

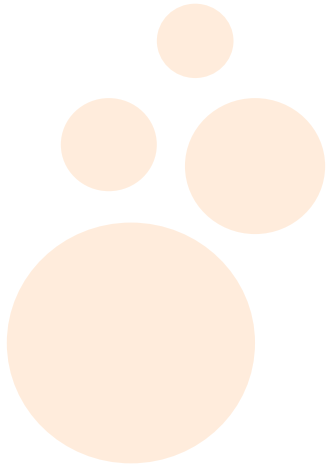
Christadelphian  
Homes Ltd



# ANNUAL REPORT

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2023-2024



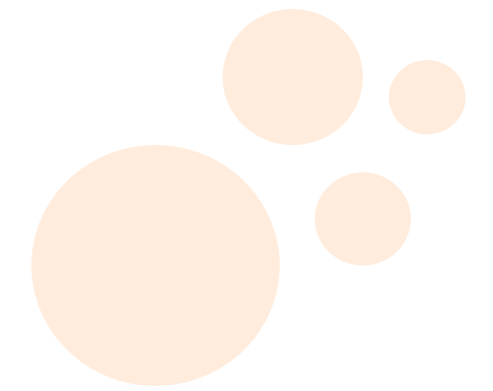


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# Snapshot

## 2023-24



4

aged care homes

2

retirement  
villages



We cared for

477

aged care residents



We have

512

employees

187

residents live in  
our retirement  
villages



87

volunteers  
give their time





# Chair Report

by Phil Cubbin

## The Bible reminds us of the need to rely on God as our refuge.

The cities of refuge in the Old Testament were places where people could find safety. The Psalmist writes (Psa 46) 'God is our refuge and strength, a very present help in trouble. Therefore, we will not fear...'

The last year has seen many events occurring in the world around us that worry and concern us.

Christadelphian Homes Limited (CHL) seeks to create safe and peaceful environments for all residents living in our Villages and aged care Homes. In this way, we hope residents find some refuge from the busyness of their lives and such concerns, and see God's love and strength in our values, and the care and support our staff endeavour to provide.

In the last year, the staff and Board of CHL have continued to work hard at caring for and supporting our residents, strengthening the organisation, and trying to ensure our Vision, Mission and Values are being demonstrated in practical ways.

Our four residential aged care facilities (RACFs), and two retirement living villages have contributed towards CHL generating another positive cash outcome for the financial year, and we have achieved higher occupancy in our RACFs than the industry average.

All the outstanding funds from the Government COVID-related rebate schemes were also received during the year, further bolstering our solid cash holdings.

As mentioned last year, the difficult strategic decisions taken in 2022 have also helped us operationally, and in the management of our properties.



Some features from the financial year include:

- Increased occupancy at all our RACFs and our villages.
- Continued improvements in financial outcomes, including management of costs and revenues.
- Maintenance of positive Star ratings in our RACFs – three are now 4 Star rated with three-year Accreditation (Courtlands is 3 Star rated with two-year Accreditation, with the next review expected soon).
- Greater stability in staffing, implementation of some key personnel changes, and an increased focus on our culture and values.
- Significant reductions in Agency use and costs, and improvements to staff leave management (supporting staff wellbeing, and reducing excessive outstanding leave).
- Strengthening our focus on spiritual care in NSW and introducing some new activity support for Village residents at Maranatha.
- Changes to IT management, and progress with several IT initiatives at Maranatha.
- Increasing reliance on resident feedback, including the establishment of two new aged care forums in each of our RACFs.
- Continuing to focus on achieving sustainable improvements at Courtlands RACF, with encouraging progress and momentum emerging.
- Supporting activities such as the Maranatha Spring Fair, the Maranatha Garden Railway, and the Courtlands Open Day.

In December, a new senior role of Chief Operating Officer (COO) was announced, and Alison Bolton returned to CHL to assume this position. The Chief Clinical Officer (CCO) role was also reviewed, and in July 2024 Bruce Thornthwaite left CHL. We were pleased to welcome Alison back to CHL and extend our thanks to Bruce for his valued service to CHL over many years.

The COO role will bring a broader operational focus to our activity, as well as strengthening the alignment and culture of our operational teams. As aged care regulation and resident needs continue to increase, our health services and quality team was also strengthened.

Several changes to the CHL Board also occurred during the year. Sally Collins stepped down as she and her family decided to move overseas. Margaret Allwood joined the CHL Board as a new Director.

Our thanks to Sally for her valuable clinical experience and contributions to the Board over the last five years. We welcome Margaret, who also brings considerable clinical and community experience to the Board.

Steve Jose also agreed to rejoin the CHL Board just after year-end and we welcome Steve back.

At Maranatha, an enjoyable and successful Spring Fair was held and our thanks to the Maranatha Fundraising Committee and many volunteers for their significant ongoing efforts and contributions to the Maranatha community. The Maranatha Garden Railway (MGR) also continued to 'roll on', including via some changes to the track layout. MGR will mark five years of operation this year. Our thanks to all those involved in this initiative.

