

Annual Review

2022-2023



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Catholic Healthcare Annual Review 2022-2023

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Chair and CEO Report

In reflecting on the year just gone, it was another year of successes, challenges, ongoing change, and joy.

Through our inspiring employees and volunteers, with the support of our stakeholders, Catholic Healthcare has navigated the past year well and remained steadfast in our mission to promote the dignity, life, and spirituality of older people through inclusive and connected communities.

Sector improvement

We are pleased to report that the sector continues to recover slowly from the turbulent past few years. There are still workforce shortages in the sector, although we are starting to see a significant improvement in recruitment, retention, and engagement of our people who are aligned with our values. This stabilisation has also supported improved safety outcomes through our continued focus on everyone going home safely at the end of their day.

Sector funding and reform remain important discussion topics as a large portion of the sector continued to experience financial losses. We were pleased to see the Government increase funding to our sector this year, allowing us to expand our home care services, invest in service improvements, and most importantly, provide a well-deserved pay rise to most of our frontline employees. The increase in funding is a step in the right direction for Catholic Healthcare and the sector.

However, ongoing sector advocacy is required to ensure funding continues to be reviewed to fund the quality of care older Australians deserve.

Celebrating our wonderful people

Last year, like many previous years, provided countless moments of seeing our values and mission in action through our incredible people. From floods, COVID-19 outbreaks, workforce shortages and ongoing sector change, our people inspire us daily with their integrity, compassion, and courage. We are so grateful for the unwavering commitment to nurturing the well-being and happiness of those we serve. Again, we sincerely thank our people.

This year we participated in 32 Aged Care Quality & Safety Commission re-accreditations, with exceptional outcomes achieved in all areas. This is a significant volume of work, and we thank everyone throughout Catholic Healthcare who collaboratively worked through these processes. We are proud of our outstanding achievements in this space.

We thank the Reconciliation Action Plan (RAP) Working Group for their dedication to launching our Reflect Reconciliation Action Plan during NAIDOC Week. The launch was a joyous occasion, complemented by a wonderful dance performance by the Walenari and Diramu Aboriginal Dance

Group. There is much work to do in this space, and we are excited about deepening our reconciliation work in the coming year.

Voluntary Assisted Dying

Voluntary Assisted Dying (VAD) will become legal in New South Wales on 28 November 2023, as it did in Queensland in January this year. We have sought to ensure that people in our care can gain access to relevant information and exercise their right to VAD. We will maintain our commitment to compassionate care for all and be faithful to our Catholic ethos, which is why our employees will not promote or participate in the act of VAD. We focus on providing quality end of life and palliative care while not seeking to unduly prolong the lives of people in our care.

New leadership

We acknowledge Karen Borg, who resigned as Chief Executive Officer (CEO) in May 2023. During her leadership, Karen implemented our updated mission, values, and strategy, enhanced our facilities, and established our Clinical Governance and Risk functions. After Karen's resignation, Josh McFarlane, former Chief Operating Officer, took on the role of Acting CEO and was formally appointed CEO in October 2023. With a decade of aged care leadership, Josh provides calm, thoughtful, values-based leadership for our people and services, and we look forward to his continuing leadership of Catholic Healthcare. We thank the Executive Leadership team for their support and guidance during this transition.

Excited about the future

The Australian aged care sector continues to undergo significant transformation in response to older Australians' changing needs and wants. Increasingly, more older people wish to stay in the comfort of their own homes for as long as possible or live in innovative accommodation types. With our deep experience, courage, and focus on mission and values, Catholic Healthcare is well-positioned to lead the sector in enhancing the lives of older people over the coming years.

Considering the changing aged care needs of the communities we serve, we are thrilled to have refreshed our strategy and have an exciting vision that rethinks our approach to delivering care, and we look forward to implementing this over the coming year. Within this vision, our commitment to our mission and social justice and serving the most vulnerable in the community continues to be a cornerstone of our work. We will continue to focus on serving vulnerable communities with greater emphasis where there is social isolation, crisis in housing, and financial disadvantage.

