



Together

Annual Report 2019/2020



benetas



Hamper packs for residents at Kangaroo Flat from generous family members.



Pictures and cards from the children at Macedon Ranges Primary School to brighten residents' day.



Brian's family wishes him happy 80th birthday at St Paul's Terrace during lock down.



Gisborne Oaks commemorates ANZAC DAY with horse ridden by resident's son, Darcy.



Dress up day at St Paul's Terrace.



Generous donation of flowers to the team at St John's Park.



Julie Probert and Claire Fletcher secure essential items for Home Care clients across Victoria.



Doreen celebrates her 90th birthday at St George's aged care home with family offering her best wishes across the fence.

Together represents a bond,
unbreakable by external forces
and used to forge a **strong** and
promising future.

Togetherness builds spirit and
a sense of **community** that
will unite us as one to not only
overcome obstacles but to **learn**,
grow and ultimately **thrive**.

**We are stronger together
than we are apart.**

connection
 strength
 community
 unity
 resilience
 love
 kindness
 spirit
contents
 pride
 belonging

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Chairman and Chief Executive Officer report

As Chairman and Chief Executive Officer of Benetas, we are pleased to present the 2019/20 Benetas Annual Report.

We believe the theme for this year, **Together**, reflects the true essence of the year which, we are sure you would agree, presented significant challenges and required a substantial amount of collaboration and support from everyone across the Benetas community.

There are numerous examples touched on throughout this Annual Report that reflect the theme of **Together**, not just amongst employees but also collectively as a community incorporating our residents, clients, their loved ones, and our peak body and government agency support.

While the year was exceptionally challenging, we also showed incredible resilience, dedication and demonstrated what we can achieve, by working **Together**.

Unexpected challenges

Together, we navigated the Royal Commission into Aged Care Quality and Safety, the devastating Victorian bushfires and more recently this year, COVID-19 community transmission across Victoria.

The Quality, Outcomes and Research Team led the COVID-19 preparedness and response efforts across the organisation from March 2020.

This was truly a team effort with all parts of the organisation pulling together to respond swiftly to dramatic changes in the fast moving environment and ensuring our preparedness to respond if and when COVID-19 was contracted within our community.

It included an all-hands-on-deck approach with significant amounts of work to ensure that our residents, clients, their loved ones and our employees were our priority and kept across key developments and service related changes.

Operationally, we mobilised the business by implementing new work arrangements, substantially lifted skills and capacity in remote communications technology, stepped up our infection prevention and control, delivered a highly successful influenza vaccination program, revised all Business Continuity Plans, and diligently managed all suspected cases within the Benetas community.

We also prioritised communications to employees, volunteers, clients, residents and family members with over 120 pieces of correspondence distributed. Information was provided about our COVID-19 response which included restricted visitor access and moving to strict visiting hours and screening processes - a logistically enormous organisational task.



In particular, we would like to thank all of our volunteers who assisted us during this time to screen visitors at our homes and help keep our residents and employees safe. Our volunteers never cease to amaze us in how they are willing to step up and contribute, particularly under difficult circumstances such as within the middle of a global pandemic.

With regards to the Royal Commission into Aged Care Quality and Safety, we prepared eight submissions over the reporting period covering topics such as financing, home care, system governance, workforce and a way forward for the sector.

In October 2019, as CEO I spoke as part of a panel at a Royal Commission hearing on the topic of workforce. It was a good opportunity to inform the Commissioners about issues we face and the need to share good examples of retention and recruitment as well as many other workforce related opportunities. I also attended a workshop held in Adelaide in February on the redesign of the aged care system. We believe participation in the Royal Commission is extremely important and felt privileged to contribute as much as we did. Our participation is a reflection of the high regard with which Benetas is held.

As a member of the Aged Care Workforce Industry Council, we believe we must move on delivery of the Strategic Actions outlined in the Aged Care Workforce Strategy - **A Matter of Care**. While several initiatives are being addressed, there is much to be done.

In October 2019, the Royal Commission into Aged Care Quality and Safety released its Interim Report titled **Neglect**. The report outlined what has been learned and key areas of focus for the next 12 months. It lays the foundation for fundamental reform, as stated in the introductory letter,

"The Final Report will recommend comprehensive reform and major transformation of the aged care system in Australia. We will chart a new direction for the sector, bringing a clear sense of purpose and of quality, and a renewed focus on compassion and kindness".

We look forward to the release of the Final Report in February 2021 and in particular, the Australian Government's response and action on the recommendations.

Over December 2019 and January 2020 we were faced with devastating fires across Victoria as well as many other parts of the country. Our employees worked tirelessly throughout the season, particularly in areas that posed immediate concerns to Benetas services, such as the Gippsland area. Our Bushfire Management Committee prepared well in advance, and we maintained close contact with those vulnerable to the fires in our home care community.

Despite all of these challenges, Benetas delivered another modest surplus in 2019/2020 of \$2.4m. Further details can be found in the financial summary section of this report.

Setting ourselves up for the future

We were extremely proud to launch our Next Generation Strategy 2025 in August 2019. The strategy outlines four outcomes we intend to deliver over the next five years, these being: Integrated and Exceptional Customer Experience; Communities of Choice; a Great Place to Work and Volunteer; and a High Performing Organisation. A significant amount of work is occurring across the outcomes of the strategy to prepare the business for success in these areas and we are already seeing achievements across all outcomes.

The Benetas services of Primary Care and Home Care were combined in the previous reporting period to create the business unit Community Health and Care.

This has seen the commencement of a transformational project which seeks to improve customer experience, streamline touchpoints for clients, and clarify roles for employees to enhance employee experience.

Several additional improvement projects have also been implemented across the business in the financial year, such as: improving the Community Health and Care client billing statements; streamlining the residential sales and admissions process; untangling the complexity of Benetas' industrial landscape; significantly reducing agency spending in Residential Services; as well as focusing on organisational capability uplift.



From an infrastructure perspective, the significant refurbishment of the Gisborne Oaks residential aged care home and the Macedon Ranges Health Centre was completed in March 2020. The final stage of Dalkeith Heights Retirement Village also commenced in early 2020 with the handover of units staged over the next 12-18 months, and Stage One civil works commenced on the St John's Rise Retirement Village in Mooroolbark, for delivery of the first 46 villas.

Over the 12 month reporting period we were pleased to welcome two new General Managers to the team: General Manager for Strategy, Infrastructure and Housing, Bruce Webb, and General Manager for Residential Services, Verity Leith. We are thrilled to have them lead their teams and are already seeing significant positive changes in the way we operate.

The introduction of two new General Managers meant we were also sad to say goodbye to the previous General Manager of Residential Services Manager, Paula Trood, who had been with Benetas for over 12 years, and the General Manager of Strategy, Infrastructure and Housing, Chris Karagiannis, who had been with the organisation for over 11 years. Both of these individuals contributed enormously to where Benetas is today and we wish them all the best in their new endeavours.

A key responsibility of the Board is to ensure the long-term future of Benetas. We thank the Board for the contribution it makes. The strong relationship between Directors and the CEO and other senior managers ensures that the governance of Benetas is in good hands, with a key focus on our Vision and Mission.

Better connections

In delivering on the Next Generation Strategy 2025, we have moved to create an overarching Customer Experience (CX) Vision along with a set of Principles to enhance the customer experience. The CX Vision and Principles represent the distinctive Benetas experience from the customer point of view and provide practical guidelines for employees about what this means for their day-to-day interaction across each of our services. To enable this to be embedded into the organisation, over 100 Benetas employees came together on 27 August 2019, for the CX Activation Day which demonstrated what positive CX means for them and the people we care for.

In the last year, we have seen a number of innovative and modern technologies implemented by the Information Technology Team. The latter half of the financial year had a large focus on implementing video conferencing technologies and ensuring our systems could enable many of our support roles to work remotely during the COVID-19 pandemic.

In February this year, Benetas launched the Positive Ageing Tool (PAT), a new online health check, designed to provide a simple assessment to help older Australians to detect, and where possible, reverse early signs of frailty. It also equips them with important resources for staying active and healthy for longer. PAT draws from government-funded research undertaken by Benetas in conjunction with Monash University, the results of which were released in 2018.

Benetas hosted its sixth annual Industry Breakfast at the National Gallery of Victoria in November last year, with a panel discussion exploring 'authenticity and inclusion in the workforce'. The panel looked at what it means to 'be yourself' and how this has a positive impact on a personal, organisational and leadership level.

Gaining a better understanding

The Listening Tour kicked off in February 2020 with over 1000 lines of feedback being obtained from employees. These employee-only sessions were facilitated by a Support Office team member to seek to understand what matters to our employees, what they love about working at Benetas and what could improve their employee experience. Unfortunately, the tour was postponed due to COVID-19 restrictions, with 38 out of the 55 sessions completed, but the feedback has been positive and constructive. We are looking to complete the tour by the end of the year. In the meantime, actions are underway for individual business units to address the feedback received to date.

The Research Team continues to support Benetas' service delivery areas in hearing customer perspectives and providing evidence-based and effective research insights. The team conducted a client experience survey of disability services clients (NDIS participants); a snapshot survey of residents' views on visiting arrangements during COVID-19 in Residential Services; an evaluation of the Best Life Model of Care; and an innovative research piece on how to best measure quality of life outcomes for people with cognitive impairment.

Members of the Benetas team participated in the Anglican Archbishop's consultation visits with archdeacons across Melbourne. It was a great opportunity for Benetas representatives to meet with clergy and discuss our services, collaborate with Anglicare Victoria and the Brotherhood of St. Laurence, and also to understand the strategic direction of the Church.

On 7 August 2019, Benetas introduced the Aged Care Employee Day Awards, recognising three employees who represent the Benetas values in the work they undertake each day. Employees were nominated by their colleagues for the accolade, with over 40 nominations received across the business. The awards were established to support the greater recognition of our aged care employees, an important focus for our sector.

Growing support

In the 2019/20 financial year, Home Care experienced an average of 23 Home Care Package client admissions per month. Residential Services also grew with permanent admissions growing to an average of 35 per month.

The Department of Health and Human Services selected Benetas' Macedon Ranges Health to deliver the Home and Community Care Program for Younger People (HACCPYP) in Macedon Ranges Shire from 1 July 2020. HACCPYP is an important additional offering given the challenging environment so many in the community faced with COVID-19 restrictions.

The Centre for Cultural Diversity in Ageing saw a significant transition with the departure of long term manager Ljubica Petrov being replaced by Lisa Tribuzio. Ljubica and her team built up the Centre for more than 25 years to the national status it has today. We are pleased to have Lisa now on board to take the Centre to the next level.

Over the reporting period, the Centre continued to deliver innovative support and leadership to the sector to enable the improved provision of inclusive aged care services. Inclusive Approach to Service Provision in Aged Care workshops were delivered nationally in each state and territory, with the Centre for Cultural Diversity in Ageing leading the initiative.

In February 2020, Benetas launched a humorous six-part web series to address the daily challenges that many older Australians face in maintaining independence, particularly in the case of a partner's death.

The web series, titled *My Wife Died and I'm Starving*, follows fictional character Ray Wallace as he navigates life following the death of his beloved wife, Barb. The series tackles subjects such as doctor's appointments, technology, cooking and how to seek home care assistance.



Ray Wallace, played by Australian actor, Gil Tucker.

By using humour and personable characters to explore these issues, Benetas hopes to provide people with a resource that not only offers guidance but engages older Australians and importantly reminds them that it's okay to seek help and learn new skills, no matter what age.

In relation to employees, the Spark Traineeship Program expanded to 35 participants in this reporting period. Spark is an employment and capability model designed for Benetas to 'build its own' capability. We employ people without qualifications, but with the right values and motivation to work in aged care, on a traineeship and with a view to eventual ongoing employment.

Providing exceptional care

In July 2019, the Quality Team successfully supported the roll out of the new Single Quality Framework, including the Aged Care Quality Standards, the new Charter of Aged Care Rights, and the National Quality Indicator Program. As part of this work, we updated our Clinical Governance Framework in line with the new standards to support high quality clinical care in all our services.

Hazelwood House residents moved to the newly refurbished Dalkeith Gardens in December 2019 which led to significant community consultation on the future use of Hazelwood House. The local Latrobe City Council elected to take back the property and will look to determine its future use for the ongoing benefit of the community.

In February 2020, Benetas once again received the Workplace Gender Equality Agency Employer of Choice citation. This marks the 14th consecutive year that Benetas has successfully achieved this and makes us one of only seven organisations nationally in the 'Health Care and Social Assistance' industry to do so. We are incredibly proud of this achievement.

The Benetas Board of Directors approved the Workforce Diversity and Inclusion Strategy and Implementation Plan in October 2019, including support for a business case for flexibility approved by the Executive team. This is a significant step in our inclusion journey for employees at Benetas.

Several wellbeing initiatives were rolled out across the organisation to raise awareness of health issues and further educate and support our employees and the wider Benetas community. In September 2019, Benetas continued its support for R U OK? Day and mental health. STEptember was once again held seeing 17 Benetas teams not only competing against each other for the highest number of steps, but working together to raise awareness and much needed funds for Cerebral Palsy. Our teams achieved a collective step count of 19,586,607 and raised \$4,000 for the cause.



