



ANNUAL REPORT 2016/17

Care without compromise



ABOUT THE MAYFLOWER GROUP

The Mayflower Group is a leading provider of residential aged care, home care and independent seniors living options with sites in Brighton, Reservoir and Macleod.

The organisation has an enviable history of more than 50 years of providing responsive and innovative services that enhance independence, wellbeing and lifestyle.

OUR VISION

Care without Compromise.

OUR MISSION

Enhancing quality of life choices for our community.

OUR VALUES

Compassion: We care for those in need with empathy and understanding.

Excellence: We strive for quality and distinction.

Integrity: We are honest, ethical and sincere.

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

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STRATEGIC PRIORITIES

Key highlights achieved during 2016/17



ORGANISATIONAL GROWTH

Increase scope and scale of Mayflower's operations

- Planning approval received to redevelop Mayflower Reservoir
- Completed refurbishment of Rodda Dixon Terraces at Mayflower Brighton
- Enhanced networks and reviewed a number of opportunities for potential growth options

ORGANISATIONAL EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

Secure Mayflower's financial future and operation effectiveness

- Improved operating performance
- Secured approval for increased Refundable Accommodation Deposits at Mayflower Brighton
- Upgraded clinical communications and electronic health record management systems

SERVICE ENHANCEMENT

Expand Mayflower's service profile

- Developed a new organisational model of dementia care
- Expanded home care services for independent residents to include case management, personal care and nursing care
- Focused on improving palliative care model
- Introduced new resident engagement programs at Brighton and Reservoir

Mayflower Group is actively embracing change and paving the way for a strong and sustained presence, by planning for future growth and opportunity.

ROSA GINEVRA, CEO



PEOPLE AND CULTURE

Improve Mayflower's staff culture

- Appointed a Human Resources Manager to provide oversight of Human Resources
- Commenced a program in partnership with Alzheimer's Australia (Vic) to provide staff with specialist training in caring for people with dementia



COMMUNITY ENGAGEMENT

Increase Mayflower's community profile

- Introduced longitudinal brand tracking survey
- Commenced implementation of a new CRM to manage sales and marketing data, processes and reporting
- Developed a relationship management matrix



CORPORATE GOVERNANCE

Plan for and secure our future

- Commenced review of Mayflower Constitution
- Engaged sector specialists to present to the Board on key industry issues
- Updated the Board Member Orientation package
- Enhanced the Board recruitment process

OUR CHAIRMAN AND CHIEF EXECUTIVE REPORT

Sound strategic planning has resulted in another year of steady progress and strong performance for the Mayflower Group.

During the year we achieved a number of significant milestones while continuing to realign and enhance our services in light of continuing industry change.

The Aged Care Road Map sets out the future for our industry, which is transitioning to a single aged care and support system that is market-based and consumer driven. Traditional boundaries between home care and residential care are expected to disappear by 2020, while a new and more empowered clientele starts to emerge.

Mayflower has adjusted well to significant industry change over the past five years as a result of diligent planning, commitment to our residents and a true desire to maintain our position as a leader in care delivery. We are now preparing for a new future which will require highly flexible care models that deliver choice and independence across a spectrum of accommodation options.

We are working hard to ensure our financial position is strong so Mayflower can continue to meet the challenges ahead and we are pleased with the results for the 2016/17 financial year.

The Mayflower Group achieved a surplus of \$342,000 for the year ended 30 June 2017, a positive increase on the previous year which achieved a small loss of \$74,000. This result was predominantly driven by high occupancy levels, enhanced clinical assessment practices and prudent fiscal management.

These are pleasing results in an environment of unprecedented reform, however the aged care funding cuts which commenced in January 2017 are only just starting to take effect. There is a challenging period ahead and one

that will require significant innovation to balance our care models and staffing programs to ensure we continue to deliver the highest level of care.

Maintaining high quality buildings across Mayflower's facilities will also be critical. As such, we are significantly increasing our depreciation rates to ensure that we can regularly refurbish our facilities so that we can continue to offer the quality infrastructure that is contributing to Mayflower's strong demand.

