



**Life  
Care**

CHURCHES  
OF CHRIST



Annual Report  
2008-09



Matron Anne Harkness with Miss Hughes, one of our first aged care residents in 1950

## Life Care History of Caring and Our Vision

Churches of Christ Life Care has been at the forefront of aged care services in South Australia since 1950.

Its services include:

### Residential aged care

- Residential aged care in five locations – Glenrose Court at Glen Osmond; Parkrose Village, Everard Park; Roselin Court, Joslin; Reynella Lodge, Old Reynella and Aldinga Beach Court, Aldinga Beach.

### Community Services

- Community Services in the eastern and southern regions of Adelaide.
- Day and overnight respite care at Norman House, Everard Park.
- Therapy Services at Payneham.

### Retirement Lifestyles

- Retirement developments at various locations across metropolitan Adelaide and at Balaklava in the Lower North.

Life Care's vision is to help people live life to their potential as they age.

It achieves this by encouraging positive lifestyles for residents and clients and providing quality services in response to the needs of each person.

Life Care believes each person in its care is unique. It supports each person with dignity and respect.

Life Care's services are delivered by committed, caring staff and volunteers who are valued through:

- support
- encouragement, and
- development



Sherrie Mclean with resident Brenda Wood

COVER PICTURE: Norman House Team Leader Jacinta Robertson with Francie Moss



*Life Care thanks the Doctors Safety Line for support of its 2009 Annual General Meeting*



Marga Eade and Life Care's Retirement Living Coordinator, Katherine Clark

## Contents

Chairman's Report	4
Chief Executive Officer's Report	6
Residential Care	10
Community Care	12
Chaplaincy	14
Business Development	16
Human Services	18
Business Management	20
Financial Statements	22



*John Stock*  
Chair

## Ensuring Life Care continues to be one of the best providers

I am thrilled to be associated with Churches of Christ Life Care, and currently to be serving as its Chair.

Life Care has a heritage of almost sixty years - one of which the denomination truly can be proud. Life Care has developed its services and resources remarkably from the early days whilst always retaining a fundamental commitment to quality of care.

The Board is not planning for a future in which Life Care will become one of the biggest providers of care services for older people in South Australia. However, we share with management the very strong commitment to ensuring that Life Care will continue to be one of the best care providers.

The challenges are substantial. We will need to be very strategic if we are to achieve this goal.

Life Care is a sound and very well-managed commercial entity, but it has finite reserves.

The proportion of those in our community who are ageing is increasing steadily, their needs are complex, and in many cases their preferences for their later years will not be easily fulfilled.

The marketplace in terms of retirement living options has become quite demanding, with many more people placing strong emphasis on retaining their quality of life, including location within their current community.

New options in community care will be helpful to an extent, but the costs of delivering quality care in both residential and community settings are continuing to rise faster than resident, client and Government contributions can meet. Furthermore, most people entering residential care now have high care needs from the outset.

The pressures that our staff face are substantial, and the lure of other opportunities in the care arena are a constant challenge for management.

The volunteer support available to Life Care is a major asset and we greatly value their contribution to our organisation.

In relation to staff and volunteers, a sense of calling cannot be undervalued, and this is one of the factors that continue to make a positive difference in the case of Life Care.

The Board will be giving priority in the immediate future to a review of its skills base and operating effectiveness to ensure that it has the best possible capability to provide leadership and support for Life Care into the future.



Chairman John Stock and Director Barbara Gear at the 2009 Staff Dinner

## Life Care Board Directors 2008 - 2009

Mr Graham Knight	(To November 2008)
Mr John Stock OAM	
Mrs Barbara Gear	
Mr Mark Butler	
Mr Barry Slade	(To November 2008)
Mr Graeme Murley	
Mr Mark Criddle	
Mr Mark Johnson	
Ms Anne Lawson	
Mr Malcolm May	
Ms Tara Page	(To October 2008)
Mr Grant Simpson	(To May 2009)
Mr Greg Ratcliff	
Ms Rebecca Halkett	
Mr Alan Young	

*“In relation to staff and volunteers, a sense of calling cannot be undervalued, and this is one of the factors that continue to make a positive difference in the case of Life Care” - John Stock*



*Mark Criddle*  
Chief Executive Officer

## Planning for the realities of our ageing society

### Governance

During the past year there has been a major “changing of the guard” in terms of Board Directors.