In appreciation and closing

Thank you to our Board Members, Wayne Leamon, Anne Carroll, Rebecca Davies AO, DCSG, Michael Morgan, Emeritus Prof. Dr Margaret O'Connor AM, and Lynne Robinson, and to our Trustees, Dr Peter Steane, Anne Walker, Greg Baynie, Sr Loreto Conroy RSM, Patrick Cooper, Emily Aitken, Dr Mark Buhagiar, and Helen Delahunty. We are also grateful for the ongoing support and encouragement of our Members.

And a special thank you to all our employees and volunteers who make such a difference in the lives of the people we serve, and to Catholic Health Australia, the bishops, clergy, and congregations for their ongoing engagement and support of our ministry.

Finally, as we reflect on the past year, we are reminded of all that has been accomplished. As we move forward, we are filled with great optimism for the future of Catholic Healthcare.



Stephen Teulan

Stephen Teulan, Chair



Josh McFarlane

Josh McFarlane, CEO

At a Glance

A snapshot of our services and people as at June 30, 2023.



6,081
HOME CARE
CLIENTS



2,221
HOME CARE
PACKAGES



13
RETIREMENT
COMMUNITIES



513
RETIREMENT
LIVING UNITS



42
RESIDENTIAL AGED
CARE HOMES



2,795
RESIDENTS LIVING
IN OUR HOMES



48.5%
CONCESSIONAL
RATIO



750
VOLUNTEERS



4,606
EMPLOYEES

Mission, Values & Strategy

Our Mission, Values and Strategy inspire and guide us as we continue to empower older people with the care and support, they want and need.

Our Mission

We promote the dignity, life and spirituality of older people through connected and inclusive communities.

Our Strategic Priorities

Enhance our Services	Catholic Connected Communities	Mental & Spiritual Wellbeing	Vulnerable Communities
Expand and enhance our services to meet changing client preferences and community needs.	Create communities that enable us to support clients to live fulfilling lives.	Develop a model of care that is differentiated based on our approach to mental and spiritual wellbeing.	Provide more services for those that are at risk of, or experiencing, crisis in housing, financial disadvantage and social isolation and abandonment.

Our Values

Courage	Compassion	Integrity

Home & Communities

Our Home and Community Services support seniors to live happier, healthier lives in their own homes.

Over the past year, Catholic Healthcare has provided home care services to more than 6,000 clients throughout Sydney, regional New South Wales, and South East Queensland. In line with recommendations from the Royal Commission and in preparation for the new Support at Home care model, we have been reviewing our Home and Community services and how best to partner with older people, their families, and carers.

Pursuing best practice

Catholic Healthcare has partnered with the Australian Catholic University to introduce a standardised and high-quality approach to dementia care drawing on current research, to develop dementia friendly communities. Our approach employs a Circle of Support to aid individuals at every stage of their journey with dementia. This model is now accessible to all Home Care Package clients.

We are on a quest to improve the quality of end of life care for our clients, their families, and caregivers. To achieve this, we have partnered with End of Life Direction for Aged Care (ELDAC), to design and assess an End-of-Life Model of Care. The model will be implemented in all four regions of Home and Communities, along with additional training and recruitment of nurses.

Home and Communities continues to work closely with both the Department of Health and Ageing (DoHA), and the Aged Care Quality and Safety Commission (ACQSC) in preparation for the aged care reforms, including the new Assessment Service, Support at Home, and Strengthened Aged Care Quality Standards. Both clients and employees have participated in various pilots to test new assessment tools, processes, care model and quality reviews to

support transition to the new Support at Home model that will roll out in July 2025.

Mind+Move expansion

Mind+Move continues to grow in popularity, with more than 200 active clients and expanding to five new locations this year: Wagga, Warnervale, Willoughby, Dubbo and Casula. The most popular activities are Stepping On (falls prevention program), Remain Active (a general exercise program) and social bus outings.

The expansion of Mind+Move into Western and South West Sydney has been a key focus. With the redevelopment of St Hedwig Blacktown nearing completion, we have commenced bus trips from St Hedwig as part of our strategy to attract new clients and keep existing residents engaged. St Hedwig will be a crucial focus for 2024, with plans to host numerous offerings onsite.

Seven additional Mind+Move hubs are planned to open next financial year at Lewisham, Maroubra, Newcastle, Kincumber, Mona Vale, Blacktown, and Bathurst. This is in addition to 15 other Mind+Move programs operating at satellite sites across New South Wales.



