ANNUAL REPORT 2017/18

mayflower

mayflower

OUR VISION

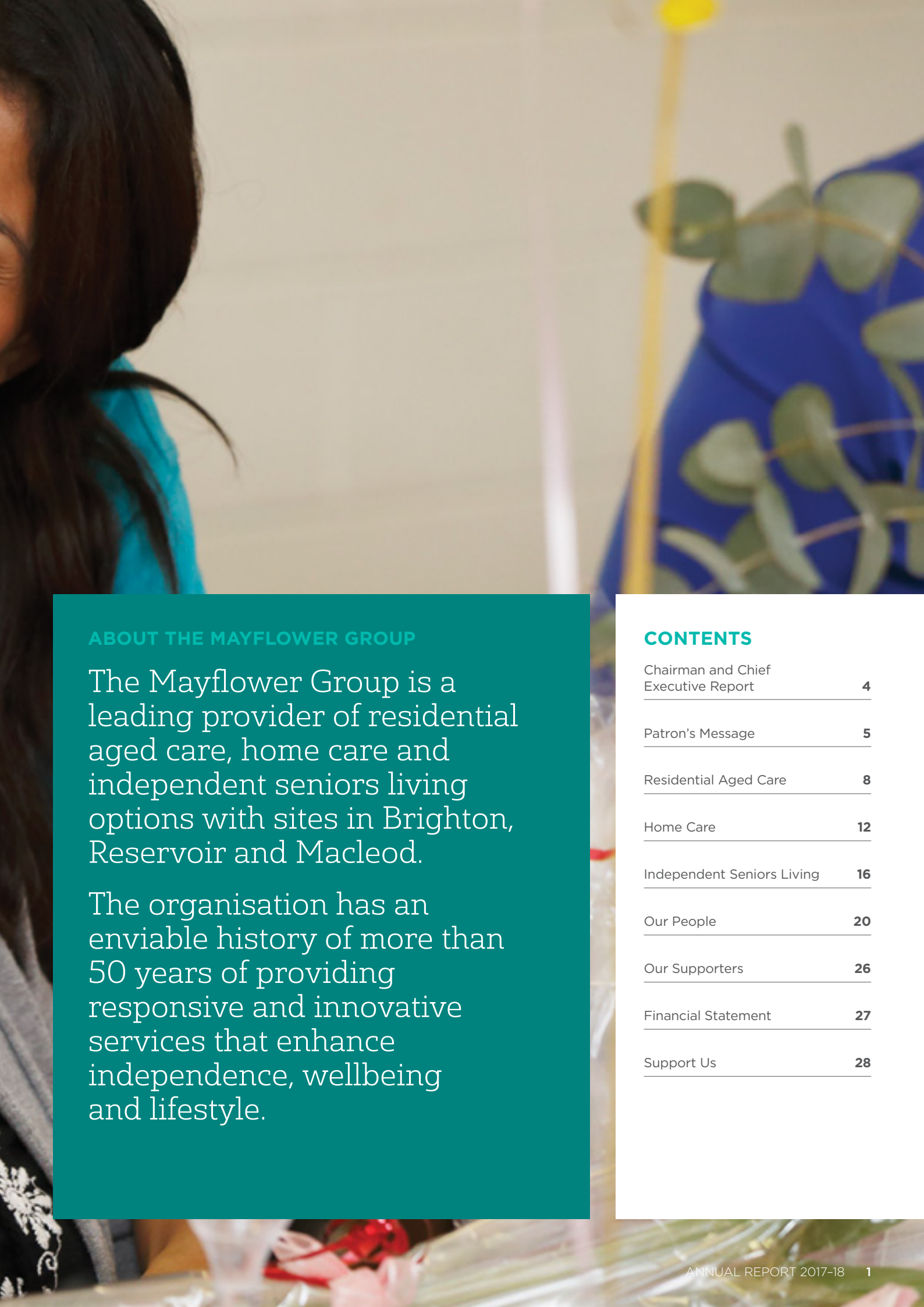
Care without compromise

OUR MISSION

Enhancing quality of life choices for our community

OUR VALUES

- Compassion
- Excellence
- Integrity
- Respect



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.

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Punching above his we

Johnny Infante is a well-known name in the world of Australian boxing. Perhaps better known to us as Giovanni Infante, this humble champion born in 1940 in Italy is a much-loved resident of Mayflower Reservoir and the custodian of another familiar member of the Mayflower family... Princess the cat!

Born in 1940, Giovanni was the second youngest of his two brothers and two sisters to parents Antonio and Antonietta, who proudly worked hard to raise their children, in the small Italian city of San Severo, a province of Foggia.

Giovanni fondly remembers the beautiful medieval churches and monasteries of his hometown, and regularly visiting the church of San Severino in the centre of the town with his family in their Sunday finest.

This church was also the focus of "La Festa del Soccorso" (The Festival of Help), which Giovanni looked forward to every year. Joining the young men of the town, Giovanni ran alongside the deafening firecracker chains that extended throughout the city during the festival.