Mental health seminars were also delivered across the organisation, with 16 seminars in total held at various locations as part of the risk management funding. These seminars were well received with over 130 employees attending.

In Conclusion

On reflection and in the context of the enormous additional requirements resulting from the Royal Commission into Aged Care Quality and Safety, the Victorian bushfires and COVID-19, we are extremely proud of the work that we have achieved in going above and beyond for all those in our Benetas community.

In particular, we would like to thank every one of our employees, who continue to show great stamina, dedication and compassion, every day. Ultimately, we are all here for the residents, clients, and their loved ones, and it is only due to our ability to work **Together** that we can keep striving for the benefit of older Victorians and Australians more broadly.

Michael Urwin
Chairman

Sandra Hills OAM
Chief Executive Officer



Edible bouquets of thanks for all 13 Benetas aged care homes with the message: "Your contribution is noticed, valued and appreciated."



▲ "It's about using your expertise to provide the best clinical care you can without putting either party in harm's way."

Jacqueline Beer,
Clinical Registered Nurse, Community Health and Care



▲
"I've learnt a great deal from residents I've worked with and feel very lucky to have been involved at important moments of their lives.
"Every person in Australia should have access to the best possible care when it's needed most."

Jade Cook, Community Coordinator Colton Close

“I had been missing this pampering time massively during lockdown and I couldn’t be happier to see Karen and finally have a long awaited haircut”

Jean Thompson, Resident, St Paul’s Terrace



The team at Dalkeith Gardens celebrate Mother's Day with paintings and cards delivered by the local kinder children.



◀ “Everything is for the greater good and it’s best to follow the rules given. I keep in touch with family and friends by phone.”

Jim Green, Home Care client



“I am ever thankful to all the staff at St Paul’s Terrace, for being so caring and supportive and making this day of mine, extra special.” ▶

Myrtle Robertson, Resident St Paul’s Terrace





Highlights 2019-2020

August 2019

Benetas launches its Next Generation Strategy 2025, a five year road map to set the organisation up for long term sustainability and the ongoing care and support of older Victorians

Benetas celebrates Aged Care Employee Day with the inaugural Aged Care Employee Day Awards

Benetas appoints Bruce Webb as General Manager of Strategy, Infrastructure and Housing

Benetas holds an 'Activation Day' for over 100 employees to kick off its Customer Experience project

September 2019

Benetas welcomes Verity Leith as General Manager of Residential Services

October 2019

Benetas' Customer, Insights and Marketing team won the National Australian Marketing Institute Excellence Award in the Data Driven Marketing category for the 'Be Yourself at Home' Home Care strategy

November 2019

Benetas hosts its annual Industry Breakfast event with a focus on authenticity and inclusion in the workforce



December 2019

Hazelwood House residents move into their new home at Dalkeith Gardens following an expansive build and refurbishment

January 2020

Benetas announces a new retirement village, St John's Rise in Mooroolbark, to open in 2021

February 2020

Benetas launches an online Positive Ageing Tool (PAT) to help detect early signs of frailty and help ageing Australians stay active for longer

Benetas releases a six-part web series titled *My Wife Died and I'm Starving* which follows widower Ray and his journey in navigating ageing without his partner

Benetas was awarded the Workplace Gender Equality Agency (WGEA) Employer of Choice citation for the 14th consecutive year

March 2020

The entire organisation pivots to address the growing COVID-19 pandemic and adapts services and procedures to keep those we support and care for, as well as our employees safe

April 2020

A tender process resulted in the selection of a new Customer Relationship Management software system which manages Residential and Home Care customers through from initial enquiry to becoming a client or resident



Together, we navigated a challenging environment

Together, we navigated the unprecedented events of the new decade, with the Australian bushfires and the global pandemic changing not only the aged care landscape but bringing about change on a global level. United, we came together to alter our service delivery to continue providing much needed services to Victorians while reassuring and highlighting kindness amongst our community.

Benetas' response to COVID-19

The events surrounding the development of the COVID-19 pandemic in Australia, and particularly in Victoria, were swift and concerning. Of particular concern was the fact that older people were proven to be most vulnerable to the virus.

Quality, Outcomes and Research, (QOR) as the business unit with the crisis management portfolio, led the COVID-19 preparedness and response efforts across the organisation. This was truly a team effort with all parts of the organisation pulling together to act swiftly to dramatic changes in the environment and ensure our preparedness to respond if and when coronavirus impacted directly on our employees, residents or clients. It included employees stepping into roles outside of their usual sphere of responsibility as part of an all-hands-on-deck approach.

The COVID-19 Management Team was established in March to oversee significant measures and continuous improvement practices including:

- Distributing over 120 communications to employees, volunteers, clients, residents and families
- Providing 12 Director Update Reports
- Implementing new working arrangements and substantially lifting skills and capacity in remote communications technology
- Stepping up our infection prevention and control, with all employees being trained, an external review undertaken, and a highly successful influenza vaccination program completed
- Revising all Business Continuity Plans, and
- Diligently managing all suspected cases within the Benetas community

Working collaboratively, the operational business units established highly developed plans for the management of a COVID-19 outbreak. In addition, the Outbreak Management Team worked up an easy to follow 'Plan on a Page'. This was supported by a detailed Confirmed Coronavirus Communications Plan which outlined the process of who to communicate with and when, as well as providing 19 templates from which to draw in the event of an outbreak.

With the Customer, Insights and Marketing Team, Residential Services was able to continue to facilitate new residents into our homes and maintain a consistent occupancy target despite the pandemic situation. This was managed as a result of stringent screening requirements and contained tours of small sections of the home so as not to put residents at risk.

The lockdowns across Victoria also saw our respite facilities close during this time as a result of council owned premises closing. Respite was still available through Benetas residential aged care homes however.

This period provided an opportunity for us to strengthen our processes and work practices and to celebrate the silver linings. There was genuine collaboration across the business and many have gone above and beyond (and are continuing to do so) to ensure all our residents, clients and employees were safe and the organisation was well prepared to confidently respond.

Visitor restrictions

On Wednesday 18 March, the decision was made to restrict visitor access to our residential homes to non-essential visitors only. Essential visitors includes health professionals, deliveries, etc. and families only on compassionate grounds. This was during a time when the spread and impact of the virus were unknown and these precautions were felt to be the best temporary way to protect our residents and employees.

While it was a very difficult time, the support and feedback was overall very positive. Lifestyle teams set to work coming up with ways to keep residents engaged and connected and Benetas launched its Virtual Hug campaign.

As COVID-19 numbers reduced, on 11 May we opened up the visitor program, which allowed minimal visitor attendance at the homes within strict visitor protocols.

This was logistically a massive task as we moved to visiting hours and strict screening protocols for all visitors. A volunteer recruitment program enabled us to get additional help to enact the visitor program which required temperature checks, proof of a current flu vaccination and the sighting and signing of a COVID-19 declaration form.

We are greatly appreciative of all the incredible help we received from our volunteers during this time and could not have allowed visitors into our homes without them.

As things settled down at our homes, we had the opportunity to ask residents for their views on the visiting arrangements, and to suggest ways to improve them.

Over two weeks in May and June, our Research Team interviewed a total of 277 residents. Overall, it was clear that most residents supported the restricted visiting arrangements.

Suggestions for improving the arrangements mainly related to visiting times, streamlining the sign-in process and allowing children and pets to visit.



Brian's family wishes him a happy 80th birthday at St Paul's Terrace during lockdown.



Resident FaceTiming her family.



Our Home Care South team secure essential items for Benetas' Home Care clients.



Colton Close resident, Judith Fawcner, connects with family and friends via video conferencing.

Communications throughout COVID-19

With all of the changes we were experiencing, communication with employees, residents, clients, family members and loved ones, suppliers and volunteers was incredibly important.

From 13 March to 30 June, 81 updates were distributed to employees alone. These covered information on latest government announcements and requirements as well as additional special updates on leave entitlements, FAQs, numerous wellbeing updates and resources.

Residents, clients and families also received nearly 60 updates across Residential Services, Home Care, Primary Care, Respite Services and Retirement Living.

#SpreadKindness

In March 2020, in a bid to combat feelings of uncertainty and confusion and to alleviate the separation caused by COVID-19, Benetas created its #SpreadKindness campaign.

The call was put out to employees and families across Benetas, seeking stories of uplifting acts of kindness and generosity towards those in the Benetas community. Kindness spreads quickly, no matter how small the act and that was proven true by our community, who continue to send positive and heart-warming stories to us. These stories can be seen on our website at benetas.com.au/spreadkindness.

Wellbeing response

COVID-19 had, and continues to have a significant impact on our employees, particularly our front line employees. The Wellbeing Team provided significant support to the organisation by way of advice, one-on-one wellbeing calls and regular wellness updates with hints and tips to help get through the uncertainty of the time.

In addition, the team was integral in setting up a process of working from home by way of appropriate workstation requirements and procedures to ensure the safety of employees.



The team at Riddells Creek Nursery donated indoor plants to brighten the day of residents at Gisborne Oaks aged care home.

Families send 'Virtual Hugs' to loved ones in aged care

In March 2020, Benetas invited families and carers with loved ones in its residential aged care homes to share messages of love and support during the challenging time of the pandemic.

As part of a range of proactive efforts to support the health and wellbeing of those in residential aged care, Benetas' online 'Virtual Hug' tool reminded everyone in the community that while physical distancing is critical, so are meaningful relationships and emotional connections.

The tool provides an online solution to allow families to send written messages, photos and videos to loved ones.

Since March, over 700 family members have sent through beautiful messages of care and compassion, including photos of new great grandchildren and birthday celebrations.

We are proud to provide a new and innovative way for families to express their care and love during this difficult time.



Community Engagement Coordinator, Roxanne Azat, dancing with a resident at Broughton Hall.

Cool jazz hits high note at Broughton Hall

A brilliant sun provided just the right lighting for a standout jazz performance conducted on a balmy Friday in June at Benetas' Broughton Hall in Camberwell.

Saxophone legend Wilbur Wilde joined a superb duo, whose sassy vibes had residents kicking up their heels in a classy outdoor show, which would otherwise have been a frontline act at any of Melbourne's leading jazz clubs.

Together with Grant Siedle on piano and vocals and David Nelson massaging the strings of a double bass - his jaunty trilby bouncing in time to the beat - the trio set just the right tone for the Dukes of Debonair to deliver some much-loved classics from decades past.

The trio knew their stuff. They had the crowd purring to Henry Mancini's Pink Panther theme, sashaying to Brazil's Girl from Ipanema, lapping up the languid Autumn Leaves, dreaming of Flying to the Moon and cheekily acknowledging why The Lady was indeed a Tramp.

The performance was the trio's gift to Siedle's mother, the charming Jenny and dad Rob, both residents who were among a 40-plus audience, all grateful bystanders or movers and groovers.

Siedle commented that the show was "so good for performers, staff and residents", hinting that he might make a return via Zoom.

Community Engagement Coordinator, the fun-loving Roxanne Azat, was at the centre of the action, her camera phone never missing a beat while, at the same time, she whipped up enthusiasm encouraging wallflowers to try a few gentle dance moves.

It was a ball at the Hall. We're all hoping the Dukes "get the band back together", just as the Blues Brothers did in their movie of the same name, and return to our lovely Benetas home.

Royal Commission into Aged Care Quality and Safety

It has been important to the organisation to provide as much input as possible to the Royal Commission into Aged Care Quality and Safety. This is a once in a generation opportunity to contribute to the future shape of the aged care sector.

Submissions

In the reporting period, Benetas contributed six submissions to the Royal Commission, these were:

- A response to Home Care
- Tighter controls threaten choice for aged care consumers
- A way forward, Benetas' Next Generation Strategy
- Workforce
- A response to Counsel Assisting's submission on workforce
- A response to Consultation Paper #2 – Financing Aged Care

Contributions were also provided to submissions made by Anglicare Australia and LASA on topics such as system design and the COVID-19 response.

CEO Sandra Hills attends Royal Commission hearing

In October 2019, CEO Sandra Hills OAM, was invited to attend a panel discussion at a hearing on workforce for the Royal Commission into Aged Care Quality and Safety. She was asked to provide her views both as a provider and as a member of the Aged Care Workforce Industry Council.

During the hearing, Sandra called for strong leadership to tackle workforce issues, stating there is much work to be done and it can't be done by the Workforce Council or providers alone.

Sandra also spoke about the need to share good examples of models of care and workforce recruitment and retention. She called for a need to agree on a starting point, a voluntary code of practice, and to increase leadership capacity and succession planning to ensure workforce culture does not change as leadership changes.

Sandra also attended a workshop held by the Royal Commission in Adelaide. Bringing together key industry leaders, the workshop looked at redesign of the aged care system.



Dalkeith Gardens resident, Bev Henry, with her pouches for injured wildlife.

Bushfire response

We are incredibly proud of our employees who worked tirelessly to ensure that older people in our care were safe and protected during the 2019/20 bushfire season. The unprecedented and overwhelming magnitude of the Australian bushfires impacted Australia greatly with immediate concern to Benetas services in the bushfire prone areas of Bendigo, Gisborne and Gippsland.

Our Bushfire Management Committee and Crisis Management Team prepared well in advance, and monitored risk consistently to ensure the utmost protection of those vulnerable in our care. As well as firming up relocation and evacuation procedures and securing ongoing supplies, we maintained regular contact and support with the few Home Care clients particularly exposed in the Gippsland fire region.

