



*Live Life Your Way*

# ANNUAL REPORT 2023







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# 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.

Pictured on the cover: Resident Marian and Home Care team member Christine.

Pictured left: Lifestyle Assistant Mary with resident Robin.



# CHAIRMAN AND CHIEF EXECUTIVE REPORT

Welcome to the Mayflower 2023 Annual Report.

Welcome to the Mayflower 2023 Annual Report. It has been a busy twelve months since our last report, and the Mayflower team have continued to excel in their service provision and community-building capacities. Mayflower now services more than 500 people, and we are proud of our ability to provide the best possible care and lifestyle services. Our working ethos continues to ensure choice and quality of life for all Mayflower residents and clients.

Throughout this annual report, we have taken care to showcase Mayflower's successes and challenges. We have achieved a great deal over the last financial year, and we have much to celebrate. We also take this opportunity to consider our future challenges, especially those that may arise from upcoming changes within Australia's aged care sector.

## STAYING SAFE WITH 'COVID NORMAL'

An ongoing challenge of the 2022/2023 year has involved balancing the community living in a 'COVID normal' society with our responsibilities as an aged care provider. Keeping our residents, clients and staff as safe as possible is our top priority, and we continue to take all necessary precautions. We especially applaud our frontline staff, who remain diligent in managing their work whilst adhering to strict infection control protocols at Mayflower.

## STRATEGIC PLAN

As an organisation, we continue to work towards the objectives set out in our Strategic Plan. As we progress into the 2024 financial year, we are dedicated to upholding our customer promise of 'thriving through continuity, comprehensiveness, choice and care'. Our three-part integrated service model of retirement living, home care, and aged care has continued to grow throughout the year. We have taken significant steps towards formalising our models of care, improving, and digitalising a range of administrative activities, and building our growth opportunities throughout Melbourne's northern and south-eastern suburbs.

## GROWTH OPPORTUNITIES

As part of our growth strategy, we are actively exploring the development of our greenfield sites at Gisborne, Keilor, and Macleod. We understand that demand is predicted to exceed supply in aged care services throughout Greater Melbourne, and we are particularly focused on development and acquisition opportunities in these hubs and corridors.

## RESERVOIR RESIDENTIAL AGED CARE

The 2023 financial year has brought with it the expansion of the Reservoir aged care home, which has more than doubled from its original 38 bed capacity into a 110-bed home. The expansion of this service was strategically managed, with each wing opening sequentially and all necessary planning around staffing and recruitment being carefully executed. We are proud to report that the Reservoir home has come to life and is now filled with activities, light, laughter, and a caring team of dedicated Mayflower staff.

## MAYFLOWER EDITH BENDALL

In 2023, we formally welcomed Edith Bendall Lodge to our Mayflower family. Located in Pascoe Vale, Edith Bendall was a not-for-profit, community-based aged care provider. The name has now officially changed from Edith Bendall Lodge to Mayflower Edith Bendall. We know that residents and families love the warm, home-like environment of Mayflower Edith Bendall, and we are pleased to be able to continue this.

We feel honoured to have been chosen as the preferred organisation to take over this wonderful home. The transition has been extremely positive, and we thank the Edith Bendall team for their great work in ensuring that residents felt safe and cared for while the transition took place. Its success is largely attributable to the hard work of our collective teams and the clear alignment of care cultures between Mayflower and Edith Bendall.

## IMPROVED EFFICIENCIES

Our strategic priorities for 2023 have also included a series of business process improvements, leading to increased efficiencies across the organisation. We understand that to thrive, our business must be systematised and efficient, and we have undertaken significant work to enhance performance in this area. Key work has commenced around digitalising and systematising critical business processes and automating non-core administrative work to free up our staff to focus more on our residents. The digitalising process is expected to continue through FY24 and FY25.

## ACCREDITATION AND MONITORING

The purpose of the Aged Care Quality and Safety Commission (ACQSC) is to ensure the safety, health, wellbeing, and quality of life of people receiving aged care.

This is achieved through a range of regulatory activities to monitor ongoing compliance with relevant standards, laws, and codes with a recent focus on infection control protocols and food, nutrition and dining processes. We are delighted to report that we have achieved full accreditation with the Aged Care Quality and Safety Commission (ACQSC) and that the monitoring visits that have occurred to date have provided positive feedback reinforcing the care and services Mayflower provides. We thank the dedicated Mayflower staff who have worked so hard to maintain our excellent standards throughout the year.

## A SOLID STAFF BASE

The Australian aged care sector faces a significant shortage of staff. As an organisation, we are committed to helping our team flourish. We actively support our workers to feel empowered and engaged and to enjoy their work. Our workforce has grown substantially over the past year, and we have taken great care to maintain the quality of our existing staff base and provide a welcoming environment for new team members. We are committed to fostering the wonderful diversity within our staff and nurturing a culture that encourages mutual respect, in which team members experience a sense of security, appreciation, and support.

