first year leading Catholic Healthcare, and looks forward to supporting growth and innovation through our new strategic priorities.

When I stepped into the role of CEO and Mission leader at Catholic Healthcare in August 2021, I was prepared for some of the challenges that lay ahead – including the COVID-19 pandemic, the ongoing fallout and recommendations from the Royal Commission into Aged Care Quality and Safety, and continuing workforce shortages.

However, if the pandemic has taught us anything, it's to expect the unexpected, and in the past year we also faced the difficult Delta and Omicron outbreaks, as well as flooding in NSW and Queensland.

I continue to be inspired by the resilience and dedication shown by each and every one of our employees in providing care for our residents, clients and patients. Our people are at the heart of all that we do, which is why rewarding and recognising our workforce, creating meaningful career pathways and optimising recruitment strategies will continue to be essential to our planning. We are also committed to lobbying government for improved salary and conditions in the sector as a whole.

New leadership

The Leadership Team, Board and Trustees have worked closely together to develop a new Mission, Values and Strategy for Catholic Healthcare, which were formally endorsed in March 2022 (see p 7). I am grateful for the guidance of our Board and Trustees through this process, in particular from the Chair, Stephen Teulan. Several key executive appointments have played an integral role in developing the new strategy, complementing our existing Leadership Team.

Strategic priorities

For the first time this past year, government Home Care Packages outnumbered residential aged care beds around the country. While the increase in subsidised packages is welcome, there are not enough aged care workers to meet the current needs of the residential and home care sectors, let alone cover the increase. At the same time, around two in three residential care providers are currently operating at a loss, with government subsidies still falling short of what is required to ensure a sustainable system. This issue is reflected in our own financial position (p 29).

In this context, the three strategic priorities we have set for Catholic Healthcare are designed to adapt to the changing needs of the community with a sustainable model, ensure we continue to fulfil our Mission to provide care and help us nurture the future workforce.

First, we will enhance our services, to ensure we meet the increasing demand for home care and retirement living, while continuing to improve residential care. We need to make sure we have a sustainable operating model that offers varied opportunities to employees.

Second, as we recognise the value of community and intergenerational connection in aged care, we will harness the power of catholic connected communities to build networks that benefit our residents, clients and employees. These will be created in the built environment with multifunctional campuses that allow people to move seamlessly between our services, as well as offering employees a range of experience across specialities. We'll also continue to build virtual networks.

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Our new strategic priorities will help to ensure a sustainable model that meets the changing needs of the community.

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And finally, we recognise the marginalisation and ageism that older Australians experience, and the social isolation and loneliness they face that has been exacerbated by the pandemic. To combat these issues and their proven physical as well as mental health impacts, we will prioritise holistic mental and spiritual wellbeing. Again, we want to provide support for our clients but also for our employees.

Implementing these three strategic priorities will lead to improved client outcomes, enhanced employee experience and retention, and promote Catholic Healthcare's brand reputation.

Annual highlights

Throughout this *Annual Review*, you will find examples of initiatives that are already beginning to move us closer to these goals.

In Residential Aged Care (p 12), we have focused on improving our systems, amenities and compliance through Program Matthew. This important work has been supported by the new function of Clinical Governance and Safe Care (p 20), which was introduced in January 2022 to ensure that this crucial area is a focus across all service streams. Over the coming year, the team will deliver further key work in the form of an evolved Model of Care, placing the voice of the consumer central to all that we do.

Work has commenced on our new home in Kincumber, reflecting the increased need

for services on the Central Coast. We also consolidated our two homes in the Coffs Harbour region, successfully transferring all residents and the majority of employees from St Augustine's to St Joseph's.

In Retirement Living (p 16), Stage 1 of the St Hedwig development is nearing completion, with the longer term goal of creating a catholic connected community in Blacktown that combines retirement living with upgraded residential care and a wellness centre.

The achievements across Catholic Healthcare this year are all the more remarkable given the challenging environment. As I met with teams across the regions recently at our Executive Roadshows, it's clear that this is all thanks to our people. They are already living our new Values of Courage, Compassion and Integrity to support and improve the lives of older Australians.

A handwritten signature in dark ink, appearing to read 'Karen Borg'. The signature is fluid and cursive, written on a light-colored background.

Karen Borg, Chief Executive Officer

Chair Report

We have faced another challenging year with a commitment to care that will allow us to adapt to meet the needs of older community members, says Stephen Teulan.

Catholic Healthcare was established in 1994 because our six founding religious congregations wanted to ensure that God's love continued to be shared with people requiring care and support, particularly those who are vulnerable and marginalised.

That promise has been fulfilled over the past year in the most challenging circumstances – the COVID-19 pandemic, natural disasters, Voluntary Assisted Dying legislation, difficult economic conditions, workforce shortages and increasing aged care regulation.

Catholic Healthcare has felt the impact of these challenges, and everyone across the organisation has gone above and beyond in responding to them.

With gratitude

We value the strong support of our Trustees, led by Chair Dr Peter Steane MSC, Vice Chair Anne Walker, Greg Baynie, Patrick Cooper, Sr Loreto Conroy RSM and Michael Kennedy.