We are pleased to report that Mayflower advanced well on all key operational fronts in 2016/17. The year saw further enhancements to our facilities, growth in our services, a strengthening of our care delivery, and an increase in community engagement.

During the year we completed the final stage of major redevelopment works at Mayflower Brighton, which involved a comprehensive refurbishment of 24 one bedroom apartments in the Rodda Dixon Terraces. We also received planning approval for the redevelopment of Mayflower Reservoir, with construction expected to commence early in 2018. Mayflower is investing more than \$25 million in the Reservoir redevelopment to create a new state-of-the-art 110 bed residential facility.

Key service enhancements included the transition to a new organisational model of dementia care and an expansion of our home care service offering to include case management, personal care and nursing care for independent residents. We have also introduced new initiatives to enhance our person-centred care approach including a program that pairs specific staff members with residents to build

trust and engagement and a new lifestyle activity that enhances resident wellbeing through music.

In other areas, we have been busy increasing our community engagement activity by offering free forums to help the community understand the process required to access aged care. We have also provided submissions to a number of industry inquiries impacting the aged care sector.

At a governance level, Mayflower had several changes in the Board during the 2016/17 financial year. We welcomed two new board members – Ms Julie Katz in December 2016 and Dr Russell Harrison in June 2017. Ms Jane Boag resigned in September 2016 after three years on the board, including as the Chair of the Quality and Clinical Governance Committee. Ms Boag was a diligent contributor to the Board and we thank her for her contribution.

We wish to formally acknowledge and thank our Patron, Lady Southey, the Board of Directors and the Executive team for their ongoing commitment and support of the Mayflower Group. We would also like to express our sincere appreciation to our dedicated team of staff. They are the cornerstone of high quality care and service delivery. Finally, we would like to thank our many volunteers, donors and supporters for their ongoing kindness and generosity. Mayflower would not be the organisation it is today without their support.

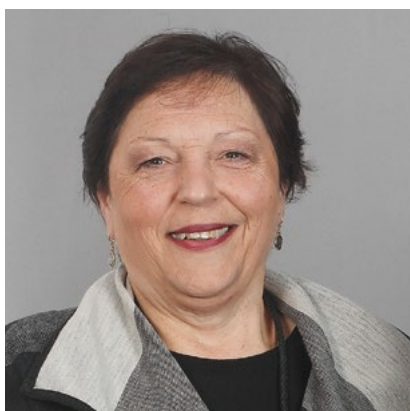
Trevor Martyn, Chairman
Rosa Ginevra, Chief Executive

OUR PATRONS MESSAGE

It has been another exciting year for Mayflower characterised by foresight, energy, dedication and progress.



TREVOR MARTYN, Chairman



ROSA GINEVRA, Chief Executive

I have enjoyed the privilege of being the Patron of Mayflower for more than 15 years now, yet I remain constantly delighted at the wonderful values and great community spirit which drives its progress year on year.

I am particularly pleased to hear the news that Mayflower has received planning approval for the redevelopment of its Reservoir facility and I congratulate the Board for their foresight into planning for the future needs of the community. The Mayflower Executive is now working tirelessly on the detailed design phase of the building. The new facility will transform the existing 40-year-old structure into a state-of-the-art, dementia-friendly age care facility.

The new development will create opportunities for more older people to enjoy high-quality, culturally-appropriate care and I have great confidence in Mayflower's ability to deliver an exemplar aged care facility while maintaining the warm, inviting character and family atmosphere that has made Mayflower Reservoir the success that it is today.

The completion of the rejuvenation of the Rodda Dixon Terraces at Mayflower Brighton is another demonstration of Mayflower's commitment to continually enhancing its services and accommodation.



LADY SOUTHEY AC, Patron

The refurbishment of the 24 one bedroom apartments was the final major development phase for Mayflower Brighton, which has undergone such a significant transformation over the past few years for the benefit of all.

As always, I feel a great sense of pride to be the Patron of Mayflower and praise the Mayflower Board, Executive and staff, as well as the many volunteers and supporters, who make Mayflower a model community.

Lady Southey AC, Patron



NESSIE



MEET NESSIE

At 108 years of age, Nessie Kluckhenn is showing no signs of slowing down. This sprightly centenarian wants to experience everything life has to give.

