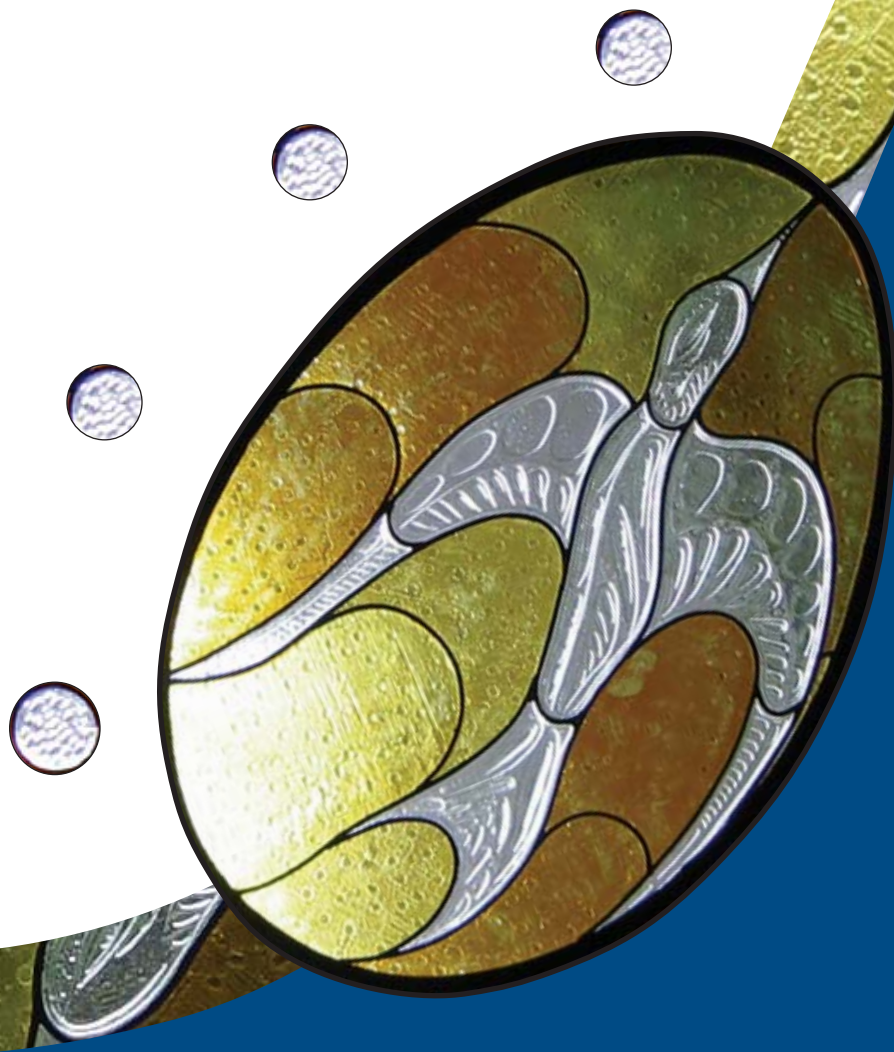




CATHOLIC HOMES

FOR THE ELDERLY INC



05/06 Annual Report

Looking Forward!

Vision, Mission & Values



Our Values

We celebrate the life of individuals and their communities as expressed in their physical, social and spiritual wellbeing. In doing so, we are committed to the ideals of:

Dignity:

The rights of each person are grounded in the unique dignity each possesses.

Compassion:

When we truly care we are always open to the needs of others.

Integrity:

We are honest in our dealings and accountable for our actions.

Collaboration:

Working together empowers people and produces better outcomes.

Our Vision

Choice and opportunity as you age.

Our Mission

Integrated and accessible aged care and accommodation services provided within a Catholic ethos.

The core business of Catholic Homes for the Elderly (CHE) is delivered within two broad service areas:

- Residential Aged Care Services
- Community Care Services



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Archbishop's Message

For 46 years the Archdiocese of Melbourne has expressed love and care to the elderly through the work of Catholic Homes for the Elderly. A continuous challenge over that time has been the provision of facilities, staff and care to the high standard to which we aspire. There is constant and appropriate pressure to meet the ever-increasing needs of our ageing population and to do so with higher standards. In 2005-2006 Catholic Homes for the Elderly has met and exceeded this challenge through commendable initiatives and achievements.

Later this year I will bless the Corpus Christi Aged Care Facility that opened its doors to residents in February 2006. The planning, design and construction of the facility was an enormous undertaking underscoring the capacity of Catholic Homes for the Elderly and its commitment to the mission and values upon which it has been founded. This outstanding facility sets new standards in design and practice facilitating the values of holistic care, dignity and respect for life. This project is also a wonderful demonstration of the synergies that can be achieved as the Parish, the Orders and Catholic Homes for the Elderly work together. This approach foreshadows many other opportunities for cooperative ventures.

