

Live Life Your Way



ANNUAL REPORT

2022

Special events are a highlight for Irene, pictured here with Lifestyle team members Aman and Helen. This lively photo captures a moment during their annual AFL Grand Final party, when Irene was about to score a goal in the ball tossing competition.

PROVIDING EXCEPTIONAL CARE FOR OVER 60 YEARS

MAYFLOWER

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.

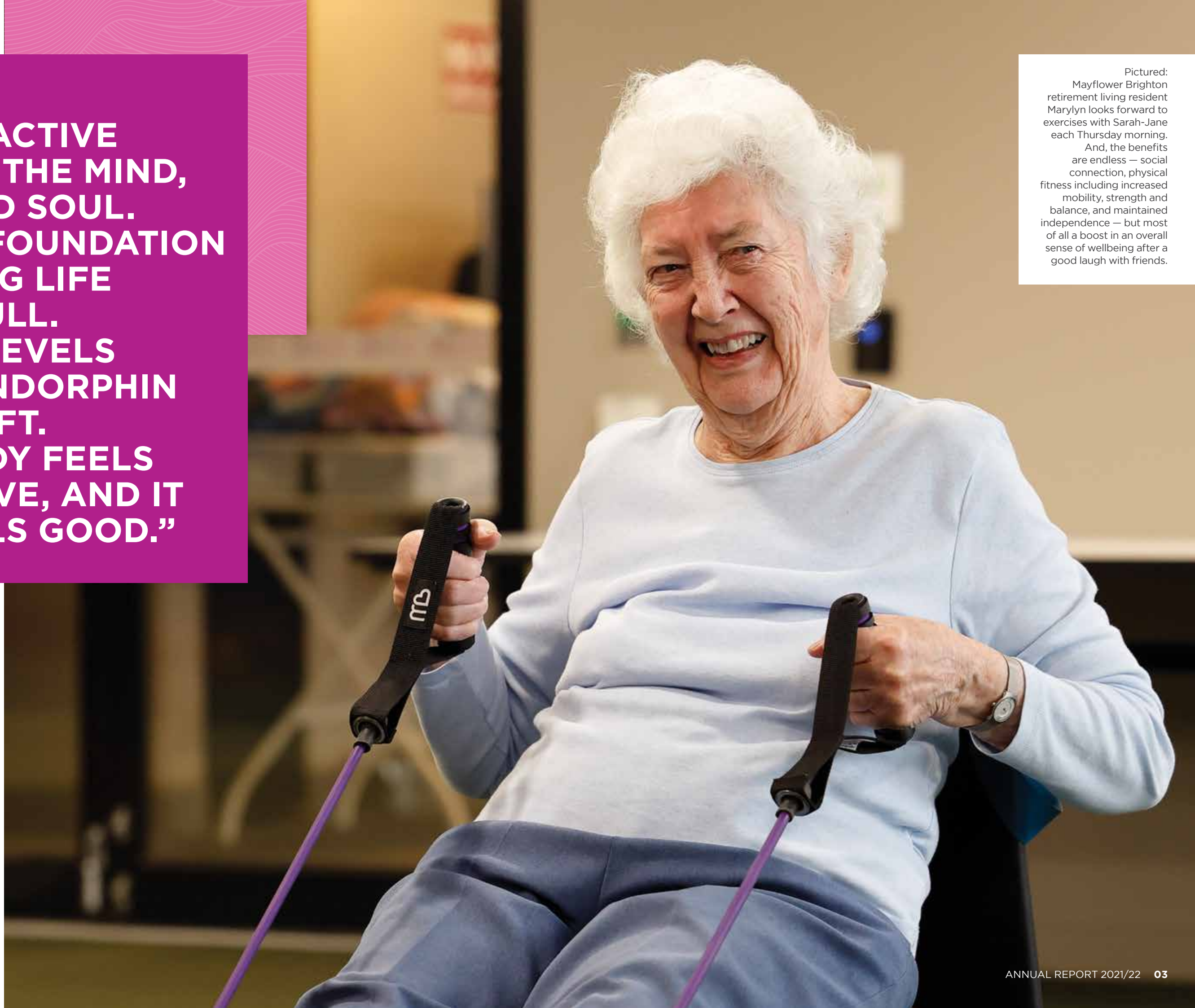
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Pictured on the cover: Angela with Enrolled Nurse, Theresa, affectionately known by residents and our team as ‘Reesi’, enjoying a stroll among our vegetable gardens and olive tree grove at Mayflower Reservoir.

**“KEEPING ACTIVE
BENEFITS THE MIND,
BODY, AND SOUL.
IT IS THE FOUNDATION
FOR LIVING LIFE
TO THE FULL.
OXYGEN LEVELS
SURGE. ENDORPHIN
LEVELS LIFT.
YOUR BODY FEELS
MORE ALIVE, AND IT
JUST FEELS GOOD.”**

Pictured:
Mayflower Brighton
retirement living resident
Marylyn looks forward to
exercises with Sarah-Jane
each Thursday morning.
And, the benefits
are endless — social
connection, physical
fitness including increased
mobility, strength and
balance, and maintained
independence — but most
of all a boost in an overall
sense of wellbeing after a
good laugh with friends.



