



**CARE WITHOUT COMPROMISE**

**ANNUAL REPORT 2015 - 2016**

# TABLE OF CONTENTS

About the Mayflower Group	1
Strategic Priorities & Key Highlights from Year	2
Our Patron's Message	3
Our Chairman & Chief Executive Report	4
Residential Aged Care	6
Home Care	8
Independent Seniors Living	10
Our People	12
Our Corporate Services	14
Our Financials	16
Our Supporters	18
How to Support Us	20

# ABOUT THE MAYFLOWER GROUP

The Mayflower Group is a leading provider of residential aged care, home care and independent seniors living options with sites in Brighton, Reservoir and Macleod. The organisation has an enviable history of more than 50 years of providing responsive and innovative services that enhance independence, wellbeing and lifestyle.

## OUR VISION

Care without Compromise.

## OUR MISSION

Enhancing quality of life choices for our community.

## OUR VALUES

### Compassion:

We care for those in need with empathy and understanding.

### Excellence:

We strive for quality and distinction.

### Integrity:

We are honest, ethical and sincere.

### Respect:

We recognise the value, uniqueness and dignity of every person.

# OUR SERVICE PROFILE

SERVICE	BRIGHTON	RESERVOIR	MACLEOD	TOTAL
Residential Aged Care	150	38	-	188
Independent Living Units	84	22	47	153
Home Care Packages (Level 2)	30	-	-	30





# STRATEGIC PRIORITIES & KEY HIGHLIGHTS FROM YEAR

## ORGANISATIONAL GROWTH

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### Increase scope and scale of Mayflower's operations

- Announced plans to redevelop Mayflower Reservoir.
- Completed construction of 25 new independent living units at Mayflower Brighton.
- Commenced planning for new car park facilities at Mayflower Brighton.
- Enhanced networks and opportunities to explore potential growth options.
- Commenced extensive refurbishment of Rodda Dixon Terraces at Mayflower Brighton.

## ORGANISATIONAL EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

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### Secure Mayflower's financial future and operational effectiveness

- Introduced electronic clinical system and medication management, enhancing management of resident information, care practice and performance.
- Reviewed pharmacy contract and introduced a new system for medication administration.
- Commenced quarterly benchmarking of key clinical indicators for aged care.
- Upgraded internet services at the Reservoir, Brighton and Macleod sites.
- Implemented financial strategy.

## SERVICE ENHANCEMENT

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### Expand Mayflower's service profile

- Commenced expansion of Home Care Services business to better service residents and clients, and prepare for growth in a deregulated environment.
- Established a new position - seniors living coordinator at Mayflower Brighton.
- Strengthened links with referral agencies, contributing to good occupancy rates.

## PEOPLE AND CULTURE

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### Improve Mayflower's staff culture

- Engaged a Human Resources Manager/Consultant to provide an oversight of Human Resources at both strategic and operational levels.
- Undertook qualitative research to better understand staff satisfaction and how it relates to absenteeism in the workplace.
- Introduced a longitudinal survey to assess and benchmark staff satisfaction.
- Celebrated staff cultural diversity through Harmony Day.

## COMMUNITY ENGAGEMENT

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### Increase Mayflower's community profile

- Reviewed and enhanced the Mayflower brand identity to reflect Mayflower's vision, values and positioning in the market place.
- Added new e-commerce functionality to the Mayflower website to deliver a secure online portal for sales and fundraising activity.
- Increased advocacy activity with government representatives.
- Improved marketing collateral and breadth of distribution.

## CORPORATE GOVERNANCE

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### Plan for and secure our future

- Implemented skills based competency framework for Board selection.
- Reviewed strategic plan and strategic priorities.
- Implemented revised Board Performance Tool.
- Updated the Board Member Orientation package.
- Enhanced the Board recruitment process.

## OUR PATRON'S MESSAGE

For Mayflower, this past year has been exemplified by activity, great growth, positivity and continuous improvement. The group's mission to enhance the quality of life choices for our community is the foundation and driver of the efforts of the Board, Executive Management Team and staff, and over the last 12 months Mayflower has achieved that on many fronts.

As Patron, I maintain a great interest in Mayflower so I was particularly delighted to hear the news of the planned redevelopment of Mayflower Reservoir. Much loved by its residents for its genuinely warm, inviting character and family atmosphere, I had the pleasure of visiting the facility this year. I now share in the excitement of staff and residents alike at the building proposal which will deliver a built environment that is commensurate with the excellent quality of care that is provided.

The completion of Henshall Close at Mayflower Brighton is another demonstration of the organisation's commitment to the provision of innovative seniors living services with a number of residents already having moved into their new home. I note too, that preparations have begun for the rejuvenation of the Rodda Dixon building in Brighton; I look forward to following its progress which will offer another choice of living options for prospective residents.

