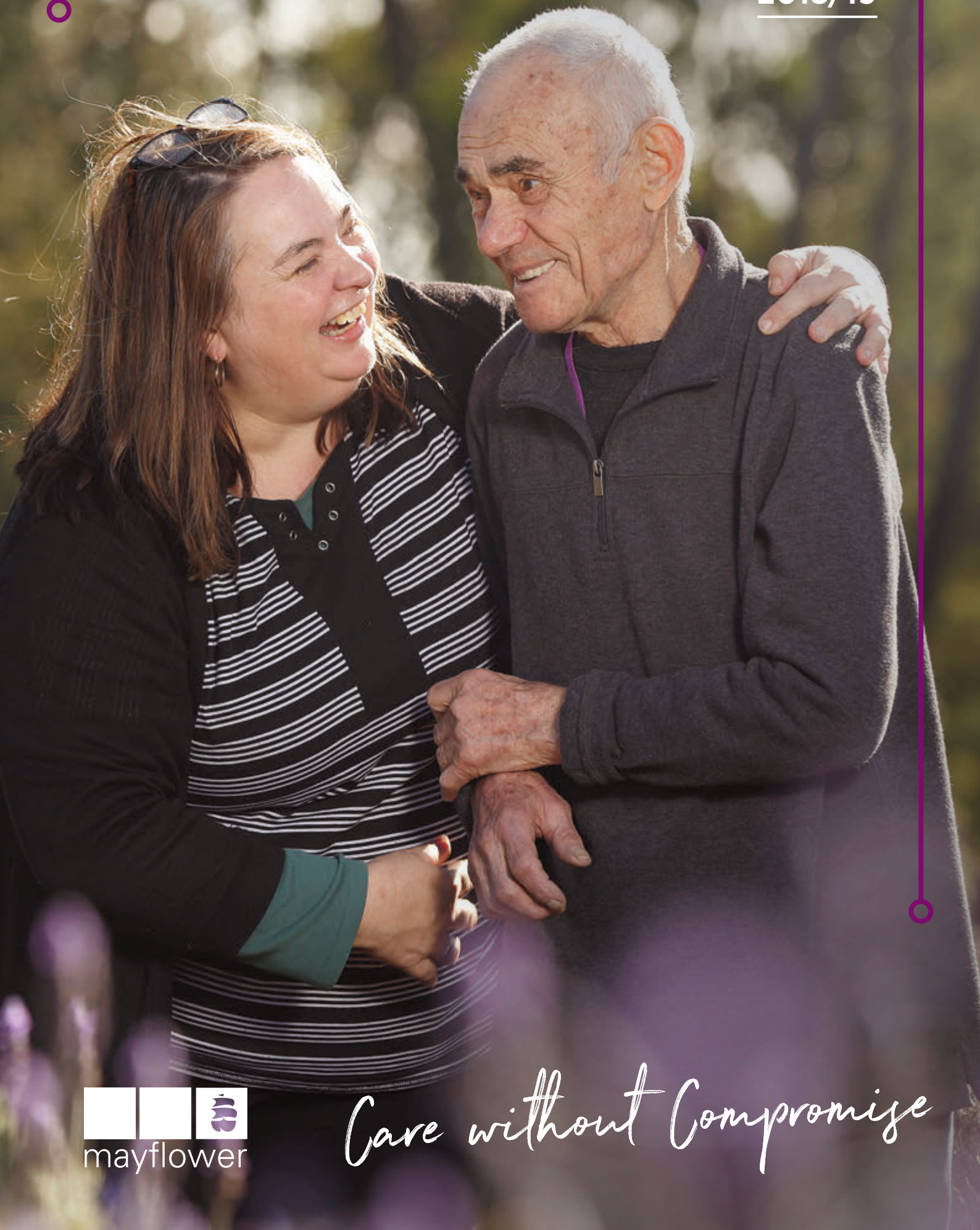


ANNUAL REPORT
2018/19





ABOUT MAYFLOWER

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

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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Everyone needs that one friend that they can share everything with – the laughs, the tears and the trust that they will keep your best stories to themselves. Nina and Sharon are two such friends, brought together by Mayflower's 'befriend a resident' program.

Nina was born and lived in Salerno, Italy with her 24 brothers and sisters. During her younger adult years in Salerno, Nina assisted her uncle, who was a surgeon, with theatre work and hospital duties. Unfortunately, World War II devastated Nina's family, losing 14 of her siblings and two of her young sons.

In 1957, Nina and her husband Vince migrated to Australia where she soon found work, sewing ladies nighties. She also worked as a waitress in Brighton and St Kilda, before giving birth to her daughter, Rose. Sadly Vince passed away in 2005, and together Rose and Nina decided that Nina should become a permanent resident of Mayflower Reservoir in 2013. Her speech and cognition were deteriorating, and she required extra care.

Rose visits her much-loved mother regularly and feels reassured that she is cared for as family at Mayflower by the whole care team, but in particular, Sharon. Through her care for Nina, Sharon has developed a close relationship with Nina's daughter, Rose, who will often contact her to discuss her mother's activities.

