



2021-2022  
**Annual Report**



# What we stand for



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



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

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## Images

Front, Our Bridgewater Bowls Club members enjoy the new green installed this year.



## Our Values

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

**Responsibility** We act with integrity toward our customers, their families and carers, our supporters, and the broader Anglican community.


**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.



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“**It takes a leader** to create the momentum, **it takes a vision** to direct the momentum, **it takes action** to build on the momentum, and **it takes self-discipline** to sustain the momentum.

**Momentum is the bridge between a vision and its results.”**

Farshad Asl

## Who we are

Benetas is a leading not-for-profit provider of residential aged care, in-home and community services, respite, allied health and retirement living in Victoria.

Benetas was founded by the Anglican Diocese of Melbourne in 1948. Today, while our heritage inspires our commitment to provide quality care, we are dedicated to the principle and the practice that our services are not limited to those who share our story.

13

residential homes

871

residents in our residential homes

421

residents enjoying our independent retirement living villages

6323

veterans receiving care in VIC and QLD

1150

Home Care Package clients

7378

days of respite care provided

290

respite admissions into our residential homes

66

Consumer Participation Register members

\$6K

awarded in employee scholarships



Despite a challenging environment, **our teams have achieved strong progress** against the strategic goals in our Next Generation Strategy.

# CEO and Chair Report

As CEO and Chair of Benetas, we are pleased to present the 2021-2022 Benetas Annual Report.

Our theme for this year's Annual Report is **momentum**. The aged care sector is currently in a state of flux. From the challenges of COVID-19 to the changed requirements and funding models from the Federal Government, there has been a lot for us to take into account. We've had to evaluate what we do and find ways to innovate as we continue moving forward.

Despite a challenging environment, our teams have achieved strong progress against the strategic goals from our Next Generation Strategy, and our work has gathered momentum across the following areas:

- Integrated and exceptional customer experience
- Communities of choice
- Great place to work and volunteer
- Becoming a high performance organisation.

## COVID-19

The COVID-19 pandemic and its impact on our customers, employees and communities remains significant. Our community was hit hard this financial year, with 89 days of lockdowns in Melbourne between 1 July and the end of the calendar year. A brief respite in December then saw the Omicron wave in January. The rolling nature of outbreaks, meant we had 62 outbreaks across our residential homes in a six month period through to the end of June, 2022.

Our thoughts are with families and loved ones in our community and beyond who continue to be impacted by COVID-19. We also recognise the strength, tenacity and perseverance of our employees, and thank them for their continued work in these unprecedented times.

Despite the challenges brought about by the pandemic, the outlook was more broadly positive from January onwards, with widespread vaccinations, the emergence of rapid antigen testing and the introduction of anti-viral medications. It is a case of two steps forward, one step back with this virus. We continued to maintain vigilance across all services to our customers through safety protocols, standards and processes such as Personal Protective Equipment (PPE) and best practice hygiene standards.



### Images

Our team at St George's assist residents with healthcare, including their COVID-19 vaccinations.



### Workforce shortages

Similar to many other industries, COVID-19 has brought a number of challenges including workforce shortages. In June 2022, the Committee for Economic Development of Australia (CEDA) released a report called “Duty of Care: Aged Care Sector in Crisis”. The report found that within the aged care sector the employee shortage would double from 17,000 to 35,000 in less than a year. This would be due to a combination of factors, including those driven by the COVID-19 pandemic, and a lack of action by governments.

To counter this, we are pursuing and delivering a range of practical initiatives and programs to attract, retain and support our employees and volunteers. You can read more about these in the ‘Employee and Volunteers Momentum’ section on page 31.

### Royal Commission Working Group (RCWG)

As an organisation we are responding to the Royal Commission recommendations and have formed an executive working group to address a series of key actions. Our Royal Commission Working Group (RCWG) has a clear plan and has identified priority initiatives across six working streams. You’ll find more about these working streams and our progress on page 13.

Overall, we have gained real momentum as we deliver projects that incrementally support change. We’re thankful for the cross-team collaboration that has made these changes possible.



### Working with government and industry

We continue to work with the Victorian and Federal Governments via our peak governing bodies to advocate for a better deal for older people and aged care workers.

Leading into the federal election in May we worked closely with the Australian Aged Care Coalition (AACC), consisting of the two peak bodies and six faith-based providers including Anglicare Australia, to support the “It’s Time To Care About Aged Care” campaign. We lobbied all political parties and advocated for their support on issues such as the workforce shortage crisis, long-term funding, housing affordability and the need for more resources.

The election resulted in a change of Federal Government for Australia, and our pre-election campaign gained enough momentum to attract attention from the new government. We were happy to welcome Prime Minister Anthony Albanese, Aged Care Minister Anika Wells and Member for Dunkley Peta Murphy to our St Paul’s Terrace home in Frankston within a few weeks of being sworn into office. Additionally, we hosted Dr Monique Ryan, Member for Kooyong and Darren Chester, Member for Gippsland so they could learn more about us. It was heartening to see their genuine interest and commitment towards real change in our industry.





Other changes saw the two peak organisations representing aged care providers - Leading Aged Services Australia (LASA) and Aged & Community Services Australia (ACSA) - merge in July 2022, forming the new Aged & Community Care Providers Association (ACCPA). This gave our sector a single industry association and a more powerful, united voice, which was a leading recommendation coming out of last year's Royal Commission.

As a Director on the Aged Care Workforce Industry Council, Sandra remains close to workforce industry shortage issues and continues to work with the Council to deliver practical, innovative solutions. This year the Council's workforce planning tool was released. The tool resulted from a collaboration between the Council and design and technology group Portable. It is relevant to residential and in-home care providers and is confidential, free, easy to use and available online. It helps workforce activity planners to understand how to adopt proactive workforce planning practices.



#### Images

Top left, MP Peta Murphy admires our flower arranging activity for St Paul's Terrace residents.

Top right, Prime Minister Anthony Albanese visits St Paul's Terrace with MP Peta Murphy, Aged Care Minister Anika Wells, and Benetas GM Residential Services, Verity Leith.

Bottom right, Prime Minister Anthony Albanese and MP Peta Murphy share a moment with St Paul's Terrace employees.

## Next Generation Strategy

Our Next Generation Strategy to 2025 calls out the drivers we must address to ensure our business is sustainable, including:

- Responding to the Royal Commission into Aged Care Quality and Safety
- Working within a restrictive regulatory environment
- Meeting consumer expectations and choices
- Growing and changing care delivery to meet changing consumer needs
- Addressing workforce shortages, and
- Operating in an environment where competition is increasing.

This Annual Report illustrates a series of significant achievements towards this strategy in 2021-2022.

## Changes to our Executive Team

This financial year brought a number of exciting additions to the Benetas Executive Team.

Dr Catherine Joyce left Benetas to move interstate following five years with us, of which two years were spent leading Benetas' research, quality and innovation portfolio. Catherine left a strong legacy as a valued colleague and leader, most recently developing quality and risk frameworks to set us up for now and the future. Sarah McNerney, our new General Manager Quality, Outcomes and Research, was appointed in September 2021. Sarah's diverse background includes more than 15 years' experience in health and community services.

Neil Fawcett, our Chief Financial Officer and Company Secretary, left Benetas after 14 years of invaluable service. Ensuring our financial stability, Neil successfully steered the organisation through the global financial crisis and COVID-19. His work as Company Secretary was meticulous and we thank him for his contribution. Campbell Richards was appointed Benetas CFO and Company Secretary in July 2022, joining us after a career spanning 17 years in public health, government, not-for-profit and professional services, including six years at KPMG.

John Staines was appointed to the newly created position of Chief Information Officer (CIO) in March 2022. John is a seasoned CIO and has worked in government, for profit and not-for-profit sectors. We are looking forward to working with the new Executive Team members, benefitting from the wealth of experience they bring to our customers and our organisation.



## Expansion and diversification of services

We continued gaining momentum as we expanded and innovated in relation to key services.

In September 2021 we developed a dementia specialist program pilot, including sensory rooms at our Corowa Court aged care home. The feedback on this pilot has been excellent and we are looking at rolling out this model out more broadly.

In April 2022, the Department of Veterans' Affairs (DVA) appointed us to provide Veteran Home Care (VHC) Package Assessment services to veterans across four regions in Queensland. This is in addition to the VHC Package Assessment services we already provide for veterans throughout Victoria. Our services help eligible veterans and war widows/widowers to remain in their homes for longer. It is a privilege for us to work with these special people and provide them with the quality of care they deserve.

## We are looking forward to working with the new Executive Team members, benefitting from the wealth of experience they bring

In June 2022, our Community Health and Care (CHC) team was chosen to provide Commonwealth Home Support Programme (CHSP) services for the City of Latrobe, and the Shires of Baw Baw and Hepburn, effective 1 July 2022.

Our Home Care Packages (HCP) exceeded 1,000 this year, with solid growth continuing. Our Home Care assistance team members help clients with a variety of services such as cleaning, lawn mowing or shopping and we continue to receive positive feedback on the connection and support they receive from our employees. Our team at Macedon Ranges Health continues to deliver outstanding quality allied health services to people throughout the region.

### Image

Top, Sensory room at our Corowa Court aged care home.



### Property network expansion and upgrades

This year we continued to find opportunities to enhance our property portfolio and provide a more comprehensive journey for our customers through their later years.

Identifying a gap between Home Care and Residential Services, we expanded our investment into the retirement living space with the completion of Dalkeith Heights and the purchase of Bridgewater Lake Retirement Estate. We also invested in areas adjacent to the housing that we know will enhance the experience of the community, such as upgrading the bowling green at Bridgewater Lake.

Construction on our Mooroolbark retirement village, St John's Rise, is also gaining momentum, with the first residents moving in toward the end of the financial year, and we are looking forward to welcoming more excited residents to their new homes in the future.

Our Residential Services portfolio also saw a number of changes to provide customers with an improved experience in the midst of the industry-wide workforce shortage.

We brought residents closer together within some homes, supporting them through room changes with much appreciated help from their family and friends. This ensured our employees could more readily supervise their health and take care of their needs, ultimately helping us to provide them with the quality of care we are known for.

This move also allowed us the opportunity to make some improvements for the future, as we renovated rooms across some of the properties.



#### Images

Top, Dalkeith Heights, Traralgon.

Middle right, Artist's impression of St John's Rise, Mooroolbark.

Bottom right, The Bridgewater Bowls Club members practise their moves.



### Spirit and team culture

Our employees are at the core of what we do and their mental and physical health, safety and wellbeing is extremely important to us. We continued to look for ways to boost employee morale, and through our reward and recognition program we acknowledged more than 20 “moments” for celebration which aligned with our employee engagement and diversity goals. You can see more about the ways we celebrated on page 32.

We continued to promote how much we value our people and volunteers via our well-received “What You Do Matters” employee campaign. We are also fortunate to have a committed volunteer network, with people giving up considerable amounts of their own time to connect with our residents, customers and their families.

### Pastoral care in demand

Our pastoral care team has been particularly in demand as residents and their families, and our employees, navigate the impact of COVID-19 on their mental and physical health and wellbeing. Resilience has been a key area of focus as people in our community deal with the traumatic impacts the virus has at times had on their lives.

COVID-19 pandemic pressures, such as isolation and the passing of friends or relatives, highlighted the need for pastoral care services, and our practitioners rose to the challenge, listening and supporting people with quiet compassion.

