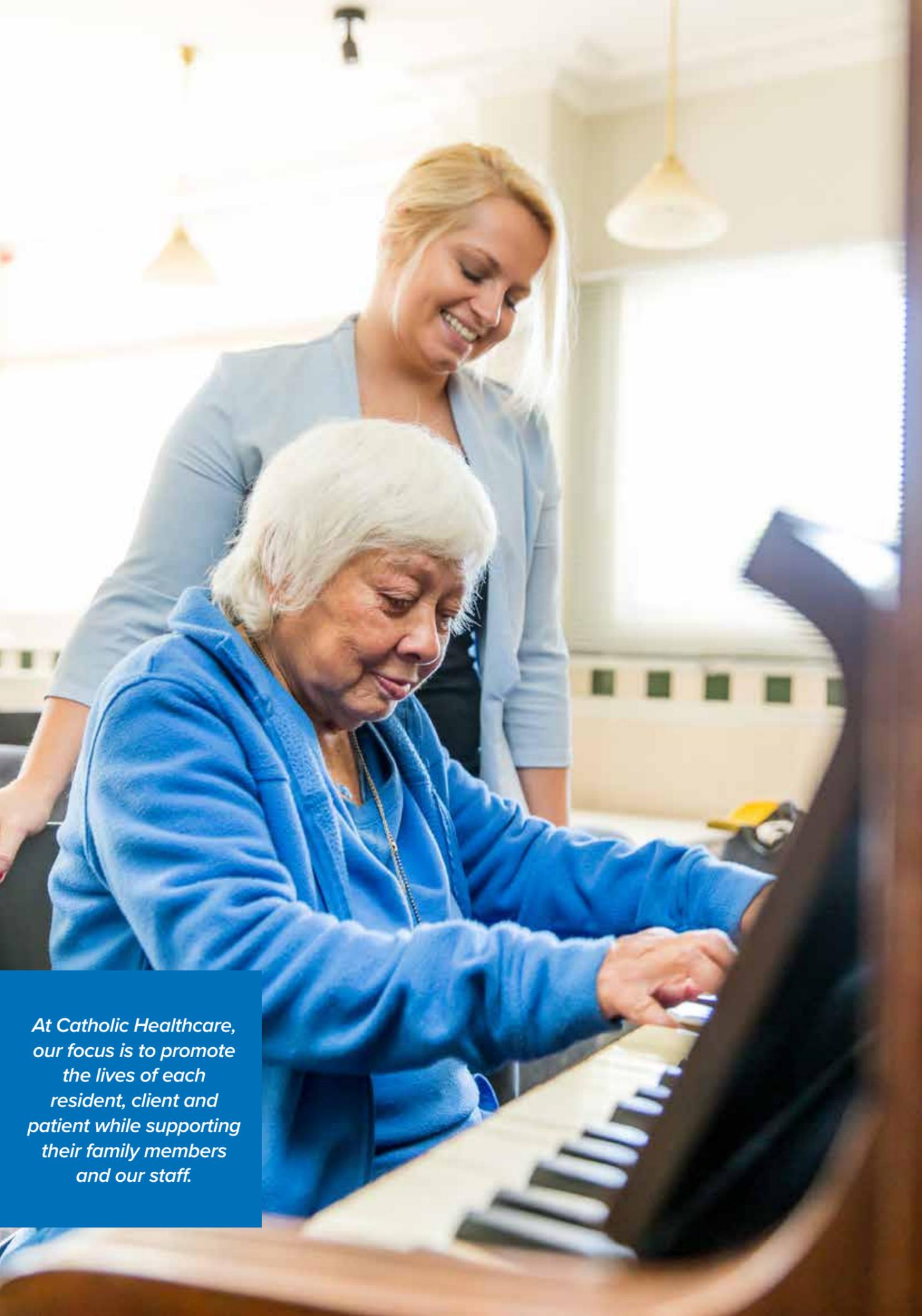




2015-2016 Annual Review



*At Catholic Healthcare,
our focus is to promote
the lives of each
resident, client and
patient while supporting
their family members
and our staff.*

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RESIDENTIAL AGED CARE



RETIREMENT COMMUNITIES



HEALTHCARE



COMMUNITY SERVICES



CATHOLIC HEALTHCARE



About Catholic Healthcare

Catholic Healthcare is a leading not-for-profit provider of Residential Aged Care, Community Services, Retirement Living and Healthcare in NSW and QLD. We have a strong and proud history of providing care and support to people of all faiths, backgrounds and ethnicities, for more than 22 years.

Catholic Healthcare was established in 1994 by the Bishops of NSW and the ACT.

Today, Catholic Healthcare operates 41 Residential Aged Care services and 10 Retirement Living communities, two Healthcare services and provides services to more than 4,700 persons in the community.

We provide care and support for all seniors, helping them and their family members who might need assistance through any stage of life. We also provide care for people with disabilities, mental illness or people who are at a risk of homelessness.





Our passion is to enrich the lives of our clients, supporting them to live life to the full every day.

Year in Review

Welcome to the Catholic Healthcare Annual Review for 2015/16

We have had another successful year in delivering our mission, as we continue to position ourselves in the rapidly changing aged care environment around us. We have renewed our strategic vision this year and created our “2020 Vision” roadmap for the next decade.

We are excited at the opportunities before us to reach out in new ways to support our thousands of residents, clients and patients to live life to the full every day. We are transforming our organisation to respond to need, and our achievements in our areas of focus this year are a step along the way to a new future.

The first major strategic focus of the year has been the strengthening of our response to client need through continued support of those with less means in their elder years, with nearly 50% of our residents incurring no entry fees.

Vincentian Aged Care celebrated 50 years of service to some of the most vulnerable in our community, and we continued to be recognised by Government for our Elder Abuse and Hoarding and Squalor prevention services. This was further reinforced by our successful tender to partner with NSW Health in providing specialised mental health services in aged care settings over the next decade.

We were successful in 15 full aged care accreditation reviews with 70 visits from the Aged Care Quality Agency achieving full quality compliance.

We are excited at the opportunities before us to reach out in new ways to support our thousands of residents, clients and patients to live life to the full every day.

The rollout of our enhanced dementia model of care commenced, as did our residential electronic resident management system (eCase), and our eLearning platform was further populated with course content, enabling our geographically dispersed workforce to receive important education online. We completed our first year as a Regional Assessment Service (RAS) provider, assessing the home care needs of thousands of elderly members of our communities. We were also successful in tendering for Transition Care services for elderly residents in Central Sydney Local Health District.

Under the Catholic Healthcare Foundation, we partnered in six separate research projects with organisations such as Macquarie University, Sydney University, Alzheimer’s Australia and Mundipharma PANACEA project. We also reached an agreement to appoint a Clinical Chair in Aged Care at Charles Sturt University to focus on research and innovation in regional areas.

A second major strategic drive over several years has been the renewal and growth of our residential services. This has culminated in the establishment of a major development pipeline this year. Catholic Healthcare plans to build 1,000 new residential private rooms and renew a further 350 existing rooms in the coming four years, representing a capital investment of over \$300m.

This is part of our drive to meet the needs of the growing ageing communities around us, and to establish a level of amenity respectful of our seniors. We currently have three developments under construction, with a further six developments in varying stages of construction.

We have been successful in securing over 300 new bed licences through Aged Care Approval Rounds (ACAR) in the past two rounds and have purchased five new greenfield sites in this calendar year. In addition, we have invested cash surpluses of more than \$28m during the year in renewal of our existing facilities, significantly improving resident amenity.

Supporting our staff to be passionate advocates for the elderly in our communities has been a third major focus. We launched an overarching Great Place to Work framework during the year, focusing on work environments that support and motivate our colleagues; we developed and introduced our New Graduate Nursing Development program for first year graduate registered nurses and continued our successful Management Essentials program, which has now developed 115 key leaders since commencement.

We also created and launched a new intranet (Connect), an organisation wide newsletter, and an internal social media platform (Yammer) to provide avenues for our people to stay in touch with each other and participate in the vision and achievements of our organisation. After 18 years at Epping, we relocated and renewed our Corporate Office base to Macquarie Park.

In preparing our organisation for new operating environments stemming from the aged care reform process, we undertook work in establishing sound business processes for our Home Care Package service, involving tremendous initiative from our Community, Finance and Information Services teams. We also launched a new Catholic Healthcare website, and established a social media presence for the organisation on LinkedIn, Facebook, YouTube, Google plus and Twitter, cementing our presence in social media and creating more channels of communication for our clients.



We are committed to building a great place to work for our people that inspires them to be passionate about enriching the lives of our clients.