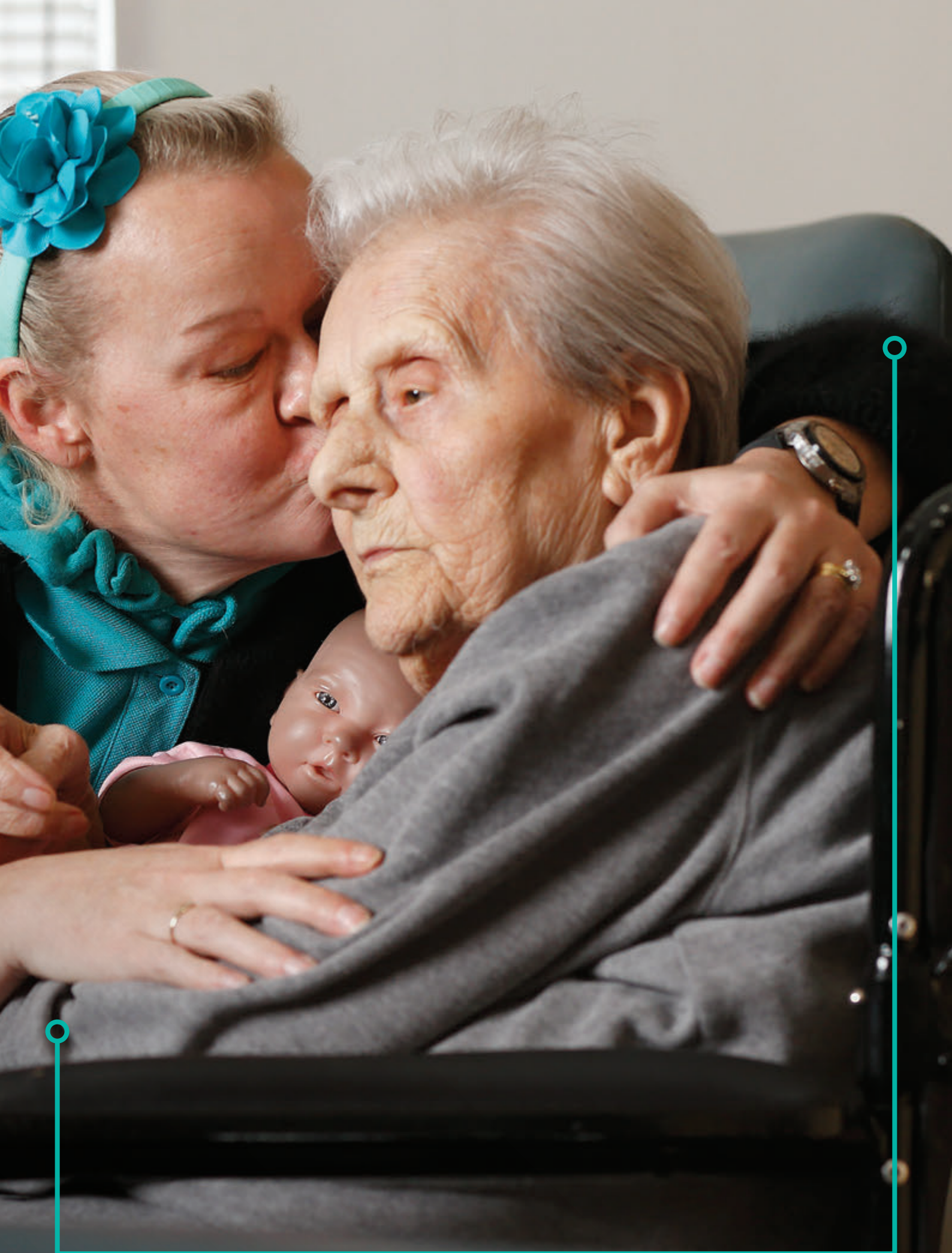
Sharon's role as a personal care assistant with Mayflower Reservoir is enriched with a warm hug from Nina at the start of every day.

As well as taking care of Nina's personal care needs, Sharon spends time with Nina in the sensory garden, assisting her in completing activities and helping her reminisce through playing Italian songs or videos.

Nina loves her time spent with Sharon, as seen through her smiling and laughing when they are together. Nina likes to sit with a baby doll, which reminds her of raising her children, and Sharon ensures that Nina's doll and accessories are with her, as she understands Nina's need to look after the baby doll as if it was her own child. Sharon also ensures other members of the Mayflower team are aware of Nina's care needs, choices, likes, dislikes and preferred activities.

Mayflower's 'befriend a resident' program has been highly successful, ensuring residents don't feel lonely, are loved and valued as an important part of the Mayflower family. This approach to person-centred care results in building more trusting and caring relationships between residents and the Mayflower team.

Caring friends



OUR CHAIRMAN AND CHIEF EXECUTIVE REPORT

Mayflower has continued to evolve and grow, advancing our strategic agenda to deliver new and enhanced services across the continuum of care.

Continued advancement of our Strategic Plan has delivered positive results for Mayflower, despite significant headwinds from the regulatory environment. Funding pressures, the Royal Commission into Aged Care Quality and Safety, new quality standards, and changing consumer sentiment have resulted in an environment of uncertainty and change. Mayflower has responded well to these challenges, successfully adjusting our operations to ensure a strong and sustainable business.