### Centre for Cultural Diversity in Ageing (CCDA)

The Centre for Cultural Diversity in Ageing (CCDA), supported by Benetas and funded by the Federal Department of Health and Aged Care under the Partners in Culturally Appropriate Care program, had a number of achievements this year. The details of their exceptional work can be found on page 34.

### Customer centricity a focus

Our customers are always at the core of our mission, and this year was no exception. This year’s customer engagement campaigns proved very successful with our “By Your Side” brand advertising resonating with new and existing customers and our specifically targeted Residential and Home Care campaigns and offers, driving growth and admissions.

Our research team continues to generate insights and information which makes a real difference to the level of quality and services we can offer our customers. This year the team’s “Residential Transitions Project” gathered people’s thoughts and emotions around the transition from their own homes to residential aged care. The findings led to the production of two important, real life videos and the project was one of five finalists in the national LASA Aged Care Awards.

In October 2021 we launched Benetas’ Consumer Participation Register. The register has more than 60 members and gives us direct feedback from a community of interested parties, on a variety of programs and services. We have used their feedback and input on 10 projects across Benetas including clinical care, trauma informed care, cultural diversity and awareness, dignity and human rights, residential admission practices and property modifications, upgrades and new builds.

### In closing

It has been another difficult year for our industry but our employees have risen to overcome the challenges time and time again. Thanks to the efforts of our team, we continue to move the dial as we gain momentum in our customer experience, stakeholder engagement and organisation practices.

We are proud of the care and service we provide to our customers and communities as well as the way we support the broader aged care industry. We are excited about the industry’s ongoing transformation and the part we will continue to play in ensuring a positive, fulfilling experience of ageing where everyone has the opportunity to live their best life.

Michael Urwin  
Chair

Sandra Hills OAM  
Chief Executive Officer

## Royal Commission into Aged Care Quality and Safety Working Group

Since its release in May 2021, the Royal Commission into Aged Care Quality and Safety's final report has been a key focus for Benetas and the broader aged care industry.

At Benetas we were extremely proactive in reviewing the report as soon as it became available. We embraced the need for change and, irrespective of whether every recommendation would become mandated through legislation, we made a decision to commit to the recommendations.

We began action by forming a Royal Commission Working Group (RWCG), chaired by CEO Sandra Hills. Our Executive Team worked with Sandra to ensure challenges were considered from all angles, and that every area of the business had the opportunity to contribute their findings.

The working group initially distilled the report's 148 recommendations into care areas. They then determined at a high level the intersections and impacts of these recommendations on our processes and people.

From this stage, they identified six priorities to focus on initially, as well as the timing of when the initiatives needed to be addressed.

Our progress has been sound, and includes changes, improvements and initiatives at the operational and strategic level. Areas of focus and outcomes of the work include the establishment of a Consumer Participation Register (see page 28). We have also established educational programs focused on dementia care, palliative care and culturally safe work practices.



### Taking a leadership approach to dementia care

In Australia, dementia is the second leading cause of death and the leading cause of death for women. As our population ages and lives longer, the number of dementia cases is increasing and therefore the need for specialist dementia care will also increase.

Our goal is to become a leading provider for dementia care in Australia. To do this, we are strengthening our awareness and understanding of dementia and providing advanced training for our employees.

Our plan includes:

- **Education and training** to upskill our employees' understanding of dementia as well as improving the practice of frontline carers. This education includes key employees becoming dementia advocates and champions and the rollout of online learning modules.
- **Environmental audits** which determine how we can improve the physical environment at our sites so they are enabling (rather than disabling) for people living with dementia.
- **Sensory rooms** where appropriate spaces in homes are converted to provide gentle sensory experiences for people living with dementia or who need a safe space to decompress. More than nine of these have been created across residential services and feedback has been very positive from residents and family members alike.
- **Visitor centres** in our aged care homes and respite centres to provide information, activities and support for families and visitors on how to have a meaningful and enjoyable visit with someone living with dementia.
- **Carer support groups** to provide information, help and support to immediate family members of people living with dementia.
- **BeMe Clubs** offering discrete areas within our homes and respite centres where people living with dementia can engage in purposeful activities or have their meals in a smaller, quieter environment where they feel more secure.

# Highlights 2021-2022



2021

## July-August 2021

- Continued rollout of our cloud-based customer relationship tool **FreshCRM**. We now have over 120 users using FreshCRM to provide a more integrated approach in how we manage our customers' data as they journey across our services.
- Continued rollout of our employee **"What You Do Matters"** campaign and our **"By Your Side"** brand campaign.
- **Benetas Olympic Torch** relay begins.
- **Home Care Packages** exceed 1,000 and solid growth continues throughout the year.
- Pioneers event held to introduce new residents to **St John's Rise Retirement Living development units** as they build the foundation for a new community.
- **Aged Care Employee Day** celebrations.
- Benetas goes purple to celebrate diversity and show support for the young LGBTIQ+ community as part of **Wear it Purple Day**.

## September 2021

- **Launch of specialist dementia visitor centres and sensory rooms** as part of our overall focus on improving our dementia care.
- **Clarinda on the Park refurbishment** of one wing, the commercial kitchen and laundry.
- **Sarah McInerney** appointed GM of Quality, Outcomes and Research.

## October 2021

- **Consumer Participation Register launched** as part of our Consumer Participation Program. The register grew to 66 members by the end of the financial year, and their views influenced over 10 projects and initiatives.
- Approval received for **construction of New Oaks at Gisborne residential aged care** home.
- Decommissioning and **closure of St John's Park Mooroolbark**.

## November-December 2021

- Successful **annual industry breakfast** with a panel, guest speakers and the theme "Towards Transformation."
- Benetas wins **Victorian Government respite funding grant**.
- Annual **CHC client experience survey** returned positive results.
- Winners of **2022 Benetas Scholarship** announced.



## 2022

### January-February 2022

- Advanced care planning project for retirement living.

### March-April 2022

- John Staines, our inaugural CIO, appointed.
- Dalkeith Heights final development stage completed.
- Benetas Veteran Home Care Package Assessment Services expands to four regions in Queensland.
- Harmony Day marked with multicultural celebrations across Benetas.
- Bridgewater Lake Retirement Estate acquisition and update.

### May-June 2022

- Gisborne Men's Shed recognised as the Best Shed in Australia.
- Funding for Centre for Cultural Diversity in Ageing renewed by the Federal Department of Health and Aged Care.
- Finalist in the Organisation category for the 2022 LASA Excellence Award National Awards for our "Residential Transitions Project".
- Commonwealth Home Support Programme (CHSP) services extended to the City of Latrobe, and the Shires of Baw Baw and Hepburn.
- Campbell Richards appointed as new CFO and Company Secretary.



#### Images

Left to right, Aged Care Employee Day celebrations St John's Rise, Mooroolbark | Clarinda on the Park dining room | Art activities at Bridgewater Lake Retirement Estate, Roxburgh Park | Gisborne Men's Shed | Harmony Day | Dalkeith Heights



**Our residents and their care**  
are at the centre of what we do.



## Retirement Living and Residential Services Momentum

Across our network of homes our employees work hard every day to provide the excellent level of care and support our customers and residents expect and deserve.

Our programs, systems and procedures continue to evolve and our new and existing properties are constantly reviewed as part of our continuous improvement culture.

### Process standardisation

As part of our continuous improvement in residential aged care services, this year we implemented the outcomes of a standardised process program which put our residents and their care needs at the centre of what we do. Part of this standardisation now means a 24-hour progress note report is completed Monday-Friday at all our homes, and progress notes are read by a senior clinician. The standardisation of this process means we can quickly identify key words or issues and implement any additional assessment or care review as required.

We've revamped our care plan review process and now meet with residents and/or their family in face-to-face or online meetings. This overcomes barriers such as travel, availability, access and time but also lets us gain a deeper understanding of their care needs. By working together, we can also develop shared goals with them and their families.

### Dementia care specialist programs

Our Dementia Specialist provides insight and expertise across our residential, CHC and retirement living areas. This year we significantly improved our service levels to customers with dementia by offering education programs to all our employees to further their understanding and capability in this area. Some front line and support office employees also completed additional training and education through Dementia Australia.

We carry out environmental audits in our homes to identify how they can enable or disable people living with dementia. We've also developed visitor centres to help educate and inform visiting friends and family members, as well as sensory environments in our homes to provide residents with safe, low stimulation spaces.

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#### Image

Our residents enjoy spaces to socialise and take part in group activities.

## Staying active in mind, body and spirit

Ensuring our residents are active in mind, body and spirit is something we pride ourselves on, and this year was no exception. In 2021-2022, our employees found interesting ways to engage residents in contemporary happenings and events. Below are some highlights, including a case study from St Paul's Terrace in Frankston, where safe, fun activities are part of every day.



### Benetas Olympic Torch Relay

Our own Olympic Torch relay was a bright example of momentum during some of the more challenging moments of COVID-19. Over six weeks from 1 July, we celebrated the joy and competitive spirit ignited by the 2021 Tokyo Olympics with competitions, games and our own torch that travelled across all of our 13 residential homes.

The relay began in Bendigo and traversed the state, finishing up at our Support Office in Hawthorn East. It was embraced by employees, residents and their loved ones with homes decorated in Olympic or national colours. Multiculturalism was celebrated using food, culture and costume and on-site competitions were held to 'light the fire' of the Olympic spirit. The event created beautiful connections between our various residential sites and encouraged residents and employees to share stories and memories about the Olympics and the unity, joy and sportsmanship they celebrate.





## Lifestyle and engagement at St Paul's Terrace

Residents at St Paul's Terrace in Frankston benefit from a range of regular activities and programs designed to keep them active, engaged and motivated - and most importantly, to ensure they have fun! The St Paul's Terrace team (like all our lifestyle teams) puts exceptional quality and care at the heart of the lifestyle and engagement program. They understand that positive, enjoyable human interaction is a critical part of everyone's every day.

St Paul's Terrace residents enjoy regular activities such as bingo, specialist exercise classes, movie sessions and cooking classes, which give them structured fun, interaction and learning. There's also a strong focus on sensory play, with activities such as clay modelling and lock-and-key boards. These activities help our residents maintain and improve their hand-eye coordination and cognitive function.

Pet therapy is part of life at St Paul's Terrace, with unique, interactive robotic cats and dogs providing emotional and mental benefits. In an approach which sets St Paul's Terrace apart, the team looks for ways to engage and entertain as part of its human centric approach. This also includes celebrating multicultural holidays and running weekly quizzes based on world events to help residents stay up to date with world news, ensuring they feel connected and engaged with what's happening inside and outside St Paul's.





### Property developments, upgrades and acquisitions

We understand that after customers first engage us for support, their needs may change as they age. This life journey informs our property portfolio and the way we invest to meet greatest need. Our vibrant retirement living members enjoy the convenient, purpose-built amenities in our villages where they can enjoy a cuppa, stay fit, socialise with friends or let their green thumb grow wild.

This year it was exciting to see the completion of the final stage of our Dalkeith Heights development. It is now home to a busy, active community making the most of the homes and connections it provides. We also acquired the Bridgewater Lake Retirement Estate and upgraded the lawn bowls facility, much to the delight of the Bridgewater Bowls Club. You can see their happy faces on the cover of this report, embracing life and being reconnected in person.

St John’s Rise in Mooroolbark has also made significant progress, with excited residents moving into the first handful of homes as they were finished, shaping the beginnings of a new community.

While COVID-19 continues to create challenging conditions in the building industry thanks to price rises and supply chain issues, we remain confident in St John’s Rise and look forward to completion and seeing the community grow in the 2022-2023 financial year.