As an organisation, we met our financial objectives for the year and strengthened our mission stewardship. We successfully transferred our long-standing health service, Hawkesbury District Health Service, to St John of God during the year, closing an important chapter in the Catholic Healthcare story.

We were also finalists in the Aged & Community Services NSW awards for Volunteers and Environmental Sustainability; for Best Retirement Living Development for The Brighton with the Urban Development Institute of Australia; for Best Management Development Program with the Australian Human Resource Institute; and for the Best Pastoral Care Program with Meaningful Ageing Australia.

A quick look at these impressive award categories reinforces the breadth of excellence our organisation has achieved across the year. These are but a fraction however, of the outstanding work carried out by thousands of our dedicated staff and volunteers who interact with our clients every day. They are vitally important, and we express our gratitude to our staff for the way they carry out their mission and service.

We also thank the Bishops of NSW and the ACT for their support and guidance, and the Diocesan Development Funds for partnering with Catholic Healthcare in pursuit of our mission.

So what does the future hold for Catholic Healthcare? It is clear that the ageing of the population, Government reforms and increased competition all point to significant changes in the way aged care services will be provided into the future. Our 2020 Vision focuses on building the aged care of tomorrow. Inspired by our Catholic tradition, we will be at the forefront of integrated aged care, significantly growing our services to meet increasing need. Our passion is to enrich the lives of our clients, supporting them to live life to the full every day, through a continued focus on person-centred services that improve their health and wellbeing.

The aged care environment is changing, and we are changing too. We are building the aged care of tomorrow.



J. Flanagan
Emeritus Professor Jack Flanagan

Chair of Trustees, Catholic Healthcare



D. Robinson
David Robinson

Chairman Catholic Healthcare



David Maher
David Maher

Managing Director Catholic Healthcare



Through dedication and a consistent approach to teamwork, our staff embrace our key values of compassion, honesty, hospitality, respect and excellence through their daily interactions.

Our Mission

Catholic Healthcare's mission is to promote life in all its fullness by providing aged care, healthcare, community services and retirement living, inspired by the Catholic tradition. Our mission promotes life, service and respect for our Heritage and Tradition.

Promoting life

Our key focus in Catholic Healthcare is to promote the lives of each resident, client and patient, while supporting their family members and our staff. Catholic Healthcare offers quality holistic aged care services and a significant part of our approach to supporting those in need, is our Pastoral Care services.

Reflective of our Catholic identity and of our organisations' mission, our pastoral carers are committed to our patients, clients and residents through times of adversity. We promote quality of life through our services and stand in solidarity with those who are suffering, providing the highest quality of palliative care. This requires Catholic Healthcare to maintain a person-centred approach which focuses on the resident, patient or client together with family members and staff in relationships of trust, all working for the good of the individual.

Spiritual or pastoral care is an essential component of this and our 35 professional pastoral carers and pastoral volunteers, supported by parishes, priests and other ministers, creates a network of pastoral support for those in our care. We understand that living situations, responsibilities and belief systems vary greatly, and what works for one person may not be ideal for the next. Regardless of culture and religious beliefs, our dedicated pastoral carers are always on hand to provide support, empathy and compassion.

Service

Compassion is a quality our service staff embrace, ensuring our clients, patients and residents are cared for and understood. Our programs are conduits for our key organisational values. One such program is our Values Alive program, which focuses on the behaviours that flow from our values and how they apply in the workplace through our roles responsibilities and interactions.

We believe it is important to embrace the individuality of every resident. By doing this, we work with resident and their families to ensure they get the right care and support.





Catholic Healthcare maintains a person-centred focus to care, with a strong spiritual approach and a commitment to community engagement.

Respect for our Heritage and Tradition

We maintain a strong focus on the founding truths of our own Heritage and Tradition.

Catholic Healthcare employs staff of all religious denominations, and none; and we care for residents, patients and clients of every culture and religious tradition. In the midst of this, we maintain a strong focus on the founding truths of our own Heritage and Tradition. This is evident in our significant investment in pastoral care and our commitment to the *Code of Ethical Standards for Catholic Health and Aged Care Services in Australia*. The sense of a preferential option for those in need is strong in Catholic Healthcare. In 2015-16, nearly 50 % of residents were cared for on a concessional or supported basis.

Catholic Healthcare maintains a person-centred focus to care, with a strong spiritual approach and a commitment to community engagement.

Values in action

Through the value of respect, we will continue to uphold the dignity of all persons across different social groups, languages, cultures and traditions; ensuring all residents, patients and clients are treated respectfully and compassionately, with the appropriate care and support given.

Honesty is a quality that unites our care staff, residents, patients and clients and is best known as a trusting collaboration. Our staff and volunteers live this through speaking the truth, by doing what is right and by having truthful and open conversations in sensitive and challenging situations.

Hospitality and celebration are part of life at Catholic Healthcare and this year we have marked a number of significant anniversaries across our aged care services. Vincentian Aged Care celebrated 50 years of caring and supporting the local community of East Sydney and St John's Villa

in New Lambton celebrated 30 years of service to Newcastle's ageing population.

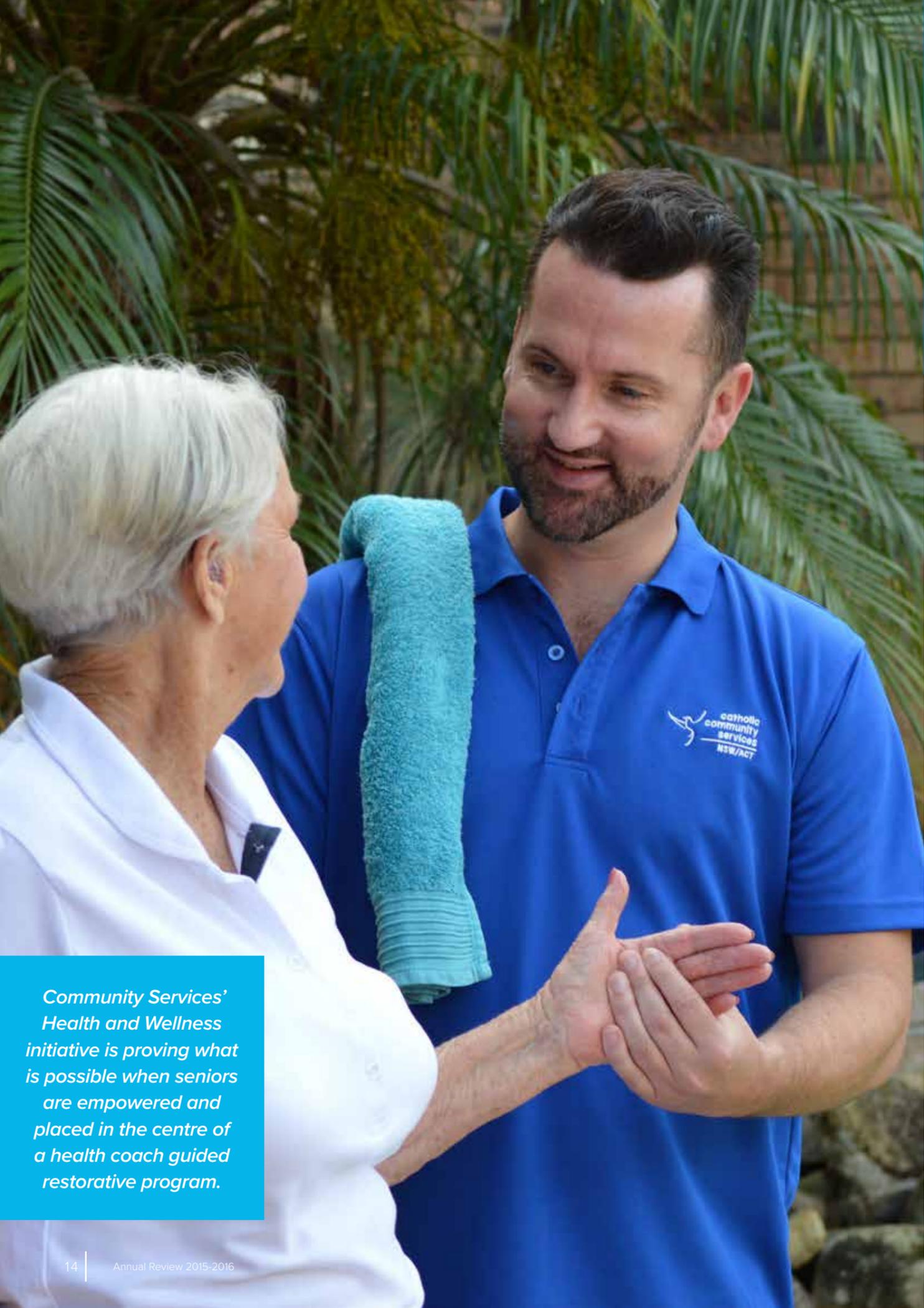
Excellence is evident in staff performance, and we honour this through our reward and recognition programs. These include the annual Gold Dove Staff Member Awards, the Gold Dove Projects of the Year Awards, and many other Dove categories.

