



Good Lives for  
Older People

# 2012: Our year of Good Lives

## ACH Group key highlights 2011/12 at a glance

1 / We delivered services to 15,000 older South Australians and Victorians, and provided assessment and care coordination to a further 15,000 veterans in five states and territories.

2 / We maintained all services at full accreditation. Residential Services won seven Better Practice Awards in 2011/12 from the Aged Care Standards and Accreditation Agency and ACH Group staff won four national awards.

3 / We advanced the delivery of our services so that our care gave older people access to greater choice and control, networks, interest, health and fitness, roles and events.

4 / We commenced the \$8 million refurbishment and upgrade at Kapara Residential Services at Glenelg that will provide outstanding accommodation in this beautiful location.

5 / We developed a new service model for Home Care to give older people choice and control, provide staff with new career opportunities and deliver service efficiencies and improvements.

6 / We won new funding for programs—Teaching and Research Aged Care Services, Student Development, the City of Onkaparinga's Home Assist program, Home Care Victoria, Home and Community Care services, Workforce Reform, and Heart and Brain Health.

7 / We consulted widely and then agreed on our 2012-2017 Strategic Plan which has a focus on choice, housing, roles, learning, good health, workforce and IT.

8 / We gained final approvals for Vita— a service that, for the first time in Australia, brings together health, aged care, research and education. The \$50 million centre at Repatriation General Hospital will open in March 2014.

9 / We used ACH Group's extensive innovations as a base for active engagement in and encouragement of the Australian Government's National Aged Care Reform.

As Baby Boomers  
turn 65  
and their parents start  
turning 90,  
we will need to  
change

the way people, families, employers and our community

view ageing  
and aged care.

This year, the Australian Government released ‘Living Longer. Living Better,’ a Blueprint for Aged Care Reform which was welcomed by ACH Group. Against this backdrop, we increased our support of the good lives of people who use our services—people like Jean Armstrong and Margaret Dutschke.

Jean learnt to write poetry at 94 when she could no longer play chess, and she started playing chess when she could no longer play croquet. Because of Macular Degeneration, Jean can’t actually write her poetry down. Her ACH Group carer starts the day by writing down Jean’s creative work. Jean has just turned 100, and has had four poetry books published. She is working on her fifth.

Margaret redirected her traditional aged care package, using Consumer Directed Care (CDC), so she could join a choir, get to it on time and be fit enough to stand for long periods, because singing is everything to Margaret.

Creating opportunities for older people to thrive, remain connected to their communities and in control of their lives drives our every action because we believe growing older is akin to turning a new page and with it comes a sense of great anticipation and optimism.

Over the past 12 months, we have developed a new Strategic Plan. We are committed to becoming an organisation that will foster the opportunities for people to grow in their 70s, 80s and 90s. We will be guided by the aspirations of older people—the roles they see for themselves, their networks and choices. We will partner with others to challenge the stereotypes of ageing as we transform from being an aged care provider to a good lives promoter.

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## Our Customers

Staying in control,  
getting what you want

Over the past twelve months we have spent a lot of time speaking with our customers to discover what people want from ACH Group.

Just over 15,000 customers, as well as those who receive support through Veterans Home Care, have been supported by our 1,656 staff. They have been offered increasingly flexible models of service that meet their individual requirements. Our committed staff have not only met the high expectations of our customers, but also responded to the rigours of our internal peer review process, the 'Service Impact Project' and all of the requirements of the external Accreditation and Quality Agencies.

We learnt from our customers that setting goals and making decisions are important to living a good life. We have been trialling Consumer Directed Care for three years and are proud to have pioneered this approach to service design and delivery. We are now taking this trial to mainstream Home Care to give people more choice and control of the services that support them. We will be adopting this approach over the coming years throughout all of our services, including our Residential Services.

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Recently, we extended our Consumer Directed Care model to our Respite Services in the West, giving carers more choice and control over how the State Home and Community Care funding they receive is spent. Developed through a partnership with disability provider Cara, this initiative marks an important step in building a new approach to respite services for carers.

Building on our strength as a quality community care provider, we continue our partnership with the City of Onkaparinga to deliver the Home Assist program for another two years. The program supported 2,575 households in 2011/12 including 683 new customers, offering 37,000 individual services including domestic assistance, general maintenance and home modifications.

As the expectations of our customers and funding bodies evolve, we are looking at a new way of working. In March, we sent out 4,500 surveys to both our Health and Community Services customers and staff. More than 1,200 customers responded. The results showed that our customers ranked being healthy, active and in control as the most important aspects of living a good life. Access to technology such as mobile phones or computers also was a priority. Customers highly valued ACH Group staff and their approach to delivering services.

We are now using these findings to improve the processes that support our services to people at home. We have developed a new Health and Community Services service model that will improve our capability and efficiency. Acknowledging the importance of our staff in the success of this new model, we have equipped all our care workers with mobile smart phones so the customer information they have is current and they can communicate quickly with coordinators and specialist staff.

We also commenced an \$8 million refurbishment of Kapara Residential service at Glenelg. When complete, the refurbishment of 80 rooms will provide contemporary style accommodation, including upgraded courtyard gardens and dining areas.

## Our Promise

### Good Lives for Older People

ACH Group engages its community by offering quality care with a good lives approach. People tell us they want to get the most out of life in their 70s, 80s and 90s. ACH Group is therefore creating new opportunities to think and learn about a good life. We are delighted that this approach aligns with the Australian Government's Aged Care Reform 'Living Longer. Living Better'. ACH Group is constantly reinventing aged care to be more hopeful, informative, built on choice and attached to the roles of everyday life.

Our Good Lives Event series was created to engage people in their 70s, 80s and 90s with their local communities. More than 750 people came to events at Rostrevor, Salisbury and Port Noarlunga. The series showcased volunteering, arts, exercise, singing and dance groups and featured presentations from local councils, the RAA and the SA Police.

More than 500 people benefited from a review of our Social Links services which provide unique opportunities for people in their 70s, 80s and 90s to find ways of getting involved, staying active, learning new things and meeting people. The review resulted in the development of new strategies to create custom-built options to meet customers' needs.

ACH Group's longstanding commitment to test our own service quality through the Service Impact Project (SIP) has been strengthened again this year with the development of a Knowledge Transfer Program to share better practice. The peer led review process measures quality of life, and tells us what we should be doing better to support the lives of our customers. Since the process was introduced in 2004, we have completed 42 reviews involving 67 team leaders, 174 team members and 315 customers. The alignment of the SIP Quality Criteria to the definition of a "good life" and the involvement of our customers as review team members has added strength and vigour to the process.

Our good lives approach has been developed over several years, including through feedback provided directly by more than 800 customers through a total of 26 Board Conversations since 2004. This year our Board Conversations involved many of our volunteers.

This year evidence-based research was undertaken by Dr Kate Barnett from the University of Adelaide to review the good lives elements that have emerged from our consultations with older people. The final report has deepened our understanding of what constitutes a good life, and provided us with solid evidence in pursuit of our goal to transform from being an aged care provider to a good lives promoter.

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The launch of my  
fourth book

would not have been possible without

Anne

who helped my

poems

come to life

on paper.