Our property team were also busy ensuring our planned residential aged care upgrades remained on track so we can continue providing residents with more modern facilities and improved design for their comfort. Some of the additional projects we delivered this year are outlined below.

- **Clarinda on the Park** - significant refurbishment of one wing, upgrade to the commercial kitchen and re-location of new laundry.
- **New Oaks at Gisborne** - planning permit approval received for residential aged care home.
- Decommissioning of **St John’s Park Mooroolbark**.
- Installation of large roof mounted solar array systems at **Colton Close** and **St Laurence Court Eaglehawk**.
- Installation of fully sized back-up generators at **Colton Close**, **The Views** and **St Paul’s Terrace**.
- Replacement of furnishings within the common areas at **St Laurence Court Kangaroo Flat**.
- Establishment of two temporary accommodation units at **St Laurence Court Eaglehawk**.

**Image**

Top left, Benetas Clarinda on the Park residential aged care.  
 Bottom left, Our first community members celebrate their future move to St John’s Rise Retirement Village in Mooroolbark.  
 Right, Dalkeith Heights development in Traralgon.



## Pastoral Care Support Services

**We encourage our employees and volunteers to bring a pastoral sensibility to their roles, to listen to and be truly present for our residents.**

Our specialist team of non-denominational Pastoral Care Practitioners provide individualised and ongoing spiritual and emotional support. In addition, through our Lifestyle Program, denominational visitors and volunteer companions foster an ongoing connection with our residents' chosen faith tradition and provide church and chaplaincy services.

Our pastoral care model provides a referral-based service to ensure the individual cultural, emotional and spiritual needs of our customers are specifically and carefully considered.

Demand for these services was again very strong this year, both within our residential homes and from within our community at home. This was not surprising given the continued strain and impacts of the COVID-19 pandemic. Our team continued to provide this vital service for our customers and their families. They also helped our employees to build their personal resilience and ability to support residents and clients, particularly during times of crisis when trauma care was needed.

COVID-19 pandemic pressures, such as isolation and the passing of friends or relatives, exacerbated the need for pastoral care services, and our practitioners rose to the challenge of this increased demand.

Our pastoral care practitioners looked for innovative ways to continue to provide their services during periods where COVID-19 meant face-to-face contact was impossible. These included "virtual" memorial videos which celebrated the life and love of residents who passed, giving their families, other residents and our employees a chance to remember, reflect and grieve.



The Department of Veterans' Affairs (DVA) **awarded us the opportunity to expand our Veteran Home Care (VHC) Package Assessment services** to an additional 2,823 veterans across four regions in Queensland.



## 4

# Community Health and Care Momentum

This year our team continued our focus on improving services to clients, growing our area of the business, developing our employees and attracting and retaining the best talent available.

We are proud of the way our people work with clients in their homes, developing trusted relationships and making clients' lives easier, enabling increased independence.

### Expansion of Veteran Home Care Package Assessment services

In April, the Department of Veterans' Affairs (DVA) awarded us the opportunity to expand our Veteran Home Care (VHC) Package Assessment services to an additional 2,823 veterans across four regions in Queensland. This is in addition to the 3,500 veterans we provide assessment services for in Victoria.

The VHC program assists eligible veterans and war widows/widowers with low level care needs to remain in their homes for longer. It provides a wide range of Home Care Package services designed to maintain their optimal health, wellbeing and independence.

The Queensland appointment recognises our experience and our quality of service, based on our track record of providing quality DVA assessment services to Victorian veterans for the past 10 years. We see it as an honour to support the needs of veterans, aligned to our vision of creating a positive, fulfilling experience of ageing where everyone has the opportunity to live their best life.

### Developing our employees

During the year, our leaders participated in an exciting, transformational leadership and culture program called "The Engaging Leader". Starting in February 2022, Community Health and Care (CHC) employees took part in assessments, a 360 degree feedback process, team workshops and virtual sessions with a coach across four months. The program was designed to help our team build their personal leadership and interpersonal effectiveness, then to put this into practice by developing a strong, successful emotional culture in their work teams.

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#### Image

Our Home Care teams demonstrate that care comes naturally, providing customers with compassion and connection.



### Implementation of national funding change

We also continued the implementation of a nation-wide, federally legislated change to the funding of Home Care Package Programs, called Improved Payment Arrangements (IPA). Phase 2 meant that from September 2021, providers like Benetas began to receive funding based on actual services delivered to individual Home Care Package recipients. There was no change to fees as a result of IPA, nor to care recipients having choice and control over their home care package budget.

### Home Care Packages provide support and independence

Our Home Care Packages provide clients with the daily support they need, so they can have increased independence in their own homes. In 2021 we reached a milestone of over 1,000 Home Care clients, and this reached 1,150 by the end of the financial year.

### Expansion of CHSP services

Towards the end of the financial year, we announced that effective 1 July 2022 we would deliver Commonwealth Home Support Programme (CHSP) services to eligible people living in the City of Latrobe and the Shires of Baw Baw and Hepburn in Victoria.

Our strong track record of delivering services to regional Victorians in the Loddon Mallee and Gippsland shires, as well as metropolitan Melbourne, led to this successful outcome.

CHSP is an entry level home support program that helps older people live independently in their homes and communities. It also provides respite services, so carers can have a break. We have opened new offices in Daylesford, Traralgon and Warragul to provide hubs for customers and bases for our employees.

### Allied Health

Macedon Ranges Health (MRH) has continued to provide support and essential services to clients during the pandemic, helping customers to access the support they need to remain well and independent at home.

Over the financial year, we supported 2,097 customers, providing 7,207 services and 6,582 hours of care. We also ensured all group programs were COVID-safe, which allowed over 300 customers to participate in essential programs such as our Cardiac Rehabilitation, Better Mobility, Strength For Life and Warm Water programs.

One of our main priorities was to improve the access and delivery of services to our customers. We employed an Exercise Physiologist to work with our Allied Health Assistant team to provide faster and easier access to assessments and reablement programs as well as roll out new individual exercise programs. Our team also worked with Summit Health to reduce customer waiting times for home safety assessments through technology. With in-home support provided by an Allied Health Assistant and Occupational Therapists guiding the sessions over Zoom, all customers were happy with our ability to provide this support.

Our reputation and standard of care led us to receive a Carer's Grant from the Victorian Department of Families, Fairness and Housing. This additional funding allowed us to provide the community with up to 20 hours of respite services per carer and recipient.

We made significant investments into our two gym spaces, created a pilates gym guided by a physiotherapist and upgraded the equipment available to clinicians for assessment, treatment and group therapy.

Our Social Support Program had 62 regular and ongoing attendees and provided 776 services, providing respite for carers and some wonderful outings and activities for clients.





## A new approach to Personal Care Assistant recruitment

The aged care sector in Australia faces a huge challenge as a global shortage of Personal Care Assistants (PCAs) has been exacerbated by COVID-19 restrictions.

Towards the end of 2021 we commissioned external research into the key areas we should focus on to better support our employees. This research was part of our prioritisation of employee recruitment and engagement strategies, to ensure we can continue to attract and retain the best talent available. Key research findings included:

### Show me you know me by:

- Offering flexibility and supporting work life balance
- Being clear on career paths and training opportunities
- Focusing on employee strengths and ambitions
- Finding ways to facilitate employee growth at a sustainable pace.

### Building the connections that matter to me:

- Aged care workers are seeking friendship and connection with older people as a part of their role. How can we better foster these connections?

### Invest in me:

- Foster training and career development pathways for our employees, including those who join us from other industries or sectors.

### Support me and my colleagues:

- Provide communities of practice, facilitate buddy systems and be open to new ideas (particularly from the younger members of our workforce).

Our project team identified over 23 opportunities for improvement and refined our key recruitment objective as 'building interpersonal relationships'. This drove changes throughout the rest of our processes.

We simplified our recruitment language and streamlined the process to improve the experience for our applicants. We invested in branding and online advertising, and improved the way we collect information to set up new hires. Clear messages were developed with input from our carers to highlight the benefits of joining our team.

A new team was formed within People, Culture and Diversity to work with our Community Care team and provide an end-to-end recruitment process. We also developed and implemented tools and resources to allow us to hire at scale, including a redesign of our recruitment events to place a greater focus on people. A new Candidate Care Officer role was also introduced to provide new employees with support as they navigate the onboarding process.

This project has led to more than double the number of candidates joining our team, showing that improving the recruitment process and building relationships with our applicants is the key to growing our future workforce.





**66 Consumer Participation Register members influenced 10 projects, ensuring improved outcomes for our customers, residents and employees.**



5

# Customer Experience Momentum

Our customers, their carers and families are the focus of everything we do, and we work hard to ensure they have an integrated and exceptional experience across their aged care journey.

This year we continued to gather momentum with our focus and delivery of customer experience initiatives which truly made a positive impact to our customers and communities.

## Consumer Participation Register

Our Consumer Participation Register was launched in October 2021. Connected to findings from the Royal Commission into Aged Care Quality and Safety, the register provided us with the opportunity to get closer to our customers and gain a deeper, more meaningful understanding of what is important to them and their families, and how we can improve.

This understanding led to us looking more closely at what we do and how we do it, and resulted in changes to some of our key programs and processes (read more in our case study on the next page).

Our Consumer Participation Register grew to 66 members whose views influenced 10 projects across the organisation, improving Community Health and Care case management, trauma informed practice learning modules, retirement living design and more.

### New Build of Residential Aged Care Home: Consumer Engagement Feedback



Planning for the "new residential aged care home" is well underway.

As part of Benetas commitment to engaging consumers, in February and March 2022 we invited the Gisborne Oaks community and Benetas Consumer Participation Register members, to complete a survey to tell us: What kind of facilities they would like to see in the new communal, private, and outdoor spaces; and what kind of services they would like to see being offered at the new aged care home. Overall 21 residents participated in the survey and their feedback is supporting the planning and design of the new aged care residential home

**You said,**

"The facilities I would like to see in private spaces, such as my bedroom, include"

- Television mounted on a wall
- Large windows that open
- Good lighting
- Adjustable heating & cooling
- Power points
- Kitchenette
- Bigger wardrobes
- Bedroom away from the lounge to reduce noise for living areas
- Bookshelf for special items
- Doors to outside

**We did...**

Every bedroom will have.....

- Smart television mounted on a wall
- Large windows that open
- Lots of spaces with a nice view
- Good lighting, power points, & adjustable heating & cooling
- Bookshelf for special items
- Size of wardrobes have been maximised to suit room layout
- Access to outdoor terraces from a number of communal areas

Most bedrooms will be ...

- Away from the lounge to reduce noise from living areas

Some selected rooms will have ...

- Kitchenette
- Access to balcony or private patio

**You said,**

The communal and outdoor spaces you would most like to see include cafe and hairdresser

**We did...**

The following are planned: cafe, hairdresser, library & resource room, private dining room, accessible kitchen treatment room/wellness room, outdoor terraces, garden, group activities room/movie room, pathways leading to outside

**You said,**

"For me, a great aged care home will include"

- A home-like environment with large windows and comfortable seating
- Library with computer access
- Lots of doors leading to the outside
- Outdoor undercover sitting area
- Places to have visitors comfortably sit
- Prayer room
- Lots of little 'hooks' to sit
- Crafts room

**We did...**

Every effort is being made to create a home-like environment with lots of light and comfortable seating. There will be a library with a computer, undercover outdoor area, and lots of accessible outdoor spaces. Our plan also includes a prayer and activity room where arts and crafts activities can take place.