Compassion motivates people to go out of their way to help others and all our volunteers and staff play a significant role in showing compassion through their dedication and interaction with residents, clients and patients. Our hardworking volunteers were recognised and celebrated during the National Volunteers Week in May.

Our organisation-wide Great Place to Work Initiative ensures staff feel connected, valued and recognised. As a growing organisation caring for others, creating and ensuring we offer a cohesive work environment is significant to our philosophy and mission.

Honesty is a quality that unites our care staff, residents, patients and clients and is best known as a trusting collaboration.





Innovation, Research and Partnerships

At Catholic Healthcare, we are committed to ensuring our research, partnerships and innovations influence our delivery of aged care and community services for an ageing population.

Tackling the skills shortage in rural and regional areas

Catholic Healthcare and Charles Sturt University are working collaboratively to bring about real change in health and lifestyle outcomes for our aged care residents.

Catholic Healthcare and Charles Sturt University have partnered in a valuable program based in Dubbo and Forbes to help address the skills shortage in rural and regional NSW. The collaboration is focused on attracting nursing graduates into aged care careers in regional and rural locations.

The great thing about this partnership with Charles Sturt University is that together we are creating the opportunity to discover how rewarding a career in aged care can be.

This project allows a proactive approach to attracting nurses into the growing aged care sector.

As part of this project, students have the opportunity to gain practical learnings by visiting services and speaking with residents and staff. Bachelor of Nursing graduates are mentored by Catholic Healthcare staff as they rotate through postgraduate work placements at Holy Spirit Residential Aged Care, Lourdes Hospital and Saint Mary's Villa in Dubbo and Forbes' Jemalong Residential Village.

The education and training benefits for nursing graduates is a significant drawcard, with ongoing academic support from Charles Sturt University in combination with clinical mentoring and support from Catholic Healthcare. The graduates have access to the Master of Nursing course materials, with specialisations in a variety of areas including, Chronic and Complex Nursing, Palliative Care and Leadership and Management.

Health and Wellness: setting new goals within restorative care

Community Services' Health and Wellness initiative is proving what is possible when seniors are empowered and placed in the centre of a health coach guided restorative program.

Physical strength and mobility, social engagement and stimulating your brain are all important factors at any age, but are absolutely key for an ageing population keen to stay independent and living in their own homes, within their own communities.

It is also the focus of a new suite of Health and Wellness programs introduced to assist our clients to experience new things and stay socially active. Community Services are working with research partners at the University of Auckland and Hunter Medical Research Institute.

Community Services' Health and Wellness initiative is proving what is possible when seniors are empowered and placed in the centre of a health coach guided restorative program.



We understand the vital role research and academic partnerships play in improving health outcomes within our aged care and community services.



Improving care through research partnerships

The Catholic Healthcare Foundation partnered in several separate research projects with organisations such as Macquarie University, Sydney University and Alzheimer's Australia.

Catholic Healthcare, Southern Cross Care and Alzheimer's Australia have joined forces in a unique research partnership that is designed to inform the co-creation of services that will help to enhance the quality of life for people living with dementia.

The findings of the study will be reported to the NSW Parliament with recommendations provided to governments, service providers and the broader community on how to support people with dementia.

It is crucial that we look into how we can assist people with dementia and their carers. The aim of the partnership is to gain a better understanding of the wants and needs of people living with dementia.

Lifeful

Restorative care and reablement program Lifeful, a partnership with Sydney University, aims to keep seniors out of hospital by helping them to live independently within their home. Bodington Aged Care, Wentworth Falls were the first to trial the Lifeful restorative care pilot, recording positive outcomes. By learning about each resident and their personal history, we are able to implement a more targeted approach to understanding their health needs.

The framework includes six key areas - Being Active, Healthy Eating & Drinking, Staying Connected, Lifestyle, Clinical Care and Healthy Mind. It also acknowledges that the development and implementation of services and programs will occur using a range of technology and communication channels, recognising that staff and the culture of the organisation are key enablers of the success of the implementation.

Supporting our frontline workforce to become more diverse and adaptable has meant that they can assist greatly in improving health outcomes. Given the struggle with sourcing staff within the aged care sector we have focused on building skills internally and supported a group of staff to undertake further formal education. There are so many programs and services where they will be making a difference as the swing from traditional services occurs.

Senior citizens want more things that are meaningful to them. It is exciting to see people's health and wellness flourish.



Medicines in advanced care planning

A qualitative study and research partnership with Macquarie University is set to review and explore Residential Aged Care staff practices, and approaches to medication related directives in advanced care plans. The project will audit resident medical records to determine the prevalence and type of medicine related directives included in advanced care plans.

It's like a boutique hotel with a local village feel. Mum's room has a lovely outlook and is on the same level as the dining room.



Property and innovation the future of our aged care services

At Catholic Healthcare, we are committed to delivering exceptional care and support to the ageing population, today and into the future. In the past 12 months, we have opened new residential and retirement living services and currently have a number of sites under construction, with more aged care developments in the pipeline.

A new lease on our much-loved and existing services

As part of our promise to meet the needs of our ageing communities, Catholic Healthcare are committed to both new growth and development as well as upgrade works to existing residential aged care services.

Refurbishments have taken place across more than 20 services, providing a new lease on life to some of our much-loved services. These works have been focused in areas that significantly improve resident amenity. We continue this program with a further 14 sites to be upgraded over the next 12 months.

Earlier this year we opened a new dementia unit at Lewisham Nursing Home, designed to provide specialised care for 16 residents who have dementia or exhibit wandering behaviours.

The Sister Anne Court at Surry Hills now offers 68 rooms including 18 brand new private rooms with ensuites. This service provides ageing-in-place with permanent care options, respite care, dementia care, specialised mental health care, palliative care and pastoral care.



▲ The Sister Anne Court in Surry Hills, provides ageing-in-place with permanent care options, respite care, dementia care, specialised mental health care, palliative care and pastoral care.

New deployments and innovation

In 2015 we were successful in securing 190 new residential licences through the Aged Care Approval Rounds, showing confidence in our organisation by the Government to meet the growing need for aged care services.

We have now commenced construction of two projects in Bathurst and Waitara, with seven further aged care developments in varying stages of planning.

Catholic Healthcare plans to deliver 1,000 beds over the next three years. 650 of these will be new beds with a further 350 existing beds to be renewed as part of our commitment to both growth and renewal. This represents a capital investment of more than \$300 million.

In regional NSW, St Catherine's Aged Care, Bathurst is set to be completed in mid-2017.



Catholic Healthcare underwent an extensive process of planning and review across our existing services, new developments and potential sites to target the needs of the ageing population.

▲ Catholic Healthcare's McQuoin Park in Waitara, will offer 122 private ensuite rooms to accommodate existing and potential residents. It will integrate retirement living, aged care services and a state of the art health and wellness centre.

Once complete, the relocated St Catherine's will provide a modern residential aged care service within an integrated aged care campus, providing community care and healthcare services. This development will create additional aged care residential rooms for the Bathurst region and see the merging of St Vincent's Aged Care and St Catherine's Aged Care. After 50 years at Busby Street Bathurst, Catholic Healthcare's existing St Catherine's Aged Care will be closed and relocate to Gorman's Hill Road, in early 2017.

A 10,850 square metre site in Maroubra was purchased in June 2016 with plans to build a brand new aged care campus, featuring state-of-the-art design and integration with respite, home and community care services for seniors living in Sydney's Eastern suburbs, as well as creating more jobs for the sector.

A total of 122 private rooms with ensuites, communal dining and lifestyle spaces are currently in the early stages of construction at McQuoin Park Waitara, with stage one due to open mid-2017. Once complete, this new aged care service on Sydney's upper North Shore will offer an integrated community with a Residential Aged Care service, Retirement Living village, a Health and Wellness centre, on-site respite and community support services for seniors, together with specifically designed dementia spaces.

The Brighton - official opening

The Brighton marked its official opening November 2015. Designed by renowned Australian architect Leo Campbell, each apartment has been created with simplicity and adaptability in mind. The Brighton at Croydon offers a Retirement Living solution for those who wish to live an active and social lifestyle and is one of Catholic Healthcare's premium retirement villages.



