

2019 Annual Edition

# Eldercare Matters



Our purpose is to deliver peace of mind with our care. This is Eldercare's commitment to you.



# MESSAGE FROM THE CHIEF EXECUTIVE



**Front Cover:** Eldercare Oxford residents enjoy a walk along the seafront. Pictured in background (L – R) Volunteer Marie O’Hanlon with residents Pat Pater and Daphne Trickey. Pictured in foreground (L – R) resident Lorna Foulkes (walking Sacha the border collie), Volunteer Jenny Winstanley, resident Ernie Lusher, Wellbeing Consultant Jess Honner and resident Ivy Oakden.

**Back Cover:** Eldercare Seaford residents Mavis Smith and Trish Hamilton-Brett (right) enjoy regular walks to enjoy the serenity of the nearby duck pond.

Clem and Dot Moore, who recently celebrated their 75<sup>th</sup> wedding anniversary, enjoy coffee together in the café at Eldercare Allambi every morning.

The Royal Commission into Aged Care and the introduction of the new Aged Care Quality Standards have meant that 2019 has been a significant and formative year for the aged care sector and for Eldercare. This edition of Eldercare Matters demonstrates how our values provide the pathway for responding to industry changes and for providing quality care tailored to each of our consumers.

Resident dignity and wellbeing are key measures of quality service, equal in importance to health and safety. The needs of a person’s mind, body and spirit should be met for them to feel a sense of wellbeing – and everyone deserves the dignity of being able to live according to their wishes, which may involve taking some risks.

In April 2019, Eldercare introduced the role of Wellbeing Consultant to each of our 12 residential care facilities with the key task of getting to know the unique interests of each resident and what they’d like to achieve to experience happiness, connection and a sense of purpose. They then work to empower the resident, assisting in often creative ways, so that they can fulfill their goals.

Wellbeing Consultants work closely with clinical staff who use Eldercare’s Case Management Model whereby Clinical Leaders coordinate the physical care for a small group of residents, building close relationships with them, and their families.

Supporting this, Eldercare’s Consumer Engagement Coordinator is creating new pathways for connection with residents and their families to ensure our services are responding to their needs. The advice of our LGBTI Advisory Group and Consultation Group played a pivotal role in Eldercare becoming the first residential aged care provider in South Australia to receive the nationally accredited Rainbow Tick in September. This accreditation is awarded to organisations that can demonstrate commitment to safe and inclusive practice and service delivery for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people.

A commitment to diversity and inclusion is fundamental to Eldercare’s purpose of providing peace of mind with our care.

**Jane Pickering**  
Chief Executive

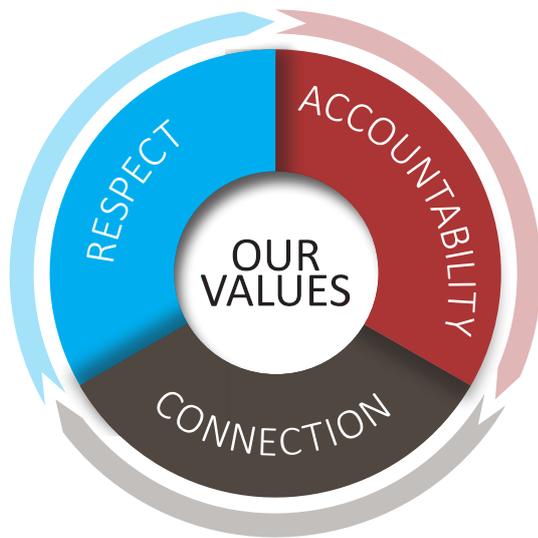
# RESPECT



We protect the  
dignity, rights and  
values of the individual.

# VALUES FIRST

Peace of mind comes from staff, residents and their families knowing they will be treated with respect, that we will work toward building connections for wellbeing and that we are an organisation that can be held accountable. These values of **respect**, **accountability** and **connection** underpin Eldercare's strategic directions and business plan.



Respect is the founding value. We gain respect when we listen to the feelings and wishes of others and protect their dignity, rights and values. From this seed of respect, eight strong branches have grown to become Eldercare's key themes that support and protect residents and clients.

These themes are Wellbeing, Individuality and Choice, Dignity of Risk, Connection, Consumer Engagement, Diversity and Inclusion, Our People and Quality and Governance.

