

Annual Review

2016-2017



Good Lives for
Older People



“Transforming a blank canvas into a piece of art that someone else values is a good life for me.”

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Chairman's Message



As I predicted last year, 2016/17 was a very busy year for ACH Group as we responded to a changing aged care landscape in which government reform, an ageing population and the emergence of new competitors had us rethinking how we do business.

The challenge has been to ensure we not only maintain - but enhance - our focus on the customer, while continuing to grow our business and invest in systems and major infrastructure projects. I am pleased to say that we have been able to do both, with strong financial growth coupled with the development of innovative products and services that support Good Lives.

2017 marks 65 years since ACH Group was founded as Aged Cottage Homes, with the clear goal in mind of

establishing affordable housing for disadvantaged pensioners including War Widows and Veterans.

As in those early days, ACH Group has continued to listen and take action to achieve our mission of supporting older people, especially those who are most vulnerable, to live good lives by offering accommodation and services that promote independence, purpose and meaning, health and wellbeing, individual choice and personal growth. The Board and all the dedicated staff look forward to continuing our service to the community.

This document will outline how we have responded to our ambitions that frame our strategic plan.

Geoff Holdich OAM
Chairman

CEO Message



2016/17 has been a year of major change at ACH Group, driven by government reform and changing consumer wants and needs.

Not the least of these changes has been the departure of our long-serving CEO Mike Rungie in December, whose impact while at the helm of ACH Group was enormous. Mike's vision of Good Lives for Older People, based on the notion that older people should be given every opportunity to continue contributing to society, has shaped ACH Group and our more than 1,700 staff and volunteers, and positioned the organisation as a leader in aged care, health and wellness.

I am now very fortunate to be in the CEO role and building on a well-established ethos, while also forging new opportunities for ACH Group and the people we support.

We have a comprehensive strategic plan that we are starting to realise, with a number of major infrastructure and IT projects underway designed to support people now, and into the future. This Annual Review will shine a light on what we have achieved, where we are heading and what we already know: the future is bright.

Ray Creen
CEO

The Board

The ACH Group Board comprises eleven members representing a wide range of skills and expertise in the areas of healthy ageing, aged care, finance, law, health, business development, local government, property, public policy, media, quality, risk, housing and governance.

Geoff Holdich (Chairman), Mary Patetsos (Deputy Chair), Mark Goddard, Brent Blanks, Marjorie Schulze OAM, the Hon John Hill, Michael Luchich, Celine McInerney, Julie Mitchell, Graeme Percival and Professor Brenda Wilson.

Visit achgroup.org.au/about/our-board to find out more.



**We know our
customers well**



Brand and Customer

“ACH Group’s goal is to build our capability around customer’s wants and needs.”

Customer Engagement

Giant strides have been made towards the development of a consistent, whole organisation customer participation framework. This will enable ACH Group to establish a clear and transparent process to manage customer expectations; ensure customers’ participation and time are respected and provide ACH Group with effective and efficient methods for designing and innovating with customers.

Customer Impact Statement (CIMPACT)

Nine ACH Group services achieved the Preferred or Champion Standard for their CIMPACT reviews. CIMPACT is an ACH Group designed and developed tool that measures the impact of services on the lives of older people, and is crucial for ACH Group to be able to deliver on our vision of Good Lives for Older People.

92 Customers and their family members were interviewed for the customer journey mapping project.

91 Customers have contributed to the development of the customer participation framework.

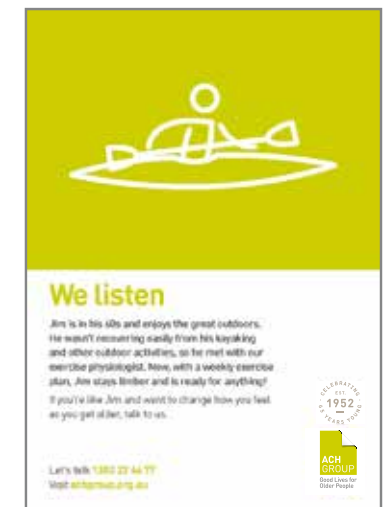
Brand Awareness

Our Brand Awareness campaign continued to inform the wider community about our brand promise – ‘We Listen’ – in the words of genuine ACH Group customers Shirley, Susan, Jim and Ken, through print, radio and television advertising.

