



GROWING STRONGER

Annual Report 2017/2018

To allow a garden to blossom to its fullest potential in spring, much of the work needs to occur during the winter months. A good indicator of what will be a successful garden can be seen in the bare structure of the winter garden. This solid foundation allows a garden to bloom to its utmost potential and continue its development, **growing stronger** as the seasons pass.



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Chairperson and Chief Executive Officer report

The theme for the 2017/18 Benetas Annual Report is 'Growing Stronger'. This theme represents the focus of the reporting period, a time in which the organisation faced many challenges, met these challenges and accomplished many goals.

For this report, we have drawn on the analogy of a garden and in particular, a winter garden. A good indicator of what will be a successful garden can be seen in the bare structure of the winter garden. This solid foundation allows a garden to bloom to its utmost potential and continue its development, growing stronger and more established as the seasons pass.

Challenges

The environment remains challenging as reform continues to occur. Numerous government reviews have taken place in the sector. In fact over the last two years, more than 15 reviews have occurred, many of which are yet to be responded to or actioned by government.

Benetas has inputted into most of these reviews and in some cases, has had significant involvement in the process. The Aged Care Workforce Strategy by Professor John Pollaers for example, is an important blueprint for the future workforce strategy. Benetas was proud to have provided substantial feedback into the strategy to help shape the future of our aged care workforce.

The introduction of Increasing Choices in Home Care measures in February 2017, has put considerable pressure on the business. While this policy measure has a number of benefits for customers, challenges are becoming evident and these need to be addressed.

In particular, we are now in a situation of 120,000 people waiting for care at their assessed level of need. Given the gap between supply and demand, and considering Home Care Package turnover rates, without a substantial increase in the total available packages, wait times can only blow out further.

In addition, the amount of unspent funds held by Home Care Package recipients has been estimated to total between \$200 and \$350 million nationally.

Better use of home care funds is clearly in the interest of consumers. It is important for older people to get the care they need at home for their quality of life and also to avoid and/or defer a move to costlier permanent care. An unreasonable level of unspent funds may adversely affect the client in the long run.

The sustainability of the sector remains of great concern and in particular, the low indexation rate provided by the Government. With the additional adjustment of the Aged Care Funding Instrument (ACFI), the business remains diligent in its scrutiny of processes and ways of working to ensure it is sustainable into the future.

In these challenging times we urge the Government to continue to implement strategies that assist the sector in providing the best quality of care. We commit to working closely with both our industry leaders and government representatives to build a sector that provides caring, supported, high quality and sustainable services for our ageing population.

Strategic projects

Benetas is thrilled to have successfully confirmed an amalgamation with Macedon Ranges Health, following a vote on 14 November 2017 by Macedon Ranges Health Members.

Benetas and Macedon Ranges Health are united in our strong community values and our unwavering commitment to supporting our clients, residents, staff and volunteers. We share a vision of delivering high quality not-for-profit services for all in the region including those most vulnerable in our community, while investing in services to meet growing needs and creating local employment opportunities.

Benetas also announced plans for a major expansion and refurbishment of its Benetas Dalkeith Hostel aged care home in Traralgon, representing a \$20 million investment.

And a further \$10 million investment saw the completion of a new Village Green at Dalkeith Heights Independent Living in Traralgon,



The Views at Heidelberg

officially opened by Latrobe City Council Mayor Kellie O’Callaghan in October 2017.

In addition, we saw the redevelopment of Stage 1 of the Peter Volk Wing at St George’s in Altona Meadows and construction commenced on the \$31 million, state-of-the-art, The Views at Heidelberg.

Continuing our new approach to care

We continue to implement our new approach to care in our residential aged care facilities, which is central to our values and beliefs, based on apartment-style living with only eight residents per apartment. Our new approach allows residents to have choice and control over their environment and make their own decisions about their daily routine.

St Paul’s Terrace in Frankston has been in operation under the new model for 12 months now and continues to receive extremely positive feedback from residents and families.

We are proud to be able to bring the new approach to care to the Peter Volk Wing at St Georges in Altona Meadows and the construction of The Views at Heidelberg, is our second purpose built facility under this model.

The organisation continues to evaluate this approach, applying the outcomes to inform future modelling. We are committed to ongoing evaluation and sharing our findings with industry.

Integrated communities

An important focus for our future developments is about building communities. Co-located retirement living, respite, allied health, home care and residential aged care services are providing seamless service integration whether government funded or self-funded and are remaining with our customers on their journey through ageing.

We currently have four locations that will support this concept once completed, being Traralgon, Mooroolbark, Gisborne and Doncaster.

With over 2000 providers in Australia and only 70 offering a full suite of services, Benetas sees the future as the ability to deliver a full service model of care for older Australians in an integrated and seamless manner.

Benetas Client Experience Survey

Towards the end of 2017 we surveyed nearly 1,400 current Benetas Home Care and Residential clients and their families about their experience of our services with the aim of improving our services in a meaningful way. In early 2018 we released the results.

The overall outcome of the survey was extremely positive with 85% of respondents rating their experience as good or very good.

One extremely positive element to the survey was the influx of comments highly regarding Benetas staff and the exceptional care they give to residents across sites and home care services. We are extremely proud of our staff and the service they provide.

We will continue to challenge ourselves in regards to understanding our customer and being able to support them in their journey.

Our workforce, diversity and inclusion

With the release of Professor Johns Pollaer’s report to the Government recently, we see great opportunity to do better from a workforce perspective. We’re looking at a less traditional approach to leadership, for example, using different methods of learning, engaging our leaders, investing in our people and encouraging all staff to see themselves as leaders. We are also trying to rethink staffing models and structures, focusing more on flexibility.

We are particularly pleased to have been recognised by the Workplace Gender Equality Agency (WGEA) for the Employer of Choice for Gender Equality for the 12th consecutive citation – one of only five health and social services organisations across Australia to achieve the citation in 2018.

Our volunteers remain an integral part of our organisation supporting us with an average of 1,000 hours of their time per month to make a positive difference to the lives of others. We are proud to be able to commemorate our volunteers via our annual volunteer lunch, held in 2018 at the historic Rippon Lea Estate in Elsternwick.

Significantly, the Centre for Cultural Diversity in Ageing celebrated its 20th year in 2018 and launched its inclusive Service Standards for aged care organisations.

Research and advocacy

True to our values and mission we continued to contribute to important discussion and research into the sector.

We were pleased to have completed the ‘Frailty in Community Dwelling Older People – using frailty screening as the canary in the coal mine,’ research, otherwise known as the Frailty Project report. The report represents the culmination of a three year research project funded by the Commonwealth Government. A number of key recommendations have been made in the report including the importance of Frailty screening in practice and policy.

‘The Dignity of Risk’ was a significant topic discussed at our annual industry breakfast and we continue to advocate this concept as an important evolution in the provision of aged care.

To target our advocacy efforts we have developed five key advocacy focus areas that will ultimately achieve stronger positive outcomes for older people. We continue to pursue these and be a voice for the older generation, especially as the ageing Australian population continues to grow.

“My mother is very happy with the services provided by Benetas. She received just the right amount of support that enables her to live independently. Our family could not be happier with the service provided.”



Customer focus

In the current environment, it is evident we must adapt to the needs and demands of an ageing Australia and a changing sector, and do it in a financially sustainable way to ensure our long-term future. We are being impacted by greater competition and expanded choice, and the sector is becoming more commercial.

In a landscape where consumer choice is the new market force and the new business focus is finding, attracting, converting and keeping clients, we must adopt contemporary professional marketing practice which understands and responds to consumer drivers.

We continue to implement the Future Customer Strategy, now in its second year and have started our thinking on 'Mark II' of the strategy. In particular, we are thrilled to report that the Future Customer Strategy won the State Australian Marketing Institute Excellence Award in the 'Marketing Communications: B2C and B2B' category.

In this reporting period we also launched our new Benetas website and developed a new visual identity for Benetas Retirement Living which led to the 'Retirement Envy' marketing campaign and the first television commercial filmed for Retirement Living in six years.

Technology

A focus on technology and embedding a range of technologies designed to improve client outcomes and staff efficiencies has been a priority for the 2017/18 financial year. This has included developing a robust and effective client management system to be used in home care, and looking at how we can introduce e-procurement to enhance existing processes.

We have also been focusing on incorporating finger scanning technology in our residential services for staff, reducing the need for manual adjustments. And in December 2017, we piloted Vocera, a wearable, voice-activated badge enabling hands free communication. Feedback received

has been extremely positive and the device will be progressively rolled out to other facilities.

Other technology improvements have been implemented in Home Care, risk management and our management systems in general, setting us up for a more streamlined and efficient working environment in the future.

People movements

It is with mixed emotion that we farewell John McKenzie, Benetas Board Chairman and Director for nine years during a time of significant change in the business. John arrived at Benetas when the organisation was struggling financially, operationally, and culturally, and had a poor reputation.

He actively sought out ways in which the organisation could better support and advocate for the increasingly complex needs of older people, not just in Victoria, but nationwide.

He applied his strategic vision with a genuine commitment to and interest in supporting those most in

need, steering the organisation to developing and implementing its five-year strategic plan as well as achieving financial surplus.

Under his leadership, a commitment to the social dividend was introduced. This meant that any surplus made by the business was reinvested into programs and initiatives which better served the community.

These included a new robust research and advocacy agenda, wellbeing programs which promote the spiritual and emotional experience of older people, an evolution of pastoral care strengthened by relationships with local parishes and facility upgrades.

John led the organisation to its current place as a leader in aged care service provision and as a key advocate for older people.

Under his guidance and support, our new approach to care has been introduced seeing a shift away from institutional aged care support services to one which place each older person at the centre of their care.

A firm believer in the uniqueness and sanctity of each individual, John encouraged the organisation to deliver holistic care, where quality is measured beyond clinical indicators and takes into account an older person's self-determined experience of ageing.

He is a fearless leader, unafraid to challenge traditional ways of thinking in order to benefit the community and will be sorely missed.

At the start of the financial year we welcomed Archdeacon Helen Phillips to the Board of Directors. Helen has provided many and varied contributions to the Anglican community, and her extensive understanding of spirituality and faith in practice will play a key role as we seek to continue delivering meaningful services to older people, regardless of their religious affiliation.

We also farewelled Diane Pardo after nine years of service and we sincerely thank Diane for the significant contribution she has made to Benetas through her time as Board Director.

In January 2018 we welcomed Samira Richards as General Manager - People, Culture and Diversity. Samira's wealth of knowledge and varied expertise sees her championing workforce sustainability and building upon our enviable record in best practice in People and Culture. Samira acknowledges that as the demands of the aged care sector grow, the importance of a strong, successful workforce is critical.

We also acknowledge the incredible work of outgoing General Manager- People Development, Ellen Flint. Ellen was with Benetas for 10 years and achieved a great deal during her time as General Manager. She drove the diversity and inclusion agenda, ensuring that we continued to receive our Workplace Gender Equality Agency (WGEA) citation throughout her tenure. She also played an integral role in maturing and shaping the people function within her team at Support Office.

Image (above):
John McKenzie, former Benetas
Board Chairman and Director

Financial report

From a financial perspective, Benetas has delivered a small surplus in 2017/2018, despite the challenging operational and ever-changing regulatory environment. Environment and reform challenges had a significant impact on the business, and indeed the sector with 45% of providers operating at a loss in the financial year.

The company continues to focus on its operational performance, particularly its residential and home care services, delivering a surplus of \$278k (prior to impairment of assets and business combinations) for the year ended 30 June 2018.

Future focus

Towards the second half of the 2017/18 financial year our consideration of the environment is now shifting toward shaping the next generation of the Benetas strategy, with the near conclusion of the *Strategic Plan: Towards 2019*.

It is anticipated that this will see a focus on workforce, technology, growing and expanding our services, including rolling out of our new approach to aged care, and simplifying and enhancing the customer experience and increasing brand presence to build the future customer pipeline.

It is important to note that as of June 2018, we achieved 95% of our current strategic plan. This is a significant achievement and one in which the organisation takes great pride.