The Royal Commission is looking at a number of key issues in the aged care sector and Mayflower welcomes this important move to build a better aged care system. We believe the Royal Commission has the potential to strengthen our industry, and to support the government to make long-term plans for our ageing population, including ensuring adequate funding for the sustainable delivery of high-quality aged care services.

During the year we continued to experience high occupancy rates, reflecting continued confidence in the Mayflower model of care. This helped support our financial performance, along with positive revaluations of a number of assets. Mayflower achieved a surplus of \$16.4 million for the year ended 30 June 2019, after revaluation of our investment properties and aged care facility in Brighton.

Key operational advancements during the year included transitioning to a new Aged Care Quality Framework, expansion of our home care business, and an increase in our focus on wellness and reablement services.

The new Aged Care Quality Framework applies to all government funded aged care services. These changes will help clients better understand what to expect from Mayflower and will make it easier for the government to assess our performance.

The new framework puts customers at the centre of care and while Mayflower has operated under this principle for many years, we continue to review and evolve the way we operate. As a result, we have adjusted quickly to the new requirements, which build on our commitment to person centred care.

We expanded our home care business during the year to offer a full suite of services to people living in the broader community, supporting our strategic objective of offering a continuum of care for more Australians. Clients enjoy proactive support with the peace of mind knowing that they can transition to Mayflower aged care if, and when, they choose. This strategy has delivered positive results, with Mayflower's home care clientele more than doubling over the past year.

We also increased our focus on wellness and reablement in our retirement villages, launching new programs at Brighton and Macleod. Mayflower is taking an enablement approach to wellness, which means 'doing with' rather than 'doing for' our residents in order to enhance independence. This includes delivering wellness programs as well as clinical support services.

Key development initiatives included the purchase of two greenfield sites in line with our strategic growth objectives. The new sites are located in Gisborne and Keilor. A process of masterplanning will take place in the near future and will include Mayflower Macleod. We will be exploring options for integrated aged care, home care and retirement living services at each site, with the aim of providing the same continuum of care that our Brighton residents enjoy.

Other works included a major refurbishment at Mayflower Brighton and the commencement of the Mayflower Reservoir redevelopment.

The Brighton renovations include a full interior upgrade of Margaret Beynon House, Helen Macpherson House and John King House, to deliver enhanced amenity for residents including new lounge spaces, modern dining rooms, and a vibrant purpose-built garden for people living with dementia.

The redevelopment of Mayflower Reservoir is the culmination of more than five years work which will transform the 40-year-old facility into a brand new aged care, dementia friendly setting for 110 residents. This investment enables us to provide state-of-the-art aged care accommodation to more people in the Reservoir area, where there is high demand but a shortage of available places.

In other areas we continued to enhance our staff engagement program, engage our local communities, and build connections with government and key stakeholders, raising the profile of Mayflower and the sector.

We wish to formally acknowledge and thank our Patron, Lady Southey, the Board of Directors and the Executive Management Team for their ongoing commitment to Mayflower. We would also like to express our sincere appreciation to our remarkable team of staff. 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.

TREVOR MARTYN
CHAIRMAN

ROSA GINEVRA
CHIEF EXECUTIVE



TREVOR MARTYN
CHAIRMAN



ROSA GINEVRA
CHIEF EXECUTIVE

OUR PATRON'S MESSAGE

It has indeed been a year of positivity and development for the Mayflower community, and I am excited to see Mayflower's vision for the future coming to life.

This vision, combined with steady stewardship and well considered growth plans, means that more Australians will be able to access high quality care over years to come.

I am absolutely delighted to see the successful expansion of Mayflower's home care services. Personal independence is a critical factor in maintaining wellness for older Australians, and it is reassuring to know that more people in our community can now rely on Mayflower to help them achieve full lives in their own homes underpinned by a sense of wellbeing and support.

It is also pleasing to witness the redevelopment plans for Mayflower Reservoir and Brighton come to life. Brighton, with the completion of a very significant refurbishment project, and Reservoir with the commencement of a new state-of-the-art aged care and dementia-friendly residence. Along with staff and residents alike, I feel a great sense of excitement at the Mayflower Reservoir redevelopment which will certainly be appreciated by many in the local community.

The strategic expansion of the Mayflower, through new site acquisitions and careful master planning, will continue to build on Mayflower's capability to deliver a continuum of care for older Australians. All of this is being achieved with an ongoing focus on wellness and reablement services for seniors entrusted to Mayflower's care.



LADY MARIGOLD SOUTHEY AC
PATRON

I am incredibly proud to be the Patron of this caring organisation and would like to congratulate the staff for their continued efforts to deliver *Care without Compromise*.

LADY MARIGOLD SOUTHEY AC
PATRON



A close relationship with her grandparents, led Rupa into a career in aged care nursing. Leaving her home country of Nepal in 2004, she started a new life with her young family in Australia.

Rupa spent much of her childhood with her grandparents and loved the stories that they would tell her. She always felt comfortable with older people, which led her to study nursing in Nepal - further extending her study in aged care nursing after the birth of her second son in Australia.

Her regular afternoon shift at Mayflower Reservoir allows her to ensure her sons, now 14 and 15, have a hearty lunch packed and are seen off to school. Her days at work can be unpredictable, dependent upon the care needs of residents. This style of work suits Rupa, and she enjoys the challenges her role can throw at her, from diagnosing particular resident issues to celebrating with residents throughout the year.