I would like to thank our Board, as all Directors have taken on additional responsibilities this year. New committees have been established to oversee Mission and Identity (chaired by Rebecca Davies AO), Quality and Safety (chaired by Anne Carroll), and Property and Facilities (chaired by Michael Morgan). Thank you to Alan Crouch, who retired as Deputy Chair in June 2022 after nine years' distinguished service, and to Wayne Leamon who has accepted the role of Deputy Chair.

We also welcomed Dr Margaret O'Connor AM and Lynne Robinson to the Board this year, who bring extensive expertise in palliative care and technology transformation, respectively.

The Executive Leadership Team, led by our CEO, Karen Borg, has displayed extraordinary commitment and resilience in leading the organisation through the many substantial challenges this year has presented.

We owe a great debt of thanks to all our people, whose outstanding dedication to our Mission and to the wellbeing of residents, clients and patients in demanding circumstances has been inspiring. You truly are the unsung heroes of the pandemic, embodying our Values of Courage, Compassion and Integrity.

We are also grateful for the engagement with our ministry from the bishops, clergy, and congregations in the communities we serve. And thanks must go, too, to our volunteers, our residents, clients, patients and their loved ones for your trust and understanding as we navigate these times together.

A new Mission statement

As we look to the future, the Board recognises that fundamental changes are occurring in services that support older Australians, and in the expectations of people receiving those services. Those expectations include consumers having a real say in how they live their lives and receive care and support. Catholic Healthcare will adapt our services and models of care to the changing environment to fulfil our Mission and ensure our sustainability.

A substantial loss was incurred in the year ending 30 June 2022, including the significant adverse impact of COVID-19. While losses are common at present among aged care providers, we are taking action to improve our financial performance. In the first quarter of the 2023 financial year, we are seeing some

“*At the core of our Mission, we remain focused on the importance of spiritual support as well as clinical care.*”

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encouraging early signs of improvement. However, Government aged care policy will continue to have a major influence on our ability to meet the needs of older Australians.

It is fitting, then, that we enter the coming year with a new Mission, Values and Strategy (p 7) that are intended to guide Catholic Healthcare as we continue to evolve to meet this shifting landscape and the changing needs of older Australians. Our renewed Mission Statement is to “promote the dignity, life and spirituality of older people through connected and inclusive communities”. This statement continues the heritage of our founding religious congregations to build communities of love and care, and work in areas of greatest need.

Key milestones

Part of our response to changing needs and expectations will be to increase our focus on home care and retirement living, in line with community demand, as well as continuing to provide quality Residential Aged Care.

The Home and Community Services team continues to expand and innovate through programs including the Mind + Move Leisure & Wellness Club and Hoarding and Squalor support (p 9). In retirement living, the St Hedwig community in Blacktown is due for completion in early 2023 (p 16), while our newest residential aged care home, MacKillop House Norwest, has reached capacity in less than 12 months and been shortlisted for several awards (p 14).

In another milestone, on 3 October 2022, the operations of our two Healthcare services, Lourdes Hospital Dubbo and St Vincent's Community Outreach Services Bathurst (p 18), were transferred to Western NSW Local Health District (WNSLHD), along with all employees. While it was not an easy decision, we firmly believe that this change will improve patient outcomes, while allowing Catholic Healthcare to focus on provision of aged care services.

Spiritual care in focus

At the core of our Mission, we remain focused on the importance of spiritual support as well as clinical care. A recent Pastoral Care review, initiated by our Mission team, has set the agenda for future development in this area.

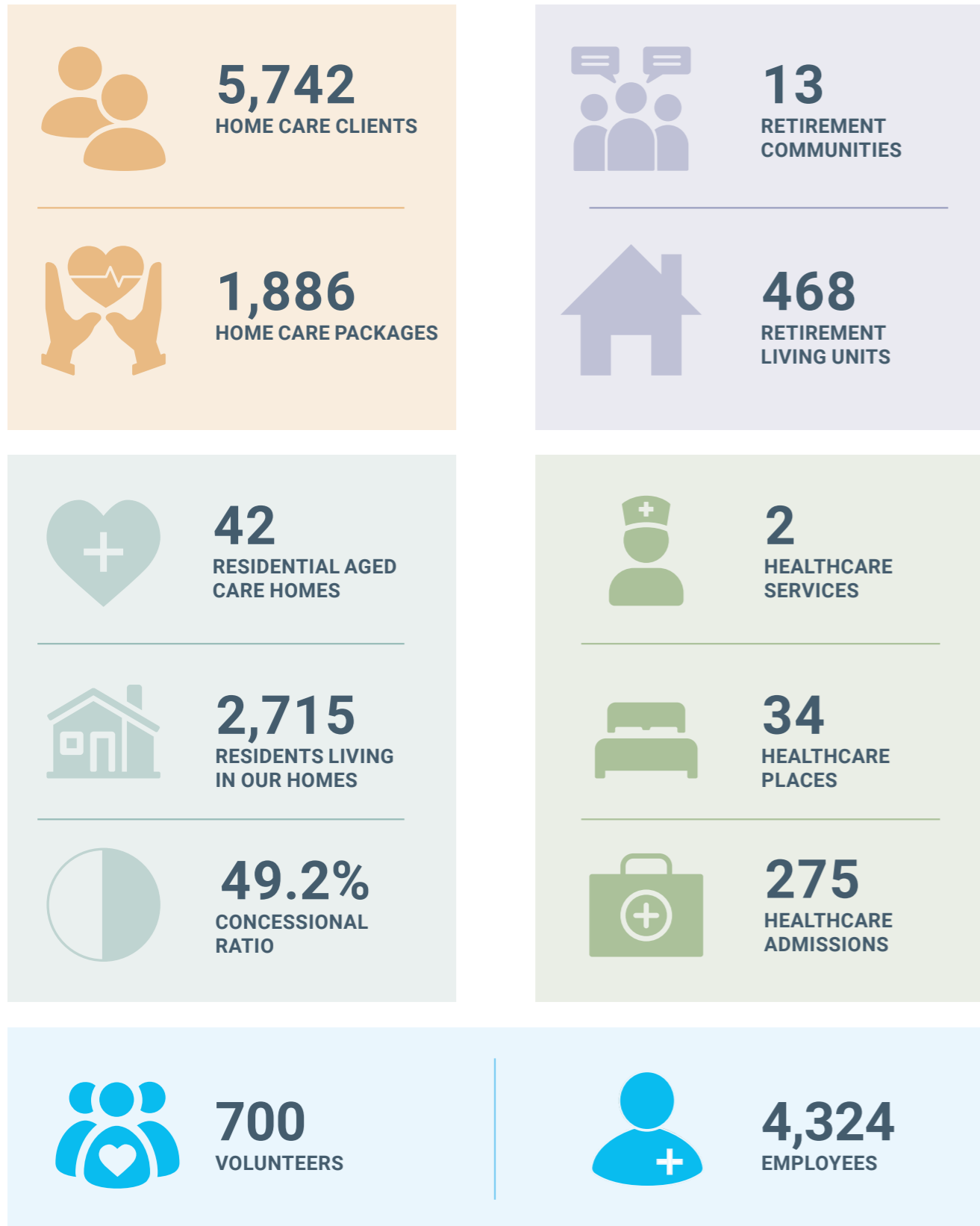
Improving our approach to palliative and end-of-life care, while meeting Catholic ethical standards, is another focus, as we approach the implementation of Voluntary Assisted Dying in Queensland in January 2023 (to be followed by New South Wales in 2024).