**Jean Armstrong**

Jean thinks of most of her poems in bed and her care worker helps write them down when she gets up. Jean, who turned 100 in October, launched her fourth book recently which she dedicated to her ACH Group care workers. Jean is already working on her fifth book.



People tell us that being as healthy as they can be is fundamental to living a good life. Underpinning the creation of our 'Good Health Framework' is our commitment to promote health and well-being for individuals, families and communities.

We have continued to improve the health outcomes of older people with rehabilitation and chronic condition self-management programs through physiotherapy, podiatry and occupational therapy services.

In 2011/12, 208 customers have been supported with access to a range of allied health, nursing and restorative care services through our Community Transition Care Packages. With our recent successful reappointment to the SA Health Provider Panel, we will continue to be a provider for the central, northern and southern Local Health Networks.

Our 'Life Exercises' program is flourishing with over 700 people taking part. With the support of a Fitness Leader and accredited allied health professionals, customers participate in four hours of exercise a week over ten weeks. The program was recently reviewed to ensure that it aligns with the best available evidence. Following the review, a new improved program will consist of four different exercise options to cater to a broad range of needs, from the well and fit to people who are experiencing significant challenges with mobility, balance and overall fitness. Complementing these exercise classes will be a number of education sessions aimed at enhancing health and assisting people to prevent and manage health conditions.

## A new, more intense brain fitness program has also been developed to promote mental agility. This new addition makes 'Life Exercises' a unique program that combines both physical and intellectual exercise with health literacy education.

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Following the success of the Partners in Positive Ageing program trial at Highercombe, the program has evolved to become a significant arm of our Good Health Framework which has been extended to our Residential Services at Milpara, Kapara, West Park and City Views. Built on the basis that early intervention will promote opportunities to stay mobile, independent and in control, strategies are in place to encourage people to be active, keep learning, maintain relationships and valued roles, engage with what they love, and speak up about what is important.

In partnership with the City of Salisbury, we embarked on a restorative pilot study with 36 customers aged from 67 to 90, to introduce innovative and sustainable ways to reduce the waiting time for people seeking low-care Home and Community Care services. At the end of the program, 28 people were restored to good health and no longer required ongoing support. For those who still required support, the intensity had decreased. The success of this pilot study has led to the development of an 'Active Service Delivery' model across our home care services which sees our care workers working with our customers to restore function and independence. To date, 454 staff have been trained to support this new approach.

## Dementia Specialist

### Supporting people with dementia

With dementia predicted to become the leading cause of disability in Australia by 2016 and now recognised as one of the nine national health priorities, ACH Group is committed to supporting people with dementia to attain optimum health, retain a sense of control and live a good life as they adapt to the changes that dementia brings.

ACH Group has partnered with the Heart Foundation and Alzheimer's Australia to increase nationwide access to the Foundation's Walking Groups for people with dementia. Thanks to funding under the National Quality Dementia Care Initiative, the project aims to improve health, provide new social opportunities and reduce the behavioural symptoms of dementia.

ACH Group's profile as an innovator in dementia services has been recognised and in the past 12 months we have been involved in several national research projects. Areas of current research include palliative care, exercise, implementation of advance care directives, person-centred care, and carer stress.

To support older people with memory loss, we have developed a wide range of arts programs that provide opportunities to learn, socialise and create, as well as to discover new interests and continue lifelong passions. In August 2011, 'In the Flow' was established with 20 older people working with local artists to turn their experience of Murray Bridge into artworks and banner designs at the Murray Bridge Town Hall. Following the success of the exhibition, the art program has received additional funding and will continue for another year.

Continuing to delight are our 'Sing for Joy' community choirs which provide an avenue for older people (including many with memory loss) to reconnect with singing. Funded by ACH Group Foundation for Older Australians, the program has established two additional choirs in Seaford and Glenelg following the success of a pilot which began in Payneham in 2010. All three choirs performed together for the first time in October to sold out audiences as part of the COTA Every Generation Festival at the Festival Centre.

Having a skilled workforce trained in supporting people with dementia continues to be a driving force behind ACH Group's focus on developing our specialist dementia capabilities. Our Dementia Champions program, which began three years ago, continues to grow. Supported by 69 staff members from every location and program across ACH Group, we inducted 17 new champions this year. Three scholarships were also offered to members of the network to develop their skills in dementia and project management through secondments to the Dementia Learning and Development Unit.

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**Margaret McKay**

Having community care services such as cleaning and grocery shopping has supported Margaret to continue living at home.



If I knew getting  
older  
was this  
good

I would have done it  
years ago.

**For older people, living in their own home is important. This preference was reflected in the number of phone calls to our Stay at Home program in the past year. More than 1,600 people called seeking advice on simple home modifications.**

## **Housing** New options a focus

People have told us they prefer housing that is not only well located and well maintained, but also supports everyday life with services that are easily accessible.

With more than 50 housing locations across metropolitan Adelaide and eastern Melbourne, we offer over 1,000 older people a wide array of choice in price and location, as well as the opportunity to access other ACH Group services.

In 2011, our integrated housing services model was trialled with great success when our Home Care hub in Melbourne opened at Bedford Heights Estate, enabling easy access to information and services for our housing customers provided by people they know and trust. Our Community Services are being delivered to older people in the eastern region of Victoria with community aged care packages dedicated to people living at Bedford Heights Estate and nearby St Thomas Community Retirement Village.

At ACH Group, we are focused on creating strong, vibrant communities around our housing locations through a variety of events and activities such as social clubs, morning teas, Open Days and Resident Annual Meetings—providing wonderful opportunities for people to be engaged with the broader ACH Group community.

Community-enhancing initiatives included Elkanah Retirement Village, when the Yards and Gardens Project commenced in 2011. Funded by ACH Group Foundation for Older Australians, the project promotes positive relationships between older people and local school children, and equips the students with trade-related skills.

Students from Christies Beach High School were regularly seen at Elkanah, undertaking gardening and construction work supervised by professional tradespeople and our own staff. This initiative has been so popular that there is now a waiting list of students wishing to take part. The project has since been extended to three other housing locations—Manson Court, St Georges Court and Sir Keith Wilson Court.

Customers of our housing services have also been leading the way in health research. Five people from Bedford Heights Estate took part in the Women's Healthy Ageing and Muscle (WHAM) study conducted by Deakin University on healthy women living in retirement villages in Melbourne. The results were released in 2012 and attracted media coverage on the ABC.

Thanks to funding from Home and Community Care, a range of "one-off" home help services were offered to people living in ACH Group housing this year. The program resulted in more than 300 people receiving support such as cleaning and gardening and involvement in activities such as social outings, computer training and healthy cooking classes. This further reinforced people living in our housing to the broader ACH Group community and services.

For older people, living in their own home is important. This preference was reflected in the number of phone calls to our Stay at Home program in the past year. More than 1,600 people called seeking advice on simple home modifications. Through our Stay at Home program, we have been able to assist older people to receive the right service at the right price from trusted tradespeople.

## Technology Bringing communities together

qualified for the Home and Community Care program in western Adelaide were keen to learn about and access technology. This led to the rollout of an in-home computer training course, providing opportunities for people to learn and/or enhance their computer skills.