**You said,**

"The additional services and activities I would be happy to pay for include:"

- Internet connectivity
- Bus trips to places such as the movies, gardens, lunch out
- In the home activities such as yoga, dancing, and technology classes
- Health and allied services such as chiropractic treatment and podiatry

**We did...**

- There will be a SMART television in every bedroom with free to air channels available. Access to the internet will be available for a small additional cost.
- Information about bus trips, activities, and health services was shared with Gisborne Oaks residential home Manager and Lifestyle Coordinator so that they can start to plan activities and services for the new home.

**You said,**

The outdoor facilities that are most important to include

**We are not able to include...**

Water feature, outdoor exercise equipment and children's playground

**We did...**

The following facilities have been incorporated into the design: raised vegetable or plant garden, sensory garden, accessible walking paths, sculptures, grassed area, paved areas, barbecue areas, outdoor seating and shaded areas

**Are you interested in being part of consumer engagement at Benetas?**

Contact us at: [participation@benetas.com.au](mailto:participation@benetas.com.au) or call us on 8823 7900

[benetas.com.au/consumer-participation-register](https://benetas.com.au/consumer-participation-register)

Image Residents enjoy pasta-making activities with our team at The Views at Heidelberg.



### Listening, learning and adapting - Consumer Participation Register

Our Consumer Participation Register (CPR) continues to positively impact our organisation, ensuring we bring the customer voice and accountability to our initiatives, programs and services. The CPR, with 66 members from all walks of life, gives us real-time feedback from customers and the opportunity to incorporate this feedback into what we do and how we do it, leading to better outcomes for our community.

Gathering feedback is important, but how we use it is what makes it really valuable. Our team members are demonstrating great openness and adaptability in how they are responding to the CPR's feedback and positively incorporating it in their work.

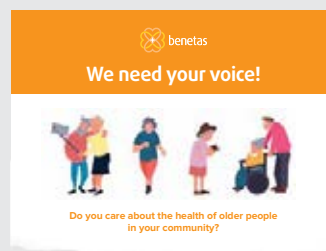
CPR feedback ensures Culturally and Linguistically Diverse (CALD) residents feel more at home in our residences, allowing us to respond with simple improvements which made a real difference.

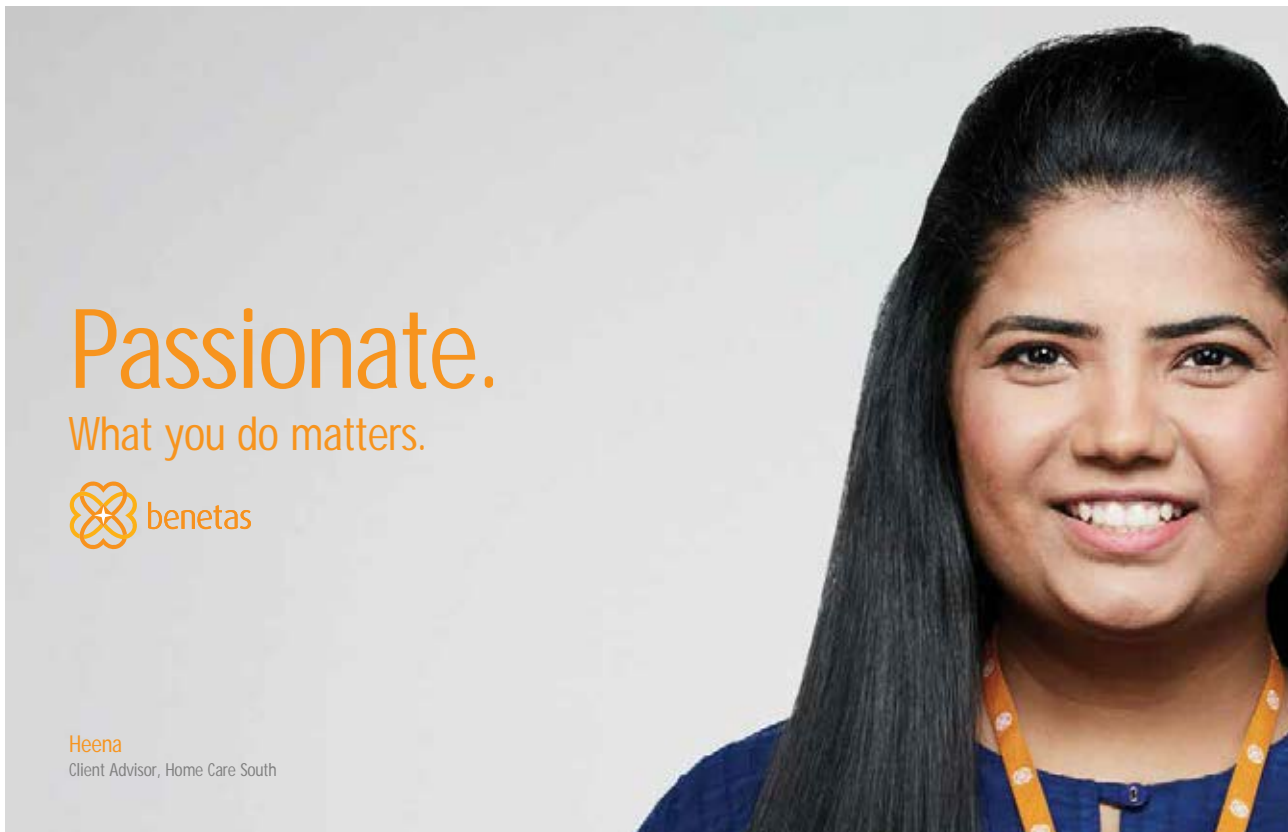
For example, our team can learn to say hello or maybe a few words in the client's or resident's language, and make sure our CALD community members have access to their preferred radio or TV station or newspaper. These are simple ways we can actively ensure they feel comfortable and at home with us.

The way we incorporate feedback from the CPR's into our programs and initiatives helps us facilitate cross-team collaboration and teamwork.

Our Community Engagement team worked hand in glove with our Clinical Learning team to incorporate customer expectations on trauma informed care services into employee training modules.

Trauma informed care gives us a framework to deliver services based on an understanding of how trauma may have affected our clients and residents lives. Feedback from our CPR into our learning module "Help Me, Help You" improved its effectiveness and the module was extremely well received by employees. The final module incorporated one of the CPR members as its face, making it very relatable and resulting in a strong uptake from employees.





### Annual Industry Breakfast

Our annual Industry Breakfast is our showcase event, and this year's was no exception. Themed "Towards Transformation", the breakfast included a panel discussion exploring the topical theme of aged care workforce transformation, honing in on important opportunities for providers following the impacts of the COVID-19 pandemic and its ongoing management in the industry.

Panel members included Louise O'Neil, CEO of the Aged Care Workforce Industry Council, Karin Hawkins, Lead Consultant from the Neuro Leadership Institute, and Bradley Lynch, Benetas' In-Home Service Assistant. The panel provided insights and opinions on the type of employee attracted to aged care, how a sense of purpose works as a driver of vocational choice, and the impact the COVID-19 pandemic has had on individuals reassessing their career choices, and their motivation to give back to their community.

### Campaigns and communication

Our internal and external engagement programs continued to gather momentum this year, with the ongoing rollout of our employee campaign "What You Do Matters" and our customer "By Your Side" campaign.

Our "call to action" campaigns and offers were again successful this year, with a majority of our residential admissions being booked as a result of short-term respite care stays.

Our marketing campaign for St John's Rise built occupancy for this new retirement living village in Mooroolbark offering charming, low maintenance modern homes.



Our CEO, Sandra Hills OAM, made valuable contributions to media discussions regarding the industry workforce shortage as well as championing key business accomplishments such as new developments, grants and service expansions. She also helped promote important community engagement activities such residents knitting teddy bears for sick kids and our Olympic torch relay.

#### Images

Above, "What You Do Matters" campaign with Heena, Home Care South Client Advisor.

Bottom right, St Paul's Terrace resident Maria with her Trauma Teddies she knitted for children in Frankston Hospital's emergency department.



**Our employees give our business momentum** with the energy they bring to their roles.



## 6

# Employee and Volunteer Momentum

Our industry has faced unprecedented challenges over the past few years, impacting employee and volunteer mental and physical health and welfare. We are exceptionally proud of our people and the way they care for our customers every day.

The strength, motivation and tenacity they have shown in the face of the difficulties presented by the COVID-19 pandemic is truly admirable.

Our employees give our business momentum with the energy they bring to their roles, their professional approach, the relationships they build with our customers and the inclusive, values-driven environment they foster, encourage and support. Our volunteers also form a vital part of our community engagement service, providing comfort and care as part of their visits and deliveries.

### Addressing workforce shortages

Our industry is challenged by workforce shortages. A CEDA report published in June 2022 found that the industry staff shortage in aged care doubled in less than a year - from 17,000 to 35,000 - due to a combination of factors including COVID-19 pandemic impacts.

This industry-wide challenge means we must enhance our employee and volunteer experience, an ambition that is aligned with our strategic outcome “Great place to work and volunteer,” a critical component of our Next Generation Strategy.

### Learning to live with COVID-19

The impact of COVID-19 is ongoing and remains an impost on all our employees, but particularly those in customer-facing roles. In 2021-2022, our employees committed to multiple rounds of COVID-19 vaccinations, which included a significant amount of administration, organisation and mandatory reporting requirements.

We are proud of the way our employees committed to the vaccination process, prioritising their own health and wellbeing and that of our customers, visitors and families.

Flexibility and adaptability were key through 2021-2022 as COVID-19 isolation periods resulted in employee absences, multiple roster changes and, often, last minute adjustments. Our People, Culture and Diversity team worked with our Residential Services leaders to realign rosters across a number of our homes, including The Views, two homes in Bendigo, Gladswood Lodge and Clarinda on the Park. The positive impact of this initiative included improving clinical care outcomes for residents.

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#### Image

Our employees value all our residents and clients, always keeping their comfort and safety at front of mind.







### What we do matters

Our annual employee engagement survey “What You Say Matters” was a chance for employees to provide feedback on what it is like to work at Benetas from their perspective. Employees said they see how their work contributes to positive outcomes for customers, and that they find their work meaningful. Improvement areas included workload and decision making, communication of organisational growth and strategies and recognition.

### Spirit, togetherness and wellbeing

Across 2021-2022 we looked for opportunities to generate a sense of togetherness, spirit and connection in our workforce, continuing our focus on ensuring Benetas is an inclusive, supportive and fun place to work.

Aged Care Employee Day in August presented the chance to celebrate five outstanding employees and acknowledge their significant contributions. The winners of our five award categories were:

- Residential Services Award - Anthony Coon, Laundry Operator at Corowa Court
- Community Health and Care (CHC) Award - Sandra Beasley, Support Services Officer, CHC Braybrook
- Support Services Award - Jenni Pattinson, Communications Manager, Support Office
- People Leader Award - Claire Fletcher, CHC Regional Business Manager, North Eastern
- Volunteer Award - Maureen Fearn from Macedon Ranges Health.

Conversations about employee and manager wellbeing at our Occupational Health and Safety (OH&S) committee led to the development of our Culture Club this year. The Culture Club brings employees together from across Benetas to enjoy fun experiences, connect and get to know one another.

Living the spirit of healthy mind, healthy body, this year our annual Steptember event was the best supported so far, with 56 Benetas teams across our network taking part.

