

ANNUAL REPORT

19
/ 20



mayflower

Live Life Your Way



ABOUT MAYFLOWER

Mayflower is a leading not-for-profit provider of residential aged care, home 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.

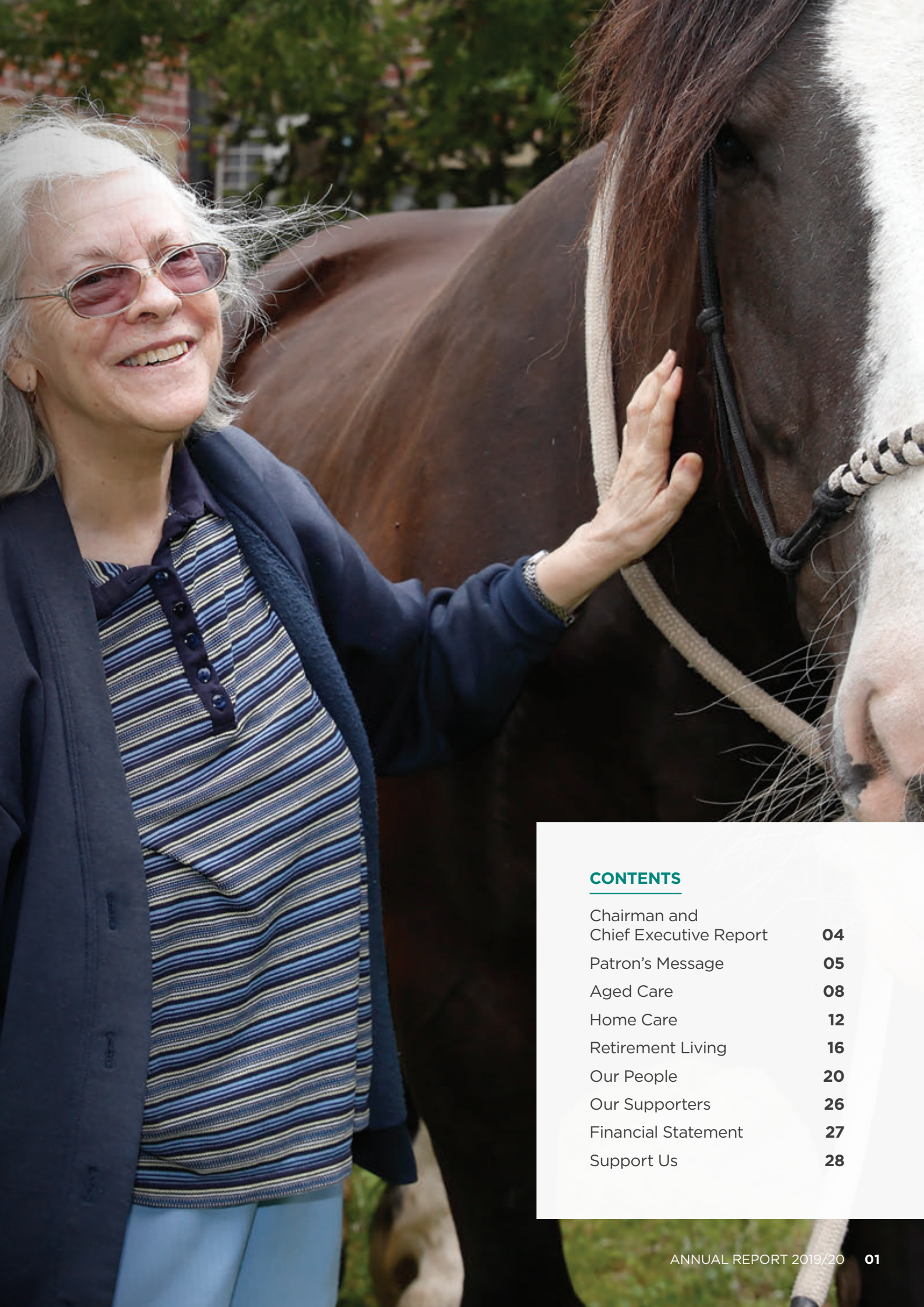
Integrity We are honest, ethical and sincere.

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

Pictured on cover: Betty enjoys playing the xylophone in the new sensory garden at Mayflower Brighton.

Pictured right: Bev was all smiles when two Percherons visited Mayflower Brighton in late 2019.

Note: Many photos in this Annual Report were taken prior to COVID-19 restrictions.



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MEET ANNIE

Annie is a lover of the arts and travel, with a long and distinguished nursing career. She is also a firm believer that finding a career that you love, is key to a happy life.

Annie arrived in Australia from Glasgow in 1949, when she was just 21 years old. Annie was fortunate to be able to visit Australia on holiday — something that was considered a luxury at the time.

Annie took the big journey alone, and after falling in love with our country, decided to call Australia home, with her family following a short time later.

Settling in Melbourne, Annie was employed by a firm of insurance brokers, but after a few years, she took the first steps in what became a lifetime career in nursing.

“I commenced general training at the Royal Melbourne Hospital School of Nursing,” says Annie, “followed by midwifery at the Royal Women’s Hospital.”

After several years nursing, including a short stint in Queensland’s Mackay Hospital, Annie returned to her studies. This time Annie completed an administration course at the College of Nursing, before returning to the Royal Melbourne Hospital once again.

Annie’s career continued to progress, and she was appointed Director of Nursing at Queen Victoria Medical Centre. Taking responsibility in her stride, Annie thrived in her new role, supported by a strong team of staff.

“I spent many happy years at Queen Victoria,” says Annie, “including the period when we moved to the new Monash Medical Centre in Clayton.”

“The decision to close Queen Victoria and build Monash Medical Centre was exciting and the nursing staff were very much involved in planning the move,” says Annie. “It was a big job,” she says, “but I had a great team of nurses.”