We focus on these themes in our program development, staff training, business planning and project management. In doing so, we are also able to meet the requirements of the new Aged Care Quality Standards that came into effect on 1 July 2019.

Eldercare champions respect, and the resident-focused themes that arise from it, within the aged care industry. Accordingly, through peak bodies Aged and Community Services Australia (ACSA) and Uniting Care Australia, Eldercare has provided a voice for the needs of our residents in the Royal Commission into Aged Care which is currently underway.



Enjoying tai chi at Eldercare Acacia Court residential care facility are residents (L – R) Barbara Schluter, Eileen Goreham and Shirley Shard with Wellbeing Consultant Karen Dodge.

(L – R) Eldercare Oxford residents Ivy Oakden and Daphne Trickey assisting with cooking under the guidance of Chef Manager Linda Spiniello (in background).

# ACCOUNTABILITY



Eldercare  
**Sabin**  
Wellness Assistant

We are all responsible for working safely and with integrity.

# ROYAL COMMISSION

The Royal Commission into Aged Care Quality and Safety was announced by Prime Minister Scott Morrison on 16 September 2018 and the final report is due to be released on 12 November 2020.

It has presented an opportunity not only for Eldercare, but for all Australians, to engage in a national discussion about the value of older people and the future of aged care. It is also highlighting the important contribution of thousands of employees and volunteers working in aged care.

The Royal Commission has investigated aged care services delivered into homes as well as in residential care settings. Hearings have been conducted in capital cities, including Adelaide, and in several regional locations.

Royal Commissioners the Honourable Richard Tracey AM RFD QC, Ms Lynelle Briggs AO and the Honourable Tony Pagone QC have summarised their findings after each hearing. The Honourable Richard Tracey, who was Chair of the Commission, sadly died on 11 October after a short illness. The Honourable Tony Pagone QC, is the new Chair.

## Release of the Royal Commission Interim Report

On 31 October 2019 the Royal Commission released its interim report. The Commissioners have identified the following as priority areas for the Government which require immediate action:

- provide more Home Care Packages to reduce the waiting list for higher level care at home
- respond to the significant over-reliance on chemical restraint in aged care
- stop the flow of younger people with a disability going into aged care.

The report explains that the aged care system needs fundamental reform and redesign. It identifies systemic problems with an aged care system that:

- is designed around transactions, not relationships or care
- minimises the voices of people receiving care and their loved ones
- is hard to navigate and does not provide information people need to make informed choices about their care
- relies on a regulatory model that does not provide transparency or an incentive to improve, and
- has a workforce that is under pressure, under-appreciated and that lacks key skills.

*(Royal Commission into Aged Care Quality and Safety media release – 31 October 2019)*

## Eldercare's response to the issues arising

Eldercare agrees the aged care system needs fundamental reform and we look forward to the Government's response to the interim and final reports of the Royal Commission. It is now recognised that there is a great need for additional funding and resources, however Eldercare will continue to provide safe and respectful care and will ensure our people are well trained. Our staff can be proud of what we do. We aim to build trust with residents and their families, through quality services, so that we can deliver peace of mind with our care.

As a part of Eldercare's commitment to continuous improvement, systems and processes are regularly reviewed. To ensure we meet our rigorous levels of accountability, we are conducting extra checks to relevant systems and processes each time a new issue is highlighted by the Royal Commission to make sure we are compliant. We have also completed a comprehensive review of our services over the first half of 2019 to prepare for the new Aged Care Quality Standards that came into effect on 1 July 2019.

# CONNECTION



We develop vibrant and supportive relationships based on warmth and generosity.

# KEY THEMES AND QUALITY STANDARDS

Eldercare's key themes, developed over recent years and growing from our primary value of respect, have become a part of Eldercare's language and culture:

- WELLBEING
- INDIVIDUALITY AND CHOICE
- DIGNITY OF RISK
- CONNECTION
- CONSUMER ENGAGEMENT
- DIVERSITY AND INCLUSION
- WE ARE OUR PEOPLE
- QUALITY AND GOVERNANCE

Addressing these themes in our service planning and development, as well as in our staff training, has meant that Eldercare's business objectives are closely aligned with, and provided good preparation for, the Australian Government's new Aged Care Quality Standards which came into effect on 1 July 2019.