## LOOKING FORWARD

As we move into 2024, we do so with great optimism and determination. The safety and quality of life of our residents, clients and staff will continue to be a top priority for us as an organisation. We are proud of everyone's wonderful efforts that have gone into making Mayflower such a rewarding place to live and work. Our community is safe, caring and engaged, and we commend everyone who has contributed to making Mayflower what it is today.

**A WORD FROM OUR CEO —  
MR STUART RODNEY**

As the new CEO of Mayflower, I want to acknowledge the warm welcome that I have received from the Board, the Executive Team, and our many staff and residents. I was drawn to Mayflower because of its core values. Mayflower is an organisation with a genuinely compassionate ethos. It is a pleasure to walk around our facilities and be greeted with kindness, enthusiasm, and a wonderful sense of community. As an organisation, we truly provide the best possible care to our residents. We also do everything within our power to ensure a great quality of life and freedom of choice for those within our care. Finally, I thank our Chair, Mr Anthony Mutton, the Board, and the Management team for supporting our residents, clients and staff. As you will see in this report, Mayflower is a vibrant community filled with life, laughter, and diversity. I am proud to play a role in steering the future direction of this organisation.



**STUART RODNEY**  
CEO

**A WORD FROM OUR CHAIR —  
MR ANTHONY MUTTON**

In addition to welcoming our new CEO, Mr Stuart Rodney, I would like to thank the members of our Board and the Management team, who have all demonstrated outstanding resilience, good humour and general positivity and commitment towards residents and clients. Our careful strategic planning and outstanding commitment to ensuring that choice and care are central to our service delivery is to be commended. On behalf of Mr Stuart Rodney and myself, I would also like to thank our Patron, Lady Marigold Southey AC, for her continued service towards Mayflower.



**ANTHONY MUTTON**  
CHAIRMAN

**PATRON'S MESSAGE**

The 2022/2023 financial year has been rewarding for Mayflower, and I commend the passion and dedication of the entire Mayflower team. As we continue to navigate a changing market and a new regulatory environment, Mayflower's Executive Management Team, staff, and volunteers have sustained their high-quality care and exceptional service to our residents and clients.

As the Patron of Mayflower, I am proud of the achievements that have been made over the last twelve months. I am delighted to see the completion of Mayflower Reservoir, and I have been watching with interest as the home comes to life as a strong community. I am also thrilled with the successful incorporation of Edith Bendall Lodge into our Mayflower family. Mayflower is an extraordinary organisation, and I know the residents of Edith Bendall have been warmly welcomed into our community.

The work that has been completed post-COVID lockdowns has been remarkable. I commend the organisation-wide commitment to finding the balance between protecting our residents and clients whilst ensuring their freedom of choice. I also welcome the return of the many community gatherings and activities that bring joy to all involved.

The year ahead will bring new challenges and opportunities. I see this as a time for optimism as we work towards an improved aged-care system for all Australians. As always, I feel honoured to be the Patron of Mayflower. I commend the Mayflower Board, Executive Management Team, staff, and the many volunteers and supporters who contribute to Mayflower's thriving community.



**LADY MARIGOLD  
SOUTHEY AC**  
PATRON



**WHERE WE OPERATE**



Pictured above: Resident Judy.

**MAYFLOWER AT A GLANCE**



**RESIDENTS  
IN RESIDENTIAL  
AGED CARE**

**RESIDENTS  
IN RETIREMENT  
LIVING**



Number of Residential Aged Care (RAC) homes: 3

**12,000+**

**HOURS OF HOME CARE PROVIDED  
FY 2022/23**

**41** **MAYFLOWER  
VOLUNTEERS**

**450** **MAYFLOWER  
STAFF**

**900+**

**MEALS SERVED EVERY DAY**

AS AT JUNE 30, 2023



# INDEPENDENT LIVING UNITS

Mayflower is home to a vibrant community of residents who live enriched and meaningful lives.

Mayflower's Independent Living Units are a popular option for individuals and couples who value the freedom of living in their own unit while benefiting from a retirement community's safety and security. Mayflower's Independent Living service continued to thrive throughout the 2022/2023 financial year. We are thrilled with the vibrant energy that surrounds Independent Living, as well as the atmosphere of creativity and care that exists within our community.

## WELCOMING NEW RESIDENTS

We welcomed several new residents to Mayflower over the last year. We always take the time to get to know our residents, and it has been such a pleasure meeting our newest community members and their loved ones. Like all independent living residents, our new members will enjoy the freedom of having their own oasis within the safety of our wonderful community. Our retirement communities are set amongst beautiful, landscaped gardens and provide access to vibrant community activities and resources. Our residents feel safe knowing they can enjoy full independence while maintaining access to recreational facilities as well as home care services. Many of our residents also appreciate knowing that their homes will be safe if they choose to go on holiday.