We invest in our highly skilled staff to provide a responsive workforce and a person-centred approach to care, one that people may trust.

Our Services

We believe in being there for you as a trusted companion and partner, encouraging and enabling you to choose the type of assistance, guidance and care you need.

Residential Aged Care

Through the provision of health and aged care services, residents, practitioners, family members and carers all become their own community, working collaboratively for a person's health and wellbeing. These relationships are connected by a common purpose of supporting an individual through life's changes.

As an organisation providing aged care services, we place our residents, clients, and carers at the centre of all our decision-making. All needs are unique and no single person ages or deals with the process in the same way.

At Catholic Healthcare, we continue to grow and be at the forefront of increasing consumer choice by delivering sustainable and supportive aged care services to meet the needs of an ageing population.

Our commitment to providing personalised and holistic aged care services for more than 20 years has cemented Catholic Healthcare as a leader in aged care services. We understand that sometimes coming to terms with the need for any form of support can often be confronting and overwhelming for everyone involved. This is why our staff are on hand to ensure that our residents, clients and their loved ones make informed decisions about the care and services they need. We invest in our highly skilled staff to provide a responsive workforce and a person-centred approach to care, one that people may trust.

Accreditation success

This year, 15 of our Residential Aged Care services underwent the accreditation process and an exceptional outcome was achieved with all services.

11	ANNOUNCED VISITS
38	UNANNOUNCED VISITS
42	FOOD AUDITS

Compliance record from more than 70 department visits across the year.

Catholic Healthcare's Residential Aged Care services were successful in all aged care accreditation reviews and accomplished a compliance record from more than 70 visits from the Aged Care Quality Agency across the year.



Food is an occasion for sharing and bringing people together at mealtimes. We are ensuring we nourish our resident's health and wellbeing.



SUCCESS STORY

Changing the face of aged care cuisine

Catering to the diversity of cultures and faiths of residents helps when your chefs mirror the society they work in. Catholic Healthcare is extremely lucky to attract top-line chefs, and it is a measure of how serious we are taking food quality and the enjoyment of food in our services by investing in professionally skilled and qualified staff.

Following a recent review and survey of the current catering model of food standards within our 41 aged care services, we have been working hard to make improvements to the food served to our valued guests, the residents, by listening to their feedback and input. It not only comes down to the need to eat. We recognise the significance of enhancing the eating experience for our residents, making food a memorable and enjoyable experience.

Holy Spirit Dubbo provides an inspiring example having recently adopted the new food strategy with

its focus on the "Five Star Comfort Food" philosophy, through presentation and nutrition.

To help implement this change, Catholic Healthcare recruited top-line professional restaurant chef Gregory Nicholas in May 2016. Hailing from the picturesque countryside of Mudgee in NSW, Greg has worked in some of the best restaurants in Europe, along with world-renowned chefs, Gordon Ramsay and Marco Pierre White.

Since Greg's arrival, there have been a number of improvements to the culinary standards offered at Holy Spirit Dubbo. By completely removing frozen, processed and pre-packaged foods, all meals are now cooked from scratch including soups, stocks, fresh wholesome vegetables and quality meat, poultry and fish. Additionally Greg has reduced costs by establishing new relationships with local meat wholesalers, grocers and milk suppliers.

Because 'you eat with your eyes', food presentation, along with nutrition, is a major focus for Catholic Healthcare. We are working with our own chefs in a collaborative approach to develop a base menu that is then tailored to the individual services to incorporate residents' preferences and the chefs' particular skill sets. What works in Surry Hills may not work in Bathurst or the Blue Mountains.

Our chefs come from as far afield as Singapore, England, Malaysia, China, Italy, South Africa and France and they all bring unique life experiences to our kitchens and are changing catering in our services.

In the past three years, resident surveys from Holy Spirit Dubbo show 94% food satisfaction.

Residential Aged Care Awards

In 2015 a unique Newcastle-based aged care program operating at Newcastle's Charles O'Neill Hostel for Australians living with a mental illness has won the Team Innovation category at the 2015 HESTA Aged Care Awards.

The program, 'A Safe Place to Call Home' has been recognised for providing care to people who have often been turned away or referred from other facilities without the resources to provide adequate care for people with a mental illness.

Also in 2015, Charles O'Neill were awarded the Prime Super Employer Excellence in Aged Care Award, for providing outstanding care to vulnerable members in Newcastle.



Each service brings its own unique culture and tradition which helps define Catholic Healthcare as one entity.

Honouring our history

As an organisation strengthened by its range of aged care services available across NSW and QLD, each service brings its own unique culture and tradition which helps define Catholic Healthcare as one entity. Our dedicated services reach impressive milestones, contributing to our mission and rich history.

Vincentian Aged Care celebrated their Golden Jubilee in June, with 50 years of caring for the community of East Sydney. St John's Villa in New Lambton, Newcastle celebrated 30 years of dedicated care to its 45 residents. St Vincent's Auxiliary, celebrated 90 years of service to the Bathurst community since starting in 1926.

Catholic Healthcare was successful in securing more than 300 new residential licences through ACAR in the past two years, with a view to increasing our residential aged care services across New South Wales and Queensland. Construction commenced early 2016 in Bathurst and Waitara and refurbishments were completed in Surry Hills, along with new land purchases and planned approvals for Lewisham, Maroubra, Leppington, Casula and Ipswich in Queensland.

eCase new learning and development initiatives

As part of Catholic Healthcare's commitment to quality care, the rollout of a new clinical care system has been implemented at two pilot sites, St Peter's Lane Cove North and Our Lady of Loreto Gardens Hamlyn Terrace. eCase will assist staff by reducing the amount of time spent on clinical documentation. The Resident Management and Aged Care Funding Instrument (ACFI) appraisal functionality of eCase has rolled out to all 41 services with Medicare transactions for ACFI appraisal submissions with resident movements now transmitted via eCase. This now ensures we have real time accessible information regarding occupancy and room availability for all services.

Throughout the 12 month period, more than 1000 residential aged care staff across 31 service locations participated and completed the Device and Technology training.

OVER 2,400

RESIDENT RECORDS WERE MIGRATED FROM PROCURA TO eCASE DURING THE ROLLOUT OF THE SOFTWARE

1,000+ STAFF MEMBERS

TRAINED ACROSS NEW TECHNOLOGY

New Graduate Nursing Development program

Catholic Healthcare services in Dubbo and Forbes joined forces with Charles Stuart University to introduce a new Graduate Nursing Development program. The program aims to increase and reinforce the nursing workforce in aged care, rehabilitation services and palliative care in order to help tackle the skills shortage in rural and regional areas. The partnership between CSU and Catholic Healthcare is really helping to change attitudes.

Two new graduate registered nurses will rotate every three months through Lourdes Hospital, Holy Spirit, St Mary's Villa and Jemalong Forbes. The agreement is a testament to the staff at Catholic Healthcare who are truly pivotal to the project by providing their knowledge, practice and experiences to the graduates.



Through health education and greater program accessibility and affordability, our seniors can live autonomously and as independently as possible.



Community Services

People are choosing to remain living in their own homes for longer as they age. Community Services provide a range of in-home and community based services to empower people to live comfortably and independently in their own home for longer.

We provide services and products to more than 4,700 people across NSW and the ACT and we are passionate about the health, wellbeing and quality of life of our clients.

Over the past 12 months Catholic Healthcare's Information Services, have made a number of significant changes across all our aged care, community services and entire organisation to improve and strengthen our systems and services.

Community Services made significant changes to multiple key internal systems to support the establishment of legislative changes to consumer directed care. This allows increased opportunities for our clients and the flexibility to choose how to fund their own personal services.

The Procura Mobile application has been rolled out to all Community Care workers and is helping our carers with fast and effective ways to view their rosters and understand client requirements. Procura Mobile serves our Community Care workers on the go, providing maps and directions to reach clients' homes, and up-to-date information to help them meet clients' individual needs.



Health and Wellness

Catholic Healthcare aims to empower our clients, residents and staff to make a difference in their own lives for optimal health outcomes and an improved quality of life.

Catholic Healthcare's Health and Wellness Restorative Care Program focuses on helping seniors rebuild strength and regain confidence through enhancing function, independence and quality of life. Through health education and greater program accessibility and affordability, our seniors can live as independently as possible.

Since the launch of our Health and Wellness Restorative Program, 90% of our community clients engaged in this program improved their level of functioning and mobility, with the majority of all clients achieving at least one of their set occupational therapy goals.