Steptember is a fun, inclusive, virtual event which raises funds for people living with cerebral palsy. Our team raised over \$2,700 and clocked up a massive 13,451,084 steps.

### Occupational Violence and Aggression (OVA) workshops

Safety in the workplace - for our employees, customers and visitors - is critical. From February 2022, employees from our Residential Services and CHC areas participated in Occupational Violence and Aggression (OVA) workshops. These were conducted by Holland Thomas, specialists in lone worker safety and the safe management of aggressive behaviours at work.

The workshops are part of a broader framework designed to:

- Reduce the risk of injury to employees, volunteers, contractors, customers and visitors
- Ensure all customers are treated safely, with dignity and their needs met
- Ensure a standard escalation process for any actual or potential threat, enabling employees to have a consistent response.

Feedback from workshop participants was very positive and they will continue to be rolled out over the next calendar year.



## Learning and development

Our focus on developing our employees, particularly their leadership capabilities, continued in 2021-2022 as we rolled out our manager skills programs for managers and team leaders. We also undertook three leadership development events and committed to the development of the Benetas Learning Academy. The leadership development events, held in July and December 2021 and March 2022, ensured our leaders are aligned, understand and can communicate our Next Generation Strategy. The events also focused on developing participant skills and knowledge, and relationship building.

Our Spark traineeship program has been in place since 2019 and continues to be a successful pathway into a career in aged care for trainees. The practical program suits people who prefer to learn on the job, with “Sparkies” (as they are known) employed with us while they undertake a Certificate 3 in Individual Support. During their traineeship, “Sparkies” are mentored by one of our experienced employees, to help them gain confidence while learning the role. At the end of their traineeship, “Sparkies” continue their employment with us as fully trained and qualified Personal Care Workers. This year we had 11 “Sparkies” commence in Residential Services and another 11 commence as part of our pilot in CHC.

In December we announced the winner of the 2022 Benetas Scholarship, which helps employees gain access to learning opportunities they may not be able to otherwise attend without some extra support. The program provides up to \$6,000 each year to support team members to access learning opportunities such as university, TAFE or other training courses.

We awarded two scholarships this year to:

- Andrew Aghan, an Enrolled Nurse from The Views who will receive \$4,000 towards his Bachelor of Nursing studies.
- Josie Giuseppina Lo Piccolo, a Personal Care Worker at St Paul’s Terrace who will receive \$2,000 towards her Diploma of Nursing studies.

## Centre for Cultural Diversity in Ageing

The Centre for Cultural Diversity in Ageing (CCDA), supported by Benetas and funded by the Federal Department of Health and Aged Care under the Partners in Culturally Appropriate Care program, received over \$468,000 in funding from the Department again this financial year. The CCDA provides expertise in culturally inclusive policy and practices for the aged care sector.

Other milestones and achievements for the CCDA this year included their Excellence Awards in July 2022, attended by approximately 100 industry leaders working across the aged care and multicultural sectors. The CCDA also released several informative videos and a successful Diversity webinar series engaging over 70 experts and industry leaders on a range of topics.

## Volunteers

Our network of volunteers continued to provide care and support to our clients and residents across Victoria and we are grateful for their dedication and commitment. During 2021-2022 we had over 300 volunteers who regularly lent a hand and offered their unique skills by raising funds or offering their time for a cup of tea, a chat and building friendships with our customers and their families.

Given the challenges of COVID-19, our volunteer thank you events were held locally to celebrate and acknowledge the years of service they have provided to our communities. Their efforts over the past year have provided our grateful customers with connection at a time when they needed it most.

# Our Board of Directors



## Michael Urwin

**Appointed to the Board in September 2016**  
**Appointed as Chair in December 2018**

BA (Hons), DipEd (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 previously and has 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.

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 several 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 employees to be valued and developed.



## Sean Balding

**Appointed to the Board in September 2017**

BCom, CA, GAICD

Sean Balding is an executive who brings significant experience across finance, risk management, M&A and organisational management to the boardroom. Most recently he was the Chief Executive Officer of boutique insurer Eric Insurance and prior to that he was a partner at EY where he worked across audit, risk management and transaction advisory services. In his executive career, he has worked as a Chief Financial Officer and Chief Operating Officer. He has over 30 years of experience across multiple industries and has worked in highly regulated enterprises.

Sean brings a strong focus on strategy, balance sheet management, continuous improvement, digital transformation and information security to the Benetas Finance and Risk Management Committee of which he is Chair. Sean is passionate about ensuring organisations align purpose with strategy. He looks forward to continuing to support the Benetas executive team as they implement the organisation's strategy.



## Helen Bloustein

**Appointed to the Board in June 2017**

B.Comm, Cert. Actuarial Techniques (IFoA), MAICD

Helen Bloustein brings to Benetas 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 has been a member of the executive management team at VicSuper.

Helen's public sector experience includes the Bureau of Meteorology and EPA Victoria where she project managed the United Nations Environment Programme Finance Initiative (UNEP FI) in Australasia.

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



### Susan Campbell

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**Appointed to the Board in December 2014**

FCPA, MAICD, MBA, BCom, GradDip (SIA), Cert IV TAA

Susan Campbell 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 the 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 employees and residents have handled the challenges of the COVID-19 pandemic. She sincerely hopes that whilst the employees 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 Investment & Funds Management Committee.



### Prof. Deirdre Fetherstonhaugh

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**Appointed to the Board in December 2016**

Dip App Sci (Nursing), Renal Cert, BA, MA, PhD, RN

Professor Deirdre Fetherstonhaugh 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, and 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 employees in residential aged care, strongly believing that they deserve greater recognition and understanding of the work they do. With many years of 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

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**Appointed to the Board in July 2016**

MPolAdmin, GradDipBus (Health Admin), DipPhysio (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 opinions 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.



### **Assoc. Prof. Michael Murray AM**

#### **Appointed to the Board in July 2016**

MB, BS, MPH, FRACP, AFRACMA, FAAG, FANZSGM, Clinical Associate Professor

Associate Professor Michael Murray has a broad range of management, clinical and clinical teaching experience in aged care. Michael is the Divisional Medical Director of Continuing Care and Director of Geriatric Medicine, Austin Health.

With nearly 30 years of 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. He is the interim Chief Clinical Advisor to the first Aged Care Quality and Safety Commissioner from its inception and was the Geriatrician appointed to the COVID Residential Aged Care response - Victorian Aged Care Response Centre (VACRC). Michael is currently a member of the Aged Care Advisory Group to AHPPC and was more recently appointed as a member of the National Aged Care Advisory Council.

Michael holds several board and committee positions with a variety of health and educational institutions and is the president of the National Ageing Research Institute (NARI) and President of the Continence Foundation of Australia, among others.

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 Phillips**

#### **Appointed to the Board in June 2017**

BTheol, DipMin, CertBowenFamSystems

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

She is currently Vicar of Mornington 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 healthy 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 organisation's strategic focus within the changing context of aged care.



### **Julia Pryor**

#### **Appointed to the Board in February 2019**

LLB, BA (History&Classics), ExecMA (Leadership&Mgt), MAICD

Julia Pryor currently holds the role of Chief Risk Officer, Superannuation, Retirement and Platforms, AMP and brings a wealth of knowledge to the Board and broader organisation.

Julia has expertise in areas of financial and corporate governance, as well as a tactical and pragmatic approach to overcoming obstacles.

She has a strong customer focused approach which fits in well with the organisation's future strategy to be customer centric.

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.

# Our Executive 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 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 organisation, 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 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 Director of Anglicare Australia, a member of the National Aged Care Alliance, a member of the ACCPA (VIC) Members Advisory Committee and a Director of the Aged Care Workforce Industry Council.



## Neil Fawcett (outgoing)

### Chief Financial Officer and Company Secretary

Bbus (Acc)(Ec), ACA

Neil served as the Benetas Company Secretary and Chief Financial Officer between 2009 and July 2022. With extensive experience in a range of senior financial management roles across numerous industries, Neil brought a wealth of knowledge to the Benetas Executive Team. Under his long-term stewardship, he built and maintained the financial stability of the organisation, helping steer Benetas through difficult times such as the global financial crisis and most recently the COVID-19 pandemic.

We thank Neil for his service to Benetas and his many accomplishments during his time with us, and look forward to his continued success as he moves on to his next opportunity.



## Campbell Richards (incoming)

### Chief Financial Officer and Company Secretary

BE (Civil) (Comm), CA

Campbell (Cam) Richards joined Benetas as Chief Financial Officer/Company Secretary in 2022, having had a successful career spanning 17 years in public health, government, not-for-profit and professional services, including six years at KPMG. Cam has managed broad portfolios such as investment, financial control, commercial and government funding, as well as corporate governance.

Cam has joined Benetas having come from Australian Red Cross Lifeblood where he spent the previous 10 years of his career. He was most recently the Director of Strategy, Government Relations & Projects, having also filled various Finance roles including Capital & Strategic Investments and Financial Controller.

Cam holds a Bachelor's degree in Engineering (Civil) and Commerce (Accounting), is a qualified Chartered Accountant and has recently completed the Company Directors Course certification with the Australian Institute of Company Directors (AICD).

Cam is passionate about helping Benetas grow and providing strong Finance leadership as we continue to deliver sustainable aged care services across Victoria.



## Helen Kemp

**General Manager, Community Health and Care**  
BA, MBA

Helen is a leading health and aged care practitioner, with over 20 years' of experience spanning patient-facing, management consulting and executive roles.

Appointed in 2020 as General Manager of Community Health and Care for Benetas, Helen oversees the organisation's delivery of essential home care and community health programs for people across Victoria.

Drawing on her expertise in workforce management and customer-centred care, she is driving forward the division's three year transformation to deliver an exceptional care experience for every person it serves.

Prior to this, Helen was in management consulting for some 15 years with expertise in recruitment and workforce solutions for Australia's disability and aged care sectors. She has further headed the People and Culture function at a large acute public health provider, performed in executive roles at the Royal Melbourne Hospital and Health Care Australia, and has been a CEO of two start-up organisations, both of which exited successfully through trade sales.

Helen holds an MBA from the University of Melbourne's Business School and a BA from the University of Queensland. She has also trained as a nurse. She further lends her voice to effective leadership and change management in Australia's care industries to ensure consumers receive the quality of care that they need and deserve through passionate advocacy for employee development.



## Verity Leith

**General Manager, Residential Services**  
RN (Certificate General Nursing), Critical Care Nursing Certificate, BEd

Verity joined Benetas in September 2019, with extensive experience within the aged care sector since 2000. She has held a variety of roles including; aged care quality assessor, quality business partner, site manager and executive management roles within the industry, including previous positions at Estia Health and BlueCross as regional and executive manager respectively. Verity successfully completed the Australian Institute of Company Directors course in May 2022.

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 its Next Generation Strategy through strong business drivers with successful outputs.

Verity's advice is to back yourself up as a professional and say 'yes' to challenges or opportunities - you never know where they may lead. 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.



## Sarah McInerney

**General Manager, Quality, Outcomes and Research**  
BComm/Law, Bpharm

Sarah joined Benetas in 2021 as General Manager of Quality, Outcomes and Research. She is responsible for overseeing quality, compliance and continuous improvement and positioning Benetas as a leading researcher in critical issues for older people, and the aged and community care industry.

She has extensive experience within aged care, community and health services spanning strategic and operational roles and specialising in predictive risk modelling and business resilience practices.

Sarah is a pharmacist, a Fellow of the Governance Institute of Australia and a Bachelor of Commerce & Law from the Australian National University.