Our popular Mind+Move program helps our clients to live happier, healthier lives.



A focus on allied health support

To optimise service delivery and outcomes for our clients, we recruited a full-time Allied Health Coordinator. Kenneth Cheung, a qualified physical therapist, will work with our clients, mentor future physiotherapists, and triage clients into relevant in-home or group exercise programs. We plan to operate a 'physio clinic' from our retirement villages during the next financial year.

Another new initiative is the introduction of a Clinical Frailty Scale to measure a client's frailty when they commence services. This frailty score will be used to track any changes and to assist us further in supporting those in our care.

“

I found it to be a very supportive environment where I could be heard and find support and advice about my hoarding behaviour and underlying emotions. I felt very relieved to be able to honestly share my concerns with like-minded others in a safe space and to feel I wasn't the only one with these issues.

Jane, Buried in Treasures client

”



The Buried in Treasures program supports clients with hoarding tendencies.

Supporting vulnerable communities

Hoarding and Squalor

Our Hoarding and Squalor program has continued to be an industry leader in its field, offering much-needed support to clients facing issues with hoarding. In November 2022, the Hoarding and Squalor team was recognised in the Hesta Awards and awarded the National Winner for Team Excellence.

The online 15-week Buried in Treasures program, and smaller declutter groups, highlighted the increased need for specialist support in a non-judgmental environment with like-minded individuals. 2022-2023 saw eight groups complete the program and ten information sessions conducted.



Our volunteers provide much needed social support to our clients.

Care Finder program

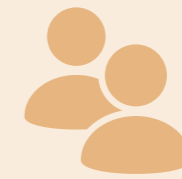
In January 2022, the Care Finder program was launched, commissioned by the Primary Health Networks. As part of the Care Finder program, Catholic Healthcare received funding to assist individuals residing in Campbelltown, Maitland, Cessnock, and inner-city Sydney to navigate the aged care system, provide support throughout the process, and engage in service delivery.

Volunteers and social support

We are grateful to our network of 518 active volunteers who give their time to provide social support to clients and residents. This number increases to over 750 volunteers when accounting for volunteers in the application process and those taking a short break.

Catholic Healthcare successfully retendered for the Aged Care Volunteer Visitor Scheme (previously Community Visitors Scheme), doubling the funding and extending the program to South West Sydney, Central Coast and Hunter regions.

In addition to the Community Visitors Scheme, volunteers provided social support by conducting 1240 phone calls, as well as in Wellness centres and volunteering in residential aged care homes.



6,081
HOME CARE
CLIENTS



2,221
HOME CARE
PACKAGES

“ *I feel more connected, as there is someone who will listen to me and takes time out for me. I always feel better after our conversation. It doesn't matter what the conversation is about. It just makes me happy to have talked to her.*

Catholic Healthcare client ”



Residential Aged Care

At Catholic Healthcare, we are committed to providing the highest quality of care and services to our residents and families.

Catholic Healthcare's 42 residential aged care homes across NSW and Qld provide care and support for more than 2,700 residents and their loved ones.

With a commitment to the organisation's mission and strategic objectives (page 5), our dedication to providing quality, compassionate care, and continuous improvement continues to guide us.

Dedication to infection prevention and control

As we transitioned into 2023, the COVID-19 Omicron variant remained dominant across Residential Aged Care and Home and Communities. Despite a robust entry and visitation protocol, including ongoing employee screening, an increase in variants and other respiratory viruses in the community saw residential aged care homes across the country continue to experience COVID-19 outbreaks.

Due to high vaccination levels of our residents, and Catholic Healthcare's policy to continue mandatory COVID-19 vaccination of all employees, outbreaks had less impact, and our residents recovered well.

Residents at McQuoin Park embraced the opportunity to teach us how to sanitise our hands, creating a fun video while dancing along. Resident, John, said he had always wanted to be in a video and was proud he had made it to the global stage at the ripe old age of 91 years.



