



HERE'S TO
70
1952
2022
YEARS!



**ACH
GROUP**
Good Lives for
Older People

Annual Review 2021/22

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ACH Group CEO Frank Weits and Chair Mary Patetsos.



FROM THE CHAIR

May 20, 2022, marked 70 years since ACH Group (formerly known as Aged Cottage Homes) was founded by Sir Keith Wilson.

None of what ACH Group has achieved in its 70th year would be possible without the contributions of past and present staff, the like-minded organisations we have partnered with, and the older people who have trusted us to support them to live and age well. I thank everyone who has been part of the ACH Group community.

This year was defined by COVID-19 and the introduction of reform measures in response to the findings of the Royal Commission into Aged Care Quality and Safety.

COVID-19 significantly impacted our sector; multiple measures were put into place to protect the health and wellbeing of the older people we support, along with our workforce.

Aged care in Australia is undergoing the most significant reform in a generation. Notably in FY22 our residential care business prepared for the introduction of the new AN-ACC funding model and Star Ratings. While in community and home care, we saw the first additional release of 40,000 Home Care Packages, a measure that responds to the increasing desire for older Australians to continue to live in their own homes.

Aged care providers, together with the Federal Government and peak bodies are dedicated to making meaningful improvements to the sector to meet the needs and expectations of older Australians, their families and carers, and the wider Australian population. I hope to look back in 10 years and see that the changes our current workforce are a part of made a real difference.

Mary Patetsos

FROM THE CEO

FY22 was a year defined by COVID-19 and aged care reform. Despite the headwinds associated with the COVID-19 pandemic, ACH Group progressed with the delivery of our five-year strategic plan.

Our Connected Communities strategic vision continues to underpin activities to strengthen the provision of accommodation and support to residents and customers.

During the course of the year, ACH Group embedded the first phase of our Service Transformation Program designed to provide a single view of customers, connect our businesses, and enable our Connected Communities strategy.

A major milestone occurred in early December 2021, with the sod turn of ACH Group's ninth residential care home, Healthia, in Elizabeth South.

As I have already mentioned, COVID-19 significantly impacted the aged care sector, and it came to the forefront in South Australia and for ACH Group in late December 2021. All areas of our business were impacted especially residential care.

COVID-19 added immense challenges for our workforce. Due to staff contracting the virus or close contact rules, we experienced staff shortages which placed pressure on our teams in residential care and impacted our ability to offer services in the home and community.

Despite the incredibly challenging time, I was amazed and proud of ACH Group staff who worked under immense pressure, but time and time again exemplified dedication, teamwork, and great care.

It is a privilege to be the CEO of ACH Group in the organisation's 70th year and as we embark on a new chapter of aged care.

Frank Weits

QUALITY

ACH Group strengthened its clinical governance and reporting capabilities to provide improved insight into clinical performance.

There continued to be a strong focus on continuous improvement and the use of evidence to inform best practice care.

COVID-19 management continued to pose a challenge especially in the first months of 2022 when South Australia's borders opened to interstate travellers. At the end of FY22, COVID-19 in residential care homes was being managed as a part of normal business operations as the wider community transitioned to living with COVID-19.

WORKFORCE

Attracting and retaining a high-quality workforce is an ongoing focus for ACH Group as we aim to meet increasing demand for aged care services.

The below are key initiatives to support ACH Group in attracting and retaining workforce.

Recruitment

ACH Group's Recruitment Plan was informed by our People and Culture Strategy, together with insights from the Aged Care Industry Council, CEDA's aged care workforce projections, and post-pandemic attraction research, along with direct responses from current and former ACH Group employees.

Employee Value Proposition (EVP)

The creation of ACH Group's EVP leveraged our Good Lives purpose and innovation track record, calling out purposeful relationship-centred work with customers, residents, and peers, together with learning and development and career pathway opportunities. With a broad range of roles and service settings, ACH Group is uniquely placed for employees to seek new and alternate career pathways.