Both these activities are a blessing to everyone living, working, and involved with Maranatha, and the broader community.

Several highlights and initiatives at Courtlands are referenced in the pages that follow, together with an article featuring one of our Christadelphian residents (a former CHL Board member), who moved to Courtlands from Southaven (after the property sales), and remains actively involved in supporting CHL and Courtlands.

We have also welcomed an increase in the number of Christadelphian residents now living at Courtlands in the last year.

Our Homes and Villages have continued to experience occasional COVID and other

infection outbreaks from time to time, similarly to the community at large. While we must continue to be vigilant in managing potential infections, to-date outbreaks have been manageable from resident and staff wellbeing, and cost perspectives.

Government funding initiatives have been positive, including for the significant care staff wage increases announced, and the introduction of minimum care minutes per resident. Other initiatives including changes to support for COVID-related costs, other supplements, and recent announcements following the Aged Care Task Force recommendations are still being assessed.

While the economics of the aged care industry remain under pressure, such pressures have begun easing following recent years, and further potentially beneficial pricing changes have been announced.

The Board and Executive held an excellent strategy day recently, led by Ant Pearce, aimed in part at considering ways to ensure our Vision, Mission and Values are visible and are being effectively applied. A Board effectiveness survey was also implemented to help us to better understand areas of strength and opportunities to improve the Board's effectiveness. Some initial strategic thinking has also been given to our Villages to ensure these, and the types of services provided onsite, continue to meet the needs of residents into the future.

Our thanks to the Executive team, management, staff, and contractors for their continuing efforts throughout the year.

Our thanks also to the Board members for their commitment, support, and ongoing efforts. We also thank CHL members, and others in the Christadelphian and broader community, for their ongoing prayers and support.

We pray our Homes and Villages can continue to allow us to show God's love to others in how we care for, and support our residents, their families, staff, and the broader community, while also providing a place of refuge for our residents.

We also thank God for all His blessings and guidance throughout another year.

**Phil Cubbin**  
Chairman of the Board



# Resident Highlights

Our Wellbeing Teams designed an enriching program of social and therapeutic activities that fostered fun and friendships throughout the year.

## More choice

Aged care residents are now able to enjoy a snack at any time after extra fridges were installed across our Homes.

The fridges have glass doors, which allow residents to easily view and select their choice of snacks and refreshments, and provides more independence and choice in their daily lives.

Staff are able to assist residents if required, and they are well-stocked with a variety of healthy and tasty options, including fruit, sandwiches, muffins and drinks.

## Ashburn House

A continued focus on Art Therapy at Ashburn House allowed residents to explore their creative talents through a variety of art and craft projects throughout the year.

Indigenous art, stained glass painting, knitting and holiday crafts were among some of the activities our residents enjoyed during the sessions.

Ashburn House also received a visit from farm animals, including baby goats, ducklings, rabbits, chickens, a sheep and a calf! Residents were able to cuddle and pat these beautiful creatures, and recall memories of animals they had owned and loved in the past.



## Courtlands

The new cafe at Courtlands has now been operating for a year, and is becoming an increasingly popular meeting place for aged care and retirement village residents, and their families and friends. Daisy's cafe offers a varied menu including toasted sandwiches, croissants and treats. Village residents can also order a hot meal from the Home kitchen and eat it in the cafe.

Courtlands Village had its time in the spotlight when Channel 7's Sunrise program came to visit one morning! Weatherman Sam Mac showcased all the Village had to offer, and interviewed some of our residents.

Members of the Christadelphian community in Sydney joined together in June to perform a Winter concert for our aged care and village residents.



(Left) The Maranatha team delivering care packages as part of the Feed the Homeless drive. (Above) Ashburn House residents enjoying Art Therapy outdoors in the garden.

There was singing, dancing, poetry, flute and piano performances, and plenty of laughs along the way.

Bluegum residents are enjoying their new dining room after the space received some refurbishments this year. Murals on the walls and attractive place settings have improved the dining experience for the residents. Murals in the Grove have also enhanced the dining experience for residents with memory difficulties.

## Northcourt

The cooking program at Northcourt has continued this year and is a much anticipated part of life for residents. They get hands-on in the interactive sessions, and love indulging in the fruits of their labour at the end.

Residents have also been helping maintain the garden at Northcourt this year. After choosing

the flowers and plants they want to grow, they lovingly care for them by watering and trimming them when needed, with the assistance of staff if required.

## Maranatha

Maranatha has maintained strong connections with the community throughout the year by generously helping those in need by with donations of food and goods.

For their 'Feed the Homeless' drive this year, they teamed up with local outreach service Nourish Street to donate and distribute food and other essential items to those sleeping rough around Kallangur and the Pine Rivers area.

Additionally, staff from Maranatha provided breakfasts or morning teas and delivered care boxes to a homeless community in Woodford, which contained donated items from residents, staff and families from within the Maranatha community.



# Advocate for life

## Beverley Russell reflects on her 76 years of involvement with Christadelphian Homes, and why she continues to be an advocate.