Nessie was born in Glasgow in 1909, the eldest child of seven children. Growing up she was always told what to do, but it's hard to imagine anyone bossing this lively lady around.

Through an enchanting thick Scottish brogue, Nessie will chat eagerly with you about her tough childhood during the First World War, working as a nanny for a wealthy family in New York in the 1920s, witnessing the collapse of Wall Street first-hand and Charles Lindbergh's historic solo flight over the Atlantic in 1927.

A hard worker all her life, Nessie worked on the British Railway during the Second World War, before immigrating to Australia shortly after by boat. Upon arrival, Nessie and her husband bought a block of land near Coburg for 50 pounds. Nessie tells that moving to Australia was the best thing they ever did.

Nessie has been living at Mayflower Brighton for over 15 years, initially in the independent living units before moving into the aged care facility in 2016. Nessie says she loves living at Mayflower. She particularly loves playing scrabble and is known to be a fierce competitor.

When you ask Nessie for tips on a happy life, she is quick to share her motto, "Don't grieve too long, everything passes".

RESIDENTIAL AGED CARE

Demand for Mayflower's residential aged care services remained strong during 2016/17 resulting in consistently high occupancy rates throughout the year.

The Mayflower Group owns and operates two aged care facilities in Victoria, offering 150 residential aged care beds at Brighton, including a 30 bed memory support unit for people living with dementia, along with 38 residential aged care beds at Reservoir.

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

During the year, Mayflower's strong reputation for high quality care was reflected in continuing high demand for aged care services. Mayflower Brighton achieved an average occupancy rate of 98% (2015/16: 98%) for the 12 months to 30 June 2017, while Mayflower Reservoir's occupancy rate averaged 88% (2015/16: 94%) for the year.

Our longitudinal resident and relative satisfaction survey at each site also

produced pleasing results reflecting a high level of satisfaction. Residents and relatives at Mayflower Brighton scored a satisfaction factor of 83% and 84% respectively (2015/16: 83%, 85%), while Mayflower Reservoir scored 82% for residents and 85% for relatives (2015/16: 94%, 89%). The results of these surveys contribute to Mayflower's continuous quality improvement program where this feedback is translated into actions which enhance the care of our residents.

Key enhancements to our services during the year included the introduction of a new 'befriend a resident' program at Mayflower Reservoir, the commencement of a new musical program at Mayflower Brighton and transition to a new organisational model of dementia care.

The 'befriend a resident program' enhances Mayflower's approach to person centred care by pairing specific staff members with residents to spend regular, quality one on one time together. As a result more trusting and caring relationships are built, and employees feel more empowered and

engaged in enhancing residents lives. The musical program aims to give residents access to a personalised playlist of music from their past for the purpose of reminiscing and engagement, whilst meeting their individual needs.

The Mayflower model of care is underpinned by a person centred care philosophy which, as far as practical, is reflected in the built environment. It seeks to combine the principles of current industry best practice models and documented research to arrive at a unique model of care that is specific to Mayflower.

The Mayflower model of care will actively support residents, including those residents with dementia, to live a meaningful and rich life in an environment which contributes to, and has a positive outcome for, this cohort of residents through care, activity programs and the physical environs. This goal will be achieved by ensuring staff "know" the individual resident with a focus on the resident's choices, strengths, abilities and meaningful engagement based on





a person centred approach to all aspects of their care.

On a strategic level, we progressed with our aged care development pipeline during the year following the receipt of formal planning approval for the redevelopment of Mayflower Reservoir. Mayflower is investing more than \$25 million in the Reservoir redevelopment to create a new, state-of-the-art 110 bed residential aged care facility, with construction expected to commence in early 2018.

We plan to build the new Reservoir facility in two stages so that all of our aged care residents can continue to live on the current site, in the same room, during the construction period. When stage one of the new facility is complete, residents will move into brand new accommodation on the other side of the property following which stage two will be undertaken.

The new modern facility will be specifically designed to be home like, maintaining the warm, family atmosphere that Mayflower Reservoir is renowned for. Residents will live in groups or clusters with their own private spaces including

a separate dining room, dedicated living areas and garden spaces.

