



mayflower

*Live Life Your Way*



ANNUAL REPORT

20 / 21



Pictured:  
Alison and Paul  
enjoy exploring  
the great  
outdoors and  
keeping fit on  
their electric-  
assisted mountain  
bikes.



# MAYFLOWER

PROVIDING EXCEPTIONAL CARE FOR 60 YEARS

Mayflower is a not-for-profit provider of residential aged care, home care and retirement living options with services in Brighton, Reservoir, Macleod and Pascoe Vale.

In a journey spanning more than 60 years, we've become known for caring compassionately with thoughtful services that encourage 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.

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On the cover: Angela, adding some colour to a winter day by 'yarn bombing' a tree in our sensory garden.



# FRIENDSHIP

## THE POWER OF HUMAN CONNECTION

Human connection is fundamental to wellbeing. Benefits include enhanced mood, higher self-esteem, and a more robust immune system. Strong, healthy relationships also protect against social isolation, depression, and anxiety, and may even increase longevity.

Maintaining strong, healthy relationships have never been more critical than during the COVID-19 pandemic, and our team rose to the challenge with passion and creativity.

By actively focusing on connections between staff, clients, residents, and their loved ones, we have been able to maintain a feeling of optimism - and often joy - in our communities.

During the various lockdowns, we increased small group and one-on-one activities in our aged care homes. From carers and nurses to physios and housekeepers, every team member found ways to connect with the people entrusted to our care.

Team members and residents enjoyed special moments over a cuppa or a game, sharing common interests and life experiences. At other times they would simply sit quietly together in the gardens, enjoying the sunshine.

We have many planned activities - but often sitting one-on-one and having someone listen to your story - is all you need.

Social gatherings are also great opportunities to help residents strengthen connections and form new friendships.

So despite the challenges of the pandemic, we found ways to keep holding special events safely - helping to maintain a sense of normality and fun.

Whether it's a leisurely stroll with other walking enthusiasts, a cultural celebration or planting flowers in the garden, being with people who share your interests feels good.

Our home care clients were supported to maintain their social connections through wellbeing checks, technology, and spending time with carers with shared interests.

Aged care residents made new friendships in our 'Bible Study' program which involves singing, sharing life stories, and building connections on a personal level.

Retirement Village residents also came together safely with support from our Village Coordinators. Single bubble buddies walked and chatted in the gardens, and outdoor get-togethers became a popular choice. When restrictions eased - residents resumed coffee catch-ups, card games, and exercise classes.

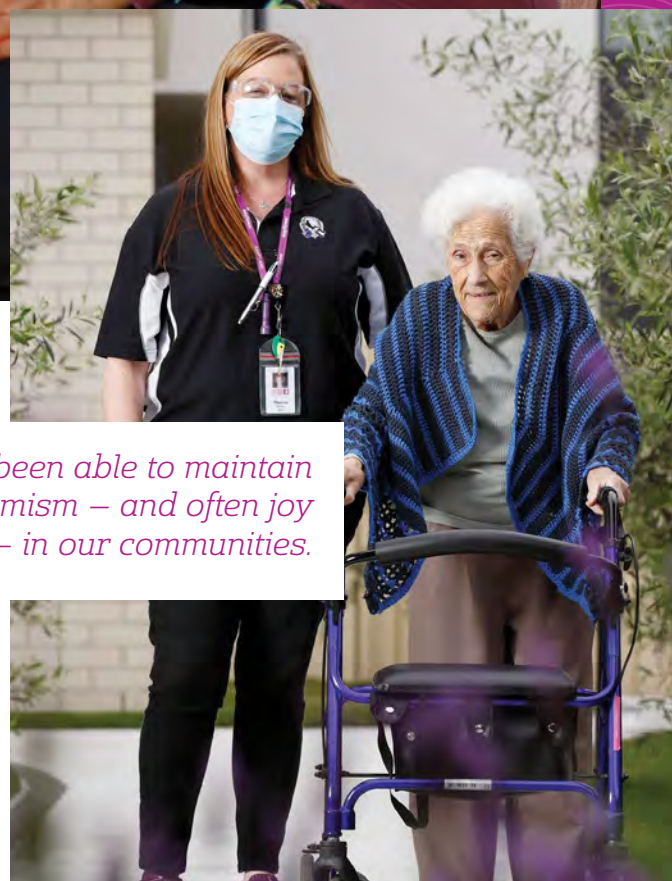
Of course, in between lockdowns, everyone was excited to get out and about. Scenic bus trips were the safest choice for much of the year, while special lunches, shopping trips, and river cruises became popular as the threat of the virus receded.

Our communities are looking forward to more normality, and more outings in the coming year, along with other freedoms that a vaccinated population should bring. Whatever happens, friendships will remain core to the care we provide.





Pictured, top to bottom: Lynn and Raj at Mayflower Brighton, Theresa and Grazia at Mayflower Reservoir, and Betty knitting up a storm.



*We have been able to maintain a feeling of optimism – and often joy – in our communities.*



# A YEAR LIKE NO OTHER

## CHAIRMAN AND CHIEF EXECUTIVE REPORT

Kindness, dedication, and an unparalleled commitment to high-quality care underpinned a positive year for Mayflower against a backdrop of global uncertainty.

The 2020/21 financial year will be etched in our minds as the year that changed the world. The challenges we have faced as a community, particularly in the health and aged care sectors, have been immense.

Our team rose to the challenge, going the extra mile to protect the wellbeing of people entrusted to our care with resilience and determination.

Mayflower commenced preparations for the COVID-19 pandemic in March 2020. We immediately implemented a Crisis Response Team, introduced rigorous precautions to reduce the risk of the virus to our community, and put a sound outbreak management plan in place.

Since then, we have remained proactive, and alert, continually adjusting our approach to successive COVID-19 outbreaks and community lockdowns across Victoria.

Our response has been measured, pragmatic and compassionate, carefully balancing the emotional and physical needs of those in our care. Importantly, we successfully stopped the virus from entering our homes, while maintaining a vibrant and happy community.

We could not have achieved this outcome without the extraordinary efforts of our team - who continued to step up to the plate, despite frequent negative media coverage resulting from both the pandemic and the Royal Commission into Aged Care Quality and Safety.

The Royal Commission into Aged Care Quality and Safety released its Final Report in March 2021. It is seen as a watershed moment for our industry, providing a once-in-a-generation opportunity to ensure every Australian can access first-class aged care services.

The Report recommendations aim to put older people at the centre of aged care. They include a new Aged Care Act, a more restorative approach to care, enhancements to the workforce through training, wages and career pathways, and more sustainable funding.

Mayflower welcomes the recommendations that fit well with our philosophy of delivering person centred care. We are now moving into a period of significant reform. Mayflower is ready to adapt to this change. Planning for new funding models, increased care and governance requirements, and a new workforce strategy is well underway.

We are also hopeful that the new funding models will relieve some of the financial pressures on the aged care sector.

While Mayflower continued to experience above-average occupancy rates during the year, increased funding pressures and costs relating to COVID-19, along with an aggressive depreciation rate, impacted our financial results. The overall result was a deficit of \$502K.