Chairman, Graham Knight, and Treasurer, Barry Slade, retired after many years of exceptional service to the Board, Life Care’s Property and Finance Committees respectively and to site Residents’ Committees. Graham and Barry, along with their wives, Jean and Wendy, were given a special farewell by Life Care at which the organisation was able to formally express its sincere thanks for their leadership. Similar sentiments were expressed at the Life Care AGM in November 2008.

Adelaide business consultant, John Stock, succeeded Graham as Chairman, and Mark Butler became Vice-Chairman. Graeme Murley is the new Treasurer.

Grant Simpson, as President of Churches of Christ in SA & NT, held an Ex-Officio position on the Life Care Board of Directors until May 2009. Greg Ratcliff assumed this position on the Board as the incoming President.

Alan Young and Rebecca Halkett also joined the Board, which continues to present an excellent mix of experience and expertise.

On behalf of the organisation, I thank the Board Directors - new and recently retired - for their valued governance of the organisation.

### Management restructure

Life Care also implemented a management restructure to provide a more efficient reporting process in preparation for a new accreditation and quality reporting cycles for residential care and Community Services.

Derek Dittrich was appointed General Manager Residential Care with responsibility for all of our residential care facilities. He also manages the services of our Continence Nurse Advisor and Business Services Manager.

Tim Horsnell became General Manager Community Care, including the provision of Community Aged Care Packages (CACPs), Extended Aged Care at Home (EACH) packages, Therapy Services and respite services at Norman House.

### New developments

In early 2009, six new retirement homes at Aldinga Beach Court were completed adding to the existing five homes at the site.

Most of the new homes were sold off the plans and residents moved into dwellings of outstanding design and construction. We acknowledge the work of Lodge Construction & Building in completing the new homes on time and to budget.

The retirement development at Aldinga Beach Court complements the adjacent residential care facility of 83 residential beds.



Mark Criddle and the Minister for Ageing, Justine Elliot at Reynella Lodge

## Demographic projections

Life Care received final demographic projections to identify and assess details of growth in South Australia's ageing population. This work was carried out by Professor Graeme Hugo, Director of the National Centre for Social Applications of Geographical Information Systems at the University of Adelaide.

Armed with this data, Life Care continues to investigate investment potential of sites in various locations across the metropolitan area and country regions to meet the growing demand for retirement and aged care services.

One major proposal is the purchase of land in an appealing residential precinct of Murray Bridge with a view to developing 23 retirement homes. Design concepts have been developed by the architectural firm Walter Brooke & Associates and Life Care is advancing discussions with the local Council.

The Murray Bridge proposal follows our successful investment in Hayfield Plains retirement village at Balaklava. Most of the homes have been purchased at Hayfield Plains and the central community centre is being widely utilised by residents and the broader community for a range of activities.

## Meeting with the Minister

In February 2009, Chairman John Stock, Business Development Executive, Lyn Polley, and I travelled to Canberra to meet with the Hon. Justine Elliot, the Minister for Ageing. Also present were Amanda Rishworth MP, the Member for Kingston, and representatives of the Minister's Office and the Federal Department of Health and Ageing.

The primary purpose was to discuss with the Minister the withdrawal of bed licences in the southern region of Adelaide in the recent Aged Care Approvals Round.

The meeting allowed us to personally inform the Minister of the demographic projections presented by Professor Hugo, and our concerns about the issue of bed licences.

It was a positive meeting at which we were able to outline Life Care's range of services, explain initiatives that we have taken concerning staffing models and workforce issues.

To build on the momentum of open dialogue, we invited the Minister to visit our sites to experience first hand the standard of age care we are delivering to the community.



New Aldinga Beach Court retirees Rex Williams and Ian Fowler

### Quality Reporting

During the year, the Commonwealth Department of Health and Ageing conducted another round of Quality Reporting on our Community Services, particularly relating to the Extended Aged Care at Home (EACH) packages and the Community Aged Care Packages (CACPs) in the southern region of Adelaide.

Community Services, including a separate assessment of our respite care service at Norman House, received glowing assessments from the Quality Reporting team, and I congratulate everyone who contributed to this excellent outcome.

### Accreditation

Towards the end of the financial year, each of our residential sites was preparing for the three-yearly process of accreditation by the Department of Health and Ageing.

This process requires each site to satisfy required quality Standards in the areas of:

- management systems, staffing and organisational development;
- health and personal care;
- resident lifestyle; and
- physical environment and safe systems.

Within these Standards are 44 required outcomes upon which aged care organisations such as Life Care are assessed for continuing accreditation under the Aged Care Act.