Aged care service providers are required to be accredited to receive Australian Government subsidies. To receive accreditation, providers must be able to provide evidence of compliance with, and performance against, the Aged Care Quality Standards. The updated standards have been a significant policy change for the aged care sector, aligning outcomes for consumers across home care, community care and residential care.

Eldercare conducts internal performance reviews, as a part of our continuous improvement program, to ensure compliance with these standards. This prepares the organisation for periodically scheduled audits,

as well as unannounced visits, by the Aged Care Quality and Safety Commission which monitors and assesses continuing compliance with standards.

There are eight standards that providers must meet to ensure quality service and safety for consumers:

**Standard 1** Consumer dignity and choice

**Standard 2** Ongoing assessment and planning with consumers

**Standard 3** Personal care and clinical care

**Standard 4** Services and supports for daily living

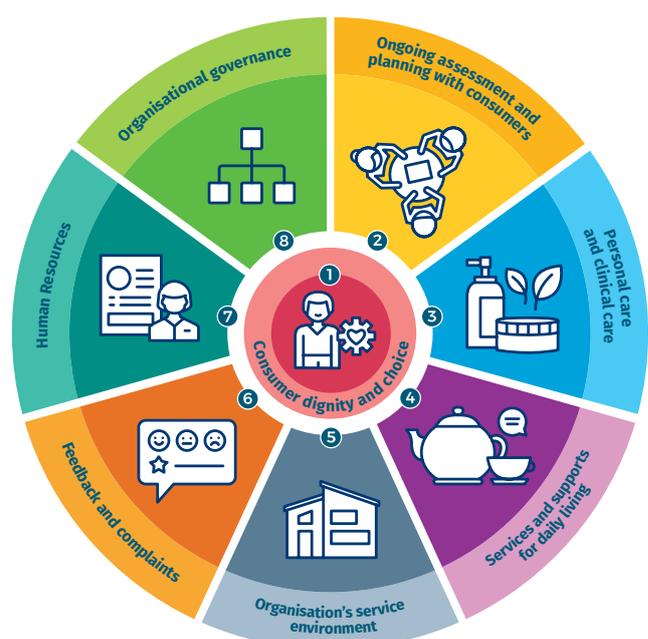
**Standard 5** Service environment

**Standard 6** Feedback and complaints

**Standard 7** Human resources

**Standard 8** Organisational governance

On the following pages the importance of each of Eldercare's key themes is explained, as well as which quality standards that theme meets.



Eldercare Acacia Court resident Royce Johnson says he's always thrilled when his great-granddaughter Kayleigh Belperio visits. "She's the light of my life!"



Checking rain gauges was an important part of farm life on Eyre Peninsula for Murray Zippel. He enjoys checking the gauge, installed for his interest at his new home at Eldercare Allambi residential care facility, during a nice spring rain with Eldercare Lifestyle and Community Support student Salam Al Alwani.

# WELLBEING

Eldercare's 'mind, body, spirit' approach to wellbeing recognises that high quality aged care is more than keeping people safe and healthy. Wellbeing is achieved through a resolute focus on good health, a sense of purpose, positive connection, meaningful activity and dignity.

Good health has physical, emotional, psychological and spiritual components. Our residents' health is driven by our Case Management Model. This involves Clinical Leaders coordinating the physical care for a small group of residents, so that they can build close relationships with them, and their families. It is supported by our Chaplaincy, Lifestyle, Allied Health and Volunteer programs, including the Day Therapy Centre in Hendon.

Purpose means something different for everyone and Eldercare staff support residents to maintain a sense of purpose by engaging in roles of value. The dignity of residents is preserved when they genuinely contribute to their care and support planning. This is supported by sharing their specific needs or interests, and then working with staff to enable them to be met wherever possible.

Eldercare's model of activity planning for residents has evolved alongside our Wellbeing approach with experiences focusing on physical activity, learning, personal relationships and the expression of creativity.

Eldercare's focus on Wellbeing meets objectives of the following Aged Care Quality Standards:



*"I was a regular client of Eldercare's Day Therapy Centre in Hendon for many years. Through specific exercises they helped me to weight bear so that I could stand again. "When I couldn't manage at home anymore I applied to become a resident at the Acacia Court residential care facility because I knew they had a focus on keeping people active. I do the exercises they taught me to keep the strength in my legs, which gives me the mobility I need to stay independent, look after my garden and teach craft lessons to other residents. "The garden bed was organised especially for me and it gives me so much satisfaction – I love watching new plants grow and other residents enjoy it too."*

Bonnie Anderson, former long-time client of Eldercare's Day Therapy Centre and Eldercare Acacia Court resident is pictured tending the garden bed created so that she could enjoy her lifelong love of gardening.

