



*Annual Review*

2020 – 2021

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# Welcome

**Welcome to our 27<sup>th</sup> Annual Review, in a year which has been characterised by significant challenges, change and opportunity.**

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COVID-19 undeniably presented ongoing challenges across our services.

We are thankful for the incredible and innovative way our employees responded going above and beyond in supporting our residents, clients and patients and their carers.

This year was a pivotal time for aged care with the release of the recommendations of the *Royal Commission into Aged Care Quality and Safety Report*. We also welcomed the Government's commitment to allocate 40,000 new Home Care Packages for this financial year, and an additional 40,000 for next year.

We welcomed our new CEO, Karen Borg. Karen's appointment comes at a turning point in aged care. She possesses a deep understanding of customer needs that will lead Catholic Healthcare to further develop our focus on all stakeholders. We also thank Belinda Moyes for her tireless work as interim CEO. We welcomed Stephen Teulan as the new Chair of the Catholic Healthcare Board, and Anne Carroll as a new Director. We farewelled our Managing Director, David Maher, and David Robinson, former Chair of Catholic Healthcare.

We had many highlights, too.

We were honoured that Chris Rigby, founder and former Managing Director of Catholic Healthcare, was recognised in the Queen's Birthday Honours List with an OAM for dedication and service. We opened the new state-of-the-art McQuoin Park Retirement Living Village in Wahroonga, selected as a Finalist in the *Urban Developer Awards*. Our new Home, Holy Spirit, in Casula, was officially blessed; and we opened MacKillop House Norwest. We released our first *Modern Slavery Statement*, aimed at a more compassionate and humane society, and we re-ignited *MyWish* experiences for residents and staff to enjoy outdoor activities.

This year we launched our 2021 Mission Theme – *Reaching Out* which aims to continue to reach out to the needy and vulnerable in our community.

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*Our Mission to promote life in all its fullness continues to be at the core of all that we do*

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# CEO Report

## CEO Report – Karen Borg

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I was delighted to join Catholic Healthcare as CEO in August 2021.

My appointment was preceded by our Interim CEO, Belinda Moyes and the previous Managing Director, David Maher, and I would like to thank and acknowledge them both for their significant respective contributions.

Leading Catholic Healthcare is a great privilege, as we are entrusted with the care of older Australians – whether in our residential aged care homes, retirement living villages, healthcare or home and community services.

Prior to Catholic Healthcare, I led commercial and government organisations in healthcare, consumer products and technology services in Australia and overseas. More recently, I was CEO for Healthdirect Australia and Jobs for NSW.

There is no doubt 2021 tested and challenged us all during COVID-19 lockdowns. Yet it is Catholic Healthcare’s social teachings, its Mission and Values of compassion, honesty, respect, hospitality and excellence, that were the guiding principles for all of us. They are the heart of our approach to enriching the lives of each resident, client and patient. It is clear to me why people choose Catholic Healthcare to be their partner as they or their loved ones become more vulnerable.

Our focus is to provide quality, holistic care and support, enabling older people to experience the fullness of life. We are committed to providing in-home support for older people, who prefer to remain in their own home, as well as creating vibrant campuses, designed to support social connection, incorporating a range of accommodation, support, and care options.

I’m working closely with the Board and Leadership Team to further refine and deliver Catholic Healthcare’s Strategic Plan. We will be



seeking opportunities to be more responsive and innovative, whilst never losing sight of the importance of serving the most vulnerable.

There is a strong legacy that has built the foundations of Catholic Healthcare, and I will work to ensure that trust, transparency and respect remain at its core. Our services would not be possible without the best people – so we will invest in development and training for our current team as well as new employees.

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*Consistent with our Mission, and guided by our Values, our focus is to provide quality, holistic care and support*

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Our aim is to ensure inclusivity of all older people and to be a provider of choice for people who identify as Catholic and others who value our Catholic ethos.

I thank my executive team, our residents, clients, patients, families and friends for their resilience and fortitude. I look forward to working together with you in 2022 in our continued commitment to deliver the highest standard of quality aged care.

# Chair Report

## Chair Report – Stephen Teulan

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This has been a year of change, challenge and resilience for Catholic Healthcare.

I would like to acknowledge the leadership of David Robinson as Board Chair for seven years until his retirement in July 2021 when I was honoured to succeed him, and the significant governance contributions of Board members – Alan Crouch (Deputy Chair), Rebecca Davies AO DCSG, Wayne Leamon, Michael Morgan, and Anne Carroll, who we welcomed to the CHL Board in January 2021. In his time as Chair, David Robinson led Catholic Healthcare through a period of expansion and growth of our aged care and home care ministries.

