



**ACH
GROUP**

Good Lives for
Older People

Annual Report 2022/23

ABOUT ACH GROUP

Founded in 1952, ACH Group is a trusted South Australian not-for-profit organisation supporting older people to live good lives.

As one of the state's leading aged care providers, ACH Group supports thousands of older South Australians.

In addition to a wide variety of accommodation offerings, with more than 550 retirement living units and nine residential care homes located across metropolitan Adelaide and the Fleurieu Peninsula, ACH Group provides a wide range of help at home, health, wellbeing, respite, and social experiences.

BOARD MEMBERS

Imelda Lynch (Chair)

Julie Mitchell (Deputy Chair)

Mark Balnaves (Treasurer)

Craig Holden

Michael Luchich

Celine McInerney

Outgoing Board Members

Mary Patetsos (retired)

John Hill (retired)

Kevin Reid (resigned)



FROM THE CHAIR

For over 70 years, ACH Group, as a charitable not for profit, has been at the forefront of aged care in South Australia, supporting older people to live well as they age.

We proudly opened our newest residential care home Healthia at Elizabeth South. This innovative and purpose-built home provides small scale living for residents in a more traditional home-like setting. We work closely with our partners in the local community including Northern Adelaide Local Health Network, University of SA and the City of Playford, ensuring we provide the best care and services.

Despite being faced with many workforce and industry challenges, ACH Group has performed well and has remained in a financially strong position.

We planned and developed our future strategic direction to ensure we can continue to evolve and adapt to the changing landscape of aged care.

The last twelve months have seen some changes at Board and Executive level, including the retirement of long-standing Chair Mary Patetsos AM and Deputy Chair John Hill as well as the resignation of Treasurer Kevin Reid. I would like to thank all for their significant contributions to ACH Group - in particular Mary Patetsos AM, whose vision and strong focus on cross-sector partnerships have been at the heart of ACH Group's capacity

to positively impact the lives of older people for over 15 years. Julie Mitchell was appointed into the Deputy Chair role and Mark Balnaves as Treasurer..

We also welcomed Linda Feldt into the role of Interim CEO, after acknowledging outgoing CEO Frank Weits for his contribution of five years.

As I embark on my journey as the new Chair of ACH Group, I look forward to connecting with our community to continue to listen and learn. I would like to express my deepest gratitude to our residents, their families, our volunteers and the broader community for their continued support as well as to our dedicated staff who continue to demonstrate unwavering resilience and dedication.

Together we will navigate the challenges ahead and continue to provide exceptional care and support to older people.

Imelda Lynch
Chair



ACH Group Interim CEO, Linda Feldt
with older South Australians

FROM THE INTERIM CEO

Reflecting on FY23, it has been an incredible year for ACH Group marked by collective achievements, change and resilience. Not only have we effectively tackled aged care sector reforms and challenges head on, together we have accomplished some truly remarkable milestones.

We celebrated the successful delivery of our ninth residential care home Healthia, which stands as a testament to the dedication of our incredible staff and the strength of our partnerships, which in turn enable us to provide innovative solutions that help meet the diverse needs of our local community of older people.

Great progress was also made to allow for more effective workforce planning and the building of leadership capability, which delivered a strong financial turnaround for us.

Simultaneously, the service transformation work undertaken in the last twelve months has set us up for future aspiration and growth. The digitalisation and seamless integration of systems to better match workforce with customer profile enables us to work smarter and more efficiently which in turn has allowed us to significantly improve how we engage our customers and workforce in the future.

Our unwavering commitment to Good Lives and the adoption of person-directed care has increased customer satisfaction and has positively impacted culture and engagement with all our residential homes exceeding a 3-star rating.

Investing in workforce and leadership development continued to be a key focus for us and this year our Senior Leadership program underscored our dedication to ensuring our staff are equipped to inspire and lead their teams.

Finally, thank you to all our customers, residents, families, Board, staff and partners for your trust in ACH Group – we look forward to continuing making a difference together.

Linda Feldt
Interim CEO



Year in Review

CONNECTED COMMUNITIES

ACH Group seeks to deliver on its purpose through a Connected Communities approach.

Connected Communities goes beyond merely clustering services. Residents and customers feel the ACH Group difference through real engagement and the promotion of valued roles, fostering a sense of belonging and community connection.

Our approach offers localised care and accommodation options through partnerships with community, healthcare, and education sectors. Emphasizing social connections, this approach fosters wellbeing and healthy living for older people, ensuring they receive the necessary support they need to live a good life.