## RE-OPENING OF GUEST SUITE

Our guest suite is back up and running after COVID, and residents are welcome to book the suite if they have guests coming to stay. The guest suite allows us to support our residents' wishes to accommodate loved ones within our grounds on a short-term basis. Services such as the guest suite clearly convey to our residents that their loved ones, quality of life and independence are important to us. We know that many residents have family members who visit from other parts of Australia and abroad. Rather than staying in a hotel, families can choose to pay for this short-term service so that they can be close by and spend quality time with their loved one.

## SOCIAL ACTIVITIES

As we all adjust to life in a COVID-normal society, we are pleased to have resumed a range of activities. Our residents have once again enjoyed activities such as our monthly 'happy hour' with entertainment arranged by village residents, as well as bus outings, shopping trips, coffee groups, movie nights, and card clubs. Our annual Christmas celebration was also a great success, with a wonderful sit-down luncheon and plenty of socialising. Many of our residents have enjoyed our group exercise classes and the physiotherapy wellness program.



## REFURBISHMENTS

The last year has also seen us complete a range of refurbishments. This has included updating and painting the coffee shop, creating a private dining room, and relocating the billiard table to a more user-friendly location. Significant work has also been undertaken to enhance our gardens, which have flourished this Spring.

## MAYFLOWER HOME CARE ONSITE

Mayflower Independent Living residents are now able to access the Mayflower Home Care service. The service provides support for individuals who feel that they could benefit from having a little assistance with day-to-day activities such as shopping, showering, cleaning, or getting to medical appointments.

## CELEBRATING OUR PEOPLE

All residents, volunteers and staff make such a wonderful contribution to our community that it seems impossible to record everyone's achievements. We warmly thank everyone who has been involved in the following activities:

- Welcoming new and potential residents
- Collecting or taking another resident to appointments / hospital
- Residents' Committee Contribution
- Helping with deliveries
- Checking and reporting on residents
- Dishwashing / cleanup after functions
- Volunteering in the Mayflower shop
- Assisting in the library
- Organising monthly entertainment
- Attending the vegetable garden
- Volunteering in Mayflower Residential Aged Care.

Pictured right: Independent Living resident and Chairperson of the Residents' Committee, Stan.



# IVOR



## MEET IVOR

Ivor Roberts lives in an Independent Living Unit at Mayflower in Brighton. Originally from the United Kingdom, Ivor has enjoyed a successful career and family life and is accomplished in a range of areas.

From a military-trained soldier, bodyguard to Major General Brodie, parachutist, and Commander in an anti-terrorist team, to top business executive, university principal lecturer, author, poet, award-winning competition golfer, singer, pilot, avid cruiser, and qualified Formula 3 racing car driver, Ivor's pursuits have led him on some amazing life journeys.

Ivor's family have been an important part of his life, and he is proud of their varied achievements. He is the proud husband of Joyce (who passed away in 2022), the father of Chris, Elaine, and Adrian, and the grandfather of four grandchildren. After visiting two of his adult children in Australia, Ivor and his wife Joyce (a retired Senior Nursing Sister) decided to sell their home in the UK and 'downsize their lives to Australia'.

Ivor always discussed life events with his wife and sought her counsel regarding any major decisions. After Joyce became ill, Ivor cared for her for twelve years. When Joyce decided it was appropriate for her to move to full-time care, she insisted it must be at Mayflower having been there for respite care previously. This gave Ivor the opportunity to move into Mayflower's Independent Living Units and be next door to Joyce. Ivor says the move to Mayflower was the right choice, and he hasn't looked back.

Ivor says that he has never been one to sit down and worry about things, and his long and accomplished life is a testament to this. Ivor will be 90 this year, and he enjoys living at Mayflower. He says that he especially enjoys the 'village-like' atmosphere and that everything is kept to a high standard. He enjoys talking to the many interesting residents and feels that Mayflower is a place where people truly *live* and enjoy life.

Thank you, Ivor, for sharing your amazing achievements and love for life with us.

Pictured inset: Ivor during military service in Egypt during the Suez Crisis.



# AGED CARE

Mayflower operates three aged care residences in Brighton, Reservoir and Pascoe Vale. Each one offers a warm and home-like environment with an extensive range of services and facilities.

Mayflower's Aged Care facilities provide a range of high-quality, holistic care options that are designed to meet the needs of our residents and their families. In understanding that exceptional aged care involves more than clinical and physical support, we go to great lengths to consider our residents' social, spiritual, and emotional needs. We also provide access to a comprehensive range of aged care services, including around-the-clock support from highly qualified nursing staff, as well as easy access to allied health care practitioners, including physiotherapists, podiatrists, doctors, dieticians, optometrists, exercise physiologists, dentists and more.

## EXPANDING SERVICES

The 2023 financial year has brought with it the significant expansion of the Reservoir aged care residence as well as the integration of Edith Bendall Lodge in Pascoe Vale. These additions to our Aged Care Services have seen the size of our organisation more than double, and we are thrilled with how smoothly our new residents and staff are settling in.