# INDIVIDUALITY AND CHOICE

Eldercare’s services are being shaped by authentic collaboration with our residents, as we partner with them to deliver a model of care which reflects their aspirations and needs. Staff get to know residents during their initial and ongoing assessments so that their care can be individualised.

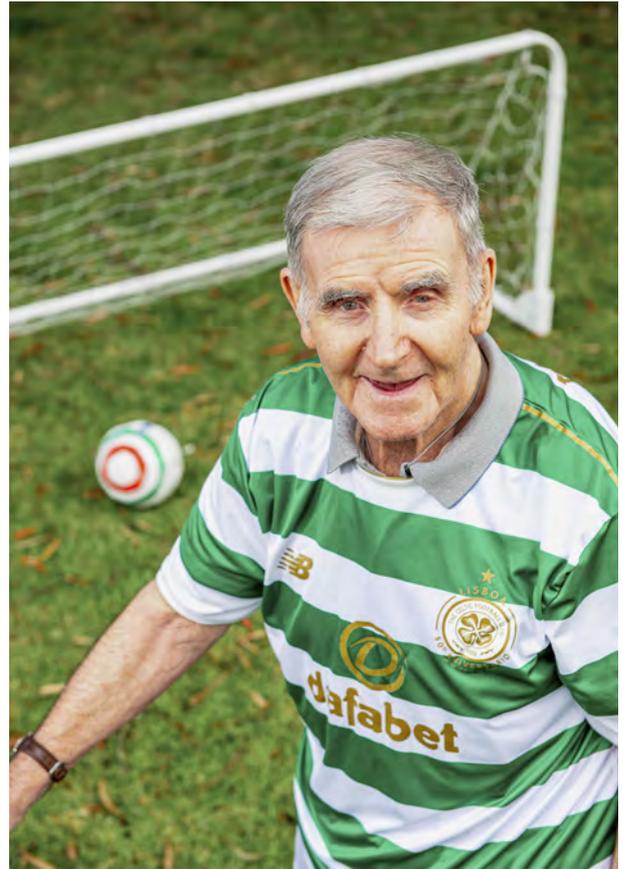
A holistic plan is co-designed with each resident that captures their desired outcomes – including when a resident likes to have breakfast, what their personal goals are and what activities and pastimes they enjoy.

This is complemented by Eldercare’s Case Management Model which enables clear and consistent communication and a better understanding of each resident.

Each resident’s identity, culture, sexual orientation, spirituality and social interest is respected and they are supported to make choices free from judgement.

Residents are encouraged to complete an Advance Care Directive detailing their wishes with regards to medical intervention in the event of serious illness, medical emergency and end-of-life care. They are also supported to communicate who they wish to be involved in their care. These choices are respected and carried out wherever possible.

Eldercare’s focus on Individuality and Choice meets objectives of the following Aged Care Quality Standards:



*“Faith, family and football are my great loves.*

*“I like watching professional football matches, but they’re aired in the middle of the night. The Wellbeing staff know when football games are on and they record them for me on Foxtel so I can watch them during the day.*

*“I’ve appreciated the purchase of the soccer goals that the staff bought so I can watch my grandson practice kicking the ball when he visits. He’s named Alexander, after me, but we call him ‘wee Archie’.”*

Eldercare Acacia Court resident Alec Byrne was a professional footballer in Scotland, playing for the Celtic Football Club based in Glasgow, from 1954 to 1963. He played 100 games as a winger and notched up 31 goals for the club, nicknamed the Bhoys.



*"My dad gave me a little guitar when I was about eight. I taught myself and enjoyed playing it and singing with my sister. I used to play at dances, and there were a lot of dances in the country.*

*"I also learnt to yodel. Mum and Dad had a farm about half an hour from Ceduna and they used to say they could hear me yodeling and playing my guitar all over the farm. Val, who works here, encouraged me*

*to play along while she plays the ukulele. It's quite pretty playing with someone else, it lifts the spirit.*

*"I've also been playing in the lounge room for the others at times. I have dementia but the songs come back to me. I love music – when I hear certain songs I think 'ah, I know that one!'"*

Eldercare Allambi resident Glenda Zippel is pictured playing her beloved guitar with Eldercare Lifestyle Support Officer Val Burgoyne.