After earning his trade as a welder, this ambitious young man left his family and hometown and set out to explore the world, travelling to Australia in 1957. Two years after arriving, Giovanni lost his heart to Englishwoman Lilly, whom he married and settled down with, in Coburg.

Giovanni and Lilly did not have children but shared a love of pet cats, and it was during his early years with Lilly, while working as a welder, that Giovanni discovered his passion for the sport of boxing.

Ten years after arriving in Australia, with the tentative support of his young wife, Giovanni started training as a professional junior welterweight boxer.

Revisiting his home country of Italy for a short time to train and compete, he returned to Lilly in Australia and won his first boxing match in 1968.

With a boxing career spanning thirteen years, Giovanni won a further sixteen fights over his international career and was only knocked out three times. He retired from professional boxing in 1981 to spend more time with Lilly, who Giovanni always considered a total 'knockout'.

Lilly sadly passed away in 1994, and with health problems of his own, Giovanni moved into one of Mayflower Reservoir's independent living units.

Thriving in the supportive environment, Giovanni proudly displayed photographs of his boxing days and loved to have a chat about winning the Australian Super Lightweight boxing title.

In 2016 Giovanni relocated into Mayflower Reservoir's residential aged care facility with his pet cat Princess, who loves to visit with other residents...as well as a little shadow boxing with her much loved owner.

ight

OUR CHAIRMAN AND CHIEF EXECUTIVE REPORT

TREVOR MARTYN, Chairman

ROSA GINEVRA, Chief Executive

Steady stewardship and a strong brand delivered positive results for Mayflower in an environment of unprecedented reform.

Mayflower continued to adjust its operations during the year as the impact of ongoing aged care funding cuts took full effect.

Over the past 5 years, $3 billion in funding has been withdrawn from the aged care system. These funding cuts, combined with the growing complexity of care needs, changing consumer expectations, and increasing operating costs, are placing many aged care providers under significant financial stress.

Mayflower has been proactive in developing strategies to mitigate these cuts and continues to investigate innovations to ensure a financially sustainable business that can deliver the highest levels of care. It is our strong reputation for quality care that has delivered continuing high occupancy rates, which have helped to buffer our performance over the past year.

During the year we updated our valuation policies to more accurately reflect the significant assets that Mayflower holds with land and buildings now recorded at fair value rather than cost price. As a result, the Mayflower Group achieved a surplus of $70.8 million for the year ended 30 June 2018, predominantly due to the reclassification of mayflower retirement villages to investment properties ($41.8 million) and the revaluation of other land and buildings to a fair value ($31.5 million).

Ongoing enhancements to clinical assessment practices, and prudent fiscal management helped minimise the impact of the current funding challenge. However, the funding cuts will continue to increase in the 2018/19 financial year.

Mayflower will continue to review opportunities to enhance our operational effectiveness, efficiency and financial sustainability so we can be best positioned to meet the future challenges ahead.

Mayflower's key areas of operation – aged care, home care and retirement living – all progressed well during the year.

The 2017/18 year saw the successful reaccreditation of our aged care facilities by the Australian Aged Care Quality Agency. We were pleased to receive feedback that validated our team's efforts to provide the highest levels of care.

Demand for Mayflower's home care services increased during 2017/18, with more independent living residents taking advantage of our services.

High occupancy levels were also achieved for our retirement villages, where we have worked to enhance resident amenity and services. Mayflower is proactively supporting retirement village reforms, which aim to deliver better experiences for senior Australians living in retirement communities, and we are now preparing for the implementation of these reforms.

We also progressed our building development pipeline, so that we can continue to future proof our infrastructure.

During the year, planning commenced for a major upgrade to Margaret Beynon House at Mayflower Brighton. The upgrade will deliver an environment to commensurate with contemporary best practice dementia care, featuring enhanced amenity and vibrant spaces to support more meaningful engagement and enablement.

The redevelopment of Mayflower Reservoir also progressed. Construction is expected to commence in the 2018/19 financial year. Mayflower is investing more than $25 million in the Reservoir redevelopment to create a new state-of-the-art 110 bed residential facility.

Looking further ahead, investigations into the redevelopment options for Mayflower Macleod are moving forward with the aim of determining the feasibility of developing an aged care precinct which offers home and residential care as well as seniors living options.

In other areas, we have continued to build community engagement with our free community forums to help participants understand how to access aged care, home care and independent living services as well as enhancing our social media presence.

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 remarkable team of staff for their continued dedication, warmth and energy. Mayflower would not be the organisation it is today without them.

Finally, we would like to thank our many volunteers, donors and supporters for their ongoing generosity to Mayflower. Mayflower is privileged to be part of such supportive community who work tirelessly to enrich not only the lives of our residents, but also the lives of families and staff alike.

Trevor Martyn, Chairman
Rosa Ginevra, Chief Executive

OUR PATRONS MESSAGE

It has been a year of extraordinary change in the aged care environment, with Mayflower's strong vision and commitment to quality ensuring older Australians in our community continue to receive exceptional care.