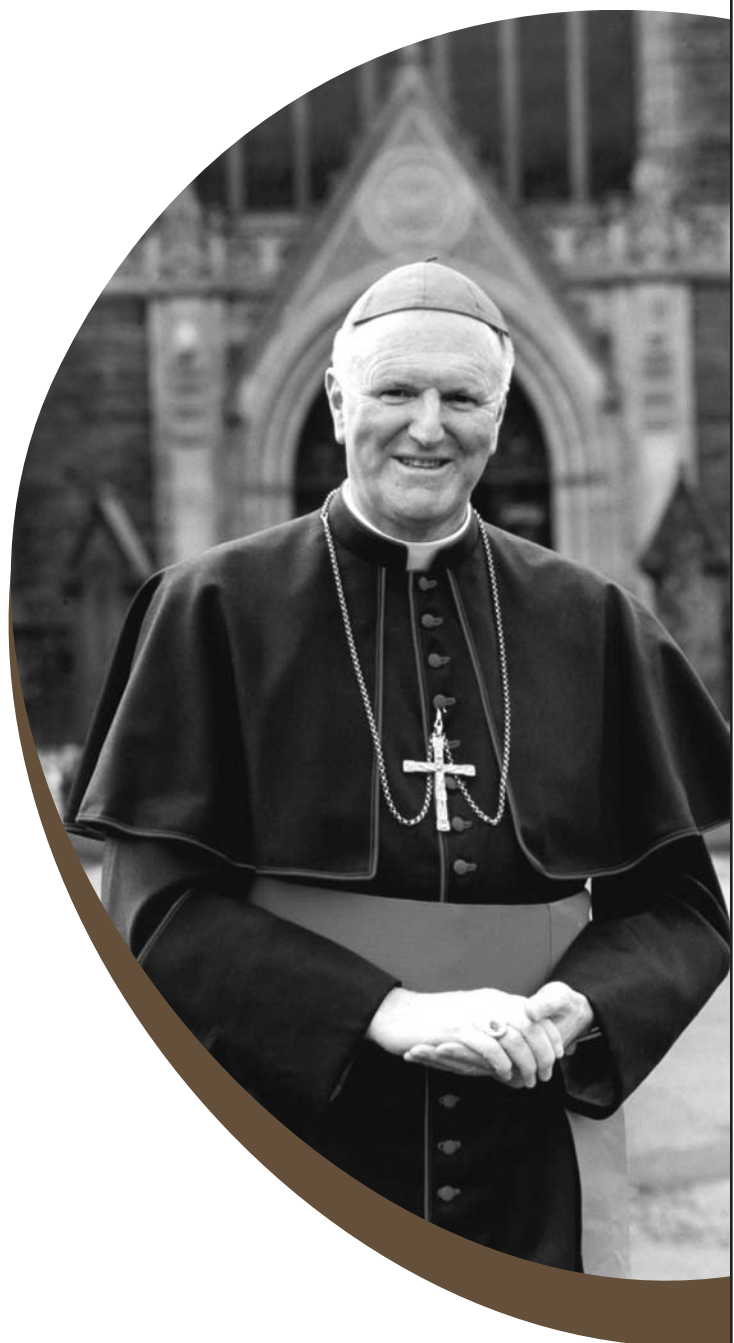
The Management and Board of Catholic Homes for the Elderly are to be commended for the considerable work undertaken over the last year to develop the Strategic Plan 2006-2009. The Prophet Isaiah states 'the noble man makes noble plans, and by noble deeds he stands'. The Strategic Plan details noble objectives including the creation of further alliances with Parishes, Religious Orders and significant groups in the community. It also expresses a commitment to increase the quality of care and the spread of services and seeks to realise efficiencies through streamlined business practices.

The noble deeds of the many volunteers, the dedicated and highly skilled staff and the Board and Management of Catholic Homes for the Elderly have resulted in the outstanding services and achievements of 2005-2006 as highlighted in this report. Catholic Homes for the Elderly can rightly have a confidence borne of its record of achievements that its plans for 2006 to 2009 will become a reality.

The continuing mission of the Church has been enriched by the exemplary work and principles of all those involved with Catholic Homes for the Elderly.

+ Denis J. Hart

Archbishop of Melbourne
Denis J Hart



Chairman's Report



The completion of the financial year provides that moment where a line is drawn and performance measured and reviewed. This Annual Report provides a detailed picture of both the financial and service achievements of the organisation. Both have seen a pleasing development serving to better position Catholic Homes for the Elderly to provide for both its current client base as well as to allow for the planned growth in future years.

A key focus has been that the Catholic ethos, which has underpinned the life of Catholic Homes for the Elderly for over 40 years, be sustained. Our strategy workshop, held early in 2006 and involving members of both the Board and the Executive Team, reaffirmed the need to respect the unique dignity that each person possesses, whether client or resident, staff member or volunteer. The workshop process committed us to working collaboratively in a manner imbued with the ideals of integrity and compassion. These are not simply the values developed for a mission statement to sit on the walls at reception. These are the challenging values that at Catholic Homes for the Elderly we strive to apply in providing aged care and accommodation services for our clients and residents.

This year, when reflecting on these achievements, the Board takes particular satisfaction in a number of aspects. The capability of Catholic Homes for the Elderly to deliver its mission has been improved by a range of considered steps.

Our future direction has been better secured as we moved to complete various agreements with key clients. Strategic agreements have been finalised with five Religious Orders

to provide the residential and community support of their older members. We have taken up the management responsibility from the Catholic Archdiocese of Melbourne for the care of retired priests at Justin Villa Hostel and George Maher House. Agreements have been reached with a number of parishes to develop further their aged care facilities. With the addition of 120 beds provided through the opening of Corpus Christi at Clayton, we have extended our reach across the Melbourne Archdiocese and in addition we are advanced in discussion outside the diocese with a view to establishing a wider Victorian coverage in our services for the elderly.