Prior to site visits, the accreditation team leader received a detailed briefing from Life Care's management at Corporate Services to outline operational processes and continuous improvement commitments in each location and service area.



Liz Scarce, wife of the Governor of South Australia, congratulates Aldinga Beach Court volunteer Rowley King on his dedicated service

## Chaplaincy

The on-going focus of our chaplaincy services is to provide for the spiritual needs of our residents, clients, staff and volunteers.

Chaplaincy is about providing the environment and the level of trust to share special time with people to listen and to provide support as part of Life Care's commitment to the overall well-being of people of various cultural and religious backgrounds and beliefs.

One of the key outcomes during the year was the success of a series of forums bringing staff members together to address spirituality and ageing issues in their workplaces and across the organisation.

## Staff and volunteers

During the year we celebrated milestones of long-serving staff members and the valued contribution of our volunteers.

Aged care becomes increasingly challenging because of the growing acuity of residents in our ageing society. Our residents and clients value the skills and hard work of our highly trained staff and of the exceptional support provided by volunteers in many roles.

To all of our staff members and volunteers, I express our sincere appreciation.



*Derek Dittrick*

## General Manager Residential Care

# Meeting needs of residents with higher acuity levels

### Management restructure

A management restructure during the year created the position of General Manager, Residential Care with responsibility for each of our residential care facilities.

The move has provided a more dedicated and streamlined management and reporting process in residential care.

It has placed Life Care in a better position to plan for and respond to the growing challenge of people coming into residential care with higher levels of acuity.

This trend will continue in our ageing society with Government policies prioritising community care to keep older Australians in their own homes for as long as possible.

### Accreditation

It has been a particularly busy year for management and staff in preparation for the three-yearly process of accreditation of our five residential care facilities by the Commonwealth Department of Health and Ageing.

Beginning in June, the accreditation process required Life Care to meet quality standards in the areas of:

- management systems, staffing and organisational development;
- health and personal care;
- resident lifestyle; and
- physical environment and safe systems.

Prior to site visits, the accreditation team leaders received a detailed briefing from Life Care's management to outline operational processes and continuous improvement commitments in each location and service area.

### Site improvements

Life Care continues to invest in improvements to its residential care sites. This was particularly evident during the year at Roselin Court with bathroom extensions, new carpeting in communal areas, painting and other décor improvements.

### Continence care and infection control

Amanda Mouvet was appointed Life Care's Continence Nurse Advisor working across our five residential care sites. She joined Life Care after extensive community experience in continence nursing.

Amanda has also been busy educating staff on continence issues and developing an organisational infection control manual.



Parkrose Village residents and visitors enjoying the performance of Urban Myth with the actors in full flight below

## Residents

Life Care encourages creative expression and community engagement among our residents through a range of artistic programs. Out Of The Mist was one of the highlight projects during the year.

A play by Unley-based youth theatre group, Urban Myth, it was presented as part of Every Generation celebrations in October.

Researched and directed by Emma Beech of Urban Myth, the project involved residents reflecting on their lives and memories of their youth, their romances, the war years, stories of loss and their emotions in moving into aged care. Emma worked with the residents for many weeks, and she developed the production with young actors from Urban Myth.

Urban Myth premiered at Parkrose Village and it also had a successful season at the Unley Senior Citizens Centre. The project was supported by Life Care and the City of Unley.





*Tim Horsnell*

## General Manager Community Care

# Excellent outcome in quality review of service delivery

While we live in an ageing society, there is an increasing desire for older Australians to stay in their own homes for as long as possible before the need for higher levels of care becomes a reality.

For this reason, there are growing pressures on aged care providers to deliver services and support tailored to the specific needs of people in their homes and communities.

Life Care's Community Care are dedicated to meeting these challenges while maintaining consistent quality of care. These services are provided through:

- Extended Aged Care at Home (EACH) packages and Community Aged Care Packages (CACPs);
- Norman House day and overnight respite facility; and
- Day Therapy services.

### Quality Review

In the reporting period, Community Care successfully completed the latest quality review that is conducted every three years by the Commonwealth Department of Health and Ageing.

This review included Life Care's delivery of EACH and CACPs services in Adelaide's southern metropolitan region.

Quality reporting is determined on

the following nine care standards:

- access to services;
- information and consultation;
- efficient and effective management
- identifying care needs;
- coordinated, planned and reliable service delivery;
- social independence;
- privacy, dignity, confidentiality and access to personal information;
- complaints and disputes; and
- advocacy.