It was also heart-warming to see a number of our residential aged care and allied health services raise funds for the bushfire response.

Dalkeith Gardens resident sews much-needed pouches for wildlife

With over 1 billion animals injured in the Australian bushfires, Dalkeith Gardens resident and Traralgon local Bev Henry, decided to make a difference, one stitch at a time.

Bev dedicated her time in January to sew much-needed pouches for injured wildlife in East Gippsland.

Living in Gippsland for over 55 years, Bev said she was deeply saddened by the impact of bushfires and wanted to lend her hand and help.

“Sewing pouches is something I can do to help out in a small way,” Bev said. “My hands still work, so I thought I’d put them to good use.”

When the fires escalated in Gippsland, Bev spent four hours a day crafting over 25 animal pouches that range from bat wraps through to tailored pouches for sugar gliders, ringtails, koalas and brush-tail possums.

“My hands still work,
so I thought I’d put
them to good use.”



Together, we became better connected

Together, we found new ways in which to connect and grow by nurturing our existing relationships, and branching out and supporting those in our industry, and ageing Australians in need of our knowledge and expertise.

Customer Experience

The Customer Experience Strategy emerged from one of the four key strategic outcomes of Benetas' Next Generation Strategy 2025; Integrated and Exceptional Customer Experience.

The Customer Experience, or CX Strategy, created an overarching CX Vision along with a set of Principles. These represent our distinctive Benetas experience from the customer point of view and provide practical guidelines for employees about what this means for their day-to-day roles – whether they are in customer-facing or supporting roles. The Customer Vision and Principles became a unifying approach across the whole organisation and a reminder that we are all serving the one customer – the person receiving our aged care services.

The Benetas Customer Experience Vision and Principles (CXVP) were formed out of a series of employee and consumer workshops with a total of 95 participants. Refinement sessions helped finesse the CXVPs into a simple set of principles which articulate the Benetas way of providing our own unique brand of customer experience.



CX Vision		Support me to live my best life	
CX Principles		Customer perspective	Employee and volunteer perspective
		Genuinely care	We genuinely care. We are kind and respectful in everything we do.
		Grow meaningful connections	We help you make and maintain meaningful relationships.
		Value my individuality	We respond to your needs and appreciate you as an individual.
		Show me the way	We use our expertise to guide you and make it easier for you to live well.



Colleagues, residents and family members recognise the incredible work of Benetas employees.

Caught in the act!

In January 2020, the Customer Experience Team distributed posters to each residential home, Community Health and Care site office and Support Office for the purpose of encouraging employees, customers and families to recognise the incredible work of employees.

The initiative was created to 'catch' people doing the right thing and to recognise when an employee had demonstrated one of the four CX Principles; Genuinely care, Value my individuality, Grow meaningful connections and Show me the way.

The posters were inundated with warm messages from our community showcasing the dedication and customer centric focus of our employees.

Australian Marketing Institute Awards

Australian Marketing Nomination for PAT

The Australian Marketing Institute Excellence Awards awarded Benetas' Positive Ageing Tool (PAT) as a national finalist in the Insight Driven Marketing category.

Nomination for Future Leader of the Year

Along with the PAT nomination, Marketing Segment Advisor, Sarah McDonald, was listed as a finalist for the Future Leader of the Year category. Sarah's work on our Home Care business had previously won Benetas the National Award for Data Driven Marketing.

Customer Experience Activation Day

On 27 August 2019, over 100 Benetas employees came together for the CX Activation Day. These employees were selected by their managers as individuals who could be change makers and spread the Customer Experience Principles to their respective areas of the business, known as CX Champions. The day saw participants recreate their idea of the 'worst customer experience' in comic role plays. Along with role playing, the participants were also challenged to reflect on their own experiences within the organisation as well as brainstorming the way that these simple principles could be embedded into their work culture and every day interactions, no matter what their role.

Growing our connections

Positive Ageing Tool (PAT)

In February 2020, Benetas launched its Positive Ageing Tool, a new online health check, designed to support older Australians to monitor their ageing journey and equip them with important resources for staying active and healthy for longer.

The health check takes no more than two minutes with five simple questions that either the older Australian or their loved one is able to do on their behalf.

The Positive Ageing Tool, commonly known as PAT, draws from government-funded research undertaken by Benetas in conjunction with Monash University. The research provides a simple assessment to help older Australians detect, and where possible, reverse early signs of frailty. PAT is about providing people over the age of 60 with the tools they need to build strength and capacity regardless of age.



2019 Industry Breakfast 'Authenticity and Inclusion in the Workforce'

In November 2019, Benetas hosted its sixth annual Industry Breakfast at the National Gallery of Victoria with a panel discussion exploring 'authenticity and inclusion in the workforce'.

Moderated by General Manager, People, Culture and Diversity Samira Richards, the panel explored what it means to 'be yourself' and how this has a positive impact on a personal, organisational and leadership level. It focused on whether inclusion can be a point of difference for an organisation, as well as how authenticity and inclusion in a leadership role can play a part in the delivery of exceptional customer service.

The engaging and well-distinguished panellists featured aged care workforce expert Professor John Pollaers OAM, Mirrus Australia's Chief Marketing Officer Amanda Jones, and Andrew Jamieson, Head of Talent & Capability at Benetas.



Panel at Benetas' Industry Breakfast hosted by General Manager, Samira Richards.

Technology

In the last year we have seen a number of innovative and modern technologies implemented by the Information Technology Team.

An email security solution was rolled out to reduce the risk of receiving spam emails and viruses through our emailing system.

We improved the onboarding process for Benetas employees by connecting different applications in order to create new users within our system.

We saw the migration of systems as we moved our current payroll system across to Software as a Service (SaaS) cloud based software, and also supported Residential Services by providing mobile devices to assist residents in connecting with their families through technology.

The latter half of the financial year had a large focus on implementing video conferencing technologies and ensuring our systems had the capability to support many of our support roles to work remotely during the COVID-19 pandemic.

Customer Relationship Management (CRM) Reboot Project

The CRM Reboot Project commenced in April 2020 with the tender process to select a simple, easy to use, cloud-based CRM solution to replace the current CRM component of the enterprise-wide system. This is the exciting next stage in our Benetas customer experience journey.

The platform, FreshCRM, was selected as it is easy to use and intuitive. We were able to have people from all areas of the business involved in testing and modifying the 'look and feel' of the system, the data entry sequence and reporting to ensure the new CRM is tailored to our needs for both Home Care and Residential Services.

A good CRM helps us build and nurture a long-term relationship with our customers – from when they contact us for the first time, through to when they become a client of our services, then to help us manage their relationship across our services.

All roles involved in the 'enquiry to new client' pathway will play a part in using the new CRM to manage the actions and handover of a customer at each point of the prospect journey when it is rolled out in September 2020.



Together, we developed a better understanding

Together, we learnt and educated ourselves as a community, through new challenges in the aged care landscape and through our own means of research. We not only grew our understanding of the sector, but of our own people, along with a deep appreciation of their dedication, resilience and passion.

Understanding new perspectives

Listening Tour

The Listening Tour kicked off in February 2020 with a view to holding 55 sessions across all Benetas services to listen to employees and their experience working for Benetas, as well as their input on what it means to be a great place to work. The tour was postponed due to COVID-19 restrictions, with 38 out of the 55 sessions completed.

Since the beginning of the Listening Tour, over 1000 lines of feedback have been obtained from employees with actions currently underway for individual business units to address feedback. The Executive Team is receiving quarterly updates on the Listening Tour actions with plans to recommence the remaining sessions as soon as is safe to do so.



Research

The Research Team continued to support Benetas' service delivery areas to hear customer perspectives and provide evidence-based and effective solutions, through:

- a client experience survey of disability services clients (NDIS participants)
- a snapshot survey of residents' views on visiting arrangements during COVID-19 in residential services
- an evaluation of the Best Life Model of Care

The team also conducted innovative research on how to best measure quality of life outcomes for people with cognitive impairment. This project was supported by a diverse advisory group of Benetas employees, external experts, and people with lived experience. The project identified practical ways that Benetas can measure quality of life outcomes for people with cognitive impairments, who make up such a significant portion of our client group, especially in residential services.

In addition, three journal articles were submitted with one by Dr Catherine Joyce, General Manager Quality, Outcomes and Research, being published:

Joyce CM. Prevalence and nature of resident-to-resident abuse incidents in Australian residential aged care. Australasian Journal on Ageing. Published 9 December 2019.

Six conference papers were delivered based on our research, sharing our learnings and experience with the broader aged care community. Catherine presented *Best practice approaches to the delivery of aged care* at the LASA National Congress in October 2019, *Prevalence and nature of resident to resident abuse incidents* at the Australian Association of Gerontology Conference in November 2019 and *The lived reality of dignity of risk in residential aged care: An empirical study* at the Anglicare Australia Conference in September 2019.

General Manager Community Health and Care, Veronica Jamison, presented *How do home care clients decide how to spend their package funds?* at both the LASA Congress and Gerontology Conference.

Andrew Jamieson, Head of Talent & Capability, People, Culture and Diversity, attended an international conference on behalf of Sandra Hills in Toronto, Canada in September 2019. At the conference, titled 'This is Long Term Care 2019', Andrew showcased the Benetas learning model and how we have matured this over the past five years.

CEO Sandra Hills OAM also participated in two panels at the LASA National Congress on *Women and Leadership* and *The Royal Commission, Where will it land?*

Participation in the archbishop consultation

Head of Talent & Capability, Andrew Jamieson, and Pastoral Care Team Leader, Jean Goode, participated in the Anglican Archbishop's consultation visits with archdeaconries across Melbourne.

It was a great opportunity for Benetas representatives to meet with clergy and discuss our services, collaborate with Anglicare Victoria and the Brotherhood of St. Laurence, and to also understand the strategic direction of the Church.



Anglican Archbishop Phillip Freier, Benetas Board member the Venerable Helen Phillips, Pastoral Care Team Leader Jean Goode and St Paul's Terrace Residential Manager Simbi Mbire.



Pastoral Care team representatives and residents of St Paul's Terrace join Anglican Archbishop Phillip Freier in service.



Thelma Kirkman at age 106 adds her hand to the mural.

Capability Review

With the introduction of the Next Generation Strategy, Benetas understood that to be successful we may need new or different capabilities to those that have underpinned our past success. In 2019 Benetas undertook a process to define what capabilities we will need to continue to be strong in, as well as those new capabilities that will support the delivery of the four strategic outcomes of Integrated and Exceptional Customer Experience, Communities of Choice, Great Place to Work and Volunteer, and High Performing Organisation. The review and development of the organisational capabilities included a significant number of Benetas leaders from all parts of the organisation.

Six organisational capabilities were identified, and more detailed sub capabilities helped to define each of these further. As part of this process, Benetas also recognised how critical 'empowered leadership' would be to our success and commenced further work to define exactly what leadership competencies would support this. The six organisational capabilities have already helped Benetas to prioritise key projects in 2020, they will inform the Benetas People Plan and also influence a focus on the way we work into the future.

Next Generation Strategy



Aged care mural brings smiles from ages 11 to 106

In October 2019, Corowa Court aged care residents were joined by a group of 10 creative high school students to brighten the site with a wall to wall mural spanning five metres long. The Peninsula Grammar students aged between 11 and 12 years old, had been visiting Corowa Court since Aged Care Employee Day in August as part of their community service program.

The mural included a picture of a tree with many of the residents' hand prints depicting the leaves, and was designed by the students to inspire nurses and carers serving older Victorians day in and out.

Corowa Court resident, Mark Lillicrap, said it was a pleasure having the students visit and bring such enthusiasm and energy with them.

"The carers do incredible work here and I hope the mural provides them with a great way to think of all the good moments that they've been involved in and have helped make happen during their time here."



Peninsula Grammar students work on the mural.



Aged Care Employee Day awardees Catherine Tickler, Lisa Newman, and Elena Webster.

Recognition

International Nurses Day

International Nurses Day was once again celebrated on 12 May. Our thoughts went out to not only our nurses in Benetas services, but to nurses and carers across the world who have been on the front line during the global COVID-19 pandemic.

Benetas ran a campaign for International Nurses Day to help build morale amongst employees and leverage the wider public gratitude for health care workers. The campaign involved a thank you video which showed heart-warming messages of thanks from those in support roles, other employees and from our clients. The campaign also shared photos, a live Facebook stream of our in-home nurses receiving gifts, as well as numerous blog pieces.

At Benetas we employ approximately 400 registered and enrolled nurses, 17 allied health workers, 150 in-home service assistants, and roughly 850 residential and respite frontline employees. Together they support thousands of members of the Victorian community every day with the provision of essential services and care.

Aged Care Employee Day

In 2019 Benetas introduced the Benetas Aged Care Employee Day Awards, recognising a number of employees who represent the Benetas values in the work they do each day.

The inaugural award winners in 2019 were Catherine Tickler, Enrolled Nurse and Quality and Education Officer at Broughton Hall, Lisa Newman, Lifestyle Enhancement Program Worker at Gisborne Oaks and Elena Webster, Communications Officer at Support Office. Employees were nominated by their colleagues for the accolade and over 40 nominations were received across the business. All nominations were put before an Executive panel who made the final decision.