Once the entire project is completed the Reservoir community will have access to a residential aged care facility that reflects the culture and expectations of potential future residents.

30% 
**OF RESIDENTS USE HAIR
AND BEAUTY SERVICES**

200
**LIFESTYLE ACTIVITIES
DELIVERED EACH MONTH**

MARKET DAY

Alex and Angela Tournas loved the sense of the European culture when they visited Preston market on a Mayflower bus trip. Alex has been a resident of Mayflower Reservoir for almost 4 years. His wife Angela is very supportive and visits daily.

Alex was raised and born in Greece, in a village called Plati on the outskirts of Kalamata. He completed military service as a young man and lived through the German occupation of Greece during the Second World War, as well as the depression. Alex decided to search for a better life and in 1957 immigrated to Australia. He married Angela shortly after.

The visit to the market reminded Alex and Angela of days gone by. They enjoyed buying fresh produce, drinking coffee with friends and stopping at a local pizza shop for lunch. Angela stated that when they were younger Alex would get impatient waiting for her, but now he is smiling.



HOME CARE

Mayflower continued to transition its home care business during the year in response to ongoing sector reform and changing client needs.

The home care sector has experienced significant reform over the past few years. In 2015 we successfully transitioned our home care business to deliver consumer directed care, allowing customers greater independence, choice and control over the services they receive, including who will deliver their services and when.

From 27 February 2017 all home care packages are provided to individual consumers rather than approved providers as previously occurred. This change gives consumers the ability to choose their provider and to direct the Government subsidy to that provider, including the opportunity of changing their provider if they wish.

These changes are an important step in moving towards a future aged care system that is more consumer driven, market-based and less regulated. Since the announcement of these changes



PEACE OF MIND IS KEY

Ellie has been living at Mayflower Brighton for 12 years and loves being part of the Mayflower community. Ellie lives in a newly refurbished unit in the Rodda Dixon Terraces and was overjoyed when her apartment was upgraded during the year.

Ellie values her independent lifestyle, but feels reassured that Mayflower has other facilities on site, should the need ever arise. Ellie was particularly pleased when she heard that Mayflower was expanding its' home care service, meaning that she would be able to stay in her much loved apartment for many years to come.

Home care officer, Tijana Auguste, splits her time between providing home care services to Mayflower clients and getting to know independent residents who may need assistance in the future. Tijana believes it's important to build strong relationships with residents, so that they can feel comfortable coming to her if they need any help.

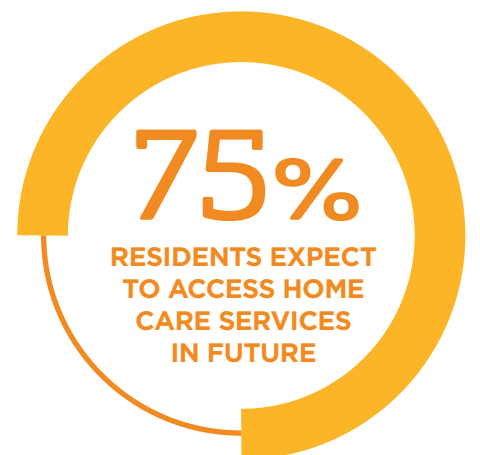
there has been an exponential growth in the number of providers entering the home care market thus increasing competition but also diluting the continuing viability of some providers especially those who have small numbers of home care packages.

As a result, Mayflower decided to transition its 30 home care packages in Bayside to an alternative credible operator in early 2017, allowing Mayflower to focus on its core business of servicing residents living at Mayflower Brighton, Mayflower Reservoir and Mayflower Macleod. This realignment included the expansion Mayflower's home care business to offer a full suite of home care services to Mayflower retirement village residents.

In conjunction with the Government home care packages, Mayflower launched the first phase of its enhanced home care service for retirement village residents in the 2015/16 year

by offering a selection of services to independent living residents on a user pays basis, including house cleaning and laundry. This year, Mayflower implemented phase two of its home care service enhancements to deliver a full expansion of service offerings including case management, personal care and nursing care for independent living residents.