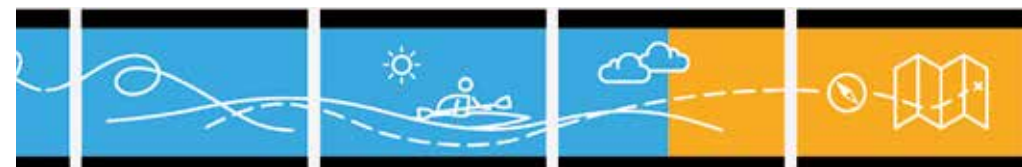
This ‘truth in advertising’ approach is critical to ACH Group’s ability to convey the Good Lives message through the experience of customers who have accessed ACH Group services. The advertisements described how ACH Group listens and works with customers who want to make a change, get help or improve their health outcomes.

Our Brand Awareness campaign has made local celebrities of ACH Group customers Shirley, Susan, Jim and Ken.

To watch the ads visit achgroup.org.au/news/videos



Jim's story



**Our services shine
with possibilities**



“ACH Group’s goal is to develop opportunities for people to engage in experiences that enable them to live a good life.”

The Exchange

The Exchange, a member network for people aged 50+ was launched at the Adelaide Festival of Ideas and membership has rapidly grown to over 400.

In addition, the breadth of experiences on offer have grown to support members to ‘reinvent, rediscover and find your voice’. Some of the experiences have included:

- Professional Photo Shoot
- Secrets of a Successful SALA Exhibition
- Habit Makeover Courses
- Blogging Workshop
- Night Photography Skills Workshop

More than
420

Exchange members have participated in a range of events to ‘reinvent, rediscover and find your voice.’

The Good Lives on Film initiative returned for a third time, with a focus on sharing migrant stories. The premiere screening attracted more than 150 people to the Mercury Cinema, who were treated to three short films written, directed and produced by Exchange members who had learnt these skills through a partnership with the Media Resource Centre.

Social Links

An important part of ACH Group’s Good Lives for Older People vision is fostering social connections through a variety of pathways. Social connectedness is a key contributor to wellbeing and has a major impact on quality of life experiences. ACH Group’s Social Links program offers a variety of opportunities for like-minded people to discover a new skill or interest or reconnect with something they once loved to do.

In the interests of listening to what it is that customers want and need, we asked for suggestions on what interests them. We received a diverse range of responses that we have implemented, including:

- Personal Life Stories
- Creative Writing
- Theatre and Concert Groups
- Walking Groups

Social Links has also successfully created pathways for participants to create their own ‘breakaway’ groups, which they run independently of ACH Group. This capacity building is high on our agenda – support where needed, with a view to independence.

Social Links Groups span interests such as book clubs, men’s sheds, computer tuition, gardening, exercise classes and more!

Care

“ACH Group’s goal is to enable people to get the care they want so they can live the way they want.”

Customer Care

In 2016/17, ACH Group proudly supported more than 22,536 older people to live good lives in their own homes, in a retirement living setting and in residential care.

Our strength lies in being able to offer continuum of ‘care’ services ranging from ‘light touch’ to more complex. For example, people may come to us for some help around the house; choose to downsize to an independent living unit; step up their request for help at home and, if they choose, may move into residential care for greater security.

In 2016/17, ACH Group proudly supported

22,536

older people to live good lives in their own homes, in a retirement living setting and in residential care.

Health and Wellness

“ACH Group’s goal is to dominate the health and wellness space.”

Restorative Health

Our restorative health approach supports people to regain much of their physical, cognitive and social capacity. This has been a tenet of ACH Group’s service design and delivery since the organisation’s inception and informs the ‘Healthia’ health and wellness development in Adelaide’s north and the renewal of the Repat.

The approach is also realised through our ‘Healthy Ageing’ framework that makes it as easy as possible for people to choose to be active, remain connected and get involved.

Fast Track to Good Health

We completed the Department of Health funded Fast Track to Good Health project, which challenged the expected frailty trajectory of older people to help them maintain their independence.

Over the life of the project, more than 631 people were referred to the service, with 177 completing the full six month program.

Results analysed by Flinders University demonstrated almost half of participants (49.4%) had a decrease in their frailty after six months and 45% had no further decline in their function or frailty.

Planning is now underway to develop a Fast Track to Good Health product that will be available on a fee for service basis.

Healthia

Healthia’s vision is to offer people the opportunity to live a good life through innovative health services. Based on a restorative approach, Healthia will enable people to participate and contribute to community life, as well as optimise their strengths to live life their way. Healthia will provide services that empower people to return to their own homes after short-term stays or to live more independently in long-term care.