In addition to the restorative program, our Health and Wellness unit has developed three unique programs:

- ❑ **Walking with Confidence** – falls prevention program
- ❑ **Neck and Back Health Program** – assisting seniors to improve posture as a result of prolonged sitting and inactivity
- ❑ **Feel Fit** – improve heart health program.

Health and Wellness

- ❑ 90% of clients improved their level of functioning
- ❑ Improvements across a range of mobility, transfers, feeding, showering and walking (pre- and post-intervention)
- ❑ 75-100% improvement in daily living activities for clients
- ❑ 100% commitment from clients and caregivers towards implementing restorative program



Providing support in a myriad of ways

Transition Aged Care Packages

Transition Aged Care Packages (TACP) are examples of how Catholic Healthcare's short term restorative care plans approach can support seniors to live longer in their own home and recover in their homes, especially after time spent in hospital.

As one of only two providers delivering TACP services in the City of Sydney and Inner West Local Health District, our TACP team supported more than 190 people on their return home after hospitalisation through the delivery of short-term allied health services and in-home support.

Our services enable people to regain control over their daily living activities, along with renewed self-care strategies to maintain their independence within their own home. While some people are able to live comfortably in their own home without additional support after completion of the program, our case managers were always on hand to help connect them to Community Services whenever the need arises.

In May 2016, Community Services commenced providing additional in-home services as part of Sydney Local Health District TACP PLUS.



CLIENT STORY

Restorative Care

Mary* was a participant in Catholic Healthcare's Community Services' Short-Term Restorative Care (STRC) pilot. Mary's ongoing frozen shoulder continued to impact on her mood and capacity to do what she once loved.

Mary was central in designing the "how-to-steps" of her restorative goal so that she could get back into the ocean pool.

"The long summer is one to remember especially in my 90th year," says Mary. She feels that she can once again manage her health condition through exercise; she feels motivated and plans to keep on having fun.

"Every day is a blessing. I was lucky to be selected for the pilot program and feel younger than I have in a long time. Thanks Catholic Healthcare's Community Services for your health and wellness guidance."

* not her real name.

Aged Care Assessment Services

The Aged Care Assessment Service (ACAS) delivers Home Support Assessment Services across 10 aged care planning regions in NSW and the ACT, and started operations on the 1 July, 2015. As part of its aged care reform, the Commonwealth Government tendered for providers across Australia to deliver a new regional assessment program. Catholic Healthcare was one of 13 organisations who successfully tendered.

ACAS continues to work with the Department of Health and the Community Services sector to resolve access and equity issues and advises on policy and system improvements within the My Aged Care Program.

Home Support Assessors' professional development focused on Health and Wellness in the context of assessment, Elder Abuse, cultural competence and Hoarding and Squalor to further develop their professional practice.

In its first year of operation, ACAS completed 11,759 Home Support Assessments and through assessment and support planning, generated over 50,000 referrals for Commonwealth Home Support Services and other non-government funded programs.

COMMUNITY STORY

NDIS Plan

My journey started with Catholic Healthcare Community Services when Jill visited me in my rehab unit after losing my second leg. Jill helped me to complete an NDIS Plan whilst in rehabilitation to get ready to return home on my own, something I thought would never be a possibility.

The plan Jill negotiated with NDIS on my behalf made a real difference for my return home and to my overall daily living. The plan included modification to my mobile home, purchase of a new wheelchair and a new mobility scooter (as I can no longer drive), the addition of a tilt bed and other aids.

The most spectacular thing of all was that Catholic Healthcare was able to negotiate approval for a new prosthetic leg. My new leg has given me a great deal of freedom that I never thought I would be able to achieve.

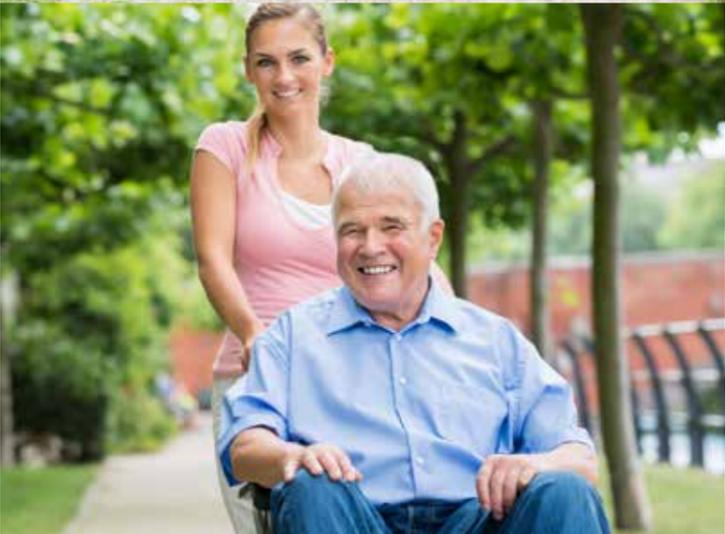
The staff helped me with my rehab to adapt to using my new leg and with my overall gym training to improve my health. I knew nothing of the NDIS or what help I could access... I felt I was just going to be a burden to my family.

Without the expertise of their services and staff member Jill, and her ability to go above and beyond in her job, I would still be feeling sorry for myself but she has given me reason to look forward to the future.

Thank you Jill and Catholic Healthcare's Community Services for being there for me through the really dark times. People like me need people like you.

Thank you very much

Don
NDIS Client



*Supporting older
Australians through
home and community
services.*

The National Disability Insurance Scheme – Hunter

The National Disability Insurance Scheme (NDIS) is a change to the way disability services are funded and delivered nationally. The NDIS is a social reform for people living with disabilities.

Our Community Services in the Hunter region are helping to shape the future of the NDIS scheme. Parts of the Hunter New England district have had access to the NDIS since 2013 as the local government areas of Newcastle, Maitland and Lake Macquarie formed the NDIS trial site in NSW.

The most spectacular thing of all was that Catholic Healthcare was able to negotiate approval for a new prosthetic leg.

NSW Elder Abuse Helpline and Resource Unit

The past 12 months, Community Services received recognition from Government for our commitment to Elder Abuse and Hoarding and Squalor services.

Due to raised public awareness, the Elder Abuse Helpline and Resource Unit has seen a 44% increase in calls over the past 12 months and has delivered more than 50 education sessions across the state, and reached more than 50,000 people through face-to-face awareness-raising activities.

On World Elder Abuse Day in June 2016, the NSW Elder Abuse Helpline and Resource Unit launched a five-step approach toolkit, a resource for all agencies who work and provide to older people living in the community who may be at risk of or who are experiencing abuse.

The NSW Minister for Ageing, the Hon John Ajaka MLC, attended an Elder Abuse Art event in Western Sydney to highlight the importance of elders in our communities and announce the finalist in the TEA art competition.

Hoarding and Squalor

Hoarding disorder is a psychiatric condition, which describes excessive collecting and extreme inability to discard worthless objects.

Catholic Healthcare's Hoarding and Squalor program aims to support people who live in uninhabitable conditions, have hoarding tendencies and live in domestic squalor. Our program provides comprehensive assessment, service coordination and case management.

In June, Community Services held the 4th National Hoarding and Squalor Conference with two international speakers hailing from the United States, Dr Randy Frost and Dr Sheila Woody.



Our retirement living locations offer warm, friendly welcoming environments where residents are sure to feel right at home.

▲ The state-of-the-art quality and design of Catholic Healthcare's The Brighton at Croydon, received two major awards at the Master Builders Association of NSW's Excellence in Housing Awards.

Community Services Client Satisfaction Net Promoter Score (NPS)

In 2015 Catholic Healthcare's Community Services commenced the use of the Net Promoter Score (NPS) as a strategic initiative in preparation for the aged care sector reforms. This customer feedback tool measures customer loyalty and helps us understand our client needs and changes in their use of services.

The NPS provides key customer service information to assist in the development of action plans to further improve or enhance the experience of the Community Services client. The scores and feedback are used to focus efforts on improving services to clients. Understanding and addressing the concerns of people using our services and establishing actions to increase loyalty.

Ongoing collection of the NPS scores will enable Community Services to see the change in scores over time, and indicate whether the strategies implemented as a result of the feedback has been successful. It will also inform our customer engagement strategies in each of our regions, and prompt us to review these strategies and local relationships. Our priority is to achieve exceptional client satisfaction for all our services.



Retirement Living

Belonging to a community is at the heart of retirement living. Catholic Healthcare offers unique Retirement Living options and services, each with the choice of social and physical needs to suit all our residents and clients.