The new services enable Mayflower retirement village residents to live at home longer and then seamlessly transition from independent living to residential aged care when needed. These services are offered to eligible clients through home care packages and on a private fee for service basis. This suite of services may be offered to the broader community in the future.



INDEPENDENT SENIORS LIVING

Mayflower continued to invest in its retirement communities during the year, delivering several key enhancements to its villages.

The Mayflower Group owns and operates three retirement communities in Victoria, offering 84 apartments at Brighton, 44 residences at Macleod and 22 units at Reservoir.

With a warm and inviting exterior, Mayflower Brighton welcomes residents into a state-of-the-art complex offering architecturally designed independent living units ranging in size from one to three bedroom units, all with access to beautiful lush gardens and a variety of communal spaces.

Key investments at Mayflower Brighton during the year included the redevelopment of 24 one bedroom apartments in the Rodda Dixon Terraces. The redevelopment was completed in two phases and involved a comprehensive refurbishment of all internal and external aspects of the 50 year old building. The completed apartments offer premium retirement residences which are well appointed with modern kitchens, open plan living and dining, and a sun-drenched northerly aspect.

Demand for the refurbished apartments has been strong, with 60% of Brighton's new one bedroom units sold by 30 June 2017. Strong waitlists also exist for two and three bedroom apartments at Mayflower Brighton, which achieved an average 99% occupancy rate for available units in the 2016/17 financial year.

Other key activities at Mayflower Brighton included enhancements to the social activities program and the commencement of planning for a new resident lounge area. This follows the appointment of a dedicated seniors living coordinator last year. The coordinator aims to support residents to feel at home at Mayflower by promoting opportunities that enhance independence and social interaction and is a key facilitator of social connections within the village.

Mayflower Macleod also experienced strong demand during the year, achieving an average 98% occupancy rate for the 12 months to 30 June 2017. Nestled in the leafy surrounds of a quiet

suburban neighbourhood, Mayflower Macleod welcomes residents into a community orientated village, with lush landscaped open spaces and walking paths through native gardens. This picturesque community offers spacious single storey residences, each with two bedrooms, a modern renovated kitchen and garden views.

Significant landscaping works commenced at Mayflower Macleod during the year, following the demolition of the vacant redundant aged care building located at the top of the site. Demolition of the building was required due to the buildings age, outdated design and non-compliance with current building certification requirements. The landscaping works are expected to benefit residents by providing a new recreation space that integrates well with the Macleod Retirement village and the local neighbourhood.

Macleod residents continued to foster their sense of community during the year, utilising their community hub space for residents meetings, movie





LOVING RETIREMENT

Deirdre and Barry Nelson are deeply in love. They met in 1959, when Deirdre's landlady introduced them with a cupid's touch and they have never looked back. Deirdre talks fondly of a long life well lived, from their early courtship at a fine coffee shop, to the joys of raising two beautiful daughters and the delights of retirement.

Barry, now 81, left school at 15 to pursue work in the wool industry. It was the 1950s and wool was worth a pound for a pound. His decision proved sound. Barry worked hard over the next 50 years progressing from office boy to General Manager at Lempriere Wool, one of the world's largest wool merchants.

Deirdre, the more outgoing of the pair successfully balanced her hairdressing career with the busy demands of family life. At 80 years, she is proud of what they achieved over their working lives. She also talks fondly about retirement where they are finally able to enjoy three meals a day together.

Barry and Deirdre moved to Mayflower in early 2016 and couldn't be happier with their new home. Deirdre loves that they can live as independently as ever but feels good knowing that help is available should they ever need it.

nights and craft groups, as well as enjoying a vibrant happy hour gathering each month. The residents also benefit from the availability of a village coordinator who helps facilitate communication, site maintenance and community spirit.

At Mayflower Reservoir, considerable progress was made with the resident relocation program which commenced in May 2016. Due to the space requirements for the proposed redevelopment of the residential aged care facility at Mayflower Reservoir, the independent living residents on site are being relocated to alternative suitable accommodation with the assistance of Mayflower staff and external housing agencies. As at 30 June 2017, 18 residents had found alternate accommodation with a further three anticipated to relocate prior to construction commencing.