I would also like to recognise the valued leadership of our former Managing Director, David Maher, who served in that role for a decade and was a key leader of Catholic Healthcare for twenty years prior to his resignation in May 2021. We thank Belinda Moyes for her interim leadership of Catholic Healthcare and are delighted that Karen Borg joined as CEO in August 2021.

The Board has enjoyed great support from the Trustees of Catholic Healthcare, including Dr Peter Steane MSC, Anne Walker, Greg Baynie, Patrick Cooper, Sr Loreto Conroy RSM and Michael Kennedy during the year and we are grateful for their advice and encouragement. We also appreciate the support and interest provided by Bishops, clergy and congregations with whom Catholic Healthcare engages in meeting local needs.

Above all, I would like to express the Board's thanks to the staff and volunteers of Catholic Healthcare for their commitment and care during such a challenging time in aged care and period of internal change. The COVID-19 pandemic has put every person working in aged care on tenterhooks. That constant pressure, on top of a Royal Commission which highlighted needed change but failed to



fully recognize the people who commit their working lives to the support of older people, combined with greater scrutiny of aged care performance, has been a very testing time for people working in aged care. Thank you to the people of Catholic Healthcare who have persevered and demonstrated resilience in these extremely challenging circumstances to support our clients, residents and patients to have life in all its fullness. Thank you also to residents, patients, clients and their loved ones who have endured the impact of COVID-19 and the lockdowns and restrictions to visits during the pandemic. We acknowledge with sadness the six people who lost their lives to COVID-19 in our services.

In looking to the future, we will continue to build on the wonderful legacy of our founding Congregations and the Members who have entrusted the continuation and development of their aged care ministries to Catholic Healthcare. In line with the Australian Government's response to the Aged Care Royal Commission, Catholic Healthcare will strive to enhance our ability to inform, empower and protect the people we serve; create greater opportunities for people to receive care and support at home while providing truly person-centred residential aged care; and invest in our people and foster opportunities for their growth. We will also strengthen our financial sustainability so that we have the capacity to invest in our people, systems and processes and continue to develop our services.

As a Catholic organisation, we are committed to ensuring that older people who are marginalised receive our support. We are proud that the Buried in Treasures program, an online expert and peer support program for people with a hoarding tendency, was recently a finalist in the national HESTA Social Justice Awards auspiced by Catholic Health Australia.

We are proud to stand with Catholic Health Australia and other Catholic health and aged care providers, and the broader Church, to oppose legislative change which seeks to facilitate Voluntary Assisted Dying (VAD) in Queensland and New South Wales. That opposition is undertaken while recognising that life should not be unnecessarily prolonged and respecting the motivations of others who seek to promote such change.

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*Catholic Healthcare's mission to promote life in all its fullness speaks to me in a personal way*

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### **We also recognise some important highlights of the last year:**

- We celebrated the redevelopment and expansion of Charles O'Neill, Villa Maria Fortitude Valley, the opening of Holy Spirit Casula and the completion of MacKillop House in Norwest.
- We supported initiatives by Catholic Health Australia and a number of other collaborative projects to address VAD including Ageing Well Masterclasses and an innovative Living Well, Dying Well program. Our role is to offer people and their families support, education and resources on mental and spiritual wellbeing as well as access to high quality end-of-life care as a compassionate alternative to VAD.

- Catholic Healthcare supported the recommendations of the Royal Commission into Aged Care Quality and Safety. The findings are a landmark report which we hope will facilitate long lasting, positive change in the sector.
- We welcomed additional funding for aged care announced in the Federal Government 2021 budget, whilst acknowledging that more needs to be done.
- Chris Rigby, inaugural Managing Director of Catholic Healthcare, was recognised in the Queen's Birthday Honours List with an OAM for his dedication and service.

We express our gratitude to the Bishops of NSW and the ACT and the Archdiocese of Brisbane and founding Congregations for their continued support, as well as Diocesan Development Funds for partnering with Catholic Healthcare in pursuit of our shared Mission and ministry in aged care.

The Board looks forward to the year ahead, embracing the challenges and opportunities of the aged care sector. It is a privilege to serve Catholic Healthcare residents, clients, patients and their families, supported by a great team of people who have a deep commitment to care.





**5,842**  
HOME CARE CLIENTS



**1,672**  
HOME CARE PACKAGES



**13**  
RETIREMENT  
COMMUNITIES



**466**  
RETIREMENT  
LIVING UNITS



**43**  
RESIDENTIAL AGED  
CARE HOMES



**2,598**  
RESIDENTS LIVING  
IN OUR HOMES



**51.1%**  
CONCESSIONAL  
RATIO



**2**  
HEALTHCARE  
SERVICES



**34**  
HEALTHCARE  
PLACES



**80**  
HEALTHCARE  
ADMISSIONS



**1,050**  
VOLUNTEERS



**4,200**  
EMPLOYEES

# Home Care

## At Catholic Healthcare, our Home and Community Services programs facilitate healthy ageing and enhance quality of life.