In conclusion

Despite the challenges, it's an exciting time to be in aged care with so much opportunity for growth and innovation.

We need to advance aged care by having a positive long-term vision for ageing and aged care, rather than the state of flux we find many aspects of our aged care system experiencing today. Systemic issues must be addressed to ensure sustainability and viability for the sector, and to improve overall service delivery.

Benetas is committed to working in collaboration with government and industry peers to achieve a sustainable, robust and equitable aged care sector that delivers meaningful support to older people.

The organisation continues to reinvent itself to adapt to the change. We have been able to craft a more sustainable operating model and reshape the business and its services for the future.

We are also interested in the broader societal issues of ageing, not just aged care. And as we celebrate our 70th birthday, we are committed to working towards gender parity, and ensuring all Australians have a positive, fulfilling experience of ageing for the next 70 years and beyond.

It's an exciting and challenging time of sector reinvention.

David Percival
Benetas Chairperson

Sandra Hills OAM
Benetas Chief Executive Officer



Benetas CEO awarded prestigious Order of Australia Medal

Our dedicated CEO, Sandra Hills, received the Order of Australia in the General Division in the Queen's Birthday Honours List on 11 June 2017 for her services to aged care and for the advancement to women in the workplace

Sandra was recognised for her service to Benetas and to the health and community industries in which she has been working for over 30 years.

Former Benetas Chairman of the Board, John McKenzie, said the award was "truly deserved".

"For more than three decades, Sandra has dedicated her paid and unpaid working life to supporting older people and people with disabilities, particularly those from disadvantaged backgrounds, to live the best possible life they can," Mr McKenzie said.

"She also actively participates in the community more broadly, contributing to social justice initiatives and advocating for social justice outcomes."

Image:
CEO Sandra Hills OAM, being presented with her Order of Australia Medal by Governor of Victoria, Linda Dessau AC

Highlights



Dalkeith Heights Independent Living



Hurlingham Respite Services, Frankston




Macedon Ranges Health



Peter Volk Apartments, St George's



October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	June 2018
<div></div> <div>Dalkeith Heights Independent Living in Traralgon, opened its new Village Green following an \$11 million investment including 38 new units.</div> <div>---</div> <div>Benetas announced a \$19 million investment in the expansion and refurbishment of Dalkeith Hostel in Traralgon delivering an additional 64 aged care places under the new approach to care.</div>	<div>Macedon Ranges Health (MRH) members voted in support of an amalgamation with Benetas. Benetas committed \$60 million investment in services and facilities over the next eight years.</div>	<div>Benetas Hurlingham Respite Services was relocated from Brighton to a larger, refurbished site in Frankston, previously St Paul's Court.</div>	<div>Three years in the making, Benetas released its landmark report: 'Frailty in Community Dwelling Older People' – Using Frailty Screening as the 'Canary in the Coal Mine'. The study investigated the prevalence of frailty and identified interventions for remediation.</div> <div>---</div> <div>The Benetas Client Experience Survey results were released in which 85 per cent of respondents described their overall experience with Benetas as Good or Very Good.</div> <div>---</div> <div>The Centre for Cultural Diversity in Ageing launched its new website.</div>	<div>Benetas was awarded the Workplace Gender Equality Agency (WGEA) Employer of Choice for General Equality citation for the 12th consecutive year.</div>	<div>Benetas launched its new website using a more customer-centred design approach.</div>	<div>Stage 1 expansion and refurbishment of the new Peter Volk Apartments at St George's was completed in line with our new approach to care.</div>

For older people, experiencing a sense of 'home' when they transition to residential aged care is just as important as the clinical care they receive.

A home first

Benetas continues to pursue its goal to deliver 'a home first' for our residents.

Continuing to integrate our new approach to care

The first purpose-built iteration of our new approach to care at St Paul's Terrace celebrated its one year in operation in August 2017 and continues to receive strong positive feedback from residents and families.

Our vision for implementing our new approach to care has been further demonstrated during the 2017/2018 year with:

- continued whole-of-site service delivery of the new approach to care at St Paul's Terrace;
- completion of Stage 1 construction works at St George's to make way for the new approach to care in the Peter Volk Apartments (opening July 2018);
- continued construction works for the purpose-built facility, The Views at Heidelberg, which includes whole-of-site service delivery of the new approach to care (opening October 2018).

Our new approach to care was validated in an Australian-first study released by Flinders University in June 2018, which found that residents living in smaller home-like clusters have a better quality of life and fewer hospital admissions. Statistics included residents having a 68 per cent lower rate of being admitted to hospital, a 73 per cent lower chance of an emergency department admission and were 52 per cent less likely to be prescribed potentially inappropriate medication.

Residents and their family members also rated access to the outdoors, flexibility in care, and quality of care as better in home-like models compared to standard models.

Staying at home

Home care reforms in recent years, including the Increasing Choices in Home Care (IHC) measures introduced in February 2017, have resulted in service provision in home care being more competitive than ever.

Reflecting on the first full year of operating under the new IHC reforms, some successes and challenges have come to light. Benetas' response to these new conditions has been to craft a more sustainable operating model and reshape the business and its services for the future.

Revolutionising care

Based on extensive international and national research as well as the foresight and expertise of Benetas' General Manager - Residential Services & Quality and Compliance, Paula Trood, our new approach to residential care revolutionises how aged care is provided to older Victorians. The new model transforms every aspect of residential care delivery, from staffing to infrastructure and culture. It centres on apartment-style living with only eight residents per apartment sharing their own fully functioning kitchen, lounge and dining areas.

"At a stage in life when our residents' care needs mean they are no longer able to be at home, our new approach is all about helping them feel at home," Paula said.

"The model puts residents and families at the centre, with other elements including the built form and rostering, designed around the person," she said.

St Paul's Terrace resident Jean Wood said, "I am having a lovely time living at St Paul's Terrace. I find the apartment-based idea is effective on a personal level as I am able to be more independent. I also enjoy spending time in the communal areas [at the new facility], particularly when I have family visits".

A process evaluation conducted in early 2017 reviewed how the new approach was working in practice at St Paul's. A great deal of positive feedback was received on the approach from residents and staff. We also received important constructive feedback about where we need to continue working to bed down and fully implement the approach.

These learnings will be taken on board as we expand the number of sites where the new approach is operating in the coming years. Our comprehensive approach to evaluation is continuing, with outcomes evaluation planned for 2018/19.

In the 2017/18 financial year we identified an increase in enquiries regarding Home Care support. The Home Care team and Customer Enquiry Centre worked together to improve our response to customer enquiries in a more timely and purposeful manner. We also launched a successful marketing campaign to raise awareness of Benetas as a Home Care Package provider, which targeted prospective consumers on the MyAgedCare waitlist.

In addition, we sought to expand our home care services into more rural areas of our currently serviced regions, and as a result we now have a broader reach covering Gippsland, the Grampians, Loddon Mallee and Hume, where we successfully won the tender to provide additional Veteran's Home Care services. We also took on the Department of Veterans Affairs (DVA) Community Nursing services in Barwon from Prestige InHome Care. This rural expansion provides a positive, competitive advantage for the business and contributes to our growth platform.

Respite services

In the past year we have focused on refurbishing existing facilities and extending our vital respite services. In January 2018, we opened the doors to our new Hurlingham respite facility in Frankston, which was relocated from Brighton East to Frankston.

At Bateman House in Williamstown we also resumed our overnight services after the facility was upgraded. And with the roll-out of the National Disability Insurance Scheme (NDIS) in the Hume Moreland region, Benetas was able to commence delivery of respite services to NDIS recipients at Kilby House.

Retirement living

The Dalkeith Heights Independent Living community is growing stronger with many events organised to continue to strengthen relationships. October 2017 saw the official opening of the new Village Green and Grace Avenue, and a twilight games night occurred in April 2018 for potential customers to experience the Dalkeith Heights lifestyle.

As a place to live, Dalkeith Heights Independent Living has grown steadily in popularity since August 2017, following the 'Retirement Envy' campaign featuring the first Retirement Living television commercial in six years.

Benetas continues to focus its efforts on moving towards an integrated service model of co-locating retirement living with home, allied health and residential aged care services. Macedon Ranges Health, Mooroolbark and Doncaster will all offer a co-located environment to enable residents to 'age in place'.

More culinary delights

Last year we continued to improve the standard and quality of food services at our sites with the roll out of a new catering provider at St Laurence Court Eaglehawk, St Laurence Court Kangaroo Flat, Lovell House, St George's and Corowa Court.

The menu across all of our sites now has delicious seasonal meals prepared with nutritional content and calories per meal monitored to provide maximum benefit for our residents.

St Paul's Terrace was also the proud recipient of the "Frantastic Food Safety Award" in May 2018 from Frankston City Council, recognising its commitment to providing residents with the safest possible food that's also exceptional in taste. We are continuing to receive great feedback from our residents on the quality of food served throughout our facilities.

Benetas has been able to progress on its delivery of strategic and measured growth to enable long term sustainability across the business.

Strategic and measured growth

While the sector continues to face increasing external challenges, Benetas has been able to progress its delivery of strategic and measured growth to enable long term sustainability across the business.

The 2017/18 financial year saw the organisation continue to plan and deliver on a major capital expenditure program, designed to meet the growing demands in care for older Australians and enable us to deliver quality, variety and choice for our customers well into the future.

Macedon Ranges Health

Macedon Ranges Health is a provider of allied health, district nursing, home care and aged care services to the Macedon Ranges region. The amalgamation agreement (executed on 1 July) represents a significant commitment by Benetas to improving the health services and facilities available in the Macedon Ranges region, with \$60 million plus set to be invested over the next eight years.

For Benetas, the amalgamation extends our suite of services of home care, retirement living and residential aged care to the northwest region and allows us to expand into the area of allied health.

Strategic projects update

St George's

Stage 1 of the expansion and refurbishment of the Peter Volk Apartments at St George's was completed in June 2018, with residents from the former Peter Volk Wing moving in from 1 July. Following the completion of Stage 2 refurbishment works, we look forward to expanding our capacity for an additional 30 residents to meet the increasing demand for aged care in the area. As a fantastic display of our new approach to care, St George's now offers more choice in the level of care available.

The Views at Heidelberg

Purpose-built to deliver our new approach to care, our new residential apartment-style aged care home, The Views at Heidelberg, is nearing completion and will accommodate 103 residents across 13 apartments. Existing Dowell Court residents are looking forward to moving into their new home in October 2018. This \$31 million development has been thoughtfully designed to ensure plenty of natural light and views to the Dandenong Ranges.

Benetas and Macedon Ranges Health amalgamation

In November 2017, Benetas and Macedon Ranges Health announced that the amalgamation of the two organisations had been supported following a vote by Macedon Ranges Health members. United in strong community values and an unwavering commitment to supporting clients, residents, staff and volunteers, both organisations share a vision of delivering high quality not-for-profit services for the region.

Sandra Hills OAM, CEO of Benetas, thanked the Macedon Ranges Health Board and local community for its overwhelming support.

“Through the amalgamation of our two organisations, we look forward to meeting

the increasing needs of the Macedon Ranges community now and well into the future through much needed investment in infrastructure and high-quality services, while retaining existing services.”

Alec Djoneff, Chairperson of Macedon Ranges Health, welcomed the decision and the benefits it will provide to the local community.

“Macedon Ranges Health’s members voted resoundingly in support of the proposed amalgamation. The support from our local community was phenomenal and is a great reflection of Benetas as an organisation, and the enormous benefits the amalgamation will bring to the region,” he said.

Image:
Benetas CEO, Sandra Hills OAM with Macedon Ranges Health CEO, Don Tidbury

The décor of the facility also draws on the significant influence of the Heidelberg School of impressionists. Residents, families and visitors will have access to private galleries on each floor, managed in partnership with the Heidelberg Artists Society. Works will be available for sale and regularly rotated supporting the work of local artists.