Life Care received a glowing endorsement on its management, staffing and service delivery in Community Care. Specifically, we were advised that our services have a well-embedded culture of quality improvement, and that our staff members are well trained to undertake their tasks competently.

Our client care plans were assessed to be well-developed with excellent detail, and interviews with clients resulted in very positive feedback about our services and communication.

This excellent outcome is reassuring for our clients and employees, and it is a great credit to the staff members who deliver our services with such professionalism.



Bob Eastway and Kevin Stewart at Norman House

## Norman House

Norman House had its first Quality Review to meet the detailed care standards required by the Commonwealth Department of Health and Ageing. We achieved an outstanding result from the review, and I commend our staff.

Norman House provides a new dimension in respite care where people are treated as guests in a welcoming, homely environment. People can stay for a few hours or a few days while their regular carers have time off for a short holiday, catch up with family, go shopping or simply express themselves in ways that are otherwise impossible.

During the year, Norman House achieved up to 90 per cent occupancy, a rate that has set new benchmarks for the program. We have been able to offer support to over 30 individual carers each month.

The team feel that it is important to support as many individuals as possible to help them achieve their aim to stay living in the community with their loved ones.

Norman House celebrated a mid-year Christmas party and the launch of Norman News, a three-monthly newsletter that provides a valuable communication source for all involved at Norman House. The night was attended by over 60 guests, and its success is an example of how the community has developed and grown at Norman House.

## Day Therapy

During the reporting period, Life Care initiated a comprehensive review of its day therapy services at the Wellington Centre, Payneham. The objective was to ensure that our programs meet the desired needs of older people to participate in lifestyle programs that keep them active members of society and positive contributors to community interaction and well-being.

During this review, Therapy Services achieved some milestones with the introduction of some new and innovative programs, including the Dance for Life Program, incorporating ballroom dancing, exercise and the social aspects of a group program aimed at fun, fitness and maintaining individual choice and independence. The program has been successful in fulfilling these needs.

Ongoing and extra programs are being offered to accommodate the growing needs of our clients. With an overall 90 per cent of our exercise and specialised programs operating at full capacity, our staff should be congratulated at their on-going commitment to continuous improvement.



*Doug Walladge*  
Coordinating Chaplain

## Chaplaincy extends its support to all in the Life Care community

In the past year, Life Care has consolidated chaplaincy services across the whole organisation.

This has involved the support of Chaplains at each residential care site and extended chaplaincy to residents in retirement and independent living dwellings, along with staff and volunteers.

At the five residential care sites, our chaplains have also extended their reach when required to the families of residents.

At Hayfield Plains retirement village at Balaklava, three volunteer pastoral carers have been appointed and I meet with them regularly to provide support as required.

Life Care has continued to facilitate spirituality forums that have been well supported by staff members. These forums tap into areas of spirituality and ageing that are quite different from regular workplace training, and feedback from employees has been positive.

One of the issues addressed in the forums has been compassion fatigue, a term describing a build up of stress associated with the daily challenges of caring.

Accepting the reality of compassion fatigue in the lives of carers only serves to validate the fact that they are truly caring individuals.

It is important to understand the causes and symptoms of compassion fatigue and to identify the resources available to help people manage the condition.

An increasing focus of chaplaincy services has been on sharing information about aged care to help people make informed decisions and plan before various needs becomes critical.

Overall, we can reflect on a year in which there has been much greater coordination and depth of our chaplaincy services.



Glen and Barbara Lewis with Chaplain Bill Hall



Registered Nurse Sam Khoury and Clinical Nurse Consultant, Julie Monro, with Coordinating Chaplain Doug Walladge at the 2009 Staff Awards Dinner

*"An increasing focus of chaplaincy services has been on sharing information about aged care to help people make informed decisions and plan before various needs becomes critical" - Doug Walladge*



*Lyn Polley*  
Business Development Executive

## Value of generating ageing population projections across SA

Retirement home developments and sales have been among the highlights of the past year.

At Aldinga Beach, six new two and three bedroom retirement homes were completed. The retirement village now comprises eleven quality homes close to retail, commercial and public transport services and adjacent to Life Care's Aldinga Beach Court residential facility.

Responding to demand for retirement homes in the region underlined the value of Life Care commissioning ageing population projections across metropolitan and country regions of South Australia for its capital works planning and investment.

At Hayfield Plains in Balaklava, nearly all of the retirement homes have been sold, and the central community centre has become a hub of activity for residents and special interest groups in the district.