While planning for the move to Clayton, Annie visited Vancouver to learn about a similar operation that had been successfully undertaken.

“All-in-all it was a very interesting time,” says Annie. “To have been involved in nursing has been a very satisfying life, and a real privilege. Many true friendships were made, and we are still very close.

“It really is true that if you do what you love, you will never work a day in your life,” she says.

Outside of work, Annie is a lover of the arts and was a frequent traveller, enjoying lovely times in Europe and the UK, with special memories in France.

“I am enjoying a quiet life now,” says Annie, who is an avid book worm with a penchant for thrillers.

Annie also enjoys animals and welcomes the occasional visit from a cheeky local cat, who pops into the Mayflower gardens from time to time.

“He just hopped up on my lap with no invitation,” says Annie with a smile. “He is such a friendly and gorgeous cat.”

We don’t know his name, but he certainly is a welcome part of the Mayflower family.



Pictured: Annie is an avid book lover who enjoys the quiet life, including the occasional visit from our neighbourhood cat.

CHAIRMAN AND CHIEF EXECUTIVE REPORT

Mayflower achieved sound results in a year of extraordinary change, maintaining a steady focus on our strategic agenda while responding to COVID-19.

There is no doubt that the second half of FY19/20 was a time of unprecedented challenge for our nation, characterised by catastrophic bushfires and the COVID-19 global pandemic, which has forever changed the way we work and live.

In January 2020, we first heard breaking news of a Novel Coronavirus spreading in overseas jurisdictions. By March, COVID-19 had brought Australia to a standstill.

Mayflower moved quickly to protect our community, rapidly developing and implementing plans to reduce the risk of COVID-19 entering our homes. We then remained agile, continually adjusting our plans as the pandemic evolved.

We implemented rigorous infection control processes, stringent visitor restrictions, and increased staff numbers and training. Communications with our community also increased as we implemented new ways of maintaining resident connections with their loved ones.

We adjusted our lifestyle programs with every staff member taking extra time to ensure that our residents felt connected and engaged. Our primary focus was, and continues to be, protecting the health and emotional wellbeing of our community.

Our team was resilient and adjusted well to our new way of operating, while we prepared our businesses for other ongoing sector issues adding to the environment of uncertainty and change. Key areas of focus beyond COVID-19 included the Aged Care Royal Commission into Quality and Safety, the transition to a new Aged Care Quality Framework, and the development of new strategies to adjust to ongoing funding pressures.

The Royal Commission is looking at a number of key issues in the aged care sector, including our workforce and how it is best funded and what should be done to make aged care services better for older Australians.

Mayflower is monitoring the progress of the Royal Commission closely and hopes that the outcomes will strengthen our industry for the benefit of our ageing population, while ensuring adequate funding for the sustainable delivery of high-quality aged care services. The final report is due in February 2021 and is expected to signal a period of significant change for our sector.

The new Aged Care Quality Framework came into effect on 1 July 2019. Mayflower was well prepared for the transition to the new framework and adjusted quickly with appropriate systems, policies, practices, education and audit programs in place.

Funding pressures impacting our sector were magnified by the impacts of COVID-19. While we continued to experience high occupancy rates, reflecting continued confidence in the Mayflower model of care, increased costs relating to COVID-19, revaluation of our financial assets portfolio resulting from global share market declines, and an aggressive depreciation rate impacted our financial results. The operating surplus before depreciation and losses on revaluation of financial assets for FY20/21 was \$1.1M.

Despite the challenges of FY19/20, Mayflower remained determined to progress our strategic agenda, and continued to evolve and grow our business across the continuum of care. Our development pipeline progressed, with a focus on the redevelopment of Mayflower Reservoir. We are excited to report that the first stage of the redevelopment advanced as planned, despite the challenges associated with COVID-19, and will be able to accommodate 54 residents from October 2020. The second stage is due for completion in the second half of 2021 and will see the facility grow into a first class, dementia-friendly home offering 110 residents the highest standard of aged care.

Master planning for three new developments also progressed. This process included our two greenfield sites in Gisborne and Keilor and our existing site at Mayflower Macleod. Our master plans aim to deliver integrated care services at each site, with the aim of providing high quality support for older Australians across the continuum of care.

At a governance level, Mayflower had several changes in the Board during FY19/20. We welcomed two new Board members — Mr John Schmoll in November 2019 and Ms Mary-Jane Stolp in April 2020. Ms Julie Katz resigned from the Board in October 2019, after three years of service including her input to the Planning and Development Committee. Ms Katz was a diligent contributor to the Board and we thank her for her commitment.

We wish to formally acknowledge and thank our Patron, Lady Southey AC, the Board of Directors and the Executive Management Team for their ongoing commitment to Mayflower. We would like to express our sincere appreciation to our remarkable team of staff who have worked tirelessly to keep our community safe. We would also like to thank our residents, clients and their families for their trust and support during this difficult time.

Finally, we would like to thank our many volunteers, donors, and supporters for their ongoing generosity. We look forward to a brighter year as we work toward our new COVID-Safe way of living.



TREVOR MARTYN OAM
CHAIRMAN



ROSA GINEVRA
CHIEF EXECUTIVE

OUR PATRON'S MESSAGE

Mayflower's sturdy commitment to quality, safety and exceptional care held it in good stead during a period of extreme turbulence.

As Patron of Mayflower, I was incredibly proud to see the organisation's swift and sensible approach to addressing the threat of the COVID-19 pandemic and the way in which the Mayflower team rallied to the cause. I am also pleased to see that, despite the challenging environment, Mayflower continued to progress its business plans for the benefit of our community.

I am particularly delighted to see the redevelopment of Mayflower Reservoir coming to fruition and am very much looking forward to visiting the new home — which will be an exemplar aged care facility.