CEO Sandra Hills, Marcia Boyer, Chairman Michael Urwin.



Naasson Antonio Pedro, Amritpal Walia, Eva Oravec, Beverley Meerza, Susan Akoch, Xiaojun Wang, Askal Fekadu.

Long Service Awards

On 16 July 2019, Benetas held a Long Service Lunch to recognise the contribution and commitment made by long-standing employees. The event was held at Melbourne Zoo and honoured 88 employees celebrating 5, 10, 15, 20 and 25 years of service to Benetas. CEO Sandra Hills and Chairman of the Board Michael Urwin, attended and presented each employee with a certificate of recognition along with their thanks. It was a noteworthy occasion as CEO Sandra Hills also celebrated a decade of service with Benetas.

Volunteer Thank You Event

Our volunteers play a vital role in the Benetas community and they make an invaluable contribution to our community and customer experience outcomes that we are truly grateful for.

Due to COVID-19 restrictions, we were unable to hold our annual Benetas Volunteer Thank You Luncheon. In place of the luncheon we sent a T2 gift pack to over 440 volunteers as a token of our appreciation for everything they do for our community. We also recognised those volunteers celebrating milestone years of service with a framed certificate and commemorative pin.

Whether they drive buses at sites, play board games with residents, work in our op shops or simply just listen to someone who needs to be heard, we are very thankful for every little way our volunteers change communities and change lives.

During these unprecedented times, we also saw many volunteers put their hand up to provide support to our homes as we welcomed families back to visit their loved ones.

‘We are very thankful for every little way our volunteers change communities and change lives.’



Together, we increased our support

Together, we continued to support those Victorians requiring our services and support our employees, without which our services would not be what they are today. As always with this, comes our promise of continuous improvement and the increase of our support where it is most needed.

FOR OUR CUSTOMERS

Growing Services

Home and Community Care Program for Younger People

The Department of Health and Human Services selected Benetas' Macedon Ranges Health to deliver the Home and Community Care Program for Younger People (HACCPYP) in Macedon Ranges Shire from 1 July 2020.

HACCPYP is an important additional offering given the challenging environment so many in the community currently face. The government-funded program is designed to support people under the age of 65 to access valuable subsidised health and care services. This includes everything from allied health, in-home nursing, support with household tasks and cleaning, through to home safety and meal delivery.

Alongside the aged care and NDIS funding solutions that Macedon Ranges Health currently offers, the latest increase in funds under this program means the community health provider is now a one-stop-shop for many of the communities' health and care needs.



St George's men find meaningful connection at 90

It's a small group of men. One who ran 100 metres in 10 seconds flat, one who came from London with a love of poetry, and one who umpired the VFL and later AFL at the MCG.

"We don't talk about politics here," says John, a 90-year-old founding member. "It's just about getting together and having a good time."

The St George's Men's Den was established in July 2019 by Benetas Pastoral Care Practitioner David Wilcox. Running twice a week with football, BBQs and repair shows, the club gained a loyal group of members at the aged care home, with a number of residents who never miss a gathering.

In the first few months there was no need to promote the initiative. The word just got out and the number of men increased rapidly. David formed the group on the simple premise of getting people together and 'having a yarn'.

David is well aware of the increasing statistics of mental health challenges among men, with 75 per cent of suicides in 2017 reported to be males.

"Men are very good at isolating themselves and can find it hard to reach out for the social support they need," he said.

"Pastoral care is all about meeting people where they are and finding what brings them fullness. The biggest risk we now have is possibly too much interest – the women have suggested they may start dressing up as men to join us."

Benetas further expanded the Pastoral Care service this year to clients receiving Home Care services.

Suicide Prevention Trial in Macedon Ranges

The Macedon Ranges Suicide Prevention Trial is one of 12 suicide prevention trial sites in Victoria. At each trial site, stakeholders including organisations, health services and community members, collaborate to develop an action plan to reduce suicides and deliver effective prevention at a local level.

Macedon Ranges Health has been working over the last 12 months to get a number of trial site projects up and running. This includes the development of a community support model for mental health, which has been co-designed with local community members who have a lived experience of mental health or suicide.

Among other projects underway is the Macedon Ranges Mentally Active Sports Project, which will give two sporting clubs in the Macedon Ranges Shire an opportunity to pilot activities that support the mental health of their club members.

Growth in our Home Care services

In the 2019/20 financial year, Home Care experienced an average of 23 Home Care Package client admissions per month.

The number of Home Care Packages also grew from 838 in June 2019 to 915 packages in June 2020, an increase of 109 per cent. This increase in admissions was a result of more than double the number of opportunities acquired.

Respite

In the months from July 2019 until February 2020, Benetas' Respite Services were performing well delivering client focused services to our community across all three sites of Kilby, Bateman and Hurlingham. At the end of March however, due to COVID-19 government restrictions, all respite centres had to suspend operations of social support services.

It was a very difficult time for staff and clients without this much needed service running to support the carers in our community and provide them with much needed respite.

Some staff took up the option of redeployment in other parts of the organisation, while others opted to take a break. This provided an opportunity for employees to learn new skills and meet new team members, and also be exposed to the different forms of care that is delivered across Benetas.

During the restrictions, we maintained telephone contact with all our clients and one of the lovely outcomes we have seen is that clients are now calling each other, showing the strength of the relationships built from these connection opportunities.

Towards the end of June 2020 as restrictions eased, we attempted to reopen our centre-based day and overnight respite services in a limited capacity however, within less than two weeks we unfortunately had to close all our centres for a second time due to the second wave of COVID-19 in Victoria and the new restrictions.

During this very challenging time the Respite Team proved themselves to be dedicated, flexible and resilient, and willing to take on opportunities and assist where possible to ensure the continuing support of Benetas clients.

In-Home Nursing

The Benetas Community Nursing Program has been front and centre in keeping our residents and clients safe during the COVID-19 pandemic. Led by a new regional manager and team leader, and together with our support teams, we developed and delivered a safe and supportive response that included updated policies, processes, equipment and PPE supplies for our community nurses and carers. A newly appointed and dedicated senior nurse ensured the availability of PPE and associated vital education support to our teams.

The teams across metropolitan Melbourne, Geelong and Macedon worked tirelessly to ensure that our clients received a compassionate and excellent level of care that they have become accustomed to, despite the increased emphasis on social distancing and PPE levels and practices.

Our nurses and carers play a crucial role in caring for their clients at home, reducing their likelihood of hospital admission, which is a true testament to the compassion, loyalty and person-centred care we offer.

This reporting year has seen an evolving and creative focus in collaboration with our Macedon Ranges Health team as well as the Geelong Team despite the challenges of distance. To cite an example, one of our Macedon Ranges Health team members has been involved in developing and delivering education to our metropolitan Melbourne team, to ensure that our nurses have the skills and confidence to provide a holistic pathway of care delivery.

Our In-Home Nursing Services Team has strengthened ties with our Home Care teams across Melbourne as well, creating a streamlined pathway of care for our clients.

The ever changing healthcare environment continues to emphasise a focus on 'care beyond the hospital walls', which has placed Benetas in a pivotal and unique position. Our care will be present beyond the hospital and provide acute and timely care to improve the health and lives of the community we support.

The Nursing Team, despite the impact of COVID-19, has grown their referral base and strengthened their contractual arrangements ensuring the growth and longevity of the service.

Delivery of new support and resources

Centre for Cultural Diversity in Ageing

The Centre for Cultural Diversity in Ageing continued to deliver innovative support and leadership to the sector to enable improved provision of inclusive aged care services. Inclusive Approach to Service Provision in Aged Care workshops were delivered nationally with workshops in each state and territory, with the Centre for Cultural Diversity in Ageing leading the initiative.

The workshops explored the Inclusive Service Standards, Diversity Framework and CALD Action Plan as they relate to the Quality Standards. The workshops were presented under the PICAC Alliance banner.

The Centre for Cultural Diversity in Ageing was quick to adapt to the changing circumstances of COVID-19 and shifted focus to the development of online learning resources to help organisations learn about the Inclusive Service Standards, and identify how they could be more inclusive in service provision. These will be launched in the second half of 2020.

My Wife Died and I'm Starving

In February 2020, Benetas launched a humorous six-part web series to address the daily challenges that many older Australians face in maintaining independence, particularly in the case of a partner's death.

The web series follows fictional character Ray Wallace as he navigates life following the death of his beloved wife, Barb. The series tackles subjects such as doctor's appointments, technology, cooking and how to seek home care assistance.

By using humour and personable characters to explore these issues, Benetas hopes to provide people with a resource that not only offers guidance but engages older Australians and importantly reminds them that it's okay to seek help and learn new skills, even at 80 years of age.

It wasn't long after the launch of My Wife Died and I'm Starving that Australians saw themselves in lockdown due to the COVID-19 pandemic. Living alone during a lockdown takes its toll and this is exactly what was portrayed in the mini video clips – Ray in Lockdown.

Six more videos were created for Ray in Lockdown, which were significantly shorter, depicting life in lockdown as an older, single Australian. The actor who plays Ray Wallace, Gil Tucker from Cop Shop, shot these videos himself on his phone whilst in lockdown. These small light hearted clips cover mental health in lockdown and the importance of staying connected and keeping busy.



My Wife Died and I'm Starving's Ray Wallace and next door neighbour, Mandy.



FOR OUR EMPLOYEES

Up-skilling for success

Learning

We developed and successfully piloted an innovative 'micro learning' program to support the Best Life Model of Care. It involved short periods of learning, approximately five minutes, over a 14-week period, complemented by a coaching approach to help embed the learning whilst at work.

The approach draws on peer-to-peer coaching methods and aims to upskill employees in soft skills such as emotional intelligence, negotiation and meaningful engagement which better supports the Best Life Model of Care.

Spark

The Spark Traineeship Program was expanded to 35 participants. Spark is an employment and capability model designed for Benetas to 'build its own' capability. We employ people without qualifications, but with the right values and motivation to work in aged care, on a traineeship. They are provided with immersive on the job training, buddying with experienced personal care workers and they complete their Certificate III in Individual Support whilst working. In 2019 the first participants from Bendigo graduated from the Spark program.

Given the Chance

We have once again run the Given the Chance program successfully, with participants who completed the program gaining employment with Benetas. Given the Chance is a partnership with the Brotherhood of St. Laurence to provide disadvantaged job seekers with a development opportunity to build their skills and experience. Benetas provides a six month fully paid work placement which, in the last year, has assisted a participant living with a disability. The Given the Chance program has expanded in the last year to not only include Residential Services but to also provide opportunities in Community Health and Care.



Deputy Residential Services Manager, Sarah Sida, and awardee, Harkin Kaur, at St George's aged care home.

Benetas Scholarship Program

The Benetas Scholarship Program awards up to \$6000 for a team member to undertake study in their field of interest.

The 2019 scholarship winner was Harjit Kaur, a Personal Care Worker from St George's in Altona Meadows. Ms Kaur received the scholarship for her Bachelor of Nursing and impressed the committee with her professional development goals and her commitment to ensuring residents receive the highest quality of care.



Together, we set ourselves up for the future

Together, we focused on our future and planned ahead to ensure a viable, sustainable and bright future for our services and for our people. A collaborative and purpose-driven effort will not only create a lasting legacy but provide support and services vital to ensure a thriving and abundant future.

A fresh outlook

Next Generation Strategy 2025

Benetas' Next Generation Strategy 2025 was launched in August 2019, taking over from the previous strategy, Towards 2019.

Our strategic ambition for the Next Generation Strategy 2025 is to offer innovative services to people as they age, and a distinctive customer experience to consumers with greater expectations of safety, quality, choice and responsiveness. This will need to be achieved in the context of significant changes to our operating environment as a result of increased competition, regulatory reform and the recent COVID-19 pandemic.

The Next Generation Strategy 2025 outlines the four strategic outcomes Benetas intends to deliver; Integrated and Exceptional Customer Experience, Communities of Choice, Great Place to Work and Volunteer, and High Performing Organisation.

Each key element is presented with its strategic objective, measure and action priorities required to achieve it.



Community Health and Care Services Transformation

The Benetas services of Primary Care and Home Care were combined in the previous reporting period to create the business unit Community Health and Care. This has seen the commencement of a transformational project which seeks to improve customer experience and streamline touchpoints, and also clarify roles for employees to enhance employee experience.

Phase 1 involved the restructure of the senior leadership team by establishing four regional business managers. A project team has also been formed to lead the planning, design and implementation of Phase 2. The project is expected to be completed by the end of 2020.

Improving processes

Untangling the complexity of Benetas' industrial landscape

Benetas has secured an independent legal consulting firm to commence a piece of work reviewing and assessing our current industrial instruments to align with the Community Health and Care Services Transformation, with a view to enhancing employee experience. The current environment can be complex to navigate and hard for employees to understand their entitlements.

Benetas is committed to a seamless and easy to navigate environment for our employees, not only by way of their daily tasks, but also by way of empowerment to know their entitlements.

Improved client statements

In response to overwhelming feedback around the challenges reading and understanding the current client statements, the Community Health and Care and Customer, Insights and Marketing Teams partnered with Home Care clients to redesign the current statement with the aim of improving the transparency and ease of understanding.