We have also upgraded our Customer Service Centre system to streamline service delivery to our customers. This upgraded system is able to cater for expanded services and provide increased flexibility in servicing customers' needs. ACH Group will be working with our health partners to capitalise on the National Broadband Network rollout and capabilities as we prepare our systems for secure electronic health records. This is in line with the Federal Government's Aged Care Reform agenda to better meet customers' expectations about choice and service, and will utilise digital connectivity platforms such as mobile technologies, application and payment systems.

Currently under routine review is our corporate financial system to support our financial management. We have implemented a new information technology system incorporating human resources, rostering and payroll that includes biometric scanning technology. Our Employee Self-Service can be accessed "anytime anywhere" by our staff and volunteers.

As the technology revolution provides more opportunities, we are witnessing a change in how our customers are seeking information and making decisions about services.

Our digital business strategy continues to adapt to our customers' changing expectations, and the next five years will see us making the very best use of technology to support our ACH Group community to live good lives. We endeavour to pass on the technology benefits to our customers through easy to use solutions that help people to maintain control.

To improve customers' online access to all ACH Group services, we have continued to evolve our new website which we launched in August 2011. The site is vibrant and challenges the way people think about ageing and aged care.

Staying connected with our staff is important so we have introduced mobile devices including iPads, touch screen tablets and smart phones to enable staff to provide great service to our customers.

In line with our Strategic Plan, one of our key priorities is to make Information and Communication Technology literacy programs available to all staff, volunteers and customers. We talked to our customers about their needs and found that those who

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The tailored  
exercise

program at Rostrevor has

enabled me

to start

exercising

again despite

my bad knee.





**Kenneth Dunlevey**

Since completing Life Exercises in June, Kenneth has now progressed to the Strength for Life program at Rostrevor, exercising twice a week.



## Our Workforce, Volunteers and Students Investing in leadership

Passionate and skilled staff are at the heart of great service delivery. In 2011/12, workforce planning and sustainability was a focus for ACH Group. A key part of that was to establish our capacity and offering as a learning and teaching organisation.

We are proud of our ability to retain staff and offer rich and varied careers. Throughout the year, 18,000 hours of staff training were accessed (an average of 11 hours per staff member). Our Healthy Ageing, Dementia Champion and Service Impact Project (SIP) learning programs are unique and rigorous qualifications which provided extended learning opportunities for more than 400 staff throughout the year, including for new Dementia Champions, SIP reviewers and staff involved in the Healthy Ageing program.

In May 2012, 21 new staff were appointed from more than 350 applicants for work traineeships with ACH Group. The ACH Group 'Good Trainees Delivering Good Lives for Older People' program now incorporates a formal mentoring program, with 25 mentors from across ACH Group supporting the new trainees. All trainees undertake a six-month program supported through an external training partner to achieve Certificate III in Aged Care.

As part of our exchange program with our partner agency SunLife Group, six care staff won scholarships to the 2012 Study Tour. Hosted by Sun Life, the group spent ten days in Japan experiencing aged care in a different culture. We returned the hospitality later in the year when staff from SunLife visited ACH Group in Adelaide and Melbourne.

Almost 800 students from a wide variety of institutions, disciplines and backgrounds were hosted by ACH Group throughout the year providing our staff with an opportunity to coach the next generation of service providers. Eighteen of our staff subsequently enrolled in a Professional Certificate in Practice Education through the University of South Australia.

We are enriched by the contribution of our 521 volunteers who contributed a total of 80,407 hours to support ACH Group in a wide variety of roles including as drivers, companions, artists, gardeners and tutors. Eighty-four per cent of our volunteers are aged over 55, and the oldest is 92 with no intention of stopping. Led by our Volunteer Leadership Group, we surveyed our volunteers to evaluate and identify opportunities for improvements. We received an overwhelming response with 96 per cent telling us they love what they do, that they feel supported by our staff and the organisation, and they make a difference to older peoples' lives. This focus has also seen us extend many previous 'staff only' benefits to volunteers, along with good lives training throughout the year.

Our support for the well-being of the ACH Group community has continued with 250 participants in the City to Bay Fun Run team this year, as well as a range of local initiatives invented by staff including healthy eating, fitness and relaxation. In recognition of their continuing contribution to our good lives cause, we pre-empted government policy change and extended superannuation benefits to our staff aged over 70.

We have worked with the University of Adelaide this year to match our workforce against future demands and needs, and will now complete a comprehensive workforce plan for ACH Group. Our aspiration to continue to make learning and teaching part of every role at ACH Group will be the central theme.

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# 1,656

Number of ACH Group employees in 2011/12.

# 72%

Percentage of workforce who are female.

# 365

Staff speak a language other than English.

# 72%

Percentage of female employees at Senior Management level and above.

# 80,407

Number of hours worked by 521 volunteers.

# 57%

ACH Group employees aged over 45.





**Frank Barrett**

A retired Graphic Artist, Frank joined Riverside Artists in early 2012 and recently showcased some of his artworks at ACH Group's Elements Art Exhibition.



Being a member of the  
Riverside Artists  
has enabled me to  
**meet**  
new people  
and stay enthusiastic  
**about my**  
**painting.**



## Quality

### Raising the bar

As we seize on the possibilities and opportunities that healthy ageing offers, we are transforming the way in which we support both our staff and older people to continue to contribute in a productive and positive way. This has seen us raise the bar on quality so that we are embedding choice and control into everything we do, and delivering on quality of life as much as quality of care.

Our approach to quality has seen our Residential Services excel in external accreditations by the Aged Care Standards and Accreditation Agency over the past year. Our Residential Services at Kapara, West Park, Perry Park, Colton Court and Yankalilla Centre were involved in the audit and all achieved the 44 standards.

2011/12 was an award winning year for ACH Group, and a reflection of the extraordinary achievements and dedication of our staff members:

- Residential Services won a total of seven national Better Practice Awards (four at Milpara and three at Highercombe).
- Jo-Ellen Day, Regional Care Worker Team Manager for Health and Community Services in Newton was awarded the Business Award by CRS Australia (formerly known as Commonwealth Rehabilitation Service) for her work in ACH Group in employing people with disability, injury or health conditions.
- Quality Project Officer Lai Woon Kong was named the winner for Provider Assist's National Scholarship, in recognition of her achievements within the aged care sector and her involvement with the Aged and Community Services peak body.
- Paul Harris, Regional Volunteer Manager, eastern region, has been announced the joint national winner 'Volunteer Manager Award For Excellence' which is run through the Australian Association of Managers of Volunteers.

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- Barbara Seccull, Village Manager, Bedford Heights Estate was a finalist in the Victorian/Tasmanian Village Manager of the year in the Retirement Village Association awards.
- CEO Mike Rungie was awarded a Churchill Fellowship to investigate 'Roles for Older People'.

Our Quality Systems Framework continues to provide us with the basis for integrating continuous improvement with best practice. One of the major objectives this year was the development of a central register for all controlled documents and the standardisation of organisation-wide systems for greater efficiency.