Dalkeith Hostel

Dalkeith Hostel in Traralgon kicked off works in November 2017 to improve and expand the home which, upon completion, will enable all residents to receive care informed by our new approach. As part of the \$19 million investment, the works will include the build of new amenities for residents to access and enjoy including a café, wellness centre and a hairdressing service. The project also includes significant refurbishment of the existing hostel. Once completed, Dalkeith Hostel will accommodate an additional 64 residents in line with the growing needs of the ageing Traralgon community.

Dalkeith Heights

The new Village Green and Grace Avenue at Dalkeith Heights Independent Living in Traralgon was officially opened in October 2017 as part of the village’s Stage 2 works, with Latrobe City Council Lord Mayor Kellie O’Callaghan attending to mark the occasion. The Village Green, an eagerly anticipated outdoor leisure hub, offers residents and their families’ access to a lawn bowls green, putting green, bocce area, pergola, BBQ area and exercise area, as well as a vegetable patch and mini orchard for residents to tend. Thirty-eight new retirement living units were also completed in March 2018, together with civil works.

Works underway

In addition to significant progress in current building works, Benetas also made considerable headway on a number of other strategic projects, such as:

- Planning for the \$110 million development in Doncaster offering a fully integrated mix of residential aged care accommodation consisting of 128 beds and 76 retirement living apartments together with lifestyle, wellbeing and allied health services.
- Major works at St Laurence Court Kangaroo Flat in Bendigo, which will improve the home for current residents and design work to expand its capacity, making way for an additional 80 residents.
- Planning for a major retirement living project at Mooroolbark, consisting of 132 retirement villas and a community building, which will replace the existing residential aged care home, St John’s Park.
- Full refurbishment of the main living and dining areas and satellite lounges at St Laurence Court Eaglehawk, including the purchase and installation of new furnishings.

Integrated communities

Benetas continues to focus its efforts on moving towards an integrated service model of co-locating retirement living with home, respite, allied health and residential aged care services.

Benetas has a number of projects underway to deliver an end-to-end aged care experience, where residents and clients have access to a full continuum of services at one location. These include Traralgon, Mooroolbark, Doncaster and Macedon Ranges Health as the newest edition.

Of more than 2,000 aged care service providers in Australia, less than 70 offer a full range of services. Increasingly, consumers are seeking integrated services to enable ‘ageing in place’ in caring communities. Our annual consumer market research confirms this finding with 84 per cent of consumers wanting one provider for their range of aged care service needs.

We are focused on providing seamless service integration, whether government-funded or self-funded and supporting our customers on their journey through ageing.

Our customers, our purpose

The aged care industry reforms in 2017 have shifted the sector from a business-to-government model to a business-to-consumer model, empowering the customer to be the decision-maker. These reforms have presented significant challenges to the way we, and other providers, operate. They have also given us an opportunity to rethink, reposition and evolve into an aged care provider better equipped to respond to new opportunities and to provide top quality care in a new customer-driven market.

Evaluating the client experience

In 2017 we conducted our Client Experience Survey across Home Care and Residential Services. A first of its kind for the organisation, the goal was to better understand and identify areas that may require revision or improvement. Clients were surveyed about their experiences of the services they receive as opposed to their satisfaction, which often doesn't provide the depth of insights that help us to improve our services.

In total, 1,374 respondents participated in the survey, including 861 clients and 513 family members, covering all five home care regions and all 13 residential homes. Across all respondents, 85% described their overall experience with Benetas as Good or Very Good.

"I don't know what I would have done without Benetas and their care and services."

Key areas that Benetas was found to perform very well in included staff treatment of clients, respect for clients and their privacy, kind staff, and a feeling of safety and welcome for residents.

We received positive results for both home care and residential care about providing holistic care, "with staff taking into account clients' personal and family situation as well as their health and medical conditions when planning/ providing care".

The results affirm that Benetas provides high standard home care and residential services in a safe way, with services delivered by respectful and kind staff. Our services are valued and greatly appreciated by clients and their family members.

"All the staff are very kind and do their absolute best to treat my mother with respect and compassion."

For Benetas, the reforms have allowed us to better articulate what has always been at the heart of what we do, and that is caring for our customer.

Supporting those in need

We continue to fund our Hardship and One Wish programs, which support our customers, contribute to their wellbeing, and provide lasting memories.

The Benetas One Wish program grants a wish to a Benetas customer. For example, a wish from Home Care client Des Page was fulfilled, providing him with a three-week trip to Iowa in the United States to see his grandson graduate from university. Des travelled with his two sons and daughter-in-law and was thrilled with his trip. “I very much appreciated what Benetas did for me,” he said. “It’s a once-in-a-lifetime opportunity being able to watch your grandson graduate from an American university.”

The Benetas Hardship program assists Benetas clients who need short-term financial aid for urgent essential living requirements. Some of the ways we helped clients as part of the program in the 2017/18 financial year was providing plumbing services, purchasing a washing machine, and offering a two-week respite stay at one of our facilities to a home care client who is largely incapacitated but still living independently.

Advocating for older Australians

Benetas continues to be a leading advocate for older people in seeking to influence policy, attitudes, and systems to achieve improved outcomes for older Australians in the long term.

In the reporting period, we actively contributed to public debate and policy by participating in policy inquiries and consultations such as: implementing an influencer plan for Victorian Federal Members of Parliament and Senators; meeting with numerous influential government



Des Page (far-right) at his grandson Daniel's graduation in Iowa

decision-makers; collaborating with Leading Age Services Australia (LASA), Anglicare Australia and the National Aged Care Alliance (NACA) to raise awareness of the need for reform.

Areas of focus included underspending and future reform in the Home Care Package program, Aged Care Workforce strategy, funding sustainability, and the single Aged Care Quality Standards to name a few.

The Aged Care Workforce Strategy Taskforce, headed by Professor John Pollaers, developed a national strategy to address the future workforce requirements which will meet the needs of an ageing population. Benetas worked closely with Professor Pollaers and provided significant input throughout the consultation process and development of the strategy. This was an important opportunity to help shape the direction of future workforce requirements for the sector.

Over the reporting period, Benetas' Executive Management team identified key advocacy focus areas that we will continue to prioritise in the coming years.

These are:

- Advancing the aged care sector by influencing policies on aged care service and delivery.
- Developing workforce sustainability to incorporate practical and effective improvements on a national level.
- The prevention of elder abuse by strengthening our capacity to provide safe environments for residents.
- Assisting in the education of Victorians to more easily navigate the aged care services sector.
- Petitioning peak bodies on the need for reform in end-of-life services to meet changing consumer needs and preferences.
- Continuing the dialogue on positive ageing and the public promotion of ageing as a positive experience.

Our dedication to advocacy for older generations is a key priority for Benetas, especially as the ageing Australian population continues to grow. Our voice is even more relevant in these times of significant reform. We will continue to build upon the work and accomplishments we have achieved to date with the ultimate goal of achieving stronger positive outcomes for older people.



Benetas Besties

Coinciding with the 2017 Victorian Seniors Festival in October 2017, Benetas launched its Benetas Besties campaign to celebrate the unique friendships formed between residents across our 13 residential aged care homes, as well as to share positive experiences of ageing.

'Besties' like Corowa Court residents Carol Inglis (79) and Carol Jackson (78) were featured in the campaign, highlighting the important link between social connectedness and wellbeing.

Mrs Jackson said meeting Mrs Inglis has helped change her outlook on ageing.

Image:
The Carols pictured above, Carol Inglis (left) and Carol Jackson (right)

“I came in here and met this old chook, who makes life worth living,” said Mrs Jackson.

“We think the same way, say the same things and share the same sense of humour.”

After meeting at the dinner table one evening, the pair became firm friends and can often be found tending to their apartment's beautiful garden, sharing a meal at their 'Naughty Table' in the dining room or buzzing down Main Street on their matching scooters. Mrs Jackson said their friendship is something both women are extremely grateful for as it brings great joy to their day to day life.

Frailty research

In January 2018, we released the findings of our landmark research report, 'Frailty in Community-Dwelling Older People'. In the first Australian study of its kind, a nationally representative sample of 3,000 community-dwelling Australians aged 65 and over were interviewed using the FRAIL Questionnaire Screening Tool, a short list of questions addressing

Fatigue, Resistance, Ambulation, Illnesses and Loss of weight.

The study found almost half of older Australians living in the community are frail or pre-frail, with the incidence of frailty higher among women.

The three year research project, funded by the Commonwealth Government, stressed the importance of frailty screening to identify older

Australians likely to experience a catastrophic event due to undetected frailty, and identified safe, simple and inexpensive interventions to remediate frailty.

The resulting outcomes were a better understanding of frailty prevalence, how best to identify and respond to it, and the provision of education tools to assist carers.



Australian Marketing Institute Awards

Benetas' Customer, Innovation and Marketing team won the state Australian Marketing Institute Excellence Award in the 'Marketing Communications: B2C and B2B' category for 'Benetas takes on the consumer market'. This winning entry focused on Benetas' successful Future Customer Strategy that was created in response to recent Government reforms shifting funding from aged care providers to the customer. A comprehensive strategy was devised to change the corporate culture and attitude towards a more customer journey focus, with a specific emphasis on the future customer.

General Manager of Customer, Innovation and Marketing, Nicola Reynolds, said the team was delighted to have been recognised for their work.

"The Future Customer Strategy was designed to future-proof the business by redefining our customer; our communication methods and internal processes and we are already starting to see the results."

Image:

Members of the Customer Innovation and Marketing team, from left: Sarah Carr, Richard Barker, Nicola Reynolds, Elena Webster, Jenni Pattinson and Dr Catherine Joyce

Collaborative research projects

We continue to participate in externally-funded research projects with various educational and medical faculties. Last year we collaborated on six external projects including:

- Dairy and Fractures: Led by the University of Melbourne, the project was designed to assess whether an increase in dairy, calcium and protein in the diet of aged care residents can reduce fractures.

- National Advance Care Planning Prevalence Study: The project aimed to investigate the prevalence of advance care planning documentation in aged care facilities. Benetas was one of two aged care providers in Victoria selected to take part in this national pilot study led by Advance Care Planning Australia at the Austin Hospital.
- Movement, Dance and Music for Older People: Led by La Trobe University, the study aimed to

assess the feasibility of music-cued dancing classes with music therapy groups. Promoting Independence Through Quality Dementia Care at Home (PITCH): The project aimed to develop and test a dementia care training program for front-line home care workers. It is led by National Ageing Research Institute (NARI) and funded by National Health and Medical Research Council (NHMRC).

- Pleasant Activities to enhance Wellbeing in care (PAW): Led by NARI and funded by the Jack

Brockoff Foundation Community Grants program, the project seeks to improve the mood of aged care residents through structured volunteer intervention using a behavioural approach.

- Building capacity in residential aged care services to identify barriers and enablers to the implementation of dignity of risk principles: The study in collaboration with Monash University aimed to identify the barriers and enablers to the implementation of a 'Dignity of Risk' approach in residential aged care, using a qualitative, interview-based methodology.

Our proactive participation in these research projects further develops our insights into how best to care for and support elderly Australians. We will continue to seek out opportunities for such collaboration.

Industry breakfast – Dignity of risk

In November 2017, Benetas hosted its fourth Industry Breakfast, held at the Arts Centre in Melbourne, with a panel discussion featuring Professor Joseph Ibrahim, who leads the Health Law and Ageing Research Unit at Monash University, to explore the theme of Dignity of Risk.

Professor Ibrahim was joined by Dr Jane Tracey, Director of the Centre for Developmental Disability Health Victoria at Monash Health, and Benetas' Research and Innovation Manager Dr Catherine Joyce.

In aged care provision, dignity of risk is the principle of empowering residents to make personal choices to maximise their quality of life, even when those choices may involve risks to them, such as smoking.

Being respectful of older people's issues and understanding their desires to make their own choices while maintaining their safety are the key topics of discussion in this ongoing conversation. Benetas is currently collaborating with Monash University to establish a research project to explore this important topic in more depth.