Over a four month period, clients were engaged to provide feedback on draft versions which has resulted in a new-look statement.

A review of Community Health and Care's billing processes occurred with a number of new initiatives and process improvement opportunities identified. The roll out of these changes and improvements has commenced and will continue into the next financial year as part of Community Health and Care's Services Transformation Project.

Residential Sales and Admissions Streamlining Project

The key objective of the Streamlining Project was to create a single sales to admissions process to fill one organisational Vacancy List i.e. 'the right person in the right bed at the right time.'

The project spanned six months and used agile project methodology to involve 30 stakeholders (including our customers), 18 design 'sprints', 16 roadshows and participation from all roles across the organisation involved in the new resident journey.

The project significantly increased efficiencies in process for our customers and our employees in the very complicated residential enquiry to onboarding process.

'Benetas wants to ensure plans are in place to make sure that people can age well and continue to do so in the Macedon Ranges.'



Project updates

Gisborne Oaks Refurbishment

The significant refurbishment of the Gisborne Oaks aged care home in Gisborne was completed in March 2020. This involved refurbishment of the residents' dining areas, servery kitchens and recreation spaces align with the Benetas Best Life Model of Care. This was in line with our commitment to the local community when we amalgamated with Macedon Ranges Health in 2018.

Macedon Ranges Health Primary Care Centre Refurbishment

The refurbishment of the Macedon Ranges Health Primary Care Gisborne was also completed in March 2020 and included a new employee kitchen and lunch room, reconfigured office and administration area and the warm shell fitout of the basement floor area for future use.

Dalkeith Heights Stage Three

The final stage of development at Dalkeith Heights Retirement Village in Traralgon commenced in early 2020 with the civil works scheduled for completion in October 2020. The housing works commenced in September 2020 and handover of units will be staged over the next 12-18 months.

St John's Rise

The Stage 1 civil works commenced on the St John's Rise Retirement Village in Mooroolbark for the first 46 villas in early 2020. Approval to award the housing contract was also provided and construction work is anticipated to commence in early 2021.

Momentum builds for \$60M plan to boost aged care in the Macedon Ranges

In August 2019, the Macedon Ranges community had their first chance to view plans for the multimillion dollar aged care development that will introduce apartment-style aged care to the community.

Building on the former hospital grounds 200 metres from the town centre, the apartment-style living facility will increase capacity for residents and provide an exceptional homelike experience.

The facility will boast modern interiors and a wide range of community spaces for worship, wellness and social activity.

The population in the region is expected to grow by 40 per cent in fifteen years, and that will close to double for those aged over 80 years.

Developing a plan today that meets peoples' ageing needs tomorrow, is essential for any community and Benetas wants to ensure plans are in place to make sure that people can age well and continue to do so in the Macedon Ranges.



St John's Rise.



Dalkeith Gardens.

Gippsland aged care site awarded for excellence

Benetas' Dalkeith Gardens aged care home received an excellence award for craftsmanship and construction at Victoria's Master Builders Awards in 2019.

The local builders, BFN Developments, took home the award for Excellence in Construction of Commercial Buildings over \$6 million along with the title of South East Regional Commercial Builder of the Year for their work on the home.

Dalkeith Gardens' expansion included apartments for 64 residents along with a new library, sports bar, café and hairdresser and is designed to nurture holistic communal living with a range of courtyards and terraces.

Long term resident Noelyse Sibly, who has lived at Dalkeith Gardens for 16 years, says no room has felt more like home. "The apartment is so beautiful and homely, I look forward to spending the rest of my days here."



Sale of surplus land

The Board of Directors resolved to declare surplus to current and future requirements, a number of our older decommissioned aged care facilities and vacated properties and to realise the capital from the sites. As such, the Paddington/Archbishop Head site in Hughesdale, Trinity Court site in Caulfield South and St James' Village site in Pakenham have all been sold.

The surplus land adjoining the St George's aged care home in Altona Meadows was subdivided into eight residential lots and sold in early 2020. In addition, the decommissioned aged care facility, Dowell Court in Ivanhoe East was also sold. The sale of all properties has resulted in \$18.7 million dollars being generated to reinvest into current and future development projects.

Hazelwood House in Churchill was vacated in December 2019 and Benetas held the view that it was only the current custodian of a community asset, and negotiated the transfer of ownership to the local Latrobe City Council for it to be used for alternative community based services.

Kronos

Kronos is a workforce management solution that was implemented in Residential Services in 2018. The time-tracking technology has maximised efficiencies in our workforce, specifically around roster management.

This rollout has now been successfully completed across all 13 residential sites, including the significant undertaking of a full roster change program to better align, simplify and standardise rosters.

It was a project that took many years to come to fruition and we are thrilled to have the project completed and employees benefiting from the technology.

Workforce

Aged Care Workforce Industry Council (ACWIC)

ACWIC has been charged with the implementation of the 14 Strategic Actions from *A Matter of Care*. With CEO Sandra Hills a member of ACWIC, representatives from Benetas are involved in a number of working groups to help assist in the delivery of the Strategic Actions. For example:

Strategic Action 1 – Creation of a social change campaign to reframe caring and promote the aged care workforce.

A working group was established to implement SA 1 with Benetas representation from Communications Manager Jenni Pattinson and strong leadership from peak body Aged Care Services Australia (ACSA). A work plan has been produced and research is now being explored to help determine positioning for the campaign.

Strategic Action 6 – Workforce Planning Working Group.

ACWIC has established a working group to take carriage of implementing SA 6. The working group was formed in April 2020 and includes Benetas' CEO Sandra Hills and Carol Doreian, HR Manager. A project plan has been created and will see this industry-wide initiative progress remarkably across FY21.

Human Services Skills Organisation Pilot

The Australian Government is piloting Skills Organisations to enhance the role and leadership of industry and to test and trial ways to improve Australia's vocational education and training (VET) sector.

The pilot Human Services Skills Organisation's (HSSO) priority is to support efforts to ensure Australia has enough skilled workers to deliver the care and support the human services sector's need. Benetas CEO Sandra Hills was on the Steering Committee and Andrew Jamieson, Head of Talent & Capability, was involved in the working group. The work sought to identify issue-based opportunities and define a program of work and projects which the Skills Organisation Pilots would implement with industry and stakeholders.

Recruitment Capability Uplift

The 2019/20 reporting period saw the appointment of Benetas' first Recruitment Business Partner, building on the existing recruitment resources with a dedicated role. Following this appointment, Benetas introduced regular operational recruitment reports, along with assessment centre and bulk recruitment activities which delivered new hires on scale. We trialled electronic reference checking for its feasibility to enhance efficiency in this space. The recruitment team also purchased a LinkedIn Recruiter licence, enabling Benetas to enhance its capacity to proactively search for recruits.

Community Health and Care, as part of their recruitment and retention strategy for in-home service assistants, conducted a review for pay rates. This resulted in a significant increase in pay rates from July 2020 for this hardworking and dedicated team of people.

Reducing agency spend

In the 2019/20 reporting period we saw the introduction of proactive recruitment strategies with a view to providing continuity of customer experience and care and reducing our reliance on external agency employees.

This saw a reduction of 85 per cent in agency spend across Residential Services in a six month period. Whilst this resulted in cost reductions, this more importantly increased the continuity of care for residents and engagement across services and teams.

A number of positive comments were received from both residents and their families about being cared for by people who 'know me, and know my story'.

The decasualisation and agency reduction projects for Community Health and Care saw the business unit achieve a significant shift in the way their workforce is employed. Community Health and Care now have over 70 per cent of permanent employees within their Direct Care Workforce.

make
people
feel
loved
today

Together, we provided exceptional care

Together, we provide care of the utmost quality ensuring that while clinical care is exceptional, our customers are also genuinely cared for as individuals. Collaboratively with our employees, we work towards providing them with a nurturing environment where they can grow and feel they are safe, included and valued.

TO OUR CUSTOMERS

Improving care for the future

Community Health and Care – New Model of Care

A new model of care was defined for Community Health and Care with a focus on the outcomes of Health and Wellbeing, Quality of Life and Customer Experience. The model of care will be used to inform the service delivery principles for Community Health and Care now and into the future.

The model is undergoing a consultation phase with a view to finalising the model by the end of 2020.

Hazelwood House residents relocate to Dalkeith Gardens

Benetas announced early in 2019 that the residents of Hazelwood House in Churchill would be moving to the newly expanded and refurbished Dalkeith Gardens in Traralgon.

The Hazelwood House residents moved across in December and were happy to relocate to the newer facility. It was due to the many benefits the refurbished location provided, plus the challenging financial viability of Hazelwood House, that led to the decision to relocate residents.

Benetas invested \$19 million into Dalkeith Gardens which now supports residents with more personalised care and individual choice for both residents and families.



St Kilda footballers surprise Corowa Court resident for 100th birthday

Benetas' Corowa Court in Mornington is home to Rewa Pederson, a passionate and lifelong St Kilda supporter, who was surprised in July 2019 by five St Kilda Football Club players, in celebration of her 100th birthday.

Luke Dunstan, Blake Acres, Nathan Brown, Nick Coffield and Jake Carlisle turned up to a birthday afternoon tea held for Ms Pederson to offer their best wishes to the Saints fan.

The football club generously gifted Ms Pederson a signed St Kilda guernsey with the number 100 on the back as a special memento for her milestone birthday. The club also arranged a cake to share with Ms Pederson and her loved ones.

Celebrating with her children, grandchildren and great grandchildren, along with one of her closest friends and a number of Benetas employees, Ms Pederson couldn't believe her eyes when the football stars turned up.

"It felt like a dream, it's not every day you turn one hundred, and it's lovely that they've gone to so much effort," she said.

Although Ms Pederson no longer attends games, at 100 she still avidly watches St Kilda matches on the television and continues to join in with community football tipping at Corowa Court.

Channel 10 attended the event and Rewa was subsequently featured on television across the country and interviewed on Melbourne's 3AW radio station.

**This story was originally published for local media in July 2019. Since its publication, Rewa has sadly passed away. We have published this story with permission from Rewa's family. We would like this story to honour her memory and share with our community the wonderful woman Rewa was and the positive impact she had on everyone who knew her.*

Quality of Care

The Quality Team successfully supported the roll out of the New Aged Care Single Quality Framework from July 2019, including the Aged Care Quality Standards, the new Charter of Aged Care Rights, and the National Quality Indicator Program.

As part of this work, we developed a formal Clinical Governance Framework to support high quality clinical care in all our services.

Accreditation

Community Health and Care was successful in maintaining ISO 9001:2015 certification. Successful transition to the National Disability Insurance Scheme Practice Standards was also achieved this year. Comments from our auditors highlighted a very proactive and customer focussed quality management system and culture.

Residential Services received successful reaccreditation and supported contact visits by the Aged Care Quality and Safety Commissions, confirming the quality of care provided to our residents and the teamwork it takes to achieve this.



One Wish and Hardship Fund

Benetas continues its commitment to social dividend through the One Wish Program and the Hardship Fund.

Benetas' One Wish Program supports our clients and residents and contributes to their wellbeing by fulfilling a dream for them to remember and cherish. We were proud to fulfill a resident's ultimate wish to travel to Tasmania to spend some much-needed time with her daughter.

The Benetas Hardship Fund supports clients who need short-term financial aid for urgent essential living requirements. In the last year, Benetas helped clients by providing funds to assist with nursing care and also to support much needed allied health visits. A highlight from the 2019/20 financial year was being able to fund a hospital grade tilt recliner chair to improve the safety and wellbeing of a Home Care client and to enable her to continue to be cared for at home.

TO OUR EMPLOYEES

Fostering a safe and inclusive workplace

Injury Management System

A new injury management system was implemented in June 2020 to streamline and improve case management and compliance with workplace injuries.

Influenza Vaccination Program

The Influenza Vaccination Program is rolled out across Benetas each year. This year, given the challenging COVID-19 landscape, it was imperative that all those able to be vaccinated were vaccinated. Government directives required individuals to obtain their 2020 vaccination before entering residential aged care facilities by 1 May. This not only assisted in ensuring more of our employees were vaccinated, but also brought home the importance of getting vaccinated and the health impacts vaccinations have on older people in our community.

In 2019, just over 50 per cent of employees received their influenza vaccination, and in 2020 this increased to 97 per cent; significantly more than the 90 per cent target rate for 2020. A total of 74 on-site vaccination sessions were held in 2020, with over 1400 employees receiving a vaccination.

One Wish Granted

In late 2019, Helen Tompkin-Puzey was granted her wish of a trip to Perth in order to reunite with family she had not seen for 17 years and attend her great grandchild's christening. Helen raised her family in Western Australia and moved to Melbourne 17 years ago with her husband.

Since the passing of her partner, Helen stayed in Victoria, never having the opportunity or funds to return to Western Australia and therefore missing out on many family events, including the birth of several grandchildren whom she met for the first time on her One Wish trip.





Team at St George's aged care home celebrate R U OK? Day during COVID-19 outbreak.

Wellbeing initiatives

A number of wellbeing initiatives were rolled out across the organisation to raise awareness of health issues and further educate and support our employees and the wider Benetas community. In September 2019, Benetas continued its support for R U OK? Day and mental health, with local sites marking the occasion by wearing a splash of yellow. The day was also accompanied by a video that was released with General Manager of People, Culture and Diversity, Samira Richards, sharing her own story about her struggles with mental health.