The Reservoir expansion transformed it from its original 38-bed capacity into a fully equipped 110-bed service. The growth of this service has been strategically managed, and each wing was opened sequentially to ensure a smooth transition for residents and staff. Ensuring a strong staff base can be challenging in today's aged care industry, however, we are pleased to say that our careful staffing and recruitment activities have been extremely successful. While we have room to grow, we are pleased with our success throughout the 2022/2023 financial year.

The acquisition of Edith Bendall Lodge (now known as Mayflower Edith Bendall) has significantly grown Mayflower's capacity and reach within the Greater Melbourne area.

Mayflower Edith Bendall offers an outstanding home-like environment to its residents. It provides 60 residential care beds and a small number of independent living units across 1.5 acres of gardens. Edith Bendall Lodge chose to transition its business to Mayflower because of our aligned values and strong commitment to high-quality, person-centred care.

## HEALTH AND WELLBEING

Health and wellbeing are important parts of our Aged Care residential services. In Reservoir, our purpose-built Wellness Centre and gymnasium allow residents to participate in gentle exercise and therapy to improve balance, strength, and confidence. At Mayflower Brighton, our gymnasium, pool, and outdoor spaces are regularly used for exercising and social engagement. Our concern for health and wellbeing also extends to mental health. We aim to keep our residents happy, healthy, and engaged. We understand the dignity of risk that comes with ageing. Where appropriate, we aim to help our residents make their own choices around daily activities and routines.

Many of the residents have a love and flair for gardening. In addition to the well-appointed rooms and internal living environment, Mayflower Reservoir has expansive gardens that encourage residents to get outside and participate in a much-loved hobby. In addition to showing off their green thumbs, getting involved in the garden increases levels of activity thereby enhancing residents' mobility and dexterity. It provides a purpose and interest often one that is reminiscent of a routine task that was enjoyed previously. Gardening can also provide sensory stimulation through smell, touch and taste.

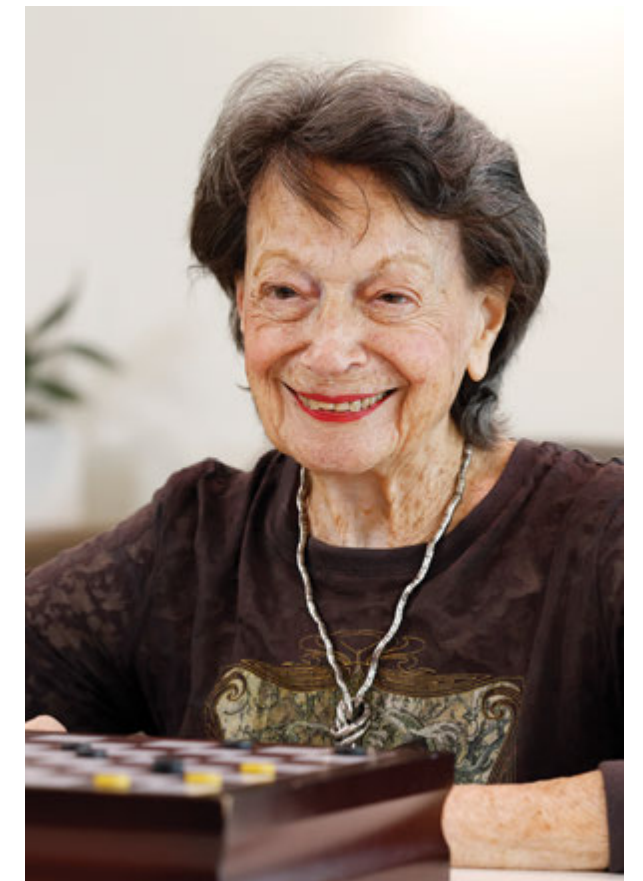


## NDIS

Mayflower is currently a registered provider of the National Disability Insurance Scheme (NDIS). Across the organisation Mayflower has three NDIS participants. This means that Mayflower is required to follow the NDIS Code of Conduct and the NDIS Practice Standards. Furthermore, Mayflower has an obligation to report any incidents or complaints to the NDIS Commission where a NDIS participant is involved. Accreditation occurs at regular intervals to ensure NDIS providers are complying with their responsibilities and Mayflower is due for accreditation against the NDIS practice standards in the coming months.

Pictured above: Team member Fiona with resident Bruce.

Pictured right: Resident Jackie.





# HOME CARE

As members of our wider community age, living in their own homes can become difficult. At Mayflower, we understand that getting a little help with daily activities can make a huge difference to the quality of life for older people.

Our Home Care service currently provides 150 clients with the support they need to live with dignity and independence in their own homes. In 2022/2023, this equated to 12,000 hours of Home Care assistance delivered by our dedicated team.