Strengthening our brand

The carefully targeted promotion of all aspects of the Benetas brand directly to consumers has become far more important. In line with this, Benetas has developed our brand advertising strategies with progressive goals over the past 12 months.

'We support everyone's story', a campaign using digital, billboards and regional TV mediums, sought to boost brand awareness among consumers. The effectiveness of this campaign was demonstrated in an increase in prompted awareness from 35 per cent to 40 per cent (based on the latest brand tracking results). In February 2018, we began the development of a new brand campaign, 'Be Yourself', to promote Residential Care, Home Care, Retirement Living and Allied Health Services.

The key message focuses on Benetas services that allow our residents the freedom to be themselves and retain their own individualities. 'Be Yourself' will roll out from August 2018.

Our new Benetas website, launched in March 2018, has been well received with a 32 per cent increase in users within the first four weeks, longer dwell times on site and a 10 per cent increase in online enquiry submission forms.

To boost the effectiveness of the new website we developed several customer management tools to increase conversion rates from enquiries, allowing our Customer Enquiry Centre to quickly access data and provide more informed responses to queries.

In August 2017 we developed a new visual identity for Benetas Retirement Living which then led to the development of the 'Retirement Envy' marketing campaign, featuring the first television commercial to be filmed for Retirement Living in six years. The renewed focus on promoting Dalkeith Heights Independent Living is generating strong sales enquiries.

Looking to the future

Continuing to better articulate our customer-at-the-centre approach, Benetas rolled out the second year of the Future Customer Strategy.

By reaching a wider audience through brand connection, supported by smart and considered tactics, we have been able to start to build the future customer pipeline, secure business growth and contribute to our sustainability by building market share.

Our new strategy is a more holistic, integrated approach in which our marketing, operational and sales teams work together towards one goal – helping the aged care customer and their family find the best solution for their needs.



PROMPTED AWARENESS

has risen from 27% in 2016, to 35% in 2017, amongst people looking for aged care services, and now sits at 40%.



POSITIVITY

towards Benetas, amongst people looking for aged care services, has grown with brand positivity going from 20% in 2016 and is currently sitting at 32%.



AGED CARE CHOICES

A quarter of people influencing aged care choices are aged 18 to 39. A further quarter is aged between 39 to 45.

People who care

Our staff are pivotal to the ongoing success of Benetas and the high-quality services we provide to our residents and customers. We are committed to investing in our staff through a range of initiatives and are focused on the systems that support our people to do their jobs more effectively.

Learning and development transition

Benetas' learning approach has moved from a focus on compliance to competency, enabling learning to be more tailored, with the ability for competency assessments to be undertaken on the job. This has made way for more effective and relevant training, with learning content designed to the specific needs of our organisation.

Over the past 12 months we have continued to integrate our online staff development portal, BLearning, which was launched in September 2016. Our first mandatory training course which occurred in the reporting period was on elder abuse and was fully designed in-house. To further strengthen our capabilities in the learning space, we also introduced key performance indicator (KPI) reporting on learning for our managers, competency assessments that focus on 'on-the-job' performance rather than training and self-guided learning through our learning management systems.

Strong leadership capabilities are crucial to the successful operation of our organisation and we continue to develop our leaders, managers and emerging leaders through the Benetas Development Program and the Leadership Development Program. Both programs enable effective cross-functional teams, strategic alignment, development of leadership skills and purposeful networking.

Wellbeing

The wellbeing of our employees, from both a safety and health perspective, has always been a priority for Benetas.

On the Occupational Health and Safety (OH&S) side, we have completed the three-year OH&S improvement plan and subsequent launch of the OH&S Risk Register and Safe Work Procedures for all common tasks within the business. Our OH&S management system was externally audited and we received a very high level of compliance with the Australian Standard 4801.

From a health and wellbeing perspective, we have a new three-year plan approved by the Board which demonstrates our commitment in this area. We have shifted our focus from early intervention to prevention, implementing a range of injury prevention and health promotion activities.

We are committed to investing in our staff through a range of initiatives, including training, ongoing education, leadership mentoring and wellbeing initiatives.



Alan Moore celebrates 40 years of volunteer service

In August 2018, we honoured one of our longest-serving volunteers of 40 years, Alan Moore, at Corowa Court. Alan, who first volunteered at Corowa Court in 1978, was an integral member of the Corowa Court Committee. He also volunteered at the Op Shop, working in a number of roles including running unsellable items to the tip, fixing things up in his workshop to make them new again, and working at the counter.

“I always enjoyed working there and meeting different people,” he said.

“We formed a tight knit community of friends who all helped other people. If a room needed painting, we’d paint it. It’s just what we did.”

Having served on the Corowa Court Committee when it was suggested that Benetas (then known as Anglican Homes for the Elderly) purchase the land behind Corowa Court for extensions, Alan was the first resident to move in to the extension after its completion in 2016.

Image:
Volunteer Alan Moore receiving his 40 year recognition from CEO Sandra Hills OAM

We continue to offer staff, volunteers and contractors free flu vaccinations with staff participation in this activity improving from 25 per cent over the past few years to 43 per cent in 2018.

Diversity and inclusion

Our gender equality efforts were recognised by the Workplace Gender Equality Agency (WGEA), with Benetas awarded its 12th consecutive citation for Employer of Choice for Gender Equality, one of only five health and social services organisations across Australia to achieve the citation in 2018.

With the health care and social assistance sector being heavily female dominated (women making up 84 per cent of the workforce), we are committed to fostering gender equality and challenging gender stereotypes. We understand that employers have a significant role to play in empowering women to have fulfilling careers and still meet family responsibilities.

Recognising that gender inequality is closely associated with violence against women, our gender equality initiatives supported our commitment as a White Ribbon accredited workplace. The 2017/18 financial year saw Benetas continue to take active steps in its policies, procedures and education to prevent violence against women within the workplace and in our communities.

The Centre for Cultural Diversity in Ageing celebrated its 20th year in 2018. The Centre has had a successful year supporting the aged care sector and ethnic communities, which included launching a new website enabling consumers and their families to search for aged care services that have staff who speak their languages.

The Centre for Cultural Diversity in Ageing also launched its Inclusive Service Standards, which provide a framework for aged care organisations

to help them improve and build upon their own inclusive organisational practices. The Inclusive Service Standards have been referenced in the Aged Care Quality Agency’s new Aged Care Quality Standards. The Centre is funded by the Australian Government Department of Health.

We continued our successful partnership with the Brotherhood of St Laurence’s ‘Given the Chance’ program, which seeks to assist marginalised job seekers to secure work placement and encourages diversity and cultural inclusion in the workplace. A further two participants completed the program at Benetas and now have ongoing employment at St George’s. We also fostered opportunities for students at Benetas, with positions ranging from student work experience through to nursing work placements.

Pastoral care

We are expanding our pastoral care services in Home Care to provide a more holistic service. We have developed an e-learning model called ‘Pastoral Sensibility, Every Person, Every Day’, advocating ‘pastoral sensibility’ among all staff. This module promotes the importance of meaning and purpose and encourages the action of being present and developing genuine engagement between clients and staff.

Our volunteers

We are always grateful for the wonderful support from our generous volunteers actively participating across Benetas residential services, retirement living, and home care services. We have a strong force of 374 volunteers and we look forward to welcoming an additional 180 Macedon Ranges Health volunteers in the next financial year.

Across our residential aged care communities, our volunteers supported us with an average of more than 1,000 hours of their time per month, making an enormous, positive difference to the lives of others. We celebrated the valuable contribution of our volunteers during Volunteer Week in May 2018 at the historic Rippon Lea Estate in Elsternwick – a fitting celebration for our special supporters.

Recruiting the best

The Benetas Human Resources team is continually seeking to improve recruitment processes to ensure we hire the best talent. In the last year, we introduced video interviewing to the recruitment process and for operational roles, psychometric testing was initiated enabling an assessment of candidates’ suitability with our culture and values.

In 2017/2018, Benetas selected a new recruitment and on-boarding system, Mercury, after a thorough tender and selection process. Extensive work was undertaken to develop the system to Benetas specifications with implementation and roll out to occur towards the end of 2018.

Benetas has been developing a workforce sourcing and development model to address the challenges with the increased aged care workforce demand and current skills deficits. Candidates will be sourced through community organisations and put through an intensive two week work experience process where they are expected to demonstrate bonds formed with residents. Successful candidates will then be offered an integrated traineeship with Benetas, involving Certificate III in Individual Support delivered by Bendigo Kangan Institute along with tailored Benetas Training.

Positioning ourselves for the future

Benetas takes great pride in being a leader in the provision of aged care services in Victoria. We continue to look at the way we do things and adjust to do things better. Over the past 12 months we have strategically invested in areas such as operating systems, technology, staffing and quality to help future-proof the business.

Quality improvements

Quality has always been central to our business operations and we continue to seek new ways to improve on this level.

Last year we made significant progress in several areas relating to quality. To provide a more accessible internal policy access system, we replaced eKey with Policy Hub in December 2017. This new system houses all Benetas policies, procedures, work instructions and forms, simplifying the management and communication of policies and procedures.

In May 2018, the Benetas Board, Quality and Compliance Committee, engaged an external auditor to conduct a second review on the maturity of our quality management system. The review, the first of which was undertaken in 2016, assessed the extent to which our quality framework had influenced point of care and service delivery. The results showed significant progress and detailed recommendations which we will embrace as we continue to strive for best practice in all service areas of our organisation.

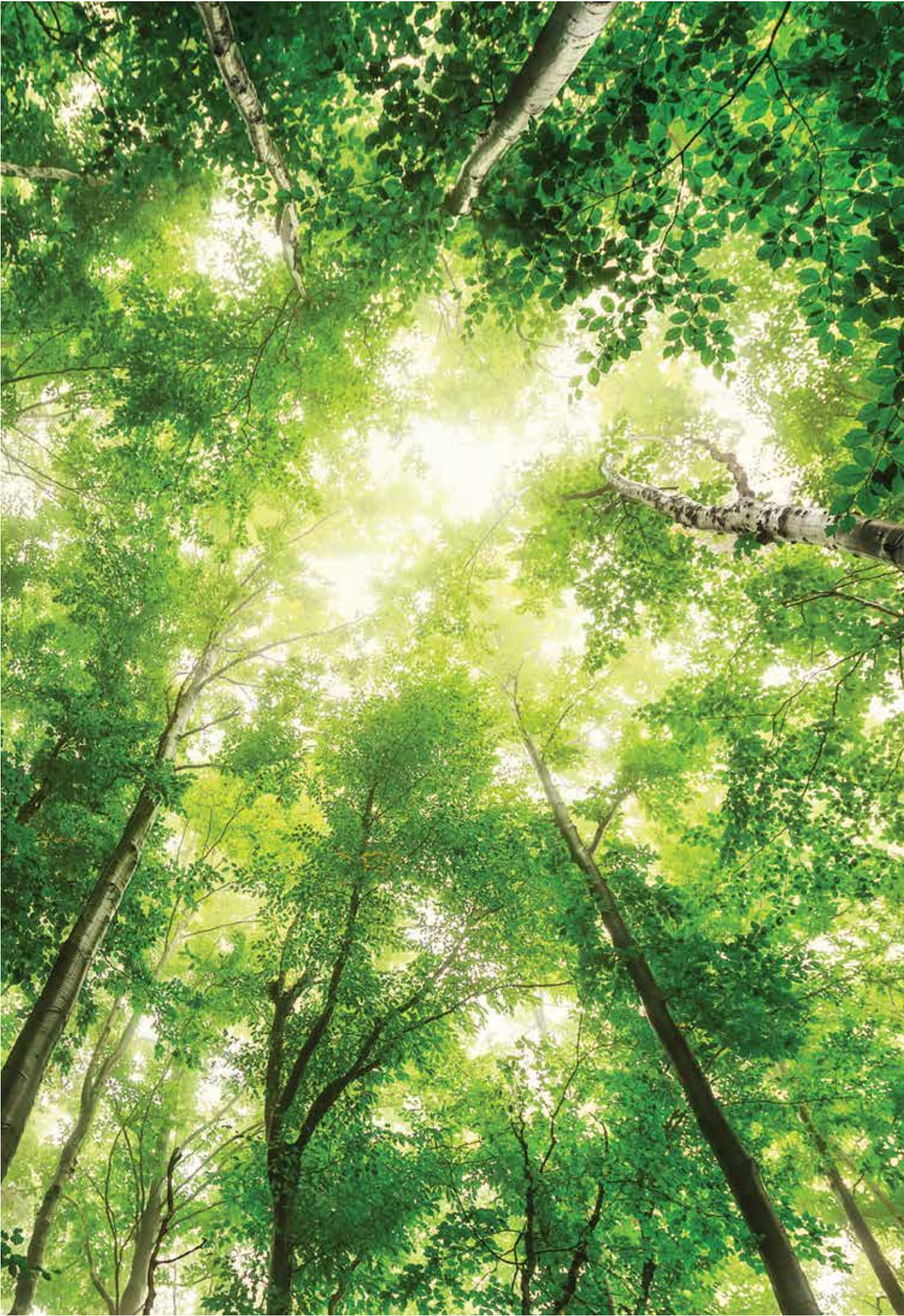
Top quality accreditation results

In the last financial year, the Australian Aged Care Quality Agency (AACQA) conducted recertification audits at five of our homes and quality reviews at all home care services with outstanding results.