Mayflower's commitment has been validated through the successful reaccreditation of their aged care facilities, achieving another outstanding result from the Australian Aged Care Quality Agency. It is results like these, combined with the hard work and dedication of the Mayflower Board, Executive and staff that ensures continued high occupancy levels and strong recognition within the broader community.

Investment in state-of-the-art residential facilities will no doubt continue to enhance Mayflower's reputation, with the planned upgrade of Margaret Beynon House at Mayflower Brighton keeping the organisation at the forefront of person centered dementia care. I also look forward to seeing the redevelopment of Mayflower Reservoir commence later this year.

Finally, I am thrilled to congratulate Mayflower Group's Chairman, Trevor Martyn upon receiving an Order of Australia (OAM) medal in the Queen's Birthday Honours list. Trevor's award is an acknowledgment of his services to the community, with Mayflower being a beneficiary of those services for more than ten years.

LADY MARIGOLD SOUTHEY AC, Patron

Mayflower is extremely fortunate to have such a dedicated and enthusiastic volunteer Board to help guide the organisation through the many challenges confronting the aged care sector. This outcome is achieved while ensuring residents/consumers receive the highest level of care to enhance their independence, health and lifestyle.

I am proud to be Mayflower's Patron as the organisation faces a changing aged care environment with robust plans and vision for the future.

Lady Marigold Southey AC, Patron

On the bright side

Some people have the ability to turn 'something not right' into a world that is bright and positive. Jennifer Cook is one of these people.

Jennifer was born in the country town of Stawell in 1942, right in the middle of World War II, and diagnosed with Spina Bifida, the incomplete closing of the backbone around the spinal cord. In Jennifer's case, this led to paralysis below the waist.

Undergoing surgery to correct the lesion on her spine, Jennifer spent the next three years in the care of the Royal Children's Hospital, 150 miles away from home. Her hardworking mother cared for her while her father was away with the Army.

After one particularly stressful train journey from home to the hospital where Jennifer was staying, her mother arrived well before visiting hours and was refused entry. Undaunted, her mother climbed an external fire escape to gain access to the ward to see her daughter. This courageous attitude to life was passed onto Jennifer as she faced challenges with the same 'can do' attitude.

After her father left the army and the family moved to Burwood, much of Jennifer's school years were spent learning via correspondence. Along with her younger brother and sister, they never considered themselves disadvantaged.

Jennifer faced her medical treatments with good humour and determination. Walking with callipers and refusing to use a crutch she spent many Christmas holidays of her younger years on her Aunt's farm.

After passing her year 11 exams at Yooralla Special School, Jennifer went on to attend business college graduating as a Grade 1 stenographer.

During this time, although at first resistant, Jennifer gained her driver's license in a hand-controlled car. Her very first lesson was spent navigating through the centre of Melbourne, down busy Collins St, out to Albert Park Lake and back along Beach road – a tough drive for anyone.

Jennifer faced many setbacks gaining employment, even from the Government, due to the assumed limits of ability for a young, enthusiastic woman, with callipers. She tackled these challenges with her positive attitude and ultimately received employment, on full pay with a small printing firm in St Kilda.

After reapplying to the Public Service, now with six years' experience, Jennifer was offered a job immediately with the Department of Community Services where she happily served in a number of roles for the next 23 years.

Her love of driving grew over the years after her first exposure to the joys of Melbourne traffic, winning a number of car rallies with her brother and later joining the Committee of Disabled Motorists Association.

Jennifer remained close with her mother, moving into one of Mayflower's independent living units in the Rodda Dixon Terraces. She later transferred to a garden room, in Ada Hyde House at Mayflower Brighton's aged care facility.

When asked about her time at Mayflower, Jennifer responds with her usual cheerful attitude "I love it here. I am so relaxed, there is nothing to worry about, as everything is taken care of."

RESIDENTIAL AGED CARE

Resident wellbeing is the heart and soul of everything we do.

Dedicated staff and a reputation for high quality person centred care underpinned sound performance by Mayflower's aged care operations in 2017/18.

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.

The 2017/18 year saw the successful reaccreditation of both aged care facilities by the Australian Aged Care Quality Agency. Mayflower Reservoir achieved 44 out of 44 expected outcomes in May 2018, while Mayflower Brighton achieved a similar result during its audit in June.

The feedback received from the agency was very positive, particularly in relation the quality of the care provided at each facility and was supported by comments from Mayflower residents and family representatives. It was apparent during the accreditation visits that staff work together as a team and take great pride in demonstrating their skill and dedication in caring for our residents.

During the year, the Government announced changes to the way re-accreditation audits are conducted. From 1 July 2018, the Australian Aged Care Quality Agency will be rolling out unannounced re-accreditation audits, to provide greater assurance that standards of care are consistently met. This is good news for residents and their families and should help instil more confidence in the broader aged care sector.