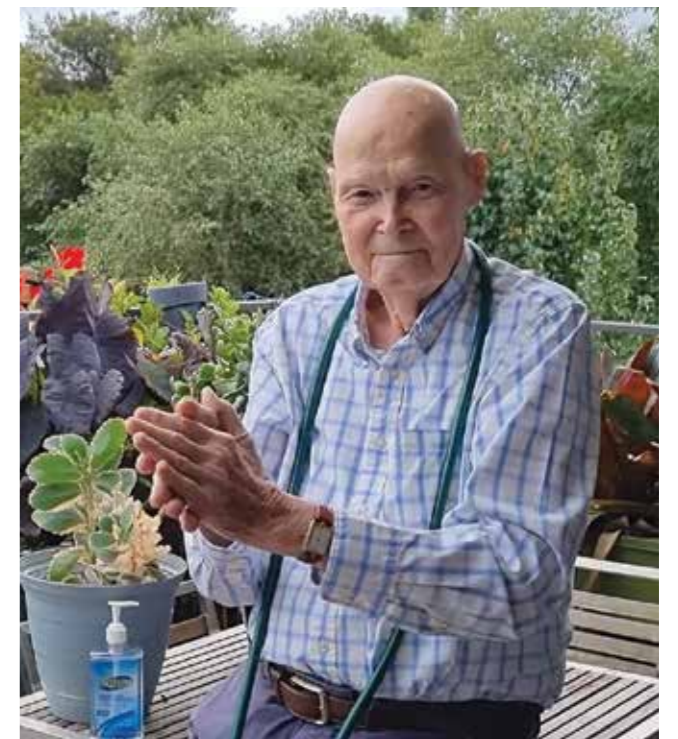
42
RESIDENTIAL AGED
CARE HOMES



2,795
RESIDENTS LIVING
IN OUR HOMES



3,765
EMPLOYEES WORKING
IN OUR HOMES



McQuoin Park resident John teaching us the correct hand rub technique.

Keeping vigilant

As the COVID-19 pandemic starts to decrease, we continue to remain vigilant and prepared. Our focus has now been to ensure good clinical governance supporting effective wound management.

Along with the assessment from specialist-trained wound care consultants, we help our residents to the shortest path to wellness.

Floods didn't dampen employee spirit

November 2022 saw major floods devastate the Forbes region. Fortunately, Jemalong Residential Village was never under threat.

However, as some of our Registered Nurses could not get to work, others worked tirelessly, completing double shifts to cover. Administration employees also worked on the floor to assist residents instead of their usual responsibilities.

Ten employees took two hours to get to work (instead of their usual five-minute journey) because they needed to get to work via a fire truck or a boat. Employees even moved from their homes on the south side to stay with friends and family on the north side so they could continue to come to work.

“*Many more examples of hard work, dedication, and selfless acts, will go down in history as the time Jemalong Residential Village team members, put their hearts and souls on the line to live out our mission and values!*”

”



Jemalong Residential Village employees being transported to work by fire truck.



Aged Care Roadmap in Residential Aged Care

Catholic Healthcare continues to work towards implementing the recommendations of the Royal Commission into Aged Care Quality and Safety in Residential Aged Care.

The introduction of the Star Ratings system commenced 1 December 2022 for residential aged care homes across Australia, which provides information on the quality of care provided, and how the home compares to other aged care providers. The key indicators are Quality, Compliance, Staffing and Resident Experience.

The transition to the new Australian National Aged Care Classification (ANACC) funding model for residential aged care services, introduced on 1 October 2022, has replaced the Aged Care Funding Instrument (ACFI). The model has improved funding stability and equity by better matching residents' needs and the costs of care delivery, especially

for rural, remote, Indigenous, and homeless specialist services. Independent ANACC assessors are required to complete the resident's assessments. This allows aged care providers and care workers to spend more time delivering safe and effective care.

The Royal Commission into Aged Care Quality and Safety in Residential Aged Care identified staffing levels in residential aged care as a vital indicator of quality of care. As a result, mandatory care minutes requirements for each resident have been introduced from 1 October 2023.

To meet the required care minutes, Catholic Healthcare has introduced a Master Roster for each home. The average requirements are two hundred (200) care minutes per resident per day, including 40 registered nurse (RN) minutes. As of 1 July 2023, twenty-four hours, seven days a week (24-7) on-site RN coverage was a requirement. All Catholic Healthcare homes have met this requirement since 2022.