Despite these challenges, Mayflower continued to advance our strategic agenda, building long-term sustainability into our business by focusing on enhancing and growing our services across the continuum of care.

During the year, we commenced a central review of our Home Care Strategy focused on accelerated growth. The strategy aims to capitalise on the influx of home care packages to be released into the market over the next two years, enhance our offering across the continuum of care, and further diversify our revenue streams.



We completed Stage 1 of the Mayflower Reservoir redevelopment and completion of Stage 2 is expected in early 2022 - despite the headwinds of COVID-19.

We also completed the first phase of master planning for three new developments. Our master plans aim to deliver integrated services across the continuum of care at our two greenfield sites in Gisborne and Keilor, and our existing site at Mayflower Macleod.

At a governance level, Mayflower had several changes in the Board during FY20/21.

We welcomed our new Board Chairman, Mr Anthony Mutton, in October 2020 and farewelled our retiring Chairman, Mr Trevor Martyn. Board Member, Mr Chris Reside is now Deputy Chair, and we also welcomed a new Board member - Ms Andrea Petrocco.

Mayflower is excited to have Mr Mutton — and his significant experience in our sector — at the helm.

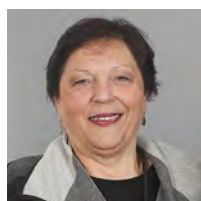
We are also grateful for Mr Martyn's dedication over many years. Mr Martyn's leadership has been selfless, as has been his commitment and responsiveness to the care of our residents and organisation, and we thank him for his contribution.

Finally, we wish to formally acknowledge and thank our Patron, Lady Southey, the Board of Directors, and the Executive Management Team for their ongoing commitment to Mayflower.

We would like to express our sincere appreciation to our remarkable team of staff. Mayflower would not be the organisation it is today without them. We would also like to thank our many volunteers, donors, and supporters for their ongoing generosity.



**ANTHONY MUTTON**  
CHAIRMAN



**ROSA GINEVRA**  
CHIEF EXECUTIVE

## OUR PATRON'S MESSAGE

The COVID-19 pandemic has fundamentally changed the way we live and work. It has demanded resilience and courage from every one of us.

I commend the Mayflower team for their unwavering commitment to protecting the most vulnerable members of our community during this time.

The way they have adapted to the threat of the virus, and their efforts to support resident wellbeing, has been remarkable.

You will see some examples of their great work in this report, and the many moments of joy they have brought to the Mayflower community.

It is pleasing to see that despite the ongoing impact of COVID-19, the outlook for Mayflower remains extremely positive.

The expansion of Mayflower's home care business will enable more Australians to access high-quality services across the continuum of care - as will the redevelopment of Mayflower Reservoir into a 110-bed state-of-the-art aged care home.

I was excited to see the commencement of the final stage of Mayflower Reservoir, and I am looking forward to meeting residents living in the new home in the coming year.

Undoubtedly, the year ahead will continue to be one of complexity as we await unprecedented industry reform arising from the Royal Commission into Aged Care Quality and Safety. However, it is also a time for hope as we look toward a better aged care system for all Australians.

As always, I feel a great sense of honour to be the Patron of Mayflower and praise the Mayflower Board, Executive and staff, and the many volunteers and supporters, who contribute to the Mayflower community.



**LADY MARIGOLD SOUTHEY AC**  
PATRON

Pictured,  
top to bottom:  
Malliga and  
Pamela both have  
an adventurous  
spirit and love  
for travel. Bruce  
enjoys fresh  
air and great  
company.



*Residents of Mayflower Brighton  
enjoyed a sunny day out on the  
water, in between lockdowns.*







# ADVENTURE

## SPICING UP THE EVERY DAY

Variety is the spice of life. Engaging in unique experiences helps lift our spirits by releasing mood-boosting endorphins, keeping the body energised and motivated.

Bringing some adventure into people's lives can have a vast range of mental, physical, and social benefits, positively impacting everyday life.

There's nothing better than adding a brand new experience to the memory bank. Trying new things can help people feel more alive, increase vitality, and even enhance resistance to illness. People who seek out variety also tend to be happier, more positive, and healthier – helping them to live longer.

It's not just big experiences either. Something as simple as trying a new skill, a new food, meeting new people, or revisiting a childhood hobby can create new memories to treasure.

Trying new things can also slow down the passage of time.

Research indicates that the brain's perception of time slows down when we break routine. When people experience something novel, it seems to have lasted longer, and the more new and fun things we do, the more fulfilling and satisfying life becomes.

At Mayflower, we build new experiences every day, encouraging people to try new activities, make new friends, and rekindle past hobbies. We also like to plan memorable days – where people get to do something unique or revisit a special time from years past – breaking routine and bringing a sense of anticipation and excitement.

While the COVID-19 pandemic might have limited opportunities to feed an adventurous spirit, it didn't stop our team from improvising in any way they could.

Many community adventures were brought in-house, with people rekindling a love of ten pin bowling, golf, cricket, tennis and of course, armchair travel.

An introduction to 'yarn bombing' brought a sense of intrigue and achievement at Mayflower Brighton. Yarn bombing of trees is a type of street art where the main motivation is to bring life, warmth, and a feeling of belonging and community. Our crafty residents were excited to put their knitting skills to a new purpose, delivering a burst of colour across the gardens during the colder months.

In between lockdowns, residents of Mayflower Reservoir enjoyed getting out and about on some special lunch dates and shopping trips, while Mayflower Brighton residents enjoyed a memorable day cruising on the water.

Residents were also excited to take their first spin on our new Dutch Cargo Passenger Trike. The trike provides a safe way to experience a little adrenaline rush, bringing residents a new sense of freedom, delight, and joy.

We are now looking forward to the pandemic subsiding, so we can enjoy more wonderful experiences together.

# AGED CARE

## VIBRANT, ENGAGED COMMUNITIES

Our front-line workers' extraordinary efforts and unwavering focus on resident wellbeing delivered remarkable outcomes in a period of relentless change.

It has been a year of unrivalled uncertainty for our sector, requiring extraordinary measures to protect aged care residents from the potentially devastating consequences of a COVID-19 outbreak.

Mayflower moved quickly when the pandemic arrived, putting in place a robust outbreak management plan and rigorous precautions to protect the health and wellbeing of our community. These precautions were critical to our success in keeping the virus out of our homes.

We remained agile as the pandemic evolved, continually reviewing, and adjusting our approach, taking into account the latest expert advice, and feedback from residents and those they love.

The support we received from our community was inspiring, as we worked together to strike the right balance between supporting residents' emotional and physical health. Our team was also remarkable, going above and beyond in every possible way to ensure that our homes remained happy, fulfilling, safe places to live.

While the pandemic presented us with a range of challenges throughout the year – we remained committed to our strategic objectives of enhancing our services to enable more older Australians to access high-quality care.

Mayflower continued to position itself for future growth during the year, with phase one master plans for several new homes now complete, placing us in a solid position to capitalise on anticipated increases in future demand.

We also reviewed our lifestyle program to ensure that resident choice is first and foremost in everything we do.