Our residential services were successfully recertified against the Residential Aged Care Standards, supported by our new Client Experience Survey which provided strong feedback from Benetas clients on the quality of the care and services we deliver.

All home care services achieved excellent results against the Home Care Common Standards as well as full recertification and an upgrade to the 2015 version of ISO 9001: Quality Management Systems Standard. Auditors reported a strong staff alignment with the quality management system and a very positive quality culture.

In the wake of significant industry reforms, we have had the opportunity to look at the way we do things and reassess and adjust to better position ourselves for the future.



Technology solutions

Over the past year we have introduced a suite of software systems to support our staff and our customers with the aim of improving work efficiencies and customer experience.

In December 2017 we initiated a pilot program for the implementation of Vocera, a wearable, voice-activated badge enabling hands-free and instant two-way or one-to-many conversations using intuitive voice commands. Implemented at Broughton Hall and St Paul’s Terrace, Vocera allows a quicker response rate for assistance and more one-on-one time with residents. Vocera has been very well received and has demonstrated a positive impact on staff morale.

In November 2017, our risk management software system, RiskMan, was upgraded to allow easier recording of related incidents and feedback, with additional risk and legislative compliance registers.

We continue to enhance our risk management program at strategic, enterprise and operational levels in alignment with international standards and good practice guidelines.

This has included strengthening our governance, analysis, plans and recovery strategies which is regularly tested through our annual exercise simulations and other training mechanisms.

We completed a business case to implement Kronos, a workforce management solution to further streamline our business and maximise efficiencies in our workforce.

Kronos will assist in creating best-fit rostering schedules, tracking time and attendance, measuring productivity and administering absence and leave to help manage and retain a high-performing workforce. Kronos will be rolled out across our residential aged care homes in the next financial year starting with St George’s from 1 July 2018.

In addition to leveraging new technology for our management systems, we also upgraded other IT investments over the past 12 months, including the replacement of 180 laptops for our mobile workforce, commencement of the redesign of our invoicing platform Doclink, and the installation of new hardware at our secondary data centre to accommodate further business growth. We continued to provide technological support to 1,500 staff across our 24 sites, and commissioned an Uninterruptable Power Supply (UPS) at the support office for longer back-up support in the event of a power outage.

In Home Care, we progressed roll out of the Sandwai electronic scheduling system over September/October 2017, replacing ineffective and outdated applications in Direct Care and Nursing with a single solution.

We also invested in 120 Samsung devices for our In-Home Assistance team to access rosters and complete timesheets, and commenced the development of the Sandwai Client Management System in early 2018, providing an alternative to the previous system which had fallen behind the demands of aged care reforms and consumer-directed care.

Improved ACFI coordination

In response to the Australian Government’s adjustment of the Aged Care Funding Instrument (ACFI), which assesses and allocates funding to residential aged care providers to deliver care to residents, a new ACFI team structure was introduced at Benetas in September 2017. The new ACFI structure enables the review of package funding allocated to residents to ensure it correctly reflects their needs. An accurate allocation of funding allows Benetas to deliver a better standard of care. The structure also supports succession planning, onsite training, and onsite mentoring.



“Vocera is an incredible tool for residential sites. Our call bell system has been greatly enhanced and we have the security of knowing we are accessible to each other quickly via this innovative, hands-free technology. Staff no longer have to carry around pagers and phones, as all resident calls, sensor mat and alert badge information is transmitted via Vocera. It has done wonders for us at Broughton Hall, I couldn’t speak more highly of it. Vocera has definitely changed the way we operate and has provided us with so much more time to care for and engage with our residents.”

Jo Laker
Residential Manager- Broughton Hall, on the benefits of Vocera



What we stand for

Vision

A positive, fulfilling experience of ageing where everyone has the opportunity to age well in communities of choice and support.

Mission

We will provide older Victorians, their families and carers, with a full range of high quality community based services and residential facilities.

Our values

Respect

We take time to understand and value each person and respect their choices.

Community

We strive to build strong relationships and communities of interest among all stakeholders by working together in an open, involving way.

Spirit

We build a positive, energetic culture dedicated to creating fulfilling life experiences for older people

Responsibility

We act with integrity towards our clients, their families and carers, our supporters and the broader Anglican community.

Our personality

We are committed to promoting an inclusive, ageing-friendly society where our older age can be a good age.

To do this, we're;

- Dependable
- Optimistic
- Brave
- Kind

Who we are

Benetas was established by a small group of benevolent volunteers, from the Anglican Diocese of Melbourne, in 1948 and was born from the urgent need to provide support and care to older Victorians.

Benetas is committed to its clients providing a full range of high quality community-based services, residential homes and apartments across metropolitan Melbourne and regional Victoria. Along with a strong customer focus, Benetas ensures that its Anglican heritage and passion for social justice also remains at the forefront of our purpose, by contributing a social dividend which sees any profit reinvested into growing and expanding services and initiatives.



OUR PLACES

13
Residential
Sites

903
Residential
Care Places

121
Retirement
Units



OUR TIME

10,459
In-Home
Nursing Hours

160,446
Direct Care
Hours at Home

99,397
Respite
Hours



OUR PEOPLE

1,333
Staff

374
Volunteers

In 2018 Benetas celebrates 70 years as a leading not-for-profit aged care provider, successfully giving older people across Victoria support and care in an environment where they can retain their individualism.

Our Board of Directors



John McKenzie
Apointed as Chairperson in June 2008
BE (Mech.), Dip MechEng, MEngSci, GradDipH&TE

Appointed as Chairperson in June 2008 John completed the maximum time that can be served as a Director in October 2017.

John McKenzie has served as Chairman of the Benetas Governance Committee and ex officio member of all Benetas Board Committees for nine years. Before his tenure as Chairman at Benetas, John was Director of various organisations, such as Anglicare Victoria, AAA Tourism, Monash University Accident Research Centre and Assist Australia.

John's extensive experience as an Executive General Manager and General Manager in both for-profit and not-for-profit organisations has made his leadership, guidance and generosity invaluable over the years.

With his strong background in various Anglican Church organisations, John's contributions to the Benetas Board has been intergral. His background in external relations and business development have bolstered the Board and enabled Benetas to take on the challenge of extending its services to better provide for the increasing needs of an ageing Victoria.



David Percival
Apointed as Chairperson in January 2018
B.Ec., MBA, FCPA, FCIS, FAICD

David Percival, Former Vice-Principal and Chief Financial Officer at The University of Melbourne, is the Chairperson of the Benetas Board. With over 20 years' experience as a Chief Financial Officer, one of David's career highlights was working with The University of Melbourne to facilitate the delivery of the significant University Square building works which included five high-rise buildings, a major investment and commitment for a University.

As the Chairperson of Benetas, David is proud of being a part of the team that turned Benetas into a fully established entity, now delivering on an extensive strategic growth program and leading the way in the provision of aged care services in Victoria. David is delighted with the journey of growth he has shared with Benetas.

A wise mentor once taught David that, among other things, "you should always give people the benefit of the doubt until they prove otherwise". A mantra that David has applied in both his professional and personal life ever since.



Helen Bloustein
Appointed to the Board in June 2017
B.Comm, Cert. Actuarial Techniques (IFoA)

Helen Bloustein brings broad experience in investment management, superannuation and best-practice approaches to sustainability management and reporting.

She has held positions as a fund manager and Australian equities investment analyst with Colonial and AXA Investment Management, and been a member of the executive management team at VicSuper. Helen's public sector experience includes the Bureau of Meteorology, and EPA Victoria where she project managed the United Nations Environment Programme Finance Initiative (UNEP FI) in Australasia.

She was seconded to UNEP FI's head office in Geneva and worked with international financial institutions to integrate environmental, social and governance practices into their business processes.



Susan Campbell
Appointed to the Board in December 2014
FCPA, MAICD, MBA., BCom, GradDip(SIA), Cert IV TAA

Susan brings to Benetas a range of skills in risk and finance, and many years of experience in governance as a board member with Heritage Bank, as well as running risk management and training workshops with her business. Her previous employment has included working with global banks in Melbourne and London, corporate treasuries, CPA Australia and as a senior lecturer at RMIT University and La Trobe Graduate School.

In addition, Susan is also author of a number of books on the topic of risk and is a regular contributor of articles to professional magazines.

She is excited to see the aged care sector focus more on the enjoyment of life and ageing well, as opposed to the clinical and task-oriented approach.

As a member of the Benetas Board, Susan looks forward to the journey that Benetas is taking on changing their model and approach to aged care. Susan believes that the art of negotiation is a key skill that every professional woman should have. It is a skill often underestimated in business but a requirement to succeed.



Dr Deirdre Fetherstonhaugh
Appointed to the Board in December 2016
Dip Appl Sci (Nursing), Renal Cert, BA, MA, PhD, RN

Deirdre is the Director of the Australian Centre for Evidence Based Aged Care (ACEBAC) at La Trobe University. She has numerous professional accomplishments, including more recently, her work on performance measures for residential aged care in the public sector, and developing a guide to excellence in residential aged care. She is also currently involved in delivering three day education and training workshops on 'comprehensive health assessment of the older person' for enrolled and registered nurses.

Deirdre is dedicated to raising the profile of people and staff caring for older people in residential aged care, strongly believing that they deserve greater recognition and understanding of the work they do. With many years' experience in the aged care sector, Deirdre brings invaluable research skills and understanding of the environment of residential aged care, including quality and safety in aged care, to the Benetas Board.

Throughout her life, Deirdre has always been grateful for the opportunity to keep learning. She recommends to always look for opportunity and that it's more about what you can do, not what you can't do.



Deborah Law
Appointed to the Board in July 2016
M Pol Admin, Grad Dipl Business (Health Admin), Dipl Physio (UK)

Deborah Law is a specialist in service and workforce reform, currently working for the Australian Health Policy Collaboration, an independent think tank, focusing on the prevention of chronic disease. She has also worked on numerous committees at a state and national level, including the promotion of primary health care development, improving aged care, and better chronic disease management.

With a strong focus on quality, Deborah hopes to work toward Benetas being even more inclusive of diverse opinion and backgrounds. The previous Benetas model of aged care had been static for many years and Deborah is excited by the new approach to care that Benetas is taking. She believes that Benetas is a vibrant and energetic organisation that continues to adapt to future models of aged care for the benefit of all older generations.

Deborah feels she has been fortunate to have worked with a number of people throughout her career, who have been fearless, compassionate and courageous, with a high degree of emotional intelligence. It is these attributes that she has tried to emulate and encourages young professionals to strive for something similar. Deborah firmly believes that every opportunity should be taken, and to not be too limited to what you think you are qualified for.