Bev's first experience of aged care was in the 1940s, when she took her grandmother to a local nursing home after she had suffered a stroke and could no longer be cared for at home.

What she saw at the crowded facility left her disappointed, and made her reluctant to leave her loved one there.

"I found that Home fully occupied, with some residents even sleeping on cane or wicker lounges," she recalled. "It seemed to me that there was not enough staff, and the nurses were frazzled and unable to cope with their workload."

Now 92, and a resident at Courtlands Aged Care in North Parramatta, Bev has witnessed the birth of Christadelphian Homes and its growth in size and commitment to creating safe, dignified and enriching communities for older people in Australia.

She was there on our Opening Day in 1947 (where she is pictured above), after the Dorcas sisters, a determined group of Christadelphian women, were instrumental in establishing a nursing home to care for elderly members of their community.

"After my earlier troubling experience with aged care, and noting the difficulties which accompanied this noble idea, my long association with Christadelphian Homes began with that initiation, and I added my enthusiasm. My enthusiasm has not waned!" Bev said.

"That enabled me to be a very strong supporter and an encouraging advocate for visitors to come and see what had been prepared for our aged residents."

Four of Bev's close relatives have been residents at Christadelphian Homes, and so she was a regular visitor for many years. After retiring from teaching in 1992, Bev was invited to be a Board member, and as part of that role took on responsibility for resident welfare issues.

"I was always very grateful for the inclusive attitude of that Christadelphian Board, of a sister in their midst, not usual in those times," Bev said. "They were courteous and kind to me. I felt honoured and valued and included. I was consulted and collaborated with, in all matters."

Bev initially moved into Southhaven Aged Care in Padstow Heights, and then moved to Courtlands after the sale of the property two years ago.

While she said it was disappointing for her to move away from Southhaven after such a

"I find it is an additional pleasure to form relationships with new friends I have made here."

long association with the home, she understood the necessity of the sale, and has continued her advocacy and welfare work in her new North Parramatta location.

Bev is now a familiar face at Courtlands, and goes out of her way to befriend other residents, especially those who have newly arrived and need help settling into their new home. She is a representative on the Board's Mission Integrity Committee, the Resident Advisory Body at Courtlands, and was among the residents who advocated for a cafe to be established at Courtlands.

Daisy's cafe is now a year into operation, and Bev believes it has been a tremendous success in fostering a stronger sense of community among both aged care and village residents and visitors.

"I am by nature gregarious, and enjoy conversations which, in return, enrich me. I find it is an additional pleasure to form relationships with new friends I have made here. In fact, it is a continuing growing point within me," she said.

Bev continues to advocate for improvements around the homes to add value for residents and those who look to Christadelphian Homes as an example of God's work on earth.

She sees God's handiwork in all the nursing staff who display the values of Christadelphian Homes in how they treat residents every day.

"I have never seen a cross word or an impatient response here or at Southhaven. They are obviously God's workplace team, His workmanship, as made clear in Ephesians 2:1-10," she said.

*"For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do."*





# Executive change



## To ensure the structure of Christadelphian Homes remained 'fit for purpose', changes were made to two Executive roles this year.

A new Chief Operating Officer (COO) position was created, and the role of Chief Clinical Officer (CCO) was phased out.

The new COO role has a broader operational focus than the senior clinical roles have had in the past. This recognises that delivery of clinical care is increasingly dependent on several operational functions, although the new role also retains responsibility for all the Residential Aged Care Facilities (RACFs).

These changes also made sense given the organisation's smaller footprint, more stable clinical and financial performance, and the changing needs of residents, staff, and regulators.

In December 2023 Christadelphian Homes was very pleased to welcome Alison Bolton back to the organisation to take up the new COO role.

Alison is well known to Christadelphian Homes, as she was our General Manager - Employment Relations for more than 11 years until leaving in 2021 to diversify her experience.

Since returning to us, Alison has made a positive contribution to the culture of the operations team and has also been engaging with other functional areas to increase her overall understanding of the organisation.

From a clinical oversight perspective, Alison is working closely with the Christadelphian Homes General Manager of Health Services, Radhika Kumar, to ensure that, together with the aged care clinical teams, clinical coverage and governance remains fundamental to all our operations.

As the operational functions of Christadelphian Homes employ most of our staff, having someone with Alison's experience leading the operations teams and working closely with the HR function was an added advantage.

As a result, in July 2024 following a period of transition, our CCO, Bruce Thornthwaite (pictured above) left the organisation.

Having worked at Christadelphian Homes at various times over the last 35 years, Bruce had experienced a lot of changes in the aged care and retirement living industries, as well as within Christadelphian Homes itself.

Bruce had worked as a clinician at most of our sites, and at one stage was also our General Manager. Bruce was well known to many Christadelphian Homes members, the Christadelphian community, past Board members, staff, residents, carers, volunteers, and contractors.

More recently, Bruce returned to Christadelphian Homes in 2019 as our CCO to lead several clinical changes. When the COVID pandemic hit, Bruce was also heavily involved in assisting the organisation manage and minimise infection outbreaks across all our sites.