Whilst the past year has been very positive across the group, there have been challenges, in particular the Federal Government's announcement of reduced funding to the aged care industry. This proposed change will undoubtedly impact the viability of many providers, however, I have absolute faith in the Mayflower Board, Executive and Senior Management Team to meet the challenges ahead.

I have no doubt their unwavering commitment to **Care without Compromise** will ensure the Mayflower Group will continue to be a leading light within the industry, and one dedicated to compassion, excellence, integrity and respect.

Many great things have happened this past year within the Mayflower Group, just some of which you will find in this report. I have very much enjoyed my visits to Mayflower this year and as always, I feel a great sense of pride to be the Patron of Mayflower and praise the contribution of every member of the Mayflower community.

The Mayflower Group is a not-for-profit entity, therefore this contribution includes the many supporters of the organisation, who share their valuable time and in many cases, much-appreciated financial support.

**Lady Southey AC**



# OUR CHAIRMAN AND CHIEF EXECUTIVE REPORT

It has been an exciting and rewarding year for Mayflower. Our achievements have been many and Mayflower has continued to grow in line with our strategic goals, despite operating in an environment of continuing uncertainty and regulatory change.

We are now mid-way through the aged care reform process which commenced in 2012. Last year we adjusted our operations to accommodate significant changes to the process for entering residential aged care. This year, we have commenced a detailed review of our service models, in response to proposed major funding cuts announced in the 2016 Federal Budget.

The Federal Government has sought to claw back over \$1.8 billion over the next four years, focussing on the complex care domain of the Aged Care Funding Instrument (ACFI) which provides us with recurrent revenue based on care needs. These cuts come at a time when the demand for services is growing, while the costs to deliver care and services have consistently risen faster than indexation.

The proposed cuts are estimated to decrease recurrent revenue by 11% per annum, by effectively changing the classification of residents' care needs, as well as reducing the indexation of the basic subsidy.

The Government has indicated that the funding cuts are in response to higher than expected growth in ACFI expenditure which it believes cannot be explained by increases in resident frailty/acuity. Downgrading the classification for our residents will not change the level of care that they require. However, it will impact the level of care that we can provide.

Mayflower has met with Government to express our concerns regarding the funding cuts, and has communicated the challenges this presents to the ongoing viability of the sector. Our representative/peak bodies have also been very vocal, and we are hopeful that the funding cuts will be deferred until a proper review process of the ACFI is undertaken in consultation with the industry. In the meantime, Mayflower is carefully reviewing our service models, with a view to achieving the most appropriate balance between clinical care programs and staffing models, to ensure we can continue to provide the highest possible level of care into the future.

As an independent, not-for-profit organisation, Mayflower is well placed to help meet the challenges associated with an aged care system that is experiencing increasing pressure as a result of demographic, social and economic change. Our progress over the past year is testament to what we can achieve.

In December 2015 we completed our newest apartments at Mayflower Brighton. The precinct called Henshall Close has an impressive frontage on Grant Street Brighton East, and adds 25 independent living units to the current complement of independent seniors living accommodation at Mayflower Brighton.

In addition, in June 2016, we commenced the long awaited refurbishment of the Rodda Dixon Terraces at Mayflower Brighton. This project will be completed over two stages and will deliver premium single bedroom units that match the quality of our Norman Place and Henshall Close apartments.

Mayflower Reservoir is also moving forward in a big way. We have been allocated an additional 72 aged care places by the Government which means that we can redevelop Mayflower Reservoir to achieve a state-of-the-art 110 bed facility for the community in the northern suburbs. For Mayflower to continue to be successful and have an ongoing presence in the aged care sector it is essential that we grow, and the Reservoir project is a significant step toward achieving this outcome.

During the year, we continued to enhance our service profile and capabilities across all areas of the business. Mayflower successfully transitioned our Home Care Program to meet changes in Government legislation, with all packages now offered on a Consumer Directed Care basis, and commenced preparations for operating in a deregulated market post February 2017. Our plan is to expand the home care service offering to deliver a full suite of fee-for-service assistance options including case management, personal care and nursing care for our independent living residents as well as the broader community, with the aim of helping people stay independent and live at home longer.

Other achievements have included the introduction of a new electronic health system to manage clinical information for our aged care residents. Our objective is to maintain a truly integrated, computerised health record for all residents which in turn will lead to a higher quality of information sharing and provision of care.

Also we have engaged a Human Resources Consultant on a short term contract to provide an oversight of the human resource function, and we established a new position of seniors living coordinator at Mayflower Brighton to support independent living residents in maintaining their independence,



health and lifestyle. Mayflower is continuing to explore ways to enhance our engagement with staff to achieve an aged care service which defines us and sets Mayflower apart from our competitors.

