



ANNUAL REPORT  
**2021/22**

# ENABLING CONFIDENCE AT HOME

ECH is the targeted profit-for-purpose provider of retirement living accommodation as well as home services that promote self-determination, and enables people to have the best life possible as they age.

## OUR PROMISES

You can count on ECH:

- to be reliable
- to care about you
- to treat you as an individual
- to be easy to deal with, and
- to always look for new ways to help you.



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MESSAGE FROM

# THE CHAIR OF THE BOARD AND CHIEF EXECUTIVE

If there is one consistent theme from the last financial year it would have to be 'change'. While change can be uncertain it also brings with it new opportunities. At ECH over the last 12 months we have undergone significant transformation, starting with welcoming our new Chief Executive Claire Scapinello in June 2022. Claire comes to ECH with a wealth of knowledge and experience along with a fresh perspective and new ideas to continue to drive the organisation into the future. Claire's appointment was a result of the departure of long-standing Chief Executive Dr David Panter. We would like to take this opportunity to thank him for his leadership and strategic input over the last six years.

There were also new permanent appointments to the Executive Team, we welcomed Sally Sobels as Head of Home and Community Services and Carolyn Dawkins as Head of Customer Experience. These changes will enable the Executive Team to continue to build a strong, capable, and collaborative team, which provides a solid and rich foundation on which to build ECH for the future.

Enabling older South Australians to remain living confidently and independently at home remains at the heart of our reason for being. Over the last financial year, we're

proud to say we saw a significant increase in the number of people choosing to bring their Home Care Package to ECH, ending the year on just over 1,500 Home Care Package customers. In addition, we have continued to see an uptake in our other services including Wellness, Community Connections and provide Independent Retirement Living for 2,000 residents. Our team work incredibly hard to continually deliver exceptional quality care and we believe this is one of the many reasons that we are seeing such growth.

Throughout the last year, ECH continued to navigate our way through the everchanging landscape of COVID. Like many organisations working in the community we were impacted by staff shortages. However, we are pleased to say that while in some instances we had to reschedule services we were able to continue to deliver all essential services to clients and residents. This is testament to the commitment and dedication of our wonderful staff. We are proud to have a reputation as a great employer, which has enabled us to continue to attract exceptional team members ensuring we can meet our growing client and resident demand.

This year also brought with it several celebrations and much anticipated milestones.

In December 2021 we celebrated the official opening of Encore Apartments at Modbury. Encore continues to break the mould with an integrated approach to living incorporating Retirement Living, Community and Wellness facilities and SA Montessori Childcare bridging the intergenerational gap and providing activities and engagement with the resident community and our social programs. At the heart is our philosophy of providing community connections and ensuring the clients and residents are at the centre. Encore's community gardens and space has seen knitting groups, gardening and ongoing education provided onsite. In addition, our Wellness@Encore is now providing allied health, fitness and a range of services to the local area from the Encore site.

Providing safe and secure housing continues to be a core part of our ethos at ECH. To help us continue to improve our existing villages and the services we offer to our residents a new Resident Advisory Group was formed. The group meets regularly, and we have taken on board some extremely valuable insights that have led to practical improvements.

Continuing to innovate in the delivery of care and ensuring clients and their carers are provided with options, ECH



opened the ECH Care Hotel, a first in Australia. The establishment of this offering bridges the gap between hospital and home and re-enablement in addition to short term overnight respite for clients requiring memory or physical support. The ECH Care Hotel has welcomed many existing clients and new guests and will continue to partner with older South Australians, government, and health partners to deliver this unique offering.

As the world continues to change there is one constant that we know continues to be important as you age and that is the need to connect. Recognising this our Community Connections team have been working hard to find ways to connect more of our clients and residents to the various social activities we offer. This has included offering new activities in Victor Harbor as well as increasing the activities on offer at our College Grove site and welcoming onboard new community café partners.

ECH's continuous investment in technology over the past 12 months is enabling our

frontline staff to connect with our clients, residents, and health professionals more effectively. The Royal Commission findings highlighted the importance of digital technology into the future of care and ECH have continued to invest in improvements in our systems, processes and making it easier for our clients and residents to connect. In the coming year we will be implementing our modern contact centre, new homecare platform and customer relationship management systems to enhance our connections with our teams and customers.