Over the past year, our Home Care leadership team has worked hard to increase brand awareness in local markets and facilitate service growth. Our services currently extend throughout Melbourne's northern and south-eastern bayside suburbs. As we continue to grow, we intend to further our services within these hubs and beyond.

## NEW TECHNOLOGY INFRASTRUCTURE

In keeping with our strategic objectives, we have implemented a new Home Care technology infrastructure, enabling us to better track and process Home Care bookings and service completion records. This has resulted in our staff being able to access up-to-date information in real-time, which has led to increased communication and accountability for our team. The new technology also allows us to track when staff arrive and leave a residence. This is an important safety improvement for both staff and clients.

Many of our clients have reported that they are pleased with the new infrastructure as they, too, can receive important real-time updates around what time to expect our staff. They can also sign for the service when completed and provide feedback on our work. We have seen a marked increase in user satisfaction since implementing the new technology.

## A GROWTH MINDSET

Another important change that has taken place within our Home Care service relates to the scale of our operation. Over the past year, we have grown significantly, and to accommodate this growth, we have implemented a new business model and updated our procedures, quality structures and policies.

## ACCREDITATION

We are pleased to report that we successfully completed our accreditation with the Aged Care Quality and Safety Commission (ACQSC) in November 2022. Accreditation is a rigorous process, and we commend all our staff members involved in the assessments.

## HOME CARE MAYFLOWER INDEPENDENT LIVING UNITS

Many of our residents in Independent Living Units are now using our Home Care services. As with our clients in the broader community, our Independent Living residents greatly benefit from assistance with day-to-day tasks such as shopping, showering, and housekeeping.

## CELEBRATING OUR STAFF AND CLIENT DIVERSITY

Mayflower's Home Care staff are an integral part of the team, and we greatly appreciate their hard work and dedication. Our staff come from diverse cultural backgrounds, and many speak at least two languages. In a multicultural city such as Melbourne, these skills are highly valued as they enable us to build trust with our clients through clear communication. We also regularly use the Federal Government's Translating and Interpreting Service (TIS) to ensure that our non-English-speaking clients receive the services they request.



## LOOKING FORWARD

As we continue to grow the Mayflower Home Care service, we remain committed to our person-centred care ethos. We also recognise that caring for our staff base is key to our continued success and growth in this industry.

Pictured above: Home Care team member Rupinder and Home Care client Marie.

Pictured right: Home Care team member Raj.





# LORRAINE

## MEET LORRAINE

Lorraine Hansen resides in Mayflower Brighton's Independent Living Units, and she says that "Mayflower is the place to be!"

Before retiring, Lorraine worked in the education sector as a teacher and also as a lecturer at Monash University. Lorraine grew up in Adelaide until she was fourteen. She was married to her late husband Graham for fifty-five years. Lorraine says that she was familiar with Mayflower as she had initially visited a friend's mother here. Later, Graham, who had Parkinson's disease and dementia, moved into Mayflower's Aged Care facility.

*"He couldn't have been in a better place. He was cared for with such kindness and compassion, and staff would go beyond the call of duty. The staff were amazing at looking after Graham,"* said Lorraine.

After Graham died, Lorraine decided that it was time to sell her house and move into a Mayflower apartment. The staff remembered her, and she has been very happy with the decision. Lorraine says that she enjoys the strong community. She often goes to the café for lunch with her friends and says that Mayflower is her 'happy place'.

Lorraine can often be found volunteering at the Mayflower Gift Shop. She likes that she gets to talk to different people all the time and that, as an Independent Living resident, you can be as involved as you want in community life. *"It's your choice,"* she said.

Lorraine enjoys a range of services on offer at Mayflower, including the hairdresser and beautician. She likes to get her nails done once a week and says that her Home Care package makes a big difference to her quality of life. She sometimes gets assistance to go out shopping or out for lunch. It's also very helpful to have someone to help clean her apartment. Lorraine often showcases her beautifully furnished apartment to visitors when Heather is showing someone through the facilities.

Thank you, Lorraine, for being such a wonderful part of our Mayflower community!

Pictured inset: Lorraine's husband, Graham.





### MEET MARTHA

Martha Weston is the General Manager at Mayflower Edith Bendall. She has been with Edith Bendall since 2005 and has an excellent understanding of the business processes and people within the organisation.

As part of our welcome to the new Mayflower Edith Bendall staff, we are pleased to showcase Martha's commitment and hard work in this year's Annual Report.

Martha became a registered nurse in 1993. After briefly working in a hospital setting, she moved into aged care work and found her niche. Martha says her main motivation for working in aged care was her family.

"My grandmother lived with dementia when I was growing up, and my mum looked after her 24/7. In those days, there wasn't much support for people with dementia. As I watched my grandmother decline, I knew that I wanted to make a difference in the lives of older people. I find aged care the best job in the world and very rewarding. I don't think people understand just how much you can gain from caring for our most vulnerable," she said.