Our corporate governance capability has been strengthened by the introduction of improved review procedures designed to ensure that the Board and the organisation are fully aware of, and responsive in a planned manner to, the business environment in which we operate.

As Chair, I have the privilege to see at close hand the efforts of everyone who demonstrate the standard of care and dedication that reflects our values. I would like to acknowledge my fellow Board members for their efforts so generously volunteered, the staff members who daily provide for those in our care and to the many other volunteers and stakeholders who assist us in our endeavours. It is only through our combined efforts that we can celebrate the achievements of this past year and continue to plan for growth and development with the knowledge that we have made a valued difference for the older people of our community.

A handwritten signature in dark ink, appearing to read 'Peter Whiting'. The signature is fluid and cursive, written in a professional style.

Peter Whiting, Chair

CEO's Report

Much has been achieved in 2005/06. A key event was the launch of our Strategic Plan 2006-2009 and the review of the Mission, Vision and Values of our organisation. The organisation is looking forward to implementing our strategic plan which will:

- Provide expansion and improvement in the delivery of care and accommodation services to the aged
- Develop improved business processes and systems
- Create further alliances with Parishes, Religious Orders and significant groups in the community

Fundamental to the plan is the commitment that the Catholic ethos will continue to provide a focus and a framework for the growth and development of our people: our culture. Within this framework Catholic Homes continues to work with the Catholic Archdiocese, Religious Orders and Parishes to ensure we meet the needs of retired Priests and elderly members.

Another highlight of the year was the opening in February 2006 of the Corpus Christi Aged Care Facility, a 120 bed ageing-in-place residential facility in Clayton. The vision is being realised to provide a state of the art facility with a central focus on assisting residents to enjoy a full and active life and to provide support as their health status changes. The support of members of Religious Orders and St Peter's Parish, Clayton, has greatly assisted residents and staff in the first few months of operation. This opening coincided with the closure of Cluny Hostel in Kew, which has served the aged for over 50 years and which needed to close due to the inability to meet 2008 Building Certification requirements.

The relocation of Central Office to Hawthorn occurred in October 2005 and has been of great benefit in improving work flow efficiencies, IT security, training and storage facilities. The implementation of an Information Technology Infrastructure Plan at a cost of \$300,000 is underway and has assisted in improving communication and business processes across the organisation.

Catholic Homes prides itself on the provision of safe and secure practices and environments. During the past year a number of improvements have taken place at our Independent Living Units in order to enhance the buildings



as well as ensure increased comfort for residents. A total of \$810,000 has been spent in this financial year for such purposes.

In liaison with the Parish of John Vianney, Springvale North, planning has commenced for an extension of John R Hannah Hostel by 22 high care places and four serviced apartments. It is anticipated that construction will commence in October 2006. This development will provide an ageing-in-place facility and will be of great benefit to residents who wish to remain in the facility as their care needs increase.

In line with the Mark III Accreditation Process and our commitment to improving residential services, four of our residential aged care facilities have undergone Accreditation in the past year. All have successfully achieved three year status, including St Bernadette's, St Joseph's, John R Hannah and Justin Villa.

In 2006, I was delighted to welcome two new members to the Executive Management Team – Geoff Crawford to the newly created position of Projects and Development Manager and Jonathan Lock as Human Resources Manager.

My personal thanks are extended to the Board of Directors, Managers, Staff and Volunteers who work tirelessly to improve the life of residents in our care.

A handwritten signature in cursive script that reads "Joan Donoghue".

Joan Donoghue, Chief Executive Officer

CHE Past, Present, Future Summary

Criteria	Past - 2002	Present – 2006	Future
Net Assets	\$46m	\$58m	\$90m
Staff Numbers	250	380	530
Volunteers	280	300	270
Services			
Residential Care	366	467	633
Independent Living Units	337	365	365
Resident Funded Units	19	33	97
Rental Units	5	5	5
Community Care	-	20	200
Retirement Villages	-	-	111
Accommodation places	727	890	1471

JULY 2005

- Transfer of management responsibility for Justin Villa Hostel and George Maher House from the Archdiocese of Melbourne to CHE
- Implementation of AngelTrend software across the facilities, ensuring best practice outcomes on a common platform

AUGUST- DECEMBER 2005

- Three year accreditation of three Residential Facilities
- Relocation of Central Office to improved facilities in Hawthorn
- Staff Training Needs Analysis conducted

JANUARY 2006

- Innovative falls prevention program introduced with great benefits for residents



FEBRUARY 2006

- Opening of Corpus Christi, a purpose built ageing-in-place facility in Clayton
- Development of strategic relationships with five Religious Orders to support residential and community care needs of older members
- Closure of Cluny Hostel Inc. due to inability to meet future standards

MARCH 2006

- Development of Strategic Plan 2006-2009
- Former Central Office site in Heidelberg successfully sold
- Two CHE Staff volunteered at the Commonwealth Games at the Athletes' Village

APRIL 2006

- Began planning for construction of extension to John R Hannah Hostel including 22 high care places and four serviced apartments

MAY 2006

- Resident Focus Groups held across several facilities to inform our continuous improvement program

JUNE 2006

- IT infrastructure upgrade at a total cost of \$300,000 improves connectivity over all sites
- Three year accreditation of Justin Villa Hostel

Outlook – Our Future

Service Growth, Service Development

See page 10

CHE will continue to provide an integrated range of aged and community care services that are sequential and logically grown and developed.