Retirement Living

Catholic Healthcare's 13 retirement communities offer residents secure, maintenance-free living, surrounded by a welcoming community of like-minded people.

As part of Catholic Healthcare's strategic goals, retirement living is set to expand. Beginning with the St Hedwig Retirement Village development in Blacktown, which is scheduled to open early in 2024. The 72 state-of-the-art apartments will welcome existing St Hedwig residents and will become our newest retirement community.

McQuoin Park Retirement Village celebrated their second birthday in style with special guest Kamahl entertaining residents. McQuoin Park in its second year is a thriving community of engaged and connected residents who take advantage of wellness activities including aqua aerobics, exercise classes, in addition to many social activities. The next stage of the development is in the planning stages with another 79 apartments scheduled to be built in the future.

Over the past year, we have had open and honest discussions on how we can improve collaboration between our three operational units to better serve our clients and enhance the quality of our services. Our objective is to establish Catholic Connected Communities, fostering both facilitation and creation.

We are thrilled to have had the opportunity to conduct workshops with operational leaders from Home and Communities, Residential Aged Care, and Retirement Living. These workshops were held at seven locations, including McQuoin Park Wahroonga, Holy Spirit Casula, St. Hedwig's Blacktown, Gertrude Abbott Surry Hills, Holy Spirit Dubbo, The Haven Wagga Wagga, and Lewisham. Throughout these workshops, we engaged in meaningful discussions and developed

comprehensive strategies related to products, sales, people, physical environment, business development, and marketing. We are confident that these strategies will lead to success and growth for all involved.

We have achieved several important milestones so far, including:

1. Establishing a solid relationship between Residential Aged Care and Retirement Living, which has facilitated client transition, respite care, volunteer work, and movie screenings at some of the retirement village cinemas.
2. Providing a meal service from Residential Aged Care to Retirement Living residents and hosting community sessions, which have been popular and helped foster connections and engagement.
3. Creating shared opportunities by sharing resources such as mini buses and physical space.
4. Introducing Wellness Centres, specifically Mind+Move, in key locations.

The Home and Communities team are focused on developing our service offerings in line with the changing needs of our residents. Earlier this year, Catholic Healthcare began researching the Assisted Living model where residents can continue to live independently and enjoy a variety of social activities, amenities and services while obtaining assistance with daily living activities.



The Brighton residents knitting trauma teddies for the Red Cross.



McQuoin Park Retirement Village team celebrating the Village's second birthday in September 2022.

Clinical Governance & Safe Care

To better reflect Catholic Healthcare's comprehensive commitment to care and services beyond clinical care, the Clinical Governance and Safe Care team will undergo a name change to Practice and Quality.



Catholic Healthcare is committed to driving safe, coordinated, effective, and personal clinical care and governance across all services.

The Clinical Governance and Safe Care team has continued to provide strategic and clinical leadership to Catholic Healthcare's Residential Aged Care, Home and Community Services, and Retirement Living. Our priorities are to ensure safety and quality care outcomes and the health and wellbeing of our residents.

The core function of the Clinical Governance and Safe Care Team has been to embed the Clinical Governance Framework based on the primary pillars of good governance. These pillars include:

- **Ongoing Development.** Develop leadership and cultural understanding of clinical governance, and the effective oversight and delivery of safe and quality care.
- **Consumer partnerships.** Partner with our residents, clients, and families in their care, and ensure the delivery of our services and ongoing, continuous improvement.

- **Effective workforce.** Maintain ongoing training and development of employees to ensure staff sufficiency to deliver safe and quality care.
- **Monitoring and reporting.** Review clinical information and data to drive improvement and oversight of care and services, and ensure ongoing, continuous improvement.
- **Organisational systems.** Improve internal systems and processes to drive best practice outcomes.
- **Communication and partnerships.** Foster communication with external providers and develop collaborative relationships to ensure best practice care and service outcomes.