STEPtember was once again held in September, and saw 17 Benetas teams not only competing against each other for the highest number of steps, but working together to raise awareness and much needed funds for Cerebral Palsy. Our teams achieved a collective step count of 19,586,607 and raised \$4,000 for the cause.

Mental health seminars were delivered across the organisation, with 16 seminars in total held at various locations as part of the risk management funding. These seminars were well received with over 130 employees attending.



Pictured left to right:
Samira Richards, General Manager of People, Culture and Diversity, Fiona Sewell Employee Experience Advisor, Andrew Jamieson Head of Talent & Capability, and Libby Lyons Director of WGEA.

Workforce diversity and inclusion

In February 2020 Benetas once again received the Workplace Gender Equality Agency Employer of Choice citation. This marked the 14th consecutive year that Benetas has successfully achieved this and makes us one of seven organisations nationally in the 'Health Care and Social Assistance' industry to do so.

Benetas is incredibly proud of this citation, especially given the criteria was made more rigorous in 2020. The citation recognises employers with a proactive drive to achieving gender equality in the workforce, reflecting our commitment to promoting diversity and inclusion. Benetas offers paid parental leave, paid superannuation during parental leave, flexible work hours, job sharing, leadership development and mentoring programs.

The Benetas Board of Directors approved the Workforce Diversity and Inclusion strategy and implementation plan in October 2019, including support for flexibility approved by the Executive team. This is a significant step on our inclusion journey for employees at Benetas.

What we stand for

Vision

A positive, fulfilling experience of ageing where everyone has the opportunity to live their best life.

Mission

We will provide older Victorians, their families and carers, with high quality services and environments that respect their independence and individuality.

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.

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 customers by providing a full range of high quality community based services, residential aged care homes and apartments across metropolitan Melbourne and regional Victoria. Along with a strong customer focus, we ensure that our 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



Our time



Our people



Our Board of Directors



Michael Urwin

Appointed to the Board in September 2016
Appointed as Chairman in December 2018
B.A. (Hons), Dip.Ed. (Melb), FACE

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

During his time as Headmaster at BGS, 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 understands it is a demanding time to be involved in aged care and wishes to support Benetas to continue to be the best aged care provider possible. The COVID-19 pandemic has thrown up significant challenges in aged care, as has the Royal Commission. He sees these challenges leading to significant change and improvement in the sector.

Michael was blessed with a number of inspirational mentors both as a student and a teacher. He believes in the power of strong, ethical leadership on younger professionals and the importance of creating a culture that allows all staff to be valued and to developed.



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 significant experience in the financial sector, Sean is focused on applying that expertise at Benetas. Sean believes his experience in financial consulting and enabling business growth will be of benefit to Benetas adapting and thriving in its sector. Sean is interested 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 curiosity in emerging trends. Sean enjoys following innovative companies who are seeking to transform their sectors.



Helen Bloustein

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

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.

Our Board of Directors continued



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, having recently retired as a long serving board member with Heritage Bank. Her consulting company was also active in training in risk and finance for financial services companies. 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.

Susan is very proud of the way Benetas staff and residents have handled 2020. She sincerely hopes that whilst the staff have done an amazing job, we will build an even better aged care system and a stronger organisation.

Susan is also a member of the Finance, Audit & Risk Committee, and the Investment & Funds Management Committee.



Assoc. Prof. 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. Deirdre's research focuses on the translation of research evidence into aged care practice, the ethical implications of clinical practice, decision-making for people with chronic conditions such as dementia or renal failure, sexuality and dementia, measuring performance in aged care and clinical risk 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 retired specialist in health service and workforce reform and policy, focusing her work on strengthening the interface between acute health, primary health and community care and aged care. 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 and prevention.

With a strong focus on quality systems, Deborah hopes to work toward Benetas being even more inclusive of diverse opinion and backgrounds. Deborah is excited by the approaches to care that Benetas is taking. She believes that Benetas is a vibrant and energetic organisation that can continue to adapt 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 and seek out every opportunity where they present themselves.

Our Board of Directors continued



Assoc. Prof. Michael Murray AM

Appointed to the Board in July 2016
M.B. B.S., MPH, FRACP, AFRACMA, 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. Michael was recently appointed as the Geriatrician Lead to the Victorian Aged Care Response Centre (VACRC) for COVID-19.

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."



The Venerable Helen Philips

Appointed to the Board in June 2017
BTheol, DipMin, CertBowenFamSystems

Helen brings over 25 years' experience in governance, management, training and leadership in the Anglican Church and educational institutions in both Victoria and Queensland.

She is currently Vicar of Morning and Mount Martha Anglican Church and Archdeacon of Frankston. Helen is passionate about training and empowering others to reach their God-given potential, especially as leaders, and loves to play a part in shaping people and organisations for a health and resilient future.

Helen's contributions to the Anglican community are many and varied, 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 background.

With a strong connection to the values of Benetas' Anglican foundations, Helen helps to sharpen the organisations' strategic focus within the changing context of aged care.



Julia Pryor

Appointed to the Board in February 2019
B.A. Law, B.HIS&Classics, ExecM.A. (Leadership&Mgt)

Julia is presently the Chief Risk Officer for MLC Wealth Superannuation and Platforms, and brings over 20 years' experience in governance, risk and compliance to her role on the Benetas Board.

Julia has expertise in areas of financial and corporate governance, as well as a tactical and pragmatic approach to overcoming obstacles. Julia is passionate about the superannuation outcomes of all Australians.

She has a strong customer focused approach which fits in well with the organisation's Next Generation Strategy.

With a proven track record in leading complex change management, Julia is well equipped to be a part of the future direction of aged care for Benetas and the broader aged care sector.

She endeavours to apply the motto 'have courage and be kind' to everything she does in life.

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 and a Director of the Aged Care Workforce Industry Council.



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.



Verity Leith

General Manager, Residential Services
Cert (General Nursing); CritCareCERT; B(Ed)

Verity joined Benetas in September 2019, with extensive experience in executive management roles within the industry, including previous positions at Estia Health and Blue Cross as regional and executive manager, respectively. She is looking to commence the Australian Institute of Company Directors course within the next 12 months.

Verity is committed to building and maintaining high performance teams, enjoys meeting her customer-facing teams, and interacting with residents and their families.

She is eager to help Benetas achieve their Next Generation Strategic plan through strong business drivers with successful outputs.

Verity's advice is to back yourself as a professional and say 'yes' to challenges or opportunities. She undertook a Women in leadership course and remains close with her alumni. Verity encourages young women to seek inspiration from other women who have successfully contributed and held leadership roles.

In the future Verity is looking to explore board opportunities to further her already sterling career to date.

Our Executive Management Team continued



Nicola Reynolds

General Manager, Customer
Innovation and Marketing

MBA; GDip Innovation and Entrepreneurship; BA

Nicola joined Benetas in February 2016, bringing with her more than 20 years' experience in senior roles in business and marketing strategy, across aged care and community services, education, public transport and health-data marketing sectors. She has worked in these sectors whilst they were undergoing significant changes, equipping her with a firm grasp on managing change and being able to achieve results in evolving professional climates.

Her experience stretches from market research and campaign management 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 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 year.



Samira Richards

General Manager, People, Culture
and Diversity

BSc; PGDip (HRM)

Samira joined Benetas 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. With a family-oriented mindset Samira has an infectious and outgoing personality and draws professional inspiration from those around her.

Leading a team of 30 in Benetas' People, Culture and Diversity function, Samira is responsible for delivering a suite of initiatives and programs to a workforce of Benetas' 1,400 employees and an additional 400 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.



Dr Catherine Joyce

General Manager, Quality, Outcomes
and Research

BA (Hons); MPsych; GCert Higher Ed, PhD.

Catherine has been with Benetas since 2016, and has been General Manager of Quality, Outcomes and Research since June 2019.

She was previously Manager of Research and Innovation at Benetas, and has worked in a range of research and policy roles in the academic, government, and not-for-profit sectors. Across her career, she has had a consistent focus on linking research with policy and practice. Leading the Quality, Outcomes, and Research division enables her to continue this, as the division supports evidence-informed, person-centred, best practice care and services that deliver positive outcomes for all Benetas clients.

Catherine's research background diversifies the Executive team and provides the organisation with a considered and distinct viewpoint to focus on evidence-informed decisions.

Her advice to young professionals is that you don't need to know what you want to do forever, just what you want to do next.

Catherine takes a considered and reflective approach to her work and views kindness as an integral and undervalued trait.

Our Executive Management Team continued



Bruce Webb

General Manager, Strategy, Infrastructure and Housing
BComm; MBA

Bruce has been with Benetas since 2011, and has been General Manager of Strategy, Infrastructure and Housing since August 2019.

He was previously in the role of Business Development Manager, playing an integral role in Benetas' two major amalgamations with Grace Bruce and Macedon Ranges Health. Bruce has previously held a range of senior analyst and development management positions in the investment, property and healthcare sectors.

Bruce is focused and eager to oversee the successful delivery of Benetas' Communities of Choice strategic outcome which aims to develop integrated communities that will offer choice of accommodation, care and services, of which there are a number of plans underway. These communities align with the Next Generation Strategy in which Bruce played an instrumental role in developing.

He is passionate about strategy and is a firm believer in having an inquisitive mind. Bruce regards having personal values that align with those of the organisation as a key facet to success.



Veronica Jamison

General Manager, Community Health and Care
MHRM: GradDipBus (Man), BA (Psych&PHL), FACHSM

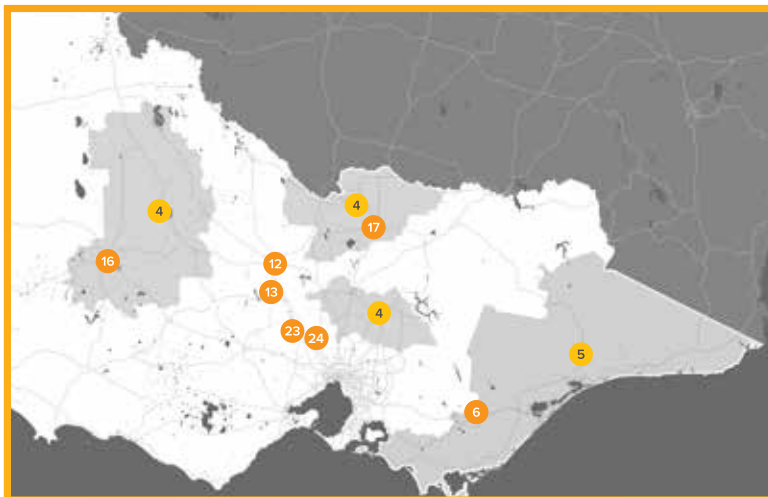
Veronica joined Benetas in April 2019, with extensive experience in the aged care industry and over 30 years in the health and community services sector. She has proudly grown from humble beginnings to playing key roles in a number of organisations. Veronica has previously held CEO and senior executive roles in both rural Victorian and Metropolitan Melbourne health services in both the public healthcare and not-for-profit sectors.

Her passion is to leave things better than she found them and in doing so, ensuring that she provides, and supports teams to deliver, the best service and care possible.

Veronica is a strong strategic and operational planner skilled at working collaboratively to drive change agendas. She draws inspiration from those who haven't been scared to challenge the status quo on a global level and has a deep respect for those fearless leaders who challenge social systems.

Veronica is a Fellow of the Australasian College of Health Service Managers, a member of the Australian Institute of Company Directors and a member of the Australian Human Resources Institute.