Located adjacent to the Lyell McEwin Hospital in Adelaide’s northern suburbs, Healthia will respond to the increased demand for opportunities to live well.

Accommodation

“ACH Group’s goal is to offer innovative accommodation solutions to support good lives.”

James Evans Court

We completed Stage 3 of the James Evans Court redevelopment at Magill, which included the conversion of two units to make them accessible for people living with a disability.

Important Partnerships

We also teamed up with the Blind Welfare Association to accommodate five people living with a vision impairment at James Evans Court and offered a range of bundled services including packing and unpacking services; orientation to the local area including GPs, post office, supermarkets, coffee shops and other locations of interest.

Tailoring Options

New Tailored Ownership options enabled residents to cover the cost of any future housing, health or home support services, through flexible contracts and ‘up front’ payments that remove the worry of budgeting week by week.

High Care Housing

This new model seeks to integrate service delivery for a customer residing in an independent living unit co-located with Residential Care. The key outcome areas are focussed on the:

- Adaptability, responsiveness and efficiency of the customer care and housing teams to meet the customer’s needs on the customer’s own terms.
- Effectiveness of assistive technology to increase customer control, safety, and convenience.

Dementia

“ACH Group’s goal is to exceed market expectations in the care of people with dementia.”

Responding to Growing Demand

With more than 413,106¹ Australians living with dementia, supporting them to live well has been a real focus for ACH Group over the past year.

Dementia Advisory Service

Our new Dementia Specialist Advisory Service takes a holistic approach in supporting people living with dementia to stay healthy and live well, while dealing with the challenges of the disease. This includes helping people to cope with changes to independence and relationships, introducing modifications to home and routines to make life easier and providing practical ideas and solutions to everyday challenges.

Tailor Made Project

The Tailor Made Project, funded by a grant provided by the Department of Health, successfully co-designed models of respite for people living with younger onset dementia, their families and carers.

One of the notable outcomes of the project was the establishment of a Golf Group, which teed off weekly at the Adelaide Shores Golf Club. The Golf Group was so popular that it is now established and will continue to operate. Other learnings from the project have been incorporated into services that are being offered to people with younger onset dementia. We also developed a resource kit to support people with younger onset dementia to live well.

¹ The National Centre for Social and Economic Modelling NATSEM (2016) Economic Cost of Dementia in Australia 2016-2056

Information and Advice

“ACH Group’s goal is to become the go to place for information and advice.”

Aged Care Navigator

Two new advisory services were launched: the Aged Care Navigator, which de-mystifies navigating the aged care system, and the Planning Ahead service, which helps people to start thinking about their future and make decisions about who would act on their behalf in relation to finances, medical care and personal wishes, if they weren’t able to speak for themselves.

New Website

We also launched a fresh, contemporary website to make it easier for people to find out how ACH Group can support them to live a good life.

Visit achgroup.org.au

New features include:

- Simplified navigation
- Optimises to any device
- Q&A to guide people through their options
- Easy share functionality
- Events page
- Improved reporting functionality to help us better understand who is visiting the site and why so that we can tune the content accordingly.

Sessions on new website post launch Nov 2016

139,727

8% increase in mobile users

21% of traffic driven by paid search

400% increase in traffic driven by social media accounting for 6,728 sessions

The Repat

“ACH Group’s goal is to develop a world class health, education and teaching precinct that is unique to our state.”

Renew the Repat

ACH Group was proud to be named as the preferred proponent to purchase and develop the Repatriation General Hospital site at Daw Park into an innovative health, wellbeing and affordable residential precinct.

We have undertaken extensive community consultation, particularly with the Veterans’ community, for whom the site holds particular significance.

This consultation is helping to shape the Master Plan and inform how we best preserve the spirit of the site and its unique place in the heart of South Australians.

The development will generate at least 250 ongoing health and ancillary job opportunities, and when fully operational, it is expected that the precinct will inject millions into the local and South Australian economies each year.



**Our organisation
can adapt and we
have powerful
partnerships**



“ACH Group’s goal is to develop our workforce and systems capability.”

Quality Assurance

We continue to be proud of our performance in external accreditations with all of our sites and programs maintaining full accreditation.

Across all of ACH Group differing auditors have frequently fed back to us on three common themes: a wonderful culture that puts the customer and families squarely at the centre of what we do; a commitment to the safety and wellbeing of our customers and staff alike; and clear evidence of strong governance frameworks and leadership at all levels.