As a full-service aged care provider with Connected Communities, integrated health care, and a 'One Workforce' approach, ACH Group is recognised as a trusted accommodation and care partner as health and life circumstances change.

To ensure we can successfully deliver a Connected Communities approach, it is crucial we have a united workforce. Together, we celebrate exceptional care and create a culture where an individual has the opportunity to be part of a diverse, unique workplace that enables them to thrive in their journey of personal and professional growth.

CLINICAL GOVERNANCE AND QUALITY

In FY23, ACH Group has continued to make significant improvements to its governance structures and processes to ensure we continue to provide the highest standards of service delivery and care to our customers and residents and meet the requirements of the aged care reform agenda.

Our strong focus on clinical performance has seen us improve clinical care services and achieve positive progress in the National Quality Indicator program. Data and insights gathered through this program were instrumental in enhancing the ongoing quality of care we deliver.

All our residential care homes successfully retained their accreditation or were reaccredited, demonstrating our compliance with rigorous industry standards. In this process, the dedicated efforts of our staff were acknowledged by the Aged Care Quality and Safety Commission.

Over the last 12 months, ACH Group has successfully introduced a new operating rhythm – a site-based quality assurance structure – in residential care homes and home care to further support our staff and the delivery of care.

COVID-19 and other infectious outbreaks continued to be managed effectively with ACH Group's rigorous infection control practices.

WORKFORCE

ACH Group's main focus remained on attracting and retaining a committed workforce. The following key initiatives have been implemented to further enhance our capabilities and building our employer branding to become an Employer of Choice.

Recruitment

ACH Group's strongly believes people are its greatest assets.

Strategic efforts have been made in revitalizing our employer branding and recruitment, which has seen us direct our focus towards digital channels. By leveraging the power of social media platforms such as Instagram, Facebook, and LinkedIn, we have managed to effectively reach and engage with new key audiences. In addition to our social media efforts, we have implemented new and innovative recruitment strategies to attract talented healthcare professionals to connect with ACH Group.

A review and refresh of our onboarding framework also played a pivotal role in decreasing turnover rates, with a more focussed approach to fostering consistent connections during the first six months of employment now implemented.

This year we welcomed and successfully onboarded 574 highly talented new staff members.

Volunteers

The ACH Group Volunteer Recruitment Strategy commenced in FY23, focusing on the establishment of external partnerships and the creation of targeted campaigns to reach and attract new volunteers.

Despite a slight decrease in the number of active volunteers during the COVID-19 pandemic, the recruitment and successful onboarding of new volunteers resulted in a consistent 8% growth. This reflects a favourable trajectory for continued development of ACH Group's volunteer community.

Employee Value Proposition (EVP)

Recognising the importance of employer branding to help drive culture, attraction and retention, ACH Group's EVP empowers our workforce to build meaningful relationships with customers and residents, positively impacting their lives.

Bringing to life our Good Lives purpose, our people are encouraged to enhance their career pathway through continuous learning and development; through the pursuit of new and alternate career opportunities within the ACH Group.

In 2023, we have seen a positive impact of our EVP with 81% of workforce seeing a clear link between the work they do and the ACH Group purpose.*

*ACH Group Team Culture survey results 2023

Culture

ACH Group is committed to creating a safe and inclusive workplace where people can be their best self, where they feel valued and listened to. We believe our people often are the best source of ideas for improvement and we are consistently committed to pro-actively seeking their feedback through an annual Have Your Say Culture Survey.

This year, an impressive 79% of staff were actively engaged in the survey and shared their voice. As a result of their feedback, a number of measurable improvements have been implemented including the introduction of a Change Dashboard to effectively communicate changes initiatives and the initiation of leadership training programs to increase capabilities, which has ultimately led to improvement in care and services.

Leadership

ACH Group finalised the review of our operations in December 2022, resulting in increased retention rates across community services and residential homes.

The new Residential Care Workforce Model has allowed us to embed strong leadership whilst more efficient and effective rostering has significantly reduced costs, delivering a stronger turnaround in our financial performance.

The ongoing Senior Leadership Program, aimed at cultivating inspirational and accountable leadership, ensured senior staff remained well-equipped to deliver on our strategy.