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We offer a range of Home Care services which are funded through the Government's Commonwealth Home Support Programme (CHSP), a Home Care Package (HCP) or privately. Services include Home Care, Clinical Services, Wellness Centres, Social Support, Health and Wellness programs, Hoarding and Squalor's Buried in Treasures program, Regional Assessment Services, plus our award-winning Pastoral and Spiritual Care program.

Catholic Healthcare's Community Visitors Scheme also offers volunteer visits to senior Australians – providing friendship, companionship and social connection.

Over the past year the number of clients receiving our Home Care services has increased by 29% on the prior year to 5,842 throughout Sydney, regional NSW and SE Queensland.

Our clients continue to recommend us above industry benchmarks which is supported by our high levels of client satisfaction. In 2020-2021, our Home Care Net Promoter Score (NPS) was stable at 45.

We have over 460 community workers and a network of allied health professionals, registered nurses, physiotherapists, occupational therapists and volunteers who care for more than 1,600 clients with tailor-made Home Care Packages and over 4,000 clients receiving individual services.

In the past year, COVID-19 has presented challenges across our Home Care services. We are thankful for the way our staff have responded with a shared focus on ensuring the safety and wellbeing of all in our care. Our staff continue to go above and beyond in supporting clients to live fulfilling lives, whilst in the comfort of their own homes.

Essential services continued despite the lockdowns to support clients to remain healthy and well. Programs and support focused on mental and physical wellbeing to help our clients stay connected, engaged and well, were particularly popular. This included pastoral and volunteer check-in phone call services, assistance with online and in-person grocery shopping, transport to medical appointments and support accessing COVID-19 vaccinations.

All Home Care staff are fully vaccinated for COVID-19 and follow strict infection control protocols. Regular communication regarding Catholic Healthcare's support for clients and their families through COVID-19 was very reassuring for everyone.

### Care Runs Deep

A new marketing campaign, *Care Runs Deep*, was launched in November 2020 reflecting our deep commitment to care for our clients and each other.

"Our focus is on our key strength – our staff," says Therese Adami, General Manager, Home and Community Services. "Our shared purpose is to provide senior Australians with fulfilment, independence and belonging. Our motivation comes from our unique personal experiences that inspires us to care deeply for our clients. Our vision is to help senior Australians find their own sense of fulfilment, independence and belonging."

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*Our focus is on our key strength – our staff*

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## Helping seniors thrive

With this in mind, the Health and Wellness team continued its successful client programs focused on balance, strength and general fitness. Clients can choose from the popular *Walking with Confidence* and *Feel Fit* programs to *Stand Tall*, *Active* and *Agile*, and *Seated Exercise* courses either at home or in group settings.

Many seniors who attend our Wellness Centres are accessing Commonwealth Home Support Programme services or Home Care Packages designed to support them on their wellness journey and help them to continue living independently at home.



At Holy Spirit Casula a new Wellness Centre was opened in March 2021 and is welcoming local seniors like 93 year old Molly (pictured with instructor Janice). Molly and fellow seniors participated in the *Walking with Confidence* program earlier this year.

“I was beginning to get into some bad habits because of a fear of falling,” says Molly. “I was leaving the lights on at home all night and wasn’t using my walker the way I should. These exercises have increased strength in my legs and I feel more confident walking outside and at home. I feel stronger and I can walk further than I have for a long time.”

The *Walking with Confidence* program is a 10-week, two hour course where clients can learn how to identify their own falls risk and learn lifestyle tips to stay active and independent. Qualified physiotherapists and fitness professionals run the exercise programs.

New state-of-the-art and well-equipped Wellness Centres were also opened at The Haven in Wagga Wagga and McQuoin Park in Wahroonga. The Wellness Centres offer diverse opportunities for clients to enjoy a range of activities in a relaxed environment, while also promoting social connection, fun, confidence, security and wellness.

Although our Wellness Centres were temporarily closed during the year, in-home services continued where it was safe to do so. This ensured clients were able to keep receiving quality in-home care and support.

## Help to let go

The award-winning *Buried in Treasures* program, delivered by Home Care’s Hoarding and Squalor team, continued in 2021, however this year was delivered online.

*Buried in Treasures* is a 15-week online program developed to support people who have a tendency to accumulate excessive items or find it difficult to part with them. It is a free government funded program open to seniors across NSW who are eligible for the Government’s Commonwealth Home Support Programme (CHSP).

Many participants were familiar with platforms such as *Zoom* and *Microsoft Teams* and were happy for the program to be delivered online, providing the opportunity for participants to meet others who understand their tendencies, in a supportive and respectful private environment.

