



Good Lives for
Older People

GOOD LIVES FOR OLDER PEOPLE

ANNUAL REVIEW 2020/21

Board Members

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The Hon John Hill – Deputy Chair

Kevin Reid

Michael Luchich

Celine McInerney

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Mark Balnaves

Craig Holden

Imelda Lynch





From the Chair

COVID-19 and the recommendations from the Royal Commission into Aged Care Quality and Safety, followed by the Federal's Government response, were just some of the factors that created a dynamic operating environment for the aged care sector in 2020–21.

I am incredibly proud of ACH Group's management and staff for navigating the challenges and changes brought upon by these factors, and their unwavering focus of our organisation's purpose of supporting older people to live good lives.

The Royal Commission's recommendations, released in February 2021, and the subsequent \$17.7 billion investment (over five years) by the Government into the sector marked the beginning of a new era of aged care reform in Australia. It was pleasing that our organisation had an opportunity to participate in shaping this through CEO Frank Weits giving evidence at the Royal Commission.

In the second year of ACH Group's Strategic Plan, there were achievements and milestones reached in all pillars, which has well placed the organisation to deliver our 2019-2024 strategic plan. As we look forward to 2021-22, we will transition into our 'transform to grow' phase, which will further position ACH Group as a leading aged care organisation in South Australia.

Mary Patetsos



From the CEO

Despite current and emerging pressures of 2020–21, ACH Group made significant headway in our five-year strategic plan.

Our strategic vision of Connected Communities – focussing on geographic areas where ACH Group can support residents and customers with multiple services – underwent a pilot in FY21, which included the launch of seven community-based projects.

In line with the Connected Communities approach, we divested from retirement living in Victoria on 30 June. Proceeds from the sale allow additional investment in ACH Group's South Australian-based operations to deliver on our strategic ambitions and further support older people to live good lives.

Workforce is at the heart of our organisation. Positioning ACH Group as an Employer of Choice and attracting high quality workforce to meet increasing demand for services increased as a key focus this year and will continue to.

Speaking of our workforce, I would like to sincerely thank the 1800 employees and 230 volunteers at ACH Group for their dedication. I am so proud of the work you do.

Frank Weits

Highlights

CLINICAL GOVERNANCE

This year ACH Group strengthened its Clinical Governance Framework and continually improved the quality of the services provided to residents and customers. The Quality Team grew to allow for provision of review of quality in all areas of the business and ensure best clinical practice.

All residential care homes, home care and NDIS services maintained their accreditation or were reaccredited over the last 12 months.

FIT FOR GROWTH

The work to modernise ACH Group's technology infrastructure continued throughout the year to ensure end of life devices were replaced and ACH Group remained cyber secure as the workforce continued its increased mobility due to COVID-19.

Further investment in collaboration tools saw a number of meeting rooms upgraded with video conference and collaboration systems. An investment in the Business Intelligence capability improved reporting accuracy and enabled better evidence-based decision making, whilst an upgrade to the organisation's Intranet has improved access to information for staff.

Service Transformation commenced with the establishment of the project team and the appointment of system integrator. This multi-year program will deliver a fully digital end-to-end solution, where technology underpins internal processes elevating our people to provide a deeper level of care and connection, enriching relationships, and future proofing our purpose of supporting older people to live a good life.

Overall, we saw a 30% reduction in use of agency staff across residential and community and an increase of 13 nurses employed in home care, a promising result as we aim to have a more permanent workforce less reliant on agency staff.

CONNECTED COMMUNITIES

ACH Group led or participated in seven community-based projects that aimed to build and strengthen community connections. For example, through the Connected Communities Pilot, Community Connectors were upskilled and educated so they could inform older people on how to make the most of existing opportunities and activities in their neighbourhoods.

The Dining Co. project involved older people and local dining venues in the co-design of innovative age-friendly dining spaces and experiences which are inviting, welcoming, inclusive, accessible to all and support meaningful engagement.

Through the Re-imagining Volunteering project, we developed a stronger understanding of the experience of volunteers aged 70 and over in the 'COVID-19 era', challenged the systemic hidden ageism of the volunteering sector, and identified potential ways to break down some of the associated barriers.