Today, Martha is the proud mother of four children and a doting grandmother of an 18-month-old little boy. Martha also cares full-time for a young boy whose mother was a good friend and passed away.

Martha loves sports, and especially football. One of her children is hopeful of making this year's AFLW draft. Martha says that she loves spending time with her family and friends and having a laugh. She also says that her personality is unique and that she enjoys life.

At Mayflower, Martha says that she sees her role as General Manager as a privilege. *"I love what we have created at our facility. The staff are exceptional; they are kind, caring, and compassionate. They work hard and ensure all residents have the quality of life they deserve regardless of their condition,"* she said.

In addition to working with a great team, Martha has felt fortunate to care for many special people who have impacted her life. *"We have had some great characters come through our doors, and we have forged friendships with relatives that have continued even after their loved ones have gone,"* she said.

Martha says her proudest achievements include going through accreditation and obtaining great results each time. She is also proud of the outstanding efforts of her team during the COVID-19 pandemic.

Thank you, Martha, for sharing your story with us and being a valued part of the Mayflower Edith Bendall team.



Pictured inset: Martha and her daughter, Kristie-Lee.



MARTHA



# PATTY

## MEET PATTY

Patty is an active resident in Mayflower's Independent Living Units. She also uses our Home Care services to help her with a range of day-to-day activities such as medical visits, gardening, and shopping.

Patty describes our community as 'lovely' and enjoys her friendly neighbours and the kind staff. Before moving into Mayflower, Patty regularly visited our Brighton residence in her capacity as a singer in her Ukulele Group.

Patty loves to stay busy. She has her ukulele friends over for a jam session once a week. She is also part of the Mayflower discussion group and card-making group. Patty's brother Terry also lives in a Mayflower Independent Living Unit with his partner, Grannia. Patty loves anything to do with the sea, and her beautiful home reflects this.

Patty shares an extraordinary story with her neighbour, June. Both Patty and June grew up in Perth. They didn't know each other and only met after they ended up living next door to each other at Mayflower. One day, June came into Patty's home with a photo of three men with names on the back. One of the men was June's dad, and the other was Patty's dad! Patty's dad was a Judge, and their fathers had once worked together. The photo was taken at The Arbitration Court in February 1947. Since this discovery, Patty and June have realised they have many shared connections from their time in Perth and enjoy discovering these connections and reminiscing.

Thank you for being such a wonderful part of our community, Patty.

"Mayflower is the only place I could live. People are so caring and helpful. If I need to see a physio, they make sure it happens. They are so good at looking after my health and daily living." – PATTY 2023

Pictured inset: The photo that sparked the realisation of Patty and June's Perth connection.





# OUR PEOPLE

Maintaining a dedicated staff filled with people who feel empowered and engaged in their work is central to Mayflower's continued success.

Mayflower is fortunate to have a loyal team of dedicated staff, many of whom have worked with us for over ten years. We attribute this loyalty to the fact that we recognise the value of our employees and the contributions they make in keeping our residents and clients feeling safe, happy, and connected.

The aged care sector currently faces a significant shortage of qualified aged care workers. We proactively approach this shortage by building strong relationships with registered training organisations and building a positive work environment to attract new team members. We also engage with reliable education providers and support them with student placements with the intent of employing suitable students when they graduate.

In the 2022/2023 year, Mayflower employed more than 450 staff across four key locations. This figure represents a significant increase in our staff base, which in the 2021/2022 financial year was at 330 employees. This rapid increase is a result of the redevelopment and commissioning of our Reservoir residence and our acquisition of Edith Bendall Lodge. Increasing our staff numbers to this capacity required a careful and strategic recruitment process. We look forward to growing our team further in the coming year.

The staff at Mayflower are essential to our success, and we are fully committed to investing in their growth and wellbeing. Our Board, Executive, and Management team acknowledge their dedication and hard work, and we pledge to continue to support them through ongoing learning and development opportunities and actively engaging with them to ensure their voices are heard and valued. We are also dedicated to enhancing our reward and recognition program, further acknowledging the contributions of our employees, and fostering a culture of appreciation.

The diversity of our staff base is a point of celebration for us. We believe that the rich tapestry of diversity in our organisation, encompassing not only culture but also age, gender, and various backgrounds, fosters a dynamic environment of differing perspectives. It is this diversity of thought that propels innovation within our teams, and we take pride in being an organisation that thrives on diversity in all its forms.



Pictured right: Lifestyle Coordinator Hitesh.

Pictured furthest right: Resident Jim with care team member Binod.





# BOARD AND EXECUTIVE TEAM

## BOARD



**ANTHONY MUTTON**  
CHAIRMAN

GradDipAgedServsMgmt, FTIA, FGIA, FAICD

Anthony Mutton is a highly experienced Chair, Non-Executive Director (NED), and Managing Director with a strong background in Board and not-for-profit leadership and expertise spanning wholesale market operations, resource management, and compliance. Recognised for his strategic business contributions, Anthony was appointed to the Board of Mayflower in 2003, commenced two years as Deputy Chair in 2018, and was appointed Chair of the Board in October 2020.