Building Capability

A capability map was developed to identify areas of the business we needed to strengthen to be able to deliver on our brand vision, particularly during this time of change in the aged care sector.

On the back of this, ACH Group’s leadership structure has been expanded, which has had an immediate impact on our capability and capacity.

Developing our Leaders

Along with the new appointments, ACH Group continued to invest in the development of its current and identified future leaders through our ‘Leadership Challenge’.

20 leaders from across the organisation spent 12 months participating in the Leadership Challenge which focused on leadership development, while applying ACH Group business tools to plan and implement a change that adds value to customers and the organisation overall.

More than 80 leaders participated in the tri-annual leader’s forums which are designed to provide leaders with the latest thinking and leadership tools on specific topics. This year’s program saw, Customer Experience, Leader as Coach and Diversity as the thought leadership topics.

CIMPACT Master Practitioner Course

Seven staff graduated from the Master Practitioner Course, which equips ACH Group staff members with intimate knowledge of the CIMPACT tool, in order to lead review teams and help design ACH Group services into the future.

Wellbeing

The wellbeing of our workforce is paramount. We launched the Wellbeing benefits program which covers Healthy Minds, Healthy Bodies, Healthy Wallets, Healthy Transitions and Healthy Places. Each topic has a series of employee benefits which are designed to support our people to be the best they can be.

Know How

We launched an online learning platform – Know How – to free up valuable face-to-face teaching time for the topics that need them. Staff contributed to the development of the learning modules, which offers a sense of ownership and ensures the content is relevant, and useful.

CRM

We embarked on a project that will enable us to manage relationships with our customers much more effectively. The project involves cultural change, organisational design, redesign of our business processes and implementation of a software solution across the organisation to support our vision of delivering a 10/10 customer experience.

Clinical Care

We have almost completed the implementation of a clinical and medical records management system that supports client care and organisational reporting requirements in our residential care facilities.

**Our brand is
known and trusted**



Demonstrate Thought Leadership

“ACH Group’s goal is to grow our brand recognition and value and demonstrate thought leadership and expertise.”

Leaders, leading

Our Leaders participated in a number of public speaking opportunities around Australia regarding our innovative practices related to Healthy Ageing, Customer Experience, CIMPACT (measuring the impact of our services on the lives of older people) and Human Resources. In this time of change and increased competition, it is vital that we continue to demonstrate the skills, knowledge and experience of our Leaders.

Award Winners

Our programs and people were recognised, with ACH Group’s ViTA named as joint winner of the Excellence in Applied Research category at the prestigious Global Ageing Network awards, Samantha Manoel took out the Aged and Community Services SA & NT Trainee Award and Mahjabeen Ahmad was rewarded for her work in developing the first Muslim aged care resources in Australia.

SA Innovation Hub

As a member of the SA Innovation Hub, a community comprising aged care providers and peak bodies, ACH Group is working towards ways of improving the experience of aged care for older Australians.

Brain Health Scholarship

The inaugural Brain Health Scholarship, an initiative of the ACH Group Foundation, was awarded to ACH Group Support Worker Chris Karidis. The aim of the scholarship is to build knowledge in dementia prevention strategies and support people living with dementia to live Good Lives.

The scholarship funded Chris to observe a dementia specific respite program built on membership and hotel models for six weeks and will cover travel and accommodation to Melbourne where Chris will attend a national conference and visit a number of Melbourne aged care providers.