At a governance level, Mayflower has had two changes in the Board. In December 2015 we welcomed a new Board member, Mr Valentino Marinelli, who is a qualified accountant with demonstrable experience in aged care, particularly in the not-for-profit sector. Sadly, Mr Alan Kempton retired in June 2015 after almost 20 years on the Board, many of those in the role of Chair of the Finance Audit & Risk Committee. Mr Kempton has been a diligent and significant contributor to the governance and development of Mayflower as an organisation, and we thank him most sincerely for his valued service. With the retirement of Mr Kempton, Mr Marinelli has assumed the role of Finance, Audit & Risk Committee Chair

The Mayflower Board works tirelessly in partnership with the Executive Management Team to achieve our strategic goals, and together as the Chairman and Chief Executive of the organisation, we wish to formally

acknowledge both these groups for their dedication and invaluable contribution during the year. We would like to express our sincere appreciation to our remarkable team of staff for their continued dedication, warmth and energy, as they strive to deliver our vision- **Care without Compromise**. Our people are the embodiment of our values Compassion, Excellence, Integrity and Respect - and we would not be the organisation we are today without them.

Finally, we would like to thank our volunteers, donors and supporters for their ongoing generosity and commitment to the Mayflower Group. Mayflower is privileged to have a group of tireless volunteers and magnanimous supporters who continually enrich not only the lives of our residents but also the lives of families and staff alike. Their financial, in-kind and volunteering support helps enable us to deliver the highest achievable level of care.

**Trevor Martyn, Chairman**

**Rosa Ginevra, Chief Executive**





## RESIDENTIAL AGED CARE

Mayflower's strong reputation for high quality care was reflected in high demand for residential aged care services during 2015/16, with Mayflower Brighton and Mayflower Reservoir achieving occupancy rates at the end of June 2016 of 98% and 94% respectively.

Mayflower is committed to providing holistic residential aged care services that meet the needs of our residents, and their families, in relation to individual clinical, physical, social, spiritual and emotional support. Ultimately, our aim is to promote and maintain resident independence, lifestyle and social relationships in a secure and harmonious environment.

During the year, Mayflower continued to enhance its resident care capabilities through the delivery of new technology, performance monitoring, and a strong focus on staff education, as well as positioning the organisation for future growth through significant planned investment in Mayflower Reservoir, and advocacy regarding aged care funding.

## NEW ELECTRONIC HEALTH SYSTEM

In early 2016, Mayflower introduced a new electronic health system to manage resident information. Progress notes, assessment forms, care plans and medication administration documentation are now computerised making the input, use and storage of clinical information faster, easier and more accurate. This system ensures standards are met consistently across Mayflower by enabling a truly integrated, electronic care and clinical record for all residents which in turn leads to a higher quality of information sharing and provision of care.

Key benefits of the new system include:

- More time with residents - carers are spending more time with residents and less time completing paperwork, enhancing both the quality of care for residents and increasing employee engagement and satisfaction.
- Greater accountability - key clinical indicators, such as falls, skin tears, wounds, incidents and infections are available on dashboards, enabling management to continually review care practice and performance.
- Enhanced resident care - the system has enhanced medication administration, reduced errors, and enabled comprehensive reporting, delivering improved clinical governance oversight and enhancing resident care.

Mayflower's pharmacy contract was reviewed during the year to ensure alignment with the new medication management system, and Mayflower has now introduced a sachet system for medication administration.

## CONTINUOUS IMPROVEMENT

Mayflower continued to strengthen its continuous improvement system, using internal audits, stakeholder feedback and benchmarking to assess key clinical indicators. The system processed 294 improvements for 2015/16, with strong input from residents, relatives and staff.

In July 2015, quarterly benchmarking of key clinical indicators commenced using a comprehensive set of researched and tested indicators to measure performance linked to the accreditation standards. This tool is assisting in targeting improvement activities as well as identifying clinical trends.

A longitudinal survey to assess and benchmark the satisfaction levels of our residents and their relatives was also introduced during the year, with pleasing results. Residents and relatives at Mayflower Brighton scored a satisfaction factor of 83% and 85% respectively, while Mayflower Reservoir scored 94% for residents and 89% for relatives.

Business enhancements resulting from the continuous improvement system were reflected in resident care, with both aged care facilities receiving favourable results and feedback following unannounced visits from the Australian Aged Care Quality Agency.