Mayflower is committed to providing holistic person-centred care services that meet the needs of our residents, and their family representatives, in relation to individual clinical, physical, social, spiritual and emotional support. We take a person-centred approach because we want to make every day better for residents by providing genuine, individually tailored care.

Our reputation for high quality care, combined with the energy and commitment of staff, continued to drive demand at Mayflower's aged care facilities during the year. Mayflower Brighton achieved an average occupancy rate of 98% (2016/17: 98%) for the 12 months to 30 June 2018, against an industry benchmark of 94%. Mayflower Reservoir's occupancy rate averaged 90% (2016/17: 88%) which is considered particularly high for a facility of its vintage.

Mayflower's longitudinal resident and relative satisfaction survey also produced pleasing results at both sites. Residents and relatives at Mayflower Brighton scored a satisfaction factor of 80% and 84% respectively (2016/17: 83%, 84%), while Mayflower Reservoir scored 85% for residents and 89% for relatives (2016/17: 82%, 85%). The results of these surveys contribute to Mayflower's continuous improvement program, which uses internal audits, stakeholder feedback and monitoring of clinical indicators to identify actions to enhance resident care.

Key enhancements to our services at Mayflower Reservoir included minor renovations to enhance efficiency and resident care, expansion of the 'befriend a resident' program to include the creation of personal life stories for our residents, and the introduction of the 'musical memory' program.

The 'befriend a resident' program pairs specific staff members with residents to spend quality one on one time together, resulting in more trusting and care relationships. The 'musical memory' program uses individualised playlists to trigger memories that inspire happiness for residents. Individualised music can produce wonderful results for people living with dementia.

At Mayflower Brighton, planning commenced for a major upgrade to Margaret Beynon House to reflect contemporary best practice caring for individuals with dementia or other cognitive impairment. This significant renovation project will result in an improved amenity for residents offering refreshed bedrooms, additional lounge spaces and a vibrant dementia garden for residents to wander in and enjoy. The physical amenities are designed to actively demonstrate and support a model of meaningful engagement and enablement.

The redevelopment of Mayflower Reservoir also progressed during the year, with demolition of 22 vacant independent living units scheduled for the second half of 2018. Mayflower is investing more than $25 million in the Reservoir redevelopment to create a new state-of-the-art 110 bed residential facility which is generating great excitement amongst staff and residents alike.

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.

Donata Colaiacovo loves listening to Dean Martin, attending Catholic Mass and being around happy people.

Born in Italy, Donata migrated to Australia with her husband Antonio in 1956.

Donata is a much loved resident at Mayflower Reservoir and has a wonderful supportive family including a son, daughter-in-law, two grandchildren and two great grandchildren who she is incredibly proud of.

188

RESIDENTIAL AGED CARE PLACES

200

LIFESTYLE ACTIVITIES EACH MONTH

Calling Australia hom

When you talk to John and Margaret Wells you are taken back to a time of traditional values, gentle stoicism and impeccable manners.

This quietly spoken couple, now in their 80s, have been married for almost 40 years. John, an Englishman, qualified as a pharmacist in the UK in his twenties. He first worked as a pharmacist but soon joined the Proprietary Association of Great Britain. The Association regulates over-the-counter medicines. He became their CEO in his early forties. During this time John was awarded an Order of the British Empire, signed by the Queen, which Margaret had framed. John's two children and five grandchildren live in Europe but visit Australia whenever possible.

On the other side of the world, Margaret finished her education at MacRobertson's Girls High school and started working as a secretary in Melbourne. She moved to the UK in her twenties and worked as a personnel officer in an advertising agency. Furthering her career, she joined what was known as the Spastics Society of Britain (now known as Scope) as a Home's Advisory Officer. Always keen to learn, Margaret was accepted as a mature student in the London School of Economics (LSE) in her thirties where she qualified as a social worker. She continued to work in the field of social care.

It was during this time that she met and married John, a second time around for both of them. Together they visited Australia regularly to keep in touch with Margaret's mother and family. John liked Australia, its friendliness and blue skies and so in 2000 they decided to live permanently in the place that had come to feel like home.

John and Margaret moved to Inverloch, a seaside town with strong family connections. It is 143 kilometers from Melbourne and they came to miss city life. In 2005, they sold up and moved to Brighton. Then in 2016, upon the recommendation of their GP, they moved into their brand new independent living apartment at Mayflower. John was experiencing some health issues and both were getting older.

They love it here, but do miss British relatives and close friends, and rely on Mayflower's resources for essential support. Margaret says that Mayflower's home care officer, Tijana, has been an invaluable help over the past 18 months. She is particularly grateful for Tijana's encouragement and kind ear during specialist appointments. "Tijana is so good at being where she is needed, reliable, practical, sensitive and so attuned at every level," says Margaret.

Their friendship is considered mutual. "A special part of my job is being able to spend time with people like Margaret and John and connect over life experiences. We are all very human," says Tijana.

The recent transition into Mayflower's Aged Care residence for John has been a terrible adjustment for the couple but has been helped by the care and consideration of Tijana along with Mayflower's team in Ada Hyde House.