We aim to empower residents to make their own decisions about what they do – by enabling them to tailor their daily program around their interests. We achieve this by encouraging residents to choose an activity that meets their personal needs each day – and providing support to make it happen.

Other initiatives to enhance resident health and wellbeing included a new gym program supported by our physiotherapists, and an additional services program offering premium lifestyle and entertainment options.

Mayflower owns and operates two aged care facilities in Brighton and Reservoir, Victoria.

Mayflower Brighton offers 150 residential aged care beds at Brighton, including a 30-bed memory support unit for people living with dementia. There are also independent living units co-located onsite, promoting a seamless transition from independence through to high care.

Mayflower Reservoir is a 40-year aged care home under redevelopment. The transformation of Mayflower Reservoir is occurring in two stages. Stage 1 of the redevelopment was completed in late 2020, offering 54 aged care beds, including a memory support unit. Stage 2 of the redevelopment is due for completion in early 2022, and will see the home grow to have ample space for 110 residents.

The new modern facility has a home-like environment with each house of 22 residents enjoying their own private spaces, including a separate dining room, dedicated living areas and garden spaces. Other features include a dedicated beauty salon, chapel/reflection room, cinema, and gymnasium.





Pictured:  
Nazzeno enjoys  
a chat with like  
minded friends  
over a hot coffee  
and a hearty  
game of cards.

Looking forward, we continue to monitor the outcomes of the Aged Care Royal Commission into Quality and Safety, and are readying our business for the changes that will follow.

The Royal Commission findings set out 148 recommendations to enable a better, fairer aged care system that delivers respect, care and dignity for older Australians. These reforms are a once in a generation opportunity to drive real change for older Australians in care.

The Federal Government has set five pillars for reform.

1. Home care: supporting senior Australians who choose to remain in their home
2. Residential aged care services and sustainability: improving and simplifying residential aged care services and access
3. Residential aged care quality and safety: improving residential aged care quality and safety
4. Workforce: supporting a growing and better-skilled care workforce
5. Governance: new legislation and stronger governance

The reforms aim to make the system more accessible, improve the quality of care, develop a more skilled workforce, and help older Australians remain in their homes for longer.

Critical changes that we are preparing for include:

- The introduction of a new consumer-focused Aged Care Act
- A new aged care funding model
- Deregulation of the aged care sector
- A significant increase in the number of Home Care Packages
- A new National Aged Care Advisory Council
- Minimum mandated front-line nursing and care minutes for people living in aged care

Mayflower has a proud 60-year history of providing high-quality care to our community, and we welcome this opportunity for change.

While we expect aged care funding pressures to continue over the near term, we hope that the new funding model will enable a sustainable aged care system that supports all older Australians to live their best life as they age.

# WELLNESS

## SUPPORTING POSITIVE AGEING

An emphasis on active ageing places older people and their strengths at the heart of our care. By taking a wellness approach, we support people's needs and aspirations – helping them achieve what matters most. Wellness.

We all strive for wellness in our lives. Wellness is the integration of physical, emotional, spiritual and social wellbeing, and is the foundation for living life to the full.

At Mayflower, wellness and reablement are core to the services we deliver. We focus on building capacity by enhancing what a person can do - to support and empower them to feel as purposeful and independent as possible.

For some, it's about maintaining function and minimising the impact of functional loss. For others, exercises and activities can help residents regain coordination, strength, balance, and clarity of mind.

With onsite Wellness Centres, vibrant lifestyle programs, a team of health professionals, and strong connections to the local community — we can create the perfect wellbeing program for those in our care.

Our purpose-built Wellness Centre and gymnasium at Mayflower Reservoir provides the ideal location for gentle training to improve balance and confidence. At Mayflower Brighton, we use a range of spaces for exercising and active social engagement, including the gymnasium and gardens.

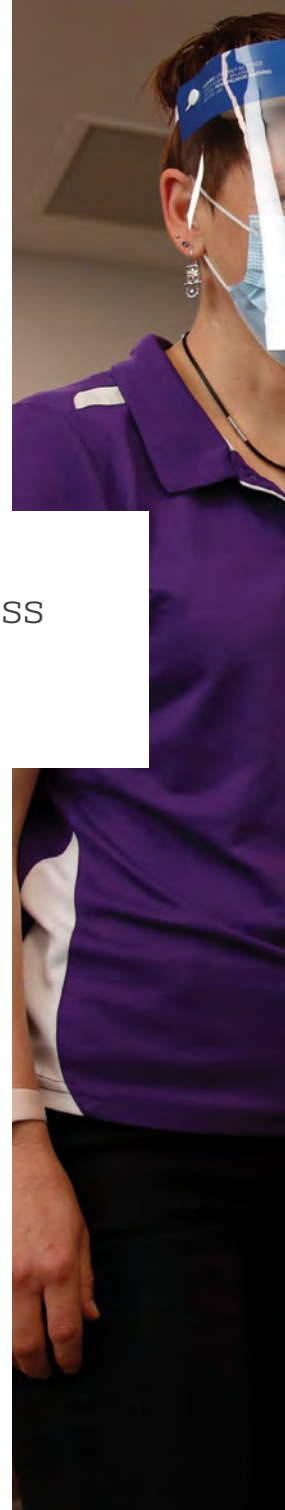
Mayflower uses specialist gym equipment designed for a more mature population.

Cross trainers provide a low-impact, total-body cardio, and strength workout from a safe, seated position. Multi-purpose strength training machines offer a range of exercises for multiple muscle groups. Resistance training equipment including a rowing bench, is versatile for wheelchair users, while parallel bars are ideal for regaining strength and balance.

Recent research provides evidence on the benefits of resistance training in residential aged care, with a reported 55% reduction in fall rates. Other health benefits include increased core strength, improved mobility, improved functional fitness, decreased social isolation, improved emotional wellbeing, increased energy and improved sleep.

Our wellness approach is about more than physical health - it aims to provide a range of social and mental health benefits at well. We achieve this through our lifestyle programs and engagement activities, and outside spaces, along with visiting health professionals such as physiotherapy, occupational therapy, podiatry, audiology, and speech pathology.

Our ultimate aim is to keep our community happy, healthy, and engaged, so they can look forward to every day.







Pictured, top to bottom: Thelma and Narelle working together on specialised strength-training equipment. Elwin and Josh enjoy their time together.



*Resistance training significantly reduces the risk of falls in aged care.*



# HOME CARE

## ENABLING WELLBEING AND INDEPENDENCE

The year in review was epitomised by our home care teams' incredible kindness, as they took every action to support clients to isolate safely at home.

Home care services have never been more important to older Australians living in the community. As COVID-19 restrictions increase, more support is needed to keep clients away from high-risk locations and meet their emotional care needs.

As front-line workers of the pandemic, our home care team was relentless in their efforts to support clients, taking every precaution as they navigated community settings to deliver essential goods, clinical care, wellbeing checks, emotional support, and shopping services.

The response from our community has been overwhelmingly positive, with Mayflower experiencing significant inquiry from friends and relatives of people entrusted to our care.