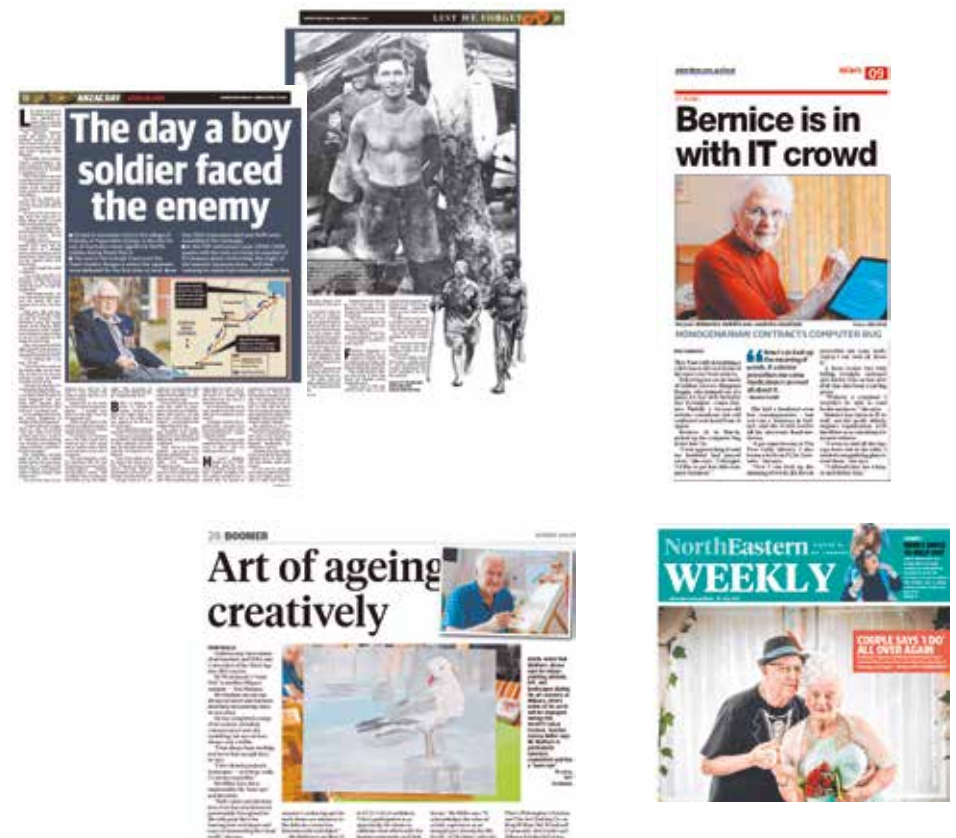
Chris will then share and implement her learnings, to help drive the continued development of ACH Group services and programs to support Good Lives, particularly people living with dementia.

Media

ACH Group has been active in the media, spreading our Good Lives message and advocating against the negative stereotypes commonly associated with ageing. We continue to seek out and publish stories that demonstrate that older people retain the ability to be contributing, productive members of society.

113

Media hits,
including
digital, print,
radio and TV.



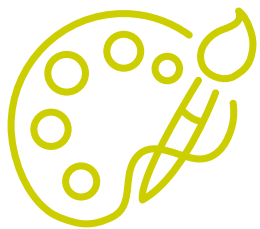
Community Benefits

NEWS ARTICLES

113



SHARING CUSTOMER STORIES



86 ARTISTS participated in SALA at 5 venues

\$3,350.55

RAISED FOR CANCER COUNCIL AT BIGGEST MORNING TEA



587 PEOPLE ATTENDED EXCHANGE EVENTS



HEALTHY AGEING

Over 69% of residential customers use the gym regularly

\$46,395.00
DISTRIBUTED AS SMALL GRANTS TO SUPPORT GOOD LIVES FOR OLDER PEOPLE

100 choir members FIVE performances



Workforce 1,724



we thank

409 volunteers for their 77,301 hours

MORE THAN 400 STUDENTS UNDERTOOK 59,380 hours OF WORK EXPERIENCE

606 staff had a flu shot



153 SKIN CHECKS



201 staff members were supported by our EARLY INTERVENTION PROGRAM

20 staff participated in the Leadership Challenge



OUR STAFF PARTICIPATED IN 26,015 HOURS OF TRAINING

157 CITY TO BAY PARTICIPANTS



The best in you brings out the best in us



Customers
22,536



HEALTH SERVICES

1,106

No. of people supported

| | |
|--------------------------------------|-----|
| FAST TRACK TO GOOD HEALTH | 602 |
| COMMUNITY TRANSITIONAL CARE PACKAGES | 504 |

HOME SUPPORT

3,839

No. of people supported

| | |
|---------------------------------------|-------|
| ONKAPARINGA HOME ASSIST DISABILITY | 2,324 |
| SA HACC | 22 |
| PRIVATE SERVICES / FEE FOR SERVICE | 202 |
| VETERANS' HOME CARE SERVICE PROVISION | 941 |
| | 350 |

HOME CARE PACKAGES

1,220

No. of people supported

| | |
|---------|-----|
| LEVEL 1 | 14 |
| LEVEL 2 | 772 |
| LEVEL 3 | 164 |
| LEVEL 4 | 270 |

COMMONWEALTH HOME SUPPORT

7,236

No. of people supported

DOMESTIC ASSISTANCE - PERSONAL CARE - SOCIAL SUPPORT GROUP - SOCIAL SUPPORT INDIVIDUAL - SOCIAL WORK / ALLIED HEALTH - MEALS / OTHER FOOD SERVICES - RESPITE TRANSPORT - HOME MAINTENANCE