EMBRACING CHANGE

Compassion, resilience, and an unparalleled commitment to high-quality care delivered positive results for Mayflower, as we prepared for our sector's watershed moment.

It was another tough year. Another year of the COVID-19 pandemic, a sector-wide workforce crisis, and the challenges of adjusting to a new 'normal', all combined with massive regulatory change.

Despite these conditions, Mayflower continued to develop positively, building long-term sustainability into the business by focusing on enhancing and growing our services across the continuum of care.

Our home care business experienced strong demand, doubling in size over the year. Our home care offering is a key pillar of our growth strategy, and an increase in Home Care Packages over the next two years provides an opportunity for Mayflower to further diversify our revenue streams.

We continued to expand our aged care and retirement living services. The new Mayflower Reservoir residence became fully operational. We secured planning permits for two new integrated care communities in Gisborne and Keilor. Redevelopment plans are continuing for Mayflower's site in Macleod, and our existing operations continued to perform well.

We are also looking forward to taking on the operations of Edith Bendall Lodge in late 2022. Edith Bendall Lodge offers a warm and home-like environment in Pascoe Vale with 60 aged care beds and 14 Independent Living Units.

Simultaneously we have been preparing for major regulatory reform. 2022/23 will be a watershed year for the aged care sector and Mayflower is ready for change. Driven by the Royal Commission into Aged Care Quality and Safety, we welcome the delivery of a sustainable aged care system with funding to ensure high-quality care can be provided to all.

Mayflower has been proactive in developing strategies to manage the forthcoming regulatory change to ensure a financially sustainable business that continues to deliver the highest levels of care. These changes include a new aged care funding model, mandated minutes of care, registered nurses on duty 16 hours each day, and star ratings to help people choose and compare providers.

Mayflower already provides round-the-clock registered nursing, with staff ratios above industry benchmarks, and we are optimistic that the changes will result in more Australians receiving quality care. However, we anticipate workforce challenges to continue, and are working hard to ensure Mayflower is an employer of choice — best placed to attract and retain the best people.

Given the changing environment, the Board and the Executive Management Team commenced a comprehensive review of the Strategic Plan to ensure it continues to reflect the organisation's vision, providing a strong and stable future for Mayflower.

We also approved an investment in a significant business transformation program which will commence in FY22/23. The program aims to create a better life for people living in our communities by leveraging technology to reinvent the way we work, enable a deeper understanding of our customers, and create more time for human connection and true person-centred care.

It is our strong reputation for quality care that delivered continuing high occupancy rates during the year, helping to buffer our financial performance. We believe this reputation, as a quality provider who can adapt to change, will be increasingly appreciated, and sought out, by the communities we serve.



DIONE O'DONNELL
ACTING CEO

ANTHONY MUTTON
CHAIRMAN

We thank Mr David Henshall, who retired after 15 years of service on the Board. Mr Henshall helped guide Mayflower to become the organisation it is today, carrying on the legacy of his father, Rev Sydney Henshall, Mayflower's inaugural Board Chairman.

Mr John Schmoll, who joined the Board in 2019, has also retired. Mr Schmoll was a diligent contributor to the Board and we thank him for his commitment.

And during 2021/22 we farewelled CEO, Ms Rosa Ginevra, who led Mayflower since 2012. We thank Ms Ginevra for her long-standing commitment and dedication to Mayflower and wish her well for her future endeavours.

We would like to welcome our new Board members, who commenced after the reporting period — Mr Drago Chikitch, Ms Ursula McGinnes and Mr Tony Tenaglia. These Board members bring a strong breadth of experience to help steer Mayflower through the coming period of change.

We also wish to formally acknowledge and thank our Patron, Lady Southey AC, the Board of Directors, and the Executive Management Team for their ongoing commitment to Mayflower. Thank you also to our many volunteers, donors, and supporters for your ongoing generosity.

Finally, and most importantly, we would like to express our sincere appreciation to our remarkable team. Mayflower would not be the organisation it is today without them.

OUR PATRON'S MESSAGE

The dedication and compassion of the Mayflower team during a period of considerable change is to be commended.

The team has never lost sight of the need to provide high-quality care, and the way they have continued to adapt to the changing environment due to the COVID-19 pandemic, along with considerable regulatory change, has been remarkable.

Despite challenging market conditions, I am pleased the outlook for Mayflower remains extremely positive.

I am delighted to see the completion of the final stage of Mayflower Reservoir, and I look forward to meeting residents living in the redeveloped site, in the coming year.

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 development of the two greenfield sites in Gisborne and Keilor, and the redevelopment of Mayflower Macleod.

I also look forward to Edith Bendall Lodge residents and their families joining the Mayflower family, and I look forward to meeting them soon.