322

RETIREMENT LIVING UNITS

10

LOCATIONS IN NSW

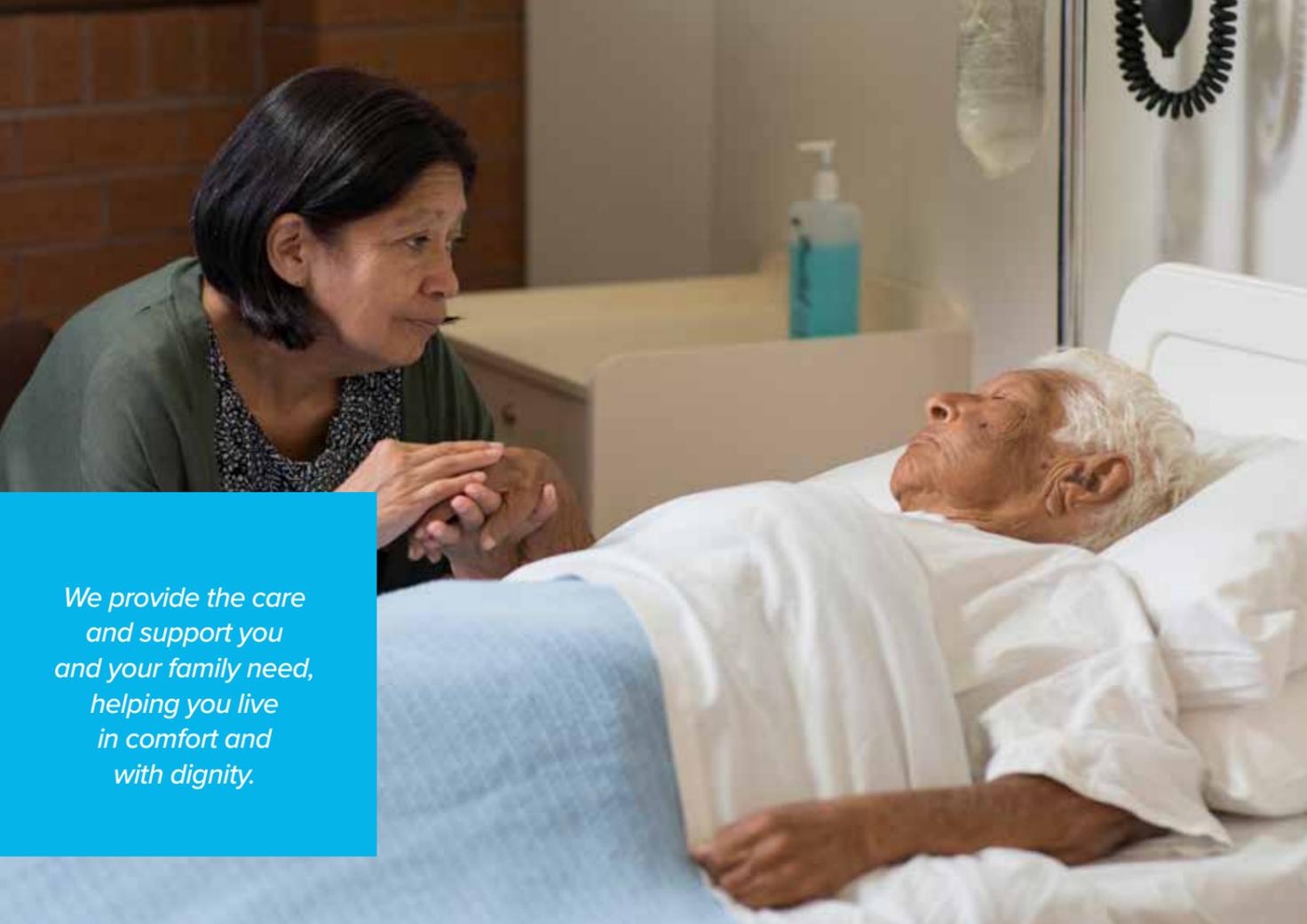
The year has seen growth across our retirement communities. Progress continues with McQuoin Park Waitara, as preparation moves ahead to close the current site and relocate residents to make way for an exciting new living community of 168 units.

The state-of-the-art quality and design of Catholic Healthcare's The Brighton at Croydon, received two major awards at the Master Builders Association of NSW's Excellence in Housing Awards. The Grindley Construction team took out the state Housing Lifestyle Living Over 55's award and the Best Use of Bricks award.

Both St Peter's Green and Aquinas Court have enjoyed successful open days garnering public interest in each of these unique locations.

Jean Leaf, Village Manager of St Mary's was one of four Finalists in the NSW/ACT Retirement Manager of the Year Awards, for her outstanding care and support shown to all residents at St Mary's Village.

The year saw many a celebrations across the villages, with a number of residents marking significant wedding anniversaries and celebrating milestone birthdays, such as Dorothy Yeoman celebrating her 101st birthday.



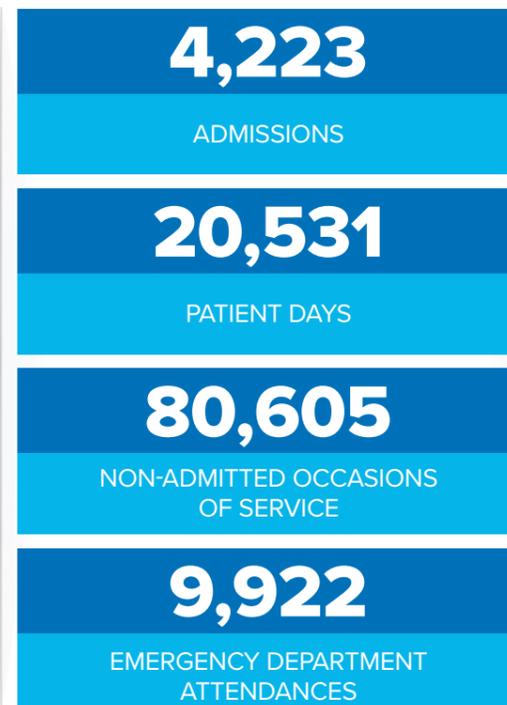
We provide the care and support you and your family need, helping you live in comfort and with dignity.



Healthcare

Catholic Healthcare operates two healthcare services that provide quality healthcare in the regional areas of NSW: Lourdes Hospital & Community Health Service in Dubbo and St Vincent's Outreach Services.

Through a significant initiative in the treatment of patients in Western NSW, new medical equipment was introduced to improve the provision of care and services to patients living with cancer-related symptoms and recovering from stroke.



Increased our service level agreements

There have been a few changes to our Healthcare operations throughout the 2015/2016 financial year. We successfully transferred our long standing health service, Hawkesbury District Health Service, to St John of God during the year, closing an important chapter in the Catholic Healthcare story.

New service level agreements between Catholic Healthcare and Western NSW Local Health District were implemented for the current year. The new agreements outline the services Catholic Healthcare will provide to patients at Lourdes Hospital, Community Health Services and St Vincent's Health Service in Bathurst.

Through a significant initiative in the treatment of patients in Western NSW, new medical equipment was introduced to improve the provision of care and services to patients living with cancer-related symptoms and recovering from stroke.

The Physiotouch machine assists in the treatment of lymphoedema symptoms by promoting improved mobility and pain reduction in patients affected by cancer.

At Lourdes Hospital, assisting the rehabilitation of stroke patients is the Lite Gait machine, used to help patients improve their mobility and function.

Food revolution and streamlining of services

Catholic Healthcare has embarked on improving our food standards across the healthcare and aged care services. The new catering model has been implemented in Dubbo and revolutionising meals at Lourdes Hospital, Holy Spirit Dubbo, St Mary's Villa and Community Services in Dubbo.



▲ Katrina feels her personal experiences, including undergoing long-term rehabilitation after a significant life altering event, have made her better at her job. Katrina pictured with Associate Professor Jagdish Mahara.

Fundraising

Supporting the local community with fundraising events throughout the year, Lourdes Hospital and St Vincent's have run successful events in support of Jeans for Genes Day, Daffodil Day, Australia's Biggest Morning Tea and Dry July.

The St Vincent's Ladies Auxiliary celebrated 90 years of continuous service to the St Vincent's Health Service. The Auxiliary is always on hand to help raise funds to support the provision of community nursing services within the Bathurst community.

Lourdes Hospital and St Vincent's successfully ran a number of Health and Wellness groups throughout the year including Parkinson's Support Services, Stepping On programs and Living with Memory Loss groups.

The generous financial support of our donors is crucial to the successful operation and performance of our services.



STAFF STORY

Healthcare staff

Katrina Organ – Allied Health Assistant Lourdes Hospital Dubbo For 28 years, Katrina has been a valued staff member at Lourdes Hospital in Dubbo. She initially started working in the hospital kitchen but it was her transition to a Dietary Aide position that cemented her passion for her work and patients.