Another example is the COVID-19 Reconditioning and Resilience Packages initiative which supported 100 older people who experienced an impact due to COVID-19 restrictions on their wellbeing, and developed an integrated offering including technology, physical activity and social connections, building on some of the learnings from the Connected Communities Pilot.

2020-21 delivered unprecedented growth in Home Care Packages (HCP) with high conversion of Commonwealth Home Support Program (CHSP) customers and the release of more packages from the Federal Government to support more people to continue living in their own home and community.

ACH Group's newest offering in its retirement living portfolio, 16 apartments at Spence on Light in Adelaide's CBD were launched to the open market with a comprehensive sales and marketing campaign.



EMPLOYER OF CHOICE

Attracting high quality workforce to meet increasing demand for services is an ongoing focus. While developing the people and cultural (P&C) strategy it was clear the P&C structure needed to be transformed. The new business partnering model for the P&C and Talent Acquisition teams ensures consistency of our services and ensures P&C can support and deliver key objectives of ACH Group.

Our Employee Value Proposition position further developed to ensure we could build on our offering in FY22 and have a clear point of difference to market to and attract workforce. Our CultureAlive program has identified a culture baseline to build on success for FY22.

Strong partnerships with universities and VET organisations saw an increase in student placements to over 1000. This enables us to cherry pick quality students from training programs and placements and support future workforce requirements. We also collaborated with UniSA in creating a new six-month online course for Professional Certificate in Aged Care, which opened pathways for those who lost work due to COVID-19 to begin a career in aged care.

Highlights

CUSTOMER FIRST

Customer Experience Target State projects were carried out in home care, residential care and retirement living with the objective to engage with residents and customers to better understand their needs across the key 'Moments that Matter'. The outcomes of this research have and will continue to inform our Service Transformation program, including key platform and IT decisions, workforce design, scheduling and rostering, new service design.

For the third consecutive year an Aged Care Quality Survey was conducted with 716 customers and representatives. It included residential care, HCP, in-home Transition Care Program, and CHSP with in-clinic Allied Health services, a new addition this year. The key take-aways were customers highly value ACH Group's people and culture. Quantity of staff remained a key area for improvement, as well as feedback management (particularly for HCP), and food quality (particularly for residential). Initiatives to address this feedback are in place.

A new process for welcoming home care customers was implemented which has improved our responsiveness to new customers by reducing the time they waited for a home visit by up to 50%. This has made for a vastly improved customer experience, as well as realising significant operational efficiency improvements.

TARGET THE GAPS

The creation of the new Social Links team structure and recruitment of Community Connectors, Group Planners, Event Planner and Facilitators has provided significant support for launching the re-designed Social Experiences.

With over 400 experiences available each quarter and new experiences added to each new Social Experiences guide, this year has been about setting ACH Group up to grow the social experiences that support people to live a good life and keep them connected to their community.

Key highlights of the re-designed program included Friday Nights Out, Monday Long Day Lunches, two new Sing for Joy Choirs and a partnership with guided tour company AAT Kings to enable us to scale and better tailor getaways and provide increased choice for high quality experiences across all South Australia.

REIMAGINE OUR TOMORROW

Reimagining our Tomorrow focussed on commercialisation, digital innovation and thought leadership initiatives. Highlights included the collaboration with South Australian smartphone watch company Spacetalk, where ACH Group helped to inform the design of their product LIFE for older people.

ACH Group designed a Research & Development Framework and participated in 15 projects in partnership with Flinders University, the University of South Australia and other research organisations.

Stay in the Game, South Australia's first online video gaming challenge for older people, engaged more than 300 individuals in a variety of activities, including video games that promote physical and social activity. Similarly, residents living at Milpara Residential Care Home were involved in the pilot of South Australia's first online intergenerational program, Child Care in Aged Care.

The Sueantha Chair, designed by two ACH Group staff members that reinvents the traditional high support chair, underwent a successful research-informed pilot.

Furthermore, ACH Group and customers have been proactive in the design of the new aged care system, with home care customers taking part in a pilot program which will help inform the design of the single in-home care program, outlined in the Government's five pillar plan for aged care reform.