Parish Model

See page 13

The Parish Model will be a unique feature of CHE aged and community services, because of the special relationship with the Catholic Church, its parishes and their parishioners.

Financial Sustainability

See page 8 & 22 - 32

CHE will be viable, sustainable and profitable, and able to fund its vision, desired future and key result areas.

Best Practice

See pages 9, 10 & 11

CHE will be extensively recognised and acknowledged as an exemplary provider because of its distinctive model of care and its focus on continuous quality improvement and organisational development.

Governance

See pages 16 & 17

CHE will use a comprehensive and practical governance system.

Resources for Results

See pages 14, 15 & 20

CHE will be a revenue, resource and reserve secure organisation able to provide the right resources for the required results.

Performance Oriented

See pages 10 & 11

CHE's robust organisational and operational performance management will enable the Board, senior management team and staff to determine and understand their performance.

System Development

See page 20

CHE organisational and operational systems will be delivering timely and accurate data, information and knowledge, informed decision-making and actions taken by the Board, senior management, management, staff and volunteers.

Learning Organisation

See pages 20 & 21

CHE will be a Learning Organisation whose professional development of individuals and teams will embrace the principles and practices of life-long learning, research, creativity, innovation and critical reflection on reviews and results.

Catholic Ethos, Catholic Culture

See page 13

CHE will have a defining culture enriched by Catholic ethos and values and reflected in a holistic care model that is sensitive to both pastoral and physical needs.

Clients and Residents

See pages 8 - 15

CHE aged and community services are available to all people. Services will:

- exceed clients' and residents' needs and expectations
- provide safe and secure practices/environments
- deliver lifestyle options

Employer of Choice

See pages 20 & 21

CHE will have a contemporary human resource management system, principles and practices that assist in attracting and retaining appropriately skilled, experienced and knowledgeable staff.



“Enabling people to live in dignity and peace of mind as they age, by creating and providing within a Catholic ethos, choices in care, services and retirement living”

Community Services

Clients & Residents

Home Care

Catholic Homes embraced 20 new clients as part of the organisation's expanding Flexible Options Community Aged Care Packages Program. Since May 2005, clients have received a range of home-based services in accordance with their particular needs and aimed at maintaining their independence whilst living at home. The program currently covers the Local Government areas of Booroondara, Monash, Knox, Maroondah and the Yarra Ranges. Services provided include home care, personal care, respite care, gardening, home maintenance, meals and food services.

Financial Stability

This year Community Services undertook a major review of its Independent Living Units (ILUs). The report concluded that CHE's strategic decision in 1997 to commit capital funds towards upgrading the properties has provided positive outcomes for both Catholic Homes and the residents. The report also highlighted that demand for ILUs remains stable with high occupancy levels. The buildings are in a reasonably good condition and consistently achieve a net operating surplus. At the same time, the organisation's Vision and Mission is being realised through meeting a genuine community need for appropriate, affordable, low cost accommodation throughout metropolitan Melbourne. Some of the key strategic outcomes involve:

- Retaining existing stock and seeking ways to maximise returns
- Redevelopment of existing properties
- Strategically divesting some assets and redeveloping in areas of lower costs and/or greater need
- Exploration of different types of Resident Funded & Retirement Living Units within a Christian context

Risk Management

Extensive planning and examination was also undertaken with respect to Risk Management. As part of the analysis, a comprehensive Risk Register was developed specifically for Community Services purposes. Whilst certain areas were identified as requiring further action and improvement, all were deemed to be at levels of acceptable risk and falling well short of high risk categories. Management will ensure that these areas are regularly monitored while implementing appropriate strategies to further reduce the level of risk associated with each area.

Best Practice

The AngelTrend Continuous Improvement Trend Analysis and the Incident Accident Trend Analysis Systems were introduced as part of the Community Services new Complaint/Dispute Resolution and Occupational Health & Safety Procedures. The system will enable the efficient capturing of data and the effective and timely response to issues.



Our record of implementing Quality Standards is evidenced by a recent Community Aged Care Packages Client Satisfaction Survey. The results revealed that 99% of clients were satisfied or more than satisfied with the CHE program.

Residential Services

Service Growth

This year, Residential Services welcomed Justin Villa Hostel, whose unique culture reminds us of the need for peace and contemplation, with a touch of laughter from the Sisters to keep us enjoying our work.



In February, we opened the doors to the community at Corpus Christi Clayton which challenged us to be systematic and responsive to the many demands of over 90 new residents and their loved ones.

The new team at Corpus Christi is working tirelessly to provide quality care whilst learning the new facility's procedures and adopting the Catholic Homes' Values.

Best Practice

We focused our committees on building strong foundations to improve the systems across the services. We have reviewed policies, procedures, assessment and care planning documentation to meet best practice in care. We have commenced an IT-based continuous improvement program to ensure we complete the quality cycle. We have added to this an accidents and incidents data collection, investigation and reporting module as well as infection control to meet compliance requirements.

Performance Oriented

Key performance indicators for Care Managers have been implemented to ensure clinical standards such as falls, infections, wounds and medication management are monitored and responded to immediately and skillfully. The staff training needs analysis assisted us to target education to meet ongoing and emerging care needs. Our audits and competency assessments also assist in this monitoring.