Christadelphian Homes is very thankful to Bruce for his loyal and significant service to us all, and we wish him and his wife well as they begin to transition into retirement.

We also warmly welcome Alison back into the organisation in the important new COO role, and as part of the Executive team again.

# Q&A

with Chief Operations Officer Alison Bolton



## Tell me about your role, and why it was created?

My role was created to strengthen the leadership and culture of the organisation, and it's built upon my experience as a people leader. The foundation of success at Christadelphian Homes lies in leading a team that is both engaged and deeply committed to our purpose. Our nursing staff perform such a difficult job, and in the business of care, you need to be vigilant. Since we can't be everywhere at all times, it's essential that our teams are just as dedicated to providing exceptional care as those in leadership roles.

We strive to foster a culture where staff are eager to learn and grow from every experience, ensuring our residents receive the best possible care. While we don't always get it right, this is a challenge faced across the aged care sector. Under my leadership, I envision a culture of continuous improvement where residents, relatives, and staff feel empowered to offer feedback, helping us refine our services and enhance the care we provide.

## What has your experience been like since returning to the organisation?

It felt like coming home. I had been gone for two years, and many of the people I worked with and the residents we cared for had changed, but the connection I felt to the organisation and our purpose was as strong as ever.

The organisation has undergone significant transformation, particularly through downsizing, and I sensed some change 'fatigue' in the early days of my return. However, it has been incredibly rewarding to support the broader team on our journey to enhance systems and processes, all aimed at improving the care we provide and the services that support both residents and staff.

This year has been both busy and fulfilling. The small, considered changes we are implementing are already making a noticeable impact. I've encouraged the staff to challenge the status quo

and think outside the box. What's been most inspiring is discovering that the staff on the floor often have the best ideas for improvements, and their insights are paying dividends.

## Having worked in both aged care and disability sectors, what key lessons have you learned?

The not-for-profit sector comes with its own set of challenges, but one of the most valuable lessons I've learned over the past 14 years is this: we are not for profit, but we are most certainly for purpose. As a leader in this sector, it's essential to stay resilient, remain hands-on, and never lose sight of why we do what we do.

Our roles give us the opportunity to make a real difference in the daily lives of the people we care for, their families, and the staff who dedicate themselves to our residents. Leadership in this space is about staying connected to that purpose and always striving to create positive impact.

## How do you envision the organisation evolving under your leadership?

We are just at the beginning of what I believe is an exciting journey to improve our technology and systems in support of care and services. Currently, we're working on several projects aimed at streamlining our systems to ensure staff have the right tools to perform their roles more efficiently.

We've also implemented a new clinical governance structure, with dedicated onsite quality officers to strengthen governance at each location. In addition, we've recently reintroduced a dedicated NSW Spiritual Care role, providing essential spiritual and emotional support to our residents, their families, and carers.

Being present is so crucial to being successful. I have an open door policy (which sometimes is very hard!) and I get out on the floor as much as I can.



# Finding a place

## Christadelphian Homes is helping some new arrivals from Iran settle into Australia.

Christadelphian Homes is blessed to employ people from a diverse range of cultural backgrounds and countries throughout our aged care homes and retirement villages, and has now welcomed some Christadelphians who have recently settled in Australia.

Mojtaba and his wife Zeinab arrived in Australia in late 2023 with the help of the Christadelphian Refugee Assistance Council (CRAC), which assists Christadelphian refugees find jobs in Australia, and for them and their families to obtain Australian permanent residency.

CRAC works closely with an international organisation, Talent Beyond Boundaries (TBB), and the Christadelphian community around Australia. To date, more than 50 Christadelphians, including children, have arrived in Australia thanks to their efforts.

Many Christadelphian organisations have assisted in providing work opportunities for those arriving as part of the resettlement requirements.

As most of our roles at Christadelphian Homes are clinically based and require Australian aged care experience and qualifications, it has been difficult to identify roles that could be made available to such people prior to their arrival into Australia.

However, we have recently been able to assist some Christadelphians who, having recently arrived in Australia (under the TBB program), sought to gain local qualifications or change jobs.



Mojtaba was a civil engineer in Iran and following a period in Türkiye, he, Zeinab and their children obtained permanent residency in Australia.

Mojtaba commenced in an initial job with another Christadelphian company, via CRAC's assistance (and under the TBB program), but to broaden his experience, he recently transitioned into a role with one of Christadelphian Homes' contractors and is now the Maintenance Officer at our Ashburn House Aged Care home in Gladesville, NSW.

Zeinab was a psychologist in Iran, however following arrival in Australia with Mojtaba and their family, she decided to commence training as an Assistant in Nursing (AIN).

Christadelphian Homes provided some support with her required 120 placement hours at Courtlands Aged Care during Zeinab's training, and then, following a short period as a volunteer, she started working part-time in Daisy's café at the North Parramatta site, and then in an Activities role at Courtlands Village.

After recently completing her training she is now employed as an AIN at the Courtlands Aged Care home.

We are pleased to have these Christadelphians working with us as they and their families continue to settle into Australia, as we support each other to show God's love to our residents, their families and our staff.