HOUSING

1,027

No. of places
No. of people supported

| | | |
|------------------------------------|-----|-----|
| RESIDENT FUNDED UNITS | 199 | 259 |
| INDEPENDENT LIVING UNITS | 400 | 387 |
| ELKANAH RETIREMENT VILLAGE (SA) | 110 | 133 |
| BEDFORD HEIGHTS ESTATE (VIC) | 147 | 193 |
| ST THOMAS RETIREMENT VILLAGE (VIC) | 50 | 55 |

RESIDENTIAL CARE, TRANSITIONAL CARE, RESPITE & FOUNDATION ROOM

1,398

No. of places
No. of people supported

| | | |
|---------------------------------|-----|-----|
| KAPARA | 137 | 208 |
| PERRY PARK | 115 | 142 |
| MILPARA | 92 | 125 |
| WEST PARK | 60 | 71 |
| COLTON COURT | 39 | 41 |
| YANKALILLA | 64 | 96 |
| HIGHERCOMBE | 116 | 138 |
| HIGHERCOMBE - TRANSITIONAL CARE | 10 | 82 |
| VITA | 60 | 115 |
| VITA - TRANSITIONAL CARE | 30 | 327 |
| VITA - CAPS | 10 | 37 |
| FOUNDATION ROOM | 1 | 16 |

VETERANS' HOME CARE ASSESSMENT & COORDINATION AGENCY

6,710

| | |
|-----------------------|--------|
| PEOPLE SUPPORTED | 6,710 |
| ASSESSMENTS COMPLETED | 19,487 |

Financial Snapshot

Capital Works **\$12m** Borrowings **\$20.2m** Net Profit **\$6.0m**

RESIDENTIAL SERVICES

Income **\$67m** Net Assets **\$62m** Customers **1,398**

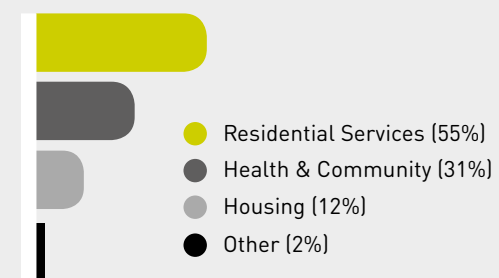
HOUSING

Income **\$13m** Net Assets **\$92m** Customers **1,027**

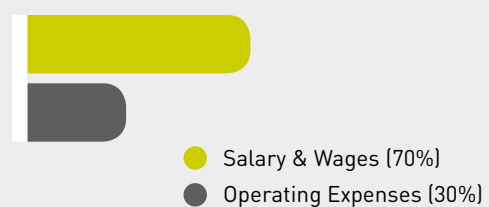
HEALTH AND COMMUNITY

Income **\$34m** Customers **20,111** Veterans **6,710**

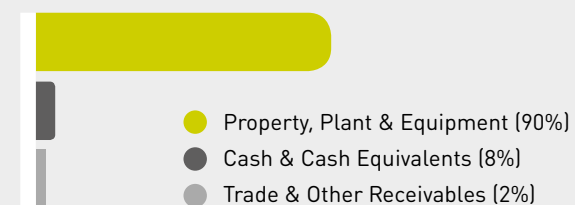
Money received
\$117m



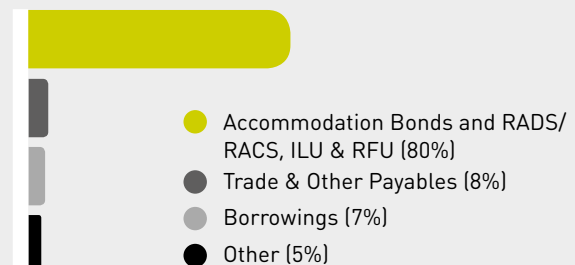
Where the money goes
\$111m



What we own
\$507m



What we owe
\$300m





“Getting my hands dirty and reviving an old engine is a good life for me.”

Locations

South Australia

- Health and Home Support Services
- Retirement Living Units
- Residential Care Homes
- Transition Care
- Head Office



Melbourne

- Health and Home Support Services
- Retirement Living Units

- Box Hill
- Forest Hill
- Burwood East

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

CELEBRATING
EST.
1952
—
69 YEARS YOUNG