“
We are committed to ensuring our residents and clients live their best lives.
”

Highlights of 2022-2023 include:

- 32 re-accreditation visits by the Aged Care Quality and Safety Commission (ACQSC) with all homes granted a further three-year accreditation period
- The introduction of an internal auditing and continuous improvement process within residential aged care homes and home care services to ensure quality care and compliance
- The commenced roll out of electronic medication management system (eNRMC) to improve medication compliance and safety across all residential aged care homes
- The introduction of the additional six government-required clinical indicators within residential aged care supporting continuous partnership and improvements in our care and services
- The ongoing development of the Consumer Advisory Body and a Quality Care Advisory Body providing further partnership and 'voice of customer' into service and care developments at Catholic Healthcare

- The introduction of compulsory reporting requirements into home care services including Serious Incident Response Scheme (SIRS) reporting in Home and Community Services (HCS)
- An update and roll out of the Clinical Governance Framework
- The development of frameworks for wellbeing, palliative and dementia care
- Commencing work on an updated Model of Care.

The Clinical Governance and Safe Care team is in the process of a name change to Practice and Quality. The name change demonstrates Catholic Healthcare's broad and holistic commitment to care and services beyond clinical care. Catholic Healthcare is committed to ensuring our residents and clients live their best lives within our services.



Our People

Catholic Healthcare continues to grow steadily, with 4,600 employees providing compassionate care and services for our residents and clients.

The dedication and commitment of our Catholic Healthcare employees to provide essential services for our residents and clients with care and compassion continues to be a hallmark for our organisation.

Growing the workforce

As many companies are struggling to find the employees they need, Catholic Healthcare has left no stone unturned in our efforts to build fully staffed teams to support the needs of our residents and clients.

We proudly support school-based traineeships, where high school students in years 11 and 12 combine paid work with their school studies as well as completing tertiary qualifications in Community Services, Individual Support, Hospitality, or Business Administration. Students gain rich, practical experience and insights into the career that awaits them, as they work towards completing their HSC.

Catholic Healthcare is also supporting mature workers from outside our industry who are interested in starting a career in aged care through our New to Industry program. Here, we support new employees to complete their

formal qualifications in aged care studies while they gain practical experience under the supervision of our more experienced team members.

These workforce growth programs supplement our ongoing recruitment of fully qualified and experienced employees, made possible by our creative marketing campaigns inviting people to be part of a "Career in Care" which highlights the positive relationship aspects of working within our industry.



750
VOLUNTEERS



4,606
EMPLOYEES



Advertising from Catholic Healthcare's Careers in Care campaign.

Careers in care

Continuing the theme of Careers in Care, Catholic Healthcare recently launched an interactive career pathway hub, allowing employees access to an online tool that visually shows the many career opportunities available to them within our organisation. This is another way we are supporting our employees and showing them the possibilities of developing a life-long career in aged care.

Employee engagement

In March 2023, Catholic Healthcare repeated our annual Employee Engagement Survey, hosted by The Voice Project. We were thrilled to see the positive lift in our results from the previous year, with our employees telling us they are more satisfied than ever with the quality of training and support provided to new hires, the way we acknowledge achievements and celebrate success, the improved efficiency of our internal processes, and our communication of our overall strategy to our teams.

With such strong results, Catholic Healthcare was presented with the Change Champion Award for 2023, recognising the significant improvements achieved in employee engagement from one year to the next.



Catholic Healthcare was presented with the Change Champion Award for 2023.

Culture of respect

Responding to changes within the Fair Work Act that were introduced via the Secure Jobs, Better Pay Act, Catholic Healthcare is actively reinforcing our positive workplace culture through refreshed interactive workshops with our employees. Promoting a culture of accountability and ownership, our themes of "Speak Up" and "Don't Walk Past It" are resonating with our frontline team members and go a long way to ensure that everyone feels safe and respected at work.

Safety is number one

Maintaining a safe working environment continues to be our number one priority. We have been refreshing our Ready, Steady, Move manual handling training, promoting our Don't Walk Past It hazard awareness campaign, and having open discussions about mental wellbeing and the importance of taking care of ourselves so that we are ready and able to take care of others. Celebrations on R U OK? Day included informative webinars and quizzes, supported by the Healthy Body and Mind Hub, an online tool that is available for all employees as well as their family members.