## A New Frontier

### Our commitment

Transforming ACH Group and aged care so that people in their 70s, 80s and 90s will be drawn to participate and to be connected with groups and networks, and to stay in control and make choices, is at the core of our new Strategic Plan.

Our goal to grow the supply and variety of our home care service options will support people to live in their own homes throughout their lives.

We understand that as people grow older, health becomes an important issue, so we are expanding opportunities for our customers to experience good health. Vita, our new Teaching Aged Care Centre in partnership with SA Health and Flinders University, epitomises this approach. To be completed in 2014, Vita will provide a rich teaching ground for a new generation of health professionals who will learn why and how to offer rehabilitation, restoration and good health practices to older people so that they can continue to participate in their communities.

We will offer housing that is better designed, integrated with other services, well located, and affordable. Our housing will provide a point of difference for customers as we create new housing options and services to meet new demands. We will also investigate how best to offer our housing services to people who want to continue to live in their own homes.

We will develop the capacity of ACH Group to provide

- outstanding customer service
- an exceptional workforce who learn from each other and from our customers
- a community that will be able to get the right information and the right service at the right time
- a renewed commitment to support people who are disadvantaged and vulnerable.

We will connect our staff, volunteers and customers in a variety of ways to ensure we create a learning organisation that is as serious about curriculum as it is about job briefs and care plans.

As ACH Group transforms from an aged care provider to a good lives promoter, we will lead the charge to change the perception about what life in the 70s, 80s and 90s means.

**Our goal to grow the supply and variety of our home care service options will support people to live in their own homes throughout their lives.**





**Judy Campbell and Michelina Forster**

Judy (left) has been volunteering with ACH Group in a variety of roles—administration, driving and companionship, as well as grocery shopping. Judy recently learnt how to use an iPad and will pass on her new skills by facilitating an upcoming “Getting Connected” class for older people.



I've volunteered  
**all my life**

with various organisations.

ACH Group takes good

**care**

of their volunteers.

It is by far

**the best**

thing I've ever done.

## **Vita**

### **New direction in aged care**

A new service that joins health, aged care, research and education will come to life when "Vita", a Teaching Aged Care Centre, is completed at the Repatriation General Hospital in 2014.

A \$50 million centre, Vita signals a new direction in aged care and is a partnership between ACH Group, SA Health and Flinders University. Once completed, this unique centre will offer 120 new places for restorative care. Forty places will be funded by SA Health but managed by ACH Group to allow people to better transition from hospital and move back home; 60 aged care places will be funded by the Australian Government through the Department of Health and Ageing; and 20 subacute rehabilitation places will be operated by SA Health.

With dedicated teaching facilities, more than 500 students from a range of disciplines including nursing, allied health, hotel services, pharmacy and direct care can learn in teams. Vita will provide opportunities for the future aged care workforce to learn through simulated learning environments and connections to universities and TAFE Colleges.

ACH Group was successful in gaining a Teaching and Research Aged Care Services grant to implement an Inter-Professional Learning approach to student learning. This project brings together a collaborative teaching partnership between ACH Group and Flinders University to design, test and evaluate the approach that will extend beyond clinical placements into staff development, research and evidence translation. ACH Group will introduce this approach into our Community Services, Residential Services and the soon-to-be built Vita.

In a class of its own in Australia, Vita follows trends emerging in many parts of the world including the United Kingdom, Netherlands, North America and Scandinavia. The building and its practices have been designed to maximise our ability to bring the outside into the building; to build a sense of life and vitality; to offer the latest clinical practices, communication, information technology and art, and to promote the essence of a good life.

**A new service that joins health, aged care, research and education will come to life when "Vita", a Teaching Aged Care Centre, is completed at the Repatriation General Hospital in 2014. A \$50 million centre, Vita signals a new direction in aged care and is a partnership between ACH Group, SA Health and Flinders University.**







## Governance

### Getting fit for the next five years

The Board started the year with new committees structured around ACH Group's priorities and arising out of the 2011 Governance review. The new committees (Audit and Finance, Quality and Customer Services, and Governance) have focused the organisation around these three strategic areas.

This year, the Board directed the development of our new Strategic Plan, working with an ad hoc Strategic Planning Committee. The plan was endorsed by the Board in September 2012, following extensive consultation with the whole ACH Group community and a wide network of experts. With rapid change at Government, community and consumer level, the Board engaged with national experts in a Seminar Series to equip it to anticipate, respond and lead the future directions of our services for older people.

Two Board members, Malcolm Montgomery and Liz Blieschke, retired this year. Malcolm has served the Board for 12 years and was past Chair of ACH Group Foundation for Older Australians. Liz served for six years and was past Chair of the Quality and Customer Services Committee. We thank them for their significant leadership and commitment to both ACH Group and the cause of good lives for older people.

We received over 130 applications to our publicly advertised Board vacancies and believe that this indicates the community's commitment to the cause of good lives and the services that make this possible. We are delighted to have appointed Julie Mitchell and Celine McInerney to the Board who will bring fresh new skills, interests and networks.

In acknowledging the whole Board for their leadership and commitment, I would particularly like to thank Marjorie Schulze, Deputy Chair and Chair of the Foundation for Older Australians and Strategic Planning Committee; Geoff Holdich, Treasurer and Chair of the Audit and Finance Committee; Mark Goddard, Chair of the Quality and Customer Services Committee; and Mary Patetsos, Chair of the Governance Committee.

The Foundation for Older Australians provides an avenue for the Board to connect directly with older people by delivering innovative and unique initiatives. This year the Foundation consolidated some of their past hard work through an exciting range of arts, fitness and community events.

My thanks also to the very significant leadership and management of ACH Group by the Executive Team—CEO Mike Rungie, Trudy Sutton, Anne-Marie Gillard, Jane Mussared, and Michael Elias. We welcome new Housing General Manager, Michael Lennon.

Brent Blanks  
Chair  
ACH Group Board

**We are delighted to have appointed Julie Mitchell and Celine McInerney, who will bring fresh new skills, interests and networks to our Board.**



ACH Group Foundation for Older Australians enables and inspires older people to enjoy life and continue activities they love. Our focus this year has included projects that allow people to make their own decisions and manage the way Foundation grant funding is spent on activities that interest them. Projects located in Salisbury and Port Noarlunga are being self-managed by local communities with positive outcomes including tackling isolation.

A total of 17 projects were supported by the Foundation for Older Australians this year including:

- The continued success of the Yards and Gardens program with Norwood-Morialta and Christies Beach High Schools.
- The Sing for Joy choir has expanded to three choirs providing opportunities for older people with dementia to sing in more locations across Adelaide.
- Artistic and cultural projects including 'In the Flow' at Murray Bridge and ballroom dancing at Glenelg.
- Life Exercises continue to attract participants and many others are benefiting from the availability of yoga classes and fitness equipment.
- Projects focusing on supporting memory and mindfulness strategies.
- Connecting generations through the use of new technology including iPads.
- Innovative projects including a radio program at Noarlunga and the collection of stories combined with favourite recipes catering to singles, at Yankalilla.
- The Kate Rhodes Memorial Scholarship.

## The 'Widows Helping Widows' conference provided an opportunity for veterans and war widows to access a vast range of information as well as to connect with each other to form new friendships.