Looking ahead to the next 12 months there will be considerable transformation in the community and home care services sector in preparation for the Commonwealth funding model reforms across Home Care Packages and Commonwealth Home Support Programme. This will be known as "Support at Home" and will bring opportunities for ECH to broaden its service offering, client base and continue to provide more services to South Australians.

To ensure ECH is preparing for the future the Board and Executive have been working together on our Five Year Strategy and over the next six months will be sharing this with our teams, clients, and residents. As part of the strategy development there has been considerable focus on evolving to meet the needs of our clients into the future and fostering a community of belonging for our teams and customers. On behalf of the ECH Board and Executive we would like to thank you for your ongoing support and commitment to the organisation today and into the future.

Warmest regards,

**Rosina Hislop**  
Chair of the Board

**Claire Scapinello**  
ECH Chief Executive

## GOVERNANCE

# BOARD OF DIRECTORS



### ROSINA HISLOP

Chair of the Board

- Fellow of the Australian Institute of Company Directors (FAICD)
- Fellow of the Institute of Chartered Accountants (FCA)
- BSc (Hons) Ec and Politics

Ms Rosina Hislop is an experienced board director and national facilitator with the Australian Institute of Company Directors (AICD). She serves on the boards across health, education and aged care enterprises.

Rosina is passionate about the role of corporate governance and strategy to contribute to a better society. She assisted in the development of the AICD's professional board training *Governing to Protect Vulnerable People* and is regularly engaged by boards in the human services sector to advise and guide them in improving their line of sight to the quality and safety of client services and improving board performance.

Rosina's current board roles include independent director at Dr Jones & Partners Medical Imaging and chair of the risk and performance committee at the Department for Child Protection. Rosina's board experience includes chair of the governing council for the Southern Adelaide Local Health Network, chair of Seymour College and director of GPEX.



### CAMERON BRYSON

Deputy Chair of the Board  
Chair Audit & Risk Management Committee

- MBA, B Build Proj Man
- Graduate of the Australian Institute of Company Directors (GAICD)

Mr Cameron Bryson is an owner and director of Oryx Property.

He has experience providing strategic property development advice, facilitating affordable housing, infrastructure investment, financial modelling, risk analysis and project management.

He holds a degree in Building and Project Management and a Masters in Business Administration.



### JENNIFER MA

Board Member

- B. Commerce
- Grad Dip Applied Finance
- Member of the Institute of Chartered Accountants Australia (CA ANZ)

Mrs. Jennifer Ma is one of the five founding partners of Chapman Capital Partners and currently serves as Managing Director, while also acting as a Non-Executive Director at Workskil Australia, Jam Factory Inc and ServiceFM Pty Ltd.

Jennifer has significant experience working with executive teams in professional services, not-for-profits and private entities. She has a broad business knowledge, an inclusive leadership style and strong financial analysis skills. With over 20 years experience providing advice to private companies relating to growth, funding and M&A she has a strong understanding of the issues facing businesses today and the landscape in which they operate.

Jennifer is passionate about growing South Australian businesses, advocating for sustainable business practices, and sponsoring female talent in their careers.



### STEPHEN CHRISTLEY

Chair Clinical Quality

- MB.BS (Hons)
- DPH
- Grad Dip Paeds
- Graduate of Institute of Company Directors (GAICD)

Dr Stephen Christley is a medical graduate and has held a number of senior roles within the Australian Health Sector including as CEO in three NSW Area Health Services, and Chief Public Health Officer and interim Mental Health Commissioner in South Australia.

He has a strong background in clinical governance and safety and quality.

Stephen holds a number of advisory and board positions including Board Member of Flinders Reproductive Medicine, Board Member of Women's & Children's Health Network, Deputy Presiding Member of the EPA and an external member of SA Health Statewide Clinical Support Services RMAC.



### LOEWN STEEL

Chair Technology & Innovation Committee

- Graduate of the Australian Institute of Company Directors (GAICD)

Ms Loewn Steel is the Principal / Director of Challenging Thinking Pty Ltd and has significant expertise in corporate governance, business diversification, strategy, digital transformation and change management.