Finally, about 150 staff and 50 customers contributed to the development of ACH Group's Diversity Action Plan, which aims to ensure that all people with diverse needs and life experiences can access high-quality, inclusive, and culturally appropriate aged care and disability services.



Customers

Veterans' Home Care Assessment and Coordination Agency

People supported	2,945
Assessments completed	8,306

Retirement Living 1,063 total residents

	Units	People
Rental Units	90	90
Resident Funded Units	505	635
Independent Living Units	315	338

Health Services 1,346 total customers

Short Term Restorative Care
Community Transitional Care
Private Customers

Home Support 6,849 total customers

Programs

Onkaparinga Home Assist
Disability (SA HACC)
NDIS
Private Service (customer funded)
Veteran's Home Care Service Provision
Commonwealth Home Support Program
Home Care Packages Levels 1-4

Services

Domestic Assistance	Personal Care
Social Support	Allied Health
Food Services	Respite
Home Maintenance	Transport

Residential Care, Transitional Care, Respite and Foundation Room

	Places
Colton Court	38
Highercombe	116
Highercombe - Transitional Care	10
Kapara	137
Milpara	92
Perry Park	116
West Park	60
Yankalilla Centre	63
ViTA	60
ViTA - Transitional Care	40

Workforce

48,500

hours contributed
by our valued
251 volunteers

1190

students
undertook
placement.
154,687 hours
completed by
students

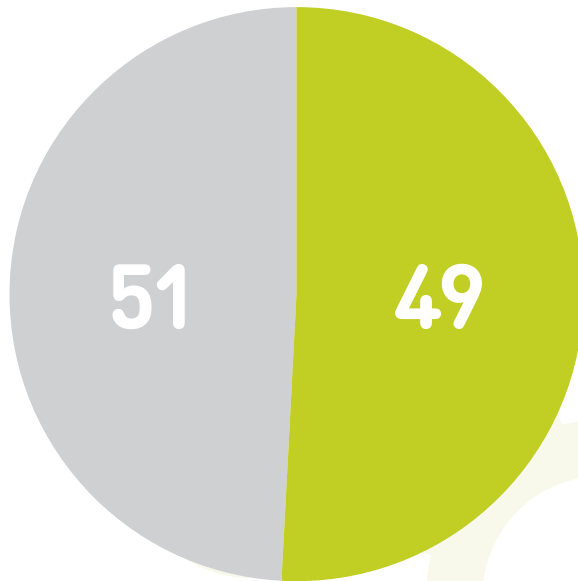
26

staff are
aged over
70 years old

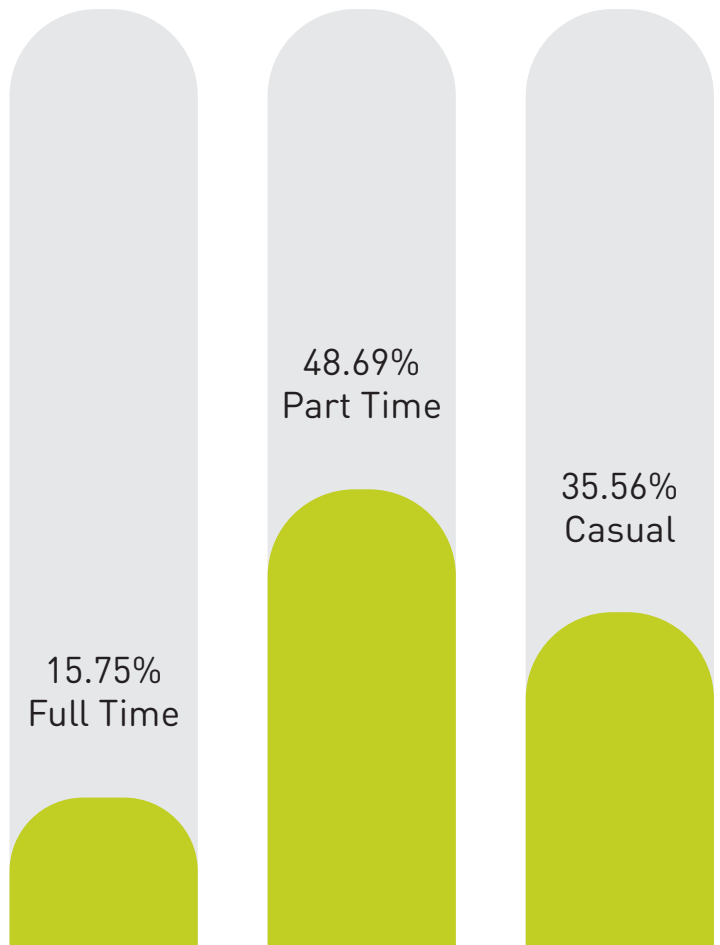
43.63

years old is
the average age
of workforce

1,777
employees

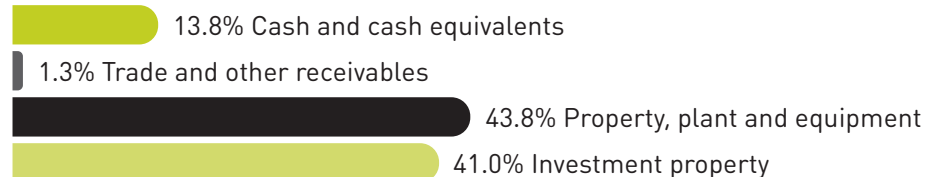


Workforce is made up of
51% Australian and
49% International representation

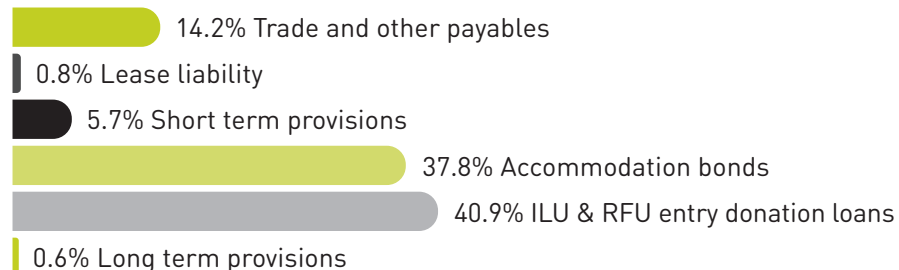


Financial snapshot

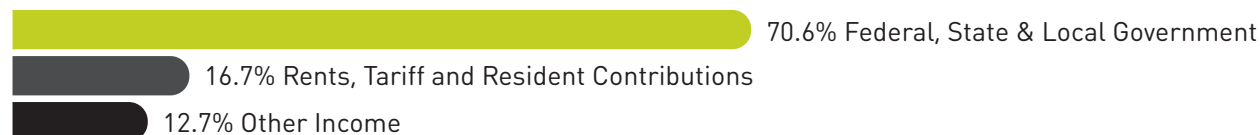
Total Assets
\$433.4m



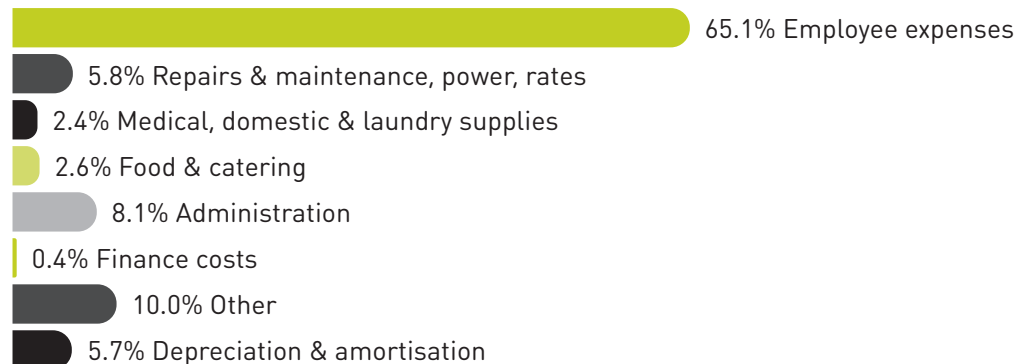
Total Liabilities
\$251.1m



Total Income
\$131.3m



Total Expenses
\$143.3m





Good Lives for
Older People

ACH Group is a not-for-profit community organisation promoting opportunities and services to support good lives for older people since 1952.

Let's talk **1300 22 44 77** Visit achgroup.org.au