Learning & Development

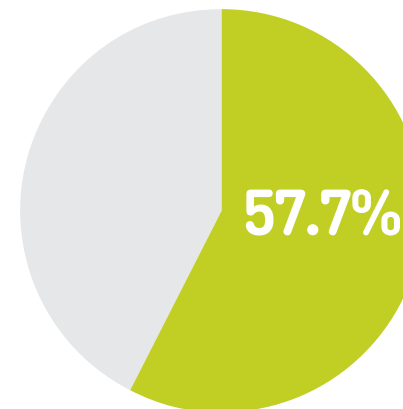
During the last 12 months, ACH Group remained dedicated to providing learning opportunities and fostering employee growth. The revised Career Pathways program presented no less than 202 opportunities for further career development. A new decentralised Training and Development framework, coupled with an updated Code of Conduct, ensured that our workforce was set up for success.

ACH GROUP WORKFORCE

19.1%
of staff have worked
for ACH Group for
more than 10 years

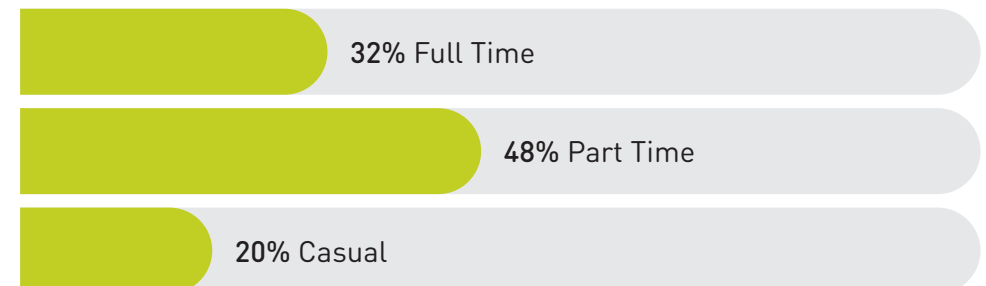
The longest-standing
staff member has
worked for ACH Group
for **43** years

45,492
hours contributed by
164 volunteers



57.7% of ACH Group
staff are born overseas

1,802 employees





SALES

Testament to our commitment to providing great quality care and support to older people to have a good life, FY22/23 has seen good growth across ACH Group services.

We provided services to over 7,000 Home Care and Community customers and continued to demonstrate robust growth in Home Care services, recording a total of 1,406 Home Care Packages.

Retirement Living sales remained strong with 43 retirement living units sold from more than 350 enquiries.

Our residential care homes again achieved a strong total occupancy rate of 96.9%, significantly above industry average, affirming our dedication to creating nurturing environments that meet the needs of and prioritize the wellbeing of our residents.

DIGITAL TRANSFORMATION

ACH Group's exciting journey of digital re-invention and transformation ensures it future proofs its purpose of supporting older people to live a good life. As we propel into the digital era, data management and business intelligence play a key role in informed, data-driven and evidence-based decision-making.

Significant work has been undertaken in the last 12 months to further improve our Business Intelligence function by deploying specific dashboards and metrics across all divisions.

To allow further data governance enhancement, we have also introduced an improved data governance framework, reinforcing the establishment of sources of truth, enhancing data quality, and safeguarding data integrity.

Our Service Transformation initiative, which underpins our commitment to continuous improvement and the delivery of exceptional customer service and care, is a pivotal, multi-year program aimed at integrating new digital business capabilities seamlessly, fostering a fully digital end-to-end solution for increased operational efficiency and creating new electronic channels for customer engagement.

Key enhancements have been implemented in various areas, including Residential Room Management, Web to Lead management, and the automation of Welcome Team activities. These digital capabilities not only streamline our internal processes but also significantly enhance responsiveness, customer engagement, and reduce wait times.

FY23 has also seen six out of nine ACH Group residential care homes receive a contemporary Nursecall system upgrade, which allowed for improved resident safety and staff responsiveness. This platform now allows for Real-Time Location Tracking, Wi-Fi-enabled pendants, and updated falls management detection capabilities. The remaining three residential care homes legacy Nursecall systems will be upgraded in 2024.

PROPERTY

Healthia

During the 2022-2023 ACH Group reimagined the traditional residential care home model with the completion of Healthia, ACH Group's ninth residential care home at Elizabeth South.

What makes Healthia different is the person-directed care and living model and the unique built form. Healthia is the first care home in Australia to partner with the U.S.-founded Green House Project to deliver a person-directed care and living model that supports residents to be at the centre of any decision making that affects their everyday living.

Combining aged care, health, and education all in one hub, ACH Group's Healthia 96-place residential care home has adopted an innovative model of eight purpose-built single-storey houses in a small home setting. The unique built form has taken into consideration what would be seen in someone's own home to capture a homely environment and sense of familiarity for residents.