Reading through the highlights contained in this Annual Review, I hope you will join me in reflecting upon how much we have achieved together, and in looking forward with optimism to the next exciting phase of development and innovation for Catholic Healthcare.

Stephen Teulan, Chair

At a Glance

A snapshot of our services and people as at June 30, 2022.



Mission, Values & Strategy

In March 2022, the Board and Trustees endorsed a new Mission, Values & Strategic Priorities for Catholic Healthcare.

Our Mission

We promote the dignity, life and spirituality of older people through connected and inclusive communities.

Our Strategic Priorities

Enhance our Services	Catholic Connected Communities	Mental & Spiritual Wellbeing
Expand and enhance our services to meet changing client preferences and community needs.	Create communities that enable us to support clients to live fulfilling lives.	Develop a model of care that is differentiated based on our approach to mental and spiritual wellbeing.

Our Values

Courage	Compassion	Integrity
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Home Care

Our Home and Community Services continue to support seniors to live happier, healthier lives in their own homes.

Over the past year, Catholic Healthcare has provided home care services to more than 5,500 clients across Sydney, regional New South Wales and South East Queensland, funded through the Australian Government Commonwealth Home Support Programme (CHSP), Home Care Packages (HCP) and privately. Our range of in-home care and clinical services is complemented by leisure and wellness, social and respite programs. Specialised services include support for hoarding and homelessness, Regional Assessment Services, plus Pastoral Care and the volunteer Community Visitor Scheme.

A focus on expansion and innovation is in line with one of our new organisational strategic priorities, to enhance services and meet growing community demand for home care.

While the ongoing COVID-19 pandemic and industry-wide workforce shortages have been challenging, changes to rostering and workforce planning have ensured we can continue to deliver consistency and quality of care. This is reflected in our most recent Net Promoter Score (NPS) result which remained higher than the industry average. The result is a testament to our dedicated frontline team members, as well as those who stepped outside their usual roles to provide additional support during the Delta and Omicron COVID-19 waves and floods of the past year.

While the post-Royal Commission transition to a Single Home Support Model has now been postponed by the Federal Government until 2023-24, Catholic Healthcare is already preparing for this transition and implementing new services based on its recommendations. This will include expanded Allied Health and Dementia Care offerings.

Caring through COVID-19

Essential in-home services continued through periods of lockdown this year, supporting clients to maintain their independence at home as well as their mental and physical wellbeing. Practical additions to services included assistance with online and in-person grocery shopping, transport to medical appointments and support accessing COVID-19 vaccinations. Pastoral and volunteer phone call services, and online exercise and leisure programs helped to keep seniors connected to the community. All employees are fully vaccinated for COVID-19 and follow strict infection control protocols during home visits and in our centres.

Expanding our footprint

During the 2021-22 Financial Year, we have increased the number of Home Care packages by 10.45% and Commonwealth Home Support Programme clients by 9.34%, reflecting the growing demand for home care. As well as a base for Home Care Coordinators and Community Workers, our service hubs offer an increasing number of additional services and specialties to clients in urban and regional areas. As we work towards our strategic priority of creating catholic connected communities, these hubs will play an important role in linking clients with Home Care, Wellness, Residential Aged Care and Retirement Living.