Anthony has amassed over 30 years of experience in the aged care sector, excelling in senior roles, including Senior Adviser with Aged Care Victoria (ACV) and Membership Relationship Manager with the Victorian Association of Health and Extended Care (VAHEC), formerly the aged care peak body in Victoria. Prior, he held the position of Chair of Edith Bendall Lodge and is currently fulfilling the executive leadership role as Managing Director of City Fresh Wholesalers Pty Ltd.



**CHRIS RESIDE**  
DEPUTY CHAIRMAN

BBus (Admin), MAICD

Chris Reside was appointed to the Board of Mayflower in 2017 and has been Deputy Chairman since 2021. Chris is an experienced senior executive with management and 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. Chris is currently the CEO of ralac, a specialist homeless residential aged care and community housing provider in Melbourne's eastern suburbs and was previously the CEO of Abbeyfield Australia Ltd, a nationally registered community housing provider.



**DRAGO CHIKITCH**  
BOARD MEMBER

BURB&REGPLAN (HONS)

Drago Chikitch was appointed to the Board of Mayflower in August 2022 and is a member of the Planning and Development Committee. Drago has more than 25 years' experience in senior executive positions in not-for-profit organisations operating in Australia and overseas, across the aged care, seniors living, social housing, in-home care, and tertiary education sectors. Drago 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

Valentino 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. Valentino has held various executive positions in the aged care sector for over 30 years. He is currently working for Vasey RSL Care.



**URSULA MCGINNES**  
BOARD MEMBER

BA

Ursula McGinnes was appointed to the Board of Mayflower in October 2022 and is a member of the Clinical Governance Committee. Ursula is currently a senior executive with Alfred Health and has 30 years' experience in strategy, policy, and public affairs. She 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

Stuart McIntyre was appointed to the Board of Mayflower in 2012, and is a member of the Finance, Audit and Risk Committee and the Planning & Development Committee. He is the former Chairman of Bayside Community Information and Support Service inc., which is a major provider of community support in the Bayside area. Stuart 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**  
BOARD MEMBER

BSc, MstHlthServMgt, GradCertLead, CHSE, GAICD

Mary-Jane Stolp was appointed to the Board of Mayflower in 2020 and is the Chair of the Quality and Clinical Governance Committee. She is a CEO with more than 28 years' experience in clinical governance, quality, strategy and risk management. Mary-Jane has a Masters in Health Service Management and is a Fellow of the Australian College for Health Service Management. She is passionate about workforce redesign and innovation to enable delivery of person-centered care. Mary-Jane is currently CEO at The Bridge Inc., which is a disability services provider. She is also completing a Master of Business Administration at Swinburne University.



**TONY TENAGLIA**  
BOARD MEMBER

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

Tony Tenaglia was appointed to the Board of Mayflower in August 2022 and is a member of the Finance, Audit and Risk Committee. Tony is a highly skilled professional with over 30 years' experience in leadership, strategic management, risk management, fraud investigation, and human resources within the public, private and tertiary education sectors. Tony was previously the Chief Executive of the Australian and New Zealand Intensive Care Society.



EXECUTIVE TEAM



**STUART RODNEY**  
CHIEF EXECUTIVE OFFICER

BCom, GAICD

Stuart Rodney assumed the leadership and management of the Mayflower Group in late 2022. He has a wealth of executive and international experience acquired across a career in healthcare, aged care, supply chain and logistics. Currently, Aged Care is in the midst of significant regulatory and compliance changes, and he is navigating the organisation through these changes. His primary focus is on the needs of residents and clients; through building a culture to enable Mayflower to thrive with customer-centric habits.



**RITA MESSAIKE**  
FINANCIAL CONTROLLER

B.Com, CPA

Rita Messaike joined Mayflower in 2023 and is an experienced CPA with over 20 years of local and overseas experience in auditing, accounting, risk assessment, modelling, mergers, and acquisitions. Rita is a hands-on leader whose management philosophy focuses on fostering a culture of collaboration and transparency, enabling effective communication across departments, and driving cross-functional alignment. Rita is passionate about leveraging financial insights to drive business strategy.



**REBECCA PHILLIPS**  
EXECUTIVE DIRECTOR, QUALITY,  
RISK & COMPLIANCE

RN, BN, B (Dementia)

Rebecca Phillips joined Mayflower in 2022 and is responsible for managing quality, risk and compliance across the business. Rebecca is a Registered Nurse with more than 15 years' experience in aged care, including as an assessor at the Aged Care Quality and Safety Commission and as an aged care complaints investigation officer at the Department of Health and Ageing. Above all Rebecca is passionate about promoting quality care and services to meet the residents' needs in the best way possible.