The home care sector is experiencing significant demand, driven by an ageing population, increased availability of home care packages, and the strong desire for older Australians to age independently in their own homes.

However, research indicates that navigating the maze of information to engage a quality provider is often overwhelming. With our 60-year history of providing the highest standards of care and support to older people, Mayflower is in a solid position to help people on this journey.

As a result, we are preparing our home care business to contribute substantially to Mayflower's future growth, through continued strategic investment in our people and systems.

Importantly, our investment is delivering strong growth, with a 63% increase in Home Care Package clients achieved in FY20/21.

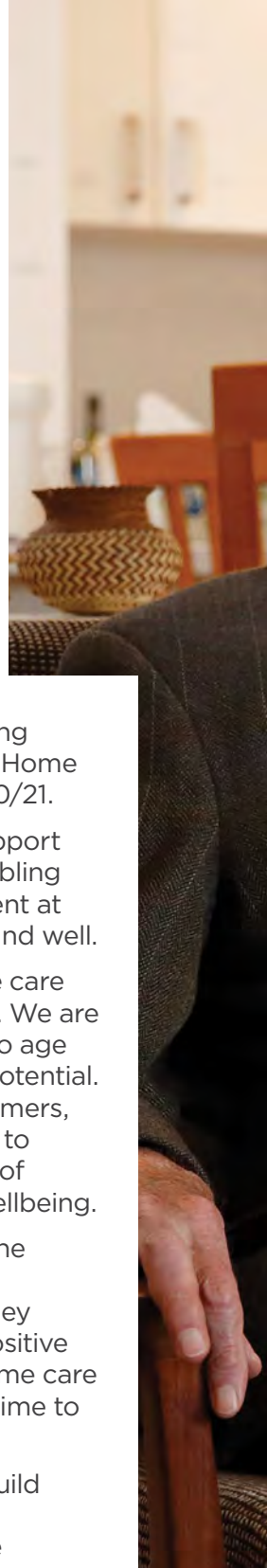
Mayflower provides tailored home support services in our local communities, enabling older Australians to remain independent at home, with a focus on staying active and well.

Our vision is to be the preferred home care provider in each community we serve. We are committed to enabling communities to age well, and individuals to achieve their potential. Working in partnership with our customers, we provide innovative service options to ensure their ageing experience is one of choice, control, independence, and wellbeing.

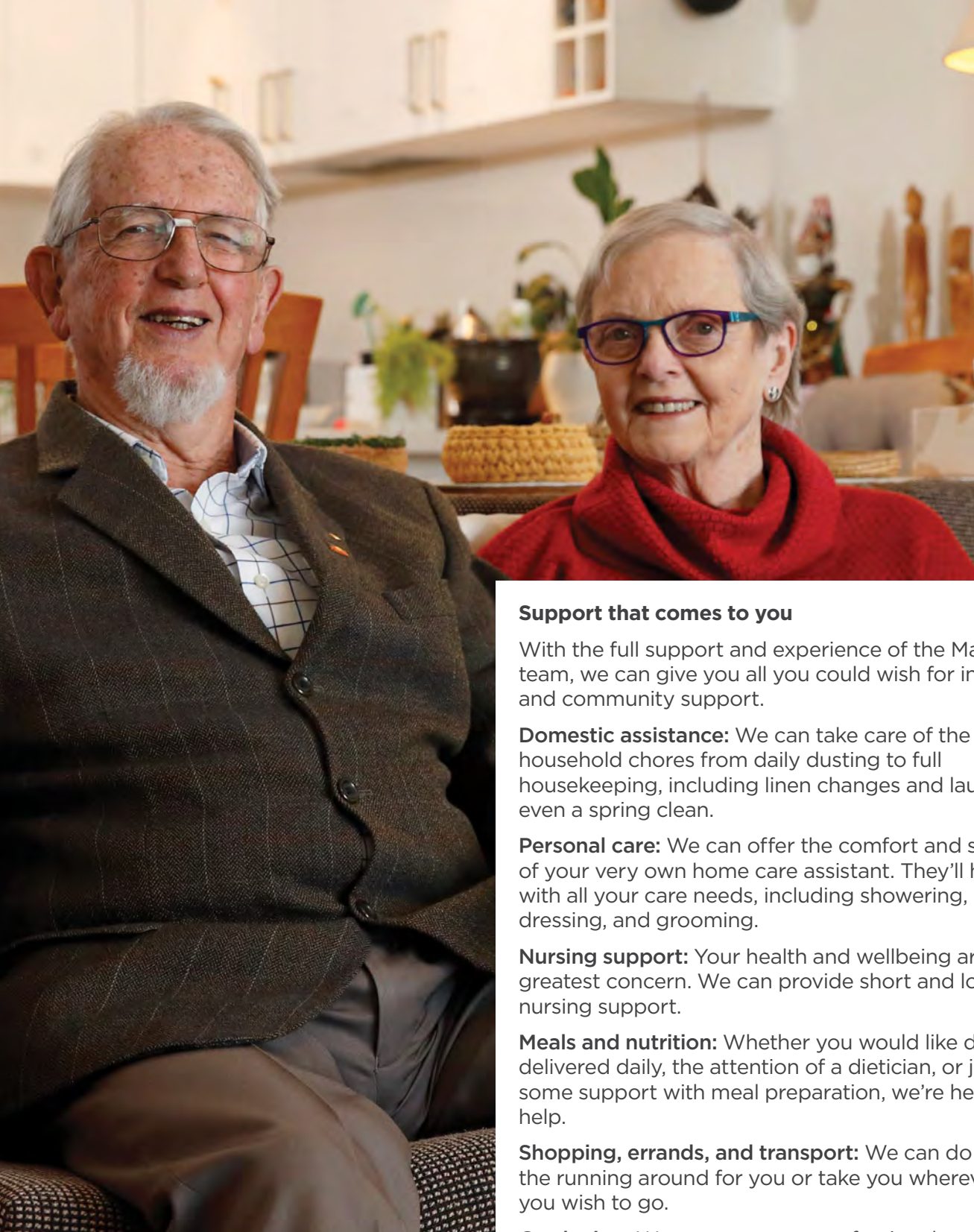
Clients enjoy proactive support with the peace of mind knowing that they can transition to Mayflower aged care if they choose. This strategy has delivered positive results, with more than 60% of our home care clients choosing Mayflower when it's time to move to aged care.

Moving forward, we will continue to build strong local teams embedded in the community. We will also introduce the best possible technology to enhance the way our clients live – through responsive communication, ease in appointment bookings, family engagement, care management, and staff rostering.

We aim to deliver a seamless experience, enabling staff to have more time to do what they do best – provide high-quality care.







Pictured:  
Diana is incredibly  
proud of her  
husband Barrie,  
who shared in a  
Nobel Peace Prize  
for his tireless  
work on climate  
change.

### **Support that comes to you**

With the full support and experience of the Mayflower team, we can give you all you could wish for in home and community support.

**Domestic assistance:** We can take care of the household chores from daily dusting to full housekeeping, including linen changes and laundry — even a spring clean.

**Personal care:** We can offer the comfort and support of your very own home care assistant. They'll help with all your care needs, including showering, dressing, and grooming.