Service Development

Focused recruitment on RN Division 1 and 2 Nurses has seen a strengthening of our skills base and keep us at the forefront of quality care provision. The food services team has upgraded the menus with a stronger focus on the evening meal selections. We have reviewed our major cost expenditure and now have preferred supplier agreements to ensure our dollars are spent wisely.

The Lifestyle team has focused on working as a collective, coordinating their resources and sharing their skills across the Residential Services. This has resulted in greater variety in activities and lifestyle choices with programs for particular 'at risk' groups such as residents with dementia and men's groups.





Meeting the daily demands of delivering quality care to 467 residents is a task that our Managers and Staff take on with enthusiasm, skill and a passion to embrace best practice standards.

Life In Our Homes – A Year In Review

This year the accreditation survey of St Joseph's, St Bernadette's, John R Hannah and Justin Villa was an integral part of ensuring the continuous improvement of our homes' facilities and services. All our residents look forward to full participation in our homes, engaging in diverse interests and activities.

Active Involvement

Most residents continue to attend the residents' meetings and have their say regarding decision making in the facility, empowering them to have input into their living environment. At regular morning teas with staff, residents collaborate in decisions regarding décor and meal selection. Residents and their families regularly participate in surveys, questionnaires and give feedback through our continuous improvement system and family conference process.

Volunteers

Volunteers contribute to resident lifestyle in many of our planned lifestyle and spiritual activities and we extend our gratitude for their dedication and time. Our appreciation was expressed over the various celebrations and events attended by many of our kind volunteers.



We constantly seek to enhance our activities program to increase the diversity of amenities. We are proud that the range of activities we offer enables our residents to maintain physical and emotional wellbeing:

- Our boutique kiosks continue to be managed and run successfully by the residents
- Massage and hydrotherapy
- Computer and internet tutorials
- Pet therapy
- Gardening
- Annual holidays and getaways
- Music and art therapy
- Dinners for families, entertainers and special guests
- Card Playing and Crossword groups
- Outings to Libraries, Melbourne Zoo, Christmas lights display, animal farms and Williamstown beach
- Barbeques, footy tipping and bingo
- Sporting competitions with other facilities
- Exercise programs
- Visiting school students program
- A wide variety of visiting entertainers including singers, line dancers, bootscooters and ballroom dancers
- Special sensory afternoon programs
- Culturally diverse celebrations like St Patrick's Day and Croatian National Day (both with traditional dancers)

The Parish Model

CHE is committed to the spiritual wellbeing of our residents and we are fortunate to have parish support at each of our facilities. For those residents who cannot attend church, Mass and Communion is provided at all locations at various times throughout the week and special ministers provide pastoral care. Residents can also participate in group settings for reflection and other activities.

Fundraising

Fundraising success in our homes is testament to the goodwill, generosity and continued support of Residents, Families, Staff and Volunteers. Some of our popular fundraising events included:

- A spectacular 'Rock and Roll' night at Providence
- Saving up plastic milk bottle tops raised cash for further activities at St Catherine's
- Lunches, dinners, raffles and chocolate drives (thanks to the Bacchus March Quilters for their magnificent hand-made donation)
- Mrs Pearl Gordon's bequest enabled CHE to purchase a wide-screen digital TV for residents to enjoy Foxtel at Providence
- A successful car boot sale was held at St Joseph's
- John R Hannah Hostel holds an annual trivia night, two fundraising dinners and a 'Big Band' fundraiser

Supporting Our Efforts

Catholic Homes for the Elderly appreciates all donations and bequests it receives. All contributions make a difference and the spirit in which they are given is gratefully acknowledged. If you wish to consider a bequest or donation to CHE please contact Joan Donoghue, Chief Executive Officer.



*Our homes boast small
boutiques, vegetable gardens,
coffee shops and beauty salons
where residents can enjoy being
part of a social network as
well as offering independence
and opportunity.*