The 2011 Kate Rhodes Memorial Scholarship recipient Mrs Pamela Judge completed her year with a highly successful two-day conference. The 'Widows Helping Widows' conference provided an opportunity for veterans and war widows to access a vast range of information as well as to connect with each other to form new friendships and contacts.

2012 will see the Foundation for Older Australians continue its focus on building a strong profile with donors and partners. Our support for enduring programs that encourage older people to live a good life will grow. The Foundation has received \$118,069 in donations in the 2011/12 year and we acknowledge these generous donors.

The following Foundation for Older Australians committee members have made valuable contributions to our achievements:

- Marjorie Schulze OAM (Chair)
- Richard Viner Smith
- Malcolm Montgomery
- Graeme Percival
- Mary Patetsos
- Mike Rungie

ACH Group Foundation for Older Australians is a deductible gift recipient under Australia's Income Tax Legislation.

For more information on how to donate to ACH Group Foundation for Older Australians, contact Jeff Fiebig on (08) 8159 3600 or email [JFiebig@ach.org.au](mailto:JFiebig@ach.org.au).

I try different  
**services**  
that cater for my  
**health**  
and social needs,  
and also keep me  
**comfortable**  
in my own home.





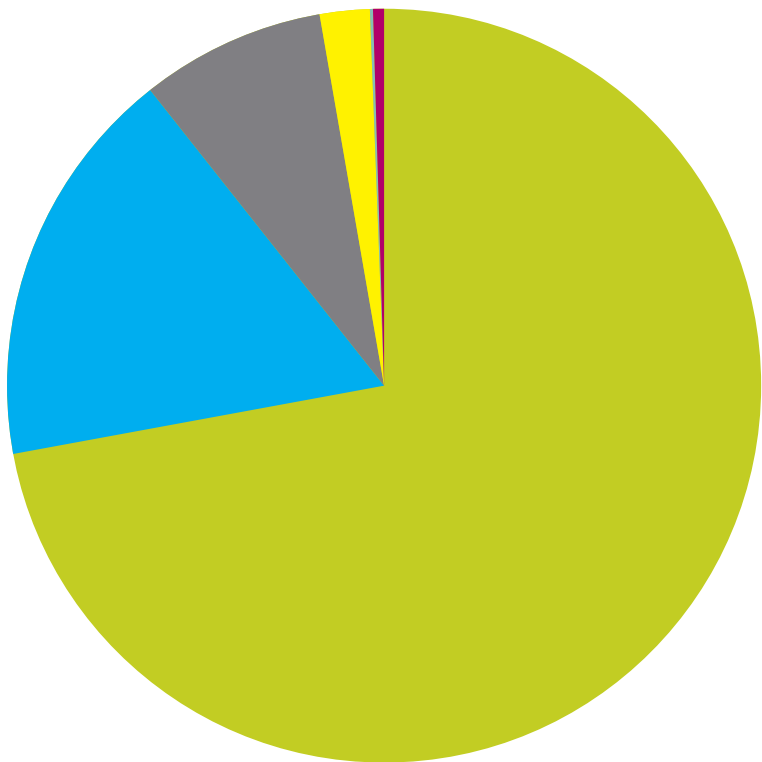
**Leonilda Russo**

A Consumer Directed Care customer since its trial in 2009, Leonilda has chosen to improve her fitness with part of her CDC package with the help of her husband Carmine.



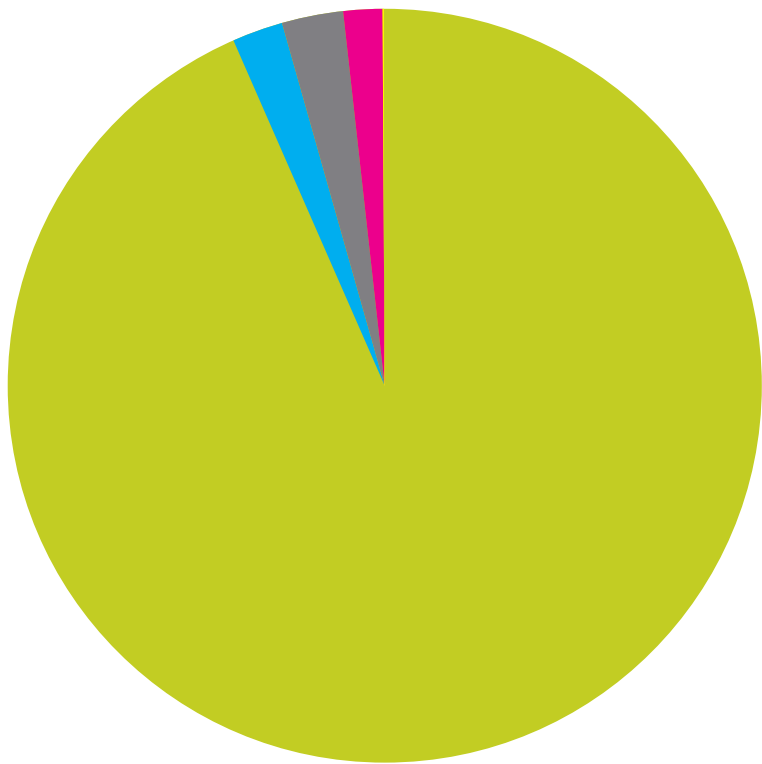
What We Earned

	%	\$'000
Federal, State & Local Government	72.10	71,051
Rents, Tariffs & Resident Contributions	17.24	16,994
Sundries	7.91	7,792
Building & Reallotment Donations	2.14	2,110
Fundraising, Donations & Bequests	0.13	126
Interest/Dividends on Investments	0.48	469
<b>Total Income</b>		<b>98,542</b>



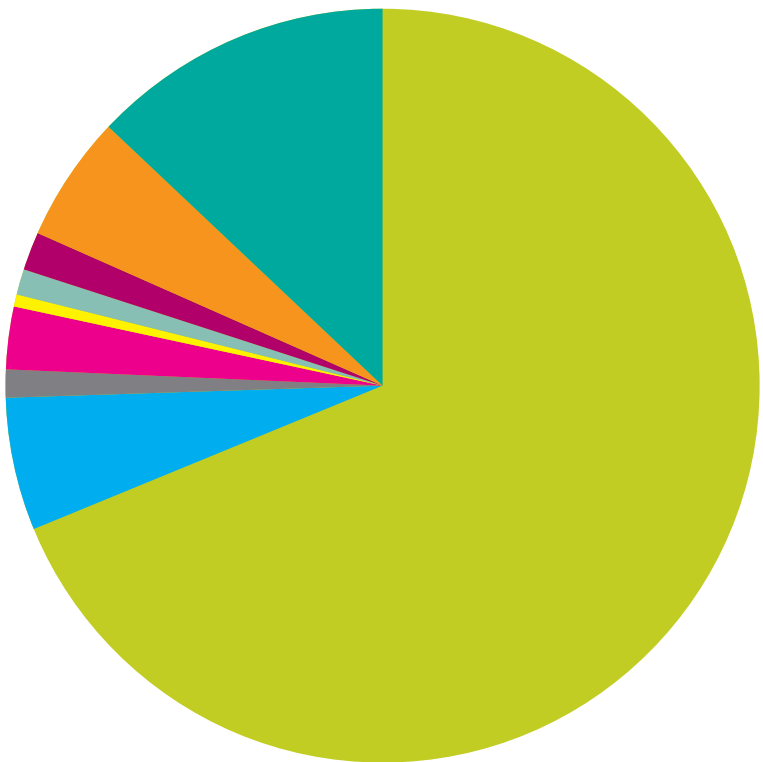
What We Own

	%	\$'000
Land, Building, Investment Property	93.43	359,906
Plant, Equipment & Vehicles	2.18	8,411
Debtors, Prepayments & Minor Stocks	2.63	10,148
Cash & Deposits	1.67	6,417
ACH Group Foundation for Older Australians	0.09	344
<b>Total Assets</b>		<b>385,226</b>