The program also offers participants the option of home visits by one of our specialist staff, providing motivation and encouragement to put learned strategies into practice. *Buried in Treasures* provides an essential social outlet and brings people with lived hoarding experience together.

The *Buried in Treasures* program was selected as a finalist in the HESTA Compassion in Action Social Justice Awards 2021 as an inspiring example of the unique role Catholic organisations play in achieving equity for marginalised people in our communities. Congratulations to the team for this wonderful achievement!

## CRM Introduced

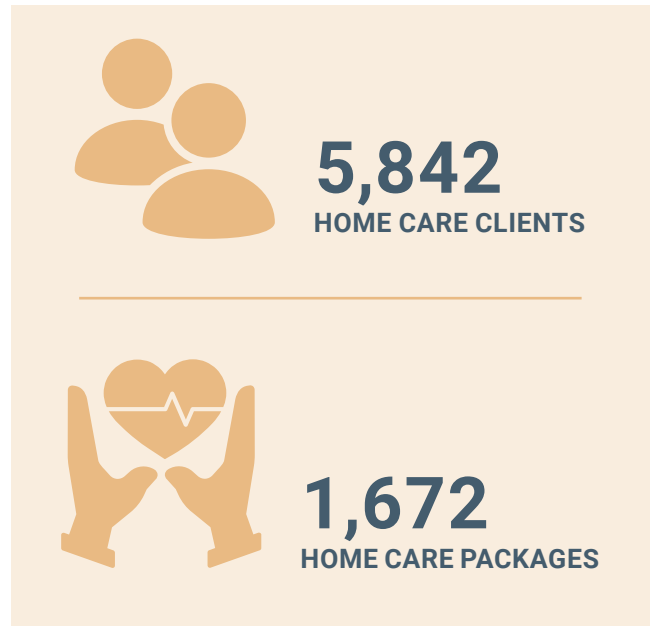
The introduction of a Customer Relationship Management platform (CRM) has made a difference to our customer experience.

We are able to communicate with potential and current clients more effectively with the features, functions and data that the CRM brings. This results in satisfied new and existing customers as well as healthy lead conversions for Catholic Healthcare. We are better equipped to assist our customers through their journey by providing the desired information to meet their needs.

Our Community Workers can provide timely feedback which is captured directly into a client's profile to improve our services and support clients with identified care needs. Some of the specific ways we have benefited through the CRM are:

- A more effective and efficient sales process, enabling limited resources to focus on valuable opportunities.
- Customer experience is improved as the customer care team can see caller details when they call, rather than spending time identifying and validating the callers' details.

- Dashboards present information to users and managers on key priorities and opportunities related to their roles.
- The CRM allows for consistent, automated messaging to customers to improve their experience with Catholic Healthcare.
- The CRM also helps us measure and optimise the effectiveness of marketing campaigns and provides the opportunity to be far more targeted.





# Residential Aged Care

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

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Catholic Healthcare's 43 Residential Aged Care Homes across NSW and QLD provide care and support for residents at every stage of the aged care journey. We aim to deliver tailored services aligned with each person's individual needs focused on nurturing health and wellbeing.

There were many highlights and challenges in the past year. Safely navigating our Homes through COVID-19 community outbreaks has taken a concerted, dedicated team effort. The release of the Royal Commission into Aged Care final report is an exciting opportunity to address pain points in aged care and build a stronger, sustainable model of care for the future. We opened Holy Spirit Casula and completed building MacKillop House in Norwest. We have also purposeful focused on improving staff education and operational effectiveness.

During 2021, Catholic Healthcare strongly supported and encouraged residents and employees to take advantage of the Federal Government's COVID-19 vaccination program. Over 90% of residents are now vaccinated for COVID-19 and 100% of Catholic Healthcare employees are fully vaccinated. In August 2021, Catholic Healthcare also introduced its own mandatory COVID-19 vaccination policy for all employees across the organisation, regardless of where they work, to provide a safe environment for people in our care.

High levels of vaccination in our Residential Aged Care Homes places us in a stronger position to manage any future COVID-19 outbreaks. Coupled with ongoing infection control and management, we will continue to prioritise the health, safety and wellbeing of residents and employees.

Our focus on care and wellbeing was also reflected in feedback from our annual resident survey. Strong results were maintained with over 2,000 residents and family members rating their customer satisfaction at 87%.

## A unified approach to education and care

In 2021, the Residential Aged Care operations team successfully developed and launched a new Standard Operating Model across all Catholic Healthcare Homes.

The Model embeds a unified approach to auditing, staff roles and responsibilities, document control, meetings and information sharing, and ensures a universal approach to how we deliver care and run our Homes.