**Nursing support:** Your health and wellbeing are our greatest concern. We can provide short and long-term nursing support.

**Meals and nutrition:** Whether you would like dinner delivered daily, the attention of a dietician, or just some support with meal preparation, we're here to help.

**Shopping, errands, and transport:** We can do all the running around for you or take you wherever you wish to go.

**Gardening:** We can arrange a professional gardener to help ensure your lawns and garden are looking their best.

**Companionship and support:** Beyond daily chores and nutritious meals, your in-home carer will be there for you. Whether it's a walk on a nice day or a friendly chat, we'll be there with the care and support you need to enjoy life your way.

**Respite care:** In-home respite allows carers a break from their everyday caring role. We can provide it for a few hours or extended periods, including overnight care.



Pictured, top to bottom: Gino and Jaye are in stitches. Yvonne gets into the Olympic Spirit. Kathleen takes part in 'yarn bombing'.



*Laughter filled the room at Mayflower Reservoir's Olympic Games celebration.*







# LAUGHTER

## SHARING HAPPINESS IN THE MOMENT

There is nothing in the world so irresistibly contagious as laughter and good humour. You don't even need to know why you're laughing to feel good. When someone enjoys a big belly laugh, the people around them can't help but chortle too.

Laughter is a key to happiness. Each time we laugh, smile, and connect joyfully, we create positive new pathways in the brain, enhancing our physical and emotional wellbeing.

By activating the neural pathways of emotions like joy, laughter can improve your mood and make your physical and emotional response to stress feel less intense.

Laughter has long been considered good medicine. When we laugh, we release endorphins that can offer pain relief, help boost our immune system, and reduce stress, while helping us to relax.

A sunny disposition has long been known for helping to increase one's lifespan.

Laughter also helps us feel more optimistic and is a great way to build social connections. If there's anything that solidifies a relationship, it's a good laugh.

The Mayflower team take every opportunity to promote mirth and delight – often at their own expense. They like to tell jokes, dress up and be playful.

Face paint, costumes, and funny hats consistently earn a giggle, while animal ears and antlers bring chuckles, inspiring conversation, and connections.

Laughing exercises are often included in exercise sessions, and can be heard down the halls - inspiring curiosity and joy.

Specially themed parties bring about the most fabulous laughter, as people come together to let their hair down, share traditions, and build connections, through dancing and merriment, good food and fun games.

Highlights for the year included our Olympics celebrations, with residents at Mayflower Reservoir holding their own games, AFL Grand Final parties, and a special Australia Day 'Big Bash'.

Residents at Mayflower Brighton giggled with delight when they took the new Dutch Trike for a spin, and National Donut Day provided the perfect excuse to indulge in some sugary fun.

The whole team likes to join in the fun whenever they can - including allied health, nursing, carers, catering and housekeeping - because laughter is good for everyone.

# RETIREMENT LIVING

## LIVING YOUR BEST LIFE

Our retirement communities embody resilience and fortitude with residents showing great determination to keep living their best lives in a pandemic.

The year in review was an emotional rollercoaster for our nation - and presented particular challenges for older Australians - who were more at risk from COVID-19.

The precautions we put in place in early 2020 held us in good stead, and our community was prudent, cautious, and quick to take action as successive lockdowns arrived.

Our retirement communities were responsive to Mayflower's COVID support plan, which included increased welfare checks, frequent communication, and emotional support.

Every day we saw people quietly following rules, forming single bubble buddies, and keeping an eye out for each other with poise and grace.

Retirement village residents were also early adopters of the vaccine, taking the responsibility of protecting their health - and that of our community - seriously.

Our key priority throughout the year was to reduce the risk of the virus. We achieved this through active education about the virus, protective measures, and the importance of maintaining emotional wellbeing.

Residents were also offered additional support services from Mayflower, such as assistance with shopping, errands, and technology, to help them to self-isolate and maintain their emotional wellbeing.

Between lockdowns, everyone was quick to get together for a wellbeing top-up through social connections, enjoying concerts, special bus outings and quiet get togethers.

The sense of community in our villages, combined with a reputation of quality living options that support wellbeing, continued to deliver occupancy levels above industry norms.

Our village coordinators are the social fabric of our villages, helping promote communication and community spirit, and are always ready for a cuppa and chat.

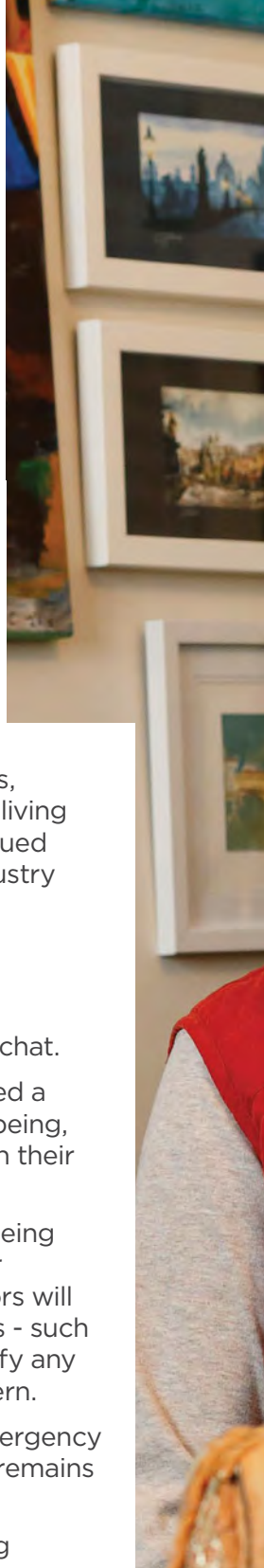
During the year, Mayflower commenced a new initiative to support resident wellbeing, by enabling them to be independent in their homes for longer.

New intelligent, in-home sensors are being tested in our apartments at Mayflower Brighton. These discrete motion sensors will help track regular day-to-day activities - such as getting up and going out - to identify any routine changes that may cause concern.

For example, the sensors can alert emergency services or a family member if a door remains closed for some time.

Looking forward, Mayflower is working toward the development of three new integrated care communities. The new communities will provide the same continuum of care that our Brighton community enjoys, giving residents peace of mind knowing they can age comfortably in one place.

When implemented, the developments will deliver state-of-the-art communities that support older Australians to live their best life as they age.







Pictured:  
Barbara enjoys  
being involved  
with her  
community and  
'giving back'  
by serving as  
Chairperson  
of Mayflowers  
Brighton's  
Retirement  
Village Residents  
Committee.

Mayflower owns and operates two retirement communities located in Victoria.

Mayflower Brighton sits among beautiful, lush gardens in the bayside suburb of Brighton East. This state-of-the-art precinct offers 84 independent living units across three boutique buildings, all with access to stunning outdoor spaces and first-class amenities.

Brighton residents benefit from Mayflower's integrated care model, which offers aged care, home care, and retirement living services on one site. Residents feel safe and secure knowing that they can enjoy a full and independent life in their own home, with home care services readily available, if needed. Residents also enjoy the peace of mind of having priority access to our on-site residential aged care facility, should the need arise.