One particular celebration Rupa enjoys is Diwali, or Tahir, reminding her of parties with her grandparents and family in Nepal. Sharing food, music and dancing, Rupa and her husband are close to the Australian Nepalese community, and she brings her love of her culture to the residents at Mayflower.

One Mayflower resident who loves sharing her customs with Rupa is Siva. Originally from the Ceylon region of Sri Lanka, Siva immigrated to Australia in 2010 and joined the Mayflower family in 2011. A descendant of workers sent to work in the coffee, tea and rubber plantations, she is a practising Hindu and is often seen greeting the sun and praying. Rupa has enjoyed learning many of Siva's traditional folk dances such as Kavadi and Kummi, which were passed down through her family.

These two women have bonded over their traditions, celebrating Diwali together with music, food and dancing.

A sharing of cultures



RESIDENTIAL AGED CARE

Mayflower's aged care services continue to evolve and grow to deliver enhanced choices for our community.

It has been a year of change and challenge for the aged care sector. The introduction of new Aged Care Quality Standards, a new Charter of Aged Care Rights, and new accreditation and audit processes have brought about significant change. At the same time, the Royal Commission into Aged Care has impacted consumer sentiment, bringing challenges for many operators.

Mayflower has moved quickly to adjust to this industry change, taking the opportunity to continue to grow, evolve and enhance our services to ensure that we remain at the forefront of person centred care. We have also maintained strong occupancy rates, reflecting strong consumer confidence in the Mayflower brand, underpinned by the high quality care that we provide.

Mayflower owns and operates two aged care facilities in Victoria. We offer 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. This will increase to 260 beds over the coming two years, when the redevelopment of Mayflower Reservoir is complete.

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

From 1 July 2019, the Aged Care Quality and Safety Commission requires all organisations providing aged care services to be compliant with a new Aged Care Quality Framework. This includes new Aged Care Quality Standards and a new Charter of Aged Care Rights.

The Aged Care Quality Accreditation and Audit process has also been updated in line with the new standards, and unannounced accreditation visits are now in effect.

The new Aged Care Quality Standards focus on outcomes for consumers and reflect the level of care and services the community can expect from aged care providers. The previous four standards have been increased to eight standards which focus on individual consumer experience. They address everything from consumer dignity, autonomy and choice, to the service environment, delivery of care as well as feedback and complaints.

The new Charter of Aged Care Rights aims to make it easier to understand what to expect from an aged care service provider. The Charter places customers at the centre of care by giving them choice, recognising their right to be treated with respect, and acknowledging that identity, culture and diversity are to be valued and supported.

While Mayflower has operated under these principles for many years, we have taken the opportunity to review our model of care, and update our frameworks, policies, work practices, education and audit programs to ensure full compliance with the new requirements. This was a significant piece of work, and one that will hold us in good stead for years to come.

The Mayflower model of care is underpinned by a person centred 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.

During the year we enhanced the built environment at Mayflower Brighton, with the commencement of a major refurbishment project. The renovations include a full interior upgrade of Margaret Beynon House, Helen Macpherson House and John King House, to deliver enhanced amenity for residents including new lounge spaces, modern dining rooms, and a vibrant garden for people living with dementia. The most significant works occurred in Margaret Beynon House and were designed to deliver an environment commensurate with best practice dementia care to support more meaningful engagement and enablement.

We also commenced work on a two-stage redevelopment of our Reservoir aged care residence. The upgrade will create a first class, dementia-friendly aged care facility for 110 residents. This investment enables us to provide state-of-the-art aged care accommodation to more people in the Reservoir area, where there is a shortage of beds.

The new facility is being built in two stages so that all our aged care residents can continue to live in the current residence 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 residence will be specifically designed to be home-like, maintaining the warm, family atmosphere that Mayflower Reservoir is renowned for. Residents will live in groups with their own private spaces including a separate dining room, dedicated living areas and garden spaces. There will also be large shared areas where all residents can gather together for activities and smaller areas to accommodate individual programs.



Mayflower is building new aged care beds so more people in the community can access high quality care.

Mayflower has commenced work on a two-stage \$34 million redevelopment of its Reservoir facility, to deliver a state-of-the-art, dementia-friendly aged care residence for 110 residents by 2021.

188

RESIDENTIAL
AGED CARE BEDS
IN 2019

72

NEW RESIDENTIAL
AGED CARE BEDS
BY 2021



Walter Fisher knows beer. From the more than four decades he studied beer, brewed beer, tested beer, and perhaps most importantly, discovered ways to improve the taste of beer.

Walter was born 1924 in Brisbane. He was a smart kid who was fortunate to have a dad who was a teacher. His education progressed quickly, and he commenced an applied chemistry degree at the University of Queensland in 1941.

It was a dark time in history. World War II was escalating, and Australians were called upon to a degree never seen before. Walter applied to join the army, keen to do his part for the nation, but he was asked to keep studying, so he could help in the munitions factory.

Walter continued his studies. The university was short of lecturers, so he spent much of his time with the engineering faculty, paving the way for a future in chemical engineering. But when Walter completed his degree at age 19, the war was nearly over, and the munitions factory was winding up.