Strategic partnerships

Strategic partnerships with universities and group training organisations increased ACH Group's access to talent pools. ACH Group has established partnerships with TAFE SA and registered training organisations to deliver student placements. These partnerships delivered a 45% conversion of Certificate III students to ACH Group Care Worker and Support Worker roles.

The expansion of these partnerships will continue to be a strategic imperative to meet the attraction challenge.

Culture

The ACH Group Way with the inclusion of organisational values was relaunched in May 2022, followed by CEO-led 'Culture for Change' on-site workshops with all staff.

Leadership

The implementation of the Operating Model Review across community and residential care services provided clear role leadership and accountability, further strengthened career pathways at ACH Group, and improved the care and experience of residents and customers.

Learning & Development

Good Lives Toolbox Tools were integrated into Care Worker and Support Work team meetings to support the understanding and delivery of the 4Rs – Reablement, Right Relationships, Real Experiences, and Roles.

We commenced the introduction of individualised succession planning with the Home Care leadership team, to support the recognition of identified high achievers and suitable successors through a mentoring and coaching program.

ACH GROUP WORKFORCE

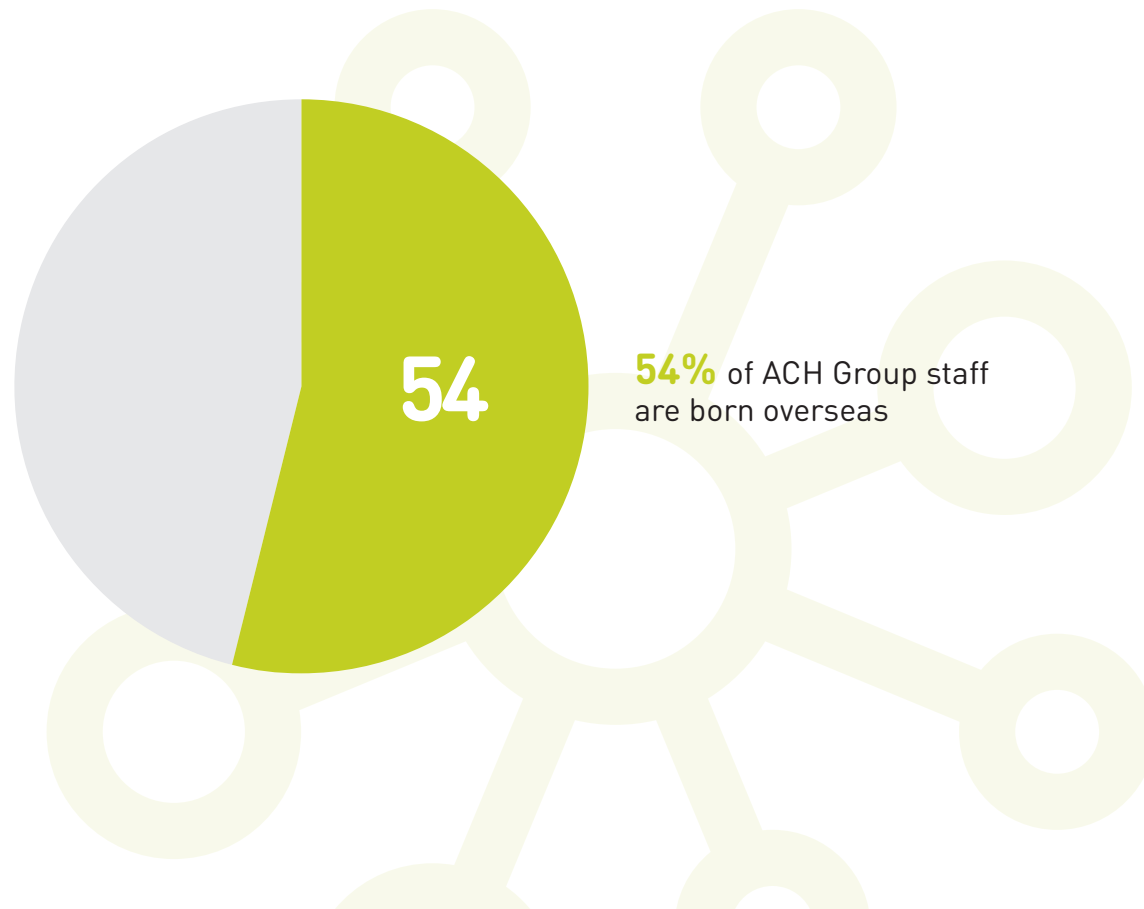
20
staff aged
70 years and over

21%
of staff have worked
for ACH Group for
more than 10 years

The longest-standing
staff member has
worked for ACH Group
for **42** years

49,711
hours contributed by
165 volunteers

1,850
employees



54% of ACH Group staff
are born overseas

17.36%
Full Time

48.40%
Part Time

31.68%
Casual

SALES

Continued growth in Home Care Packages was recorded, although workforce shortages experienced in the second half of FY22 impacted sales growth volume.

Occupancy in ACH Group's eight residential care homes was also significantly challenged during the second half of FY22 as COVID outbreak management resulted in lower occupancy levels.

Retirement Living sales were strong, aided by good levels of unit availability and a healthy property market.

DIGITAL

ACH Group continued to invest in digital capabilities.