A new Quality and Care Education team was also established so we could implement strategic, best practice education training for clinical and non-clinical staff in Catholic Healthcare's Residential Aged Care services, as well as supporting the education needs of Home and Community Services team members. The team collaborated with colleagues from across the organisation as well as external partners to assess, develop and deliver high quality education to enhance capability.

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*100% of Catholic Healthcare's employees are fully vaccinated*

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## Key education Initiatives for 2020-2021 included:

- Development of a Home and Community Services Annual Mandatory Education Plan
- Delivery of Medication Essentials Train the Trainer sessions for Quality Education Managers and senior Registered Nurses (RNs)
- Development of the 2021 Registered Nurses Leadership Program – including a partnership with NPS Medicine Wise – 60 RNs are participating in the program
- Monthly Residential Aged Care Focus education sessions
- Building a stronger education framework to train staff and ensure compliance in Infection Control Outbreak Management, Serious Incident Response Scheme, Restrictive Practices, NDIS, ACQSC, Fire Safety and Reaccreditation
- Established Skin Integrity Champions and the Quality Support Program across all Homes
- Established an Infection Control Champion Group at each Home, including the monitoring of education compliance as per government requirements
- Established monthly Quality and Care Network Meetings and held our first Annual Quality and Education Management Forum in Sydney with a focus on the Continuous Improvement Cycle of Auditing
- Pivoted our approach to education due to COVID-19 constraints and lockdown restrictions, with increased use of Microsoft Teams for virtual education delivery techniques.



## Keeping connected

Our Mission to “promote life in all its fullness” was reinforced through our MyWish experiences which were re-ignited in early 2021. While social distancing restrictions were relaxed, residents were able to enjoy fun-filled outings and activities including visits to Taronga Western Plains Zoo in Dubbo, Hyde Park Barracks, the National Art Gallery to view the Botticelli to Van Gogh Exhibition, Symbio Wildlife Park, the Monet & Friends Exhibition and a special lunch at Infinity Tower.

However, when the impact of COVID-19 saw the necessary limitation of visits to our Homes, the Catholic Healthcare MyLifestyle team innovated with new engaging activities to help residents maintain connection and keep active. From virtual talent shows, collaborative art projects, in-home activities, using technology to tour museums and zoos, and making WhatsApp calls to families and friends, the Lifestyle team’s compassion, versatility and energy were fundamental in supporting residents and their families.

The strength and resilience of residents in such extraordinary times and their positive approach in general to the COVID-19 vaccination rollout was impressive. Some spoke of similarities between the COVID-19 pandemic and other challenges they have faced in their lives, experiences characterised by sacrifice and overcoming adversity.



## New Beginnings

Our focus on the development and renewal of our aged care services continued.

In February, we were delighted to celebrate the official opening and blessing of Holy Spirit Residential Aged Care Home in Casula. The event also marked the launch of a new Home Care hub based on-site which provides community support to seniors in the south-west Sydney region.

Our development application to renew the existing aged care home in Lewisham was approved. The development will include a new seniors' living village with a range of shared facilities to be enjoyed by residents, their families and the broader community. Construction is scheduled to commence in 2022.

We celebrated the official blessing and opening of Villa Maria Fortitude Valley in Brisbane and Jemalong Residential Village in Forbes.

We also completed final construction of our newest Home - MacKillop House in north west Sydney –welcoming new residents from November 2021. Catering for 104 residents, MacKillop House offers permanent, respite and palliative care, as well as a dedicated dementia support wing.



**43**

**RESIDENTIAL AGED CARE HOMES**



**2,598**

**RESIDENTS LIVING IN OUR HOMES**



**51.1%**

**CONCESSIONAL RATIO**







# Retirement Living

**Catholic Healthcare provides a range of retirement living villages for senior Australians who wish to enjoy an active, socially connected lifestyle.**

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We have 13 retirement living villages across NSW and continue to grow our services as interest in retirement living apartments increases.

At St Hedwig Village in Blacktown, construction of 72 new independent living units commenced in December 2020. Stage 1 of the project includes the development of apartments and integrated community amenities including activities and multifunctional spaces, along with new landscaping of outdoor community areas.

Our plans for Lewisham Retirement Living Village, an integrated aged care development project was successfully approved.

In September 2021, McQuoin Park Retirement Living Village in Wahroonga celebrated its one-year anniversary. Over 100 residents have moved into their new state-of-the-art apartments, making new friends and enjoying the many activities and amenities offered at the Village.

McQuoin Park has also been selected as a Finalist in the Urban Developer Awards for Industry Excellence for 'Development of the Year - Retirement, Aged Care and Seniors Living' and has been nominated in the 9th Eldercare Innovation Awards for Project of the Year – Ageing in Place.