I had the benefit of visiting Mayflower Brighton during the year and was impressed to see the high standard of the renovations in Margaret Beynon House and the lovely sensory garden filled with musical instruments that have been designed to stimulate and engage residents.

The progress of Mayflower's strategic expansion during the year is also notable and will deliver long lasting benefits for older Australians across the continuum of care.

The growth of Mayflower's home care service means that more people can now access Mayflower's high quality care and support, while the master plans for Mayflower's new integrated care communities have been carefully designed to benefit generations to come.

As always, I feel a great sense of honour to be the Patron of Mayflower and praise the Mayflower Board, Executive and staff as well as the many volunteers and supporters, who contribute to the Mayflower community. Let us all look forward to brighter times returning soon.



LADY MARIGOLD SOUTHEY AC
PATRON



Pictured: Michael spent many years as a concreter and a gardener, and loves getting outside at Mayflower Reservoir any time he can.

MEET MICHAEL

Michael is a well-dressed, Italian gentleman who migrated to Australia in the early 1960s. He is passionate about his heritage and his family, who he loves with all his heart.

Michael was born in Italy in 1944 to Matteo and Lucia. His father was a farmer and his mother worked in a factory to help support their bustling family of six. With one brother and two sisters, it was an exciting and lively household filled with laughter, good food and music.

Michael is a loving family man and cherishes his close relationship with his siblings. In 1962, he traversed across the world — with his brother Domenico at his side — to be closer to their sister Maria and father. His mum followed shortly after by ship, while his other sister, Rafaela continued to live in Italy.

Upon arrival to Australia, Michael quickly bought a house and moved to Thornbury in the later period of the great European migration, as our Australian government sought skilled workmen and women to help build our nation. At the time, many Italians, Macedonians and Greeks chose to make the northern suburbs their new home.

Later, Michael made nearby suburb Thomastown his home, living with his parents and Domenico. He quickly found his feet in the community, working as a concreter as well as helping other Thomastown residents keep their yards in tip-top shape as a gardener.

The Italian Club was one of his favourite places — and he talks of many fond memories — and the friendships he made chatting the afternoons away.

Michael is incredibly proud of his Italian heritage and isn't shy to share it with anyone who has a listening ear. He often helps tell his story with a photo of his youth.

"This is me when I was 18," says Michael, sharing his photo with a gentle smile. "I came to Australia with my brother."

These days, Michael enjoys the quiet life — often choosing to spend some time in the sunny courtyard at Mayflower Reservoir or listening to Italian music in his room.

Michael maintains a strong connection with his sister Maria and nieces Lucy and Joanne, nephew Michael and many great grand nieces and nephews — and visits them for some quality time, any chance he gets.

"Michael has been a beautiful uncle to me. He has a very gentle soul," gushes Lucy. "My brother is named after him," she says.

Michael and Domenico lived with their elderly parents in Thomastown, taking care of them with love and tenderness, until they passed away.

With the support of family, Michael's mum, Lucia, almost reached the milestone of 100 years. "Lucia was 99 and 3/4 when she passed away in 2013," says Lucy. "Michael absolutely adored her — as we all did — and he absolutely adores my mother, too."

Michael has been living happily at Mayflower Reservoir for seven years now and has seen a lot of change over that time, but nothing that compares to the redevelopment that's been occurring over the past year.

Michael has enjoyed watching the old independent living units being demolished and the brand new aged care home coming out the ground in a surprisingly short time.

He's now looking forward to exploring his new home, and all that it has to offer.

AGED CARE

Dedicated care staff, sound quality systems and an agile crisis management team underpinned Mayflower's successful response to the global coronavirus pandemic.

There were two distinct periods for aged care in FY19/20. The time before the COVID-19 pandemic, which was dominated by news from the Aged Care Royal Commission into Quality and Safety — and the period after the virus hit our shores.

Mayflower commenced preparations for the COVID-19 pandemic early in the second half of FY19/20, when the true impact on our sector was not fully understood. We responded quickly to this threat, and immediately implemented a crisis response team to review and adjust our processes, policies and systems.

An outbreak management plan for the pandemic was developed, with Mayflower taking every precaution to ensure the health and wellbeing of residents, clients and staff in light of the spread of the virus.

These measures included careful monitoring of our residents, clients and staff, social distancing strategies, rigorous cleaning and infection control processes and visitor restrictions, as well as allocation of staff to dedicated areas, to limit the spread of COVID-19 in the event of a positive case.

Training and communication with our staff increased significantly to ensure that they continued to adhere to the highest standards of infection control and were well equipped to manage any potential outbreak.

Staffing levels were also increased to support additional cleaning and infection control processes, to enable us to deliver more small group and one-on-one activities for residents, and to support connections between residents and their loved ones through technology.

Our staff was remarkable in their response to the virus, carefully following our advice, taking every precaution to protect our community, and going out of their way to ensure that residents remained safe, happy and engaged. Our community was also incredibly supportive, with many kind words lifting spirits across our homes.

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 our residential care home in Reservoir that offered 38 beds as at 30 June 2020. This will increase to 110 beds when the redevelopment of Mayflower Reservoir is complete.

It was significant year for our 40-year-old Reservoir facility, which is being transformed into a first class contemporary aged care home in two stages.

Stage 1 of the redevelopment progressed as scheduled during the year, despite the headwinds of COVID-19 restrictions, and will offer 54 aged care beds from early October. Stage 2 of the redevelopment is due for completion in the second half of 2021, and will see the home grow to a 110-bed state-of-the-art aged care facility.

The new modern facility is specifically designed to be home-like, maintaining the warm, family atmosphere that Mayflower Reservoir is renowned for. Residents will live in groups of 22 with their own private spaces including a separate dining room, dedicated living areas and garden spaces.