Service Transformation is a multi-year program that will deliver a fully digital end-to-end solution, where technology underpins internal processes elevating the ACH Group workforce 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. The digital platform on which these capabilities are to be introduced was made live, with the first features and processes around onboarding, and a single view of customer relationships implemented.

A new visitor management system was introduced at all ACH Group residential care homes, offices, and Health Studios 50+ locations to protect visitors, residents, customers, and workforce and help prevent the spread COVID-19. The new system features facial recognition to speed up the entry and exit processes and features automated temperature checking.

A move from paper-based medication charts to a modern electronic medication management system was introduced at all residential care homes. In addition, four residential care homes benefitted from the implementation of next-generation Nurse Call technology that provides a new call assignment model resulting in improved safety, greater accountability, transparency, and auditability for the benefit of both residents and staff.

Further investment in tools, practice and awareness training for staff was made to improve both cyber security maturity and posture. The business intelligence capability continues to evolve and is providing a detailed level of reporting to enable quicker evidence-based decision-making across the organisation.

Retirement village location James Evans Court in Magill.





Representatives from the Northern Adelaide Local Health Network, City of Playford, University of South Australia, and ACH Group at the sod turn for Healthia.

PROPERTY

Healthia

Construction of ACH Group's ninth residential care home, Healthia, commenced this year. Designed in line with modern requirements of residential care and findings of the Royal Commission, Healthia has adopted the small household model where 96 residents will live in eight small homes of 12 residents each, rather than the larger group settings of conventional residential care.

Healthia is a partnership between ACH Group, Northern Adelaide Local Health Network (NALHN), City of Playford, and University of South Australia.

The project is scheduled to be completed by June 2023, with the first residents anticipated to be welcomed in August 2023.