Never to let life's challenges get in their way, the couple still very much enjoy their time together, including an Aussie roast and a glass of red for Sunday lunch at the Mayflower Café each week, demonstrating that no matter how much things change, some things will always stay the same.

HOME CARE

Unconditional care and assistance to support independent living.

Demand for Mayflower's home care services increased during 2017/18, as more retirement village residents took the opportunity to maintain their independence at home.

This year has delivered positive results for Mayflower's home care business which has successfully transitioned to a new business model in response to changing customer needs and ongoing industry reform.

In 2017, the Australian Government introduced the Increasing Choice in Home Care reforms. These changes are an important step in moving towards a future aged care system that is more consumer driven, market-based and less regulated. Home care packages are now provided to individual recipients rather than approved providers, allowing consumers greater independence, choice and control over the services they receive.

Mayflower now offers a full suite of home care services to independent living residents on a private fee for service basis, as well as through home care packages for eligible clients. With Mayflower's home care services, clients can enjoy a full and independent life in their own home with varying degrees of support if, and when, they choose. With everything from domestic assistance with cleaning and laundry, to transport for shopping and errands, to higher levels of personal care, Mayflower residents only pay for what they use.

These services are proving particularly popular with Brighton ILU residents who are endeavouring to live at home longer, knowing that if required, they can seamlessly transition into residential aged care. During the year, demand for home care services from Mayflower Brighton residents increased significantly with the majority of clients accessing the private fee for service option. We also launched the service to residents at Mayflower Macleod in mid-2017 and expect to see growth in this area in the coming year.

The competitive environment in the broader home care market remains strong. There has been an exponential growth of providers since new legislation was introduced in February 2017. This has resulted in significant advertising and marketing expenditure by competitors in the home care market, as providers work to establish their position relative to other providers. Mayflower is watching this space closely, to determine the most appropriate time to launch its suite of home care services to the boarder community.

ALL THE HELP YOU NEED

With the full support and experience of the Mayflower Group, we can give you all you'd wish for in home care support.

- **Domestic Assistance:** We can take care of the household chores for you: from daily dusting, to full housekeeping including linen change and laundry – even the spring clean.
- **Personal Care:** We can offer the comfort and support of your very own home care assistant. They'll help with all your personal care needs, including showering, dressing and grooming.
- **Nursing Support:** Your health and wellbeing is 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 dietitian, 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 to wherever you'd like to be.
- **Companionship and Support:** Beyond daily chores and nutritious meals, your in-home carer will be there for you. Whether it's 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.

Christine Taylor has a smile to brighten any day, and she's more than happy to share it.

Christine has been working for Mayflower for more than five years and is a favorite among our ILU residents who look forward to her cheerful visits where she gets their homes looking spic and span.

2,500

HOURS OF HOME CARE SERVICES PER YEAR

75%

RESIDENTS EXPECTING TO USE HOME CARE SERVICES IN THE FUTURE

Shall we dance?

Dancing through life with a sense of fun has always drawn others to the delightfully cheeky Patricia Frith.

Born in 1934 in Melbourne's northern suburbs, shortly before World War 2, Patricia started her celebration of life at a young age, infamously taking her sisters into the city to commemorate the war ending on VP (Victory in the Pacific) day at only 11 years old.

Patricia was known to sneak out of the house at night after her parents were in bed, to meet up with her friends. With her sisters covertly enlisted to assist in her secret escapades, they passed their fathers bicycle over the fence to provide her with a quick mode of transport.

A hard-working seamstress in her teenage years Patricia's first love was dance, quickly becoming a well-regarded dance teacher. It was at a local square dance that she found love, meeting her future husband, John.

Their first rental property together after marrying led to unexpected amusement, with gentlemen callers occasionally knocking on the door of the former brothel. Of course, they were always met with a friendly smile and sent on their way.

Patricia and John were keen to start a family, and after several moves around Melbourne, they bought their first house and moved with their young daughter to the brand-new Melbourne suburb of Dallas. The roads were un-made; there were no shops or conveniences. One house in the street had a TV and two others had telephones.

Patricia was an avid Beatles fan, and music was often heard blasting from the front windows of her new home, competing with the blasting of volcanic rock to make way for the multitude of homes that were being built in the area.

Hard working throughout her life, Patricia's career followed the best company social clubs. From making uniforms for the Australian armed forces in Vietnam to a stock controller at Erricson and ultimately Tooth Breweries, which offered lucrative social connections to Festival Hall and many visiting international bands. As a true lover of music, Patricia took full advantage and relished the opportunity to see many of the world's best rating performers.

The move to the small country town of Wallan in 1984 was a new awakening of independence for Patricia, and after a separation with John she was proud to gain her own driving license and a blossoming social life in town.

A gracious host, Patricia would regularly cook up a storm or mix a cocktail, always with a sense of fun and inclusiveness. Her port wine trifle was legendary and led to many a tall tale of her travels throughout Australia, Singapore and Hong Kong.