“*Expansion and innovation will help us to meet the changing home care needs of older Australians.*”





Leisure & Wellness programs support independence and healthy ageing, including popular Stepping On and Walking with Confidence exercise sessions.

Leisure, wellness and social programs

In February 2022, our McQuoin Park Leisure and Wellness Centre in Wahroonga, Sydney, officially relaunched as Mind + Move, offering a range of programs including an innovative Smart Technology course, art and music therapy, yoga, book club, excursions and more. Program costs can be included as part of a subsidised CHSP or HCP, with a monthly subscription. A selection of online classes introduced during COVID closures have been maintained alongside the growing onsite program.

One of the popular courses this year has been Smart Technology, where qualified instructors share tips and techniques to help seniors make the most of tablets, smartphones, email, online shopping, video calls and more. Says client John: "I've been taking a lot more photos and sending them overseas. I can now stay connected to family in the Netherlands, France, and America!"

Following its successful launch on the North Shore, in the coming year the Mind + Move model will also be rolled out at Casula in South West Sydney and in Dubbo.

Developing dementia and allied health support

To establish a best-practice model of dementia support for clients living in the community and their carers, work to date has included external and internal reviews of our current services, assessment and care planning tools. Plans are in place to build expertise and ensure a holistic approach to care through training for frontline and support teams, and partnerships with universities and dementia specialists.

In line with this undertaking, the innovative Tovertafel augmented reality gameplay system has been introduced to dementia day programs in Dubbo, Warnervale, Waterloo and Wagga Wagga. Designed to engage and increase participation for people at all stages of their dementia journey, it's already demonstrating positive results.

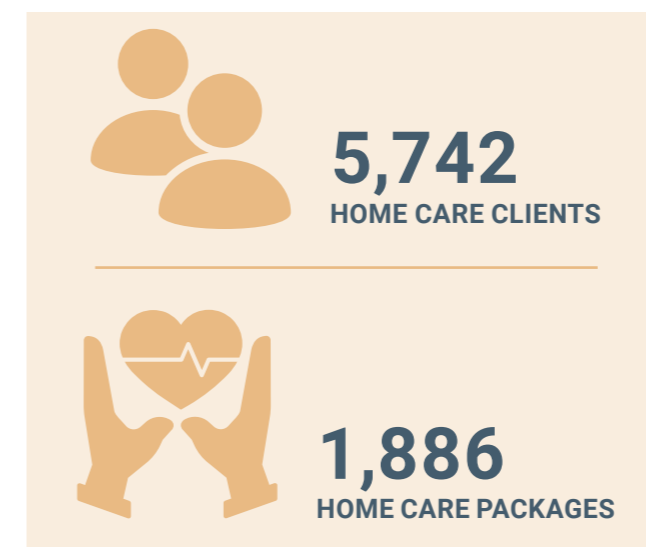
To further develop our allied health offering in Home Care, a new service delivery model in partnership with Australian Catholic University will be rolled out in 2022-23, linking clients to diverse services that enhance quality of life and physical wellbeing. Recruitment is also underway for an Allied Health Coordinator and various allied health roles to optimise service delivery and health outcomes.

Hoarding and squalor

Our Hoarding and Squalor service continues to be an industry leader in this specialised field, as we continue to expand online and in-person support available to clients facing issues with hoarding and often at risk of homelessness. In 2021, the Buried in Treasures peer support program, offered free under the CHSP, moved from an in-person to an online offering. As a result, more than 100 participants successfully completed the program in 2021-22. This 15-week course is now supplemented by smaller declutter groups run online and in-person, as well as one-on-one support and practical assistance from our team of 12 specialist case managers across the state. In mid-2022, the team also launched a new one-on-one psycho-social support program led by a mental health practitioner, recognising the mental health and social challenges that often affect people with hoarding tendencies.

Recognising excellence

In June 2022, the South East Sydney team was recognised as a finalist in the prestigious Leading Aged Services Australia (LASA) Awards. Congratulations to manager Lisa Turrell and the dedicated team of more than 170 community workers, care advisors, nurses and service specialists who provide everything from home care to social, wellness, homelessness and hoarding support from their Waterloo base. In October 2022, the Hoarding and Squalor team was named as a finalist in the HESTA Awards for Excellence, with results pending at the time of writing.



Tovertafel augmented reality gameplay is new to our dementia support programs.

Volunteers and social support

We are grateful to our community of more than 600 volunteers. Around 250 active volunteers provide valuable social support to Home and Community Services clients through the Community Visitors Scheme (CVS) home visits, companionship phone call program and pastoral care, as well as those who assist in our Social, Respite and Wellness centres. In our Residential Aged Care Homes, a further 350+ volunteers assist with lifestyle activities, companionship and pastoral care.



Happy graduates of Smart Technology at our Mind + Move centre, Wahroonga



Residential Aged Care

In a year when the pandemic has continued to challenge us all, Catholic Healthcare remains committed to providing quality residential aged care, and continuous improvement of our services.

Catholic Healthcare's 42 Residential Aged Care Homes across New South Wales and Queensland provide care and support for more than 2,500 residents and their loved ones. We are grateful for the support and understanding of our community as we have faced lockdowns, workforce shortages and challenging operating conditions. With new leadership and a commitment to the organisation's updated Mission, Values and Strategic Priorities (p 7), providing quality, compassionate Residential Aged Care continues to be a key focus.