## RESERVOIR REDEVELOPMENT

The organisation announced plans to invest \$25 million to redevelop Mayflower Reservoir and create a state-of-the-art aged care facility for 110 residents, after successfully securing 72 additional aged care places in early 2016. The redevelopment aims to help address an 800-bed shortage in the northern suburbs and will transform the 40-year-old facility, which currently comprises a 38-bed residential aged care facility and 22 independent living units, into a contemporary, dementia-friendly service able to care for twice as many people in need.

The new building will be specifically designed to feel just like home, maintaining the warm, family atmosphere that Mayflower Reservoir is renowned for. Residents will live in small groups of 22 with their own private spaces including a separate dining room, dedicated living area and garden space.

The timeline for redevelopment will depend on obtaining Council planning approval, but it is hoped construction could begin in mid-2017. Key features of the development include:

- A two-storey, architect-designed building with private rooms and ensuites for 110 residents.
- A built environment that supports residents living with dementia and other forms of cognitive impairment.
- An environment that welcomes and caters for residents and families from culturally diverse backgrounds through lifestyle programs, menu choices and multicultural staff.
- An increase in the qualified and skilled workforce recruited from within the local community.



**Mayflower is investing \$25 million to create a state-of-the-art aged care facility for 110 residents at Reservoir.**





## HOME CARE

During the year, Mayflower announced plans to expand its home care business, to include a full suite of home care services to help people stay independent longer. The new business model will help Mayflower to better service independent living residents, as well as provide a platform for expansion in the home care packages sector in a deregulated environment post February 2017.

Supporting and maintaining quality of life and independence for seniors living at home is an essential element to wellbeing. Mayflower works in partnership with clients to achieve this objective through our Home Care Program. Mayflower currently offers 30 Level Two Home Care Packages to eligible clients. These services are managed by a case manager and include:

- Personal care including bathing, dressing and mobility.
- Meal preparation.
- Housekeeping such as laundry, ironing, cleaning, gardening and simple maintenance.
- Transport to and from appointments, social outings and shopping.

In line with changes to legislation, Mayflower successfully transitioned our Home Care Program with all packages now offered on a Consumer Directed Care basis. Consumer Directed Care offers a new way of delivering services that allows consumers to have greater control by making choices about the types of home care services they access, including who will deliver the services and when. To qualify for a Home Care Package, clients are assessed against a set of eligibility criteria and means tested to determine if they are required to contribute to the cost of the service. The client is then directed to an approved Home Care Package provider (such as Mayflower) who administers their care package.

Mayflower is currently limited to offering 30 Home Care Packages. However, from February 2017, the client will be given their home care budget and will be free to choose any provider they want. This change presents an opportunity for Mayflower to grow its Home Care business by attracting other clients, and to enhance the services it provides to residents.

Mayflower Brighton launched the first phase of its enhanced home care service last the year by offering a selection of services to independent living residents on a user pays basis. These services include house cleaning and laundry, and have been received very positively, with residents now making enquiries regarding access to additional services as they age in their current environment.

Planning is now well underway for phase two of the home care service enhancements, which will deliver a full expansion of the service offering to include case management, personal care and nursing care for independent living residents as well as the broader community. The new services, planned for launch in August 2016, will enable clients to live at home longer and then seamlessly transition from independent living in the community to accessing residential aged care when needed.



**Mayflower is expanding its home care business to offer a full suite of home care services to independent living unit residents as well as the broader community.**





## INDEPENDENT SENIORS LIVING

The Mayflower Group continued to enhance its offering of independent living options, delivering 25 new two and three bedroom apartments, and commencing the major refurbishment of 24 older single bedroom units, all with access to lush gardens and quality communal spaces.

Mayflower Brighton completed 25 new architecturally designed independent living units in December 2015, bringing the total number of independent living units at the Brighton site to 84. The new precinct called Henshall Close has an impressive frontage on Grant Street Brighton East and offers a range of two and three bedroom apartments with large light filled floor plans, private balconies and full sized kitchens. The units have been in high demand since being released to the market, with a total of 22 units sold by 30 June 2016.

Preparatory works for the next stage of development commenced in June 2016, with the deconstruction of Mayflower Brighton's oldest independent living building stock. The 24 cosy, single bedroom units in the Rodda Dixon Terraces are over 50 years old, and while dearly loved by many residents, have been in need of renovation for some time. The renovation works are expected to deliver a standard of design and amenity comparable with the apartments in Henshall Close and Norman Place.

Mayflower is refurbishing these units in two stages so that residents can continue to live on site while the building works take place. Once the first half of the building is upgraded, residents will move into their new units, and the second stage of the refurbishment will commence. It is expected that the first phase of the renovation will be complete by December 2016, with the second phase due for completion by June 2017.