Where we are



ADMINISTRATION

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

RESIDENTIAL CARE HOMES

- 3 Benetas Broughton Hall
Camberwell
- 4 Benetas Colton Close
Glenroy
- 5 Benetas Corowa Court
Mornington
- 6 Benetas Dalkeith Gardens
Traralgon
- 7 Benetas Gladswood Lodge
Brunswick West
- 8 Benetas Lovell House
Caulfield North
- 9 Benetas St George's
Altona Meadows
- 10 Benetas St John's Park
Mooroolbark
- 11 Benetas St Paul's Terrace
Frankston
- 12 Benetas St Laurence Court
Eaglehawk
- 13 Benetas St Laurence Court
Kangaroo Flat
- 14 Benetas The Views at Heidelberg
Heidelberg
- 23 Benetas Gisborne Oaks
Gisborne

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 Grampians
Horsham
- 17 Benetas Home Care North West Hume Loddon
Mooroopna
- 18 Benetas Home Care South West
Braybrook
- 19 Benetas Home Care South
Frankston

RESPIRE CENTRES AND PROGRAMS

- 20 Benetas Bateman House
Williamstown
- 21 Benetas Hurlingham
Frankston
- 4 Benetas Kilby House
Glenroy
- 22 Benetas Sunshine
Sunshine
- 25 Benetas Springvale
Springvale

RETIREMENT LIVING

- 6 Dalkeith Heights Retirement Village
Traralgon

MACEDON RANGES HEALTH

- 24 Primary Care and Community Health
Gisborne

Meetings

attended by Directors

Financial year ending 30 June 2020

	Directors meetings		Quality and Compliance Committee	Financial Audit and Risk Management Committee	Investment Funds Management Committee	Governance Committee
	Meetings held (11)		Meetings held (5)	Meetings held (9)	Meetings held (6)	Meetings held (3)
Current Directors	Eligible	Attended	Attended	Attended	Attended	Attended
Michael Urwin	11	11	1	8	3	3
Susan Campbell	11	9	-	7	5	-
Deborah Law (note 1)	11	9	5	-	-	3
A/Prof Michael Murray AM	11	11	4	-	-	-
A/Prof Deirdre Fetherstonhaugh	11	10	4	-	-	-
Archdeacon Helen Phillips (note 2)	11	7	4	-	-	1
Helen Bloustein	11	10	-	-	6	-
Sean Balding	11	11	-	9	-	-
Julia Pryor	11	9	-	9	-	-
Paul McGlinn (External Advisor)	-	-	-	-	6	-
Dr Graeme Blackman AO (External Advisor)	-	-	-	6	-	2
Keith Dickie (External Advisor)	-	-	-	-	6	-
Diane Pardo (External Advisor)	-	-	-	-	4	-
John McKenzie OAM (External Advisor)	-	-	-	-	-	2
David Percival (External Advisor)	-	-	-	9	-	-
Dr Therese Riley (External Advisor) (note 3)	-	-	5	-	-	-
Sandra Hills OAM (Non-Director)	-	11	4	9	6	3
Neil Fawcett (Non-Director)	-	11	-	9	6	1

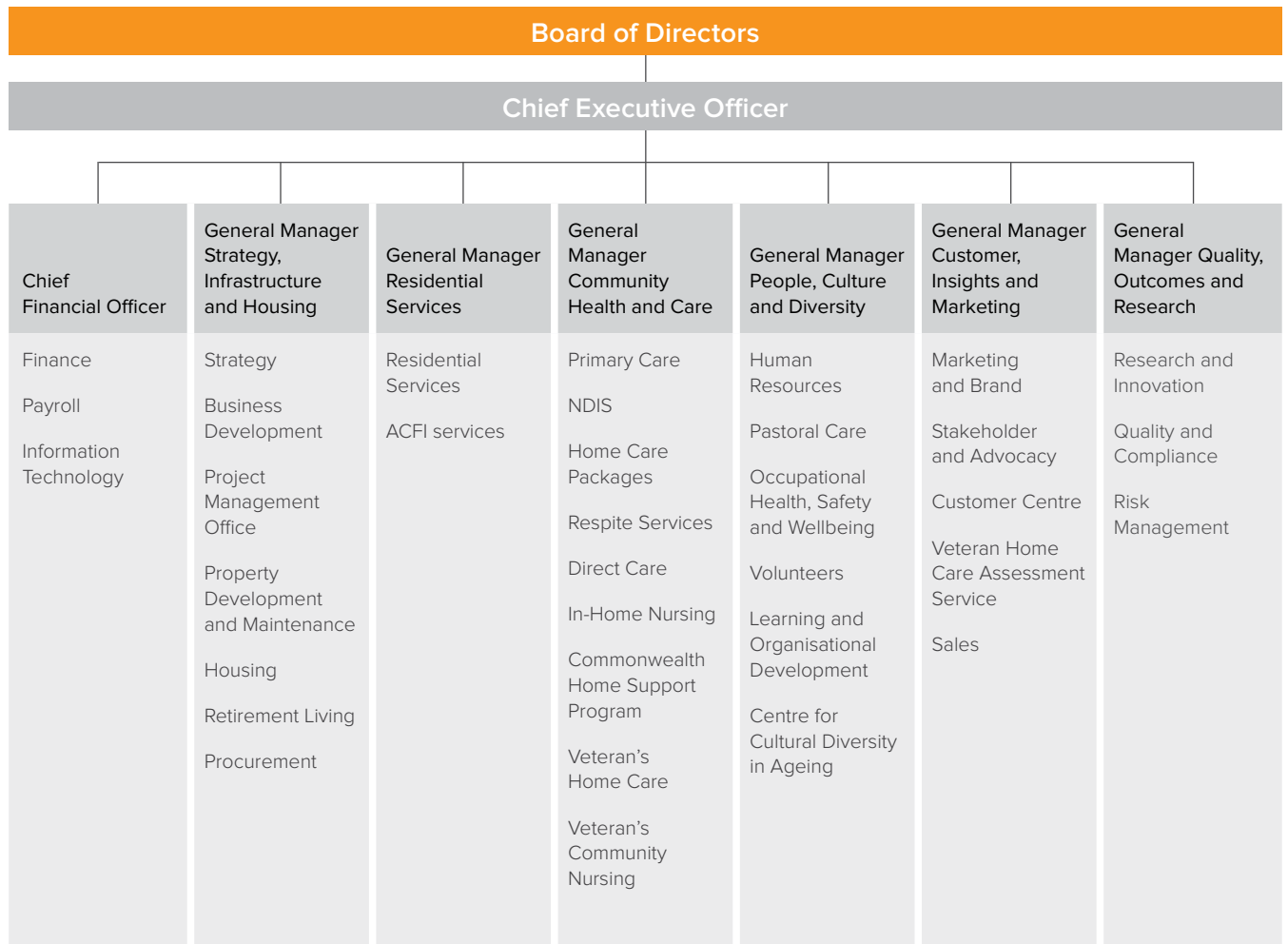
Please note:

1 Deborah Law was appointed to the Governance Committee on 19th July 2019.

2 Archdeacon Helen Phillips took a Leave of Absence in April 2020 and was therefore eligible for ten (10) meetings.

3 Dr Therese Riley was appointed as an external advisor to the Quality and Compliance Committee on 23rd July 2019.

Organisational structure



Financial summary

Results

Benetas has delivered another modest surplus in 2019/2020, despite the challenging operational environment due to COVID-19 and delays in the Royal Commission into Aged Care.

The organisation continues to focus on its operational performance, particularly our Residential and Home Care services delivering a surplus of **\$3.8m** (prior to impairment of assets and fair value adjustments) for the year ended 30 June 2020. This represents an increase of **\$2.4m** or 166.6% on the 2018/2019 result due to gains on the sale of “surplus-to-need” property. We recognised a **\$1.3m** loss from “fair value” adjustments to our investment property, and a **\$73k** impairment charge to property, plant, and equipment. The impact of these items resulted in an overall net surplus for the year ended 30 June 2020 of **\$2.4m**.

Regulatory Environment

Home Care

Government reform in the Home Care space continues to be very slow. The biggest roadblock to improved performance in the Home Care Package area is the Federal Government’s ongoing reluctance to roll out “newly” allocated packages and being content to recycle existing ones. We are still seeing clients assessed as high needs but being allocated a lower level package. The upside is that these clients will in time receive a package uplift. We commenced the Community, Health and Care (CHC) Services Transformation Project during the year which is designed to review every aspect of “community care” from service delivery, employment, through to support services to enable us to deliver an exceptional customer experience to our Home Care clients. We continue to bed down our Sandwai technology in both the Home Care Package and Direct Care areas and are focused now on improvement opportunities to leverage the benefits we expected it to deliver.

Residential Care

During the year the government announced one-off additional funding in the form of a “COVID Subsidy Boost” received from March 2020 to August 2020. This equated to an additional \$273k to assist in managing the impact of COVID-19 up to 30 June 2020. A further \$1.0m was received to undertake all its activities in an efficient and effective manner in June 2020. We have incurred additional costs of approximately **\$141k** to manage the impact of the pandemic in 2019/2020. In total, since year end, we have incurred additional costs of over **\$1.3m**. Without this additional funding the service would have delivered a larger deficit result for the year. ACFI continues to be the major source of funding for residential care services. Occupancy continued to be the key driver of ACFI performance in 2019/2020. Occupancy for the year was 90.1% up from 85.5%. High resident turnover as residents entered care with higher care needs, and the impact of COVID-19 has seen residents delaying the entry into care and impacted our occupancy.

Ramp up of our new developments at Heidelberg, St George’s and Dalkeith is now complete and contributed to improved occupancy over the year. On the positive side, we have been able to maintain our ACFI income per resident per day at or above target levels. The organisation continues to develop strategies to maximise ACFI outcomes to ensure we can continue to deliver high quality care. Reduction in agency staff usage has been another high priority focus area throughout 2019/2020. We have been able to successfully reduce agency from approximately **\$280k** per month to less than **\$25k** per month. Our RAD/DAP performance continues to improve with our new facilities driving an increase in the RAD balance per client, equally we have observed DAP annual income per client remain consistent throughout 2019/2020.

Impairment

Each year Benetas reviews the carrying value of its tangible and intangible assets to determine whether there is any indication 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 is required to be held at fair value. An external valuation was obtained to assist in the determination of fair value as at 30 June 2020. Adjustments to the carrying value of the investment property and resident lease liabilities was **\$354k** and **\$966k** respectively.

Adoption of AASB 16

The company has adopted AASB 16 from 1 July 2019.

The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position.

Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets and an interest expense on the recognised lease liabilities. The depreciation charge was **\$632k**.

For residential aged care accommodation arrangements where the resident has elected to pay a Refundable Accommodation Deposit (RAD) or bond (prior to July 2014), the company receives a financing benefit, being non-cash consideration, in the form of an interest free loan. The fair value of this non-cash consideration is required to be recognised as income (to reflect the interest free loan financing benefit received on RADs and bonds) and corresponding interest expense (to record the financial liability associated with RADs and bonds at fair value) with no net impact on profit or loss. The amount recognised as income and the corresponding interest expense was **\$7.3m**.

Social Dividend

The term "social dividend" can be understood as Benetas seeking to be 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 included funding for 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 in excess of \$1.0m. Benetas also cares for a large number of "supported" residents in our residential care services. The average supported ratio throughout 2019/2020 was 44.71% (2019 46.96%).

Investments

The 2019/2020 financial year has been very challenging with COVID-19 driving significant volatility in global financial markets impacting both values and returns.

The value of the organisation's investments decreased to **\$60.4m** as at 30 June 2020, down from **\$63.2m** in the prior year. During the year the company disposed of **\$35.1m** of investments which have either been reinvested or returned to cash reserves during the year. The company acquired **\$62.7m** of investments comprising reinvested proceeds from investment disposals plus an additional **\$20m** in investable cash. Global financial markets were significantly impacted by COVID-19 seeing the portfolio deliver a "negative" return of **11.04%**. The company invests primarily in ASX Top 400 listed corporations which have generally not performed as well as the broader global market in 2020. The return was significantly below the benchmark index established by the Investment Committee by 10.25 per cent.

The organisation's long term investment objectives are:

- Outperform Morningstar Australian Multisector Growth Index
- Achieve growth of at least CPI plus 3.5 per cent over a rolling 5 - 7 year period
- To generate investment income consistent with its approved portfolio asset allocation

The performance of the portfolio over recent years has been:

YEAR	Performance after fees % p.a.
2015	6.47
2016	(0.12)
2017	10.06
2018	7.94
2019	5.22
2020	(11.04)

Significant movements throughout the year include:

- Realised Net Capital Losses of **\$1.3m**
- Unrealised Net Capital Losses of **\$11.8m**

Our investments continued to generate a solid flow of dividend and interest income, however decreased year on year by **\$2.79m** or **37.1** per cent. This was primarily the result of a reduction in dividends due to the impact of COVID-19.

Capital Expenditure

This year has seen the consolidation of the residential services footprint with no new developments commenced or completed. Focus has shifted to our retirement living offering with the approval of **\$12.0m** for the construction of the third and final stage of the Dalkeith Heights Retirement Village in Traralgon and **\$22.0m** for the construction of the first of our new development, St John's Rise Retirement Village, in Mooroolbark. Several other projects are in the various stages of planning and detailed design.

Operations

The company exceeded budget expectation reporting a net surplus (prior to impairment of assets) of **\$3.8m** for the year ended 30 June 2020.

The organisation continues to focus on improving the operational performance of our residential, home care, and primary care services. It has been another particularly challenging year for all our services.

Income

Operating income totalled **\$152.4m**, an increase of **\$18.5m**. This comprised an increase in government subsidy and fee income of **\$8.0m** and **\$13.7m** of other income. Government subsidy income increased throughout 2019/2020 as a result of the completion of the ramp up of both The Views at Heidelberg and Dalkeith Gardens Apartments in addition to the additional funding from the COVID-19 Supplement. Increases continued to be hampered by the high turnover in residential care and the inability to replace like with like in respect of acuity and challenges in just filling vacant beds. COVID-19 has also seen residents delaying entry into residential aged care. Other income increases comprised **\$7.3m** from the adoption of AASB 16 and **\$6.6m** of gains from the sale of “surplus -to-need” properties.

Expenditure

Operating expenditure totalled **\$148.5m**, an increase of **\$16.1m**. A major contributor was the corresponding interest expense from the adoption of AASB16 of **\$7.3m**.

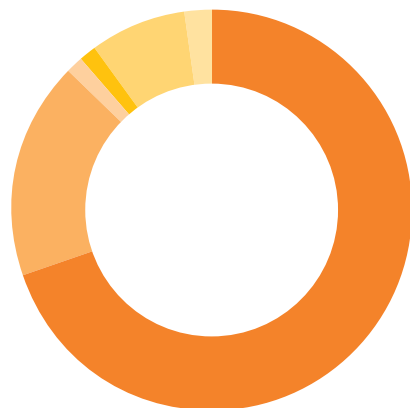
Salary and wage expenses remained the largest contributor with increases driven by the agreed EBA rates increases for residential care staff and increases in FTE with the ramp up of The Views at Heidelberg. All other expense items (excluding depreciation) were relatively consistent to the previous year. Depreciation expense was impacted by full year depreciation on the new developments and technology. Employee benefits comprised 57.0% of total expenditure (2019 60.0%). Other significant expenditure included client specific costs 10.0% (2019 9.8%), and catering costs 7.0% (2019 7.3%).