In 2012, Katrina was admitted to Lourdes Hospital as a patient following a diagnosis of Polymyositis, a connective tissue disease that triggers inflammation and muscular weakness. In Katrina's case, the disease left her unable to move her arms and legs.

Initially, Katrina was admitted to the Dubbo Base Hospital for two weeks and then came to Lourdes Hospital for rehabilitation. During this period of rehabilitation, Katrina regained the full use of her arms and legs and returned to full time work at Lourdes.

In 2014, Katrina was back in hospital following two strokes and an exacerbation of her Polymyositis.

Katrina once again lost the use of her arms and legs and had difficulty swallowing.

Katrina was subsequently transferred to Lourdes Hospital under the care of Associate Professor Jagdish Mahara, Catholic Healthcare's Rehabilitation Physician, for intensive rehabilitation. Katrina spent six months at Lourdes and was eventually discharged, returning home without the use of any mobility aids, as well as returning to work in the hospital.

Katrina loves her work, and enjoys helping patients with their meal selections and working alongside speech pathologists and dieticians. Katrina's illnesses and admissions to Lourdes Hospital have given her a unique insight into the needs of patients.

She feels her personal experiences, including undergoing long-term rehabilitation after a significant life altering event, have made her better at her job.



Working at Catholic Healthcare is more than just a job; it is an opportunity to make a difference in the community and in other peoples' lives.

Our People, Volunteers and Awards

Our people

We employ more than 3,500 staff who are passionate about their contribution to the organisation. Our employees are people of many different faiths, backgrounds and nationalities.

Our people and volunteers are not only committed to the organisation's values and mission, they help deliver the high quality care that supports the strong reputation of Catholic Healthcare. While not all of our staff are directly employed to care for residents, patients or clients, we all work together to provide the best of care.

Catholic Healthcare invests significant resources in establishing management infrastructure that delivers a consistent, high-quality and person-centred care across the organisation, with training and support. We strive to make our workplaces welcoming, affirming and enabling.

Leadership Development Program

Catholic Healthcare has a diverse management team that works collaboratively with staff to provide effective, high quality care and positive outcomes for clients and their families.

During the year, 56 managers participated in the internal Leadership Development Program 'Management Essentials'. Since its launch in May 2014, a total of 115 people have completed the program designed specifically to raise the capability of the people who manage the various services on a day-to-day basis.

Most recently this program was a finalist in the Australian Human Resources Awards for Best Leadership Development Program.



Launch of Great Place to Work

To support the growth of the organisation and ensure that our values and culture are represented through all levels of the organisation, Catholic Healthcare launched the Great Place to Work initiative, with a focus on:

- ❑ Maintaining a strong sense of purpose and reputation, and ensuring our people feel proud to be associated with Catholic Healthcare
- ❑ Ensuring our staff feel connected, valued and recognised for their work and contribution
- ❑ Creating an enjoyable and supportive workplace

The initiative consists of a suite of workplace improvement programs focused on organisational reputation, staff recognition, leadership development, career development pathways for key roles, simple communication frameworks, enhanced systems and technology and effective e-learning tools.

Safety in the workplace

The wellbeing and safety of our staff is paramount. The organisation's safety performance improved significantly due to an increased 'return to work' effort designed to reduce workers compensation lost time hours. The Staff Injury Hotline continued to have a positive impact on the health and wellbeing of our staff.

This initiative is considered ground-breaking for our industry. The approach resulted in a 33% reduction in lost time hours in the 2015-16 FY, compared to the previous 12 months.

Awards and recognition

2015 Gold DOVE Award Winners

Residential Aged Care

Individual: John Tay – Chef at Holy Spirit Croydon
Volunteer: Jocelyn Jackett – George Mockler House
Project: Medication Manual Project – Janine Lundie, Cas Condie, Toni Beeler and Julie Rossi

Community Services

Individual: Christina Smith – Care Advisor
Volunteer: Julian Duckworth – Ageless Angels Choir
Project: ACAS Establishment – Jessica Innes and Richard de la Roche

Healthcare

Individual: Peter Blanchard –
Volunteer: HDHS Community Board of Advice
Project: The sale and transition of HDHS to SJOG Healthcare

Corporate

Individual: Sandra Gois – AP/Fleet Manager
Project: Corporate Office Relocation

Volunteer Awards

- Jan Wright, St Catherine's Aged Care Bathurst received 1st place prize for the 2015 ACS State Awards for Excellence – Volunteer Award
- Janice Duggan, Charles O'Neill Hostel Mayfield West received 3rd place prize for the 2016 ACS State Awards for Excellence – Volunteer Award

Our Volunteers

Catholic Healthcare would like to thank all the volunteers who live out the spirit of generosity to so many of our clients and residents, embodying the values of hospitality, respect, excellence, honesty and compassion.

661 VOLUNTEERS

RESIDENTIAL AGED CARE

330 VOLUNTEERS

COMMUNITY PROGRAMS

We thank you...

Volunteers play a significant role across our organisation. They are committed to our mission and values, and help to enhance the quality of peoples' lives.

At Catholic Healthcare, we are fortunate to have so many dedicated volunteers working across our aged care, Healthcare and Community Services. Volunteers assist with home visitations, fundraising events, food preparation, social and recreational activities and client transportation. Volunteers also offer unwavering support and companionship to our clients and residents through pastoral care.

This year, Catholic Healthcare celebrated Volunteers Week with a special luncheon held for our volunteers, acknowledging them for their dedication and contribution towards various programs and departments of our vibrant organisation.

The event was attended by many of the volunteers from across the organisation, including volunteers from in-home visiting services, Residential Aged Care programs and the Community Link Telephone Support Services which reaches out to many isolated clients across Sydney.



▲ Tony volunteers at Catholic Healthcare's Willoughby Wellness Centre, which offers respite services to people and their carers living with dementia.

VOLUNTEER STORY

Dementia - touching the lives of many

An estimated 1.2 million people are involved in the care of a person with dementia.

After caring for his father who lived with dementia for seven years, and experiencing first-hand what it means to receive support and care for people and families affected by Alzheimer's or dementia, Tony wanted to give something back.

Now, two days each week, he volunteers at Catholic Healthcare's Willoughby Wellness Centre, which offers respite services to people and their carers living with dementia. His wife, also a Catholic Healthcare Community Services volunteer, had also seen her own father affected by dementia.

"Our family had amazing support and that's what impressed me so much about what a great job people do in providing care and support. I saw and experienced how these services can really bring out the best in both the carer and the person living with dementia," said Tony.

Dementia is often kept within families and families tend to carry a lot on their own. Sometimes, they don't understand that there is an enormous amount of help out there and that it's okay to take some time out and let others take care of family members.

Dementia and Alzheimer's affects many families and I wanted to give something back.

Dementia is the second leading cause of death in Australia and the single greatest cause of disability in older Australians (aged 65 years or older). Tony feels it is important for families to know that there are local services out there to help.



We are lucky to have the help of so many volunteers across a range of organisations.

Generosity

At Catholic Healthcare, we are fortunate to have a community of generous people who volunteer their time, support and funds for the benefit of our valued residents, clients and patients. We thank you for your ongoing dedication and support.

Each year, our Christmas appeal focuses on our Community Service clients who are at the risk of homelessness and in need of some Christmas comforts. Throughout the year, 150 hampers were distributed to isolated and disadvantaged clients in Sydney's South East. Working alongside Ryde Rotary and our Community Services division, Catholic Healthcare supported the Tree of Joy joint Christmas appeal, for over 200 persons in need of assistance in the Ryde area.

Our end of financial year appeal focused on planning for the future of aged care and the influence of evidence-based research to best develop improved models of aged care services. Funds from this appeal support our Catholic Healthcare Foundation, which has embarked on a number of research initiatives to inspire innovative products and services within aged care and support the advancement of clinical nursing research and education. We believe in the kind of research that improves the lives of those in our care and meets the needs of the disadvantaged.

We are always overwhelmed by the show of support and generosity received in response to our annual appeals, and would like to acknowledge the dedication of our partners, funders and supporters who each year help us deliver on the commitment of our organisation.

We are lucky to have the help of so many volunteers across a range of organisations such as students from Macquarie University and AON who answered the call for help, putting together goodie bags for Volunteers Week in May.



◀ Left to right: Zoe, Margaret, Tracey and Amy putting together Volunteer gift bags for Volunteers Week.

▲ Left to right: Michelle Kerle and Rebecca Zhang from AON.

Governance

Catholic Healthcare's governance structure operates under both Canon Law and Civil Law and ensures that our foundational responsibilities are achieved.