Loewn is a graduate of the Australian Institute of Company Directors and is a Board Member of Business SA and Adelaide Central Market Authority.



### MARC MAKRID

Board Member

- B.Bus (Marketing)

Mr Marc Makrid has expert knowledge in business strategy, marketing, business development and organisational culture.

Marc holds a degree in Business with a Major in Marketing and is the Managing Director of Marc Makrid & Associates, a leading strategic business advisory consultancy. He is retained by a wide and diverse group of clients in key advisory and coaching roles, across multiple industry sectors.

Marc is currently the Chair of Champion Education, FPAG, Green Hat Marketing, Isoton Software, Lifestyle Bakery, Neutrog Fertilisers, UFIG and Wintulichs. Marc is a Director of Seeley International, Cold Logic, Humanihut, Guide Dogs SA & NT and a Board Member of Tristar Electrical & Automation and SA Heart.

### DEPARTED BOARD AND EXECUTIVE TEAM MEMBERS

We would like to thank our Board and executive team members, who have moved on, for their leadership and strategic input: Peter Siebels former Chair Investment Committee, David Panter former Chief Executive, Hannah Murphy former General Manager Corporate Services, Dorothy Nycz former Chief Operating Officer, Scott McMullen former General Manager Innovation and Business Development and Robin Murt Deputy Chief Finance Officer.

GOVERNANCE

# CE AND EXECUTIVE TEAM



**CLAIRE SCAPINELLO**  
Chief Executive

- Australian Institute of Company Directors (GAICD)
- M.B.A. Business Administration and Management

Claire has more than 20 years' experience in executive roles across aged care, retirement, commercial, retail, residential property, and consumer goods, specialising in customer experience and engagement.

Prior to commencing with ECH Inc., Claire held the role of Chief Digital Officer at RSL Life Care NSW, delivering the organisations strategy, digital transformation program and customer experience initiatives. Claire's previous leadership roles include Head of Brand and Customer Strategy at TOGA and National Brand, Customer and Marketing Manager at GPT Group a leading ASX diversified property group.

Claire is passionate about placing customers at the heart of decision making and is committed to supporting and improving the wellbeing and lives of all within the ECH community.



**CHRIS DURY**  
Chief Information Officer

- Diploma of Multimedia and Interactive Design

Chris brings a wealth of experience in the technology space having owned and managed his own successful tech start up, Traversity. His company focused on building technologies to assist a range of health professionals.

Having previously worked for a locally based technology consulting firm, Chris has significant experience working with a number of South Australian based ageing care organisations on their technology strategies and the implementation of their transformation programmes.

As Chief Information Officer, Chris is extremely passionate about how technology can help leverage results and amplify impact to positively change people's lives.



**MATT MULVIHILL**  
Head of People and Culture

- Master's Degree in Leadership

Matt brings significant experience to the People and Culture space having held senior positions in the South Australian Public Sector for more than 15 years.

Matt has previously held a variety of specialist roles across five Government agencies including Education, TAFE, Child Protection, Treasury and the Department for Planning Transport and Infrastructure.

As the General Manager for People and Culture, Matt is passionate about strategic and operational leadership and helping to engage ECH staff to work towards the shared goal of supporting people to continue living independently at home as they age.



**CAROLYN DAWKINS**

Head of Customer Experience

- Bachelor of Business (Major in Marketing)

Carolyn has over 30 years experience in designing and delivering exceptional customer services spanning a range of industries and sectors. A dedicated champion of the 'voice of the customer' Carolyn is passionate about ensuring our clients and residents are front and centre in all that we do at ECH.

Prior to joining ECH Carolyn spent 10 years in department store management leading Myer's flagship store in Rundle Mall before branching out to run her own business delivering leadership and client service training to individuals and teams across both the public and private sectors.



**SALLY SOBELS**

Head of Home and Community Services

- B App Sc (Physiotherapy)
- Grad Dip Health
- Sc Prosci

Sally has a wealth of experience in the Australian public health and aged care sectors. She has held senior roles at the Central Adelaide Local Health Network (CALHN), SA Health and a number of hospitals and leading Australian Universities. Sally has led clinical service planning and reform, workforce redesign and implementation of evidence based knowledge translation to practice.