In her early retirement years, Patricia managed a very active social life leading the Wallan Senior Citizens club on an unprecedented number of activities and outings. She was also drawn back to her first love of music and dancing, this time line-dancing.

But when her health became a challenge in 2017, the fiercely independent Patricia reluctantly accepted care from Mayflower Reservoir.

Fortunately, Patricia was pleasantly surprised at how different the reality of life at Mayflower was from her perceptions, and now relishes her new and very social life, telling her daughter "I didn't think it would be like this...I love it here!"

INDEPENDENT SENIORS LIVING

Our vibrant communities promote independence, wellbeing and lifestyle.

Vibrant communities, quality facilities and lifestyle options contributed to high occupancy levels in Mayflower's retirement communities during the year.

The Mayflower Group owns and operates two retirement communities in Victoria, at Brighton and Macleod. This service offering follows the successful relocation of residents from 22 units at Reservoir during the year, in preparation for the commencement of the redevelopment of the Reservoir facility.

Mayflower Brighton is situated amongst beautiful lush gardens in the bayside suburb of Brighton East. This state-of-the-art precinct offers 84 independent living units across three boutique buildings, all with access to abundant gardens and a variety of communal spaces.

Demand for apartments at Mayflower Brighton remained strong during 2017/18, resulting in high occupancy rates for the year. Henshall Close, which boasts an impressive frontage onto Grant Street, Brighton East, achieved an average occupancy of 99%, while Norman Place, which directly adjoins Mayflower Brighton's community facilities, achieved an average occupancy rate of 100%.

The newly renovated one-bedroom apartment in the Rodda Dixon Terraces at Mayflower Brighton, completed last year, have also proven popular with only a handful of units available at 30 June 2018. Located in a boutique building of just 24 apartments, these spacious one-bedroom units offer a rare opportunity to step into a Bayside retirement lifestyle at an affordable entry point.

Key investments at Mayflower Brighton during the year included establishment of a new resident lounge. The lounge provides a dedicated communal area for independent residents and their guests where they can enjoy fellowship and social interaction. Located centrally within Mayflower, the lounge has become a popular meeting place for social gatherings such as weekly card groups, Friday night happy hour and family events, as well as monthly resident committee meetings.

Mayflower Macleod also experienced strong demand during the year, achieving an average 92% occupancy rate for the 12 months to 30 June 2018. Nestled in the leafy surrounds of a quiet suburban neighbourhood, Mayflower Macleod offers 44 spacious two-bedroom residences, with a designated community hub, and its own village coordinator.

Set in lush landscaped open spaces with walking paths through native gardens, this community orientated village received a burst of positive energy during the year, when some highly proactive and caring residents moved into the village. As a result, the residents are now more connected than ever, and are enjoying the comfort and security of living in a truly supportive and active community.

Mayflower also enhanced its resident support at Macleod at during the year, by increasing the amount of time the dedicated village coordinator spends on site each week and introducing a new health and wellness program for residents.

The village coordinator is a key facilitator of social connections within the village and helps promote communication and community spirit. Key activities for residents include regular movie nights and craft groups, sing-a-longs, scone and pancake days, exercise classes as well as a vibrant monthly happy hour.

Looking forward, Mayflower has commenced a feasibility study to investigate potential opportunities to redevelop the site to deliver a state-of-the-art co-located residential and retirement village services.

Mayflower is also proactively supporting retirement village reforms, which aim to deliver better experiences for senior Australians living in retirement communities. This includes supporting the retirement village industry's 8-point plan as well as the new national Retirement Living Code of Conduct.

With a wide grin, comfortable manner and a hint of larrikin, Laurie Connor has been a welcome addition to the Mayflower Macleod community.

Laurie has dedicated his life to serving his country and community, including 20 years in the Army, and many years volunteering for the RSL, CFA and as a JP.

128

INDEPENDENT LIVING UNITS

26%

COUPLE HOUSEHOLDS

Curtains up!

Long time friends Patsy Martin and Josie Woodgate OAM met nearly thirty years ago and share a love of the ballet and performing.

These two ladies of the entertainment world know how to hold a room and captivate an audience. Longtime friends Josie and Patsy met nearly thirty years ago and found a shared a love of the ballet and performing.

Josie first set foot on the stage as a four-year-old to sing with her younger sister Eileen. They became known as the King Sisters performing regularly on radio and in variety concerts until Josie started her solo career at the age of fourteen.

Josie temporarily retired from singing during the early years of her marriage to welcome the arrival of her three sons; Peter, Tony and Steven. It was her youngest son's enrolment in ballet classes with the prima ballerina, Kathleen Gorham OBE, that reignited Josie's interest in the theatre.

After successfully gaining financial support for the National Theatre Ballet School from the Victorian Premier, her path in the world of ballet was decided. Josie was involved in ballet for 45 years, is still serving as a committee member with the Australian Ballet Society for 35 years, and serving as president for 25 years.