When complete residents will enjoy:

- Spacious bedrooms, with private ensuites
- Ample recreational space, including upper storey terraces overlooking the garden
- Four courtyards and landscaped perimeter gardens
- A dedicated hairdressing salon
- Chapel/ reflection room to support residents' diverse spiritual needs
- A gymnasium to promote wellness and reablement
- Dementia-friendly design to provide safe care for residents with cognitive impairment
- More programs for residents from diverse cultures who speak languages other than English



Pictured: Erika and Debbie took some time out to admire the view when residents from Mayflower Reservoir visited the Blue Lotus Water Gardens in early 2020.

We also completed major renovation works at Mayflower Brighton during the year, with the completion of the refurbishment of Margaret Beynon House. The renovation works included a new purpose-built sensory garden, providing an enhanced environment for people living with dementia.

Other achievements during the year included the successful implementation of new policies and procedures to accommodate new Aged Care Quality Standards and a new Charter of Aged Care Rights, following the introduction of a new Aged Care Quality Framework on 1 July 2019.

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.

The Charter is consistent with Mayflower's model of care which is underpinned by a person centred philosophy that values each person and their story knowing this is what makes them who they are today.

Mayflower developed a new Consumer Engagement Framework as part of the transition to the new Aged Care Quality Standards. The framework aims to ensure our community is engaged in the development, delivery and evaluation of our services.

A new Consumer Advisory Committee was also established and now provides an important avenue for clients, residents and family representatives to provide a consumer voice in decision making at Mayflower, including our model of care.

Looking forward, we continue to watch the progress of the Aged Care Royal Commission into Quality and Safety and are readying our business for the changes that will follow the delivery of the final report in February 2021. We are also hopeful that the COVID-19 pandemic can be contained in that time.

MEET MAX

Max moved to Mayflower Brighton in 2017 with Gail, the love of his life. Max and Gail met in 1970 and they were happily married for 49 years, enjoying an incredible time together.

Sadly, Max lost Gail this year, but for someone who is grieving, Max is incredibly positive, and appreciative for the life he's been fortunate to live.

Max, a native New Zealander, moved to Australia at the tender age of 21. He quickly found a place to live, boarding in Sandringham, where his landlady introduced him to Jon, who she called 'the nicest boy in Melbourne'. Jon became a lifelong friend — and it was through Jon, that Max met Gail.

Fifty years ago, Max and Jon were invited to a BBQ. Jon's future wife Julie, was best friends with Gail at the time, and continued to be for the rest of her life. "I've been the best of friends with Jon for 54 years, and Julie and Gail were best friends for even longer. We really were a close-knit group of friends!"

Max knew all the blokes and most of the girls at the BBQ, but there was one girl he hadn't met. She was chatting with Julie, and impeccably dressed. "I saw Gail and I thought 'gawd, what a magnificent girl!'" says Max, "and then I introduced myself and asked her to chat."

Max was supposed to be returning home to New Zealand the following week — permanently — or so he thought. "But I fell in love virtually instantaneously," he says. "We were very lucky to find each other."

Max did go back to New Zealand, where his dad wanted him to take over the family business, but he called Gail often, and it wasn't long before she went to visit him.

Together, they travelled the land of the long white cloud, and then one special night Max surprised Gail with the big question.

"We went for dinner," he says, "and I said to Gail, darling, we can't keep going on like this! 'You're not breaking up with me?!' was her reply," laughs Max. "I said no, I'm asking you to marry me. And fortunately she said, 'Yes please!'"

Gail and Max were married six months later. Gail, who was a fashion designer, designed her own wedding gown, and Max says she couldn't have looked more beautiful.

They moved to New Zealand, just outside of Auckland not long after they were married, before relocating back to Australia and settling in Malvern. Max, who was an accountant, ran his own labour hire business from his office nearby, while Gail worked for some of the best fashion houses around.

"We had the absolute best life," says Max.

"We never wanted for anything — Gail travelled around the world over 100 times for business designing for fashion houses," he says. "Twice a year she would hop on a plane and be gone for three weeks!"

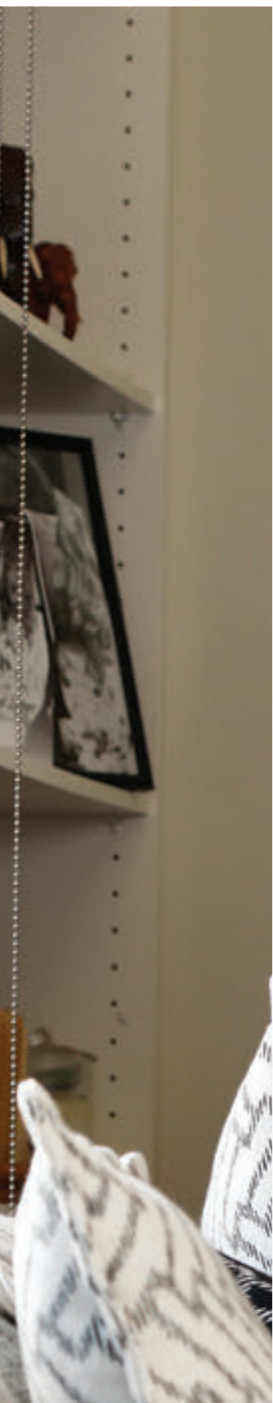
"We chose not to have children, as we were having too much fun partying. We always loved kids though, and I still love spending lots of time with our nephew."

After they both retired, Max and Gail moved to a unit in Caulfield North. Ten years later, they made the move to Mayflower. "Mayflower was the best move Gail and I ever made," Max says, "this apartment is like a six-star hotel."

Max is particularly grateful for the support Mayflower's Home Care team provides, and speaks highly of the staff.

"Living at Mayflower has allowed me to continue my lifestyle," he says. "I've had such incredible support when I've been sick, and staff were just so good with Gail."

"If we needed help, even at 2am, we'd just press the button and two nurses would come straight away to the apartment. They have been absolutely fantastic. I really think the world of them."