Mayflower Macleod is a highly community-orientated village, set in lush landscaped open spaces with walking paths through native gardens. This picturesque village offers 44 spacious single-story residences with garden views and a designated community hub. Units experience strong demand, with the village maintaining full occupancy.

People living at Mayflower Macleod work hard to build social connections by supporting each other, running the social calendar, and assisting with village communications. Residents also take pride in maintaining their native garden environment, with many showcasing well-tended private gardens.

Both communities promote independence, wellbeing, and lifestyle.

Mayflower Brighton's wellness program supports independent living by promoting everyday health, fitness, balance, and coordination. The program delivers wellness classes, physiotherapy, audiology, and podiatry services to residents at low cost or no cost.

The wellness program at Mayflower Macleod is expected to recommence in early 2022, when the community hub reopens. The program aims to help enhance residents' health and wellbeing through regular visits from a Mayflower nurse who discusses key wellness topics and provides clinical assessments, including blood pressure monitoring and general health advice.

Regular activities include craft groups, bus outings, movie nights, lunch outings, shopping trips, cards, and other social games, along with vibrant happy hour gatherings when COVID restrictions permit.

# DIVERSITY

## EMBRACING A CULTURE OF BELONGING

When we celebrate our differences, we gain a greater appreciation of humanity and the diversity surrounding us, enabling feelings of respect, kindness and unity.

Our nation is characterised by diversity, abounding with a myriad of customs, beliefs, languages, and shared experiences.

By embracing this diversity, and understanding that each individual is unique, we can better support people to live life as they choose.

Mayflower is committed to fostering individual cultural, religious, and spiritual needs. We do this by understanding the person, their heritage, and their belief systems.

We are curious about their stories - we want to know what makes them who they are today.

We aim to empower each individual to stay connected to what matters most to them. By fostering a shared appreciation of residents' individual experiences, we help build a real sense of family and community.

Ultimately, we want people to feel like they belong.

We celebrate diversity in our community through our spiritual and lifestyle programs, cultural events, menu options, and multicultural staff.

Celebrating cultural events helps our residents to connect to their heritage, reminding them of their homeland and bringing opportunities to share their treasured memories with others.

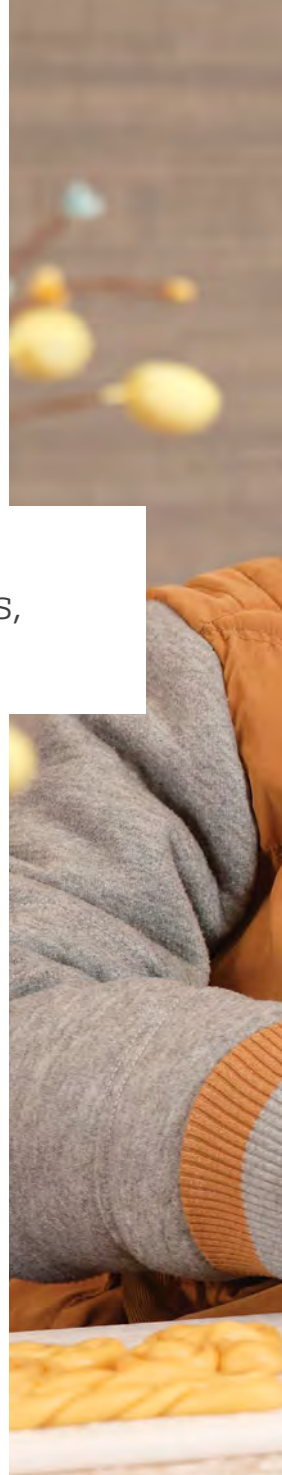
For example, Greek Independence Day is celebrated at Mayflower Reservoir with a morning of Greek singing and dancing, followed by traditional Greek coffee and sweets. Our Italian National Day party features Italian music, biscotti, singing, and even more dancing.

Anzac Day is commemorated at our aged care homes with formal services recognising the service and sacrifice of all Australians who have served our country.

The kind-hearted people of St Leonard's Church support our spiritual care program at Mayflower Brighton. On the second Monday of every month, while restrictions allow, a dozen keen singers join residents in song, sharing their favourite hymns together.

Easter is double the fun at Mayflower Reservoir, with celebrations for the Western and Orthodox Easter. Residents dye hard-boiled eggs and make their very own Koulourakia for Orthodox Easter, while a visit from the Easter Bunny delivering Easter eggs, makes the Western Easter complete.

Other spiritual care is delivered through chapel services with visiting ministers and reminiscing sessions. To enrich spiritual wellbeing, our care homes provide Bible study groups, and, when restrictions are in place, online chapel services from local, and familiar, ministers.







Pictured,  
top to bottom:  
Tony teaches  
Genevieve how to  
make Koulourakia.  
Helen and  
Alexandra  
celebrate Greek  
Independence  
Day. Gino enjoys  
a visit from the  
Easter Bunny.



*Easter is double the fun at  
Mayflower, with celebrations for the  
Western and Orthodox Easter.*





Pictured, top to bottom: Anna and Hitesh enjoy a stroll. Pamela enjoys connecting with home care clients. Oya receives recognition for her service.



*Mayflower is fortunate to have a loyal team. Almost 40% of our employees have been working with us for more than five years.*





# OUR PEOPLE

## CHAMPIONING THE BEST OF CARE

Our people are amazing. They are unsung heroes working tirelessly in the face of adversity - protecting the people entrusted to our care. Every day they dig deep, creating reasons to smile, building friendships, keeping our communities safe, happy and connected.

Our employees have never been more important. They are on the frontline of the pandemic, providing care for the most vulnerable in our community, every day of the year. Their tireless efforts have helped to keep the deadly virus from our homes.

Our team responded to COVID-19 with remarkable determination, carefully following expert advice, taking every precaution to protect our community, and adjusting boldly to continuous change.

They wore PPE (Personal Protective Equipment) through entire shifts, worked extended hours, complied with Single Site Employment requirements, and chose one aged care home - Mayflower - to dedicate their work efforts.

We saw first-class collaboration as employees filled changing shifts, championed infection control measures, attended specialist training, and nurtured each other, all while providing extraordinary care.

We were also proud to see our team respond positively to the COVID-19 vaccine, getting vaccinated promptly to protect those in our care.

During the year, we trained new Infection Prevention and Control Leads at each of our homes. These leaders use their infection control expertise to develop best practice procedures, provide advice, and support team members to ensure people living and working in our communities remain safe.

Moving forward, we are preparing our workforce for future growth. Our team is excited to see both our home care business and our aged care home at Mayflower Reservoir expanding, with several employees taking the opportunity to increase their hours in our growing teams. We are fortunate to have such an experienced and enthusiastic workforce supporting our vision.

Our ability to attract passionate, skilled and loyal individuals is critical to our future success. We will achieve this through an employment offer that recognises the value of our employees and rewards them for their commitment to the people entrusted to our care.

One way we reward our team is through Mayflower Plus, our online benefits platform, which offers access to discounts from popular retailers along with health and wellbeing tools. With online shopping and home workouts occupying much of our down time over the recent months, this platform has proven quite popular.