Sarah is most proud of her ability to adapt to changing regulatory environments and industries and her appreciation of strategic timeframes and incremental improvement.

She is most passionate about bringing humanity back to systems and processes by creating environments where every day is enjoyable, achievable and safe and where there is meaning in the essential act of caring.



### Samira Richards

#### General Manager, People, Culture and Diversity

BSc, PGDip (HRM)

Samira joined Benetas in January 2018, with over 20 years' of experience in management and leadership roles. For the past 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 1,700 employees and an additional 350 volunteers. Samira acknowledges that as the demands on the aged care sector grow, the importance of a strong, capable and engaged workforce is critical to delivering positive customer experience outcomes.



### John Staines

#### Chief Information Officer

Grad. Dip. Computing and B.Sc (Applied Physics)

John joined Benetas in 2022 as the Chief Information Officer, with extensive experience working in the for-profit and not-for-profit sectors.

Commencing his career as a software developer, his progression to leadership roles cemented his passion for developing engaged, high-performing technology teams, in turn leveraging digital solutions with which to develop high-performing organisations.

John is passionate about leveraging science and technology to improve the quality of life for all living things while achieving sustainability for our planet. He takes an evidence-based approach to technology enablement programs and has accreditations in Enterprise Architecture and Information Technology Infrastructure Library (ITIL) to Expert level V1-V4.

Over the years, John has always left organisations in a better digital position than they were when he joined them and he believes technology should be used in an ethical manner to help people.

His advice to young professionals is to apply your learnings to make evidence-based decisions the best way you can at the time, and learn positively from mistakes.



### 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 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 a choice of accommodation, care and services, of which there are a number of plans underway. These communities align with the Next Generation Strategy 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 factor to success.





## Nicola Reynolds

**General Manager, Customer Innovation and Marketing**

MBA, GDip Innovation and Entrepreneurship, BA

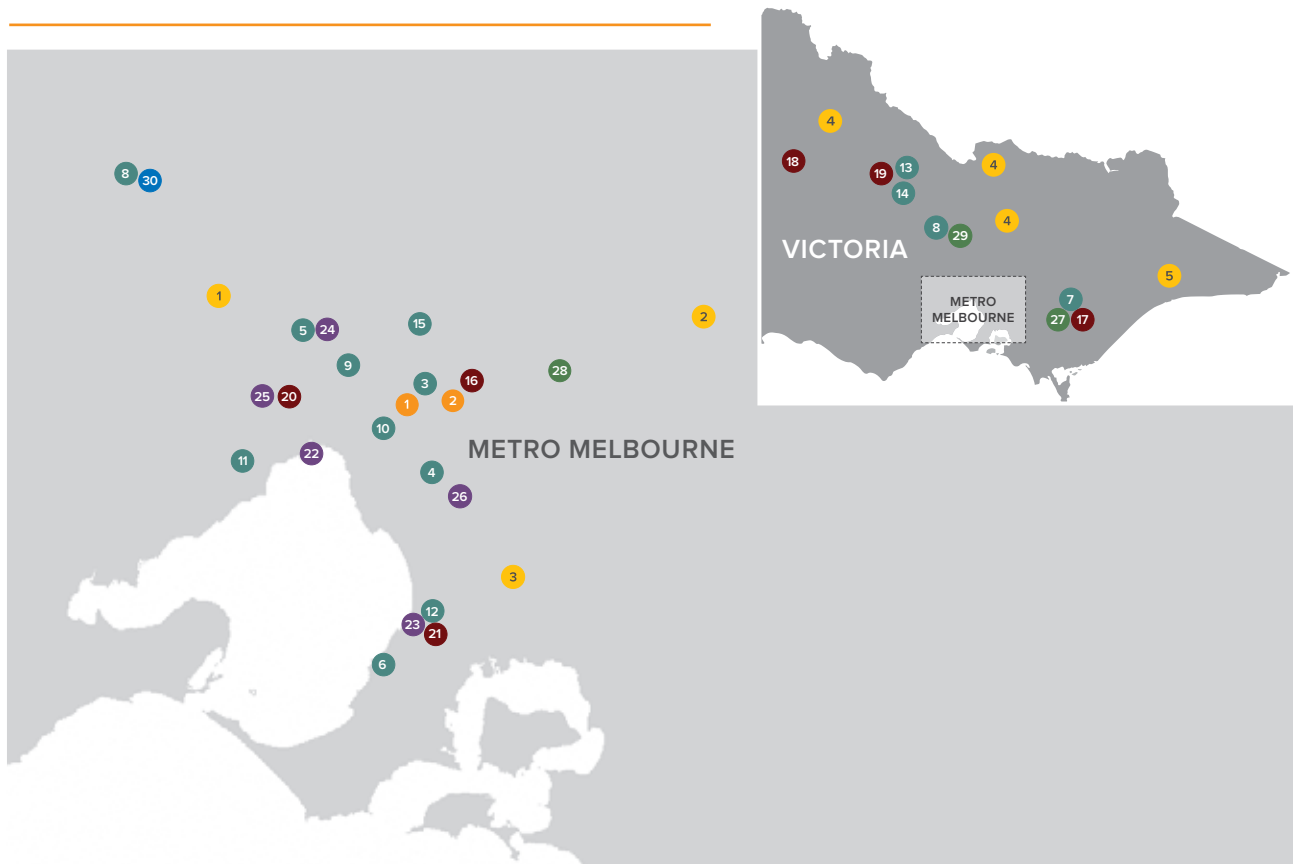
Nicola joined Benetas in February 2016, bringing with her more than 20 years' of experience in senior roles in business, customer experience and marketing strategy, across aged care and community services, education, public transport and the services industry. She has worked in these sectors whilst they were undergoing significant market and regulatory changes, equipping her with a firm grasp of managing change and achieving results as sectors move from a government to customer orientation.

Her experience stretches from customer experience strategy, market and data analysis, and research and brand 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 16 awards throughout the course of her career, both individually and as a team leader and is a Fellow of the Australian Marketing Institute, an invitation-only honour reserved for marketers of the highest professional calibre.

Nicola is proud of the role she plays in the development of Benetas' enterprise-wide Customer Experience Strategy and is eager to see the strategy implemented as the sector continues its transformation.



# Where we are



## ADMINISTRATION

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

## RESIDENTIAL CARE HOMES

- 3 Benetas Broughton Hall  
Camberwell
- 4 Benetas Clarinda on the Park  
Clarinda
- 5 Benetas Colton Close  
Glenroy
- 6 Benetas Corowa Court  
Mornington
- 7 Benetas Dalkeith Gardens  
Traralgon
- 8 Benetas Gisborne Oaks  
Gisborne
- 9 Benetas Gladwood Lodge  
Brunswick West
- 10 Benetas Lovell House  
Caulfield North
- 11 Benetas St George's  
Altona Meadows
- 12 Benetas St Paul's Terrace  
Frankston

- 13 Benetas St Laurence Court  
Eaglehawk
- 14 Benetas St Laurence Court  
Kangaroo Flat
- 15 Benetas The Views at Heidelberg  
Heidelberg

## HOME CARE OFFICES

- 16 Benetas Home Care North East  
Mitcham
- 17 Benetas Home Care Gippsland  
Traralgon
- 18 Benetas Home Care North West  
Grampians  
Horsham
- 19 Benetas Home Care North West Rural  
Bendigo
- 20 Benetas Home Care North West  
Braybrook
- 21 Benetas Home Care South East  
Frankston

## RESPIRE CENTRES AND PROGRAMS

- 22 Benetas Bateman House  
Williamstown
- 23 Benetas Hurlingham  
Frankston
- 24 Benetas Kilby House  
Glenroy

## BENETAS SUNSHINE

- Sunshine
- 26 Benetas Springvale  
Springvale

## RETIREMENT LIVING

- 27 Dalkeith Heights Retirement Village  
Traralgon
- 28 St John's Rise  
Mooroolbark
- 29 Bridgewater Lake  
Roxburgh Park

## MACEDON RANGES HEALTH

- 30 Primary Care and Community Health  
Gisborne

## HOME CARE REGIONS

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

# Meetings attended by Directors

Financial year ending 30 June 2022

	Directors meetings		Quality and Compliance Committee	Financial Audit and Risk Management Committee	Investment Funds Management Committee	Governance Committee
	Meetings held (11)		Meetings held (6)	Meetings held (10)	Meetings held (6)	Meetings held (4)
	Eligible	Attended	Attended	Attended	Attended	Attended

## Directors

Michael Urwin	11	11	2	10	5	4
Susan Campbell (note 1)	9	7	-	5	3	-
Deborah Law (note 1)	10	9	6	-	-	3
A/Prof Michael Murray AM	11	10	5	-	-	-
Prof Deirdre Fetherstonhaugh	11	10	5	-	-	-
Archdeacon Helen Phillips	11	10	6	-	-	2
Helen Bloustein	11	11	-	-	6	-
Sean Balding	11	10	-	8	-	-
Julia Pryor	11	10	-	8	-	-

## External Advisors

Paul McGlinn (note 2)	-	-	-	-	4	-
Dr Graeme Blackman AO	-	-	-	8	-	4
Keith Dickie	-	-	-	-	5	-
David Percival (note 3)	-	-	-	5	-	-
Dr Therese Riley	-	-	5	-	-	-
Elizabeth Loftus	-	-	-	-	6	-
James Smith	-	-	-	-	6	-
Suyin Ng (note 4)	-	-	-	7	-	-

## Non-Directors

Sandra Hills OAM	-	11	6	10	5	4
Neil Fawcett (note 5)	-	11	-	10	6	-
Campbell Richards (note 6)	-	-	-	1	-	-

### Please note:

1. Leave of absence was approved by the Board for Susan Campbell (2) and Deborah Law (1) during the year.
2. Paul McGlinn retired as an External Advisor on 9 February 2022.
3. David Percival retired as an External Advisor on 29 November 2021.
4. Suyin Ng was appointed as an External Advisor to the Finance, Audit & Risk Committee on 26 July 2021.
5. Neil Fawcett ceased to be Chief Financial Officer on 27 June 2022.
6. Campbell Richards was appointed Chief Financial Officer on 27 June 2022.

# Financial Summary

## Results

Benetas recorded an operating deficit of **\$5.5m** for the 2021-2022 financial year following a more sustained and challenging period where operating conditions were heavily impacted by COVID-19.

The company continued to focus on its operational performance across our Residential, Home Care and Retirement Village services through this challenging period. Whilst this represents a **\$12.7m** decline on the 2021-2022 result, it is important to note that this includes **\$6.6m** in amortisation of bed licences following the government's announcement that bed licences will cease from 1 July 2024. Before this adjustment, underlying operating performance was a \$1.1m surplus.

Fair value adjustments relating to our investment properties and investments were **\$960k**, and further impairment adjustments of bed licences of **\$3.7m** brought our final result to an **\$8.3m** deficit for the year ended 30 June 2021. It is important to note that there is no underlying change to the value of our business as a result of the cessation of bed licences, and this is purely an accounting adjustment.

## Regulatory environment

### Residential Care

During the year the government provided additional funding in the form of further subsidy payments and retention bonuses to care staff and "single site" payments. This equated to an additional **\$1.2m** to assist in managing the impact of COVID-19 up to 30 June 2022. We incurred additional costs of approximately **\$1.6m** to manage the impact of COVID-19 outbreaks on our operations, and **\$0.5m** in grants were submitted to the government in order to recover these costs under the Commonwealth's grant scheme. No income has been recognised in relation to these grant at 30 June 2022, with income to be recognised when each grant receives approval from the government.