Undoubtedly, the year ahead will continue to be one of complexity as we adjust to new regulatory changes. However, it is also a time for hope as we look to a better aged care system for all Australians.

As always, I feel a profound sense of honour to be the Patron of Mayflower and praise the Mayflower Board, Executive Management Team and staff, and the many volunteers and supporters, who faithfully contribute to the Mayflower Community.



LADY MARIGOLD SOUTHEY AC
PATRON

Pictured:
Neil loves to keep fit,
and doesn't take life too
seriously. Neil enjoys active
lifestyle activities the
most, and lawn bowls on
our green are high on his
list of favourites. Here he
is, receiving some helpful
bowling advice from
Lifestyle Assistant Mary.



FOSTERING SOCIAL CONNECTIONS

**“NOTHING
BRIGHTENS
THE SPIRIT LIKE
SUNSHINE,
FRIENDLY BANTER,
AND GOOD OLD-
FASHIONED
COMPETITION.
AND, ONE OF
THE BEST THINGS
ABOUT LAWN
BOWLS IS THAT
NO MATTER YOUR
ABILITY — YOU
CAN JOIN IN. IT’S
ALSO WONDERFUL
FOR IMPROVING
YOUR MOBILITY,
FLEXIBILITY,
STRENGTH, AND
MENTAL HEALTH.”**

AGED CARE

The Mayflower team continued to deliver high quality care and engaging programs to residents through an ongoing period of challenge and change.

As we reflect on the past year, the tremendous effort, commitment and dedication of our team, and the strength of our community stand out as key to our success.

Through another year of the COVID-19 pandemic, and as the sector undergoes significant reform and endures workforce challenges, our incredible team continued to deliver high-quality care. They have consistently put residents front and centre, often working double shifts, while supporting each other to maintain positive environments in our homes.

Mayflower has done considerable work and planning to ensure our homes can go in and out of lockdown seamlessly, and that our teams are well-prepared to manage COVID-19 cases as they emerge. This has helped reduce the interruption to the daily lives of residents and provided reassurance to family members. Our homes have now, for the most part, returned to 'normal' and we are particularly pleased that loved ones are now able to visit residents safely, even during an outbreak.

Mayflower continues to be a highly desired home for older Victorians. This year, Mayflower Brighton received re-accreditation from the Aged Care Quality and Safety Commission for a further three years, and we are expecting to receive the same re-accreditation for Mayflower Reservoir shortly.

Occupancy levels at Mayflower Brighton are particularly strong — and well above industry standards despite the challenges of COVID-19.

We are pleased Mayflower Reservoir's Stage 1 redevelopment is full, with Stage 2 filling fast, after opening early in 2022.

The aged care industry continues to undergo significant change in response to the recommendations of the Royal Commission into Aged Care Quality and Safety. Mayflower has undertaken extensive work to prepare for these changes.

From October 2022, a new funding model for aged care will commence. Mayflower supports the new funding model, which should enable more equitable care funding that better matches resident needs with the costs of delivering care.

A new aged care rating system will come into effect from December 2022. All residential aged care services will have a star rating against four sub-categories: quality indicators, service compliance ratings, consumer experience, and staff care minutes. This will inform an overall star rating, allowing senior Australians to easily compare service and staffing levels between care homes.

From October 2023, providers will be required to meet a mandatory care time standard of an average 215 minutes per resident per day, including at least 40 minutes with a Registered Nurse. Mayflower is optimistic that this change will enable all Australians to access first-class aged care.

Providing high quality care for residents is core to Mayflower's values. We deliver this through services that encourage wellness, independence, and lifestyle.

Pictured:
Fostering a true sense of community is important to team member Natalie, seen pictured here with Elie, at Edith Bendall Lodge in Pascoe Vale.



Our wellness and reablement program focusses on building capacity by enhancing what a person can do — to support and empower them to feel as purposeful and independent as possible.

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.

Our wellness approach aims to provide a range of social and mental health benefits at well. Our ultimate aim is to keep our community happy, healthy, and engaged — so they can look forward to every day.

During the year Mayflower residents enjoyed an extensive program of lifestyle activities, and the welcome return of our volunteers, including Delta Therapy Dogs. Research shows pets such as dogs have a positive impact on social, emotional, physical, and physiological health, improving quality of life and the overall wellbeing of those involved.

We are also grateful to the Ducas Paul Foundation for a \$20,000 grant to trial a new music therapy program, which commenced at Mayflower Brighton in late 2021 and will commence at Mayflower Reservoir soon.

Mayflower owns and operates two aged care residences in Brighton and Reservoir and will soon be adding Edith Bendall Lodge in Pascoe Vale to our portfolio.

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

Mayflower's newly built Reservoir facility offers first-class care in a modern, warm and homelike environment. Our brand-new two-storey home features dementia-friendly design, four courtyards, a warm and modern décor, with ample space for 110 residents to feel at home.

Edith Bendall Lodge is also a very warm and home-like environment in Pascoe Vale. It has 60 residential care beds and 14 Independent Living Units on 1.5 acres of gardens.