"Our first residents to move in were Frank and Jill Bradley," says Vanessa McKenzie, McQuoin Park Village Manager. "They left their home of many years in Asquith to enjoy a maintenance-free home and lifestyle with us."

One year on, Frank and Jill are thoroughly enjoying Village life.



"We love living in a newly built apartment," says Frank. "The air-conditioning was such a benefit during the hot summer and the extra-large balconies mean we are able to still enjoy our own plants, in addition to the community garden."

Construction of the second stage of new apartments at McQuoin Park is due to commence in 2022 along with a range of lifestyle amenities and community spaces.



**13**  
RETIREMENT  
COMMUNITIES



**466**  
RETIREMENT  
LIVING UNITS

# Healthcare

## Catholic Healthcare's teams in Dubbo and Bathurst manage 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 NSW Local Health District.

Lourdes provides a continuum of hospital, health and extended-care services and promotes a holistic approach to individual and family wellbeing that enables people to live life to the full. Services include brain injury rehabilitation, pastoral care, community nursing, palliative care, inpatient rehabilitation, lymphoedema and geriatric evaluation management.

At Lourdes Hospital, the impact of COVID-19 saw restrictions in some services such as the hydrotherapy pool, and a significant increase in virtual allied health consultations. Hospital staff engaged with the Local Health District to provide virtual allied health (social work, occupational and speech therapy) to clients and patients in the community. It is anticipated that virtual consultations and services will continue going forward as a supplement to in person appointments.

Lourdes Hospital also received its three year accreditation through the Australian Council on Healthcare Standards (ACHS). The accreditation is valid until October 2024. It was noted in the accreditation report that Lourdes Hospital and Community Services ensures clear attention is given to clinical governance, leadership, and culture with good examples of quality improvement in clinical teams.

Clinical performance and effectiveness are well considered with relevant training programs, good training records and appropriate credentialing of clinicians. Lourdes Hospital also demonstrated a strong safety and quality improvement focus with a noticeable culture of patient-centred care, as well as consumer input into family and community support.

A Quality Improvement Project has commenced to promote patient-centred care and involve patients, family, carers and staff in suggestions for improving patient motivation and encouragement in their rehabilitation journey. The project is run out of the physiotherapy department where a "Great Wall of Achievement" and a "Wall of Wins" features to offer motivation and encouragement to patients.

The team at St Vincent's Health and Community Services in Bathurst 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.



**2**  
HEALTHCARE  
SERVICES



**34**  
HEALTHCARE  
PLACES



**80**  
HEALTHCARE  
ADMISSIONS





# Our People

**Our organisation has a big heart, and every one of our 4,200 dedicated people play an important part in ensuring that this is felt by all in our care.**

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Whether it's providing care directly, or supporting those that do, we support and empower our people to fulfil their day-to-day responsibilities 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 to enrich the lives of people in our care.

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

## Sharing people news

Keeping our people well informed and connected through events, updates and happenings across the organisation is an important ingredient in building an engaging culture. To help support this, over the past year the Marketing Communications and Human Resources teams have continued to collaborate on the publication of our quarterly employee newsletter Pulse that delivers updates and insights into life at Catholic Healthcare. This publication is complemented by several other employee communication initiatives delivered by our Residential and Home and Community Services teams as well video messages, podcasts, Connect, Microsoft Teams and Yammer.

## Working Safely

Ensuring that our people work in a safe environment is a high priority for Catholic Healthcare and that we have resources, policies, systems and programs in place to help us achieve our employee safety and wellness goals.

Highlights from the past year include revamping our Manual Handling Program and ensuring all staff completed the program. We also focused on ensuring all employees, as well as residents, clients and patients, were protected from COVID-19. This was achieved in a number of ways:

- A dedicated COVID-19 intranet site providing up to date information and resources.
- Additional education on Infection Control procedures.
- Paid Pandemic Leave – providing employees with additional paid leave to encourage positive and responsible COVID-19 disclosure practices aimed at protecting the health and safety of all employees, residents, clients and patients. Employees were eligible for paid pandemic leave if they needed to isolate at home and be away from work.
- Supporting employees to work at one site and for one aged care provider to minimise the risk of spread.

## Supporting our people

This year we launched our inaugural EQUIP Frontline Leaders Program for Residential Aged Care managers and the continuation of our annual employee Scholarship Program.

“Learning and Development at Catholic Healthcare is all about delivering impactful, innovative and accessible learning options through a variety of channels to help build capability and effectiveness,” says Jacqueline Fischer, Learning and Development Manager.

“Investing in knowledge and capability development of our people is an essential ingredient for delivering exceptional quality care and services, and for helping to keep our people engaged and confident delivering the great work that they do every day.”