Caring through COVID-19

Residential Aged Care homes across the country, including our Catholic Healthcare homes, were heavily affected by the Delta COVID-19 wave in mid-2021, and the Omicron wave over the summer of 2021-22. One of the greatest challenges was managing staffing levels when large numbers of employees were furloughed as COVID-positive or close contacts. We are grateful to all those frontline team members who went above and beyond, and those from corporate support areas who stepped outside their usual roles to ensure residents continued to receive care and support. In the first half of 2022, the Leadership Team brought 'Thank You' Coffee carts to homes as one way to recognise our dedicated frontline teams for their tireless efforts during the pandemic.

A strengthened focus on Clinical Governance and Safe Care (p 20) has played a vital role in managing and minimising COVID-19 outbreaks in our homes, as well as implementing a visitor management plan and training modules that

maintain safe practices while supporting residents and loved ones to stay connected. When COVID-19 restrictions were in place, lifestyle teams continued to innovate and support wellbeing through modified programs and activities.

A successful COVID-19 vaccine rollout has seen more than 90% of residents receive at least two doses, with more than 85% having received at least one booster. Vaccination remains optional for aged care residents, while all employees are fully vaccinated according to government regulations and Catholic Healthcare's own policy.

Time for transformation

In January 2022, Josh McFarlane joined the Leadership Team as Chief Operating Officer, bringing a wealth of experience in the aged care and business sectors. His appointment reflects Catholic Healthcare's focus on combining Residential Aged Care, Home and Community Services and Retirement Living operations for the first time, to improve efficiency, quality and consumer experience. In the new financial year, the restructuring of regional Residential Aged Care management, operations and customer experience streams is already having a positive impact.

“A strengthened focus on Clinical Governance has played a vital role in our COVID-19 response.”

Breaking new ground

Our newest home, MacKillop House Norwest, opened in Sydney in November 2021, reaching occupancy in less than 12 months. The architect-designed campus is now home to a growing community of more than 80 residents, and features bright, airy rooms, multiple indoor and outdoor communal areas, as well as a cafe, salon, wellness centre and chapel. In June 2022, MacKillop House and Holy Spirit Casula, which opened in February 2021, were both named as finalists in the prestigious 2022 Urban Development Institute of Australia (UDIA) Awards for Excellence.

In March 2022, construction commenced on a new, state-of-the-art home for 108 residents at Kincumber NSW, which will meet the needs of the growing Central Coast Community. The development is estimated to be complete in September 2023.

Another significant change was the consolidation of Coffs Harbour residential care, with the closure of the St Augustine's home and the successful transfer of all residents and the majority of staff to nearby St Joseph's. The latter offers updated accommodation and facilities better suited to meet the future needs of the community.



Jemalong Residential Village residents enjoyed a balloon ride over NSW.

Improving our systems

Local and Operations teams have worked successfully with Clinical Governance & Safe Care on compliance through Program Matthew, which commenced in early 2022. Together they have improved outcomes in Aged Care Quality & Safety Commission accreditation over the past year, ensuring that all homes assessed achieved reaccreditation under stringent scrutiny.



Our newest home, MacKillop House Norwest, has been recognised for its leading design.

Project Francis saw each of our homes undergo National Disability Insurance Scheme (NDIS) accreditation, including worker screening of all Residential Aged Care employees, to ensure we are able to support residents living with a disability under NDIS.

Following the successful introduction of a Customer Relationship Management platform (CRM) to Home Care in the previous financial year, the rollout has continued across Residential Aged Care in 2021-22. This system improves customer experience for potential and current residents through enabling an effective and efficient admissions process, with key information carried through to our clinical database eCASE, making it a powerful tool.

Following a successful pilot running throughout the year, Dove Plus resident service packages were formally launched across all homes in August 2022. This simple, easy-to-understand system is an important tool in promoting and explaining to potential residents our services and facilities that go beyond the basic government requirements for residential aged care. Each home has been classified as meeting the additional service offerings for Gold, Silver or Bronze packages with a corresponding daily fee, which can be reduced or waived depending on the individual resident's circumstances.



42
RESIDENTIAL AGED
CARE HOMES



2,715
RESIDENTS LIVING
IN OUR HOMES



49.2%
CONCESSIONAL
RATIO



The 'Thank You' coffee cart made its way around Sydney homes.

Retirement Living

Catholic Healthcare provides a range of solutions designed for independent seniors looking to make the most of their lifestyle during their retirement years.

Residents at our 13 retirement living villages across NSW enjoy the added benefits of security, maintenance-free living, a range of activities and facilities and a community of like-minded people.

Retirement living will continue to grow in line with Catholic Healthcare's strategic priorities, as we work to enhance our services and to create catholic connected communities that support ageing at every stage.

Our newest retirement living development – McQuoin Park, Wahroonga – is a benchmark for this model, with retirement living, residential care and the Mind + Move leisure and wellness club all located on the same campus. The retirement village celebrated its first birthday in September 2021, and all apartments in Stage 1 are now fully occupied.

In June 2022, McQuoin Park village manager Vanessa McKenzie was a finalist in the 2022 Leading Aged Services Australia (LASA) Awards Retirement Living Manager of the Year category.

Construction is well underway at the 72-apartment community at St Hedwig in Blacktown, where residents of the existing retirement village have already reserved their new apartments. Construction is due to be complete in late 2022, with the sales campaign for the remaining apartments up and running.