Fortunately, Walter had benefited from work experience during his degree, having spent several months working for a soft drink ingredient supplier. Citric acid imports from Sicily had stalled during the war, so the company started producing lactic acid by fermenting whey sourced from the local cheese factory.

This inspired Walter to look for alternate ways to make citric acid and his thesis investigated its manufacture using deep fermentation of the fungus *Aspergillus niger*. This proved to be the perfect grounding for a career that would span 41 years.

On completion of his studies, Walter was recommended to a CUB brewery in Cairns. He took to the role with passion and became well regarded as a trouble shooter.

During this time, he met and married his beloved wife Nessie, and was fortunate to be blessed with three wonderful children. Supported by a loving family, he developed his reputation as a talented brewer and quickly worked his way up to head brewmaster, before moving to Brisbane to oversee a number of breweries across Queensland.

In 1966 the Fisher family moved to Abbotsford to be closer to CUB headquarters. He was a key player in developing the site, which became the largest brewery in the Southern Hemisphere. He is particularly proud of his involvement in conceptualising and building CUB's iconic 30-metre high stainless steel fermentation tanks, a multi-million dollar investment and world first.

It was around this time that Walter developed a system to take Australian beer to the world. It was a challenging task to make sure each batch came out exactly the same — particularly when the ingredients, machinery and people could behave in unpredictable ways. Walter spent the years following travelling the world testing and enhancing his ale but he was most happy when his feet landed back on Australian soil.

Walter retired in 1985 to spend more time at home. Sadly, his wife passed away in 1997. He moved into an independent living unit at Mayflower Brighton five years ago and has built strong friendships in the community. He is well supported by his family with assistance from Mayflower's home care team and his physiotherapist who help keep him active, which he believes is critical to enjoying a long life.

All in the chemistry



HOME CARE

Mayflower has expanded its home care business to support older Australians living in the broader community.

During the year, Mayflower expanded its home care business to offer a full suite of services to people living in the broader community, while continuing to support residents living in Mayflower's retirement communities.

Mayflower now offers home care services to the local community in the Bayside area as well as the Northern suburbs, capitalising on Mayflower's presence in each area. With Mayflower's home care services, clients can enjoy a full and independent life in their own home with individualised care and support if, and when, they choose.

Mayflower's tailored support services are designed to help older Australians remain independent at home, with a focus on staying active and well. We work hard to build our clients' capacity to improve their physical, social and emotional functioning, through specialist services such as exercise physiology and personalised wellness programs, while also providing the necessary support for everyday living.

Our wellness focus is delivering positive results, with Mayflower's home care clientele more than doubling over the past year. The strongest growth has been with Brighton independent living residents, who are enjoying the peace of mind knowing that they will be supported to live at home longer, knowing that if required, they can seamlessly transition into our aged care residence.

Mayflower offers home care services through government funded home care packages as well as on a private fee for service basis. Home care packages are provided to individual recipients, providing our customers with choice and control over the services they receive.

Mayflower is proactive in assisting our clients to access home care packages and is seeing a significant increase in the number of residents requesting our help to get home care services in place.

During the year, our home care business continued to adjust to regulatory change. The new Aged Care Quality Framework, effective from 1 July 2019, applies to all government funded aged care services including home care packages. These changes will our help clients to better understand what to expect from Mayflower and will make it easier for the government to assess our performance. We have adjusted quickly to the new requirements, which will build on our commitment to person centred care.

We have also increased our home care team to meet growing demand for home care services and position us for future growth. While the competitive environment continues to be strong, there is a backlog of demand for home care packages, and it is important that our operations are well placed to service this demand when the packages are released.

SUPPORT THAT COMES TO YOU

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

- **Domestic assistance** We can take care of the household chores for you from daily dusting, to full housekeeping including linen change and laundry — even a spring clean.
- **Personal care** We can offer the comfort and support of your very own home care assistant. They'll help with all your personal care needs, including showering, dressing and grooming.
- **Nursing support** Your health and wellbeing are our greatest concern. We can provide short and long-term nursing support.
- **Meals and nutrition** Whether you would like dinner delivered daily, the attention of a dietician, or just some support with meal preparation, we're here to help.
- **Shopping, errands and transport** We can do all the running around for you or take you wherever you wish to go.
- **Gardening** We can arrange a professional gardener to help ensure your lawns and garden are looking their best.
- **Companionship and support** Beyond daily chores and nutritious meals, your in-home carer will be there for you. Whether it's a walk on a nice day, or a friendly chat, we'll be there with the care and support you need to enjoy life your way.
- **Respite care** In-home respite allows carers a break from their everyday caring role. It can be provided for a few hours or for an extended period including 24-hour care and overnight care.




Mayflower is building its team of home care specialists to meet growing demand for support services in the home.

Mayflower's home care services help older Australians remain independent at home, with a focus on staying active and well. This approach has seen Mayflower's home care clientele more than double over the past year.

75%	5,300
RESIDENTS EXPECTING TO USE HOME CARE SERVICES IN THE FUTURE	HOURS OF HOME CARE SERVICES PER YEAR





Judy and Adrian Cooper are the neighbours everyone wants — caring, welcoming and willing to go the extra mile to bring people together.

This friendly couple are at the heart of many a community get together at Mayflower Macleod, including coffee mornings and special bus outings.