Associate Profesor Michael Murray
Appointed to the Board in August 2016
M.B. B.S., MPH, FRACP, Clinical Associate Professor

As the Divisional Medical Director of Continued Care, Head of Geriatric Medicine and Medical Lead of Patient Flow at Austin Health, Associate Professor Michael Murray brings to Benetas extensive experience in the health and aged care industry.

With nearly 30 years involvement in geriatric care, Michael's career highlights include extensive research in continence, public health and public policy, as well as working in education and service development and most recently, his appointment as the interim Chief Clinical Advisor to the first Aged Care Quality and Safety Commissioner. Michael holds a number of board and committee positions with a variety of health and educational institutions, and is the president of the National Ageing Research Institute and President of the Continence Foundation of Australia among others.

A key objective Michael wishes to achieve in the coming years is the improved clinical governance and care for older people in residential care. With its new approach to aged care, Michael feels that Benetas is on an exciting road of continuous quality improvement, and the delivery of person-centred care supporting independence and choice for customers.

As a former Head Scout, Michael lives by the words "Good, better, best. Never let it rest, till your good is better and your better is the best."

Our Board of Directors continued...



Diane Pardo
Appointed to the Board in April 2009, retired November 2017
BEC; Graduate Diploma Securities Institute of Australia; GAICD

Diane has over 25 years' investment management experience, with senior investment management roles with Scottish Amicable Life Assurance Society, she was also Head of International Investments at Colonial First State.

Diane has extensive experience in managing commercial property projects, asset management and corporate finance and in 2014 she was appointed to the Audit and Risk Committee at the Leo Cussens Centre of Law.

Although Diane has retired from the Benetas Board of Directors, she continues to assist the company as an external advisor through her role on the Investment Funds Management Committee.



The Venerable Helen Phillips
Appointed to the Board in June 2017
BTheol, DipMin, CertBowenFamSystems

The Venerable Helen Phillips is currently Vicar of Mornington and Mount Martha Anglican Church and Archdeacon of Frankston. She is also a member of the Council of the Diocese of Melbourne and Balcombe Grammar School Council.

Helen has many and varied contributions to the Anglican community, and her extensive understanding of spirituality and faith in practice, plays a key role in Benetas' vision to deliver meaningful services to older people, regardless of denomination.

With over 20 years' experience in governance, management, training and leadership in the Anglican Church and educational institutions in both Victoria and Queensland, Helen provides Benetas with a strong connection to the Anglican values, while sharpening the organisation's strategic focus within the changing context of aged care.



Michael Urwin
Appointed to the Board in September 2016
B.A. (Hons), Dip.Ed. (Melb), FACE

Former Brighton Grammar School Headmaster, Michael Urwin is an active member of the Anglican Church, a member of the Diocese of Melbourne Archbishop Council and is the Vicar's Warden at his local parish, St Silas in Albert Park.

During his time as Headmaster, Michael filled a number of external roles including Chair of the Associated Public Schools, Chair of the Victorian Branch of the Australian Heads of Independent Schools Association, and Trustee of the International Boys Schools Coalition.

With an aim to contribute wherever he can, Michael feels it is a fascinating time to be involved in aged care and wishes to support Benetas to continue to be the best aged care provider possible.

Michael was blessed with a number of inspirational mentors both as a student and a teacher. Now he encourages young professionals to be courageous enough to make a change in their own position and to always be looking to do things differently.



Sean Balding
Appointed to the Board in September 2017
BCom, CA, GAICD

Sean Balding is currently the Chief Operating Officer of boutique insurer Eric Insurance, with over 30 years' experience in financial consulting. He has also previously been a partner at Ernst and Young and involved in a number of significant transactions.

With great expertise in the financial sector, Sean is focused on applying that expertise both at Eric Insurance and Benetas. Both businesses are at a crossroads in their development and Sean believes his experience in financial consulting and enabling business growth will be of great benefit to both businesses adapting and thriving in their sectors. Sean is curious and excited to see where the changes in the aged care industry will take Benetas and the steps that the business will take to go forward in the changing environment.

Like many successful professionals, Sean believes in the wisdom of taking all opportunities presented. He accredits his career to a combination of having some great mentors as well as being an inquisitive individual with a great curiosity in emerging trends. Sean enjoys closely following Richard Branson and Elon Musk's business decisions, as both individuals have, at some point in their lives, turned industries on their heads.

Our Executive Management team



Sandra Hills OAM
Chief Executive Officer
MBA; GDipHumanServMgt; GCertHlthServR&E; BA (Psych and Soc)

Sandra Hills joined Benetas in 2009 with career experience in local and state government and the not-for-profit sector and has qualifications spanning nursing, psychology, research and business management. Sandra was acknowledged for her service to aged care and the advancement of women in the workplace with a Medal of the Order of Australia (OAM) in the General Division, in the 2017 Queen's Birthday Honour List. She has published works on social isolation, consumer engagement, promotion of a good ageing and end of life experience, quality and best practice, and future reform agenda.

As a future-focused CEO, Sandra understands that she has a clear role in providing strong leadership for the company, as well as contributing her knowledge to policy development in creating sustainable aged care services across Victoria. She wants to give older people a stronger voice, and feels they should be valued for their past and current contributions.

Sandra has had a number of mentors across her career but ultimately believes that 'you are in the driver's seat' of your own career. Her advice to young professionals is not to be too concerned with status but be attuned to what you are passionate about and what you are good at.

Sandra continues to work in leadership roles within the industry including her positions as a member of the Anglicare Australia Council, member of the National Aged Care Alliance, a member of the LASA (VIC) Members Advisory Committee and as a Director of the Community Chef Board.



Neil Fawcett
Chief Financial Officer and Company Secretary
Bbus(Acc)(Ec); ACA

With extensive experience in a range of senior financial management roles across numerous industries, Neil brings a wealth of knowledge to the Benetas Executive Team. His previous employment includes Ernst & Young Auditing and Consulting (Melbourne and USA), GE Commercial and was the Financial Controller at State Street Australia Limited, before he joined Benetas in August 2007.

Neil firmly believes hard work and resilience will eventuate in success and sees his position on the Executive Team as an opportunity to develop and influence positive outcomes in order to create services that anyone would be proud to use.

In the near future Neil is looking to explore board opportunities for himself to further his already impressive career.



Chris Karagiannis
General Manager Strategy, Infrastructure and Housing
MBA; GradDipPM; DipBus

After years of experience in a range of public and private sectors, including government and a listed Australian property group, Chris is a highly regarded Executive with a demonstrated track record in aged care, retirement living and property. Chris joined Benetas in July 2008 and has worked in a number of diverse roles within this period leading both corporate and operational functions.

Chris is known and respected for his leadership, strategic thinking and his ability to develop and implement winning strategies across all business functions, identifying growth opportunities and leading a number of major business transformation projects.

In his role as Benetas' White Ribbon Ambassador, Chris is passionate about promoting the importance of raising awareness and having discussions about domestic violence.

Chris' advice to young professionals is to take every opportunity you can and learn from others, advice that even Chris, someone with an already established career, still draws professional inspiration from, mentioning CEO Sandra Hills OAM as a personal mentor, as well as the late Peter Volk.

Our Executive Management team continued...



Paula Trood
General Manager, Residential Services & Quality and Compliance
Vic Nursing Cert; MHLthServMt; GDipHlth&MedLaw

Paula commenced with Benetas in April 2007 and has been General Manager of Residential Services and Quality and Compliance since early 2013. With a background in nursing, Paula has worked in the acute, community and aged care sectors across her 25 year career, focusing on improving the quality of life for older people.

After playing such an integral role in the development of Benetas' new approach to care, Paula is determined to see the model smoothly transition into every residential site.

Paula believes that every young professional should have a strong, positive vision to drive them, as she has through the course of her career.

Paula has held membership on the NACA Veteran and Dementia Supplement and Quality Indicator Reference Groups and is a regular industry presenter.



Nicola Reynolds
General Manager Customer, Innovation and Marketing
MBus; GDiplInnovation and Entrepreneurship; BA

Nicola joined Benetas in February 2016, bringing with her more than 25 years' experience in senior roles in business and marketing strategy, across aged care, higher education, public transport and data marketing sectors. She has worked in these sectors whilst they were undergoing significant changes, equipping her with a firm grasp of managing change and being able to achieve results in evolving market-driven climates.

Her experience stretches from customer and digital transformation and data analytics to public affairs, advocacy and corporate reputation management. She is highly agile in her work, ensuring she keeps her eye on current trends and their relevance to the industry. Nicola has won 14 state and national awards throughout the course of her career, both individually and as a team leader.

Nicola is proud of the role she currently plays in the development of the enterprise-wide Customer Experience Strategy and is eager to see the strategy implemented in the coming years.

Nicola is a Fellow of the AMI (Australian Marketing Institute).



Jeremy McAuliffe
General Manager, Benetas Home Care
DipYW; GDipBA

Jeremy joined Benetas in February 2014, having spent the past 30 years working across various community and corporate sectors such as Villa Maria, the Brotherhood of St Laurence and Coles Myer.

Jeremy is proud to be the Benetas LGBTQ+ Ambassador, raising awareness of and celebrating diversity in the workplace. One of his career highlights is having the opportunity to respond to the challenges of aged care reform and develop service models in accordance with both the clients' needs and the reform.

Jeremy generously gives his time to a young leaders mentoring program and his advice for young professionals is to talk to other leaders about leadership, having the conversation is an important stepping stone to learning.



Samira Richards
General Manager, People, Culture and Diversity
BSc; PGDip (HRM)

Samira is the newest addition to the Benetas' executive team, starting in January 2018, with over 20 years' experience in management and leadership roles. For the last 14 years Samira has been developing a successful Human Resources leadership career in the Higher Education sector.

Samira has been involved in major organisational change initiatives in her previous roles and with her strategic mindset and strong relationship management skills she is keenly focused on future proofing the business, determined that Benetas will be prepared irrespective of what comes our way.

Samira holds cross-functional capabilities in high regard and says it's a valuable tool for every young professional in human resources.

Leading the Benetas' People, Culture and Diversity function, Samira is responsible for delivering a suite of initiatives and programs to a workforce of Benetas' 1,333 employees and an additional 374 volunteers. Samira acknowledges that as the demands of the aged care sector grow, the importance of a strong, capable and engaged workforce is critical to delivering positive customer experience outcomes.