EQUIP is a blended learning experience built around our new Leadership Competency Framework.

“The Program enables us to engage, retain and strengthen our current and future leaders. The plan is to expand the program to a wider range of leaders across Catholic Healthcare.”



**Jacqueline Fischer,**  
Learning and Development Manager.

“

*Learning and Development at Catholic Healthcare is all about delivering impactful, innovative and accessible learning options through a variety of channels to help build capability and effectiveness*

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This year we also updated our Managing for Performance guide for Managers and developed a bespoke eLearning program that is scenario based, providing relevant, relatable people management examples and solutions to assist managers in their workplace.

The Catholic Healthcare Employee Scholarship program encourages ongoing learning in areas related to aged care. In the past year we funded scholarships for over 40 of our team members across the organisation in a wide range of areas from nursing through to catering.

Financial scholarships are offered to team members who are currently undertaking, or who are planning to commence, a course of study that relates to a career in aged care or health. It could be a Certificate, Diploma, Undergraduate or Post Graduate program in areas as diverse as personal care, nursing and catering. Scholarship recipients are eligible for a reimbursement of study course costs of up to \$2,500.

As our people grow in their learning and gain new qualifications, we work with them to find opportunities inside Catholic Healthcare where they can develop and apply their new skills and knowledge.

## Retaining our people

Over the year to 30 June 2021, we saw a 5.8% increase in our employee turnover. It has been a very tumultuous year for the workforce and while our results in this area compare favourably to many organisations in our sector, we are always looking for ways to improve employee retention and reduce turnover.

## Attracting great people

By the end of June 2021, we had employed over 1,400 new Catholic Healthcare team members across the organisation.

As a large employer working in care services, we're focused on attracting people who possess not only the essential skills and knowledge required for their roles, but the right 'heart' and positive attitude to delivering great care and service.

In the past year we've continued to strengthen our approach to recruitment in a variety of areas including deepening our campaign recruitment capability and allocating dedicated Recruitment Specialists in Home and Community Services, building our social media presence and fostering partnerships with recruitment providers and local universities. Significant technology milestones achieved in the past year include implementing a new candidate management system plus online reference checking and police checks to help support our recruitment processes into the future.

## 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.

In November 2020, we recognised another wonderful group of annual Gold Dove Award winners across categories including Living our Values, Innovation, People Leadership and Volunteers. We also presented awards for care and operational excellence to our Residential Aged Care Home of the Year and Home and Community Services Region of the Year.

Catholic Healthcare's Gold Dove Awards are our highest form of employee accolade and recognise excellence in care, service and contribution right across our organisation.

At our Foundation Day celebrations, we once again celebrated the service milestones of almost 500 team members from 5 to 40 years of service with the presentation of gifts, commemorative pins and certificates, always a well-received tradition at Catholic Healthcare.



**Kim Koppin**, Residential Manager, Lewisham Nursing Home receives flowers on Aged Care Employee Day.



**1,050**  
VOLUNTEERS



**4,200**  
EMPLOYEES

# Milestones



Construction of our Charles O'Neill Home in Mayfield West is complete – **July 2020**



A new Wellness Centre in Wagga Wagga officially opens with Home Care client Jeff enjoying the activities – **August 2020**



We farewelled Kath Readford after 28 years' service providing dementia counselling in Dubbo and the Orana region – **September 2020**



Residents at the newly completed McQuoin Park Retirement Living Village settle in and make new friends. Pictured with Vanessa McKenzie, Village Manager – **October 2020**



We launched a new Home Care campaign, Care Runs Deep, reflecting our deep commitment to care for our clients and each other. Pictured are Margaret Woods, Mission Manager; Therese Adami, General Manager Home and Community Services; and Mercy Splitt, Hoarding and Squalor Manager – **November 2020**



Residential Aged Care staff received thank you gifts for their dedication and hard work throughout 2020. Pictured is Ramila from Holy Spirit Croydon – **December 2020**





Coolamon Villa resident Jude and her daughter Donna featured in a video about life in a Residential Aged Care Home – **January 2021**



Holy Spirit Casula Residential Aged Care Home officially opened – **February 2021**



We welcomed Anne Carroll as a new Director of the Catholic Healthcare Board – **March 2021**



MyWish gifts continue to be enjoyed - residents from St Bede's in Hurstville visited the Hyde Park Barracks and Art Gallery of NSW – **April 2021**



We farewelled David Maher, Catholic Healthcare Managing Director, pictured here with members of the Information Technology team – **May 2021**



Villa Maria Eastern Heights in Ipswich received a generous donation of iPads from the Ipswich Hospital Foundation, West Moreton Health and the Ipswich City Rotary Club – **June 2021**

A beautiful ceremony took place at Villa Maria Fortitude Valley in Brisbane to mark the official Blessing of the Home. The Most Reverend Mark Coleridge, Archbishop of Brisbane is pictured with residents and Residential Manager Beth Kitoli (far right) – **July 2021**



# 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 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 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. 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 health care, aged care, retirement living, community and related services.