RESIDENTS TRANSFERRED TO AGED CARE DURING THE YEAR

MEET SHIRLEY

Shirley Elkington is a passionate person. She cares deeply for family, has a remarkable affection for sport and believes fiercely in going the extra mile for others.

Shirley grew up in Penrith in New South Wales at the foot of the Blue Mountains. Never one to be still for long, she moved house frequently and shares stories of a happy life in Bathurst, Canberra, Sydney, Adelaide as well as three wonderful years living in Florida USA.

Shirley has a strong belief in giving back to the community and gets great satisfaction from volunteering. Over the years she has worked for the Red Cross, Adelaide Hospital and Canberra Hospital. Today Shirley is a dedicated member of the Mayflower Brighton Residents Committee.

Shirley has lived at Mayflower for three years and loves the friendships she has developed. A natural organiser with abundant energy, Shirley takes pride in organising a multitude of resident activities including bridge, Friday night drinks, pizza nights and BBQs. She also works tirelessly in the Mayflower library, ensuring the residents can easily find their next great read.

In her spare time, Shirley is busy with sport. An avid golfer, Shirley regularly plays 18 holes at Woodland Golf Course. Shirley's life motto reflects her upbeat approach, "have what you want, as you're a long time dead".





SHIRLEY

OUR PEOPLE

Our employees are a critical and valued part of our business. Their levels of engagement and sense of wellbeing have a powerful impact on the 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 work hard to protect and promote the caring, values-based culture that reflects this community spirit. We believe passionately in our people, and have sought to create a vibrant workplace with the energy we need to deliver "Care without Compromise".

The strength of Mayflower's culture is highlighted in the engagement results of our annual satisfaction survey. This year, Mayflower Brighton scored an employee satisfaction factor of 82% (2015/16: 77%), and Mayflower Reservoir scored an employee satisfaction factor 88% (2015/16: 85%). Additionally 90% of our staff told us that they are proud to work for Mayflower, while 91% believe that their day to day work behaviour demonstrates the organisations' values.

The ongoing availability of an appropriately skilled and experienced aged care workforce will present many challenges to the sector as a whole. We at Mayflower are endeavouring to plan our strategies so that we can future proof the recruitment and retention of a workforce that is responsive to the needs of our residents.

Recognising that our employees

are critical to our success, we have undertaken a thorough review of our investment in training and development. As a result we have commenced a program in partnership with Alzheimer's Australia (Vic) to provide specialist training in caring for people with dementia. A new program to enhance the management skills of our aged care leadership team has also been developed and will be rolled out in late 2017. The focus will be on growing a learning organisation, a spirit of coaching and supporting others.

A number of other targeted employee engagement activities have taken place over the last 12 months including the introduction of Mayflower superstar cards to recognise outstanding performance, upgraded staff amenities and increased employee consultation. Staff communication has been identified as an area for further improvement and this will be a key focus area for action in the coming year.



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FULL-TIME, PART-TIME
AND CASUAL STAFF

18%

STAFF EMPLOYED
FOR 5 YEARS+

28%

STAFF AGED 50+



THE BOARD



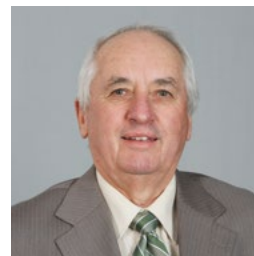
TREVOR MARTYN
BSc, MAICD

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



JULIE KATZ
BRTP, VPELA

Ms Katz was appointed to the Board of Mayflower in 2016 and is a member of the Planning and Development Committee. Ms Katz is a former director and national president of the Urban Development Institute of Australia, and a fellow of the Victorian Planning & Environmental Law Association. She has over 25 years experience in planning and development, including senior management roles at the Urban Land Corporation and 17 years as chief executive at The Planning Group (APP Corporation Pty Limited). Ms Katz is currently senior consultant to APP Pty Ltd, a project management and urban development company.



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 also a director of the Rotary Club of Brighton, and treasurer of Bayside Community Information and Support Service Inc. Mr McIntyre has more than 30 years' experience in marketing, strategic planning, and acquisitions and divestments including senior roles with Rio Tinto Australia and Bovis Lend Lease prior to his retirement.