# DIGNITY OF RISK

Enabling residents to make their own decisions and to have those decisions respected, even if it involves some risk, is key to their dignity and self-respect.

Striking a balance between self-determination and safety is a challenging and complex issue – however it all starts with a conversation.

Eldercare staff work in close partnership with each resident to determine their wishes, ensure they are aware of any associated risks and then support them to make those outcomes possible.

It is critical to understand why a chosen outcome is meaningful for a resident and, wherever possible, not allow risk to impede on the resident’s right to live the life they choose. We also work with the resident to ensure that their choices do not create unmanageable risk to others.

Clear policies and procedures help staff to navigate and document this process; a care plan co-designed with the resident identifies their desired outcomes and a detailed risk management process helps the resident and staff to understand and manage the risks associated with each resident’s choices.

If an outcome is likely to involve high or extreme risk, or if there is disagreement between a resident and their family about a chosen outcome, a senior Eldercare representative will work with those involved to support the resident to make an informed choice, in accordance with Eldercare’s duty of care, the Aged Care Quality Standards and appropriate risk management principles.

Eldercare’s focus on Dignity of Risk meets objectives of the following Aged Care Quality Standards:



Eldercare Seaford resident Alice Mueller assists Senior Hospitality Assistant Karen Boehm in the laundry. Alice likes to help, so with the support of hospitality staff to mitigate risks associated with being in a busy laundry, she is invited to assist with folding the laundry.

*“It’s no effort for me and it gives me an occupation, something valuable to do. I always did the washing for my family at home, so I’m experienced!”*



*"I was very unwell and had fractures in my spine when I arrived at Oxford, but now I feel really good and my cancer has settled down. The clinical care has been very good but what's been really important to me has been my daily walks to the beach with Daphne. We leave every day at about 8:15am no matter the temperature, except if it's raining.*

*"It's not that risky because we have each other, but it's worth any risk because it keeps us happy and healthy. I set the pace!"*

Eldercare Oxford resident Lorna Foulkes – pictured above, and far right with fellow resident Daphne Trickey (left) and Wellbeing Consultant Jess Honner (centre) keeps motivated with a busy fitness regime that includes daily walks to the beach, yoga and exercises.





Eldercare Allambi resident Jeanne Bone is pictured above and with her “precious” friends (below L – R) Kenneth Ryan, Pauline Andrew and Maggie Palmer who take her out for lunch every week.

*“I’ve been going out to lunch with my indoor bowling friends every Friday for years, when I lived in Glenelg and now that I live here. Just because I’ve changed my address, doesn’t mean I have to change the things I love. My friends are so precious; they call me ‘Mum’. They still pick me up every Friday and we head off to the Watermark.*”

*“I can pretty much organise anything and everything I want myself – I’m only 98 you know! But I only have to ask and they sort out what I need.*”

*“I love reading. I’d been through all the books here so they organised for the Marion Library Service to bring a selection of books to me in my room. Now I’ve always got a stack of beautiful books to read.*”

*“I love going out with my old friends, socialising with my new friends here and reading in my room with a view. The only problem I have is fitting it all in!”*



# CONNECTION

Social connections which enable people to feel supported and valued are important for their mind, body and spirit.

Building and maintaining friendships and links to community is particularly important when moving into aged care, whether it is to a retirement village or residential care facility, as shifting homes can be unsettling.

Creating environments that optimise these connections is a key consideration in building Eldercare's residential care and retirement living communities. Sites are planned around communal meeting spaces and the importance of developing relationships is emphasised.

Lifestyle teams at our residential care facilities organise social events that respond to the needs and interests of residents and build connections between residents, their families, staff, volunteers and the local community. For example, the Little Elders intergenerational playgroup program brings young children

into our Evanston Park facility for the benefit of both young and old, giving residents the opportunity to maintain or revive important roles as caregivers through the mediums of play and teaching. We also encourage residents to participate in, and contribute to, external community groups.