Together, Aldinga Beach Court and Hayfield Plains showcase Life Care's commitment to quality new retirement housing and on-going maintenance services. This will be important as Life Care looks to broaden the horizons of our investment in developments where they are needed most.

### Community engagement

Life Care's investment in the Balaklava region extends beyond creating an outstanding lifestyle for Hayfield Plains residents and a centre for broader community activity.

With Adelaide Plains Marketing Incorporated and the Plains Producer newspaper in Balaklava, Life Care is a major sponsor of the Emu Awards that recognise those who make a positive difference to the region by venturing beyond "comfort zones". Life Care was an Emu Award recipient for developing Hayfield Plains as a community asset, and we have reciprocated by supporting the initiative to recognise the achievements of other people and organisations in the region.

The 2009 Emu Awards were presented at the Snowtown Memorial Hall in February in a celebration of individuals, organisations, community groups and businesses prepared to "stick their necks out" to meet challenges.

Life Care also supports local sporting groups in Balaklava, including the bowling and golf clubs, and this sound investment in healthy lifestyles will be a positive consideration as we seek to develop new retirement villages in other locations.



New homes at Aldinga Beach Retirement Village

## Community Aged Care Packages

Life Care was successful in its funding application to the Commonwealth Government for new Community Aged Care Packages in the southern region of Adelaide.

This was a very pleasing outcome as Life Care works to meet the needs of ageing South Australians whose preference is to stay in their own homes for as long as possible with appropriate levels of support.

## Marketing

As Australia's population ages, there is increasing competition among aged care organisations to provide for the needs of older members of the community.

Life Care is certainly not immune from this competition. As part of its business development planning, Life Care will continue to define itself in the marketplace as an exceptional aged care provider.

A marketing strategy is being developed to grow our business on the basis that returns will continue to be invested in delivering the standards of care and services that older South Australians and their families want and deserve.

During the year, Life Care generated strategic advertising and media coverage of its aged care services. In particular, we have been prominent in The Advertiser's Boomer section through a My Life column profiling people who are part of the Life Care community.

## Property Services

As part of our commitment to sustainable development, Life Care continues to review garden and landscaped areas at our residential care, independent living and retirement homes

Property Services staff members are developing water wise gardens at our facilities by planting new drought tolerant species, including native plants, and installing dripper systems.

Often our gardens are the first thing people see when they come to our sites. It is important to demonstrate that Life Care has adopted a professional and responsible approach to environmental sustainability.

In the past year, Life Care responded to around 16,982 maintenance requests to ensure services and facilities continue to operate to the highest standards.

## News Link

News Link continues to be our flagship publication reporting on events and issues of interest to residents, clients, staff and volunteers.

News Link was a finalist in the Aged and Community Services Australia premier national award for excellence in aged care industry publications. This followed the success of News Link in 2007 being named the industry's best newsletter produced by dedicated staff with professional assistance.



*Anthea Daly*  
Human Services Executive

Skilled and  
dedicated  
staff and  
volunteers  
showcase  
our care

A retention and attraction strategy recently implemented at Life Care saw the introduction of a new collective workplace agreement for nursing staff.

The agreement provides exceptional wages and conditions for registered and enrolled nurses, including fourteen weeks of paid maternity and adoption leave and - for the first time - paid paternity leave.

We hope this, along with other strategies currently being employed, will help Life Care to meet the challenge faced by all aged care providers to recruit nurses in this specialty area of care.

At the same time, we have gained substantial Federal Government funding to support existing staff members seeking to enhance their qualifications. This includes support for people seeking to gain a Diploma as an Enrolled Nurse, Certificate IV in Leisure and Lifestyle, Certificate IV in Business Administration and Certificate III in Community Care.

Core training for all staff has been consolidated into a full-day program. The objective is to make it easier for staff members to attend and assist Life Care in the management of rosters.

#### Employee induction

In response to several continuous improvement indicators, an Employee Induction Handbook has been introduced for all new staff members.

The booklet has been developed in line with adult learning principles and is strongly linked to the successful completion of a probation period for all new employees.

It provides a vital learning tool covering essential issues such as workplace safety, organisational values, cultural diversity, emergency procedures and how to read and understand your payslip.

Life Care have also commenced distributing this booklet out to all staff to ensure consistency of information in its workforce, and to assist the organisation to gain an understanding of learning requirements for the next financial year's training calendar.