In 1993 Josie was awarded a Medal of the Order of Australia (OAM) for her work for ballet in Australia having served as a Director on the Boards of The Australian Ballet and The Australian Ballet School.

It was during her time with the Limelighter's Association – a group of performing arts women who raised funds to support arts and disadvantaged students – that Josie met Patsy.

Patsy was destined to be a performer. Born in Manchester, England to a pianist and a ballet dancer she lived the life of a gypsy. Touring with her parents throughout the country she loved the sounds, sights and smells of entertainment, and all she ever wanted to do was to act on stage.

Growing up during the war, Patsy attended many of her parent's parties surrounded by actors, singers, dancers and musicians, all 'having a bloody good time before the next bomb hit!'

Patsy left school at 13 to become an actress, but her parents decided she should get a 'proper' job, so she worked as a salesgirl in a large department store, before running off to Australia at 17 with her soon to be husband, whom she had met only three weeks earlier.

They settled in Australia, growing their family with six children, four of whom survive today. The marriage broke down, and Patsy later met and married her wonderful soul mate Noel, who encouraged her to start doing what she'd always wanted to do – act!

After 12 years training in non-professional theatre, Patsy turned 'pro' studying with the likes of Bud Tingwell, Brian Crossly and voice coach Roma Johnson.

One of Patsy's most memorable triumphs during this time was a television commercial for chainsaws that ran for five years, spreading her fame far and wide. "It must have sold a hellavu lot of chainsaws and brushcutters!"

Being mates with Val Lehman (best known for her role as Bea Smith in *Prisoner*), Patsy joined the Crawford productions family, appearing in *Prisoner*, *Cop Shop*, *The Sullivans* and *Flying Doctors*, to name a few.

Patsy served as a committee member of the Australian Ballet Society Inc with Josie, their mutual love of the performing arts cementing their relationship.

Both Josie and Patsy moved into Mayflower as independent living residents in 2003, putting their skills for organising a lively show to good use, running the monthly happy hour with great success, as well as serving on the residents' committee.

They both enjoy the secure and welcoming environment at Mayflower and continue to entertain staff and other residents with their great storytelling and amusing life experiences.

OUR PEOPLE

It's our people that make Mayflower a place that residents love.

Our people are critical to our business, and their levels of engagement and sense of wellbeing have a powerful impact on the care we provide.

Mayflower measures employee engagement through our annual staff survey. During the year, we updated the survey instrument to maximise response rates, helping to create a more reliable picture of staff experience as Mayflower seeks to position as an employer of choice.

The staff happiness survey measures the extent to which employees are happy and content with their jobs and work environment. It helps us understand staff frustrations and motivation drivers to foster a more collaborative and happier workplace, by ranking the aspects of the work environment that are most impactful on overall job happiness.

Overall, 73% of staff completed the staff happiness survey. Mayflower Reservoir scored an employee happiness factor of 83% (2016/17 satisfaction factor: 85%) and Mayflower Brighton scored an employee happiness factor of 70% (2016/17 satisfaction factor: 77%).

Staff told us that the impact they have on residents' lives and working with other staff are the most important contributors to their overall happiness. Their key motivation is to make a difference in people's lives, and they love working in a team to provide great care for our residents.

Staff also told us they want greater recognition for the great work they are doing. As a result, we are implementing a new program to enhance our workplace culture to ensure all staff know they are valued, and their good work is recognised. We are also reviewing our human resources strategy and function, so staff can feel more supported in their roles.

The ongoing availability of an appropriately skilled workforce continues to be a challenge for the sector. The appropriate management of these issues will become an increasing part of our future, but we continue to work hard become an employer of choice, so that we can continue to deliver on our vision of Care Without Compromise.

Special staff events such as Harmony Day where we celebrate cultural diversity by inviting staff to taste and experience exotic dishes from different countries around the world are popular with our staff. Teams are also rewarded through pizza nights, team dinners, afternoon teas and other events that promote good team work and relationships.

We also continued to provide an Employee Assistance Program which offers confidential counselling free of charge to any employee (and their immediate family) who may need help with problems which adversely impact their personal and work-related wellbeing.

227

FULL TIME, PART TIME AND CASUAL STAFF

32%

STAFF EMPLOYED FOR MORE THAN 5 YEARS

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 Tract Consultants, a national 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.

CHRIS RESIDE
BBus(Admin), MAICD

Mr Reside was appointed to the Board of Mayflower in 2017. Mr Reside is a senior executive with more than 10 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 10 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.

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 General Manager – Service Delivery at Wallara Australia, an organisation that support adults with disabilities. Previously, Russell was Head of Hospital Services at Lort Smith Animal Hospital. He was formerly an Executive Member of the Australian Veterinary Association (AVA) Victorian Division, and treasurer/secretary of the Melbourne Metropolitan Practitioners Branch of the AVA.

EXECUTIVE TEAM

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.

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.

ROSA GINEVRA
MHA, GradDipHSM, BAppSc RN
Chief Executive Officer

Ms Ginevra assumed the leadership and management of the Mayflower Group in 2013. Prior to this role she was the Director of MRG Management Plus Pty Ltd offering a range of consulting services to the health and aged care sectors nationally. Ms Ginevra is the 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.