Volunteers and residents' family members are also very important. Volunteers are matched to residents through shared interests wherever possible and they often forge meaningful connections. We also support families to work with us in providing care to their family member through our Family Partnership program.

Eldercare's focus on Connection meets objectives of the following Aged Care Quality Standards:



Eldercare Oxford resident Daphne Trickey enjoys visiting and playing with the children who attend the nearby Kate Cocks Child Care Centre. She is pictured with Will Schneider.





*"I look and if I see something I'm unsure about I'll ask until I know what's going on – I like to know the 'lie of the land'. Sometimes you see a small mess and you have to fix it before it turns into a big mess.*

*"We have 'meet and greet' get-togethers to help newcomers feel welcome. Sometimes people don't feel confident to speak up – I try and give them a smile and a wave and just say 'g'day'."*

Neil Ensor, resident and Hospitality and Work, Health and Safety Representative at Eldercare Seaford residential care facility.



*"The Resident Representative Committee has a good rapport with management. When we have ideas we offer them as feedback.*

*"We have regular Hospitality Focus meetings and we encourage residents to bring their favourite recipes. Often they'll be on the menu in coming weeks. Sometimes there are small things that are important to people. For example, beetroot was always chopped into little squares but overwhelmingly residents said they prefer it sliced, so now we have our beetroot sliced."*

Trish Hamilton-Brett, resident and Lifestyle and Wellbeing Representative at Eldercare Seaford residential care facility.

# CONSUMER ENGAGEMENT

Residents and their representatives have the right to participate in service planning and decisions that affect them. Their input is integral to improving the quality, responsiveness and safety of services and also improves health and wellbeing outcomes.

Eldercare is committed to engaging and partnering with residents, their representatives and staff in all aspects of their decision making to support person-centred care, where the choices, values and rights of individuals are respected and enabled.

Our Clinical, Allied Health, Lifestyle and Chaplaincy teams work with each resident to address their emotional, spiritual, social, physical and complex clinical needs.

A variety of engagement strategies, including personal assessments, consumer meetings, surveys, feedback options and focus groups help to ensure that residents, their

representatives and staff have the opportunity to be involved in policy, planning, service delivery, innovative practice and evaluation at organisation and site levels.

An excellent example of consumer engagement is the Resident Representative Committee at our residential care facility in Seaford which enables residents to partner with staff and volunteers to manage the site.

The aim of the consumer engagement program is to partner with our residents, or their representatives, in all aspects of their decision making, so that they may exercise their choice and independence to live the life they choose.

Eldercare's focus on Consumer Engagement meets objectives of the following Aged Care Quality Standards:



Rob and Pauline Durant are residents of Eldercare Old Oxford Court retirement village in Hove. They are members of the village's residents' committee and Rob is also a volunteer member of Eldercare's LGBTI Advisory Group. The Group provided valuable consultation to the ElderPRIDE Project that was successful in gaining Rainbow Tick accreditation for Eldercare in September.

*"It is something I believe in and I was more than happy to get involved and provide advice where I could."*





*“I liked to sing with my family when I was a young girl growing up in China. I really enjoy all the songs that the choir sings when they visit, but particularly the Mandarin songs.*”

*“I love to celebrate the Cantonese festivities like Chinese New Year and the mid-Autumn festival, particularly the food and music.”*

Eldercare Trowbridge House resident Sau Wong grew up in Hebei province in northern China. She enjoys the Cantonese and Mandarin hymns sung by the Australasian choir that visit to entertain residents and also the festivities organised at the facility for the 2019 Chinese Moon Festival.

## DIVERSITY AND INCLUSION

Diversity means celebrating individual differences and recognising the value of people’s unique knowledge, skill and perspective.

A deeply diverse culture embraces all people regardless of their cultural background or ethnicity, religious beliefs, age, gender, gender identity, sexual orientation, disability, language, education or any other unique characteristics they may have.

An inclusive culture is one where everyone feels valued, respected and enabled to contribute.

Diversity and inclusion lead to benefits such as improved performance, greater innovation and improved wellbeing for residents and staff.

Through recruitment screening, staff inductions, ongoing training, role-modelling and addressing inappropriate behaviour, Eldercare is demonstrating its commitment to ensuring that residents, friends, families, staff and volunteers are treated fairly and can live and work free from discrimination.