Summary of Significant changes in Financial Position

The organisation has maintained its strong financial position despite a decrease in net assets of **\$9.3m** to **\$209.4m** (2019 **\$218.8m**). Total assets increased to **\$464.4m** up **\$21.8m** due to an increase in “right-of-use” assets of **\$3.7m** and financial assets (interest bearing deposits) of **\$18.5m**. Total liabilities increased to **\$255.1m** up **\$31.2m**, notably Refundable Accommodation Deposits (RAD's) up **\$26.7m**, Retirement Village Leases **\$1.5m**, and Unspent Home Care Package Funding increase **\$1.3m**. The company continues to operate “debt free” and holds significant cash reserves with **\$129.8m** held at-call or on term deposit, of varying maturity, with several top tier banks.

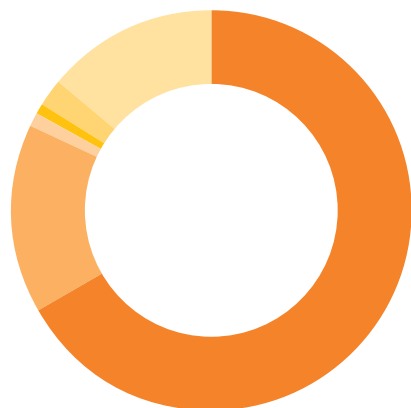
* The financial statements, independent auditors report and declaration are an extract of, and have been derived from the full financial report of Anglican Aged Care Services Group for the financial year.

Summary of Income
by service type



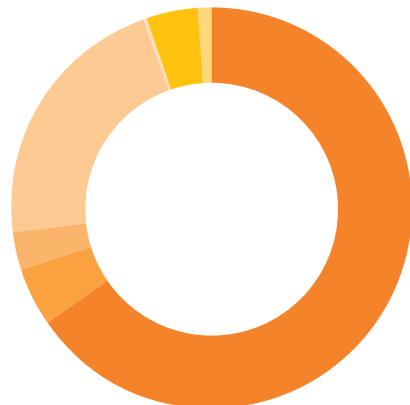
- Residential (70%)
- Home Care (18%)
- Day Centres (1%)
- Housing (1%)
- Investments (8%)
- Other (2%)

Summary of Expenditure
by service type



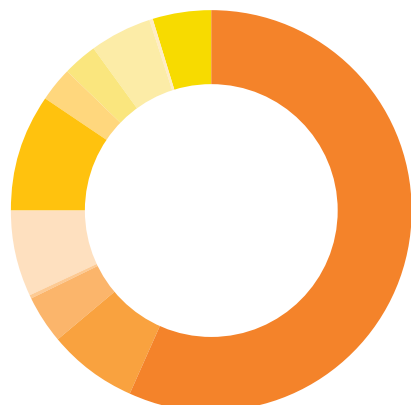
- Residential (67%)
- Home Care (15%)
- Day Centres (1%)
- Housing (1%)
- Investments (2%)
- Other (14%)

Income by source



- Government Subsidy (65%)
- Imputed Revenue (5%)
- Investment Revenue (3%)
- Client Services Fees (22%)
- Donations and Bequests (0%)
- Gain on Disposal of Property, Plant and Equipment (4%)
- Other income (1%)

Expenses by source



- Employee benefits expenses (57%)
- Depreciation and amortisation (7%)
- Repairs, maintenance and vehicle running costs (4%)
- Rental expense (0%)
- Catering expense (7%)
- Client specific costs (10%)
- Cleaning expenses (3%)
- Utilities, rates and insurance (3%)
- Interest expense - RAD (AASB 16) (5%)
- Interest paid (0%)
- Other expenses (4%)

Statement of profit or loss and other comprehensive income for the year ended 30 June 2020

	2020 (\$'000's)	2019 (\$'000's)
INCOME FROM CONTINUING OPERATIONS		
Government Subsidy	99,581	93,006
Investment Revenue	4,613	7,335
Client Service Fees	32,843	31,358
Donations and Bequests	62	585
Other Income	15,263	1,562
Total Income from Continuing Operations	152,362	133,846
EXPENSES FROM CONTINUING OPERATIONS		
Employee benefits expenses	(85,354)	(79,466)
Depreciation and amortisation	(10,678)	(8,993)
Repairs, maintenance and vehicle running costs	(5,667)	(6,148)
Rental expense	(563)	(1,026)
Catering costs	(10,257)	(9,727)
Client specific costs	(14,277)	(13,213)
Cleaning expenses	(4,377)	(4,004)
Utilities, rates and insurance	(4,101)	(3,912)
Interest paid	(7,904)	(564)
Other expenses	(5,369)	(5,362)
Total expenses from Continuing Operations	(148,547)	(132,415)
Operating Result from Continuing Operations before Income Tax Expense	3,815	1,431
Income Tax (Expense)/Benefit	-	-
Subtotal - Net Result before Impairment of Assets and Fair Value of Investment Property	3,815	1,431
Fair Value of Investment Property	(354)	(1,351)
Fair Value of Lease Liabilities	(966)	(201)
Impairment of Property, Plant and Equipment	(73)	(1,316)
Net result for the year	2,422	(1,437)
Other comprehensive income (or loss):		
Items that will not be reclassified to profit or loss		
- Fair value movement of investments (financial assets)	(11,836)	(1,362)
Total other comprehensive income (or loss) for the year	(11,836)	(1,362)
Total comprehensive income (or loss) for the year	(9,414)	(2,799)

Statement of financial position as at 30 June 2020

ASSETS

	2020 (\$'000's)	2019 (\$'000's)
CURRENT ASSETS		
Cash and cash equivalents	45,050	39,397
Accounts receivable and other debtors	9,597	11,262
Financial assets	84,839	66,280
Assets held for sale	2,943	2,710
Total Current Assets	142,429	119,649

NON-CURRENT ASSETS

Financial assets	60,395	63,216
Property, plant and equipment	189,489	190,614
Right of use assets	3,794	-
Intangible assets	26,081	27,546
Investment properties	42,283	41,563
Total Non-Current Assets	322,042	322,939
Total Assets	464,471	442,588

CURRENT LIABILITIES

Accounts payable and other payables	238,117	212,471
Lease liabilities	658	-
Employee provisions	10,224	8,845
Total Current Liabilities	248,999	221,316

NON-CURRENT LIABILITIES

Lease liabilities	3,184	-
Employee provisions	2,895	2,500
Total Non-Current Liabilities	6,079	2,500
Total Liabilities	255,078	223,816
Net Assets	209,393	218,772

EQUITY

Retained earnings	213,924	213,040
Other Contributed Equity	3,793	3,758
Reserves	(8,324)	1,974
Total Equity	209,393	218,772

RATIOS %

Working Capital Ratio	81.46	82.63
Current Assets to Total Assets	30.66	27.03
Non Current Assets to Total Assets	69.34	72.97
Return on Assets **	0.82	0.32
Net Earnings Ratio **	2.50	1.07

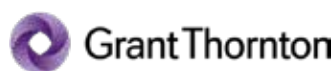
**excluding Impairment of Bed Licenses

Statement of cash flows for the year ended 30 June 2020

	2020 (\$'000's)	2019 (\$'000's)
CASH FLOW FROM OPERATING ACTIVITIES		
Commonwealth, State and Local Government grants and client income	134,514	123,549
Receipt from donations, bequests and raffles	62	585
Payments to suppliers and employees	(126,368)	(122,328)
Interest received	1,358	2,304
Dividends received	3,255	5,031
Finance costs	(417)	(242)
Net cash generated from operating activities	12,404	8,899
CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	9,286	126
Proceeds from business combinations	-	6,449
Payment for property, plant and equipment - residential aged care	(8,008)	(19,423)
Payment for property, plant and equipment - non residential aged care	(2,655)	(7,437)
Proceeds from sale of investments (financial assets)	35,140	57,281
Payment for investments (financial assets)	(62,714)	(66,349)
Payment for intangibles	(78)	(654)
Payments for investment property development	(1,074)	(221)
Net cash used in investing activities	(30,103)	(30,228)
CASH FLOW FROM FINANCING ACTIVITIES		
Refunds of residential RADs, accommodation bonds & entry contributions	(50,781)	(43,457)
Refunds of non residential accommodation bonds & entry contributions	(234)	(107)
Proceeds from residential RADs, accommodation bonds & entry contributions	73,358	56,485
Payment for leases	(584)	-
Refunds of retirement village leases	(4,179)	(1,075)
Proceeds from retirement village leases	5,772	5,439
Net cash generated from financing activities	23,352	17,285
Net increase/(decrease) in cash held	5,653	(4,044)
Cash on hand at the beginning of the financial year	39,397	43,441
Cash on hand at the end of the financial year	45,050	39,397

Statement of changes in equity for the year ended 30 June 2020

	TOTAL RESERVES					Total Equity \$'000's
	Retained Earnings	Other Contributed Equity	Major Maintenance Fund	Investment Revaluation Reserve	Total Reserves	
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	
Balance at 30 June 2018	198,784	-	917	18,112	19,029	217,813
Comprehensive Income Surplus for the year						
Surplus for the year attributable to members of the entity	(1,437)		-	-	-	(1,437)
Other comprehensive income						
Investments (financial assets) revaluation	-	-	-	(1,362)	(1,362)	(1,362)
Total comprehensive income attributable to members of the entity	(1,437)	3,758	-	(1,362)	(1,362)	959
Transfer from reserves						
Major maintenance fund provision	(198)	-	198	-	198	-
Realised gain (or loss) on disposal of investments	15,891	-	-	(15,891)	(15,891)	-
Total transfer from reserves	15,693	-	198	(15,891)	(15,693)	-
Balance at 30 June 2019	213,040	3,758	1,115	859	1,974	218,772
Comprehensive Income Surplus for the year						
Surplus for the year attributable to members of the entity	2,422	-	-	-	-	2,422
Other comprehensive income						
Investments (financial assets) revaluation	-	-	-	(11,836)	(11,836)	(11,836)
Other contributed equity	-	35	-	-	-	35
Total comprehensive income attributable to members of the entity	2,422	35	-	(11,836)	(11,836)	(9,379)
Transfer from reserves						
Major maintenance fund provision	(215)	-	215	-	215	-
Realised gain (or loss) on disposal of investments	(1,323)	-	-	1,323	1,323	-
Total transfer from reserves	(1,538)	-	215	1,323	1,538	-
Balance at 30 June 2019	213,924	3,793	1,330	(9,654)	(8,324)	209,393



Collins Square, Tower 5
727 Collins Street
Melbourne Victoria 3008

Correspondence to:
GPO Box 4736
Melbourne Victoria 3001

T +61 3 8320 2222
F +61 3 8320 2200
E info.vic@au.gt.com
W www.granthornton.com.au

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 2020, I declare that, to the best of my knowledge and belief, there have been:

- a no contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- b 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

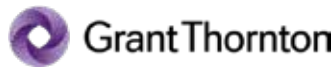
Melbourne, 5 October 2020

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Collins Square, Tower 5
727 Collins Street
Melbourne Victoria 3008

Correspondence to:
GO Box 4736
Melbourne, Victoria

T +61 3 8320 2222
F +61 3 8320 2200
E info.vic@au.gt.com
W www.grantthornton.com.au

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 Company), which comprises the statement of financial position as at 30 June 2020, 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 T/A Benetas has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a giving a true and fair view of the Company's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- b complying with Australian Accounting Standards 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 Company 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

The Directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Company's Directors' Report for the year ended 30 June 2020, 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.

Responsibility of the Directors for the Financial Report

The Directors of the Company 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 Commissions Act 2012. This responsibility includes such internal controls as the Directors determine are necessary to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Company'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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company'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 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, 5 October 2020



Acknowledgement and thanks

Our people

Thank you to our incredible employees and volunteers who selflessly dedicate their time to support Victorians who receive Benetas services to live their best life. Your contribution to our community this year has been phenomenal and every single one of you has stepped up in a time of great change amidst a number of challenges.

Our community

St Dunstan's Anglican Church, Camberwell

St Aidan's Anglican Church, Strathmore

St Faith's Anglican Church, Glen Iris

St Paul's Anglican Church, Gisborne

Our donors

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

Bequests

- Estate of the late Marina Del Valle
- Estate of the late Eunice Irene McDonald

Trusts and Foundations

- The May and Dorothy Vicars-Foote Fund
- John Robert Ball Trust
- Equity Trustees - Eric Lang Estate

How you can help

You can help make an impact and support Benetas to continue to provide high quality health care services to Victorians.

Become a volunteer

Our volunteers make a huge difference to the lives of everyone at Benetas. Not only do they selflessly give their time to improve the lives of residents and clients at Benetas, but they also form strong bonds and help to support our employees.

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

Make a 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**.

Leave a bequest

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

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