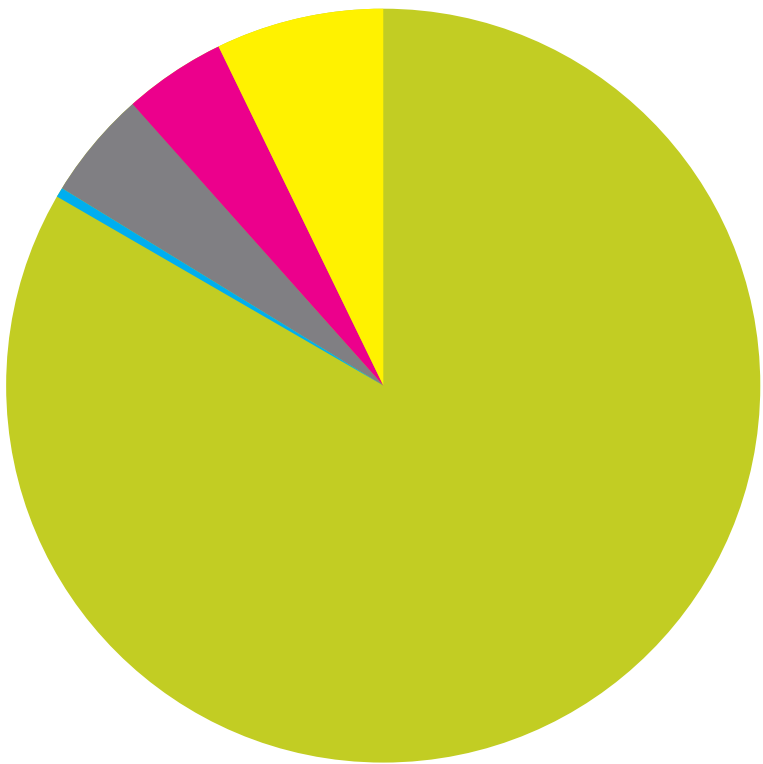
What We Spent

	%	\$'000
Salaries & Related Expenses	68.79	64,519
Depreciation	5.57	5,222
Energy Expenses	1.20	1,122
Food & Catering (Excluding Wages)	2.68	2,518
Medical Supplies	0.52	484
Motor Vehicle Expenses	1.10	1,031
Domestic Supplies & Laundry	1.64	1,538
Repairs & Maintenance	4.52	4,238
Administration & Innovation	13.98	13,116
<b>Total Expenditure</b>		<b>93,788</b>
<b>Operating Surplus</b>		<b>4,754</b>



What We Owe

	%	\$'000
Hostel & Resident Funded Unit Entry Contribution Loans	83.36	190,510
Subsidies in Advance	0.39	899
Sundry Creditors & Accrued Expenses	4.67	10,678
Provisions	4.38	10,001
Borrowings	7.20	16,450
<b>Total Liabilities</b>		<b>228,538</b>
<b>Net Assets</b>		<b>156,688</b>





Community Care  
Revenue up 6% to

**\$33m**

Residential Aged Care  
Revenue up 10% to

**\$53m**

Housing Revenue  
up 45% to

**\$10m**

Total Revenues increased  
by 12% to

**\$98.5m**

This confirms that ACH Group's revenue  
strategy is delivering real growth.

Cash and cash  
reserves rose  
by 227% on  
the previous  
year to

**\$6.8m**

Net Assets have  
increased by 5% to

**\$156.7m**

Total Assets have  
increased to

**\$385m**

>750

Veterans supported

People  
attended our  
Good Lives  
events

15,534

2,575

Customers were  
supported through  
the Onkaparinga  
Home Assist program

1,041

People living  
in our Housing

500

Customers participating  
in our Social Links program

700

Customers  
supported  
through our  
Transition Care  
programs



# ACH Group

## 2011/12 Services

	Number of Places	Number of People Served
<b>Residential Services</b>		
Colton Court	39	48
Kapara	137	187
Highercombe	120	144
Milpara	92	144
Yankalilla Centre	64	93
West Park	60	84
Perry Park	115	178
<b>Total</b>	<b>627</b>	<b>878</b>
<b>Transition Care Services</b>		
City Views	40	276
Highercombe	6	47
Perry Park	1	7
CNAHS TCP (Transition Care Packages)		144
SAHS TCP (Transition Care Packages)		64
SAHS STP (Short-term Packages)		162
<b>Total</b>	<b>47</b>	<b>700</b>
<b>Health Services</b>		
West		802
South		1,420
East		1,159
DVA Community Nursing		153
CNAHS — Community Lifestyle Packages		250
Private — Fee for Services		610
Minimising Functional Decline Program		75
Chronic Diseases Community Program		72
Life Exercises		700
Health Private Services (Medicare)		128
<b>Total</b>		<b>5,369</b>
<b>In Home Care Packages</b>		
In Home Care North	67	124
In Home Care Outer South	153	238
In Home Care East	161	267
In Home Care Inner South/West	140	227
In Home Care Regional (Fleurieu and Murray Mallee)	63	97
In Home Care Victoria	35	51
<b>Total</b>	<b>619</b>	<b>1,004</b>
<b>Community Services</b>		
Respite North		113
Respite Outer South		229
Respite East		128
Respite Inner South/West		114
Veterans’ Home Care Service North		105
Veterans’ Home Care Service Outer South		69
Veterans’ Home Care Service East		90
Veterans’ Home Care Service Inner South/West		220
Veterans’ Home Care Services Fleurieu and Murray Mallee		73
Onkaparinga Home Assist		2,575
HACC Funded Programs		3,278
Stay at Home		1,689
<b>Total</b>		<b>8,683</b>
<b>Veterans’ Home Care Assessment and Coordination Agency</b>		<b>14,824</b>
<b>Housing</b>		
Resident Funded Units — Small Sites	198	264
Independent Living Units	327	376
Elkanah Retirement Village (SA)	110	145
Bedford Heights Estate (VIC)	147	198
St Thomas Retirement Village (VIC)	50	58
<b>Total</b>	<b>832</b>	<b>1,041</b>
<b>Total</b>		<b>32,499</b>

# Board Members

## 1. Brent Blanks (Chair)

Brent is the Principal of Heygrove Consulting, providing strategic advice to the construction and property development industry. He is also a Director of FMG Engineering, a consultancy providing engineering, forensic and soil testing analysis. Previously he was Executive Chairman of Woodhead International — a multi-disciplinary design consultancy operating throughout Australia, South East Asia and the People’s Republic of China. He is a registered Architect and past president of the Property Council of Australia (SA).