### Trustees of Catholic Healthcare 2020/21

Trustee	Status
Dr Peter Steane, Emeritus Professor, Chair	Continuing
Ms Anne Walker, Vice Chair	Continuing
Mr Greg Baynie	Continuing
Sr Therese Carroll rsj	Resigned 19/03/21
Mr Patrick Cooper	Continuing
Sr Mary Comer rsj	Retired 6/03/21
Sr Loreto Conroy RSM	Continuing
Mr Michael Kennedy	Continuing
Mr Hugh O’Reilly	Retired 26/11/20

### Directors of Catholic Healthcare Limited 2018/19

Director	Status
Mr Stephen Teulan, Chair	Appointed Chair Continuing 25/07/20
Mr Alan Crouch, Deputy Chair	Continuing
Ms Anne Carroll	Appointed 01/01/21
Ms Rebecca Davies	Continuing
Mr Wayne Leamon	Continuing
Mr David Maher	Resigned 21/05/21
Mr Michael Morgan	Continuing
Mr David Robinson, Former Chair	Retired 24/07/21

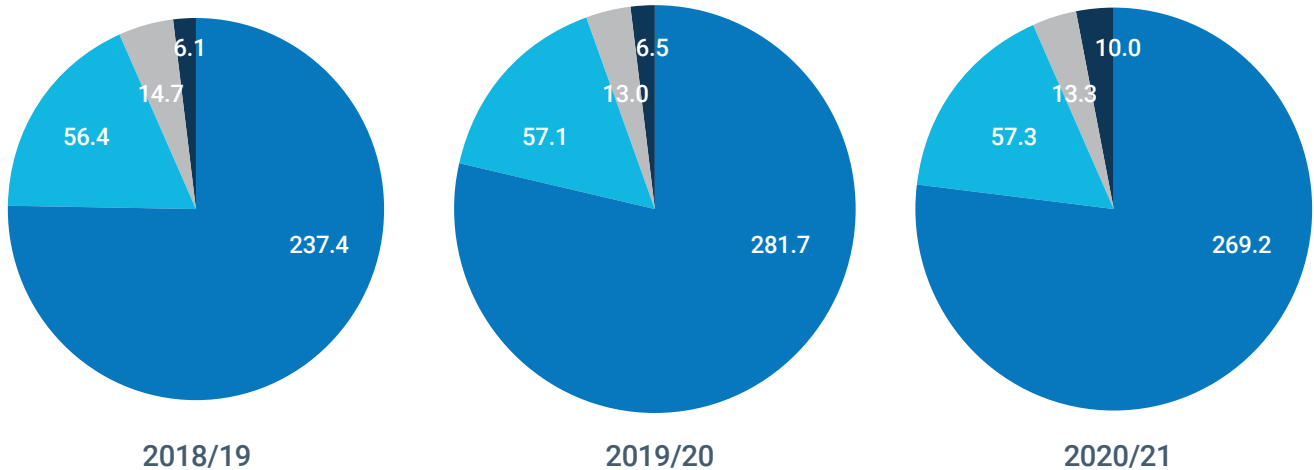
# Finance

## REVENUE BY SOURCE (\$ MILLIONS)

	2018/19	2019/20	2020/21
Revenue and other income	314.6	359.0	350.7
Surplus	8.8	2.9	(42.9)

## REVENUE BY SERVICES (\$ MILLIONS)

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



Net Assets (\$ Millions)	2018/19	2019/20	2020/21
Cash, Debtors, Inventory & Other Assets	58.2	103.1	134.6
Property, Plant & Equipment	754.1	903.5	867.0
Investment Property & Intangibles	185.4	191.7	193.9
<b>TOTAL ASSETS</b>	<b>997.7</b>	<b>1,198.4</b>	<b>1,195.5</b>
Payables, Employee Provisions & Other Liabilities	122.8	163.2	159.8
Accommodation Bonds & Refundable Deposits	310.1	349.6	364.2
Loan Licences	87.4	89.6	155.2
Borrowings	75.4	165.0	129.4
<b>TOTAL LIABILITIES</b>	<b>595.7</b>	<b>767.3</b>	<b>808.6</b>
<b>NET ASSETS</b>	<b>402.0</b>	<b>431.0</b>	<b>386.9</b>



Our Annual Review  
is available online

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

Stay connected  
with Catholic Healthcare



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

Suite 1, Level 5, 15 Talavera Road  
Macquarie Park NSW 2113