Wendy Dunn
RN, RM, BN, GradDipHlthAdm, GradDipNg (ChildFamNurse)
Executive Director – Aged Care and Seniors Living (Acting)

Ms Dunn joined the Mayflower Group in 2018 as Acting Executive Director – Aged Care and Seniors Living and is responsible for all elements of Mayflower's residential aged care, seniors living and home care operations including strategic development of the business. Ms Dunn is a Registered Nurse and Midwife and has more than 20 years' senior experience managing aged care and hospital facilities for Mercy Health, including 4.5 years as Clinical Director Aged and Community Care where she was responsible for 3000 beds and many thousands of residents and family members. Ms Dunn is a director of annecto, a not for profit aged care and disability community care network and was previously on the board of Caroline Chisholm Centre for Health Ethics.

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

Mr O'Donnell joined the Mayflower Group in 2013. As Executive Director, Corporate Services, he is responsible for Mayflower's finance function and corporate services including information technology, human resources, marketing, corporate governance and risk management. Mr O'Donnell has more than 20 years' experience in senior management roles including 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 Otago and the New Zealand Federation of Voluntary and Social Sector Organisations.

The spirit of giving

Sometimes a person walks into a room, and it lights up with positive, warm energy. Bev Westcott is one of those people who quite clearly loves what she has been doing for the past 20 years at Mayflower.

Bev is one of Mayflower's most valued volunteers, coming into our residents' world and brightening their day. Whether through her Friday Singing group or Wednesday Bingo with Bev, she is much loved and always has time for a chat and a laugh.

Bev was a career woman – a bit ahead of her time – and spent most of her life working as a personal secretary for the same family for over forty years. Managing the family and business affairs, Bev formed a close bond, and when the couple became ill in their later years, they came to Mayflower to live.

Bev continued to attend to the family during their time at Mayflower and came to love its sense of community. "That's when I started volunteering with Mayflower as a way of saying thank you."

Living a full and involved life has helped Bev endure the recent loss of her husband Keith. Married for 63 years, they had a beautiful partnership filled with laughter and life.

Bev was smitten when they first met at age 14. "I thought he had the most beautiful face I had ever seen in all the world, and I thought that until the day he died."

Their honeymoon was particularly memorable, taking a full day to travel precariously down single lane roads, to Lakes Entrance in Keith's old Model A Ford.

Very much in love throughout their years together, they each had their own hobbies and interests, so they were never short of things to talk about over the dinner table!

Bev admits she is a 'terrible golfer' after taking up the sport to partner Keith. However, she does keep up her practice on a Sunday morning by hitting a bucket of balls at the local driving range...FORE!!!

In addition to golfing Bev also goes to regular exercise classes, St Andrews Church Merry Melodies, and Thursday Social outings.

With a busy and full life, this elegant, caring volunteer still finds time each week to sing and play Bingo with our residents at Mayflower.

"I think it's a wonderful thing to do, you need to be a people person. Stay vital and stay involved."

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SENIOR BINGO

OUR SUPPORTERS

Thank you to our wonderful supporters and volunteers.

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:

- King Family Foundation
- Edward Oldham
- Rod Goodman
- Neil Duncan
- David Fisher
- Jennifer Cook
- Nanette Lowth
- Nola Jennings
- Eastern Press

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. 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	2017/18 ($'000)	2016/17 ($'000)
REVENUE / INCOME		
Resident Fees and Charges	8,650	8,347
Government Subsidies	10,606	10,949
Other Income	1,168	1,358
Gain on valuation of Investment Properties	41,794	0
	62,218	**20,654**
EXPENSES		
Employee Benefits Expense	-11,709	-11,130
Maintenance and Utilities	-3,030	-2,782
Depreciation	-3,837	-3,021
Administration Expense	-1,345	-1,245
Catering Expense	-1,578	-1,467
Other Costs	-1,518	-667
	-23,017	**-20,312**
SURPLUS/(DEFICIT) FOR THE YEAR	**39,201**	**342**
Fair value movements of financial assets	64	219
Gain on valuation of land and buildings	31,528	-
Total comprehensive income/(loss) for the year	**70,793**	**561**

STATEMENT OF FINANCIAL POSITION	2017/18 ($'000)	2016/17 ($'000)
ASSETS		
Cash and Investments	24,475	19,857
Receivables	2,606	491
Property, Plant and Equipment *(net of depreciation)*	151,413	83,957
	178,494	**104,305**
LIABILITIES		
Payables	2,277	2,543
Accommodation Bonds and Entry Contributions	94,547	87,733
Employee Entitlements	1,159	1,169
Borrowings from Financial Institutions	-	3,141
	97,983	**94,586**
Net Assets	**80,511**	**9,719**
EQUITY		
Reserves	31,655	63
Retained Earnings	48,856	9,656
	80,511	**9,719**

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

mayflower

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