#### Staff awards

Once again, the well-attended annual Staff Awards presentations were celebrated in June, but this year the venue moved from the Adelaide Town Hall to the Adelaide Pavilion Restaurant.

Life Care relishes the opportunity to pay special tribute to those who have served for long periods including 30, 25, 20, 15 and 10 years. We greatly respect our staff members for their dedication to their job and loyalty to their workplaces.

A series of testimonials from colleagues of award recipients highlighted the respect with which they are held in their workplaces.



Enjoying the 2009 staff awards dinner

## Salary packaging

As a not-for-profit organisation, Life Care is able to offer its employees the benefits of salary packaging. Increasing numbers of employees are taking up this option, which is approved by the Australian Taxation Office.

The service for Life Care is managed by the Adelaide-based Community Business Bureau, which specialises in providing payroll management for the not-for-profit sector.

By salary packaging, Life Care employees can increase their tax-free pay by up to 15 per cent and take advantage of the CBB Rewards Club that provides a wide range of discounts on products including petrol. Arrangements can be made for salary packaging benefits to be paid on regular accounts - such as mortgage, rent, or personal loans - or irregular accounts, including electricity, gas, water and other utilities.

## Volunteers

Life Care could not deliver the quality of care for which we are renowned without the commitment and skills of our volunteers. In 2008-09, we were greatly assisted by more than 20,000 volunteer hours, a significant increase from the previous year.

Once again, we celebrated the contribution of our volunteers with a memorable luncheon at the Adelaide Town Hall. Testimonials from Volunteer Coordinators about the work our volunteers undertake, and what it means to the residents who live in our facilities, were well received.

This year we were very pleased to have the Governor's wife, Liz Scarce, present the awards.

Life Care works hard to support volunteers and to help them develop new skills. It is pleasing that our volunteer survey results clearly show they are happy and feel well-supported in their various roles.

## Ambassadors

Life Care's Ambassadors are young employees who help us to promote various career paths in aged care.

Our Ambassadors have again been active during the year and we particularly congratulate Jess Harrison on her academic studies, which have resulted in her progress from Certificate III in Aged Care to an Enrolled Nurse.

Jess recently featured on the front cover of the official magazine of the Australian Nursing Federation and was a valued spokesperson for Aged Care at the Caring Your Future project, an initiative of Life Care in association with Youth Jet, an Australian Government-funded community body that opens career options for young people.



*Andrew Harris*  
Business Management Executive

## Sound financial outcome from a challenging year

In 2008-09, Life Care achieved a net surplus of \$603,497, which is comparable with last year's financial results.

This is a pleasing outcome given the economic conditions that have prevailed in the reporting period. In particular, the suppressing effect on interest rates caused by the global financial crisis impacted on Life Care's investment earnings during the year, keeping them lower than they otherwise would have been.

### Challenges

The organisation has also had to contend with a number of challenges including the first full operational year of the Commonwealth Government's Aged Care Funding Instrument (ACFI) that replaced the Resident Classification Scale as the funding structure for residential aged care.

Systemic problems within the new ACFI payment rules contributed to slow responses to resident re-assessments from regional Aged Care Assessment Teams (ACAT). This caused funding shortfalls over a number of months, resulting in representations being made by Life Care to the Department of Health and Ageing.

This issue effectively meant that Life Care was for substantial periods providing some residents with higher and more costly care levels than it was being funded for by the Government.

While the problem has been partly solved by improvements in ACAT response times, the rules within ACFI that contributed to the issue remain and continue to impact on income.

The Federal Government has recognised the issue, but it remains a problem for all residential aged care providers across Australia. The industry continues to monitor and make representations to the Government on this issue.

### Wage rise for nurses

In 2008-09, Life Care offered our nurses an interim wage rise in advance of the collective workplace agreement. This demonstrated the organisation's on-going commitment to presenting quality wages and conditions. Life Care does, however, have a continuing reliance on agency personnel.

### CACPs in eastern suburbs

Other significant challenges included implementing the first full year of Life Care's Community Aged Care Packages (CACPs) in the eastern suburbs, and the provision of new residential accommodation at Aldinga Beach Court following the major building project at that facility.



Jo Stewart and Parkrose Village Lifestyle Coordinator, Lisa Nicchia

### Accreditation

Life Care also had to prepare for the latest round of accreditation of residential sites and quality reporting of Community Services as required by the Commonwealth Department of Health and Ageing.