Reflecting Mayflower Brighton's growing community of independent retirees, a new position of seniors living coordinator has been established. The role aims to support residents to feel at home at Mayflower, by promoting their independence, through health and lifestyle initiatives and includes working with the Residents' Committee, and helping to facilitate activities and social programs.

The appointment follows the success of the village coordinator role at Mayflower Macleod which helps facilitate communication, maintenance and community spirit. The Mayflower Macleod Village has 47 independent living units located in the popular and well regarded residential area of Macleod. This community oriented village offers spacious two bedroom, renovated units set in landscaped open spaces with walking paths through native gardens. During the year Macleod residents continued to foster their sense of community, utilising their community hub space for resident meetings, movie nights and craft groups, as well as enjoying a vibrant happy hour gathering each month.

A support role to assist residents at Mayflower Reservoir was also established during the year. The role follows Mayflower's announcement that it will redevelop Mayflower Reservoir to achieve a state-of-the-art 110 bed residential aged care facility for the community in the northern suburbs. Due to site constraints, the new development will not include independent living units and the new role aims to provide support and assistance to residents as they source appropriate alternative accommodation.









## OUR PEOPLE

### BOARD

#### TREVOR MARTYN

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##### *BSc, MAICD*

Mr Martyn was appointed to the Board of Mayflower in 2008, and has been Chair of the Board since June 2010. He is a director of Decoral Trust, and has previously also served as a director for the Australian Trucking Association (including 4 years as Chair), Driver Education Centre of Australia, the Victorian Transport Association and Global Air Ambulance (including 4 years as Chair). Mr Martyn has been an active member of Rotary for 35 years, including roles as President of three clubs over that time. Prior to his retirement in 2007, Mr Martyn was managing director of FBT Operations (Vic) Pty Ltd for 38 years.

#### JANE BOAG

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##### *BAppSc, GradDipComHlth, GAICD*

Ms Boag was appointed to the Board of Mayflower in 2014. She is Chair of the Quality and Clinical Governance Committee and a member of the Governance Committee. Ms Boag is also a member of the Committee of Management of the Kevin Heinz Garden Centre and has previously held director roles with the Whitehorse Community Health Service and The Australian Children's Choir. Ms Boag has more than 20 years of senior management experience in health and related fields including the Victorian Managed Insurance Authority, Benetas, Australian Unity and the Transport Accident Commission. Ms Boag is currently the Principal Advisor for Shared Objectives, consulting to the health and aged care sectors.

#### DAVID HENSHALL

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##### *BA, LLB*

Mr Henshall was appointed to the Board of Mayflower in 2006. He is Chair of the Planning and Development Committee, and a member of the Quality and Clinical Governance Committee. He is also director and secretary of a family company, Karucy Pty Ltd. Mr Henshall has over 40 years' experience as a Barrister of the Supreme Court of Victoria, retiring from active practice in July 2004. His areas of practice included contract, commercial and planning litigation with an emphasis on building, construction and engineering.

#### VALENTINO MARINELLI

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##### *CPA*

Mr Marinelli was appointed to the Board of Mayflower in 2015, and is Chair of the Finance, Audit and Risk Committee and a member of the Planning and Development committee. Mr Marinelli is an executive general manager with more than 25 years' experience including senior finance roles at Nazareth Care, Arcare, Catholic Homes, and The Alfred Group of Hospitals. He is currently the Business Manager for Xavier College where he is responsible for the finance function of the college including financial systems, cost control and sustainability.

#### STUART MCINTYRE

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##### *BSc, GradDipAcc, CPA*

Mr McIntyre was appointed to the Board of Mayflower in 2012, and is a member of the Finance, Audit and Risk Committee. He is also a director of the Rotary Club of Brighton, and treasurer of Bayside Community Information and Support Service Inc. Mr McIntyre has more than 30 years' experience in marketing, strategic planning, and acquisitions and divestments including senior roles with Rio Tinto Australia and Bovis Lend Lease prior to his retirement.

#### ANTHONY MUTTON

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##### *GradDipAgedServMgt, AssocDipBus*

Mr Mutton was appointed to the Board of Mayflower in 2003. He is Chair of the Governance Committee, and a member of the Finance, Audit and Risk Committee. Mr Mutton was a senior adviser for the former Victorian Association of Health and Extended Care and is currently the Chair of Edith Bendall Aged Care and Managing Director of City Fresh Wholesalers. Mr Mutton is completing a Masters of Business Administration with the Australian Institute of Business.