Judy was born and bred in Shepparton, in the heart of Australia's food bowl. She left school at 14 with her heart set on a career in administration and was delighted to land a job in the office of a farm machinery dealership.

Adrian spent his childhood in Melbourne before moving to Shepparton to start a panel beating apprenticeship. His new employer was located just a few doors away from Judy's. While Adrian and Judy had seen each other around the traps, they had never been formally introduced. Adrian decided to take things into his own hands. One rainy day, Judy was standing outside waiting for some clear sky so she could ride her bike home for lunch. Adrian pulled up in his convertible MG and offered her a lift. Judy was impressed by the car, and his chivalry, and the sparks started flying.

Lunch dates became movie dates, and 61 years later, Judy and Adrian are still very much in love. They were married in Benalla then moved to Albury where Adrian started his own panel beating business. They had two children — a son and a daughter — who they eventually followed to Melbourne.

Prior to retiring in 2002, Judy and Adrian were talking about moving to a retirement village when a light bulb moment struck. They bought a caravan to spend a few months travelling, thinking that they would tire of the lifestyle soon enough. But they never did.

They travelled up and down the east coast, enjoying the warmth of Queensland winters, and were awestruck by the beauty of the Kimberley when they did their big trek around Australia.

Fourteen years later they made the big decision that it was time to settle in one place. It was hard giving it all up, but the time was right. Adrian and Judy celebrated their 60th wedding anniversary in 2018, the year after they moved to Mayflower Macleod. They now have two much-loved grandchildren, and a cute little 'grandpuppy' named Chai that is a regular boarder when their daughter travels.

The village life of Macleod is perfect for Adrian and Judy, who love the great sense of community and have made many new friends. They enjoy bringing people together, with Adrian being part of a fortnightly coffee catch-up for the men of Macleod and Judy helping to organise bus trips, BBQ's and a recent village garage sale with the other residents.

These kind and caring residents are always willing to assist neighbors who may need a little extra help around the village, and love making new members of the community feel welcome. Of course they are not alone, with many village residents going the extra mile to build community connections, because good neighbours make good friends.

*Everybody needs
good neighbours*

INDEPENDENT SENIORS LIVING

Mayflower has introduced new wellness programs for its retirement communities to help residents remain independent longer.

Mayflower focussed on enhancing its wellness services in its retirement communities during the year, following the successful completion of several years of development.

The Mayflower Group owns and operates two retirement communities in Victoria, at Brighton and Macleod.

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 attractive gardens and a variety of communal spaces.

Demand for apartments at Mayflower Brighton remained strong during 2018/19, resulting in high occupancy rates for the year. Brighton residents benefit from Mayflower's integrated care model, which offers aged care, home care and retirement living on the one site. Residents feel safe and secure knowing that they can enjoy a full and independent life in their own home, with assistance readily available if needed, along with the peace of mind of priority access to our on-site aged care facility.

Mayflower launched a number of new initiatives for Brighton residents during the year including an upgrade of the Mayflower café, a new luxury guest suite for family and friends, and a new wellness program to promote resident health and wellbeing.

A major upgrade of the Mayflower café was completed during the year including a full interior fit out with the aim of attracting high quality operators commensurate with Mayflower levels of service and care.

The new proprietors were invited to operate the café in response to resident feedback and have been very well received by aged care residents, independent living residents and families alike.

A new hotel style guest suite has been located in Rodda Dixon Terraces at Mayflower Brighton, making it easier for all residents to accommodate their loved ones when they come to visit. The guest suite features a fully equipped modern kitchen, open plan living and dining spaces and private outdoor terrace, as well as access to Mayflower facilities including the indoor swimming pool and café.

Mayflower Brighton's new wellness program is designed specifically for independent living residents to improve their physical, social and emotional functioning. The program aims to help residents to maintain independence and quality of life by looking after their everyday health, increasing fitness levels, balance, and coordination, lowering the risk of falling, and meeting new friends in classes and social gatherings. Services are provided at low cost or no cost at Mayflower and include a range of health and wellness classes, physiotherapy, audiology, and podiatry services.

Residents at Mayflower Macleod also have access to a new wellness program to help enhance their health and wellbeing. Each month, a Mayflower nurse visits the Macleod community hub to discuss key wellness topics as well as provide clinical assessments including blood pressure monitoring and general health advice. The program has been well attended with residents appreciating the opportunity to become better informed about managing their health.

Mayflower Macleod boasts a highly community orientated village, set in lush landscaped open spaces with walking paths through native gardens. This picturesque village offers 41 spacious single storey residences, each with two bedrooms, a modern renovated kitchen and garden views. Units continue to experience strong demand, achieving an average 97% occupancy rate for the year.

Macleod residents work hard to maintain and increase social connections within their village, providing support for one another, running the social calendar and assisting with village communications. Regular activities include craft groups, bus outings and a vibrant happy hour gathering. Residents take particular pride in the garden environment, with many contributing to the development and landscaping of shared garden spaces, as well showcasing well-tended private gardens.

Looking forward, Mayflower has commenced master planning to better understand our options for developing a new facility offering aged care and retirement living accommodation at Macleod. The aim is to offer residents at Macleod the same peace of mind that Brighton residents enjoy, knowing that they can access aged care, home care and retirement living on the one site.



Maintaining an independent lifestyle is essential to our residents, and regular exercise is integral to health and wellbeing.