Pictured: Max loves his apartment at Mayflower Brighton and is grateful for the way that the Home Care team supports his lifestyle.

HOME CARE

Mayflower's home care business continues to grow, with the number of clients more than doubling during the year, despite the challenges associated with COVID-19.

Last year Mayflower expanded its home care operations to offer care and support to local communities in the Bayside and Northern suburbs of Melbourne, enabling more people access to Mayflower's continuum of care.

The response from the community has been positive, with Mayflower experiencing sound demand as awareness of our high quality care continues to grow.

Mayflower's tailored home 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 wellbeing, through specialist services such as exercise physiology and personalised wellness programs, while also providing the necessary support for everyday living.

While the impacts of COVID-19 initially impacted demand for home care services — the pandemic also increased the support needs of many people in the community, resulting in continued business growth.

Services in highest demand during the period included the provision of wellbeing checks, emotional support, and shopping services to help clients to remain safely at home.

By providing regular communications about the pandemic and the precautions that Mayflower was taking, clients felt confident to continue engaging our services, and appreciated our efforts to help protect them from the risk of the virus.

Key precautions during the pandemic included regular screening of staff and clients, use of personal protective equipment (PPE), robust hygiene and infection control practices and social distancing strategies.

We also provided ongoing advice and guidance to our clients and were able to rapidly adjust our services to meet their changing needs as the threat of the virus increased.

This steady approach was fundamental to our success over the past 12 months, with advocacy and referrals helping to drive business growth.

While the strongest client demand for home care services continues to be driven by Mayflower Brighton's independent living residents, there has also been significant interest from the broader community.

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, enabling our customers with choice and control over the services they receive.

Mayflower continues to be proactive in assisting clients to access home care packages and is actively educating the community on the importance of working collaboratively to create a personalised care plan tailored to individual needs.

This commitment to delivering person centred care helped simplify our transition to the new Aged Care Quality Framework, which came into effect on 1 July 2019. The new Aged Care Standards under the framework puts individuals at the centre of care delivery, complementing our own model of care.



Pictured: Brenda enjoying a cuppa and a chat with Christine prior to social distancing and COVID-19.

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 changes 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.



Pictured: June and Maurie love the gumtrees and wildlife at Mayflower Macleod, having spent much of their lives in the country.

MEET JUNE AND MAURIE

June and Maurie have a heart for family and serving others. They are popular members of the Mayflower community, and are always ready to share a good yarn, having lived a fortunate and interesting life.

June and Maurie started their lives together in an unusual way, meeting at Kmart in Bendigo. The two hit it off quickly and were married soon after.

Before the pair met, June was fortunate to have eight children — six boys and two girls — with her first husband who sadly passed away after 27 years together.

The wonderful results of this first union mean that June and Maurie are now happily surrounded by a large and loving family.

"I have 29 grandchildren, 30 great grandchildren and two great-great grandchildren," says June.

June and Maurie have spent much of their life giving back to the community.

Maurie is a war veteran who served as a leading dozer operator in the Australian Army, clearing trails in New Guinea during the Borneo confrontation from 1960 to 1966.

Since then, he has supported local veterans as a vice president in the local RSL auxiliary, alongside June in the ladies RSL auxiliary.

Providing social support to local soldiers was an important part of their work, and June and Maurie fondly recall hosting many special dinners for them.

"We held a dinner every fortnight for the diggers," says June. "It certainly kept us busy."

June and Maurie are also closely involved with the Country Women's Association (CWA), with June joining the organisation at the tender age of 15.

June was the President of several branches of the CWA and the pair spent a lot of time travelling together, helping local communities.

"Maurie was christened 'Mr CWA', because he is always supporting me," says June.

June is still involved with the Shepparton Branch of the CWA.

"We work closely with the fire brigades during bushfires, providing them with meals and support," says June. "We also lobby the government, deal with social and environment issues, and continue to hold our infamous cooking classes."

In earlier years, June and Maurie lived and worked together on a 4,500 acre beef cattle property in Esk, Queensland, 57 kilometres from Ipswich.

June says they spent a lot of time fighting fires during their seven years at the property.

"We would often be out at 2am putting out spot fires with a 44 gallon drum," says June.

The repeated threat of fire wore thin over the years, and June and Maurie feared the worst.

"It was during the drought," says Maurie, "and at times it was quite worrying."

To keep themselves and their property safe, Maurie rigged a fire fighting kit on his ute to use while feeding the cattle.

June and Marie have now been married 37 years and believe that working together has helped to keep their love strong.

"That's a big part of it, working together, which led us to understanding each other better," says June. "We share interests which helps keep us connected too."

Maurie and June moved into Mayflower Macleod in early 2019.

Although they miss the country life, they love their new home which is nestled in native gardens.

"I couldn't have moved into an ordinary suburban unit," says June. "With the trees all around, it feels more like the bush. We're amongst the gumtrees, and there's plenty of birds around."

RETIREMENT LIVING

A reputation for safe and supportive communities that promote independence and wellbeing continued to drive high occupancy levels in Mayflower's retirement villages.

Mayflower's two retirement communities, located in Brighton East and Macleod, continued to experience strong demand during FY19/20, underpinned by a reputation for quality living options and supportive community programs.

The first half of FY19/20 was characterised by vibrant, happy retirement communities, with busy social calendars and a focus on wellness and reablement. The strength of these communities came to the fore in the second half of the year, as residents adjusted to COVID-19 restrictions with support from Mayflower.

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.

Brighton residents benefit from Mayflower's integrated care model, which offers aged care, home care and retirement living services 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, through Mayflower's home care services.

Residents also enjoy the peace of mind of having priority access to our on-site residential aged care facility, should the need arise.