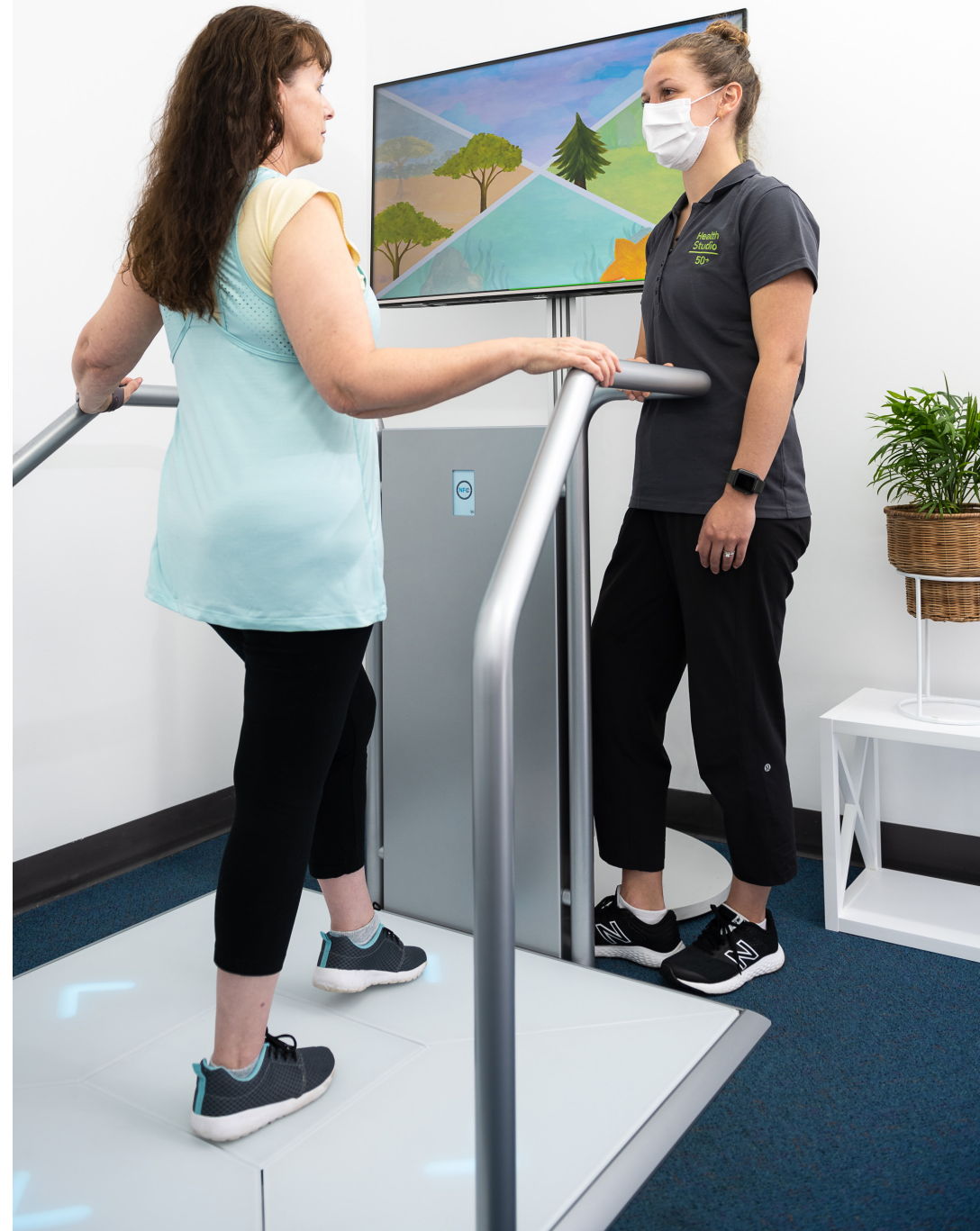
Health Studio 50+

Our three Health Studio 50+ locations offer popular services to support customers to regain or maintain their health. This year we relocated our north-east studio to larger premises at Gilles Plains. We also invested in an upgrade of space at Health Studio 50+ Christie Downs including the fit-out of new gym space and the installation of new state-of-the-art HUR equipment.

PROPERTY STATISTICS

- 5000 job requests actioned by ACH Group Maintenance Team
- >100 residential care rooms refurbished
- 50 retirement living units refurbished

The state-of-the-art HUR Senso at Health Studio 50+ Christie Downs.