Mayflower has introduced a range of wellness programs to help residents maintain their independence, increase fitness levels and meet new friends. Services include health and wellness classes, physiotherapy, audiology, and podiatry.

30%

RESIDENTS
ACCESSING
MAYFLOWER
WELLNESS
PROGRAMS

520

HOURS OF
WELLNESS
SERVICES
PER ANNUM



Rita is a passionate cook with a heart of gold. For over 20 years Rita has been treating residents at Mayflower Reservoir to hearty home cooked meals, served with an extra dollop of love.

Rita was born in Rabat, a village in Malta. Being part of a large family, she has six brothers and two sisters. They would often catch the bus for a 30-minute drive down to the coast.

Rita migrated to Melbourne when she was 11 and spent her younger years working in several jobs, including a sock factory and a car parts factory. After getting married and having a young family, Rita applied for a role as a part-time kitchen hand with Mayflower, which suited her nurturing nature. And after two decades, she is still feeding Mayflower residents healthy tasty meals. With a typical day starting before sunrise preparing fresh breakfasts, morning tea, lunch and dinner, Rita cooks all meals from scratch, with help from fellow cook Gautam.

Residents adore Rita's style of cooking, feeling like they are enjoying a family meal together. She goes to great effort to learn their likes and dislikes. One of her favourite dishes to cook is Pasta Alforno, a traditional Maltese recipe, which has mince in a luscious sauce with cheese and eggs. Her residents also love chicken schnitzel, which Rita creatively converts into a chicken parmigiana, and jokingly asks, "would you like your chicken in pyjamas?"

Rita's love for feeding her Mayflower family, clearly shines through, with close relationships developed with many residents over her time with Mayflower. Reservoir facility manager, Robert Gvojic, says Rita is like a mother to everyone. "Rita's compassion and dedication to her work has been outstanding," said Robert.

"Every day she greets residents individually, discusses the menu and offers them personalised choices. Nothing is too hard when it comes to enriching their quality of life."

Like many of the staff at Mayflower, Rita enjoys the family atmosphere. When she's not caring for her Mayflower family, Rita enjoys holidaying at the beach with her husband, two children and five grandchildren. She dearly loves looking after her grandchildren, as well as her toy poodle, Bella.

An avid Home and Away fan, Rita is looking forward to visiting the set of the show later this year. Perhaps she will give the catering team some tips.

Feeding the family



OUR PEOPLE

It is simply not possible to deliver on our commitment to *Care without Compromise* without the ongoing passion and dedication of our people.

In order to create the best possible experience for our residents, Mayflower recognises the importance of ensuring the best possible experience for the people that work with us. To achieve this, we continue to gain insights from our people to deliver a range of initiatives to ensure Mayflower offers a meaningful and rewarding career.

Over the past year, we have focused on enhancing communication to ensure we are sharing critical information on updates, changes, experiences and challenges within the workplace. Key initiatives include employee focus groups and leadership networking sessions to enhance information sharing and collaboration. We have also introduced a staff nominated Culture Committee to suggest enhancements and contribute to decisions impacting employees, and ultimately, resident satisfaction.

We are so grateful to the employees that have come on this journey with us and proud to have used these inputs and learnings to launch and celebrate a number of employee related initiatives. These include Aged Care Employee Day celebrations, a new employee orientation program, and increased investment in training and development to support our ambition of becoming a best practice learning organisation.

Aged Care Employee Day is an official day to thank, honour, recognise and celebrate the hundreds of thousands of people who work in the aged care industry. To mark the occasion, Mayflower held a special morning tea to celebrate our team's tremendous dedication to the care and wellbeing of our residents, with special recognition of our long-standing employees who received certificates and service badges to proudly acknowledge their ongoing loyalty to Mayflower.

A new orientation program to welcome new starters was introduced to complement improved recruitment processes and tools. This comprehensive and supportive program ensures all employees know what Mayflower is striving to achieve from the moment they start. In doing this, we can set our teams up for success from the very beginning.

Increased investment in professional development and education opportunities will help equip our people with the knowledge and skills they need to perform at their best in a rapidly changing environment. This year we have been pleased to welcome a new Learning and Quality Manager who has been instrumental in understanding our training needs and ensuring the right educational opportunities are available to our people.

Over the past year we have continued to share in special events such as Harmony Day, RU OK Day and Aged Care Employee Day. We continue to provide an Employee Assistance Program which offers confidential counselling free of charge for employees and their immediate family. We have also commenced the development of a new reward program for employees offering employee discounts at major retailers, and wellbeing advice for a healthy lifestyle.

As we move into the future, it would be remiss of us to ignore the various labor market challenges our industry continues to face. At Mayflower, we are confident that by continuing to invest in our people strategy, we will be best equipped to create and maintain the unique workforce that is essential to our future. To our employees, we thank you for what you do every day, you are what makes Mayflower what it is today, and we look forward to continuing the journey with you.



236

FULL TIME,
PART TIME AND
CASUAL STAFF

32%

STAFF EMPLOYED
MORE THAN FIVE
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 four years as Chair), Driver Education Centre of Australia, the Victorian Transport Association and Global Air Ambulance (including four 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

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



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.



DAVID HENSHALL

BA, LLB

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

EXECUTIVE TEAM



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.