**“MAINTAINING
YOUR MOBILITY
THROUGH EXERCISE
IS ONE OF THE MOST
POTENT ANTI-AGING
ELIXIRS AVAILABLE,
INCREASING YOUR
VITALITY AND
SUPPORTING YOU
TO TRULY THRIVE.”**

Pictured:
Chris spends time with
Osteopath Jaye working
on his balance in our
specially designed gym
and wellness centre, at
Mayflower Reservoir.



HOME CARE

From support at home, to assisted living and retirement living, and onto aged care, Mayflower supports older people to live their best lives through every step of the ageing journey.

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

We are strategically investing in our people and systems to expand our home care service offerings, available through government-funded Home Care Packages and on a private fee-for-service basis. This investment supports our commitment to achieving sustainable growth in both existing and new communities, by offering a continuum of care for more Australians.

Mayflower offers home care services to local communities in the Bayside and Northern suburbs. Mayflower's solid reputation in these locations is driving strong demand for our services, with our home care clientele more than doubling over the past year.

Mayflower now supports more than 110 older Australians to live independently in the homes they love.

Our aim is to always have consistent staff that clients are familiar with — because we understand the deeply personal nature of in-home care and the reassurance this provides.

Sector-wide staff shortages are making this more challenging, so we are investing heavily in our people to support our personalised care approach. This includes increasing our home care team, and supporting our people through improved technology solutions to enhance the way our clients live and engage with us.

During the year, Mayflower's business transformation program was approved for implementation in 2022/23. This program, underpinned by digital technology, will transform how we deliver care — through responsive communication, easier appointment bookings, family engagement, care management, and staff rostering.

By delivering a seamless and easy home care experience to clients, we can reduce the administration for our team so they can do more of what they love — providing high-quality care and meaningful companionship.

THE FUTURE OF HOME CARE

Mayflower's vision is to be the preferred home care provider in each community we serve. Working in partnership with our clients, we provide innovative service options to ensure their ageing experience is one of choice, control, independence, and wellbeing.

By offering services throughout the ageing journey, clients can enjoy proactive support in their home, with the peace of mind knowing that they can transition to Mayflower residential aged care, if and when they choose. Our community value this support, with many of our home care clients choosing a Mayflower aged care home when they find they need a higher level of care.

With Australia's ageing population, an increased availability of Home Care Packages, and a strong desire among older people to be supported to age independently in their own homes, demand for home care will continue to grow. Mayflower's Home Care team stands ready to support this growth — enabling more Australians to continue living their life, their way.

Pictured:
Here is Florence,
with home care
team member
Michelle, laughing
and reminiscing
while looking at
family photos on
a tablet device.

SUPPORT THAT COMES TO YOU

Mayflower has current Home Care offices in Brighton and Pascoe Vale, with planning underway for future offices in the Northern and Bayside/Peninsula regions.

Mayflower's home care services include:

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 can assist with all your personal 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.

“PRACTICING SELF-CARE IS NOURISHING YOURSELF ON EVERY LEVEL. BY FOCUSING ON YOUR WELLBEING — THROUGH CREATIVITY, GOOD FOOD, DEEPER RELATIONSHIPS, EXERCISING YOUR BRAIN AND BODY, AND GETTING PLENTY OF REST — YOU CAN ENJOY A SENSE OF EMPOWERMENT AND ACCOMPLISHMENT LIKE NOTHING ELSE.”

Pictured:
Pat casts on as she knits
a colourful baby blanket.
Pat feels spending her
quiet time making things
for others is the one
of the most rewarding
past-times of all.



RETIREMENT LIVING

Vibrant communities burst into life, with residents delighting in the opportunity to return to their active, social lifestyles, as the COVID-19 pandemic eased.

The precautions Mayflower put in place at the start of the pandemic held our retirement communities in good stead, with retirement living residents continuing to show resilience, determination, and support for each other through the various lockdowns.

As restrictions eased, Mayflower residents were quick to get out and about. It was wonderful to see our retirement communities sprint back to life, and return to the vibrant and active places our residents cherish.

Residents were delighted to enjoy the annual Christmas celebration once again — with a delicious sit-down luncheon. The social calendar is also back in full swing, with craft groups, bus outings, movie nights, coffee groups, shopping trips and Bridge and Mahjong clubs as some of the highlights.

Monthly 'Happy Hour' is back, with entertainment organised by retirement village residents including Athol Guys and Friends (from The Seekers), Pippa Wilson and Swinging Cats Pyjamas.

Volunteering is back too, with several retirement living resident volunteering at our aged care homes. One popular example is volunteering in our Gift Shop, where they are able to connect with others in a meaningful way, and to generously give back to their community.

Many residents also returned to group exercise classes, which help them stay healthy, keep moving, and enhance balance and stability while having a great time.

The physiotherapy wellness program, which features Tai Chi, yoga, meditation, stretching and deep breathing, is also attracting a good following with some wonderful results.