**KATE STOBART**  
EXECUTIVE DIRECTOR,  
PEOPLE & CULTURE

B.Bus, MMgt, GradDipHRM

Kate Stobart joined Mayflower in 2022 and is an experienced human resource professional with more than 15 years' experience in enhancing organisational performance through people. Kate has worked across the not-for-profit, private and public sectors in Australia and overseas, including at the YMCA and the Australian High Commission in Singapore. Kate is passionate about enabling people to become a true point of difference — where their collective efforts set them apart from the competition.



**SIMON WRIGLEY**  
CHIEF OPERATING OFFICER

B.Bus, MBA, MAICD

Simon Wrigley has had extensive executive experience leading customer service and support service teams in the finance, mental health, and healthcare sectors. Prior to joining Mayflower, Simon was the Chief Operating Officer at one of Melbourne's largest Primary Health Networks. He was also the Executive Director Business Services at Mind Australia Limited and a Board member of Mental Health Victoria. Simon's passion is the delivery of high-quality services by the business and its team members, so clients achieve their best possible health outcomes.

MAYFLOWER GROUP CONSOLIDATED FINANCIAL STATEMENT

MAYFLOWER BRIGHTON AND CONTROLLED ENTITY

STATEMENT OF COMPREHENSIVE INCOME	2022/23 \$'000	2021/22 \$'000
<b>REVENUE/INCOME</b>		
Resident Fees and Charges	15,557	11,325
Government Subsidies	19,598	13,204
Other Income	5,451	3,362
Gain/(Loss) on financial assets	214	(314)
Gain on valuation of Investment Properties	—	4,632
	<b>40,820</b>	<b>32,209</b>
<b>EXPENSES</b>		
Employee Benefits Expense	26,729	16,356
Maintenance and Utilities	2,588	2,273
Depreciation	4,327	3,921
Administration Expense	2,607	1,729
Catering Expense	1,710	2,116
Finance Costs	5,259	2,318
Other Costs	1,900	2,229
	<b>45,120</b>	<b>30,942</b>
<b>TOTAL SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>(4,300)</b>	<b>1,267</b>
Gain on valuation of land and buildings	—	3,265
<b>TOTAL COMPREHENSIVE SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>(4,300)</b>	<b>4,532</b>

STATEMENT OF FINANCIAL POSITION	2022/23 \$'000	2021/22 \$'000
<b>ASSETS</b>		
Cash and Investments	22,282	18,872
Receivables	20,485	6,374
Property, Plant and Equipment (net of depreciation)	228,951	220,305
	<b>271,718</b>	<b>245,551</b>
<b>LIABILITIES</b>		
Payables	3,510	2,873
Accommodation Bonds and Entry Contributions	143,033	111,674
Employee Entitlements	3,870	2,447
Borrowings from Financial Institutions	19,400	29,685
	<b>169,813</b>	<b>146,679</b>
<b>NET ASSETS</b>	<b>101,905</b>	<b>98,872</b>
<b>EQUITY</b>		
Reserves	52,217	44,883
Retained Earnings	49,688	53,989
<b>TOTAL EQUITY</b>	<b>101,905</b>	<b>98,872</b>



# OUR SUPPORTERS

Thank you to our wonderful supporters and volunteers. Your generosity makes a difference in the lives of our residents.

## 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 J Cook Estate for their \$50,000 bequest, which is being used for the Brighton cinema upgrade. The venue will be named the Jennifer Cook Movie Theatre.

## DONATIONS

We also thank the following people, whose donations totalled \$26,000:

- The family of the late G. Gillard
- C. Andersen
- D. Taylor
- C. McConnell

## SCHOOLS

The presence of young people in our aged care homes is a source of great happiness and joy to Mayflower 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 many of the residents enjoy the company of students.

## VOLUNTEERS

Mayflower’s volunteers provide exceptional service to our community. Their generosity of time and effort touches residents, families, and staff. During the 2022/2023 year, more than 40 volunteers shared their time and energy to enrich the lives of Mayflower’s residents. They did this in a variety of 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 crafts groups for residents
- Providing musical entertainment for residents
- Spending one-on-one time with residents, playing cards, and chatting.

The Mayflower Group greatly appreciates the volunteers and supporters who enrich our vibrant community. We thank all our volunteers and supporters for their assistance this year and look forward to their continued contribution.

Pictured right: Volunteers Rochelle and Adeline.





# SUPPORT US

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

Your support is key to our ability to deliver excellence in care to Mayflower 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 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 special way of helping us 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 funds raised going towards assisting Mayflower residents.

## VOLUNTEERING

We have an extensive volunteer program. If you have the time and want to give back to the community, we will welcome you at Mayflower.

## SCHOOLS

Mayflower welcomes school visitations. 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](http://mayflower.org.au)**



Pictured right: Resident Ellen with her daughter Maria.

Pictured furthest right: Volunteer May.







*Live Life Your Way*

1300 522 273

[info@mayflower.org.au](mailto:info@mayflower.org.au)



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