We are a culturally and linguistically diverse community and this is reflected in Eldercare’s workforce, residents and volunteers.

In September 2019, Eldercare became the first residential aged care provider in South Australia to receive Rainbow Tick accreditation – a national standard that acknowledges our commitment to safe and inclusive practice and service delivery for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people.

Our commitment to living our values everyday has created a culture that respects difference, promotes inclusion and supports everyone to feel safe and welcome.

Eldercare’s focus on Diversity and Inclusion meets objectives of the following Aged Care Quality Standards:





*“We feel welcome here. The Diversity Tree artwork that was created by volunteers, staff and residents at Eldercare is fantastic. Seeing that displayed proudly on the walls makes me feel that I’m in a welcoming community.”*

*“There are a couple of residents who have come out to us and they are always pleased to see us – having gay staff seems to make them feel more comfortable. They like to chat to us and tell us about their partners who are regular visitors. It helps them to feel accepted and that perhaps we could be an advocate or a voice for them.”*

Luke Dean is a Personal Care Assistant at Eldercare Seaford residential care facility.

*“In my old job I wasn’t supported in the same way that other staff were, but here I feel valued. If bullying is witnessed by anyone else it is stepped on quickly. There was one occasion when I overheard someone saying something homophobic and one of the other staff pulled him aside and spoke to him straight away.”*

Adam Ambler-Burgoyne is a Personal Care Assistant at Eldercare Seaford residential care facility.



Volunteer Robert Morris runs many activities at Eldercare Trowbridge House residential care facility, including sharing his passion for gardening. He is pictured with resident Pauline Kovacs and Personal Care Assistant Eva Barlee.

# WE ARE OUR PEOPLE

Eldercare staff, volunteers and students are vital in delivering peace of mind to residents, clients and their families, so investment in training and the development of an innovative and engaged culture is a pillar of our strategic plan. Our business planning is responsive to feedback received through an annual staff survey and other site-based methods.

At this year's Staff Service Awards, 145 employees were acknowledged for their significant length of service ranging from five to 35 years, with three staff members celebrating 35 years of employment with Eldercare. This longevity of service provides continuity of care for our residents.

An extensive program of both mandatory and additional training ensures continuous learning for all staff and recently included the delivery of a tailored development program for Clinical Leaders and Clinical Care Managers to optimise leadership capability and strengthen employee engagement.

New 'micro' learning tools centred around consumer dignity and choice are also being introduced to provide flexible, user-friendly and timely education to staff and encourage self-directed and lifelong learning.

Through formal partnerships with every South Australian university and major Registered Training Organisation (RTO), Eldercare contributes to the training of its future workforce by providing student placement opportunities in care, nursing and allied health and is proud to facilitate more than 200 placements each year.

This partnership allows Eldercare to positively influence the calibre of students entering the sector and to support them to forge a career in aged care.



*"The working environment is good because we all work well as a team. First thing in the morning everyone smiles at each other and it starts the day off right."*

*"We have good equipment, Work, Health and Safety measures and training and there are a lot of extra things that we get as Eldercare employees too – like free tickets to the staff movie night, discounts on things like health insurance and salary sacrificing."*

Sabin Chaudhary is a Wellness Assistant at Eldercare Oxford residential care facility.

Eldercare's focus on Our People meets objectives of the following Aged Care Quality Standards:





*“The managers are good at keeping us informed and involved. We had a visit from a manager at Eldercare’s head office last week to talk to us about continuous improvement. She asked if we’d seen the Charter of Rights and whether we understood the new Aged Care Quality Standards.*

*“We then had a residents’ meeting about them.*

*“Some people are reluctant to say things, but the Charter of Rights stresses that they must feel free to do so. So as a resident I am able to encourage other residents to say whatever they like. I can then take their feedback to management who can make the necessary changes.”*

Mavis Smith is a resident and the Social Club President at Eldercare Seaford residential care facility.

## QUALITY AND GOVERNANCE

Eldercare’s Board Members have expertise and experience across a range of disciplines to ensure the Board has the capacity to effectively work with the Executive team to set the strategic direction and policy framework for the organisation. They work together to evaluate opportunities, challenges and priority projects for Eldercare which are assessed against our constitution, purpose, values and strategic directions.