Celebrating success

Catholic Healthcare was thrilled to see the Australian government recognising the importance of aged care workers through the Fair Work Value case that increased the Modern Award rate by 15 per cent for all direct care workers in aged care. While this was an important step forward in the right direction, it overlooked a large group of people who work tirelessly behind the scenes to support our direct care teams. In line with our values, Catholic Healthcare chose to provide an equivalent increase to all our frontline team members.

In July 2023, we celebrated the Foundation Day of our organisation and recognised over 170 employees who have reached a significant service milestone, having worked with Catholic Healthcare for either 5, 10, 15, 20, 25 or 30 years.



CEO Josh McFarlane presents certificates to employees celebrating a significant service milestone.



Employees from St Hedwig Blacktown celebrating Foundation Day.

Milestones



July 2022: Foundation Day celebrations at Villa Maria Fortitude Valley.



August 2022: We published a white paper with Professor Susan Kurrle on what it means to grow old gracefully.



January 2023: Julia Abrahams awarded as Lawyer Monthly's Aged Care Law Counsel of the Year – 2022.



February 2023: St John's Villa New Lambton residents commence intergenerational visits at Busy Bees Child Care Centre.



September 2022: We thanked our wonderful frontline employees for their care with visits from our coffee cart.



October 2022: Mind + Move Hubs open in Casula and Dubbo.



March 2023: MacKillop House featured on Channel 10's The Dog House Australia.



April 2023: Celebrating our first ever Upskilling Program graduates Debbie-Marie Hanckel, Leanne Spencer, Sheran King and Frances O'Shea.



November 2022: Catholic Healthcare's Hoarding and Squalor team was crowned with the national 2022 HESTA Excellence Award for Team Excellence.



December 2022: The Macquarie Park Elves spread Christmas cheer to our residents and clients.



May 2023: Josh McFarlane appointed to the role of Acting CEO.



June 2023: At the CIO50 Awards, Chief Information Officer Brett Reedman and our Information Services team both received awards.

Governance

Catholic Healthcare's governance structure operates under both Canon Law and Civil Law to ensure the fulfillment of our foundational responsibilities.

Canon Law – Public Juridic Person

On 21 July 1994, the Bishops of the Province of Sydney canonically established Catholic Healthcare as a public juridic person (the Church entity). The foundational responsibilities of Catholic Healthcare are outlined in the Statutes of Catholic Healthcare and norms of Canon Law. The ownership and governance of the ministries and property of Catholic Healthcare are entrusted to the Trustees, who are elected by the Members. The Trustees are responsible for the governance of our public juridic person and exercise their reserve powers as the sole members of the civil legal entities that conduct these ministries.

Catholic Healthcare, the public juridic person, is comprised of the following Members:

- Trustees of the Roman Catholic Church for the Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Parramatta
- Diocese of Wollongong
- Institute of the Sisters of Mercy Australia and Papua New Guinea
- Maronite Diocese of St Maroun
- Little Company of Mary – Region of the Southern Cross
- Our Lady of Dolours Parish, Chatswood
- Trustees of Sisters of Mercy North Sydney
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Thomas Aquinas Parish, Springwood
- St Raphael's Blacktown Association

Civil Law – entities

The Trustees of Catholic Healthcare is a statutory body corporate created under the *Roman Catholic Church Communities' Lands Act (NSW) 1942* (the Act) and is the civil law entity of Catholic Healthcare, the public juridic person.

The Trustees of Catholic Healthcare (the civil body corporate) function in a stewardship capacity to oversee the organisation's ministry and ensure that Catholic Healthcare's Mission is fulfilled. The Trustees appoint the Directors and the Chair of CHL.

Catholic Healthcare Limited (CHL) – is a not-for-profit public company limited by guarantee and is the civil entity providing Catholic Healthcare's aged care, retirement living, community and related services.