Mayflower's wellness program aims to support independent living by promoting everyday health, balance, mobility and coordination, by delivering services at low cost or no cost to residents.

During the year, Mayflower completed a trial of a new initiative to support resident wellbeing by enabling them to be independent in their homes for longer. New discrete, intelligent, in-home sensors were tested in apartments at Mayflower Brighton.

The in-home sensors help track regular day-to-day activities — such as getting up and going out — to identify any routine changes that may be a cause for concern. For example, the motion sensors can alert emergency services or a family member if a door remains closed for some time.

The sensor system, customised to meet the unique needs of Mayflower residents, was warmly received by trial participants, who enjoyed the sense of security and comfort in knowing that if something goes wrong, someone will be alerted in real-time and respond.

Mayflower is now offering in-home sensors to all retirement living residents and home care clients, and there are plans for them to be pre-installed in all new Mayflower retirement village units.

Pictured:
Retirement living resident Eva, has been a volunteer for more than 60 years. Eva was glad when an opportunity to volunteer in our Gift Shop came up — and she hasn't looked back.



Mayflower owns and operates two retirement communities in Victoria — Brighton and Macleod.

Mayflower's retirement communities offer a range of accommodation options set amongst beautiful landscaped gardens, with access to vibrant communal spaces.

Our village coordinators are friendly and approachable, helping to promote communication and community spirit, and are always ready for a cuppa and a chat.

Our residents love that we offer a variety of lifestyle options so they can make the most of their retirement and choose how they want to live — whether it's relaxing in the privacy of their own home, or actively engaging in our community.

Mayflower Brighton is a state-of-the-art precinct in the bayside suburb of Brighton East, with 84 independent living units across three boutique buildings, set among beautiful, lush gardens.

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 they can enjoy full and independent lives in their own homes, with home care services readily available, and a registered nurse onsite 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 has applied for a Planning Permit to redevelop the Mayflower Macleod site. The proposed redevelopment will feature three categories of care that meets the local community's needs, across the continuum of care.

Looking forward, Mayflower has planning approval in place for another two integrated communities located in Keilor and Gisborne. 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 supporting older Australians to live their best lives as they age.

CONNECTING THROUGH STORYTELLING

“EVERY PERSON HAS A STORY TO TELL. AND, THERE IS NO BETTER WAY TO RECOGNISE A PERSON’S LIFE THAN BY ASKING THEM ABOUT IT. THEN LISTENING. INTENTLY. WITH YOUR WHOLE BEING.”

Pictured:
Lindsay is currently working on his own memoir, titled 'Been There, Done That'. His dining table is sprawled with priceless mementos in the form of photographs, papers and journals.



Pictured:
Rosemarie and Rock share
a special bond, and enjoy
spending time together
in the gardens. Rock is a
founding Board member
of Edith Bendall Lodge,
and a wonderful advocate
for other residents.



FINDING JOY IN THE EVERYDAY

**“HUMAN
CONNECTION
IS ESSENTIAL
TO WELLBEING.
WHETHER IT’S
A LEISURELY
STROLL HAND-
IN-HAND,
A CULTURAL
CELEBRATION
OR PLANTING
VEGETABLES
IN THE GARDEN,
BEING WITH
PEOPLE WHO
SHARE YOUR
INTERESTS
FEELS GOOD.”**

OUR PEOPLE

Our people are the heart and soul of Mayflower. They work tirelessly together to support residents in our retirement communities, in home care and in our aged care homes, keeping everyone — and each other — feeling safe, happy and connected.

With over 330 team members across four key locations, Mayflower seeks to be an employer of choice. We recognise the value of our employees and their contribution. Their levels of engagement and sense of wellbeing have a powerful impact on the quality of care we provide.

If you ask our employees what they like most about working at Mayflower, they almost always tell you it's the people. We know our team members are under increased pressure, and we thank them for supporting each other through the third year of the pandemic and continual change.

Like many sectors, we face significant workforce challenges, and our key focus is to support our team by increasing staff numbers to sustainable levels.

We continue to work through strategies to build our workforce through relationships with registered training organisations (RTOs), rewarding staff referrals, and building our employee brand to attract new staff to join our team.

We are engaging with reputable education providers to coordinate student placements, with a view to converting suitable students to employees upon graduation.

Mayflower has also delivered a new senior and middle management coaching program to enhance our managers' confidence and skills in supporting residents, clients, family members and staff.

During the year, we conducted our Employee Engagement Survey — an organisation-wide opportunity to hear from, and learn from, our workforce. We will use this feedback to build our status as an employer of choice, for the benefit of our community and all those who work with us.


We are fortunate to have such a highly committed team, who put residents at the centre of everything they do. More than one third of our staff have worked with us for five years or more, and 13% for over ten years. We recognise staff who reach a special milestone each year, with an awards ceremony and celebratory morning tea.

We also continue to share in special events such as Harmony Day, R U OK? Day and Aged Care Employee Day. Teams are rewarded through pizza nights, team dinners, afternoon teas and other special events to help promote good teamwork and strong working relationships.