CHE Services Across Victoria

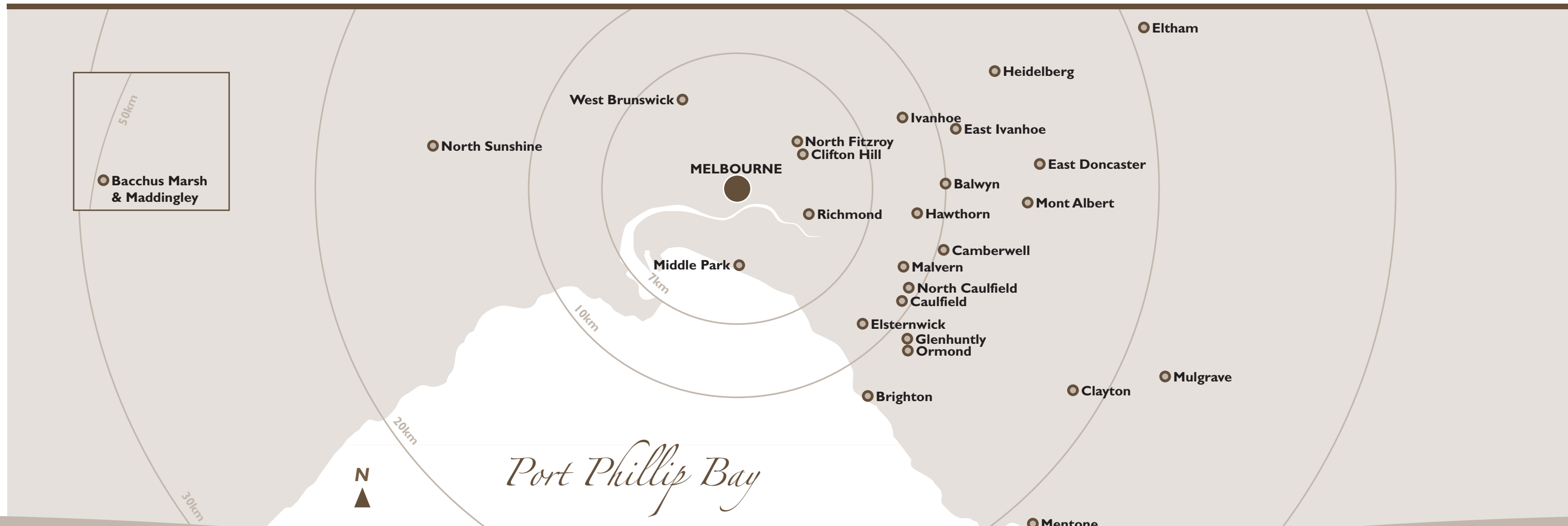
Independent Living Units:	
14 Brenbeal Street, Balwyn	17 units
24 Brenbeal Street, Balwyn	10 units
1 Windermere Crescent, Brighton	17 units
235 Balaclava Road, Caulfield	28 units
130 Spensley Street, Clifton Hill	10 units
18 Glyndon Road, Camberwell	16 units
14 Hamilton Crescent, East Doncaster	15 units
163 Lwr Heidelberg Road, East Ivanhoe	23 units
48 Elizabeth Street, Elsternwick	14 units
70 Grange Road, Glenhuntly	10 units
47 Yarra Street, Heidelberg	16 units
15 Kenilworth Parade, Ivanhoe	14 units
7 Griffith Street, Maddingley ¹	18 units
9 The Grange, Malvern	8 units
42 Manning Road, Malvern	8 units
18 York Street, Mont Albert	9 units
4 Wolseley Street, Mont Albert	13 units
6 Mitchell Street, Mentone	21 units
177 Page Street, Middle Park ²	16 units
322 Orrong Road, North Caulfield	40 units
64 Glen Orme Avenue, Ormond	12 units
7 McGrath Court, Richmond	20 units
George Maher House ¹ (for retired Priests)	10 units
TOTAL	365 units 23 locations

Resident-Funded Units:	
St Thomas Close 160 McKean Street, North Fitzroy	10 units
Park View ³ 862 Main Road, Eltham	9 units
St Joseph's ⁴ 23 Burnell Street, West Brunswick	8 units
TOTAL	27 units
Community Aged Care Packages:	
Eastern Region - operated from St Catherine's Aged Care Facility	20 packages
TOTAL	20 packages
Resident Funded Apartments:	
St. Catherine's 1 Clayton Road, Balwyn	6 apartments
TOTAL	6 apartments

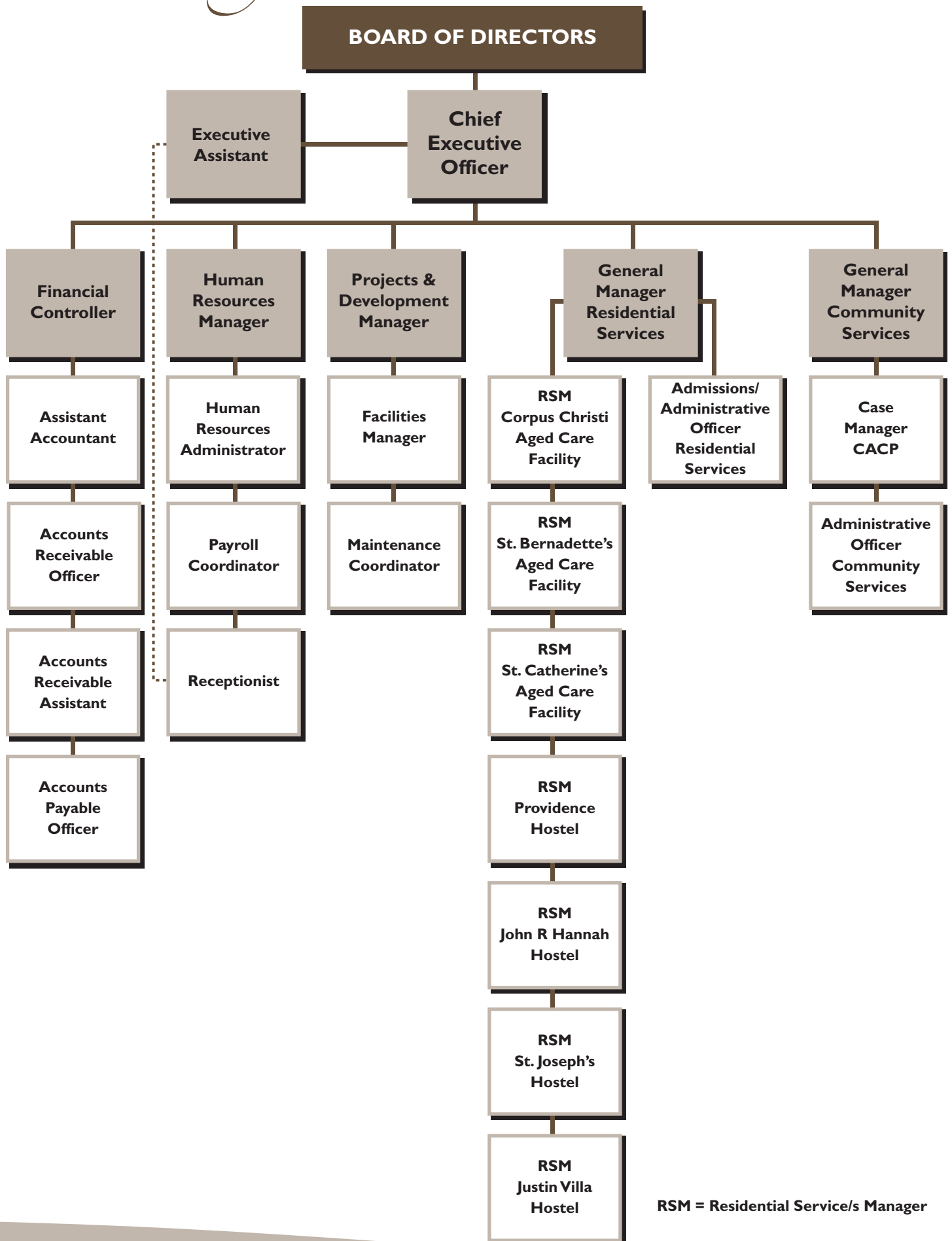
Residential Facilities:	
St Catherine's 1 Clayton Road, Balwyn	
- Low Care	59 places
- High Care	30 places
St Joseph's 97 Elgin Street, Hawthorn	51 places
John R Hannah ⁵ 68 Wattle Grove, Mulgrave	52 places
St Bernadette's 17 Park Drive, North Sunshine	
- Low Care	50 places
- High Care	30 places
Providence 9 Griffith Street, Bacchus Marsh	58 places