## EXECUTIVE

### ROSA GINEVRA

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*MHA, GradDipHSM, BAppSc RN*

Ms Ginevra assumed the leadership and management of the Mayflower Group in 2013. Prior to this role she was the Director of MRG Management Plus Pty Ltd offering a range of consulting services to the health and aged care sectors nationally. Ms Ginevra is the Board Chair of Mayfield Education and former Director of Mercy Healthcare Australia Inc. Ms Ginevra has over 25 years' experience in senior management of diverse health services in Queensland and Victoria. Ms Ginevra was previously the Chief Executive of Mercy Place (formerly Tullamore Aged Care) Montrose and Executive Director, Operations and Development for Mercy Health Services Central Queensland.

### DIONE O'DONNELL

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*BCom, MBA*

Mr O'Donnell joined the Mayflower Group in 2013. As Executive Director, Corporate Services, he is responsible for Mayflower's finance function and corporate services including information technology, human resources, marketing, corporate governance and risk management. Mr O'Donnell has more than 20 years' experience in senior management roles including 7 years as Chief Financial Officer in the commercial banking and finance sector. Mr O'Donnell is a director of Windana Drug and Alcohol Recovery, and was previously on the board of a number of School Boards of Trustees, the Multiple Sclerosis Association in New Zealand and the New Zealand Federation of Voluntary and Social Sector Organisations.

### ANDREW VENOSTA

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*BSc, RN, GradDipHlthAdm*

Mr Venosta joined the Mayflower Group in 2013. As Executive Director, Aged Care and Seniors Living, he is responsible for all elements of Mayflower's residential aged care, seniors living and home care operations and strategic development of the business. Mr Venosta has more than 15 years' experience managing aged care and seniors living facilities including senior roles at Churches of Christ Care, Lionsville, Jewish Care and Melbourne Extended Care and Rehabilitation Service.



*L-R Jane Boag, Anthony Mutton, Andrew Venosta, Valentino Marinelli, Dione O'Donnell, Rosa Ginevra, Trevor Martyn, Stuart McIntyre, David Henshall*





## OUR CORPORATE SERVICES

The corporate services division continued to support the Mayflower Group in 2015/16, delivering a number of key initiatives to enhance Mayflower's operational effectiveness and position the business for growth. The division includes finance, human resources, facilities management, administration, environmental services, marketing and information technology, and plays a significant role in Mayflower achieving its strategic plan.

Key areas of focus for the year included undertaking evidence based research to improve staff engagement, enhancing the Mayflower brand identity, further strengthening information and communications technology platforms, and ensuring the development program was delivered in a timely manner.

Management of the Mayflower Group's development pipeline is a key function of the corporate services division, and includes oversight of feasibility studies, planning applications, community consultation and infrastructure development. During the year, Mayflower achieved a number of key development milestones including:

- The submission of a planning application for the redevelopment of Mayflower Reservoir.
- Timely delivery of Mayflower Brighton's 25 new independent living units at Henshall Close in December 2015.
- Commencement of major refurbishment works for Mayflower Brighton's Rodda Dixon Terraces, comprising 24 single bedroom units, which is on track for completion by June 2017.

Preliminary investigations into potential car park development options for Mayflower Brighton were also completed with the aim of increasing the number of car parks available for Mayflower staff, residents and visitors. We are now in the process of developing a schematic design and planning application with the development timeline dependent on planning approval.

## INFORMATION AND COMMUNICATION TECHNOLOGY

Mayflower continued to invest in its information and communication technology (ICT) systems during the year to ensure a scalable, supportable and secure platform that underpins future growth objectives.

- New software for an electronic health system was successfully installed on the server environment, enhancing management of resident information, care delivery and performance. Project works included the commissioning of the system server, deployment of software, commissioning of tablet computers, and installation of additional end user terminals at the Brighton and Reservoir sites.

- An upgrade to the internet services delivered significant improvements in performance and security at the Reservoir, Brighton and Macleod sites.
- Planning is well underway for an upgraded phone system for the Brighton site. The new system aims to enhance the caller experience through reduced call wait times, improved call queuing and routing, direct dialling paths and simplified messaging systems. It will also provide direct linkages to the Reservoir phone system with scalability to add additional sites as the need arises.
- The Mayflower Group's first *ICT Strategic* and *Disaster Recovery Plans* were also developed during the year. An independent consultant was engaged to provide oversight for the plans to ensure robustness in meeting the future challenges for Mayflower and the aged care sector.

## MARKETING & COMMUNICATION

2015/16 was primarily a year of consolidation for the marketing and communications function, which continued to focus on increasing brand awareness to drive sales and admissions interest, as well as increasing independent income through fundraising and community engagement activity.