Mayflower offers all staff access to the Employee Assistance Program (EAP) and is looking to add other specialised counselling services that can cater to the diverse range of issues Mayflower staff are confronted with. Mayflower will implement more wellbeing programs to support our team in the coming year.

Moving forward, our focus remains on building and maintaining a knowledgeable and engaged workforce, and we thank every member of the Mayflower team for their ongoing commitment to our success.

Pictured:
Registered Nurse and
Team Leader, Kristina has
been providing thoughtful
care at Mayflower Brighton
since 2015.



**“MAYFLOWER
IS FORTUNATE
TO HAVE A
LOYAL TEAM.
MORE THAN
ONE THIRD OF
OUR EMPLOYEES
HAVE BEEN
WORKING
WITH US
FOR OVER
FIVE YEARS.”**

Pictured:
100 years young, Muriel,
of Edith Bendall Lodge,
with care team member
Lillian share a laugh
together, as they make
decorations for the AFL
grand final celebration.



SHARING HAPPINESS IN THE MOMENT

**“THE KEY TO
A HAPPY LIFE
IS AN ACTIVE
AND ENGAGING
LIFESTYLE.
EACH TIME WE
LAUGH, SMILE
AND CONNECT
JOYFULLY,
WE CREATE
POSITIVE
NEW NEURAL
PATHWAYS IN
THE BRAIN,
ENHANCING
OUR PHYSICAL,
MENTAL AND
EMOTIONAL
VITALITY.”**

BOARD



ANTHONY MUTTON
CHAIRMAN

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, following two years as Deputy Chair. Mr Mutton has over 30 years of experience in the aged care sector. He held senior roles with Aged Care Victoria (ACV) and the Victorian Association of Health and Extended Care (VAHEC) which was formerly the aged care peak body in Victoria, and was previously Chair of Edith Bendall Lodge. Mr Mutton is currently managing director of City Fresh Wholesalers Pty Ltd. In 2021, Anthony completed a Governing for Not-For-Profit Excellence program with Harvard University.



CHRIS RESIDE
DEPUTY CHAIRMAN

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.



DRAGO CHIKITCH
BOARD MEMBER

BURB®PLAN(HONS)

Mr Chikitch was appointed to the Board of Mayflower in August 2022 and is a member of the Planning and Development Committee. Mr Chikitch has more than 25 years' experience in senior executive positions in not-for-profit organisations operating in Australia and oversees, across the aged care, seniors living, social housing, in-home care and tertiary education sectors. Mr Chikitch brings strong expertise in service planning, project design, development, construction, and asset management, and is currently managing several major social housing developments for St Vincent de Paul Society Victoria.



VALENTINO MARINELLI
BOARD MEMBER

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 undertaking short term accounting projects for various organisations.



URSULA MCGINNES
BOARD MEMBER

BA

Ms McGinnes was appointed to the Board of Mayflower in October 2022 and is a member of the Clinical Governance Committee. Ms McGinnes is currently a senior executive with Alfred Health and has 30 years' experience in strategy, policy and public affairs. Ms McGinnes has worked as an executive and consultant for public and private organisations including V/Line, WMC, Alumina Limited, Port of Melbourne Corporation, Australia Post and ANZ. She has also lectured in the University of Melbourne's Master of Global Media Communication program and was a director on Mentone Girls Grammar's Fundraising Board.



STUART MCINTYRE OAM
BOARD MEMBER

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.



ANDREA PETROCCO
BOARD MEMBER

LLB, GradDipLegalPrac

Ms Petrocco was appointed to the Board of Mayflower in 2020. Ms Petrocco is the Manager of Regulatory Response and 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.



MARY-JANE STOLP
BOARD MEMBER

BSc, MstHlthServMgt, GradCertLead, CHSE, GAICD

Ms Stolp was appointed to the Board of Mayflower in 2020 and is the Chair of the Quality and Clinical Governance Committee. Ms Stolp is a CEO with more than 28 years' experience 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.



TONY TENAGLIA
BOARD MEMBER

PGDipBus, BA (Legal), MBA, GAICD, ANZIF (Fellow), FGIA

Mr Tenaglia was appointed to the Board of Mayflower in August 2022 and is a member of the Finance, Audit and Risk Committee. Mr Tenaglia is a highly skilled professional with over 30 years' experience in leadership, strategic management, risk management, project management, fraud investigation, and human resources — within the public, private and tertiary education sectors. Tony currently works for IAG Australia in their Compliance and Regulatory Engagement (CARE) Team. His role focuses on the ongoing development of IAG's CARE strategic directions and future business plans. Tony was previously the Chief Executive of the Australian and New Zealand Intensive Care Society.

EXECUTIVE TEAM



DIONE O'DONNELL
ACTING
CHIEF EXECUTIVE
OFFICER

BCom, MBA, CA, GAICD

Mr O'Donnell joined Mayflower in 2013 as Executive Director — Corporate Services, with career experience in executive management roles within the banking, health, community and not for profit sectors.