Corpus Christi 80 Clayton Road, Clayton	
- Low Care	60 places
- High Care	30 places
- High Care (Extra Service)	30 places
Justin Villa ¹ (for retired Priests) 2 Caravan Street, Balwyn	17 places
TOTAL	467 places

¹Managed on behalf of the Catholic Archdiocese of Melbourne
²Managed on behalf of the Carmelite Fathers.
³Managed on behalf of Our Lady Help of Christians Parish, Eltham
⁴Managed on behalf of St Joseph's, West Brunswick
⁵Managed on behalf of the Parish of St John Vianney, Springvale North



CHE Organisational Chart



Corporate Governance



Chairman
Mr Peter Whiting, BComm (Hons), BTheol
Background: General Management



Deputy Chair
Associate Professor Anne Hunt OAM,
DTheol, FACE
Background: Higher Education, Academic
Administration



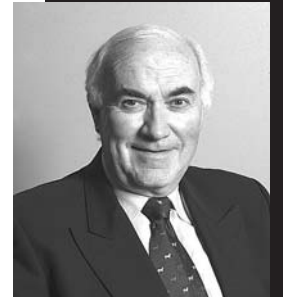
Public Officer
Ms Jane Tribe, MSc, MEd, LLM
Background: Law and Education



Ms Ruth Dickinson, RN (Div I),
GradDip HSM, GradDip AE&T
Background: Aged and
Community Care Management,
Education



Ms Karen Hill, MBA, Grad Dip Acc,
BA, BMusEd, FCPA, FAICD
Background: Strategy, Finance,
General Management



Judge Frank Shelton, BA, LLB
Background: Law and
Administration



Mr Kevin Feeney, BBus (Acc.),
MBA, Cert. Public Policy
Background: Finance,
General Management



Mr Peter Collery, BBus, GradDip
Acc, Dip Ed, GradDip AppFin (Sec-Inst),
ACA, FCPA, FAICD, ASIA
Background: Finance,
General Management

CHE Executive Team



Ms Joan Donoghue, RN, RM, MSc, FRCNA
Chief Executive Officer

Joan has over 30 years experience in health and aged care, including extensive expertise in managing health and aged care organisations and strategic planning.

Ms Michele Lewis, RN, RM, Grad Dip Org Behaviour, MBus, MRCNA
General Manager – Residential Services

Michele has over 30 years experience in health and aged care including many years in management at clinical and strategic levels within the acute, sub acute, aged and community sectors.

Mr Martin Sammut, BA(Rec), Grad Dip Bus Mgt
General Manager - Community Services

Martin has developed extensive management expertise in aged and community care over 16 years, including program and service development.

Mr Valentino Marinelli, BBus, CPA
Financial Controller

Valentino has more than 20 years experience in financial management and has worked in aged care for over 10 years.

Mr Jonathan Lock, Ass Dip Bus (Pers Mgt), Grad Dip Bus (Ind Rel), CAHRI
Human Resources Manager

Jonathan has over 30 years generalist operational and strategic HR experience in the public, private and commercial sectors, with a focus on recruitment, EO, OH&S and workplace relations in the disability, community services and not-for-profit sectors.

Mr Geoff Crawford, DipCE MIE Aust
Projects & Development Manager

Geoff has over 30 years experience in the property industry including planning, design, development and management of a wide variety of projects in the private and commercial sectors.