Eldercare’s purpose and values underpin our strategic plan which guides the organisation’s business approach. Resources are directed to business operations and projects in response to stakeholder feedback and industry requirements and are captured in a three-year rolling business plan which outlines expected goals for business development and operations.

Eldercare has two principal governance frameworks that guide how we do business:

- Corporate Governance Framework
- Clinical Governance Framework

The Corporate Governance Framework articulates how to plan, lead, implement and review all aspects of organisational activity. It is led by the Board and implemented through the Executive team, who then give authority to the workforce to take action. This is the core of all of our business decisions and practices, driving a sophisticated, innovative and highly competent approach to our corporate activity.

The Clinical Governance Framework governs all aspects of our clinical and care practice including high level decisions and the implementation and compliance of all activities. This is the core of our service offering and interfaces with the overall wellbeing and care of our residents.

The frameworks are supported by policies, procedures and various strategies including those guiding our approach to quality, risk, information and communications technology and service delivery. They are implemented by staff under the direction of the Chief Executive and the Executive team.

Eldercare's focus on Quality and Governance meets objectives of the following Aged Care Quality Standards:



*"I've worked for many organisations but none that have lived and breathed their values more than Eldercare. As managers we're encouraged to be innovative and proactive rather than reactive.*

*"I sit on the Risk and Audit Sub-Committee of the Board and I see how engaged the group is. They want to know the detail, not just good news stories – they want analysis so we can offer best practice.*

*"I'm very proud of the level of consumer engagement that is encouraged. These care facilities are residents' homes, not mine, so they must be involved in decision making. I am happy to hear resident feedback and ideas and to see them put into action plans."*

Jarrold Mudie is Site Operations Manager at Eldercare Seaford residential care facility. He is pictured receiving feedback from the Resident Representative Committee. (L – R) John Bargery, Flo Townsend, Neil Ensor, Mavis Smith, Godfrey Webber, Trish Hamilton-Brett, Jarrold Mudie and Connie Esplin.

# RETIREMENT LIVING

Eldercare's retirement living villages offer residents the support they need to 'age in place' by remaining independent and connected even as their care needs increase.

Nine of Eldercare's 13 retirement villages are co-located alongside our residential care facilities across Greater Adelaide and the Yorke Peninsula. Many residents visit the adjoining residential care facility to share a meal in the common dining area, enjoy the on-site hairdresser or take part in activities.

Couples also find this living arrangement convenient in the event that one of them transitions into residential care as the site is easily accessible, removing the need to drive or negotiate public transport.

Regular resident meetings are held to ensure open communication between residents and

management, and social functions in the common areas of selected villages provide the opportunity for community interaction.

Residents can enjoy living independently for longer with in-home services such as meal preparation, nursing, cleaning, shopping, physiotherapy and podiatry, available through Eldercare Service Assist in partnership with Your Nursing Agency (YNA).

Our 24-hour property maintenance service means residents can always speak with a staff member on call if any urgent maintenance issues arise after hours or on weekends.

Eldercare retirement villages offer a supportive community where residents can enjoy peace of mind knowing they will be supported to live better and longer in their own home.



Springtime at Eldercare Cottage Grove retirement village in Woodcroft.

# ELDERCARE SERVICES



Residents sharing a coffee at Eldercare Cottage Grove residential care facility. In front (L – R) Dereck Gutteridge, Bob Matthews, Jack Blumberg and Phil Herbert. In the background is resident Robert Plateel (right) with son-in-law Steve Rohrlach.

## Eldercare's operations include:

- Over 950 residents living in 12 residential care facilities across the Greater Adelaide and Yorke Peninsula regions
- Over 180 residents living in 13 retirement living villages
- Over 200 clients receiving services at the Eldercare Day Therapy Centre in Hendon
- Home Care services available to residents across the Yorke Peninsula and Copper Coast regions
- Over 1,500 staff
- Over 350 volunteers

*Eldercare Matters is printed on paper that is made and manufactured by an ISO 14001 certified mill, and all virgin pulp is derived from well-managed forests and controlled sources.*





# Eldercare

peace of mind

**HEAD OFFICE**

247 FULLARTON ROAD EASTWOOD SA 5063

TELEPHONE: (08) 8291 1000

FACSIMILE: (08) 8291 1098

EMAIL: [admin.headoffice@eldercare.net.au](mailto:admin.headoffice@eldercare.net.au)