The Brighton was named Retirement Living Village of the Year in Catholic Healthcare's annual Gold Dove Awards, with residents commending the team on supporting the vibrant community through COVID-19 in particular.



From top: The St Hedwig display apartment; The Brighton's gardening club.



13
RETIREMENT
COMMUNITIES



468
RETIREMENT
LIVING UNITS



Healthcare

A significant change has seen the operation of our two Healthcare services transfer to Western NSW Local Health District.

Our two healthcare services in Western New South Wales, Lourdes Hospital Dubbo and St Vincent's Outreach Services Bathurst, have been managed by Catholic Healthcare under a third-schedule agreement with Western NSW Health District (WNSWLHD).

Lourdes provides a continuum of hospital, health and extended-care services including brain injury rehabilitation, community nursing, palliative care, inpatient rehabilitation, dementia support and geriatric evaluation management. This continued throughout the past year despite the impact of COVID-19, which saw restrictions in some services and a significant increase in virtual allied health consultations. During this time, Lourdes also achieved Australian Council on Healthcare Standards (AHCS) accreditation until 2024.

The team at St Vincent's Health and Community Services in Bathurst have continued to support older people in the community in need of chronic or palliative care. They work with a team of local healthcare professionals to deliver services including district nursing, aged care and assessments, physiotherapy, dementia counselling and neuropsychology.

Following a review of the current service agreement (in place since 2011), Catholic Healthcare and WNSWLHD reached a mutual decision that the future needs of the local community would be best met by integrating the operation of these services into the local health district. The transfer of operations took place on 3 October, 2022, with all employees of the two services also having their employment transferred to WNSWLHD. This brought both continuity and consistency of care for patients, as well as ensuring the highly skilled teams of

both services were supported to successfully transition into the WNSWLHD structure.

In a blessing ceremony held on 17 October at Lourdes, CEO Karen Borg and Chair Stephen Teulan thanked the dedicated teams of both services for their service to Catholic Healthcare's Mission, and wished them all the best as they continue to provide outstanding care as part of WNSWLHD.



A ceremony marked the transfer of Lourdes Hospital to the WNSWLHD.



2
HEALTHCARE
SERVICES



34
HEALTHCARE
PLACES



275
HEALTHCARE
ADMISSIONS



Clinical Governance & Safe Care

This important new portfolio represents Catholic Healthcare's focus on driving safe, coordinated, effective and personal clinical care and governance across all services.

The Clinical Governance and Safe Care Team was established in late 2021, under General Manager Erica Yanitsas, to provide strategic clinical leadership and monitoring to Residential Aged Care, Home and Community Services and Retirement Living. It provides a means by which the quality and safety of care and clinical outcomes, including the health and wellbeing of residents and clients, is measured, evaluated, and improved.

The responsibilities of this new function include:

- Effective reporting to the Board and Quality and Safety sub-committee, CEO, Leadership Team and relevant managers across the organisation.
- High-level leadership and expert advice on clinical risk and governance systems.
- Establishing systems to ensure the effective flow of clinical data and information between services and to the Board.
- Ensuring systems, policies and procedures are in place to ensure safe, quality care and clinical outcomes, in areas including antimicrobial stewardship, minimising use of restraints and open disclosure.
- Advising on effective communication channels for new and updated regulatory requirements and evidence-based best practice guidelines.

Since the team was established, several initiatives have been implemented including a whole-organisation Clinical Governance framework based on the primary pillars of: Leadership and Culture; Consumer Partnerships; Organisational Systems; Monitoring and Reporting; Effective Workforce (Clinical Education and development); Communication and Relationships.

Other highlights for the team during the year have included:

- The implementation of a Quality Benchmarking program across Residential Care and Home and Community Services
- The introduction of an organisational plan for continuous improvement across all operational and corporate functions
- Completing full compliance as an NDIS provider (a new requirement for the organisation).
- In Residential Aged Care, commencing the rollout of an electronic medication system (Med-Man) across all homes, as well as the introduction of a Resident Risk Profiling tool.
- Commencing a Consumer Advisory Group Project to give our residents and clients a greater voice and input into their lives.
- Commencing work on an updated Model of Care, as well as policies relating to Palliative Care and Voluntary Assisted Dying legislation, which will be completed by mid-2023.





Our People

Our 4,300+ employees are our greatest asset, and ensuring we support our workforce to provide leading, compassionate care is a key priority for the organisation.

The serious impact of COVID-19 in aged care and workforce shortages in the sector have been in the news across the country this year. They have also been a key challenge for Catholic Healthcare, and one that has only served to highlight the value of each and every one of our employees.

As we entered the second year of the pandemic, the dedication of our team members to our Mission, our residents, clients, patients and each other has been exceptional. This is especially true of the unsung heroes of the pandemic (p 25) – our frontline employees, as well as those support team members who stepped outside their usual roles to provide additional cover wherever it was needed.

Our dedicated people play an important part in ensuring that the true meaning of our Mission and Values are felt by all those older community members we serve. Whether it's providing care directly, or supporting those that do, our goal is to empower our people to fulfil their day-to-day responsibilities to the highest standards possible. We demonstrate our commitment to our people through ensuring safe working environments, creating opportunities to learn essential skills and developing new ones, and planning ahead to grow the workforce of the future.