The project is a partnership between ACH Group, the University of South Australia, Northern Adelaide Local Health Network (NALHN), and City of Playford. The co-located UniSA Health Clinic, an integrated GP, nursing, and allied health clinic, provides services to residents and the surrounding local community. The partnership with NALHN allows older patients at the Lyell McEwin Hospital and Modbury Hospital to leave hospital sooner and continue their rehabilitation and transition to home at Healthia.

Retirement Living

In 2023, we continued to see great interest in people wanting to move into ACH Group retirement living community homes and we proudly welcomed 46 new residents into our community.

Furthermore, the restructuring of the previous Resident Liaison Coordinator role to Village Manager has allowed us to rethink how we actively manage villages, with Village Managers now responsible for the day-to-day operations of villages, developing relationships, and connecting residents to services and opportunities that meet identified care, social and community needs.

To best support residents as they settle into their new home and community, a review of our Welcome Process was undertaken. As a result, we have re-launched the process, incorporating resident feedback to ensure a seamless introduction with increased support and check-in visits.

Following feedback from residents for more social engagement opportunities, ACH Group launched the Retirement Living Social Program earlier in 2023. This key initiative activates community centres and hubs, increasing cross-village interaction and social opportunities. The program delivers a calendar of events throughout the year and also supports resident-led initiatives. Since the launch of the program, over 220 coffee connections events have been held and 15 additional social events have been successfully offered, including Neighbour Day, Jurassic Vibe, SALA art classes and Barefoot Bowls – all of which obtained great resident attendance rates.

Lastly, we have also introduced a dedicated Community Connector role to support residents to connect with their community, and if needed, with services to remain living independently at home.

PROPERTY STATISTICS

- 8,031** requests actioned by ACH Group Maintenance Team
- 107** residential care rooms refurbished
- 47** retirement living units refurbished
- 46** new residents welcomed
- 240** unit inspections conducted



COMMUNITY SERVICES

Social

ACH Group Social Programs remained in high demand due to their exceptional quality and desirable content. Participation rates increased by an additional 40%, resulting in over 1,050 customers actively engaging in our social experiences.

Our Sing for Joy Choir finally returned to the stage, after a long break due to COVID 19 challenges. The power of music brought together over 100 enthusiastic customers who joyfully performed in front of a captivated audience of over 400 attendees; this made it their largest performance ever.

We also organized 24 amazing Getaways, offering essential breaks for many caregivers and individuals who might not otherwise have had the opportunity to take a holiday.

To meet growing demand, the popular Long Lunches Experiences program was expanded by an incredible 50% to offer even more opportunities to foster social connections.

Health

In FY23, over 1,900 ACH Group customers benefitted from a range of health therapy services delivered by our highly skilled in-house team of Allied Health professionals.

Staff provided in-home rehabilitation and restorative care across all services, with a particular focus on transitional care and short-term restorative care programs.

Following our latest research insights, staff completed training to update their knowledge in balance and how best to improve it, before balance groups at all health studios were revamped to best meet the needs of our customers.

As part of our commitment to nurturing talent, ACH Group also supported nine new graduates through our specialised Allied Health New Graduate program.

Home Care and Community services

Over the past twelve months, our commitment to support South Australians to keep living independently in their home and their local community remained evident.

ACH Group supported over 7,000 people to stay at home using Home Care Packages and through Commonwealth Home Support funded services. An incredible 220,000 hours of assistance were provided across a broad range of services including personal care, social support, domestic assistance and home maintenance.

We also welcomed over 2,500 new customers to our home care and community services whilst supporting 400 existing customers to transition from basic services to a full Home Care Package.



STRATEGIC PARTNERSHIPS

Establishing and expanding our strategic partnerships to deliver on our vision remained a key strategic focus in FY22-23.

We have continued to strengthen our relationships and collaboration with numerous key partners, including War Widows, SA Health, Northern Adelaide Local Health Network (NAHLN), Southern Adelaide Local Health Network (SAHLN), University of South Australia, University of Adelaide, Flinders University, TAFE and the City of Onkaparinga.



RESEARCH & DEVELOPMENT

To shape the way we re-imagine our tomorrow and support older people to live good lives, ACH Group has established multiple research collaborations with universities, South Australian Health and Medical Research Institute (SAHMRI), Office of Ageing Well and the National Ageing Research Institute.

The research informs new models of care, technology and innovation to meet the changing needs of customers and support of their families and communities. ACH Group currently has nine active research projects, with another 20 to commence soon.

The three key strategic themes of ACH Group research are: Connected Communities, Clinical Capacity, and Workforce Development.