Mayflower Brighton's social activities program was well attended for most of FY19/20 with residents enjoying regular bus trips, happy hours, movie nights, lunch outings, shopping trips, cards and other social games. Residents also enjoyed access to a high quality, on-site café, bespoke lounge, swimming pool, luxury guest suite for family and friends, and an active wellness program to support their health and wellbeing.

Mayflower Brighton's wellness program continued to experience strong demand. The wellness program supports independence and quality of life by promoting everyday health, fitness, balance and coordination, while lowering the risk of falling and increasing social connections. Services are provided at low cost or no cost and include a range of health and wellness classes, physiotherapy, audiology, and podiatry services.

Mayflower Macleod boasts a highly community orientated village, set in lush landscaped open spaces with walking paths through native gardens.

This picturesque village offers 44 spacious single storey residences, each with two bedrooms, a modern renovated kitchen and garden views. Units experience strong demand with the village maintaining full occupancy.

Residents living at Mayflower Macleod work hard to maintain and increase their social connections within the 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 pride in their native garden environment, with many contributing to the development and landscaping of shared garden spaces as well showcasing well-tended private gardens.

Our wellness program at Mayflower Macleod aims to help enhance resident's health and wellbeing through regular visits from a Mayflower nurse to the community hub. At each visit the nurse discusses key wellness topics and provides clinical assessments including blood pressure monitoring and general health advice.

While programs at our retirement villages were put on hold when the threat of COVID-19 emerged, our communities remained resilient, valuing the comfort of knowing that Mayflower would support them.



Pictured: At 100 years young, Allen continues to thrive, living an independent life at Mayflower. Allen recently received a medallion honouring 75 years since he served as a medic in the Australian Air Force during the Second World War.

During this period, Mayflower increased welfare checks in our village communities, providing emotional support, and encouraging residents to stay connected with families and friends through technology, to keep active, and to seek help where needed.

Residents were actively educated about the importance of social distancing to protect themselves against the virus. They were also encouraged to consider accessing additional support services from Mayflower such as assistance with shopping, errands and technology, to help them to self-isolate and maintain their emotional wellbeing.

Looking forward, Mayflower's master planning for three new integrated care communities aims to offer a continuum of care for more older Australians, offering the same peace of mind that our Brighton community enjoys knowing that they can access our full range of support services within the one site.

The master plans include our two greenfield sites in Keilor and Gisborne as well as the redevelopment of Mayflower Macleod which, when implemented, will deliver brand new state-of-the-art communities to cater for the needs of Australian's ageing population.

Mayflower
is master
planning
three new
integrated care
communities
to enable
more older
Australians
to access
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continuum
of care.

MEET NORMA

Norma has a long history with Mayflower, and feels that she's living in a pretty special place, with her best friend right next door and some wonderful support from her home care team.

Not many of our residents know Mayflower like Norma does. 30 years ago, she worked for Mayflower, providing care for 20 residents, in what was known as the 'round house' at the time.

"I loved it," says Norma. "I helped with showering, meals, medications and making beds. I liked helping the ladies get dressed for the day, with a little spray of perfume to make them feel nice."

The experience was so positive that Norma's mum moved to Mayflower, where she lived for 24 years. Norma visited her mum so often, that she became part of the community too. So nobody was surprised when Norma came to live at Mayflower as well, along with her beloved, late husband Peter.

Norma first noticed Peter walking down the street in 1955 but it wasn't until the next time she saw him at the station that he really got her attention.

"My stomach did a flip," she says. "He used to come to Flinders Street on his way to work. One night he sat next to me, and I thought 'oh my gosh, he's going to ask me out!'"

"He did, and of course I said yes! Later that night, he asked if I would be his girl."

Norma and Peter were married in 1957. Their first home was in Nunawading, but they didn't stay there for long, moving to Sandringham a few years later. Norma and Peter moved many times and always found a comfortable place to call home, where they raised a beautiful, happy family.

"We had a wonderful marriage spanning 63 years, with three wonderful children, Debra, Melinda and Peter junior," says Norma. "We both got on so well, and Peter took care of everything," she says. "We loved each other until the end."

It was around 2015 when Peter started to become forgetful and was later diagnosed with Alzheimer's disease. He knew it was time to make a move. "Peter put the house on the market and said, 'we are going to Mayflower to live!'" says Norma.

Peter passed away in late July this year, and while Norma misses him dearly, she feels she is fortunate to have the support of the Mayflower community, and is very much focussed on continuing to make the most of her life — with the company of her best friend, Ellie.

Norma met Ellie 56 years ago when they both lived in the same street in Sandringham.

"We had our last babies at the same time," says Norma. Actually, it was Norma who encouraged Ellie to move to Mayflower ten years ago.

Norma says that there's nothing better than living next door to your best friend. Lately, they have been busy social distance exercising together and they can't wait for the Mayflower swimming pool to reopen.

"We used to do water aerobics at Sandringham pool," says Norma, "and when we moved to Mayflower, we continued our exercises here."

"We giggle every day," she says, "you will probably hear me giggling if you walk by."

Norma also loves the support the home care team provides. "I don't know where I'd be without them," she says. "The girls are beautiful, helpful and will do anything for me. I am just so happy here. Dami does my housework. She is beautiful. I always want to give her a cuddle, but I can't at the moment."

Norma is glad she made the decision to move to Mayflower. "I just feel so lucky to be here!" she says.



Pictured: Norma has adjusted well to COVID-19 restrictions, and enjoys social distance exercising with her best friend of 56 years, who happens to live in the apartment next door.

OUR PEOPLE

Our people are the heart and soul of Mayflower. During the year they came together to deliver an extraordinary response to the COVID-19 pandemic, protecting those in our care.

The second half of FY19/20 was particularly challenging for our employees. Being on the frontline of a pandemic is a confronting task, and we were delighted to witness the unwavering commitment of our team.