Executive Team

Left to Right Seated: Val Marinelli, Joan Donoghue, Michele Lewis.

Left to Right Standing: Martin Sammut, Jonathan Lock, Geoff Crawford.

Board and Committees

Meetings Attendance

CHE Board

Director	A	B
Peter Whiting (Chair)	8	8
Jane Tribe	5	8
Karen Hill	5	8
Anne Hunt	7	8
Frank Shelton	5	8
Ruth Dickinson	6	8
Kevin Feeney	7	8
Peter Coltery	7	8

CHE Finance and Audit Committee

Committee Member	A	B
Karen Hill (Chair)	8	9
Frank Shelton	9	9
Kevin Feeney	7	9
Brett Comer	7	9
Adrian Arundel	2	3

CHE Service Planning & Development Committee

Committee Member	A	B
Ruth Dickinson (Chair)	6	6
Peter Whiting	6	6
Anne Hunt	4	6
Jane Tribe	5	6
Natalie Gray	5	6
David Craig	3	6

Key:

- A – Number of meetings attended.
- B – Reflects the number of meetings held during the time the Board/Committee Member held office during the year.



Corporate Activities

Human Resources

Human Resources continues to provide an efficient service to the residential facilities and Central Office departments by setting a high standard of performance delivery for itself which is built into a developing set of Key Performance Indicators.

System Development

In order to achieve best practice and provide timely and accurate information, HR is reviewing its systems to determine whether they are appropriate to the organisation's needs as it commences the implementation of its new strategic plan and to address shortcomings where systems are not appropriate.

A review of the WorkCover premium showed that while the overall cost increased due to the addition of Corpus Christi, Justin Villa, and George Maher House, the trend in the five established facilities and Central Office was a continued decrease of 2.98% in premium costs since they peaked in 2000/2001. In addition, all WorkCover claims and practices were reviewed resulting in some \$1,500 in interest payments being received for delays by our insurer in reimbursing payments made to injured workers.

Resource for Results

HR will continue to work with service departments to source appropriate applicants for recruitment, induction, training, development and appraisal, thereby providing residents and clients with the best possible care from CHE.

A major communication tool is our regular Staff Newsletter, prepared in-house, incorporating contributions from staff across all facilities and services which we continue to encourage.

Learning Organisation

CHE remains committed to being a learning organisation and demonstrates this through formal consultation with staff about their development and training needs by using the performance appraisal process and a staff questionnaire. The outcomes are then combined to develop a Training Calendar which is circulated widely throughout the organisation. During the past year, over 30 different training courses were scheduled resulting in some 819 individual attendances either at their workplace or at Central Office. In addition, a large number of employees were approved to attend off-site training courses and seminars.

CHE has also been successful in receiving Commonwealth Government funding from the Better Skills for Better Care program to train staff in selected courses. These will be conducted by Integrated Learning Solutions (a division of Wodonga TAFE) with whom we are also considering a centralised traineeship scheme.

As part of its ongoing commitment to training, CHE has outfitted the Central Office training room with furniture and equipment to ensure a high standard of training and interaction can be provided when staff are brought in from facilities. HR is also researching new and innovative ways of delivering training to staff, especially those who work night shift on a regular basis.

Length of Service	Number at Year End 2006	Number at Year End 2005
15 + years	14	24
11 – 14 years	20	14
7 – 10 years	27	14
	Number at Year End 2006	Number at Year End 2005
Employees	380	309
Volunteers	300	300

Employer of Choice

Building on its existing infrastructure, HR continues to work towards becoming an 'Employer of Choice' both under the Equal Opportunity for Women Act (EOWA) and as generally recognised by the community at large. As a leading not-for-profit aged care provider, CHE continues to treat its employees with the same philosophy as its residents and clients.

CHE is an equal opportunity employer and recognises that equal opportunity and respect for diversity is good employment practice and ensures the most efficient and productive use of staff and is a critical success factor for standards of resident care and future growth. CHE is committed to providing a work environment free from discrimination.

Occupational Health and Safety remains a strong focus across the services with all sites completing risk assessments and manual handling assessments. We introduced safety rescue mats in all sites and staff now wear name tags which include emergency response information.

Information Technology

CHE has embarked on a six month upgrade program of our infrastructure to allow us to support the expected level of growth of our aged care business. It promises to improve the accuracy and reliability of data and provide timely information sharing between facilities.

A key issue in achieving best practice in financial management will be the capacity to have reliable and adequate information technology infrastructure, enabling CHE to achieve its business objectives.

Our main goal will be to achieve a structured and standardised IT environment, delivered on a common platform with an efficient integration of our data sources.



The comprehensive staff development program has resulted in an increased interest in personal and professional development among all staff. Staff have acquired knowledge and qualifications in areas such as clinical care, work place training, behaviour management, lifestyle choice and decision making and emergency management.



*Featuring the Staff and
residents of the Catholic
Homes for the Elderly Inc.*

 CATHOLIC HOMES
FOR THE ELDERLY INC

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**Independent Living Units and
Resident-Funded Units**

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Residential Care Facilities

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John R Hannah Hostel

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Justin Villa Hostel

Helen Dobson, Residential Service Manager
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Providence Hostel

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St Bernadette's Hostel and Nursing Home

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St Catherine's Hostel and Nursing Home

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St Joseph's Hostel

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