The Aged Care Funding Instrument (ACFI) continues to be the major source of funding for residential care services, and occupancy continued to be the key driver of ACFI performance in 2021-2022. Occupancy for the year was **83%**, down from **88%** and our Refundable Accommodation Deposits (RAD) have declined somewhat in line with reduced occupancy that has been observed. Whilst ACFI income has held up, the biggest impact to performance has been the result of high resident turnover coupled with the impact of COVID-19 seeing residents delaying entry into care.

The organisation is in the process of preparing for the introduction of the Australian National Aged Care Classification (AN-ACC) funding model that will be introduced on 1 October 2022, replacing the ACFI model. Our focus will continue to be to develop and utilise strategies that maximise AN-ACC outcomes to ensure we are best positioned to continue to deliver high-quality care.

Higher staff turnover and a notable increase in COVID-19 outbreaks occurring in 2021-2022 furloughing staff has resulted in increased agency staff usage. Strategies are in place to minimise agency use whilst balancing the practical realities and importance of delivering quality care to our residents.

### Home Care

The number of Home Care clients choosing to use Benetas has continued to grow in 2021-2022, with an increase of 16% in our client base. We will continue to follow closely the Government reforms in the Home Care space, and set-up our business processes to ensure they are best placed to service the needs of our customers for the future.

## 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 asset's 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

Following the government's announcement that bed licences will cease to exist from 1 July 2024, Benetas has performed a "value in use" assessment to determine the recoverable amount of its bed licences. The assessment concluded that those bed licences that are inactive and are not expected to be brought back online in the coming two years, have no "value in use" and as a result have been impaired. This equates to \$3.7m.

### 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 with the exception of those related to managed fund investments. Dividends on these financial assets are recognised as other income in the profit and loss.

## Valuation of Dalkeith, Bridgewater and St John's Rise retirement villages

Investment properties and the corresponding resident lease liabilities are required to be held at fair value. An external valuation was obtained to assist in the determination of fair value as at 30 June 2022. Adjustments to the carrying value of investment properties and resident lease liabilities was **\$8.3m** and **(\$5.0m)** respectively.

## Adoption of Australian Accounting Standards Board (AASB) 16

The company adopted AASB 16 from 1 July 2019.

The standard replaced AASB 117 'Leases' and for lessees eliminated the classifications of operating 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 was replaced with a depreciation charge for the right-of-use assets and an interest expense on the recognised lease liabilities. The depreciation charge was **\$796k**.

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 **\$8.5m**.

## Social dividend

The term "social dividend" can be understood as Benetas seeking to undertake all its activities in an efficient and effective manner, consistent with good business practices, maximising outputs and minimising costs, as would a for-profit provider. Similar to how a for-profit provider pays a shareholder a dividend, Benetas continues to allocate a "social" dividend from operational surpluses. Such activities include funding pastoral care services and research and advocacy which are not funded under the Aged Care Act, providing affordable housing for older people, funding our "One Wish" program, "Hardship" fund and "Given the Chance" program. Funding for all these activities continues and last reached **\$981k**. Benetas also cares for a large number of "supported" residents in our residential care services. The average supported ratio throughout 2021-2022 was 38% (2020-2021 was 42%).

## Investments

The 2021-2022 financial year has been very challenging, with significant volatility in global financial markets impacting both investment values and returns.

The value of the company's investments decreased to **\$72.7m** as at 30 June 2022, from **\$85.1m** the prior year. During the year the company disposed of **\$53.4m** of investments which have either been reinvested or returned to cash reserves during the year.

The company acquired **\$55.9m** of investments comprising reinvested proceeds from investment disposals. Global financial markets, particularly in the second half of the financial year have declined with global economies facing inflationary pressures, interest rate rises and recessionary fears. For the year, our investment portfolio experienced a decline of **10.6%**. The company invests primarily in ASX Top 400 listed corporations and with smaller investments in international equities, and fixed interest categories. Whilst the return was below the benchmark index established by the Investment Committee (of -7.01%) this reflects the challenging year that and conditions that were experienced.

The company's long term investment objectives remain to:

- 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.
2016	(0.1)
2017	10.1
2018	7.9
2019	5.2
2020	(11.0)
2021	19.8
2022	(10.6)

Significant movements throughout the year include:

- Realised Net Capital Losses of **\$7.0m**
- Unrealised Net Capital Losses of **\$9.3m**

Our investments continued to generate a modest flow of dividend and interest income, and this has been steady in comparison to the prior year result.

## Capital expenditure

This year has seen an increase in our retirement village investment properties with the acquisition of Bridgewater Lakes Estate, a 153 unit retirement village. Construction concluded at the Dalkeith Heights Retirement Village in Traralgon and construction commenced of the Stage 1 of our new development St John's Rise Retirement Village in Mooroolbark. Refurbishment works were also largely completed in the 2021-2022 financial year of our new acquired aged care facility, Clarinda on the Park.

## Income

Operating income totalled **\$162.4m**, an increase of **\$3.7m**. This comprised an increase in government subsidy and fee income of **\$9.0m** and a decrease of **\$5.2m** in other income. Government subsidy income increased in 2021-2022 with further subsidy payments relating to COVID-19, as well as once-off insurance income relating to a COVID-19 outbreak in one of our facilities was also recognised. COVID-19 has continued to see residents delaying entry into residential aged care and declining occupancy subdued our fee income growth. Other income was impacted by losses realised for investments, relative to the prior year where gains were realised.

## Expenditure

Operating expenditure totalled **\$167.5m**, an increase of **\$16m**. A major contributor included the increased expenses relating to the management of outbreaks across our aged care facilities, in particular since the easing of COVID-19 restrictions in late 2021 and the omicron variant in Victoria. Outbreak grants have been applied for through the Commonwealth's grant scheme however no income has been recognised up to 30 June 2022, but will be upon specific grant approval in 2022-2023. Another large once-off charge included \$6.6m that was recognised relating to the amortisation of bed licences following the announcement they will cease from 1 July 2024.

Salary and wage expense remained the largest contributor with increases driven by the agreed EBA rates increases for Residential Care staff, with most other expense items relatively consistent to the previous year. Employee benefits comprised 54.5% of total expenditure (2020 57.3%). Other significant expenditure included catering costs 9.4% (2020 6.8%) and cleaning costs 3.2% (3.5%).

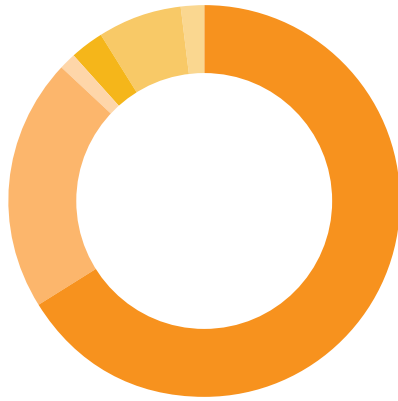
## Summary of significant changes in financial position

The organisation continues to maintain its strong financial position with net assets of **\$211.4m**. Whilst this has declined from the prior year, this is largely the result of a decline in investments due to poor market conditions, recent challenges in operating conditions, and the amortisation and impairment of bed licences (**\$10.3m**). Total assets increased to **\$521.8m** up **\$27.9m** with the key increase being in investment properties with the acquisition of Bridgewater retirement village, and the development progress made at both Dalkeith and St John's retirement villages. Total liabilities increased to **\$310.4m** up **\$45.4m**, notably due to the acquisition of Bridgewater and the recognition of unit leases.

The company also utilised its **\$15m** loan facility with ANZ Bank for retirement village development, with an outstanding balance at 30 June of **\$5.7m**, and continues to hold significant cash reserves with in excess of **\$100m**.

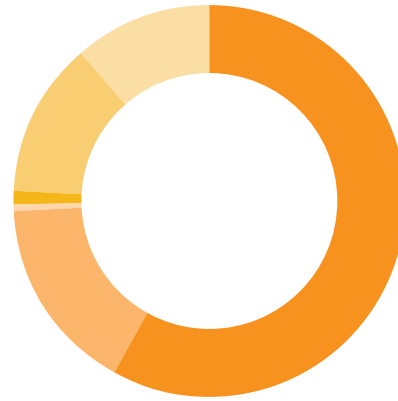
\*The financial statements, independent auditors report and declaration are an extract of, and have been derived from the full financial report of Anglican Aged Care Services Group for the financial year.

Summary of Income by service type 2022



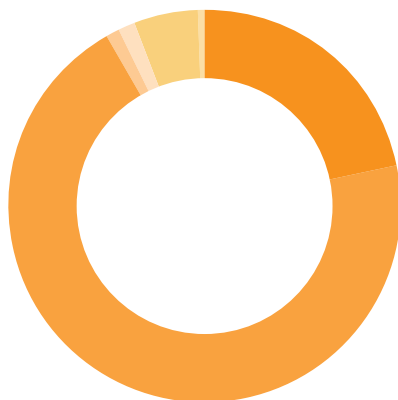
- Residential (66.4%)
- Home Care (20.7%)
- Day Centres (1.4%)
- Housing (2.8%)
- Investments (7%)
- Other (1.7%)

Summary of Expenditure by service type 2022



- Residential (58.1%)
- Home Care (16.1%)
- Day Centres (0.7%)
- Housing (1.1%)
- Investments (12.8%)
- Other (11.2%)

Income by source



- Client service income (22%)
- Government subsidy (70%)
- Donations (0.1%)
- Dividends received (1%)
- Other income (1%)
- Interest received (0.2%)
- Gain on disposal (0.1%)
- Lease income (5.2%)
- Rental income (0.4%)

Expenses by source



- Employee benefits expenses (54.3%)
- Depreciation and amortisation (10%)
- Repairs, maintenance and vehicle running costs (4%)
- Rental expense (0.1%)
- Client specific costs (10%)
- Cleaning expenses (3%)
- Utilities, rates and insurance (3%)
- Interest paid (0.3%)
- Other expenses (9%)
- Catering expense (6.3%)

## Statement of profit or loss and other comprehensive income for the year ended 30 June 2022

	<b>2022</b> (\$'000's)	<b>2021</b> (\$'000's)
<b>INCOME FROM CONTINUING OPERATIONS</b>		
Revenue	157,580	148,630
Other Income	4,834	10,026
<b>Total revenue and income</b>	<b>162,414</b>	<b>158,656</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>		
Employee expense	(91,259)	(86,737)
Depreciation and amortisation expense	(16,968)	(11,116)
Client specific expense	(17,422)	(13,605)
Catering expense	(10,577)	(10,323)
Cleaning expense	(5,406)	(5,265)
Repairs, maintenance and vehicle running expense	(6,397)	(5,533)
Rental expense	(203)	(356)
Utilities, rates and insurance expense	(4,376)	(3,819)
Other expenses	(6,316)	(5,523)
Interest paid	(8,997)	(9,180)
<b>Net surplus before impairment of assets and fair value of investment property</b>	<b>(5,507)</b>	<b>7,199</b>
Fair value of investment property	8,265	1,851
Fair value of lease liabilities	(5,001)	(2,617)
Fair value of financial assets	(2,304)	-
Impairment of property, plant and equipment	-	(693)
Impairment of bed licences	(3,712)	-
<b>Net surplus after impairment of assets and fair value of investment property and before tax</b>	<b>(8,259)</b>	<b>5,740</b>
Tax expense	-	-
<b>Net surplus for the year</b>	<b>(8,259)</b>	<b>5,740</b>
<b>Other comprehensive income (or loss):</b>		
<b>Items that will not be reclassified to profit or loss</b>		
- Fair value movement of investments (financial assets)	(9,229)	13,707
<b>Total other comprehensive income (or loss) for the year</b>	<b>(9,229)</b>	<b>13,707</b>
<b>Total comprehensive income (or loss) for the year</b>	<b>(17,488)</b>	<b>19,447</b>