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 Nazareth Care, Arcare, Catholic Homes, and The Alfred Group of Hospitals. He is currently the Business Manager for Xavier College where he is responsible for the finance function of the college including financial systems, cost control and sustainability.



ANTHONY MUTTON
GradDipAgedServMgt, AssocDipBus

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



DR RUSSELL HARRISON
BVSc, DipPracMgt, GradCertHSM, GAICD

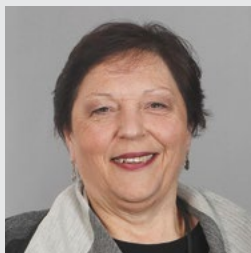
Dr Harrison was appointed to the Board of Mayflower in 2017 and is a member of the Quality and Clinical Governance Committee. Dr Harrison is a senior executive with extensive experience and postgraduate education in people leadership, business management, governance and health care operations. He is currently the head of hospital services at Lort Smith Animal Hospital and a director of the Australian Veterinary Association (AVA) Victorian Division. He was also formerly treasurer/secretary of the Melbourne Metropolitan Practitioners Branch of the AVA.



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. He is also director and secretary of a family company, Karucy Pty Ltd. Mr Henshall has over 40 years' experience as a Barrister of the Supreme Court of Victoria, retiring from active practice in July 2004. His areas of practice included contract, commercial and planning litigation with an emphasis on building, construction and engineering.

EXECUTIVE TEAM



Chief Executive Officer
ROSA GINEVRA

MHA, GradDipHSM, BAppSc RN

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



Executive Director - Corporate Services
DIONE O'DONNELL
BCom, MBA

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

Executive Director - Aged Care and Seniors Living
Position Vacant at 30 June 2017





JOE



MEET JOE

Joe Parnis grew up in Sliema, Malta, a town filled with churches. This once quiet fishing village plays host to the oldest Catholic Church, Stella Maris, which dates back to 1855.

Joe was born in 1937 and will be 80 years old in October. He was a passionate fisherman as a young man and still maintains a deep love for octopus salad.

Joe emigrated from Malta with his two brothers in 1955 in search of a better life and quickly fell in love with Australia. He met his future wife Mary at a local dinner dance. They were married in 1958 and moved into their dream home in Thomastown shortly after. He soon became a fan of Australian football, a member of the Lalor Bocce Club and was a proud member of the Northern suburbs Maltese Club. Joe still loves playing Bocce, watching the Collingwood play in the AFL.

Joe has been living at Mayflower Reservoir for 2.5 years, where he loves playing card games, word games and bingo with his fellow residents. Joe has a mild cognitive impairment but that doesn't stop him getting out and about. He is a regular participant in resident bus trips and also enjoys social outings with his beloved son Patrick.

Patrick clearly adores his father and talks fondly of their early years together often spent around horses. Patrick recalls the thrill of the race track, early morning training sessions, and visits to friends' farms. He also recalls his very first memory of Joe – and the excitement he felt – when Joe took him to his first James Bond movie in 1977.

A naturally social and exuberant man, Joe continues to be incredibly likeable, and values the many friendships he has formed. He is also a keen music lover, and you will often hear him singing along to his favourite musicians who include Roy Orbison, Johnny Cash, Perry Como, and Tom Jones.

OUR SUPPORTERS

Thank you to these supporters for contributing much needed assistance.

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 a number of ways such as the purchase of medical equipment, lifestyle activities, implementing new programs/services and more.

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

- Lady Southey AC
- King Family Foundation
- Christine McConnell
- Provider Assist
- Neil Duncan
- Nannette Lowth
- Jennifer Cook
- Roy & Patricia Petch
- Nola Jennings
- Nena Brice
- Les Bradley

SCHOOLS

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

This year Mayflower was very fortunate to have the ongoing support of many local primary and secondary schools at both Brighton and Reservoir. Our lifestyle calendar includes an

array of activities involving school students. These programs are warmly anticipated as well as having a high level of resident participation.