WENDY DUNN
EXECUTIVE DIRECTOR,
AGED CARE &
SENIORS LIVING

RN, RM, BN, GradDipHlthAdm, GradDipNg (ChildFamNurse)

Ms Dunn joined Mayflower in 2018 and is a Registered Nurse with more than 20 years' senior experience managing aged care and hospital facilities.



REBECCA PHILLIPS
EXECUTIVE
DIRECTOR, QUALITY,
RISK & COMPLIANCE

RN, BN, B(Dementia)

Ms Phillips joined Mayflower in 2022 with extensive experience in aged care and is responsible for managing quality, risk and compliance across the business.



KATE STOBART
PEOPLE & CULTURE
MANAGER

MMgt, GradDipHRM

Ms Stobart joined Mayflower in 2022 and is an experienced human resource professional with more than 15 years' experience in enhancing organisational performance through people.



KIM BOEKHORST
STRATEGY, MARKETING
& COMMUNICATIONS
MANAGER

GradDip(Marketing), AdvCert(Mgt)

Ms Boekhorst joined Mayflower in 2016 and is a senior strategist with more than 20 years' experience across the aged care, healthcare, finance and property sectors.

EXECUTIVE DIRECTOR — CORPORATE SERVICES
VACANT AT 30 JUNE 2022

NURTURING FAMILY BONDS

“DYNAMIC FAMILY CONNECTIONS HELP BUILD STRONGER, HAPPIER COMMUNITIES. BY WORKING IN PARTNERSHIP TOGETHER, WE CREATE A SUPPORTIVE ENVIRONMENT OF KINDNESS, PATIENCE, HUMOUR, AND COMFORT.”

Pictured:
There is something really special about making beautiful flower arrangements, with real flowers that can be enjoyed by all in the home. Here are Concettina with daughter Marissa taking part in this fragrant past-time.



OUR SUPPORTERS

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, philanthropic trusts and foundations.

This year we would like to express our most sincere gratitude to the Ducas Paul Foundation, for their generous funding of our Music Therapy program. The program promotes wellbeing by increasing opportunities for positive emotions and deeper social connections — through choir groups at Mayflower Reservoir and Mayflower Brighton. So far, the program has resulted in improvements in mood, increased alertness, recalling of memories and more meaningful and active engagement with family members and others in the Mayflower Community.

We thank Christina Anderson, who donated funds and creative inspiration to create a new garden space at Mayflower Brighton. The garden features Australian native flora, providing a peaceful place to sit comfortably, while spending time in reflection and meditation.

We would also like to express our gratitude to Christine McConnell, who has been a generous supporter of Mayflower for many years. This year, Christine's donation funded a new program to promote mindfulness in music appreciation and discussion. The program involves interactive presentations on some of the greatest composers in history and gentle harp sessions played to residents across the home.

We would also like to express our appreciation to our other donors who help make a difference in residents' lives, with special thanks to: Julie Monton, in memory of the late Marie Hocking; Alexander Johnson; Adam Willis; and, Lionella Puzsar.

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 the company of students in our homes.

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 50 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