March 2020 saw the commencement of our new 'normal'. Employees working in our aged care, home care and retirement living services adjusted quickly to our new way of delivering care and support, while our corporate office team commenced working from home.

We were pleased to see the positive response from our frontline team as they adjusted to the ever-changing environment. Employees enthusiastically offered to work additional hours to support our residents, took every care to maintain their health and safety for the benefit of our community, and proactively got tested if there was even the slightest chance of exposure to COVID-19.

We saw first class teamwork, as employees came together with a single focus, working to ensure that the most up to date information was being shared, that everyone was wearing their PPE (Personal Protective Equipment) correctly, and that our strict infection control measures were adhered to, while continuing to provide residents with extraordinary care.

To support our teams through the pandemic Mayflower implemented several initiatives including:

- The appointment of infection control champions
- Employee 'pulse checks' to gain feedback on Mayflower's response to the pandemic
- Employee wellness checks, providing an opportunity for leaders to offer support to employees
- A private Facebook group for employees to connect and share good news stories, and
- Ongoing gestures of appreciation for the extraordinary contribution our employees were making, including gift cards, and complementary meals and coffees.

We also kept a keen eye on our strategic objectives during the year, continuing to build our human resources capabilities with a focus on developing and nurturing our workforce. Key achievements included the introduction of a values-based recruitment program and the continued development of our learning program.

Our new recruitment and orientation program is designed to attract high calibre employees that are aligned with Mayflower's Vision, Mission and Values — ensuring that every interaction we have is delivered with Compassion, Excellence, Integrity and Respect.

The new recruitment program resulted in many new passionate and talented employees joining our support team. Our commitment to succession planning also delivered positive results, with a number of internal promotions and transfers, capitalising on existing knowledge and relationships within our business, and supporting professional development pathways.

Our learning program is critical to the Mayflower Way of developing our people, and includes leadership networking sessions and workshops, structured online training, specialist dementia care training, and a dedicated program to educate and empower staff on the Mayflower model of care — ensuring that person centered care is embedded in everything we do.

Other initiatives launched during the year included a new employee intranet and an online benefits and wellbeing program — Mayflower Plus — which offers permanent employees discounts at major retailers, and wellbeing advice for a healthy lifestyle.

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



Pictured: Dami is a kind and caring member of the Home Care team who has become a fast favourite with residents living independently in our Brighton retirement village.

BOARD



TREVOR MARTYN OAM

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.



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.



VALENTINO MARINELLI

CPA

Mr Marinelli was appointed to the Board of Mayflower in 2015, and is Chair of the Finance, Audit and Risk Committee and a member of the Planning and Development committee. Mr Marinelli is an executive general manager with more than 25 years' experience including senior finance roles at Nazareth Care, Arcare, Catholic Homes, and The Alfred Group of Hospitals. He is currently the Business Manager for Xavier College where he is responsible for the finance function of the college including financial systems, cost control and sustainability.



ANTHONY W MUTTON

GradDipAgedServsMgmt, FTIA, FGIA, GAICD

Mr Mutton was appointed to the Board of Mayflower in 2003. He is the current Deputy Chair of the Board, Chair of the Governance Committee and a member of the Finance, Audit and Risk Committee. Mr Mutton is also the Chair of Edith Bendall Lodge Aged Care facility. Mr Mutton has over 25 years' experience in the aged care sector including as a Senior Adviser with Aged Care Victoria (ACV) as well as the Victorian Association of Health and Extended Care (VAHEC) which was formerly the aged care peak body in Victoria. Mr Mutton is currently completing a Graduate Diploma of Applied Corporate Governance and Risk Management with the Governance Institute of Australia.



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.



JOHN P SCHMOLL

BCom FCA FAICD

Mr Schmoll was appointed to the Board of Mayflower in 2019. Mr Schmoll is a Chartered Accountant with over 40 years' of corporate and professional experience at senior executive and Board level. Mr Schmoll was Chief Financial Officer of Coles Myer Ltd prior to retiring in 2002. Since then, Mr Schmoll has held various non-executive director roles with leading listed Australian public companies including Breville Group, Patties Foods, Golden Circle and Orotan Group. He has also undertaken a range of executive coaching/mentoring assignments. Mr Schmoll's experience is primarily in the areas of finance, investor relations, information technology and corporate governance.

**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.

**MARY-JANE STOLP**

BSc, MstHlthServMgt, GradCertLead, CHSE, MAICD

Ms Stolp was appointed to the Board of Mayflower in 2020. Ms Stolp is an executive general manager with more than 25 years' experiences in clinical governance, quality, strategy and risk management. She has a Masters in Health Service Management and is a Fellow of the Australian College for Health Service Management. Ms Stolp is passionate about workforce redesign and innovation to enable delivery of person centred care. Ms Stolp is currently General Manager — Community Services at The Bridge Inc, a disability services provider. She is also completing a Masters of Business Administration with Swinburne University.

EXECUTIVE TEAM**ROSA GINEVRA**MHA, GradDipHSM, BAppSc, MAICD
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 former 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

Ms Dunn joined the Mayflower Group in 2018 and is 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 former director of annecto, a not for profit aged care and disability community care network and was also previously on the board of Caroline Chisholm Centre for Health Ethics.

**DIONE O'DONNELL**BCom, MBA, CA, GAICD
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.



Pictured: Param is a registered nurse at Mayflower Reservoir who believes that creating strong bonds with residents is key to delivering person centred care.

MEET PARAM

Param learnt the value of caring in his home country of India, where families take the full responsibility of caring for their loved ones, and brings this same passion to his work each day.

“Where I came from, in India, we look after our parents ourselves as there’s no aged care. I was the carer for my grandparents,” Param says. This sparked something inside Param’s heart.

“Looking after my grandparents helped me find my passion,” he says. “I first took up medical studies in India and when I came to Australia, I had the opportunity to study nursing. I wanted to be in the medical field no matter what.”