New people leadership

Our new Chief People Officer Catherine McMahon joined the organisation in February 2022, bringing with her extensive experience in People and Culture leadership including in the aged care sector. As well as improving processes and introducing new initiatives,

her goal is to ensure that employee outcomes are a key consideration in each of our new strategic priority areas, with a focus on workforce, leadership, safety, employee experience and culture.

Employee engagement

In March 2022, Catholic Healthcare engaged The Voice Project to deliver our Employee Engagement Survey. The results were positive, yet reflective of a year that contained a great deal of challenge and change at Catholic Healthcare and the sector at large. As a result, the Leadership Team has committed to an Action Plan to address key feedback and areas of improvement that will contribute to building our reputation as an employer of choice.



700
VOLUNTEERS



4,324
EMPLOYEES

Recent Executive Roadshows across all homes and service areas offered another valuable opportunity for employee engagement, both on our new Mission and Values and on local issues affecting frontline teams. Monthly Chats sessions held at Macquarie Park and via Teams continue to add to the exchange of information and ideas.

Attracting great people

Recruitment continues to be a crucial part of workforce strategy as we compete with other aged care and health care providers, while also attracting new-to-industry candidates.

School-based traineeships were launched with our first candidate, May Turner, contributing to St Francis Aged Care in Orange while completing her HSC in 2022. TAFE and University student placement programs have also been refreshed and relaunched.

The 'What if?' recruitment campaign ran across digital, social media and regional TV in the first half of 2022, increasing the number of job applications submitted by 38%, and winning the NSW non-profit category at the Australian Marketing Institute Awards in October 2022.

Developing career pathways

While we were unable to hold our Inspire leadership conference in person once again this year, a successful Virtual Inspire session for people leaders across the organisation was held in August 2022. CEO Karen Borg, COO Josh McFarlane and CPO Catherine McMahon introduced our new Mission, Values and Strategy as well as Operational and Workforce planning, and shared tools and resources for managers to use with their teams. The Executive Roadshows further disseminated our key priorities, and invited employees to participate in articulating our new values.

Ensuring meaningful and accessible career pathways are in place for employees is another key objective, with the first graduates of the EQUIP leadership course completing this year-long program in 2022. A range of scholarship opportunities are available for personal care workers to develop skills in nursing, allied health and dementia support.

Creating culture

As COVID-19 restrictions eased, we have seen a return to in-person gatherings for events and celebration milestones. Aged Care Employee Day, Foundation Day and the virtual Gold Dove Awards all presented opportunities to share key moments together. We also gathered for various awareness days including RUOK Day and the Dementia Australia Memory Walk & Jog.

In April and May 2022, a Thank You Coffee Cart made its way around Sydney residential care homes as an initiative to show gratitude to our frontline teams, with other local celebrations a focus across regional areas.

Workplace safety

The development and launch of the My Safety online tool in September 2022 is an important system improvement, enabling the quick and easy online reporting of safety incidents and hazards. Replacing paper forms, the new system can be used on a desktop or via a smartphone App, and enables workflows to ensure that Managers are notified of hazards and risks, and that corrective actions are assigned.

CELEBRATING OUR FRONTLINE HEROES

As first the Delta and then the Omicron surge affected our Residential and Home Care services, the true dedication of our frontline teams became evident as they worked tirelessly to cover furloughed team members and support residents, clients, patients and colleagues through lockdowns and illness. Words of support came from grateful residents, families and co-workers, and at our Gold Dove Awards in March 2022 a special award category was created to recognise more than 60 of these 'Unsung Heroes'. At the same time, every employee was presented with a Gold Dove pin in gratitude for their efforts throughout the pandemic.

People across the organisation were recognised for their contributions. Lifestyle teams pulled together to keep residents entertained, with the team at Villa Maria Eastern Heights even creating a 'Lifestyle Channel' to broadcast into each resident room. Across our homes, family members like Bridget, whose mother Marion lives at Gertrude Abbott Aged Care, was thankful for the team's efforts to keep them in touch via video call. Bethlehem House Residential Manager Princi gave thanks to her Regional Manager Nishi, who "always provided on-the-ground support when each day brought a different challenge".



The Catholic Healthcare team at the Memory Walk & Jog to raise funds for dementia research.

Our first School-based Traineeship graduate May Turner is working with the lifestyle team at St Francis Orange.



Milestones



July 2021: Edith Rogers receives a long service award on Catholic Healthcare's Foundation Day



August 2021: Karen Borg joins Catholic Healthcare as Chief Executive Officer.



January 2022: We thank our 'Unsung Heroes' during COVID-19, including Archie, Enrolled Nurse from Villa Maria Eastern Heights.



February 2022: Resident Shirley at Holy Spirit Casula helps celebrate the home's first anniversary.



September 2021: McQuoin Park Retirement Living Village celebrated its first anniversary.



October 2021: Eleanor Lewis receives a Paul Harris Fellowship Award at Jemalong Residential Village.



March 2022: The ADF provides support at Villa Maria Fortitude Valley during the floods.



April 2022: Indie the pet therapy dog visits Holy Spirit Dubbo.



November 2021: MacKillop House Norwest welcomes its very first resident Eileen.



December 2021: Maranatha Lodge celebrated its 30th Anniversary, with Maintenance Officer Bernard Beatty receiving a long service award for 23 years at the home.