Key initiatives for the year included:

- Reviewing and enhancing the Mayflower brand identity to reflect Mayflower's vision, values and positioning in the market place, including the printing of new marketing collateral, development of electronic templates and an organisational style guide to ensure a consistent and professional look across all communications.
- Adding new e-commerce functionality to the Mayflower website to deliver a secure online portal for sales and fundraising activities. This means that Mayflower can now accept online donations and take reservation deposits for independent living units, streamlining the sales process.
- Delivering a successful sales and marketing campaign for Mayflower Brighton's Henshall Close which resulted in 22 sales for the year, with only 3 units available at 30 June 2016.
- Developing communications strategies to manage a range of stakeholders impacted by the Reservoir redevelopment project and ongoing development works at Mayflower Brighton.
- Increasing advocacy activity with local government representatives in an effort to build ongoing relationships as well as advocating against unexpected cuts to the Aged Care Funding Instrument.



## HUMAN RESOURCES

Our staff are a critical and valued part of our business. Their levels of engagement with the Mayflower Group and sense of wellbeing have a powerful impact on the care experienced by our residents.

During the year, Mayflower introduced a longitudinal survey to assess and benchmark the satisfaction levels of our employees. Employee satisfaction measures the extent to which employees are happy and content with their jobs and work environment, and is a factor in staff motivation, goal achievement, and morale.

Mayflower Brighton scored an employee satisfaction factor of 77% and Mayflower Reservoir scored an employee satisfaction factor of 85%. These figures provide us with a benchmark to measure the success of our future staff engagement initiatives, which will be guided by areas identified for improvement in the survey.

Strengths highlighted by the survey included the enjoyment and satisfaction employees get from caring for residents and from working with their fellow colleagues at Mayflower. Focus areas for review over the coming year include staff recognition and feedback, equipment requirements, and communication and co-operation across the business.

A targeted review of organisational culture was also commenced following the staff survey, to identify other areas for improvement and provide further avenue for staff input. This included independent qualitative research with staff at the Brighton site to better understand staff satisfaction and how it relates to absenteeism in the workplace, and to identify solutions to increase staff engagement and attendance at work.

Like other Australian companies, we continue to feel the effects of skills shortages. The management of these issues is an increasing challenge, but we continue to work hard toward becoming an employer of choice within the aged care sector. To help facilitate this outcome, Mayflower has engaged a Human Resources Consultant for a defined period to provide an oversight of the human resource function at both a strategic and an operational level. A key focus of the role will be increasing employee engagement through communication and consultation, as well as further enhancing our human resources policies and processes.

Total staff as at 30 June 2016: 205 including full-time, part-time and casual.

### STAFF PROFILE

Full time staff	22
Part time staff	125
Casual staff	59
Average age of staff	40-44
Staff 50+ years of age	32%
Female staff	78%
Male staff	22%
Residential Care staff (incl Lifestyle)	77%
Hotel services staff	9%
Service 5 years or less	85%
Service 10 years or more	6%



## FINANCIAL STATEMENT

STATEMENT OF COMPREHENSIVE INCOME	2014/2015 (\$'000)	2015/2016 (\$'000)
<b>Revenue / Income</b>		
Resident Fees and Charges	6,925	6,400
Government Subsidies	8,916	10,945
Other Income	1,359	1,309
	<b>17,200</b>	<b>18,654</b>
<b>Expenses</b>		
Employee Benefits Expense	-9,003	-9,480
Maintenance and Utilities	-1,332	-1,375
Depreciation	-2,259	-3,049
Impairment of Assets	-1,173	0
Administration Expense	-2,760	-2,852
Catering Expense	-1,619	-1,350
Other Costs	-623	-622
	<b>-18,769</b>	<b>-18,728</b>
<b>Profit/(loss) for the Year</b>	<b>-1,569</b>	<b>-74</b>
STATEMENT OF FINANCIAL POSITION	2014/2015 (\$'000)	2015/2016 (\$'000)
<b>Assets</b>		
Cash and Investments	5,946	13,385
Receivables	7,532	6,010
Property, Plant and Equipment (net of depreciation)	77,960	80,347
	<b>91,438</b>	<b>99,742</b>
<b>Liabilities</b>		
Payables	3,051	2,274
Accommodation Bonds and Entry Contributions	64,714	82,285
Employee Entitlements	468	475
Borrowings from Financial Institutions	13,749	5,550
	<b>81,982</b>	<b>90,584</b>
<b>Net Assets</b>	<b>9,456</b>	<b>9,158</b>
<b>Equity</b>		
Reserves	67	-156
Retained Earnings	9,389	9,314
	<b>9,456</b>	<b>9,158</b>





## OUR SUPPORTERS

The Mayflower Group would not be the organisation it is today without the generous support of donors, businesses, philanthropic trusts and foundations, volunteers, community groups and schools. We are grateful to these supporters for contributing much needed assistance to Mayflower.