## 2. Marjorie Schulze OAM (Deputy Chair)

Marjorie brings to the Board experience in the governance of not-for-profit health and human service organisations. A former Pharmacist with tertiary qualifications in Public Policy and Management, Marjorie is the Deputy Chairperson of the Board, Chairperson of ACH Group Foundation for Older Australians and the Innovation Think Tank. Marjorie was awarded an OAM in 2002 in recognition of her services to Local Government and the community.

## 3. Geoff Holdich (Treasurer and Chair of Audit & Finance Committee)

Geoff is the Chairman of BRM Holdich. He is a Fellow of the Institute of Chartered Accountants, a registered tax agent and auditor and has a Diploma in Financial Planning. Geoff was previously the Managing Partner of PKF where he was responsible for five offices in SA and NT and served on PKF’s National Council. Geoff acts as Chair of two other professional services firms and provides practice management and governance advice. He mentors around 15 career minded professionals and works as a Career Transition Counsellor.

## 4. Mark Goddard (Chair of Quality and Customer Services Committee)

Mark was a founding Director of a leading Adelaide merchant bank and corporate advisory practice having previously worked extensively in the accounting and financial services industries. Mark currently manages his own consulting practice specialising in managing financial, liquidity and management problems. He provides advice to corporations and individuals across a broad range of industries. He is also a member of the Australian Institute of Company Directors.

## 5. Mary Patetsos (Chair of Governance Committee)

Mary has experience in a range of areas, especially in Local Government, Aged Care and Housing. Her roles include governance and audit responsibilities and she has knowledge and skills in managing cultural diversity. Her background ranges from academic studies in Sociology, Social Work, Psychology and Economics to extensive practical experience with government, community and private sectors. She is currently on a number of Boards including Health Performance Council, SA Social Inclusion Board, SA Housing Trust, National Housing Supply Council, and is Chair of the SA Local Government Grants Commission as well as FECCA Healthy Ageing Reference Group. She is also a Director of Power Community Limited.

## 6. Helen Janetski

Helen is the Managing Director of Proxima Financial Planning. She is a Certified Financial Planner, has a Bachelor of Business (Banking and Finance) and is a Senior Associate of the Financial Services Institute of Australasia. Helen has a diverse background across law enforcement, real estate and financial services. She specialises in providing investment and strategic financial planning advice.

## 7. Graeme Percival

Graeme is a Company Director and Retired Trust Officer. He is a Member of the Executor and Trustee Institute and Australian Institute of Company Directors. He is also a Member of the Audit and Finance Committee, and ACH Group Foundation for Older Australians.

## 8. Celine McInerney

Celine is General Counsel for the University of Adelaide and her portfolio includes legal and regulatory compliance, contract and risk management. She is a Director of several commercial and not-for-profit organisations in business, industry and the performing arts, including the National Wine Centre and the National Policy Advisory Council for the Internet Industry Association of Australia. Celine was a 2003 State Finalist in the Telstra Business Women’s Awards, the South Australian award recipient for the Asia Pacific Business Women’s Awards (Distinction in Law and the Performing Arts) in 2005 and is well known in radio, television and film as a performer. Celine joined the Board in November 2012.

## 9. Julie Mitchell

Julie is a corporate social responsibility and communication specialist. With more than 20 years experience in the corporate sector, Julie has designed and executed complex community investment programs in locations through Australia and Asia, and managed the external and internal corporate communications needs of a major Australian energy company. More recently, Julie’s experience extends to managing the needs of corporate and not-for-profit clients in her consulting practice. Julie is also the Deputy Chair of Patch Theatre Company, a Director of Common Ground and a Member of the Foundation of the Botanic Gardens of Adelaide. Julie joined the Board in November 2012.

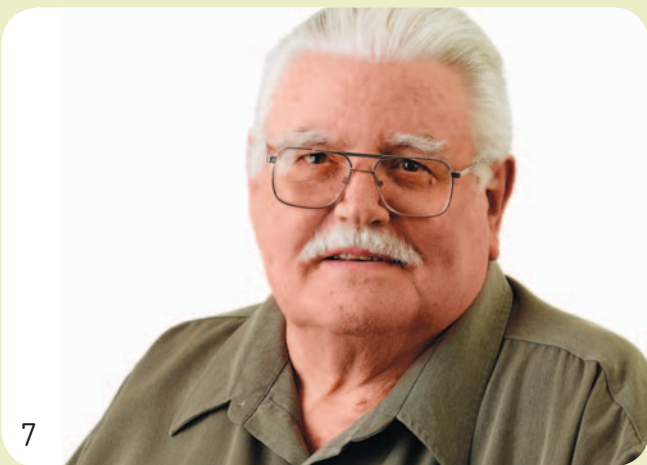
## Malcolm Montgomery

Malcolm is a retired lawyer who specialised in commercial law during his career. He has been a Council member of the Law Society of SA and is currently a member of the Legal Practitioners Disciplinary Committee. He has served on the Board of ACH Group for 11 years and is past chair of the ACH Group Foundation for Older Australians. Malcolm retired from the Board in November 2012.

## Liz Blieschke

Liz has extensive experience working in the aged care sector with Federal Government Ministerial staff, developing communication strategy, business development, and working with media on issues and concerns in the rapidly growing aged care sector. Liz’s inside knowledge of media and strategic thinking has led to successful outcomes as varied as scripting and producing a DVD on quality standards in aged care homes to working as a Ministerial adviser in the fields of education, economic development and infrastructure. Liz retired from the Board in June 2012.