### Retirement homes

Continuing sales of retirement homes at Hayfield Plains in Balaklava contributed to cash funds and income along with sales of new retirement homes at Aldinga Beach Court. However, as previously stated, overall investment earnings were affected by the fall in interest rates. As a result, there has been a comprehensive review of investment strategies.

### Net wealth

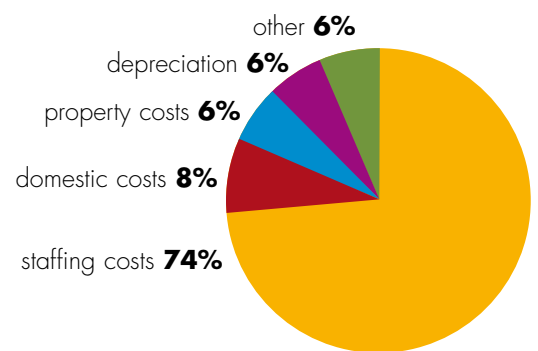
The net wealth of Life Care at the end of the 2008-09 financial year increased to \$46.6 million compared with \$45.8 million at 30 June 2008.

### Risk management

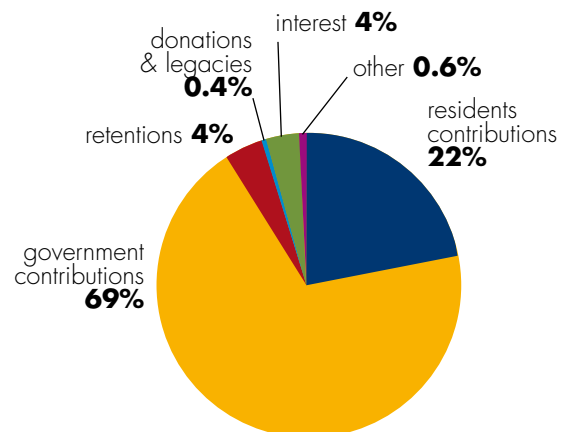
An advanced risk management framework has been introduced across the organisation. This has included the application of new policies, procedures and risk management software along with staff training on the new protocols. This process is aligned to Life Care's commitment to continuous improvement in its service delivery.

Overall, it has been a sound financial result in a challenging year.

### Expenses from ordinary activities



### Revenue from ordinary activities



## Financial Summary\*

Churches of Christ Life Care Inc. – Income Statement for the Financial Year Ended 30 June 2009

	2009	2008
	\$	\$
<b>Revenue from ordinary activities</b>		
Residents contributions	6,317,370	6,045,305
Government contributions	20,016,834	18,310,233
Retentions	1,201,029	1,183,423
Donations and legacies	117,969	35,799
Interest	1,037,334	838,394
Other	235,815	242,586
<b>Total revenue from ordinary activities</b>	<b>28,926,351</b>	<b>26,655,740</b>
<b>Expenses from ordinary activities</b>		
Staffing costs	20,838,694	19,073,086
Domestic costs	2,147,853	2,059,457
Property costs	1,743,116	1,685,594
Depreciation	1,734,332	1,710,199
Other	1,813,889	1,525,895
<b>Total expenses from ordinary activities</b>	<b>28,277,884</b>	<b>26,054,231</b>
<b>Surplus from ordinary activities</b>	<b>648,467</b>	<b>601,509</b>
<b>Profit/(Loss) arising from asset sales</b>	<b>(44,970)</b>	<b>8,616</b>
<b>Net surplus</b>	<b>603,497</b>	<b>610,125</b>

Churches of Christ Life Care Inc. – Cash Flow Statement for the Financial Year Ended 30 June 2009

	2009	2008
	\$	\$
<b>Summary of cash flows from all activities</b>		
Net cash inflow from operating activities	2,181,356	1,712,400
Net cash outflow from investing activities	(3,854,042)	(2,943,545)
Net cash inflow from financing activities	8,681,375	6,544,284
<b>Net Increase/(Decrease) in cash held</b>	<b>7,008,689</b>	<b>5,313,139</b>
Cash at the beginning of the financial year	9,412,784	4,099,645
<b>Cash at the end of the financial year</b>	<b>16,421,473</b>	<b>9,412,784</b>