## Statement of financial position as at 30 June 2022

<b>ASSETS</b>	<b>2022</b>	<b>2021</b>
<b>CURRENT ASSETS</b>	(\$'000's)	(\$'000's)
Cash and cash equivalents	27,436	48,178
Accounts receivable and other debtors	9,656	10,835
Financial assets	66,477	63,293
Assets held for sale	960	-
<b>Total Current Assets</b>	<b>104,529</b>	<b>122,306</b>
<b>NON-CURRENT ASSETS</b>		
Financial assets	72,724	85,067
Property, plant and equipment	192,563	196,689
Right of use assets	3,744	3,708
Intangibles	16,943	27,806
Investment properties	131,295	58,286
<b>Total Non-Current Assets</b>	<b>417,269</b>	<b>371,556</b>
<b>Total Assets</b>	<b>521,789</b>	<b>493,862</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other payables	18,654	24,558
Client equity contributions, RADs, accommodation bonds and leases	269,215	222,103
Borrowings	5,680	-
Lease liabilities	775	1,260
Employee provisions	11,163	11,128
<b>Total Current Liabilities</b>	<b>305,487</b>	<b>259,049</b>
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	3,359	2,823
Employee provisions	1,600	3,150
<b>Total Non-Current Liabilities</b>	<b>4,959</b>	<b>5,973</b>
<b>Total Liabilities</b>	<b>310,446</b>	<b>265,022</b>
<b>Net Assets</b>	<b>211,352</b>	<b>228,840</b>
<b>EQUITY</b>		
Retained earnings	211,770	213,681
Other contributed equity	3,793	3,793
Reserves	(4,211)	11,366
<b>Total Equity</b>	<b>211,352</b>	<b>228,840</b>

## Statement of cash flows for the year ended 30 June 2022

	2022 (\$'000's)	2021 (\$'000's)
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Commonwealth, State and Local Government grants and client income	144,044	139,961
Receipts from donations, bequests and raffles	159	158
Payments to suppliers and employees	(146,212)	(135,352)
Interest received	269	543
Dividends received	1,853	1,644
Interest paid	(538)	(282)
<b>Net cash generated from operating activities</b>	<b>(425)</b>	<b>6,672</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Proceeds from sale of property, plant and equipment	204	9,269
Payments for business combinations	-	(11,285)
Payment for property, plant and equipment - residential aged care	(5,988)	(2,490)
Payment for property, plant and equipment - non-residential aged care	-	(1,206)
Proceeds from sale of investments (financial assets)	53,445	67,723
Payment for investments (financial assets)	(55,868)	(57,143)
Payment for intangibles	(4)	(27)
Payments for investment property assets and development	(26,337)	(10,263)
<b>Net cash used in investing activities</b>	<b>(34,548)</b>	<b>(5,422)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Proceeds from borrowings	5,680	-
Refunds of residential RADs, accommodation bonds and entry contributions	(50,702)	(48,979)
Refunds of non-residential accommodation bonds and entry contributions	-	(41)
Proceeds from residential RADs, accommodation bonds and entry contributions	44,584	50,893
Payments for leases	(849)	(442)
Refunds of retirement village leases	(3,516)	(2,404)
Proceeds from retirement village leases	19,034	2,851
<b>Net cash generated from financing activities</b>	<b>14,231</b>	<b>1,878</b>
Net (decreas)/increase in cash and cash equivalents	(20,742)	3,128
Cash and cash equivalents at the beginning of the financial year	48,178	45,050
<b>Cash and cash equivalents at the end of the financial year</b>	<b>27,436</b>	<b>48,178</b>

## Statement of changes in equity for the year ended 30 June 2022

	<b>TOTAL RESERVES</b>				Total Equity \$'000's
	Other Contributed Equity \$'000's	Major Maintenance Fund \$'000's	Investment Revaluation Reserve \$'000's	Retained Earnings \$'000's	
<b>Balance at 1 July 2020</b>	3,793	1,330	(9,654)	213,924	209,393
Surplus for the year	-	-	-	5,740	5,740
Other comprehensive income for the year	-	-	13,707	-	13,707
<b>Total comprehensive income for the year</b>	-	-	13,707	5,740	19,447
<b>Transactions with Member in their capacity as Members:</b>					
Major maintenance fund provision	-	217	-	(217)	-
Realised gain/(losses) on disposal of investments	-	-	5,766	(5,766)	-
<b>Balance at 30 June 2021</b>	3,793	1,547	9,819	213,681	228,840
	Other Contributed Equity \$'000's	Major Maintenance Fund \$'000's	Investment Revaluation Reserve \$'000's	Retained Earnings \$'000's	Total Equity \$'000's
<b>Balance at 1 July 2021</b>	3,793	1,547	9,819	213,681	228,840
Deficit for the year	-	-	-	(8,259)	(8,259)
Other comprehensive income for the year	-	-	(9,229)	-	(9,229)
<b>Total comprehensive income for the year</b>	-	-	(9,229)	(8,259)	(17,488)
<b>Transactions with Member in their capacity as Members:</b>					
Major maintenance fund provision	-	679	-	(679)	-
Realised gain/(losses) on disposal of investments	-	-	(7,027)	7,027	-
<b>Balance at 30 June 2022</b>	3,793	2,226	(6,437)	211,770	211,352



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26 October 2022

The Directors  
Anglican Aged Care Services Group  
Level 1, 789 Toorak Road  
Hawthorn VIC 3122

Dear Directors

**Auditor's Independence Declaration to Anglican Aged Care Services Group**

In accordance with Subdivision 60-C of the *Australian Charities and Not-for profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Directors of Anglican Aged Care Services Group.

As lead audit partner for the audit of the financial statements of Anglican Aged Care Services Group for the financial year ended 30 June 2022, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the *Australian Charities and Not-for profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely

DELOITTE TOUCHE TOHMATSU

Sandra Lawson  
Partner  
Chartered Accountants



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## Independent Auditor's Report to the Members of Anglican Aged Care Services Group

### *Opinion*

We have audited the financial report of Anglican Aged Care Services Group (the "Entity") which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the 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 Entity is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:

- (i) giving a true and fair view of the Entity's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Simplified Disclosures 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 Entity in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

### *Other Information*

The Directors are responsible for the other information. The other information comprises the Directors' Report for the year ended 30 June 2022, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and 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.

# Deloitte.

## *Directors' Responsibilities for the Financial Report*

The Directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the ACNC Act and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

## *Auditor's Responsibilities for the Audit of the Financial Report*

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

**Deloitte.**

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

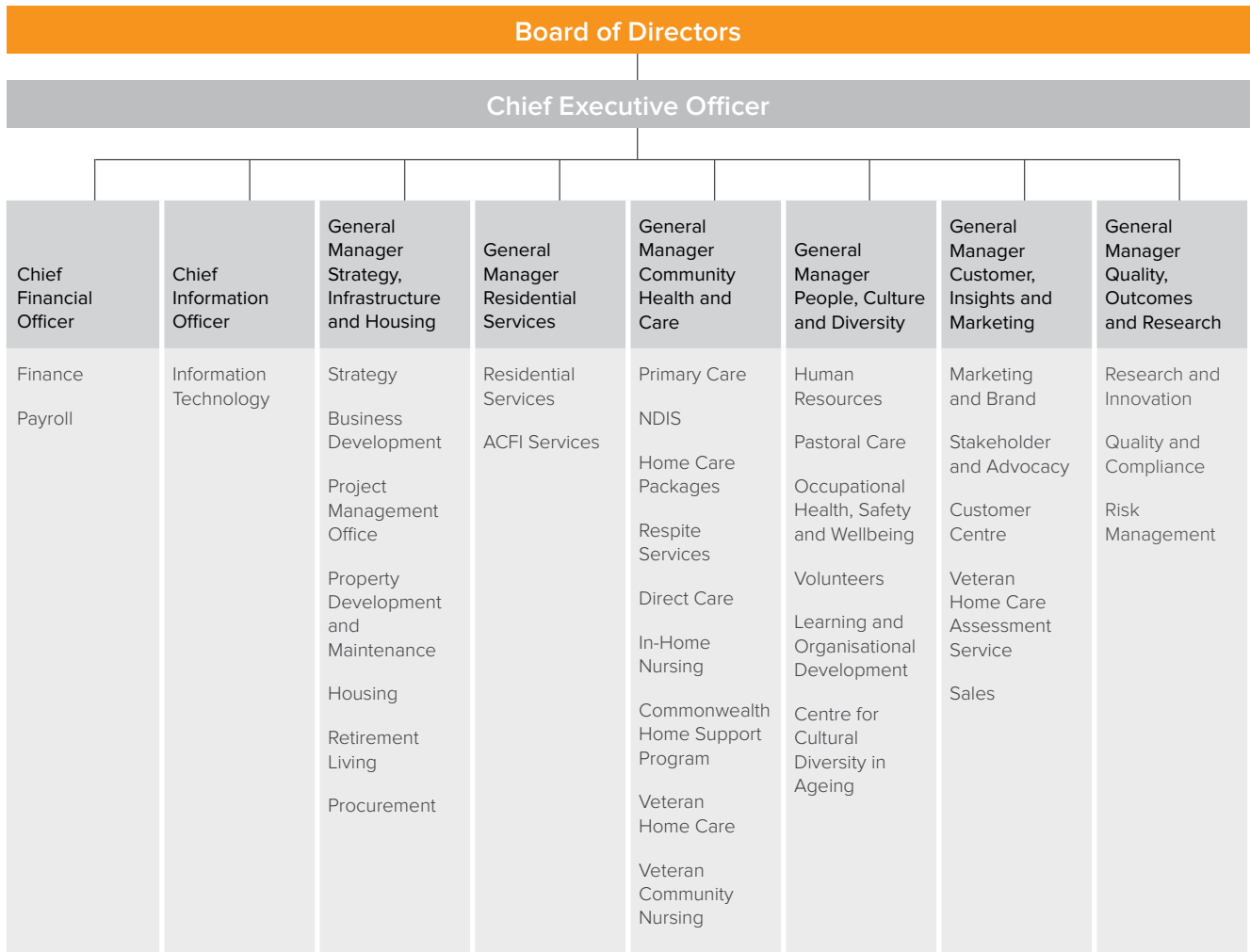


DELOITTE TOUCHE TOHMATSU



Sandra Lawson  
Partner  
Chartered Accountants  
Melbourne, 26 October 2022

# Organisational structure





# 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

Christ Church Essendon Opportunity Shop

## Our donors

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

### Bequests

Estate of Edith Lorraine Flanders

Estate of Dorothy & May Vicars-Foote

### Trusts and Foundations

John Robert Ball Trust

Equity Trustees

Perpetual Trustees

Frank & Sybil Richardson Charitable Trust

Lord Mayor's Charitable Fund

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## 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](https://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](https://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](mailto:info@benetas.com.au) or call **(03) 8823 7900**.





**Founded by the Anglican  
Diocese of Melbourne in 1948**  
Anglican Aged Care Services  
Group Trading as Benetas  
ABN 60082451992

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