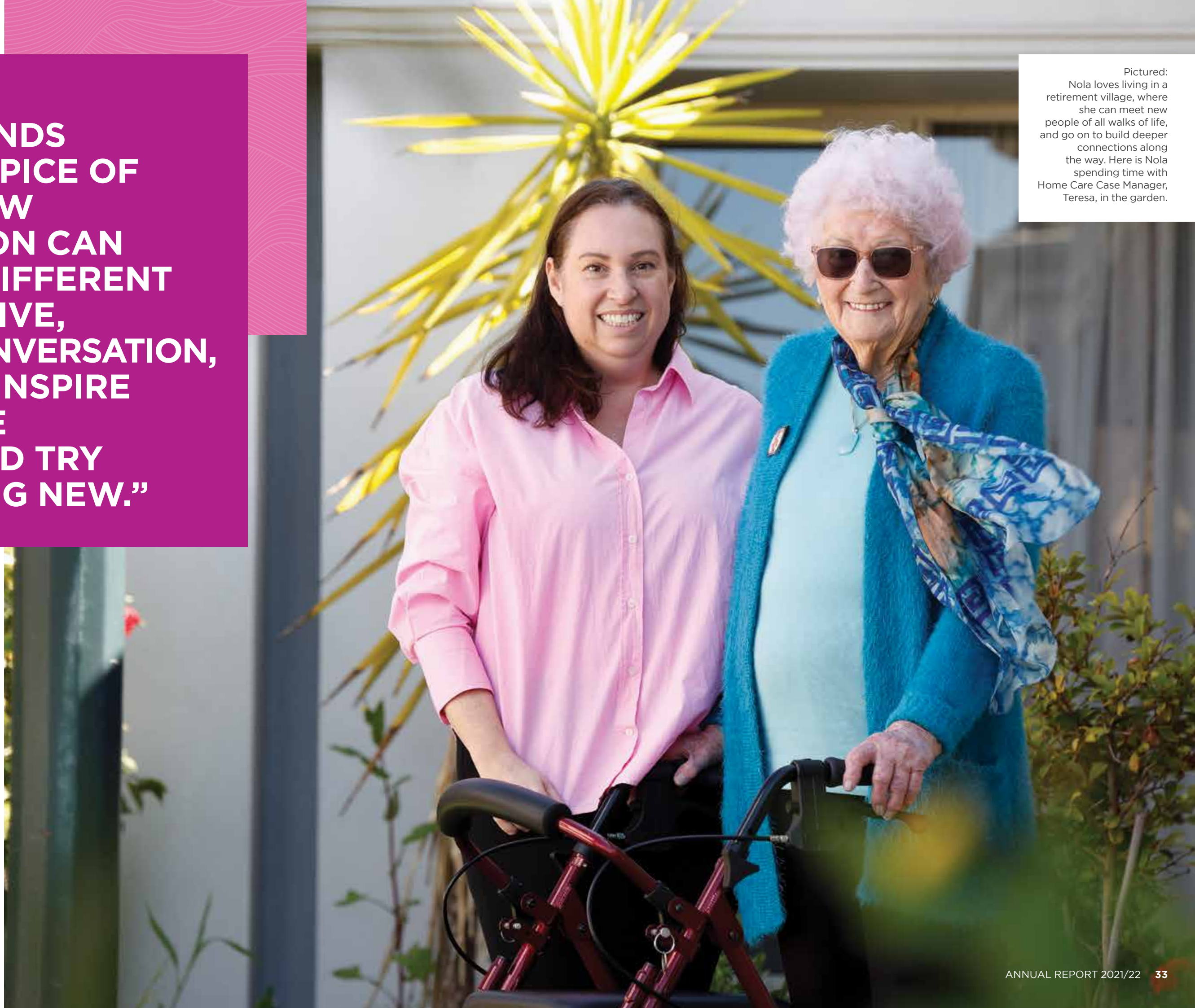
STATEMENT OF COMPREHENSIVE INCOME	2021/22 \$'000	2020/21 \$'000
REVENUE/INCOME		
Resident Fees and Charges	11,325	9,232
Government Subsidies	13,204	11,660
Other Income	3,362	4,243
Gain /(Loss) on financial assets	(314)	781
Gain on valuation of Investment Properties	4,632	—
	32,209	25,916
EXPENSES		
Employee Benefits Expense	16,356	13,829
Maintenance and Utilities	2,273	2,039
Depreciation	3,921	3,574
Administration Expense	1,729	1,358
Catering Expense	2,116	1,957
Finance Costs	2,318	2,258
Other Costs	2,229	1,404
	30,942	26,419
TOTAL SURPLUS/(DEFICIT) FOR THE YEAR	1,267	(503)
Gain on valuation of land and buildings	3,265	—
TOTAL COMPREHENSIVE SURPLUS/(DEFICIT) FOR THE YEAR	4,532	(503)

STATEMENT OF FINANCIAL POSITION	2020/21 \$'000	2020/21 \$'000
ASSETS		
Cash and Investments	18,872	16,303
Receivables	6,374	3,771
Property, Plant and Equipment (net of depreciation)	220,305	206,893
	245,551	226,967
LIABILITIES		
Payables	2,873	2,888
Accommodation Bonds and Entry Contributions	111,674	100,445
Employee Entitlements	2,447	2,412
Borrowings from Financial Institutions	29,685	26,883
	146,679	132,628
NET ASSETS	98,872	94,339
EQUITY		
Reserves	44,883	41,617
Retained Earnings	53,989	52,722
TOTAL EQUITY	98,872	94,339

THE POWER OF FRIENDSHIP

**“NEW FRIENDS
ARE THE SPICE OF
LIFE. A NEW
COMPANION CAN
BRING A DIFFERENT
PERSPECTIVE,
FRESH CONVERSATION,
AND CAN INSPIRE
YOU TO BE
BRAVE AND TRY
SOMETHING NEW.”**

Pictured:
Nola loves living in a
retirement village, where
she can meet new
people of all walks of life,
and go on to build deeper
connections along
the way. Here is Nola
spending time with
Home Care Case Manager,
Teresa, in the garden.



MAKE A DIFFERENCE

SUPPORT US

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**

Pictured:
Rosa, supported by
Lifestyle team member
Aman, finds joy and
pride in home-making at
Mayflower Reservoir.



Pictured:
In memory of Pat.
Pat is pictured here
with her husband Jack,
during their daily
walk in the garden,
at Mayflower Brighton.

LOVING WITH ALL YOUR HEART

**“FINDING SOMEONE
SPECIAL TO LOVE
YOUR WHOLE LIFE,
AND TO LOVE
WITH YOUR WHOLE
BEING, AND TO
HAVE THEM LOVE
YOU JUST AS MUCH
— IS THE GREATEST
TREASURE OF ALL.”**



mayflower

Live Life Your Way

1300 522 273

info@mayflower.org.au



mayflower.org.au