Staff  
Leadership  
Team



Mike Rungie, CEO



Jane Mussared



Michael Elias



Trudy Sutton



Michael Lennon



Anne-Marie Gillard



Anne Higginson



Bronwyn Harding



Camilla Kinnane



John Deally



Joyleen Thomas



Karen Barwick



Pauline Button



Peter Mirasgentis



Stuart Merrylees



Susan Kerrigan



Trish Bowie



Ivy Diegmann



Jani Baker



Jeff Fiebig



Jo Boylan



Lenore de la Perrelle



Lyn Bertram



Lynn Coleshill



Selina Carmody



Steve Farrall



Lesly Williams



Graham Harding



Tim Grauel



Leah Watkins



Melanie Lambert



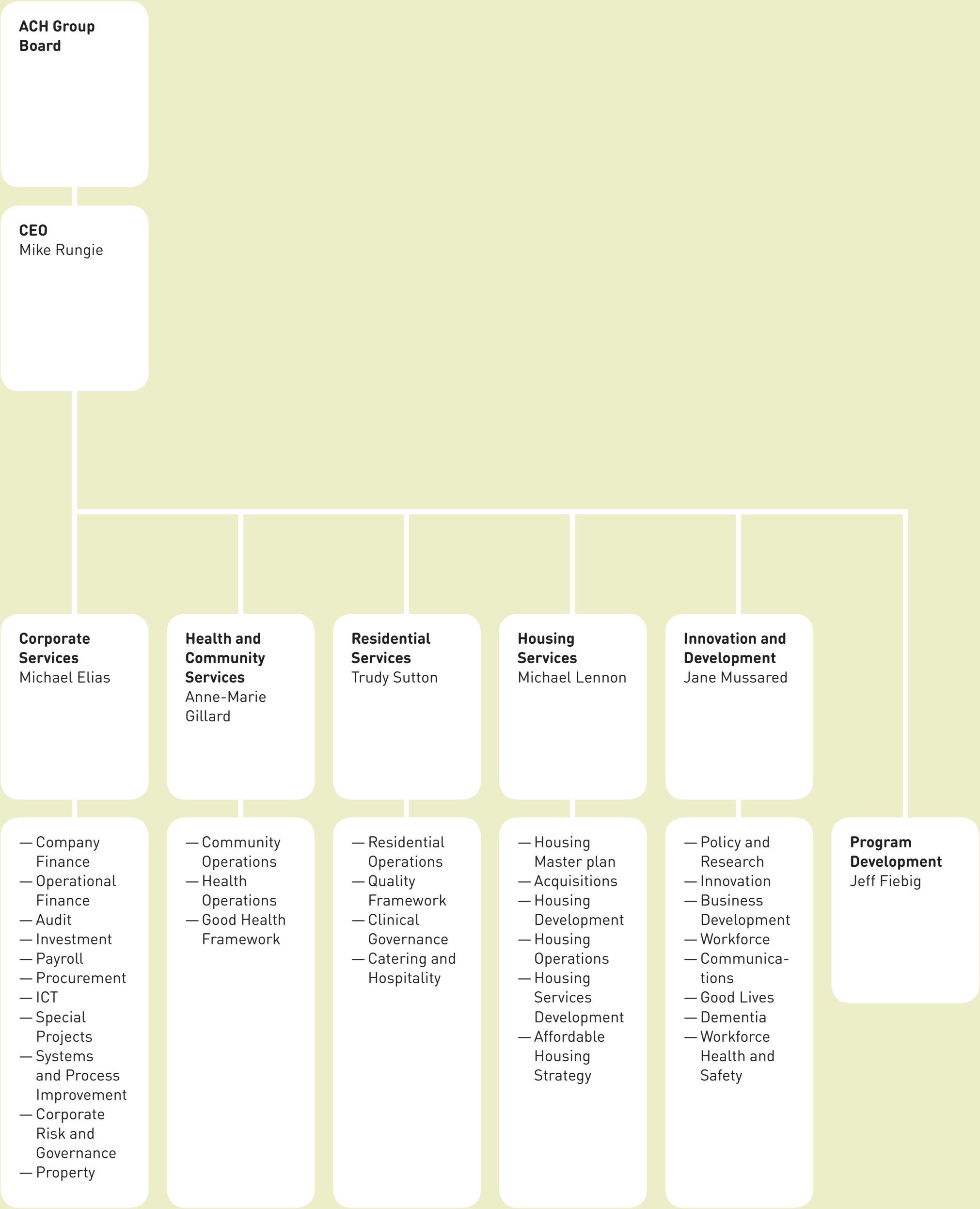
Paul Shannahan



Sally Strzelecki



# Organisation Chart



# Locations

Location	Suburb	State	No. of Units
<b>Housing</b>			
Angove Park Drive	Tea Tree Gully	SA	10
Bedford Heights Estate	Box Hill	VIC	147
Breamore Street	Elizabeth North	SA	7
Bridge Street	Salisbury	SA	9
Brighton Parade	Blackwood	SA	11
Broad Street	Marden	SA	9
Cator Street	Glenside	SA	2
Cornish Street	Stepney	SA	6
East Terrace	Kensington Gardens	SA	3
Elkanah Retirement Village	Morphett Vale	SA	110
Elliot Court	Campbelltown	SA	12
First Avenue	Joslin	SA	6
Fred McCallum Court	Glynde	SA	13
Fullarton Road	Rose Park	SA	6
Fuller Street	Walkerville	SA	1
Genders Court	Campbelltown	SA	13
Hamlyn Court	Walkerville	SA	7
Hampden Street	Firle	SA	9
Hewitt Avenue (2/2A)	Rose Park	SA	10
Hewitt Avenue (35)	Rose Park	SA	12
High Street	Willunga	SA	3
Hub Drive	Aberfoyle Park	SA	3
Ian Wilson Court	Walkerville	SA	18
James Evans Court	Magill	SA	30
Kapara Mews	Glenelg South	SA	12
Knighton Road	Elizabeth North	SA	11
Loveday Street	Goolwa	SA	4
Mackie Court	Lower Mitcham	SA	17
Main Road	Blackwood	SA	9
Manson Court	Rostrevor	SA	12
McKay Avenue	Christie Downs	SA	5
Menzies Marden	Marden	SA	15
Millikan Grove	Marden	SA	21
Moir Court	Magill	SA	8
Payneham Cottages	Payneham	SA	10
Penzance Street	Glenelg South	SA	3
Perry Park	Port Noarlunga	SA	51
Pickering Court	Felixstow	SA	15
Princes Road	Kingswood	SA	8
Pullin Court	Rostrevor	SA	4
Riverview Drive	Port Noarlunga	SA	7
Sir Keith Wilson Court	Magill	SA	24
St Georges Court	Magill	SA	45
St Thomas Community Retirement Village	Forest Hill	VIC	50
Strathmore Terrace	Brighton	SA	3
Sturdee Street	Linden Park	SA	5
Sydney Street	Glenunga	SA	6
Taeuber Court	Wynn Vale	SA	16
Third Street	Magill	SA	6
Waite Street	Blackwood	SA	4
Yankalilla Mews	Yankalilla	SA	4
<b>Residential Services</b>			
Colton Court	McLaren Vale	SA	39
Kapara	Glenelg	SA	137
Highercombe	Hope Valley	SA	120
Milpara	Rostrevor	SA	92
Yankalilla Centre	Yankalilla	SA	64
West Park	Goolwa	SA	60
Perry Park	Port Noarlunga	SA	115
<b>Community &amp; Health Services</b>			
Health and Community North	Salisbury Plain	SA	
Health and Community South	Christie Downs	SA	
Health and Community East	Newton and Marden	SA	
Health and Community West	Glenelg and Findon	SA	
Health and Community Murray Mallee	Murray Bridge	SA	
Fleurieu Community Services	Yankalilla	SA	
Health and Community Services Victoria	Box Hill	VIC	
Savas Cottage	Rostrevor	SA	
Swan Cottage	Pennington	SA	



South Australia

- Community Offices/Centres
- Housing Locations
- Residential Services Locations
- Transition Care Services
- Vita



**ACH Group**

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Tel (08) 8159 3600  
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ach@ach.org.au  
www.ach.org.au

**Housing**

(08) 8159 3400

**Residential Services**

(08) 8159 3530

**Health Services**

1300 30 08 11

**Veterans' Home Care**

1300 55 04 50

**Community Services South Australia**

1300 22 44 77

**Community Services Victoria**

(03) 9890 0121