In her previous roles as an Allied Health Practitioner, Sally has been responsible for program management, clinical leadership, GP liaison, physiotherapy services management and clinical leadership.



**SARAH BROWN**

Interim Head of Property and Retirement Living

- Bachelor of Computer and Information Science
- Bachelor of Arts
- Diploma of Agency Management (Property)

Sarah has a true passion for people and housing that has been nurtured while working in the aged care and property sectors for over 25 years.

Since joining ECH in 2012, Sarah has been involved in research designed to better understand what the future housing needs for older people will look like in South Australia. More recently Sarah has driven several strategic land purchases, the acquisition of eight retirement villages and the purchase of College Grove.

Full Time Equivalent	No. of Execs/Board Members	Salary \$'000	Total Package \$'000
<b>EXECUTIVE</b>			
Band 1 - (Chief Executive)	1	<260	<280
Band 2 - (Executives – one Corporate and one Operational)	2	220-235	240-260
Band 1 - (Executives with responsibility for specific technical areas)	5	180-200	200-220
<b>BOARD</b>			
Band 1 - (Chair of Board)	1	75-90	80-100
Band 2 - (Deputy Chair, Sub-Committees Chairs)	3	55-70	60-80
Band 3 - (Members with technical expertise in specific business areas)	2	35-55	40-60

# YEAR IN REVIEW

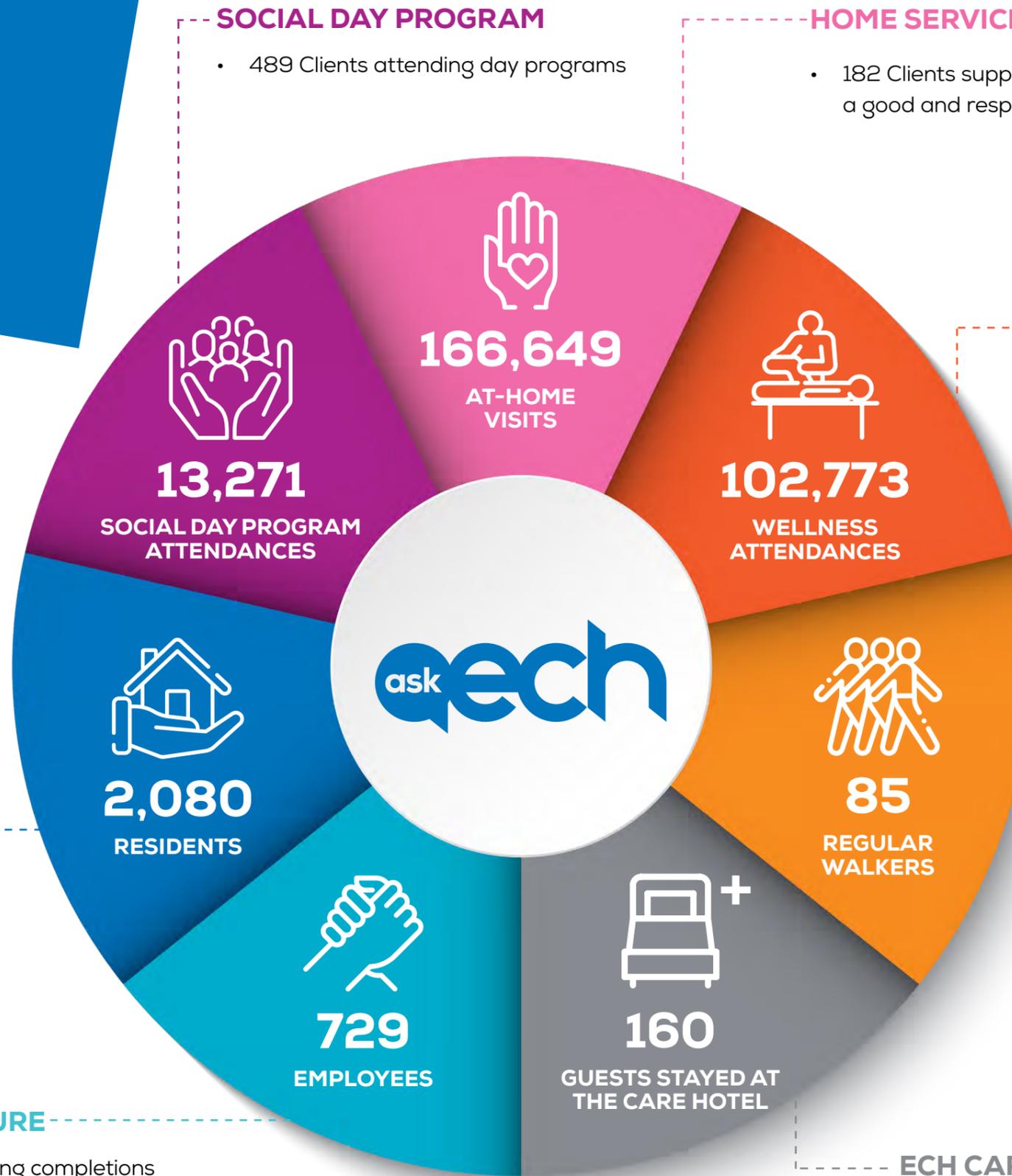
At a glance, see how ECH has performed during the 2021-2022 financial year and grown its community.