Canon Law Public Juridic Person

Our governance structure comprises Catholic Healthcare – the Church entity. Catholic Healthcare was canonically established as a public juridic person by the Bishops of NSW and the ACT on 21 July 1994.

Our foundational responsibilities are enshrined in the Statutes of Catholic Healthcare and the norms of Canon Law. The governance of our public juridic person is entrusted to the Trustees who are elected by the members' representatives at the Annual General Meeting. Each member organisation appoints a person to act as its representative.

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

- ▣ Archdiocese of Canberra and Goulburn
- ▣ Brigidine Sisters, NSW Province
- ▣ Diocese of Bathurst
- ▣ Diocese of Lismore
- ▣ 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 – Province of the Southern Cross
- ▣ Our Lady of Dolours Parish, Chatswood
- ▣ Sisters of Mercy, North Sydney Congregation (NSW)

- ▣ Sisters of Perpetual Adoration
- ▣ Sisters of St Joseph (NSW)
- ▣ St Augustine's Parish, Coffs Harbour
- ▣ St Thomas Aquinas Parish, Springwood.

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. By virtue of the Act, the governance of the Trustees of Catholic Healthcare is entrusted to the Trustees.

The Trustees of Catholic Healthcare (the civil body corporate) does not provide services. It functions in a stewardship capacity to oversee the ministry of the organisation and to ensure that Catholic Healthcare's mission is fulfilled. This body corporate is the sole member of the main operating entity, Catholic Healthcare Limited (CHL). The Trustees appoint the Directors and the Chairman of CHL.

Catholic Healthcare Limited (CHL) – is a not-for-profit public company limited by guarantee, which provides residential aged care services, retirement communities and community services. is also an affiliated health organisation with funding from NSW Health and provides services through two

third schedule facilities at Lourdes Hospital and Community Health Service, Dubbo, and St Vincent's Health Service, Bathurst.

Hawkesbury District Health Service Limited) (HDHS) was formally transferred of its healthcare ministry to St John of God Hawkesbury District Health Campus Ltd (SJOG) on 3 November, 2015.

Catholic Healthcare is subject to Federal, State and Canon Law and is accountable to the following government agencies:

- ▣ Department of Health and Ageing
- ▣ NSW Department of Ageing, Disability and Home Care
- ▣ NSW Department of Family and Community Services
- ▣ Department of Veterans' Affairs
- ▣ NSW Ministry of Health

Trustees of Catholic Healthcare 2015/16

Trustee	Continuing/Resigned/Retired/ Elected
Prof Jack Flanagan, Chair	Continuing
Sr Mary Comer RSJ	Continuing
Mr Michael Kennedy	Elected - 24/11/15
Sr Anna Koeneman RSM	Continuing
Mr Hugh O'Reilly	Continuing
Herbie O'Flynn	Retired - 10/10/15
Sr Judy Sippel RSJ AM	Continuing
Sr Mary Wright IBVM	Continuing

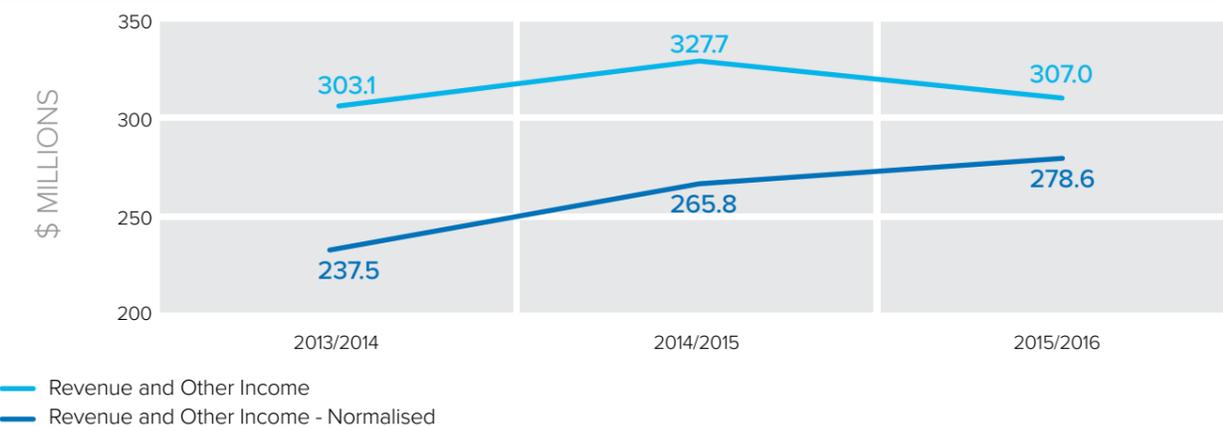
Directors of Catholic Healthcare Limited 2015/16

Directors	Continuing/Resigned/Retired/Appointed
David Robinson, Chair	Continuing
Alan Crouch, Deputy Chair	Continuing
Sr Diana Hayes RSCJ	Continuing
Paul Johnson	Continuing
David Maher	Continuing
Jim Tate	Continuing

FOR THE YEAR ENDED 30 JUNE 2016

Financial Report 2015/16 Summary

REVENUE AND OTHER INCOME



The transfer of Hawkesbury District Health Service (HDHS) to St John of God in the first half of the 2016 financial year saw a decrease in revenue.

Year-on-year growth was experienced in the majority of business areas, significantly in Residential Aged

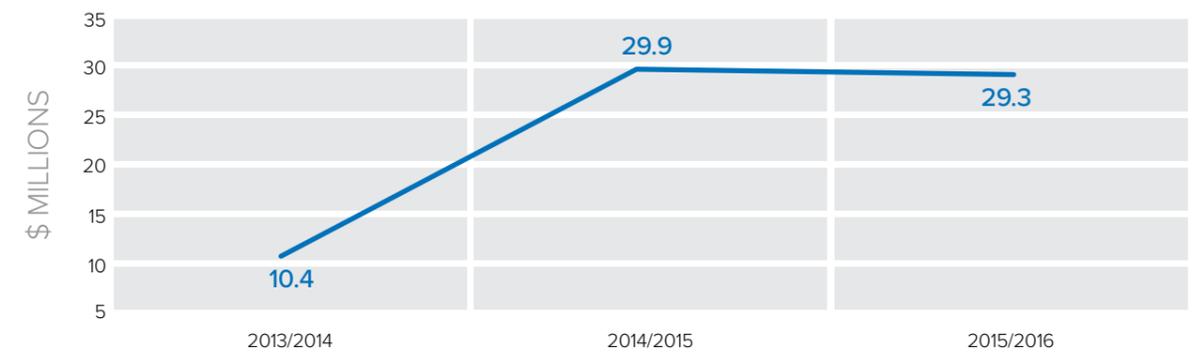
Care and Retirement Living. Normalised revenue and other income, which excludes the HDHS legal entity, demonstrated consistent upward trending growth.

Operating surplus remained in line with the prior financial period.

REVENUE AND OTHER INCOME BY SEGMENT



SURPLUS



NET ASSETS

	2013/2014	2014/2015	2015/2016
Cash, debtors, inventory & other assets	91.1	74.9	103.7
Property, plant & equipment	513.6	456.2	464.8
Investment property & intangibles	90.6	160.4	172.0
TOTAL ASSETS	695.3	691.5	740.5
Payables, employee provisions & other liabilities	82.6	83.4	88.2
Accommodation bonds & refundable deposits	194.6	206.6	242.3
Loan licences	37.9	93.5	98.4
Borrowings	137.7	35.7	10.0
TOTAL LIABILITIES	452.8	419.2	438.9
NET ASSETS	242.5	272.3	301.6

Catholic Healthcare's balance sheet and net assets continue to improve. Underpinned by strong operational performance, the organisation has experienced improved cash flow from bond receipts and sales of retirement living units. In turn, the organisation has used this improved cash flow to make significant investments into the renewal and upgrading of residential aged care services, with more than \$28million of refurbishments.

Catholic Healthcare currently has a low level of borrowings, however borrowings are expected to increase to support further expansion and new developments, providing care and support for those who need it most.

We continue to acknowledge the support of the Brisbane Archdiocese Development Fund, the Canberra/Goulburn Catholic Development Fund and Westpac Banking Corporation.

COMPASSION

EXCELLENCE

HONESTY

HOSPITALITY

RESPECT

Trustees of Catholic Healthcare
ABN 89 915 142 048

Catholic Healthcare Limited
ABN 69 064 946 318

Suite 1, Level 5, 15 Talavera Road
Macquarie Park NSW 1670

catholichealthcare.com.au