# Staff Engagement Survey

This year Christadelphian Aged Care staff were asked to include some feedback on their working relationships with colleagues, and the effectiveness of their managers. Once again, there are some positives to take away but also some areas to keep working on as we strive to strengthen our culture!

**99%**

of staff say they receive sufficient training and education to support them in their role

**96%**

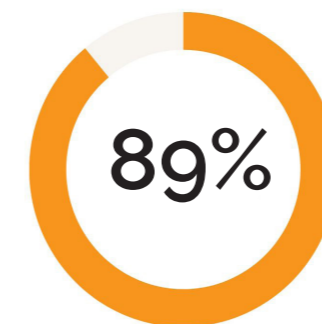
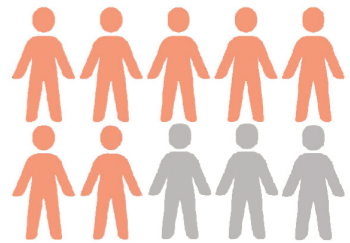
of staff agree they have the skills and experience to deliver safe and quality care to residents

**99%**

of staff say they feel connected to the work they do

**7 out of 10**

staff say they always or usually receive feedback to support development in their role



**89%**

of staff say they are always or usually motivated at work by CAC Mission and Values

**85%**

of staff say they feel a sense of belonging at work

**88%**

of staff feel the perspectives of people from all cultures and backgrounds are respected and valued

**86%**

of staff would recommend to others to work for CAC

**79%**

of staff say they feel appreciated in their role

*\*This survey was conducted in August/September 2024 and results are based on an approximately 50% response rate.*



# Courtlands gets a lift

## New lifts at Courtlands and renovations at Maranatha will give our two integrated care communities a boost over the coming year.



Residential Aged Care Facilities (RACFs) and retirement living units are co-located within Christadelphian Homes' two large estates. This helps create vibrant and active communities thanks to our staff, residents, families, and volunteers.

Maranatha in Kallangur will undergo room refurbishments in the Acacia wing of the aged care home, along with renovations to some of the Independent Living Units (ILUs) in the retirement village as soon as possible.

A Wellbeing Coordinator, Renee Bloomer, (pictured top right) has now been appointed part-time at Maranatha Village, to assist in facilitating their monthly activities program, and help start up any additional activities they may wish to pursue.

The Maranatha Spring Fair and the Maranatha Garden Railway contribute so much to its community atmosphere thanks to the incredible efforts of all the volunteers involved.

Maranatha also continues to be blessed by having the Kallangur Christadelphian Ecclesia meet onsite every week, and enjoys good occupancy, clinical quality and overall performance.

There is also much going on at Courtlands in North Parramatta that we hope will give the site something of a 'lift' in the coming year - several lifts in fact!

Three new lifts are being installed in the aged care home after the old lifts reached their end of life and needed constant repairs.

Plans are also well advanced for the installation of up to six new lifts in the Village at Courtlands, given some of the ramps feel like they get steeper as the years go by! At the time of writing, a Development application (DA) has just been approved by Council, and we are hopeful of being able to proceed with installation of the first lifts soon.

The number of Christadelphians living at Courtlands has continued to increase, and several Christadelphian volunteers and visitors continue to visit the site. It is always wonderful to see new, yet familiar faces, at the site and witness the supportive environment that is created when residents with shared values come together.

At the Courtlands RACF, a lot of good work continues to be done to ensure the aged care home can maintain an appropriate level of clinical quality going forward. Last year, two-year Accreditation was achieved, which was the longest period granted at the site since Christadelphian Homes has owned it.

Courtlands Aged Care has a new Director of Consumer Care and Services (DCCS), Liza Abapo (pictured left), who is well-known to Christadelphian Homes as she previously worked with us at Southhaven a few years ago.

Our team at Courtlands Aged Care is now strong and stable after some other senior staff changes and a renewed focus on recruitment of new care staff, which has been challenging across the industry in recent years. This has led to a dramatic reduction in the use of Agency staff and costs over the last year.

The financial performance of Courtlands Aged Care has also improved over the year, but more work is needed to ensure the momentum continues.

Aged care occupancy is now the highest Christadelphian Homes has experienced since we purchased the site and above the industry average.

Courtlands Village also continues to be an important focus, and experienced a busy year following a successful Village Open Day last year.

Residents and staff did a fantastic job showcasing the Village, and another Open Day is planned for November 2024, God willing.

The number of occupied ILUs at Courtlands Village has increased year-on-year, which is good for the community and the organisation.

Daisy's cafe has enjoyed its first full year of operations and has been well received. Our thanks to those involved in running the cafe (both staff and volunteers), as well as all the residents and visitors to the village and aged care home that have visited it.

Courtlands continues to be blessed by having the Christadelphian Daytime Fraternal attendees regularly gather at the site for some spiritual discussion and a lot of fun and fellowship together. Our thanks to those that organise, support, and attend this meet-up.

Some initial strategic thinking has also been given to our villages, to ensure both villages continue to meet the needs of residents into the future, including the provision of services that might be needed.