VOLUNTEERS

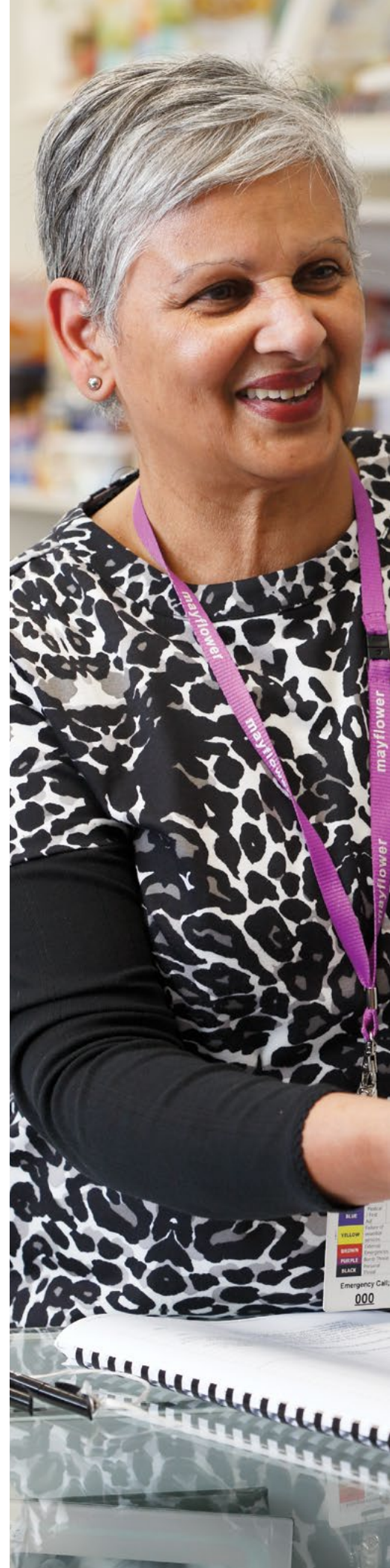
Mayflower's volunteers are a very special group of people. The time and effort they give to Mayflower touches everybody – residents, families and staff. Some come with special skills they wish to share with others. Others simply come to give something back to the community. No matter the reason they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

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

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

The Mayflower Group is extremely privileged and very fortunate to have such a committed group of people who actively contribute to the Mayflower community.

We would like to thank all of our volunteers for your support this past year and look forward to your continued contribution.



MAYFLOWER GROUP CONSOLIDATED FINANCIAL STATEMENT

Mayflower Brighton and Controlled Entity

STATEMENT OF COMPREHENSIVE INCOME	2016/2017 (\$'000)	2015/2016 (\$'000)
REVENUE / INCOME		
Resident Fees and Charges	8,347	7,591
Government Subsidies	10,949	9,709
Other Income	1,358	1,354
	20,654	18,654
EXPENSES		
Employee Benefits Expense	-11,130	-10,244
Maintenance and Utilities	-2,782	-2,357
Depreciation	-3,021	-3,049
Administration Expense	-1,245	-1,068
Catering Expense	-1,467	-1,351
Other Costs	-667	-659
	-20,312	-18,728
Surplus/(deficit) for the year	342	-74
Fair value movements of financial assets	219	-224
Total comprehensive income/(loss) for the year	561	-298

STATEMENT OF FINANCIAL POSITION	2016/2017 (\$'000)	2015/2016 (\$'000)
ASSETS		
Cash and Investments	19,857	13,385
Receivables	491	6,010
Property, Plant and Equipment (<i>net of depreciation</i>)	83,957	80,347
	104,305	99,742
LIABILITIES		
Payables	2,543	1,749
Accommodation Bonds and Entry Contributions	87,733	82,285
Employee Entitlements	1,169	1,000
Borrowings from Financial Institutions	3,141	5,550
	94,586	90,584
Net Assets	9,719	9,158
EQUITY		
Reserves	63	-156
Retained Earnings	9,656	9,314
	9,719	9,158

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 team of giving spirited supporters.

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

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 purchase of vital equipment such as bed hoists, 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 would welcome you at Mayflower. You'll have the opportunity to work with residents and have a real impact on their lives while achieving a sense of satisfaction for yourself.

SCHOOLS

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

For more information on how you can help please call us on 03 9591 1100 or visit mayflower.org.au





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Via Brighton
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