We are also developing new strategies to foster a mentally healthy workplace. Mentally healthy workplaces are positive environments where leaders and team members actively promote and invest in the mental health and wellbeing of themselves and their colleagues.

This topic is a top priority for our sector and Mayflower is committed to working with our people to support and optimise mental wellbeing.

## BOARD



**ANTHONY MUTTON**

GradDipAgedServsMgmt, FTIA, FGIA, GAICD

Mr Mutton was appointed to the Board of Mayflower in 2003 and was appointed Chair of the Board in October 2020. He is also Chair of the Board for Edith Bendall Lodge Aged Care facility, and managing director of City Fresh Wholesalers Pty Ltd. Mr Mutton has over 25 years' experience in the aged care sector including as a Senior Adviser with Aged Care Victoria (ACV) as well as the Victorian Association of Health and Extended Care (VAHEC) which was formerly the aged care peak body in Victoria. Mr Mutton is currently completing a Graduate Diploma of Applied Corporate Governance and Risk Management with the Governance Institute of Australia.



**DAVID HENSHALL**

BA, LLB

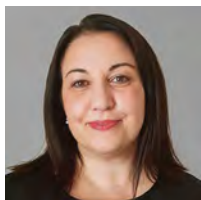
Mr Henshall was appointed to the Board of Mayflower in 2006. He is Chair of the Planning and Development Committee, and a member of the Quality and Clinical Governance Committee. Mr Henshall has over 40 years' experience as a Barrister of the Supreme Court of Victoria, retiring from active practice in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



**VALENTINO MARINELLI**

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 Xavier College, Nazareth Care, Arcare, Catholic Homes, and The Alfred Group of Hospitals. He is currently undertaking short term accounting projects for various organisations.



**ANDREA PETROCCO**

LLB, GRADDIPLEGALPRAC

Ms Petrocco was appointed to the Board of Mayflower in 2020. Ms Petrocco is the Manager of Regulatory Response & Projects with Australia's largest insurer. She is also Victorian President of the Australian Insurance Law Association. Ms Petrocco is a trained mediator and was also admitted to the Supreme Court of Victoria. She has over 20 years of management experience and has worked in various industries including finance, media, insurance and law.



**CHRIS RESIDE**

BBus(Admin), MAICD

Mr Reside was appointed to the Board of Mayflower in 2017. He is the current Deputy Chair of the Board. Mr Reside is a senior executive with more than ten years' board experience in the not for profit sector. He also has significant expertise in governance, compliance and communications, having consulted to associations, local councils and statutory authorities for more than ten years. Mr Reside is currently the CEO of ralac, a community housing and aged care provider based in Melbourne's eastern suburbs and was previously the CEO of Abbeyfield Australia Ltd, a nationally registered community housing provider, and director and president of Wyndham Lodge Community Aged Care Inc.



**JOHN P SCHMOLL**

BCom FCA FAICD

Mr Schmoll was appointed to the Board of Mayflower in 2019. Mr Schmoll is a Chartered Accountant with over 40 years' of corporate and professional experience at senior executive and Board level. Mr Schmoll was Chief Financial Officer of Coles Myer Ltd prior to retiring in 2002. Since then, Mr Schmoll has held various non-executive director roles with leading listed Australian public companies including Breville Group, Patties Foods, Golden Circle and Orotan Group. He has also undertaken a range of executive coaching/mentoring assignments. Mr Schmoll's experience is primarily in the areas of finance, investor relations, information technology and corporate governance.



**STUART MCINTYRE**

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 the former Chairman of Bayside Community Information and Support Service Inc., a major provider of community support in the Bayside area. Mr McIntyre has more than 30 years' experience in marketing, strategic and corporate planning, business analysis and M&A including senior roles with Rio Tinto Australia and Bovis Lend Lease prior to his retirement.

**MARY-JANE STOLP**

BSc, MstHlthServMgt, GradCertLead, CHSE, MAICD

Ms Stolp was appointed to the Board of Mayflower in 2020 and is a member of the Quality and Clinical Governance Committee. Ms Stolp is an executive general manager with more than 25 years' experiences in clinical governance, quality, strategy and risk management. She has a Masters in Health Service Management and is a Fellow of the Australian College for Health Service Management. Ms Stolp is passionate about workforce redesign and innovation to enable delivery of person centred care. Ms Stolp is currently CEO at The Bridge Inc, a disability services provider. She is also completing a Masters of Business Administration with Swinburne University.

## EXECUTIVE TEAM

**ROSA GINEVRA**MHA, GradDipHSM, BAppSc, MAICD  
CHIEF EXECUTIVE OFFICER

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 former 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**BCom, MBA, CA, GAICD  
EXECUTIVE DIRECTOR —  
CORPORATE SERVICES

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 seven 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 Otago and the New Zealand Federation of Voluntary and Social Sector Organisations.

**WENDY DUNN**RN, RM, BN, GradDipHlthAdm, GradDipNg  
(ChildFamNurse)EXECUTIVE DIRECTOR — AGED CARE  
AND SENIORS LIVING

Ms Dunn joined the Mayflower Group in 2018 and is Executive Director — Aged Care and Seniors Living and is responsible for all elements of Mayflower's residential aged care, seniors living and home care operations including strategic development of the business. Ms Dunn is a Registered Nurse and Midwife and has more than 20 years' senior experience managing aged care and hospital facilities for Mercy Health, including five and a half years as Clinical Director Aged and Community Care where she was responsible for 3,000 beds and many thousands of residents and family members. Ms Dunn is a former director of annecto, a not for profit aged care and disability community care network and was also previously on the board of Caroline Chisholm Centre for Health Ethics.

# GOOD FOOD

## THE BENEFITS OF EATING WELL

Food is one of life's great pleasures – important to health and happiness. Enjoying good food together creates the perfect time to socialise and connect. High-quality food is also vital to longevity and wellbeing in aged care.

Eating a well-balanced diet contributes significantly to quality of life. Benefits include reduced risk of chronic disease, faster recovery from illness, clarity of mind, greater protection against infection and a lower risk of falls.

Eating well is also about pleasure, which increases when a meal is shared. Gathering around a dining table allows us to tell our stories and build relationships, increasing social bonding, feelings of contentment, and contributing to our overall wellbeing.

At Mayflower, good food is a pillar of our care. We believe meals must be nutritious, wholesome, and pleasurable, igniting the senses and emotions through flavour, scent, and reminiscence.

Our meals are prepared onsite by qualified chefs, using the freshest ingredients, and served in intimate dining rooms with our catering team's utmost attention.

We believe that dining is a social event, and that our intimate dining areas provide the best atmosphere to bring people together. Friends and family are encouraged to dine too, when COVID-19 restrictions allow.

Our menus are developed by qualified dietitians specialising in aged care - in consultation with our chefs, care team, residents, and those they love.