Param started his nursing career in a hospital, but he longed for the opportunity to really form bonds with his patients. “It’s hard to build a relationship with people when you are with them for such a short time,” he says.

Param soon moved to a role in aged care, where he could form stronger connections with the people he cared for. “It’s been a great experience for me,” says Param. “In a care home I am able to create a real bond with the residents, a strong relationship. Just like when I cared for my grandparents.”

Param has been working for Mayflower since 2015, but took a short break when he secured a promotion at another home. During this time, Param stayed in close contact with his Mayflower team, missing the homely environment.

“I went to work as a director of nursing and general manager,” says Param, “but I stayed in touch with Mayflower. I always wanted to come back.” When the right role came up, Param was welcomed back with open arms.

Along with residents and co-workers, Mayflower’s Chief Executive Officer, Rosa, missed Param too, and came to visit him upon his return. “Rosa came and saw me when I returned. When the CEO recognises your work, it’s really great. It is so lovely to be so appreciated and recognised.”

From the moment he first visited Mayflower Reservoir, Param knew it was the right place for him. “As soon as I walked in, the home clicked with me,” says Param. “The way I was welcomed, I knew I needed to work here. There was no doubt in my mind.”

Param loves working with a team who genuinely care about making a difference in residents’ lives. “The staff here are really great,” he says. “They are friendly, have patient and caring natures, and always give one hundred percent.”

“If you choose to come to Reservoir you will feel the friendly culture and caring nature of the staff,” says Param, “we love the mix of European cultures, everyone is welcomed and embraced.”

“We are all about person centred care here, and working around the person, not the routine. Care always comes first. Residents choices and decisions are very important, and we like to follow that.”

Param’s philosophy towards work and his life is to keep smiling. He believes that a smile is contagious and can rally lift your spirits.

“I like to come to work with a smile on my face,” he says. “The mood you bring to work can influence everyone else. So, I come in with a nice gesture, and spread positivity.”

OUR SUPPORTERS

Thank you to our wonderful supporters and volunteers, you have truly made a difference in residents' lives.

FINANCIAL SUPPORTERS

As a not-for-profit charitable organisation we rely on the financial support of individual donors, groups, businesses 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 David McPherson Roberts (Mac Roberts). Mr Roberts was well regarded for his commitment and contribution to the Board and the development of Mayflower, and this donation 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 AC
- Edward Oldham
- Christina Anderson
- Nola Jennings
- Dr Vera Bowen

SCHOOLS

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

Mayflower is very fortunate to have the ongoing support of many local primary and secondary schools, and our residents were privileged to enjoy many student visits prior to the commencement of COVID-19 restrictions. Our lifestyle calendar includes an array of activities involving schools, and residents are eagerly awaiting the return of local students to our homes.

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.

During the 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 gift shop at Mayflower Brighton
- Sharing their specialised skills by conducting arts and craft groups for residents
- Providing musical entertainment for residents
- Spending one-on-one time with residents, playing cards and chatting

The Mayflower Group is extremely privileged and 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, when our homes reopen.

MAYFLOWER GROUP CONSOLIDATED FINANCIAL STATEMENT

MAYFLOWER BRIGHTON AND CONTROLLED ENTITY

STATEMENT OF COMPREHENSIVE INCOME	2019/20 \$'000	2018/19 \$'000
REVENUE/INCOME		
Resident Fees and Charges	8,303	8,644
Government Subsidies	11,399	11,407
Other Income	4,223	3,027
Gain /(Loss) on financial assets	-447	153
Gain on valuation of Investment Properties	—	4,700
	23,478	27,931
EXPENSES		
Employee Benefits Expense	-13,056	-12,380
Maintenance and Utilities	-3,175	-3,034
Depreciation	-2,764	-2,171
Administration Expense	-1,116	-1,253
Catering Expense	-1,661	-1,610
Finance Costs	-3,416	-323
Other Costs	-385	-825
	-25,573	-21,596
SURPLUS/(DEFICIT) FOR THE YEAR	-2,095	6,335
Fair value movements of financial assets	—	—
Gain on valuation of land and buildings	—	10,090
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	-2,095	16,425

STATEMENT OF FINANCIAL POSITION	2019/20 \$'000	2018/19 \$'000
ASSETS		
Cash and Investments	8,245	31,586
Receivables	8,351	1,897
Property, Plant and Equipment (<i>net of depreciation</i>)	199,986	169,141
	216,582	202,624
LIABILITIES		
Payables	5,022	3,061
Accommodation Bonds and Entry Contributions	100,703	101,180
Employee Entitlements	1,828	1,446
Borrowings from Financial Institutions	14,187	—
	121,740	105,687
NET ASSETS	94,842	96,937
EQUITY		
Reserves	41,618	41,618
Retained Earnings	53,224	55,319
	94,842	96,937

SUPPORT US

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

Regardless of their specific assistance, each and every supporter is pivotal to our ongoing ability to deliver excellence in care to our residents. Our supporters and volunteers are integral to life at Mayflower and we welcome and invite others to join this wonderful team.

There are a number of ways you can support Mayflower:

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 will welcome you at Mayflower as soon as COVID-19 restrictions ease. You'll have the opportunity to work with residents and have a real impact on their lives while achieving a sense of satisfaction for yourself.

SCHOOLS

Mayflower welcomes school visitation when COVID-19 restrictions allow. Our residents and staff appreciate and value the contribution of students to the lifestyle programs in our facilities.

For more information on how you can help please call us on **03 9591 1100** or visit **[mayflower.org.au](https://www.mayflower.org.au)**



Pictured: Tony has always enjoyed the outdoors and keeping fit, and is looking forward to trying out the gym when he makes the move to the new Mayflower Reservoir.



mayflower

Live Life Your Way

T: 03 9591 1100
info@mayflower.org.au

mayflower.org.au