### FINANCIAL SUPPORTERS

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As a not-for-profit charitable organisation we rely on the financial support of individual donors, groups, businesses and philanthropic trusts and foundations. All money raised is directed to helping enrich the lives of our residents in a number of ways such as the purchase of medical equipment, lifestyle activities, implementing new programs/services and more.

This year we would like to express our appreciation to all our financial donors, with special thanks for the significant support of:

- Bell Charitable Fund
- King Family Foundation
- The Myer Foundation
- Lord Mayor's Charitable Foundation
- Lady Southey AC
- Alexander & Gaynor Johnston
- Christine McConnell
- Neil Duncan
- Edward Oldham
- Helen Knight

### SCHOOLS

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The presence of young people in our aged care facilities is a source of great happiness and joy to our residents. The interaction and friendships that can be formed are of mutual benefit to young and older people alike.

This year Mayflower was very fortunate to have the ongoing support of many local primary and secondary schools at both Brighton and Reservoir. Our lifestyle calendar includes an array of activities involving school students. These programs are warmly anticipated as well as having a high level of resident participation.

Thank you to all the schools, the teachers and students, for their contribution to enhancing the welfare and wellbeing of our residents.

### VOLUNTEERS

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Mayflower's volunteers are a very special group of people. The time and effort they give to Mayflower touches everybody - residents, families and staff. Some come with special skills they wish to share with others. Others simply come to give something back to the community. No matter the reason they are all much loved and Mayflower would not be the same without them.

This year more than 80 volunteers gave generously of their valuable time and energy to enrich the lives of Mayflower's residents in a variety of meaningful ways including:

- Driving our community bus for excursions and shopping trips.
- Manning the Mayflower gift shop at Brighton.
- Sharing their specialised skills by conducting arts and craft groups for residents.
- Providing musical entertainment for residents.
- Spending one-on-one time with residents, playing cards and chatting.

As a small token of Mayflower's appreciation we held a volunteers celebration luncheon in May 2016. The luncheon, held during National Volunteers Week, brought together volunteers from Brighton, Macleod and Reservoir to acknowledge their valuable dedication, and to celebrate that they are living healthier, happier and more meaningful lives by volunteering.

The Mayflower Group is extremely privileged and very fortunate to have such a committed group of people who actively contribute to the Mayflower community. We would like to thank all of our volunteers for your support this past year and look forward to your continued contribution.







## SUPPORT US

As an independent, not-for-profit organisation we rely on the generous support of donors, philanthropic trusts and foundations, businesses, community groups, schools and volunteers. Regardless of their specific assistance, each and every supporter is pivotal to our ongoing ability to deliver excellence in care to our residents. Our supporters and volunteers are integral to life at Mayflower and we welcome and invite others to join this team of giving spirited supporters.

There are a number of ways you can support Mayflower including:

### MAKING A DONATION

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All donations made to the Mayflower Group are tax deductible and go directly to helping enrich the lives of our residents including the purchase of vital equipment such as bed hoists, new arts and craft equipment, building refurbishments and upgrades to our dementia wing.

### LEAVING A GIFT IN YOUR WILL

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Remembering us through a gift in your will is a very special way of helping us to continue providing care without compromise to our residents. Every gift of any size will make a difference and all are extremely valued.

### FUNDRAISING

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Your school, community group or workplace can fundraise for the Mayflower Group by organising a raffle, casual day, trivia night or chocolate drive with all proceeds being donated to assist Mayflower residents.

### VOLUNTEERING

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We have an extensive volunteer program, so if you have the time, passion and want to give back to the community we would welcome you at Mayflower. You'll have the opportunity to work with residents and have a real impact on their lives while achieving a sense of satisfaction for yourself.

### SCHOOLS

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Mayflower continues to welcome school visitation. Our residents and staff appreciate and value the contribution of students to the lifestyle programs in our facilities.

**FOR MORE INFORMATION ON HOW YOU CAN HELP  
PLEASE CALL US ON 03 9591 1100  
OR VISIT [WWW.MAYFLOWER.ORG.AU](http://WWW.MAYFLOWER.ORG.AU).**

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**We have an extensive volunteer program, so if you have the time, passion and want to give back to the community, we welcome you.**







**MAYFLOWER BRIGHTON  
INCLUDING CORPORATE OFFICE**

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ABN 57 004 507 644

**MAYFLOWER MACLEOD**

Highview Crescent Macleod VIC 3085 Via Brighton T: 03 9591 1100 F: 03 9593 1248  
ABN 73 130 299 544

**MAYFLOWER RESERVOIR**

56 Elliot Street Reservoir VIC 3073 T: 03 9460 2480 F: 03 9462 3695  
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**INFO@MAYFLOWER.ORG.AU - WWW.MAYFLOWER.ORG.AU**