Where we are



ADMINISTRATION

- 1 Benetas Support Office Hawthorn East
- 2 Benetas Customer Centre Mitcham

RESIDENTIAL CARE FACILITIES

- 3 Benetas Broughton Hall Camberwell
- 4 Benetas Colton Close Glenroy
- 5 Benetas Corowa Court Mornington
- 6 Benetas Dalkeith Hostel Traralgon
- 7 Benetas Dowell Court Ivanhoe East
- 8 Benetas Gladswood Lodge Brunswick West
- 9 Benetas Hazelwood House Churchill
- 10 Benetas Lovell House Caulfield North
- 11 Benetas St George's Altona Meadows
- 12 Benetas St John's Park Mooroolbark
- 13 Benetas St Paul's Terrace Frankston
- 14 Benetas St Laurence Court Eaglehawk
- 15 Benetas St Laurence Court Kangaroo Flat

HOME CARE REGIONS

- 1 Benetas Home Care North West Metro
- 2 Benetas Home Care East
- 3 Benetas Home Care South
- 4 Benetas Home Care North West Rural
- 5 Benetas Home Care Gippsland

HOME CARE OFFICES

- 2 Benetas Home Care East Mitcham
- 6 Benetas Home Care Gippsland Traralgon
- 16 Benetas Home Care North West Rural Horsham
- 17 Benetas Home Care North West Rural Mooroolbark
- 18 Benetas Home Care North West Braybrook
- 10 Benetas Home Care South Caulfield North
- 19 Benetas Home Care South Frankston

RESPIRE CENTRES AND PROGRAMS

- 20 Benetas Bateman House Williamstown
- 21 Benetas Hurlingham Day Centre Frankston
- 4 Benetas Kilby House Glenroy
- 22 Benetas Epping Social Support Group Epping
- 23 Benetas Springvale Day Program Springvale

RETIREMENT LIVING

- 6 Dalkeith Heights Independent Living Traralgon

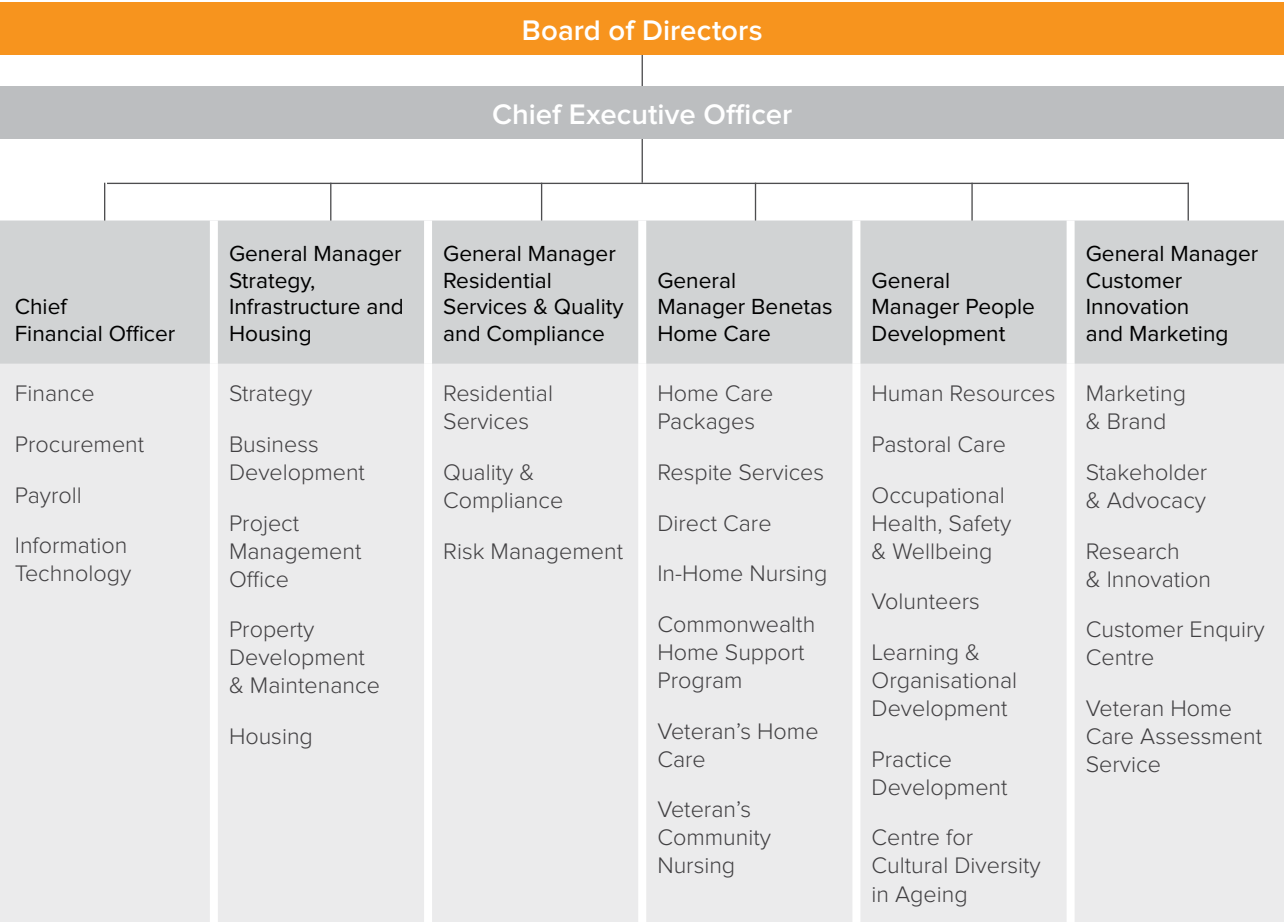
Meetings attended by Directors

Financial year ending 30 June 2018

	Directors meetings		Quality and Compliance Committee	Financial Audit and Risk Management Committee	Investment Funds Management Committee	Governance Committee
	Meetings held (11)		Meetings held (6)	Meetings held (9)	Meetings held (9)	Meetings held (3)
Current Directors	Eligible	Attended	Attended	Attended	Attended	Attended
David Percival	11	10	-	9	6	2
Susan Campbell	11	6	1	6	-	-
Deborah Law	11	11	4	-	-	-
Dr Michael Murray	11	5	1	-	-	-
Michael Urwin	11	11	-	7	-	1
Dr Deirdre Fetherstonehaugh	11	9	3	-	-	-
Helen Phillips	11	10	-	-	-	1
Helen Bloustein	11	10	-	-	8	-
Sean Balding ³	7	6	-	8	-	-
Paul McGlinn (independent Non-Director)		-	-	-	6	-
Graeme Blackman (independent Non-Director)		-	-	6	-	2
Randal Harkin (independent Non-Director)		-	3	-	-	-
Keith Dickie (independent Non-Director)		-	-	-	2	-
Sandra Hills (Non-Director)		10	3	7	2	-
Neil Fawcett (Non-Director)		11	-	9	8	2
Former Directors (both remaining as independent non-directors)						
John McKenzie ¹	4	3	-	-	-	1
Diane Pardo ²	4	3	-	-	6	-

¹ John McKenzie resigned as a Director in October 2017. John remains on the Governance Committee as an independent non-director.
² Diane Pardo resigned as a Director in October 2017. Diane remained on the Investment Committee as an Independent non-director.
³ Sean Balding was appointed a Director in October 2017. Prior to this appointment, Sean was an independent non-director.

Organisational structure



Financial summary

Results

Benetas has delivered a small surplus in 2017/2018, despite the challenging operational and ever-changing regulatory environment.

The company continues to focus on its operational performance, particularly our residential and home care services, delivering a surplus of \$278k (prior to impairment of assets and business combinations) for the year ended 30 June 2018. This represents a decrease of \$17.1 million or 98.4% on the 2016/2017 result due to the profit on sale of “surplus to need” property in the prior year. We recognised a \$506k gain from “fair value” adjustments to our investment property. The impact of this item resulted in an overall net surplus for the year ended 30 June 2018 of \$784k.

Regulatory environment

Home Care

Government reform in the Home Care space continues to impact the aged care sector, most notably the impact of “full portability” of home care packages which occurred in February 2017. We saw our package numbers reduce in response, in part due to natural attrition, but more so the government’s MyAgedCare website not responding to the new free market dynamics. Lack of referrals from the MyAgedCare portal has persisted throughout the entirety of 2018, however by 30 June 2018 we have package numbers equivalent to February 2017 levels. MyAgedCare continues to be the major road block to improved performance in the Home Care Packages area. The development of a new operating model was completed this year in readiness for the 2018/2019 financial year, and a new technology solution is in the final stages of development which will assist in providing efficient service delivery.

Residential Care

The Government announced cuts to the Aged Care Funding Instrument (ACFI) in late 2016. The impact will be phased in over a resident’s average length of stay which is approximately two (2) years. Full impact will see income reduced by an estimated \$6.3 million year-on-year. ACFI is the major source of funding for residential care services. Higher resident turnover at the start of 2017/2018 saw the impact of the clawback hit our performance sooner than was anticipated. On the positive side, the full impact of the clawback has now been fully absorbed. The organisation continues to develop strategies to maximise ACFI outcomes to ensure we can continue to deliver high quality care.

Benetas has delivered a small surplus in 2017/2018, despite the challenging operational and ever-changing regulatory environment.

Impairment

Each year Benetas reviews the carrying value of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired as required by Australian Accounting Standards. If such an indication exists, the recoverable amount of the asset, being the higher of the assets fair value less cost to sell and value in use, is compared to the asset’s carrying value. Any excess of the asset’s carrying value over its recoverable amount is recognised in the statement of profit or loss.

Bed licences

Benetas performed “value in use” calculations to determine the recoverable amount of its bed licences. The recoverable amount was determined to be greater than the carrying value and therefore no impairment charge needed to be recognised.

Available-for-sale investments

Benetas has made an irrevocable election to recognise changes in the “fair value” of our available-for-sale investments in other comprehensive income. Both unrealised and realised gains and losses are recognised as other comprehensive income. Dividends on these financial assets are recognised as other income in the profit and loss.

Valuation of Dalkeith Retirement Village

Investment property and the corresponding resident lease liability are required to be held at fair value. An external valuation was obtained to assist in the determination of fair value at 30 June 2018.

Adjustments to the carrying value of the investment property and resident lease liabilities was \$780k and \$274k, respectively.

Social dividend

The term “social dividend” can be understood as Benetas seeking to undertake all its activities in an efficient and effective manner, consistent with good business practices, maximising outputs and minimising costs, as would a “for profit” provider. However, where a “for profit” pays a “shareholder” a dividend, Benetas allocates a “social” dividend. Such activity includes funding pastoral care services and research and advocacy which are not funded under the Aged Care Act, providing affordable housing for older people, funding our “One Wish” program, “Hardship” fund and “Given the Chance” program. Funding for all these activities continues to be more than \$1.0 million in 2017/2018.

Benetas also cares for a large number of “supported” residents in our residential care services. The average supported ratio throughout 2017/2018 was 47.31% (2017 50.35%)

Investments

The 2017/2018 financial year has again been a very challenging one with continued volatility in global financial markets impacting values and returns.

The value of the company’s investments has increased to \$56.2 million as at 30 June 2018, up from \$51.1 million in the prior year. During the year the company disposed of \$1.8 million of investments which have either been reinvested or returned to cash reserves during the year. Global financial markets generally performed very well during the year however, as the portfolio is heavily weighted to domestic equities and cash our portfolio delivered a lesser return of 7.94 per cent. The company invests primarily in ASX Top 200 listed corporations which have generally not performed as well as the broader global markets in 2018. The return was slightly ahead of the benchmark index established by the Investment Committee by 0.48 per cent.

The company’s long term investment objectives are:

- Outperform Morningstar – Growth Index
- Achieve a growth of at least CPI plus 3.5 per cent over a rolling 7 year period
- Achieve a long term income yield of 5 per cent per annum

The performance of the portfolio over recent years has been:

YEAR	Performance after fees % p.a.
2013	19.35
2014	10.10
2015	6.47
2016	(0.12)
2017	10.06
2018	7.94

Significant movements throughout the year include:

- Realised Net Capital Losses of \$212k
- Unrealised Net Capital Gains of \$6.0 million

Our investments continued to generate a solid flow of dividend and interest income increasing year on year by \$558k or 11.6 per cent. This is reflective of improved company earnings and increased dividend payouts and investing in longer term, term deposits during the year.

Capital expenditure

In keeping with our strategy of delivering “first class” residential services we completed the 104 bed residential aged care facility in Heidelberg at a cost of \$31.0 million. Practical completion was achieved in July 2018 and officially took its first residents in October 2018. Construction of the 60 bed extension to Dalkeith Hostel commenced during the year at a cost of \$19.0 million. This is due for completion around February 2019, with several other projects in various stages of design.

In keeping with our commitment to invest in our technology and support the introduction of Consumer Directed Care, our Board approved \$6.5m in 2014 to upgrade and replace key business applications over the next 5 years.

The business continues to embed the various technologies implemented over the past 2 – 3 years. The Development of Sandwai to deliver an integrated Home Care solution has been well progressed and is due to be rolled out in 2019. This is envisaged to deliver significant efficiency by eliminating several manual processes and produce an improved customer experience by way of statement production, accuracy, and delivery. Kronos was successfully rolled out to Home Care

Services and in July 2018 to our first residential aged care site. Rollout of Kronos to Residential Services followed a roster standardisation process which will ensure we fully realise the benefits of the technology. Progressive roll out to all facilities will occur over the next twelve (12) months.

Operations

The company exceeded budget expectation reporting a net surplus (prior to impairment of assets and recognition of business combination) of \$278k for the year ended 30 June 2018.