Trustees of Catholic Healthcare 2022/2023	
Trustee	Status
Dr Peter Steane, Chair	Continuing
Ms Anne Walker, Vice Chair	Continuing
Ms Emily Aitken	Appointed 28/11/2022
Mr Greg Baynie	Continuing
Dr Mark Buhagiar	Appointed 28/11/2022
Mr Patrick Cooper	Continuing
Sr Loreto Conroy RSM	Continuing
Ms Helen Delahunty	Appointed 28/11/2022

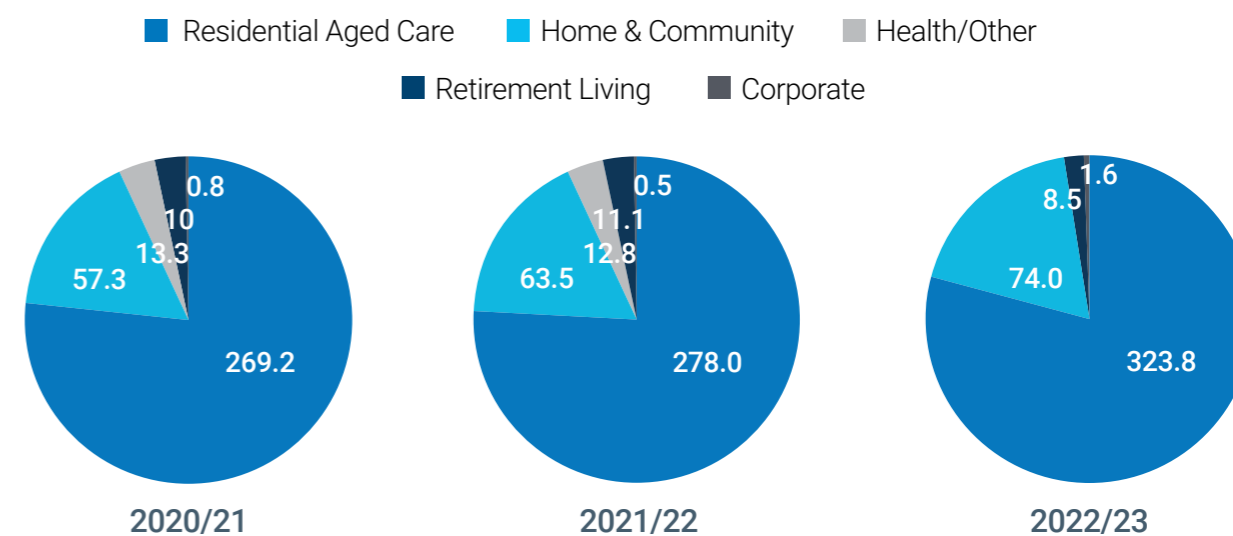
Directors of Catholic Healthcare Limited 2022-2023	
Director	Status
Mr Stephen Teulan, Chair	Continuing
Mr Wayne Leamon, Deputy Chair	Continuing
Ms Anne Carroll	Continuing
Rebecca Davies, AO, DCSG	Continuing
Mr Michael Morgan	Continuing
Emeritus Prof Dr Margaret O'Connor AM, CF	Continuing
Ms Lynne Robinson	Continuing

Finance

REVENUE BY SOURCE (\$ MILLIONS)

	2020/21	2021/22	2022/23
Revenue and other income	350.7	371.6	433.9
Revenue and other income (normalised)	339.3	365.9	433.9
Surplus/(Deficit)	(42.9)	(55.9)	(22.5)

REVENUE BY SERVICES (\$ MILLIONS)



Net Assets (\$ Millions)	2020/21	2021/22	2022/23
Cash, Debtors, Inventory & Other Assets	135.7	109.8	99.6
Property, Plant & Equipment	869.2	866.7	934.3
Investment Property & Intangibles	190.6	193.7	209.8
TOTAL ASSETS	1,195.5	1,170.2	1,243.7
Payables, Employee Provisions & Other Liabilities	159.8	177.1	185.1
Accommodation Bonds & Refundable Deposits	364.2	365.8	403.7
Loan Licences	155.2	166.8	159.9
Borrowings	129.4	129.5	105.4
TOTAL LIABILITIES	808.6	839.2	854.1
NET ASSETS	386.9	331.0	389.6



Our Annual Review
is available online

catholichealthcare.com.au

Stay connected
with Catholic Healthcare



Catholic Healthcare is a leading not-for-profit provider of residential aged care, home care, and retirement living villages reaching across the east coast of Australia.

Trustees of Catholic Healthcare
ABN 89 915 142 048

Catholic Healthcare Limited
ABN 69 064 946 318

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Macquarie Park NSW 2113