## Financial Summary\*

Churches of Christ Life Care Inc. – Balance Sheet as at 30 June 2009

	2009	2008
	\$	\$
<b>Current assets</b>		
Cash assets	16,402,240	9,393,185
Development Fund	19,233	19,599
Receivables	461,668	271,561
Investments	492,079	-
Prepayments	57,930	176,020
<b>Total current assets</b>	<b>17,433,150</b>	<b>9,860,365</b>
<b>Non-current assets</b>		
Land & buildings	80,297,644	78,589,345
Plant & equipment	3,086,094	2,800,216
Work in progress	602,096	14,457
Other financial assets	-	-
<b>Total non-current assets</b>	<b>83,985,834</b>	<b>81,404,018</b>
<b>Total assets</b>	<b>101,418,984</b>	<b>91,264,383</b>
<b>Current liabilities</b>		
Payables	2,825,195	1,745,354
Provisions	1,121,844	1,064,690
Resident occupancy rights	50,065,574	41,767,579
<b>Total current liabilities</b>	<b>54,012,613</b>	<b>44,577,623</b>
<b>Non-current liabilities</b>		
Development fund	19,223	19,223
Provisions	813,548	878,940
<b>Total non-current liabilities</b>	<b>832,771</b>	<b>898,163</b>
<b>Total liabilities</b>	<b>54,845,384</b>	<b>45,475,786</b>
<b>Net assets</b>	<b>46,573,600</b>	<b>45,788,597</b>
<b>Equity</b>		
Retained surplus	24,445,805	23,750,778
Reserves	22,127,795	22,037,819
<b>Total equity</b>	<b>46,573,600</b>	<b>45,788,597</b>

\*A full set of financial statements are available upon request.



## CORPORATE SERVICES

Administration  
Residential Care Placements  
Retirement Living Enquiries  
263 Melbourne Street  
NORTH ADELAIDE SA 5006  
Telephone: (08) 8239 9800  
Fax: (08) 8239 9850  
Email: [enquire@lifecare.org.au](mailto:enquire@lifecare.org.au)  
Web Site: [www.lifecare.org.au](http://www.lifecare.org.au)  
ABN: 97 390 593 649

## RESIDENTIAL CARE

**Aldinga Beach Court**  
Aged Care Services  
Pridham Blvd, Aldinga Beach 5173  
Ph: 8550 2100

**Glenrose Court**  
Aged Care Services  
550 Portrush Road, Glen Osmond 5064  
Ph: 8379 1449

**Parkrose Village**  
Aged Care Services  
34 Norman Terrace, Everard Park 5035  
Ph: 8292 7100

**Reynella Lodge**  
Aged Care Services  
7 Railway Terrace, Reynella 5161  
Ph: 8392 3600

**Roselin Court**  
Aged Care Services  
251 Payneham Road, Joslin 5070  
Ph: 8362 8974

**Residential Care admission enquiries to be directed to the Admissions Officer at Corporate Services.**

## COMMUNITY CARE

*Southern*  
Community Aged Care Packages and  
Extended Aged Care at Home  
7 Railway Terrace, Reynella 5161  
Ph: 8392 3660

*Eastern*  
Community Aged Care Packages  
Suite 13, Wellington Centre  
2 Portrush Road, Payneham 5070  
Ph: 8392 3667

**Therapy Services**  
Physiotherapy, Occupational Therapy,  
Podiatry, Wellness Programs  
2 Portrush Road, Payneham 5070  
Ph: 8336 2488

**Norman House**  
Overnight Respite Care  
28 Norman Terrace, Everard Park 5035  
Ph: 8293 5924

**Community Care enquiries to be directed to the above numbers.**



## RETIREMENT LIVING

Independent Living Homes

**Aldinga Beach Court**  
Pridham Blvd, Aldinga Beach 5173

**Glenrose Court**  
550 Portrush Road, Glen Osmond 5064  
1 Gilles Road, Glen Osmond 5064

**Hayfield Plains**  
7 Diekman Terrace, Balaklava 5461

**Heritage Rose**  
24 Fourth Avenue, Everard Park 5035  
1 Ross Street, Everard Park 5035

**Marion Rose**  
7 Shaun Crescent, Mitchell Park 5043

**Murlali Village**  
1 McKinna Road, Christie Downs 5164

**Parkrose Court**  
40 Norman Terrace, Everard Park 5035

**Parkrose Village**  
34 Norman Terrace, Everard Park 5035

**Reynella Lodge**  
278 Old South Road, Reynella 5161

**Rosehaven**  
953 North East Road, Modbury 5092

**Roselin Court**  
251 Payneham Road, Joslin 5070

**Retirement Living enquiries to be directed to the Retirement Living Co-ordinator at Corporate Services.**

[www.lifecare.org.au](http://www.lifecare.org.au)