May 2022: Celebrating International Nurses' Day at St Paul's Northbridge.



June 2022: State MP Dugald Saunders & Anne Gemmell at the launch of Dubbo's Dementia 'Sing Out' Choir.

Governance

Our governance structure operates under both Canon Law and Civil Law and ensures 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 through the exercise of the reserve powers they hold 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:

- Trustees of the Roman Catholic Church for the 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
- Trustees of Sisters of Mercy North Sydney
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Augustine's Parish of Coffs Harbour
- St Thomas Aquinas Parish, Springwood
- St Raphael's Blacktown Association

Civil Law – entities

The Trustees of Catholic Healthcare is a statutory body corporate created under the Roman Catholic Church Communities' Lands Act (NSW) 1942 (the Act) 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 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. The Trustees appoint the Directors and the Chairman of CHL. Catholic Healthcare Limited is a not-for-profit public company limited by guarantee and is the civil entity providing Catholic Healthcare's healthcare, aged care, retirement living, community and related services.

Directors of Catholic Healthcare Limited 2021/22	
Director	Status
Mr Stephen Teulan, Chair	Appointed Chair 25/07/21 Continuing
Mr Alan Crouch, Deputy Chair	Retired 30/6/2022
Ms Anne Carroll	Continuing
Ms Rebecca Davies AO	Continuing
Mr Wayne Leamon	Appointed Deputy Chair 1/7/2022 Continuing
Mr Michael Morgan	Continuing
Emeritus Prof Dr Margaret O'Connor AM, CF	Appointed 01/02/22
Mr David Robinson, Former Chair	Retired 24/07/21
Ms Lynne Robinson	Appointed 01/08/22

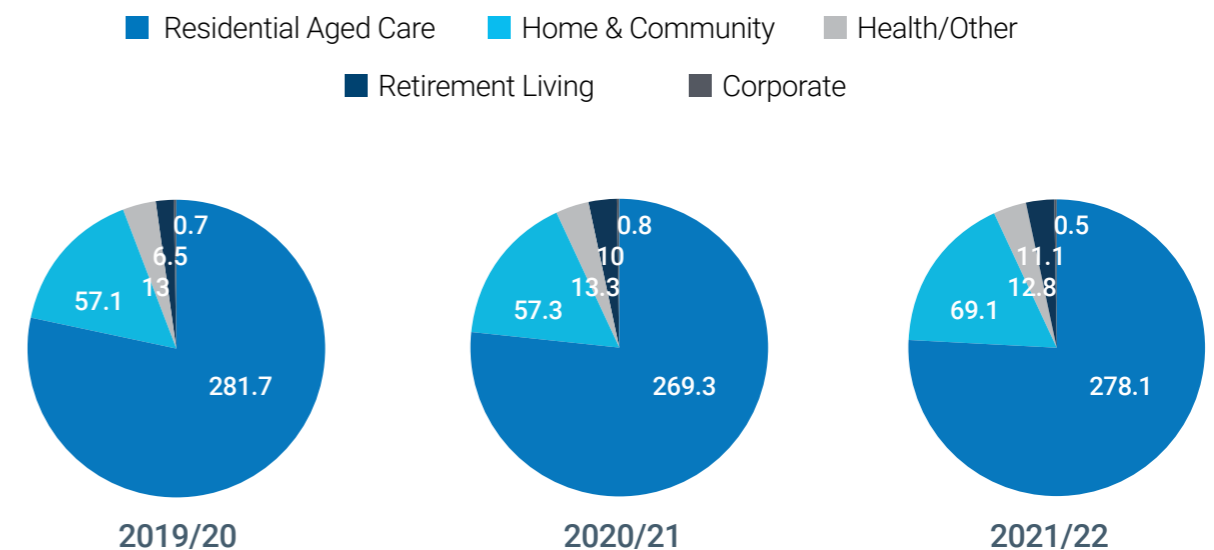
Trustees of Catholic Healthcare 2021/22	
Trustee	Status
Dr Peter Steane, Emeritus Professor, Chair	Continuing
Ms Anne Walker, Vice Chair	Continuing
Mr Greg Baynie	Continuing
Mr Patrick Cooper	Continuing
Sr Loreto Conroy RSM	Continuing
Mr Michael Kennedy	Retired 25/11/21

Finance

REVENUE BY SOURCE (\$ MILLIONS)

	2019/20	2020/21	2021/22
Revenue and other income	359.0	350.7	371.6
Revenue and other income (normalised)	323.0	339.3	365.9
Surplus/(Deficit)	2.9	(42.9)	(55.9)

REVENUE BY SERVICES (\$ MILLIONS)



Net Assets (\$ Millions)	2019/20	2020/21	2021/22
Cash, Debtors, Inventory & Other Assets	103	135	110
Property, Plant & Equipment	904	867	867
Investment Property & Intangibles	192	194	194
TOTAL ASSETS	1,199	1,196	1,171
Payables, Employee Provisions & Other Liabilities	163	160	177
Accommodation Bonds & Refundable Deposits	350	364	366
Loan Licences	90	155	167
Borrowings	165	130	130
TOTAL LIABILITIES	768	809	840
NET ASSETS	431	387	331



Our Annual Review
is available online

catholichealthcare.com.au

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

Trustees of Catholic Healthcare
ABN 89 915 142 048

Catholic Healthcare Limited
ABN 69 064 946 318

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