We also again thank the ecclesias and members that have supported our residents and staff at Courtlands and Maranatha throughout the year.

Christadelphian Homes is blessed to have all our sites, and while there continues to be a lot going on at both Maranatha and Courtlands, we are hopeful some of the above initiatives will continue to give them a real lift in the year ahead!





# Making an impact

## Our communities thrive thanks to dedicated volunteers who share their joys and passions.

Volunteers are the heart of Christadelphian Homes, and we are fortunate to have around 90 people who give their time to improve the lives of residents across our aged care homes and retirement villages.

People of all ages volunteer with us, and it can usually be as varied and flexible you like. Even our Board members are volunteers!

Around half of our volunteers are at Maranatha in Kallangur, and their presence creates a beautiful supportive environment for our residents, staff and families.

At Maranatha, the volunteers get together each year for an annual lunch to connect with one another and be acknowledged and thanked for their valuable efforts.

The volunteer's lunch at Maranatha this year was, in a way, bittersweet, as one of Maranatha's longest serving volunteers, Kevin Brockhurst, was recognised and also farewelled.

Kevin had been volunteering at Maranatha for 28 years, and supporting residents over this period in various ways including in the gardens, doing maintenance tasks and more recently with some card game activities and social interactions.

"We have sincere appreciation for the years Kevin gave to Maranatha and wish him the best with his health, and that God will bless him in the years ahead," said Maranatha's Spiritual Coordinator, Carmel Hayden.



"We certainly will miss Kevin's face at Maranatha. He is an inspiration to other volunteers and staff alike for his dedication."

While there are many different ways to volunteer across our homes and villages, at Maranatha, there are some quite unique projects through the work of the Maranatha Fundraising Committee, and the Maranatha Garden Railway team.

The Maranatha Fundraising Committee has continued to organise the Maranatha Spring Fair each year for more than 30 years.

More than \$700,000 has been raised over this period that has been used to support many activities, and equipment purchases that have benefited residents and staff at Maranatha.

The recent Spring Fair was once again a huge success, with many people attending and enjoying the fellowship, friendship, fun and contributing funds onsite at Maranatha (the Fundraising Committee's four 'Fs')!

In the last year, the Maranatha Fundraising Committee also supported an Easter colouring competition for aged care residents which was based on the theme 'He is Risen'.

The Committee donated the funds needed for two prize hampers, which included a Colour Psalms/Proverbs colouring book, 24 pack of pencils and a pack of coloured markers, along with some chocolates for Easter.

The Maranatha Garden Railway has also had an exciting year. Together with the Maranatha 'Men's Shed' members and other volunteers, they have held several 'running days' during the year when a number of trains have been in operation around the garden tracks.

Local school children visited Maranatha for one of the events, which added to the fun and excitement experienced by everyone young and young at heart. The train lines onsite at Maranatha were also extended during the year allowing aged care residents to get even closer to the action!

The Maranatha Garden Railway celebrates five years in operation this year and continues to welcome new members to the group.

These are just a few of the ways volunteers get involved at Maranatha Aged Care and Retirement Village and aged care, in addition to the many other valuable things people can do at all our homes and villages.

All volunteers make a huge difference to the lives of others and are appreciated by our residents, families and staff.

For more information on volunteering with us, please contact one of the Spiritual Care, Administration or Wellness team members.

**"We certainly will miss Kevin's face at Maranatha. He is an inspiration to other volunteers and staff alike for his dedication."**

*Pictured: (Left) John Swinbourne runs Maranatha's Garden Railway. (Centre) Dawn Middlecoat volunteers as the head of the Maranatha Fundraising Committee. (Right) Long-serving Maranatha volunteer Kevin Brockhurst.*





# The Executive

## Ross Peden

### Chief Executive Officer

Ross has almost 40 years experience in the aged care industry. He was appointed as CHL's CEO 13 years ago following a career in corporate banking. He is a CPA and ran a public practice which included consulting to several aged care companies. Ross is also an active contributor to industry forums and the Aged Care Association.



## Helen Milanovic

### General Manager - Finance

Helen oversees all aspects of CHL's finance function including receivables/payables, monthly reporting, budgeting and statutory reporting. She joined CHL in 2016 after more than 20 years with Manchester Unity/HCF and has been involved in completing many M&A projects over this period.



## Alison Bolton

### Chief Operating Officer

Alison brings years of management and leadership experience in the aged care and disability sectors, including as our General Manager Human Resources until 2021. She is now directly responsible for all aspects of the operations and management of our facilities.



## Kristle Van Bijon

### Senior Manager - Human Resources

Kristle is responsible for leading CHL's human resources function. She has worked across various industries including aged care, retirement living, disability and Home Care. Prior to joining CHL Kristle spent eight years managing retirement villages.



## Radhika Kumar

### General Manager - Health Services

A Registered Nurse with almost 30 years experience in public and private healthcare, including acute, community and aged care facilities. Now GM - Health Services after holding various other portfolios at CHL including Facility Manager, Health Systems Manager, and Funding Manager.