Connected Communities research projects aim to build and strengthen social links across communities. Recently completed projects include Child Care in Aged Care – an intergenerational program in residential care and Dining Co – which encouraged social lunches and investigated what factors support older people to dine out more. Reimagining Volunteering studied what makes volunteers aged 75 years and older commence, remain in, or leave volunteer experiences.

Clinical Capacity research translates new evidence into everyday care, including how to implement best practice hip fracture management for residential care residents and exploring behaviours to provide a personalised approach to dementia prevention in the community.

Workforce Development addresses attraction, retention, and training for staff. The recently opened Healthia Residential Care Home provides person-directed care and living. This new approach required the development of multi-skilled worker and empowerment roles. These roles, their effectiveness, sustainability, and impact on the quality of residents' lives, will be tracked for a number of years.



THE ACH GROUP COMMUNITY IN NUMBERS

Retirement Living

688 total residents

	Units	People
Rental Units	64	65
Resident Funded Units	295	278
Independent Living Units	227	345

Health Services

1,900 total customers

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

Home Support

+7,000 total customers

Programs

Onkaparinga Home Assist
Private Service (customer funded)
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

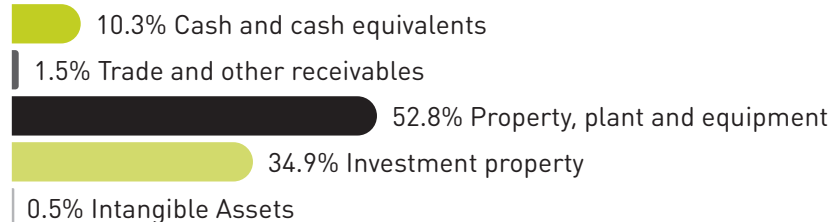
Residential Care, Transitional Care, and Respite

	Places
Colton Court	37
Highercombe	116
Healthia	84
Healthia - Transitional Care	12
Kapara	137
Milpara	93
Perry Park	117
West Park	60
Yankalilla Centre	63
ViTA	60
ViTA - Bangka Straight	20

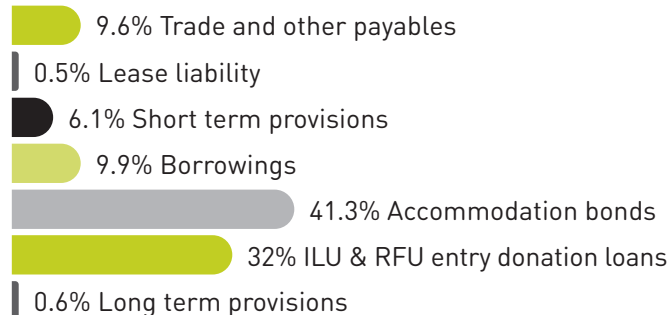
FINANCIAL SNAPSHOT

ACH Group recorded a profit for purpose of \$6.64m, providing important funds to support growth and renewal of ACH Groups significant asset base. The total net assets have grown by \$6.86m over FY2023.

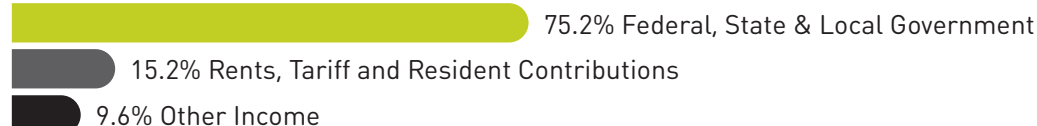
Total Assets
\$434.7m



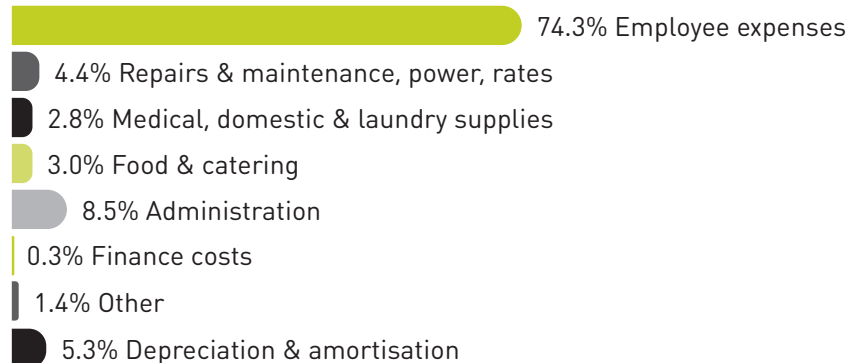
Total Liabilities
\$251.4m



Total Income
\$143.9m



Total Expenses
\$142.9m





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**