ACH GROUP COMMUNITY

Retirement Living

848 total residents

	Units	People
Rental Units	82	80
Resident Funded Units	321	408
Independent Living Units	310	360

Health Services

1,499 total customers

Short Term Restorative Care
Community Transitional Care
Private Customers
Commonwealth Home Support Programme

Home Support

5,720 total customers

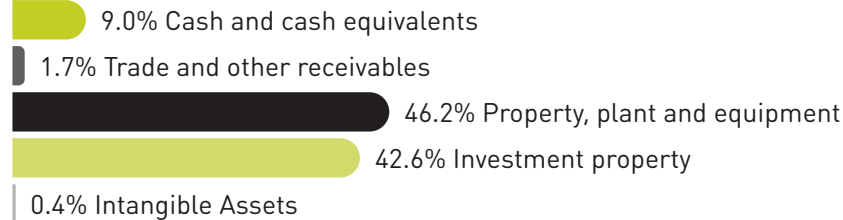
Programs	
Onkaparinga Home Assist	
NDIS	
Private Service (customer funded)	
Veterans' Home Care Package Service Provision	
Commonwealth Home Support Program	
Home Care Packages Levels 1 – 4	
Services	
Domestic Assistance	Personal Care
Social Support	Allied Health
Food Services	Respite
Home Maintenance	Transport

Residential Care, Transitional Care, and Respite

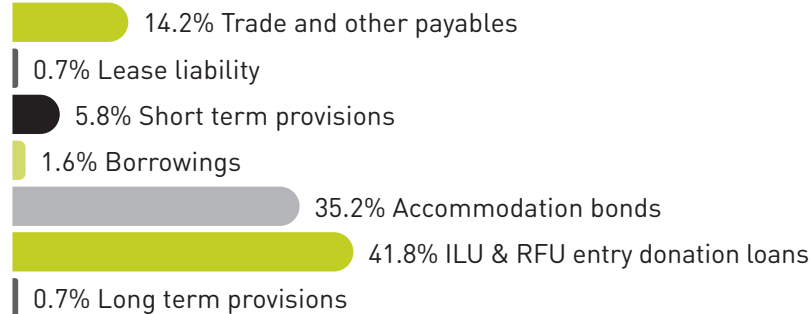
	Places
Colton Court	37
Highercombe	116
Highercombe – Transitional Care	10
Kapara	137
Milpara	93
Perry Park	117
West Park	60
Yankalilla Centre	63
ViTA	60
ViTA - Transitional Care	40
ViTA - Bangka Straight	20

FINANCIAL SNAPSHOT

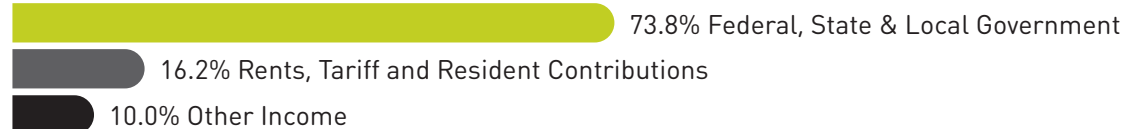
Total Assets
\$430.2m



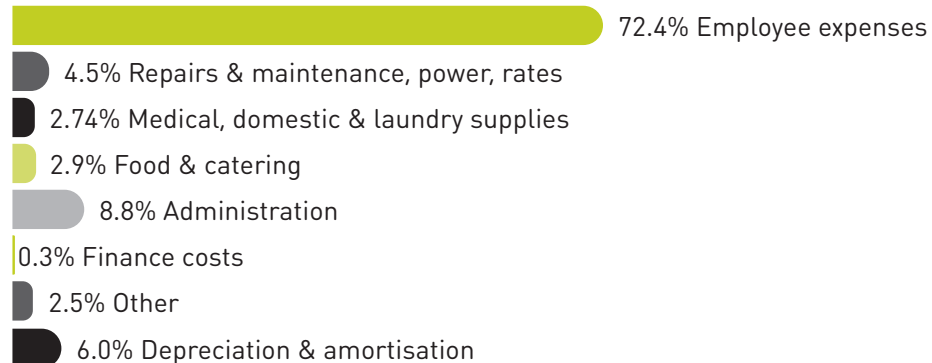
Total Liabilities
\$253.7m



Total Income
\$132.7m



Total Expenses
\$141.2m



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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