## Jacob Morgan

### Company Secretary

Jacob has extensive experience in compliance, risk management and operational efficiency. He has worked across pharmaceutical manufacturing and aged care industries and is now involved with Independent schools.



# Meet Our Team

Our senior management teams in each of our aged care homes are led by the **Director of Consumer Care & Services (DCCS)**, who is responsible for the overall operation of each facility, and our **Clinical Managers (CM)**, who are responsible for overall resident health and wellbeing. Our **Village Managers** at Courtlands and Maranatha villages take care of the unit sales and overall running of the village communities.

## Courtlands (North Parramatta)



Liza Abapo  
DCCS



Ruby Discaya-Ortega  
CM



Victoria Viray  
CM



Lisa Green  
Village Manager

## Maranatha (Kallangur)



Melanie Grace  
DCCS



Navi Grewal  
CM



Khushi Patel  
CM



Kerry Kennedy  
Village Manager

## Ashburn House (Gladesville)



Jing Cui  
DCCS



Kylie Li  
CM



Katleya Eleazar  
CM

## Northcourt (North Parramatta)



Jaroz Felipe  
DCCS



# The Board

## Phil Cubbin, Chairman

B.Bus. MBA, GAICD

**CHL Committee/s:** Chair of Board Finance, Remuneration and Board Nomination Committee (FRBN).

Phil has had a career working domestically and internationally as a senior banking and finance professional for more than 40 years. He has been a company Director for 12 years.



## Ken Pooley

B.Eng.

**CHL Committee/s:** Chair of Board Audit Committee; FRBN Committee.

Ken has held senior roles in two major telecommunications companies. He also has extensive experience in strategy, planning, engineering design, delivery of communications infrastructure, financial, people and stakeholder management.



## Colin Hillman

BSc (Hons) in Computing Science

**CHL Committee/s:** Mission Integrity Committee

Colin has 40 years' experience in software development, and has worked in Australia and overseas. Colin makes a valuable contribution to many aspects of CHL.



## Margaret Allwood

BNursing, Master of Nursing (Advanced Practice), Grad Cert Leadership (Health and Human Services)

Margaret is a Registered Nurse with over 25 years of experience with NSW Health. She has extensive leadership experience in education and management, and currently works as a Nurse Unit Manager in a large NSW hospital.



## Greg Della

BA, MSc, FIAA

**CHL Committee/s:** Chair of Board Governance, Risk and Compliance Committee, FRBN Committee, and Audit Committee.

Greg is a finance professional with broad ranging international leadership, management and Board roles across life insurance, general insurance and investments.



## Philip Pooch

Philip has been an IT professional for more than 30 years, with experience in IT Operations and Support, Software Quality, Environment, and Risk management, along with banking, insurance, superannuation, education, and Health IT. He was a member of the Queensland Christadelphian Retirement Village Committee (QCRVC) Board in 2012-13. Philip is the current CHL Director representing Queensland Class Members.



## Steven Jose

Steven has extensive senior management experience having recently retired as General Manager for Safety and Personnel with Master Hire. Steven initially served on the QCRVC Board and was the first Queensland Class Members' representative on the CHL Board from 2013 to 2019. Steven is currently also Chairman of Master Hire.



# Our Retirement Villages



## Courtlands Village, North Parramatta NSW

Enjoy comfort and convenience while living within an active and vibrant community at Courtlands Village. Stylish one, two and three bedroom units available.



## Maranatha Village, Kallangur QLD

Maranatha Village offers two and three bedroom ground-floor units with secure garages, situated on five hectares of beautiful tropical gardens.

# Our Aged Care Homes



## Ashburn House, Gladesville NSW

Ashburn House provides high-quality nursing care in an elegant aged care residence, that features an onsite cafe and lush natural surroundings.



## Courtlands, North Parramatta NSW

Courtlands offers round-the-clock care in a vibrant garden estate. We deliver care for high needs residents, and also provide dementia care and Extra Service places.



## Maranatha, Kallangur QLD

Maranatha provides compassionate and dignified aged care within a tropical garden estate. Modern private and companion rooms are available.



## Northcourt, North Parramatta NSW

Northcourt is a small aged care home that offers exceptional 24-hour care in a family environment, with private and companion rooms available.



# Directors' Report

## The Directors present their report on Christadelphian Homes Limited for the financial year ended 30 June 2024.

### General information

#### Principal activities

The principal activity of Christadelphian Homes Limited during the financial year was the operation of aged care homes and retirement villages.

No significant changes in the nature of the Company's activity occurred during the financial year.

The Short-term objectives of the Company are:

- to provide a high standard of care to all residents;
- to encourage excellence in staff and volunteers so that their contribution is a means of personal fulfilment; and
- to provide an avenue for the Christadelphian community to demonstrate "love your neighbour", through engaging with the aged and vulnerable.

The Long-term objectives of the Company are:

- to enrich the quality of life of older Australians, by nurturing them through our compassion, service and a comfortable living environment; and
- to operate and deliver aged care services in a way that is aligned with the principles of God and imbeds the life of His son Jesus Christ.

#### Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies – we strive to:

- maintain a reputation for excellent service and care through a mission-based, supportive culture;
- provide residents with comfortable, attractive, and well-maintained facilities;
- support those in particular need of help;
- promote innovation and best practice among staff;
- attract and retain quality staff and volunteers through a positive environment, ongoing

education, and development;

- meet regulatory requirements and pursue best practice care and exceeding consumer expectations; and
- focus on financially sustainable operations and prudent management of residents' funds.

#### How principal activities assisted in achieving the objectives

The principal activities assisted the Company in achieving its objectives by:

- maintaining an important focus on pastoral and spiritual care, and volunteer services to our residents;
- providing a high standard of service and support to our residents as validated by resident feedback and Government accreditation; and
- enabling the Company to implement ongoing improvements to the quality of residents' accommodation and services, across all our properties.

#### Financial performance measures

The following measures are used within the Company to monitor performance:

- Net profit
- Cash operating profit
- Net cash flow
- Accommodation bond and resident loan balances
- Care wages to care income
- Bed occupancy levels

#### Members' guarantee

Christadelphian Homes Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person

or association who ceased to be a member in the year prior to the winding up, is limited to \$10, subject to the provisions of the Company's Constitution. At 30 June 2024 the collective liability of members was \$2,760 (2023: \$2,750).

#### Review of PBI status

The Directors are of the opinion that the Company meets the requirements to be treated as a Public Benevolent Institution (PBI). The Board has conducted a review and was satisfied that its status continued to apply. The characteristics of a 'PBI' are:

- it is set up for needs that require benevolent relief;
- it relieves those needs by directly providing services to people suffering them;
- it is carried on for the public benefit;
- it is non-profit;
- it is an institution; and
- its dominant purpose is providing benevolent relief.

#### Board sub-committees

The Directors are conscious of the need for Board members to possess the diversity of skill and experience required to fulfil the obligations of the Board. The Board has established four sub-committees to oversee specific areas of corporate responsibility.

#### Audit Committee

The Company operates a Board Audit Committee to assist in the effective discharge of the Board's responsibilities for the integrity of financial reporting, internal control structures, internal and external audit functions, and financial risk management systems. The Committee meets at least twice per year and comprises Board members with relevant financial, commercial and risk management experience, senior management, and auditors.

#### Finance, Remuneration and Board Nomination Committee

The Company operates a Finance, Remuneration and Board Nomination Committee to assist the Board with oversight of the financial performance of the Company, the remuneration of management and staff, and the recruitment of new Board members. The Committee meets as required and comprises the Chairman and other Board members and senior management with relevant financial, management and commercial experience.

#### Governance, Risk and Compliance Committee

The Company operates a Governance, Risk and Compliance Committee to assist the Board in ensuring that policies and processes enable the business activities to be conducted in a safe, legally compliant, and effective way consistent with the organisational mission. It also seeks to foster a culture of continuous improvement to minimise the

adverse impact of risk within the organisation. The Committee meets as required and comprises Board members and senior management with relevant regulatory compliance and risk management experience.

#### Mission Integrity Committee

The Company operates a Mission Integrity Committee to help provide the Board with valuable insights into the application, and effectiveness of our Mission across our homes and villages. The Committee also seeks to inform the Board on progress of fulfilling our Mission through our employees, contractors, and volunteers, in the care and support we provide to residents and their families, and by giving the broader community, including the Christadelphians, advocacy, and visibility of our Mission. The Committee meets as required and comprises Board members, our Spiritual Carers, and other stakeholder representatives by invitation.

#### Company Secretary

The following person held the position of Company Secretary at the end of the financial year:

Jacob Isaias Morgan – Bachelor in Biotechnology.

#### Meetings of Directors

During the financial year, twelve meetings of Directors (in addition to committee meetings involving Directors) were held. Attendances by each Director at Directors' meetings during the year were as follows:

M Allwood: 3 (Appointed 4/2024)

S Collins: 8 (Resigned 4/2024)

P Cubbin: 12

G Della: 10

C Hillman: 7

P Pooch: 12

K Pooley: 10

#### Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 60-40 of the Australian Charities and Not-For-Profits Commission Act 2012, for the year ended 30 June 2024 has been received and can be found in the financial report.

Signed in accordance with a resolution of the Board of Directors:



**P R Cubbin**  
Chairman of the Board



**Ken Pooley**  
Director

Dated this 21st day of October 2024





**CHRISTADELPHIAN**  
**AGED CARE**

Christadelphian Homes Limited (CHL) ABN: 60 960 501 367.  
Trading as Christadelphian Aged Care, we are an experienced aged care provider that has been serving the community for more than 75 years. As a charitable, not-for-profit organisation any surplus funds are reinvested back into caring for our residents.

Editor: Jenny Galbraith

Cover image: Beverley Russell, resident of Courtlands in North Parramatta.  
Photo by David Henry Photography

**Christadelphian Homes Ltd**

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**Phone:** 1800 246 637

**ABN:** 60 960 501 367



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