The organisation continues to focus on improving operational performance of our residential and home care services. It has been a particularly challenging year for both these services.

Income

Operating income totalled \$107.0 million, a decrease of \$11.7 million. This comprised a modest increase in government subsidy and fee income of \$2.5 million offset by the “one-off” gain on sale of surplus property of \$14.8 million in the prior year. Government subsidy income remained flat throughout 2017/2018 despite the increased number of beds going in. Increases were hampered by the high turnover in residential care and the inability to replace like with like in respect of acuity and new residents coming in under the new ACFI clawback provisions. Lower package numbers and package spending impacted recognition of subsidy income received.

Expenditure

Operating expenditure totalled \$112.0 million, an increase of \$5.9 million. A major contributor was again salary and wage increases driven by agreed EBA rates increases for care staff. Another contributor was catering costs, due to completing the rollout of outsourced catering across all Residential Aged Care facilities. All other expense items were relatively consistent to the previous year. Employee benefits comprised 62.6% of total expenditure (2017 62.9%). Other significant expenditure included Client Specific Costs 9.0% (2017 15.2%), and Catering Costs 6.4% (2017 4.4%)

Summary of significant changes in financial position

The organisation has maintained its strong financial position with an improvement in net assets of \$6.6million to \$217.8million (2017 \$211.1million). Total assets increased to \$414.3million up \$30.2 million because of the residential services construction program, and improvement in investments and investment properties. Total liabilities increased to \$196.5 million up \$23.6 million, notably Refundable Accommodation Deposits (RAD’s) \$132.0 million, Retirement Village Leases \$31.9 million, and Unspent Home Care Package Funding currently \$9.3 million. The company continues to operate “debt free” and holds significant cash reserves with \$108.9 million held at-call or on term deposit, of varying maturity, with several top tier banks.

* The financial statements, independent auditors report and declaration are an extract of, and have been derived from the full financial report of Anglican Aged Care Services Group for the financial year.

Summary of Income by service type 2018



- Residential (74%)
- Home Care (20%)
- Day Centres (2%)
- Retirement Living (2%)
- Investments (1%)
- Other (1%)

Summary of Expenditure by service type 2018



- Residential (62%)
- Home Care (17%)
- Day Centres (1.5%)
- Retirement Living (1%)
- Investments (3.5%)
- Other (15%)

Income by source



- Government Subsidy (70%)
- Client Services Fees (24%)
- Investment Revenue (5%)
- Donations and Bequests (0%)
- Other income (1%)

Expenses by source



- Employee benefits expenses (63%)
- Client specific costs (10%)
- Catering expense (6%)
- Cleaning expenses (3%)
- Repairs, maintenance and vehicle running costs (4%)
- Utilities, rates and insurance (3%)
- Interest paid (0%)
- Rental expense (1%)
- Other expenses (4%)

Statement of profit or loss and other comprehensive income for the year ended 30 June 2018

	2018 (\$'000's)	2017 (\$'000's)
INCOME FROM CONTINUING OPERATIONS		
Government Subsidy	78,844	78,929
Investment Revenue	5,389	4,831
Client Service Fees	26,585	24,082
Donations and Bequests	74	113
Other Income	1,555	15,672
Total Income from Continuing Operations	112,447	123,627
EXPENSES FROM CONTINUING OPERATIONS		
Employee benefits expenses	(70,256)	(68,026)
Depreciation and amortisation	(6,774)	(6,468)
Repairs, maintenance and vehicle running costs	(4,986)	(4,476)
Rental expense	(1,002)	(973)
Catering costs	(7,174)	(4,689)
Client specific costs	(10,115)	(9,940)
Cleaning expenses	(3,517)	(2,760)
Utilities, rates and insurance	(3,290)	(3,106)
Interest paid	(425)	(429)
Other expenses	(4,630)	(5,400)
Total expenses from Continuing Operations	(112,169)	(106,267)
Operating Result from Continuing Operations before Income Tax Expense	278	17,360
Income Tax (Expense)/Benefit	-	-
Subtotal - Net Operating Result for the Year before Impairment of assets and business combinations	278	17,360
Fair Value of Investment Property	780	2,282
Fair Value of Lease Liabilities	(274)	(1,110)
Net result for the year	784	18,532
Other comprehensive income:		
Items that will not be reclassified to profit or loss		
- Fair value movement of investments (financial assets)	5,858	5,977
Total other comprehensive income for the year	5,858	5,977
Total comprehensive income for the year	6,642	24,509

Statement of financial position as at 30 June 2018

ASSETS		
CURRENT ASSETS	2018 (\$'000's)	2017 (\$'000's)
Cash on hand	43,441	82,557
Accounts receivable and other debtors	9,207	7,713
Financial assets	65,555	31,000
Assets held for sale	1,750	-
Total Current Assets	119,953	121,270
NON-CURRENT ASSETS		
Financial assets	56,238	51,086
Property, plant and equipment	168,122	143,762
Intangible assets	27,311	27,696
Investment properties	42,693	40,264
Total Non-Current Assets	294,364	262,808
Total Assets	414,317	384,078
CURRENT LIABILITIES		
Accounts payable and other payables	187,699	164,010
Employee provisions	6,823	7,073
Total Current Liabilities	194,522	171,083
NON-CURRENT LIABILITIES		
Employee provisions	1,982	1,824
Total Non-Current Liabilities	1,982	1,824
Total Liabilities	196,504	172,907
Net Assets	217,813	211,171
EQUITY		
Retained earnings	198,784	198,395
Reserves	19,029	12,776
Total Equity	217,813	211,171
RATIOS %		
Working Capital Ratio	90.58	100.74
Current Assets to Total Assets	28.95	31.57
Non Current Assets to Total Assets	71.05	68.43
Return on Assets **	0.07	4.52
Net Earnings Ratio **	0.25	14.04

**excluding Impairment of Bed Licenses

Statement of cash flows for the year ended 30 June 2018

CASH FLOW FROM OPERATING ACTIVITIES	2018 (\$'000's)	2017 (\$'000's)
Commonwealth, State and Local Government grants and client income	106,757	103,287
Receipt from donations, bequests and raffles	74	113
Payments to suppliers and employees	(105,061)	(98,496)
Interest received	2,559	2,250
Dividends received	2,830	2,581
Finance costs	(228)	(145)
Net cash generated from operating activities	6,931	11,362
CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	136	19,085
Payment for property, plant and equipment - residential aged care	(28,600)	(9,324)
Payment for property, plant and equipment - non residential aged care	(2,236)	(1,199)
Proceeds from sale of investments (financial assets)	1,781	458
Payment for investments (financial assets)	(35,625)	(32,124)
Payment for intangibles	(991)	(2,341)
Payments for investment property development	(1,649)	(4,585)
Net cash used in investing activities	(67,184)	(30,030)
CASH FLOW FROM FINANCING ACTIVITIES		
Refunds of residential RADs, accommodation bonds & entry contributions	(32,019)	(27,414)
Refunds of non residential accommodation bonds & entry contributions	(232)	(187)
Proceeds from residential RADs, accommodation bonds & entry contributions	51,024	57,991
Refunds of retirement village leases	(1,135)	(306)
Proceeds from retirement village leases	3,499	4,606
Net cash generated from financing activities	21,137	34,690
Net increase/(decrease) in cash held	(39,116)	16,022
Cash on hand at the beginning of the financial year	82,557	92,694
Cash on hand at the end of the financial year	43,441	108,716

Statement of changes in equity for the year ended 30 June 2018

	TOTAL RESERVES				
	Retained Surplus	Major Maintenance Fund	Investment Revaluation Reserve	Total Reserves	Total Equity
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Balance at 1 July 2016	179,936	557	6,169	6,726	186,662
Comprehensive Income Surplus for the year					
Surplus for the year attributable to members of the entity	18,532	-	-	-	18,532
Other comprehensive income					
Investments (financial assets) revaluation	-	-	5,977	5,977	5,977
Total comprehensive income attributable to members of the entity	18,532	-	5,977	5,977	24,509
Transfer from reserves					
Major maintenance fund provision	(177)	177	-	177	-
Realised gain on disposal of investments	104	-	(104)	(104)	-
Restated total transfers from reserves	(73)	177	(104)	73	-
Balance at 30 June 2017	198,395	734	12,042	12,776	211,171
Comprehensive Income Surplus for the year					
Surplus for the year attributable to members of the entity	784	-	-	-	784
Other comprehensive income					
Investments (financial assets) revaluation	-	-	5,858	5,858	5,858
Total comprehensive income attributable to members of the entity	784	-	5,858	5,858	6,642
Transfer from reserves					
Major maintenance fund provision	(183)	183	-	183	-
Realised gain on disposal of investments	(212)	-	212	212	-
Total transfer from reserves	(395)	183	212	395	-
Balance at 30 June 2018	198,784	917	18,112	19,029	217,813



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Auditor's Independence Declaration

To the Directors of Anglican Aged Care Services Group T/A Benetas

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Anglican Aged Care Services Group T/A Benetas for the year ended 30 June 2018, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

Grant Thornton Audit Pty Ltd
Chartered Accountants

B L Taylor
Partner – Audit & Assurance

Melbourne, 1 October 2018

Grant Thornton Audit Pty Ltd ACN 130 913 594
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Independent Auditor's Report

To the Members of Anglican Aged Care Services Group T/A Benetas

Report on the audit of the financial report

Opinion

We have audited the financial report of Anglican Aged Care Services Group T/A Benetas (the "Registered Entity"), which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Anglican Aged Care Services Group has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a presents fairly, in all material respects, the Registered Entity's financial position as at 30 June 2018 and of its performance and cash flows for the year then ended; and
- b complies with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-Profits Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the financial report and auditor's report thereon

Those charged with governance are responsible for the other information. The other information comprises the information included in the Registered Entity's annual report for the year ended 30 June 2018, but does not include the financial report and our auditor's report thereon.

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Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial report

The Directors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012*. This responsibility also includes such internal control as the Directors determine necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intends to liquidate the Registered Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

Grant Thornton Audit Pty Ltd
Chartered Accountants

B L Taylor
Partner – Audit & Assurance

Melbourne, 1 October 2018

Acknowledgement and thanks

To our people

Thank you to our dedicated staff and volunteers, who work tirelessly to deliver a positive experience of ageing for older people.

To our community

- Christ Church Essendon Opportunity Shop
- Ritchies IGA Hazelwood
- St Dunstan’s Anglican Church, Camberwell
- Anglican Parish of Westernport
- St Matthias Anglican Church, Abbotsford
- That’s Mine Pty Ltd

To our donors

Thank you to the following individuals, groups and trusts who have generously made a financial contribution.

Bequests

- The May and Dorothy Vicars-Foote Fund
- Estate of Marion Louise Speer

Trusts and Foundations

- John Robert Ball Trust
- Tyler House Trust
- Equity Trustees – Eric Lang Estate
- Frank and Sybil Richardson Charity Trust
- Lord Mayor’s Charitable Foundation – Frank and Meg Sims Fund



Benetas is committed to a sustainable future for our business, our clients and our planet. This report is made on Forest Stewardship Council certified paper.

How you can help

You can help Benetas to continue to provide high quality home care services and residential homes and apartments to older people in Victoria.

Become a volunteer

Our volunteers make a huge difference to the lives of older people.

To learn more, please visit benetas.com.au/volunteers or call us on **(03) 8823 7900**

Make a financial donation

Your financial donation is appreciated, no matter how big or small, and can be made to Benetas online by visiting our website benetas.com.au/donate or by calling **(03) 8823 7900**

Donations over \$2 are tax deductible.

Leave a bequest

By making a bequest through your Will⁵, you leave a lasting legacy.

For more information, please email info@benetas.com.au or call **(03) 8823 7900**

⁵ A Will is a legal document and should be made in consultation with a solicitor or trustee company. Your professional advisor will ensure that your wishes are clearly expressed and that your intentions can be fulfilled legally.





Founded by the Anglican Diocese of Melbourne in 1948
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