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 seven years as Chief Financial Officer in the commercial banking and finance sector. Mr O'Donnell is a director of Windana Drug and Alcohol Recovery, and was previously on the board of a number of School Boards of Trustees, the Multiple Sclerosis Association in Otago and the New Zealand Federation of Voluntary and Social Sector Organisations.



WENDY DUNN

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

Ms Dunn joined the Mayflower Group in 2018 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 five and a half years as Clinical Director Aged and Community Care where she was responsible for 3,000 beds and many thousands of residents and family members. Ms Dunn is a 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.

Karin Damm has been providing *Care without Compromise* at Mayflower for more than 17 years and has developed some very special relationships along the way.

Moving into aged care from the world of accounting, Karin much prefers the personal interactions with residents to number crunching. She particularly loves the conversations and stories that residents share when they spend time together.

Mayflower's personal care team provides residents with any help they may need with their day to day living activities, and although Karin's daily work is relatively typical, chatting with residents adds plenty of variety to her day.

Karin enjoys developing meaningful friendships with residents and believes that a kind ear or advice can dramatically improve anyone's day. It's these small interactions that make her contribution to the personal care team stand out.

Karin finds particular satisfaction working with those living with memory loss. Drawing on her love of old-time classic music and dancing, instilled in her by her parents, Karin can jog old memories and relates well to residents through shared recollections.

In her time outside of Mayflower Karin also enjoys modern musicals, particularly the recent production of *Mary Poppins*. Perhaps it's the spoonful of sugar that Karin brings to her job that makes her a favourite with residents.

Since being nominated for, and awarded, employee of the year in 2012, Karin has continued to strive to provide the highest level of care.

Karin loves working with all residents, but she does have a few favourites including Shirley McKechnie.

Shirley moved to Mayflower Brighton in 2014 and is an active and vibrant member of the community. She regularly attends resident feedback meetings which is not surprising as she was head prefect at Williamstown High School in her younger years.

Following school Shirley had to choose between science or dance and she chose dance, dancing at night and on weekends while working at her first job. This was the beginning of a long career as a dancer, teacher, choreographer and artistic director.

Shirley was the founder of the first-degree course in dance in 1975. In her later years she became a senior research fellow at the Victorian College of the Arts and a professorial fellow at the University of Melbourne.

Shirley received an Honorary Doctorate in 2007 and awarded Officer of the Order of Australia in 2013 for her contribution to dance, education and research both nationally and internationally. Today Shirley enjoys activities that stimulate her mind and social connections, and particularly loves listening to music.

Connecting conversations



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 most sincere gratitude for the very generous donation from the Estate of the late Vera Lacey. The generosity and kindness of our community has made Mayflower what it is today, and this donation from Ms Lacey will greatly assist us as we continue to enhance our services for the future.

We would also like to express our appreciation to our other financial donors who have helped make a difference in residents' lives, with special thanks for the significant and ongoing support of:

- Lady Marigold Southey AM
- King Family Foundation
- Edward Oldham
- Nanette Lowth
- Walter Fisher

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	2018/19 \$'000	2017/18 \$'000
REVENUE/ INCOME		
Resident Fees and Charges	8,644	8,650
Government Subsidies	11,407	10,606
Other Income	3,027	1,168
Gain on valuation of Investment Properties	4,700	41,794
	27,778	62,218
EXPENSES		
Employee Benefits Expense	-12,380	-11,709
Maintenance, Utilities and Supplies	-3,034	-3,030
Depreciation	-2,171	-3,837
Administration Expense	-1,253	-1,345
Catering Expense	-1,610	-1,578
Other Costs	-995	-1,518
	-21,443	-23,017
SURPLUS/ (DEFICIT) FOR THE YEAR	6,335	39,201
Fair value movements of financial assets	—	64
Gain on valuation of land and buildings	10,090	31,528
TOTAL COMPREHENSIVE INCOME/ (LOSS) FOR THE YEAR	16,425	70,793
STATEMENT OF FINANCIAL POSITION	2018/19 \$'000	2017/18 \$'000
ASSETS		
Cash and Investments	28,286	24,475
Receivables	1,897	2,606
Property, Plant and Equipment <i>(net of depreciation)</i>	172,441	151,413
	202,624	178,494
LIABILITIES		
Payables	3,061	2,277
Accommodation Bonds and Entry Contributions	101,180	94,547
Employee Entitlements	1,446	1,159
Borrowings from Financial Institutions	—	—
	105,687	97,983
NET ASSETS	96,937	80,511
EQUITY		
Reserves	41,618	31,655
Retained Earnings	55,319	48,856
	96,937	80,511

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

Care without Compromise

MAYFLOWER BRIGHTON

— INCLUDING CORPORATE OFFICE

7 Centre Road
Brighton East VIC 3187
T: 03 9591 1100

MAYFLOWER MACLEOD

Highview Crescent
Macleod VIC 3085

VIA BRIGHTON
T: 03 9591 1100

MAYFLOWER RESERVOIR

56 Elliot Street
Reservoir VIC 3073
T: 03 9460 2480

MAYFLOWER HOME CARE PASCOE VALE

146 Boundary Road
Pascoe Vale VIC 3044
T: 03 9300 2481

info@mayflower.org.au

mayflower.org.au