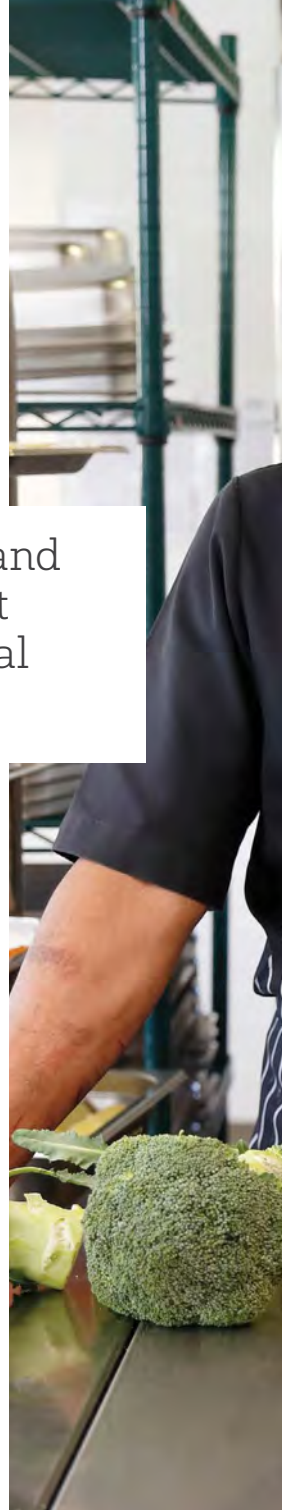
Variety is important. We offer a choice of meals - plated individually with care - mindful of special dietary requirements, as well as cultural and personal preferences.

Food is also central to our celebrations. It plays a big part in connecting our community for birthdays, anniversaries, cultural events, and special occasions.

The sound of the ice-cream cart arriving, the aroma of authentic Greek coffee, and the sensory stimulation of cooking together, brings joy to every day.

Residents at Mayflower Brighton also love being able to visit Café Perla, while the community at Mayflower Reservoir is looking forward to their own café opening in early 2022. We work hard to continuously improve our food promise, including the choices, quality, presentation, and ambience of the dining experience.

By delivering food people love in a nurturing environment, we aim to create a real sense of 'home'.







Pictured top to bottom: Mayflower Reservoir Chef Lyonel and Suguna understand the importance of fresh produce. Raj with Pamela. Lorne at Café Perla.



*Food plays a big part in connecting our community for birthdays, anniversaries, cultural events, and special occasions.*



# OUR SUPPORTERS

## ENRICHING RESIDENTS' LIVES

Thank you to our wonderful supporters and volunteers, you have truly made a difference in residents' lives.

### FINANCIAL SUPPORTERS

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 many ways, such as the purchase of special equipment like our Dutch Trike, lifestyle activities, implementing new programs/services and more.

This year we would like to express our most sincere gratitude for a very generous donation from the Ducas Paul Foundation. They have generously funded a new music therapy program at Mayflower Brighton. This program hopes to tap into residents' musical memories and help them remember what matters most to them – through a social choir group.

We are thankful to the Estate of the Late Nola Alwynne Jennings for another generous donation. Ms Jennings has been a long time supporter of Mayflower and her donation will greatly assist us as we continue our work to enrich the lives of residents.

We would also like to express our appreciation to our other donors who help make a difference in residents' lives, with special thanks to:

- Lady Marigold Southey AC
- Christina Anderson
- Christine McConnell
- Lawrence and Judith Paul
- Patsy Martin
- Josie Woodgate
- Dr Vera Bowen

### SCHOOLS

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

Mayflower is very fortunate to have the ongoing support of many local schools, and our residents are privileged to enjoy student visits when COVID-19 restrictions allow.

### VOLUNTEERS

Mayflower's volunteers are an extraordinary group of people. The time and effort they give to Mayflower touches everybody – residents, families and staff.

During the year, more than 60 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
- Staffing the gift shop at Mayflower 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

The Mayflower Group is extremely privileged and fortunate to have a committed group that actively contributes to the Mayflower community. We thank all our volunteers for your support this past year and look forward to your continued contribution, when our homes are open.



## MAYFLOWER GROUP CONSOLIDATED FINANCIAL STATEMENT

### MAYFLOWER BRIGHTON AND CONTROLLED ENTITY

STATEMENT OF COMPREHENSIVE INCOME	2020/21 \$'000	2019/20 \$'000
<b>REVENUE/INCOME</b>		
Resident Fees and Charges	9,232	8,303
Government Subsidies	11,660	11,399
Other Income	4,211	4,223
Gain /(Loss) on financial assets	781	-447
Gain on valuation of Investment Properties	—	—
	<b>25,884</b>	<b>23,478</b>
<b>EXPENSES</b>		
Employee Benefits Expense	-14,145	-13,056
Maintenance and Utilities	-3,164	-3,175
Depreciation	-3,574	-2,764
Administration Expense	-1,042	-1,116
Catering Expense	-1,957	-1,661
Finance Costs	-2,258	-3,416
Other Costs	-246	-385
	<b>-26,386</b>	<b>-25,573</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>-502</b>	<b>-2,095</b>
Fair value movements of financial assets	—	—
Gain on valuation of land and buildings	—	—
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>	<b>-502</b>	<b>-2,095</b>
STATEMENT OF FINANCIAL POSITION	2020/21 \$'000	2019/20 \$'000
<b>ASSETS</b>		
Cash and Investments	16,303	8,245
Receivables	3,771	8,351
Property, Plant and Equipment ( <i>net of depreciation</i> )	206,893	199,986
	<b>226,967</b>	<b>216,582</b>
<b>LIABILITIES</b>		
Payables	3,117	5,022
Accommodation Bonds and Entry Contributions	100,445	100,703
Employee Entitlements	2,182	1,828
Borrowings from Financial Institutions	26,883	14,187
	<b>132,627</b>	<b>121,740</b>
<b>NET ASSETS</b>	<b>94,340</b>	<b>94,842</b>
<b>EQUITY</b>		
Reserves	41,618	41,618
Retained Earnings	52,224	53,224
	<b>94,340</b>	<b>94,842</b>

Pictured top to bottom: Marian, Judy and Hitesh aboard our powered trike. Graham relaxes in the garden. Alexandra enjoys Mother's Day.



*Thank you to everyone who generously donated funds towards our Dutch Trike.*







# SUPPORT US

## MAKE A DIFFERENCE

As a not-for-profit charitable organisation, Mayflower relies on the generous support of the community.

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 wonderful team.

### **MAKING A DONATION**

All donations made to the Mayflower Group are tax deductible and go directly to helping enrich the lives of our residents including the development of new programs, new art and craft equipment, building refurbishments and upgrades to our dementia wing.

### **LEAVING A GIFT IN YOUR WILL**

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**

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**

We have an extensive volunteer program, so if you have the time, passion and want to give back to the community we will welcome you at Mayflower as soon as COVID-19 restrictions ease. 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**

Mayflower welcomes school visitation when COVID-19 restrictions allow. 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 **[mayflower.org.au](https://www.mayflower.org.au)**



mayflower

*Live Life Your Way*

T: 03 9591 1100  
[info@mayflower.org.au](mailto:info@mayflower.org.au)

**[mayflower.org.au](http://mayflower.org.au)**