## PROPERTY AND RETIREMENT LIVING

- 183 New residents
- 556 Rental residents
- 13,129 Resident maintenance requests

## PEOPLE AND CULTURE

- 10,431 Successful learning completions
- 237 New staff onboarded
- 275 Staff with 5+ years experience



### SOCIAL DAY PROGRAM

- 489 Clients attending day programs

### HOME SERVICES

- 182 Clients supported to have a good and respectful death at home

### WELLNESS

- 4,271 Wellness clients received services
- 315 Bus trip attendances

### COMMUNITY ENGAGEMENT

- 7 Active walking groups, with 85 regular walkers
- 40-50 People regularly attending weekly Cumberland Park community sessions
- 94 People attending various Rainbow Social Program events

### ECH CARE HOTEL

- 160 Guests stayed at the Care Hotel
- 1,733 Nights of occupancy at the Care Hotel

YEAR IN REVIEW

# PROPERTY AND RETIREMENT LIVING



## WELCOME TO ENCORE APARTMENTS!

In October 2021, we officially opened the doors to Encore Apartments and started welcoming residents into their new homes. To celebrate the grand opening, in December, we held a special garden party for all new residents and everyone involved in the project.

Since opening, Encore is almost fully occupied, with only a few apartments remaining at the end of the 21/22 financial year. The community at Encore has flourished with many of the residents actively involved in community activities and events. The Montessori Early Learning Centre opened early in 2022, and residents enjoy the opportunity to get involved in numerous intergenerational activities. Plus, in early 2022 a new wellness centre was opened with services available, including podiatry, physio, group fitness, massage therapy and exercise physiology.



## NEW RESIDENT ADVISORY GROUP

During the 2021/22 financial year, a new Resident Advisory Group comprising 20 residents from various ECH villages was formed. The group meets regularly to discuss a range of topics relevant to ECH villages and retirement living in general. The group have already proven to be a great source of knowledge and has shared many valuable insights which we are using to help improve services and inform future developments.

## ENHANCED COMMUNICATIONS

Over the last 12 months, we have rolled out a new text messaging service for residents called 'Whispir'. This new text service enables us to reach our residents in a timely manner and feedback so far has been extremely positive. This text service now complements our other communication channels, as it is a great fast way of ensuring we get the right information to residents when they need it.



2,080  
Total Residents

183  
New Residents

13,129  
Resident Maintenance Requests



# HOME SERVICES

## AN AUSTRALIAN FIRST!

During the 2021-22 financial year, we proudly opened the ECH Care Hotel. An Australian first, the Care Hotel is changing the landscape of how we can support older South Australians as they age.

Providing a similar experience to a hotel stay, guests have a range of choices and the freedom and independence to access the services they desire in a comfortable, home-like environment.

The Care Hotel currently has eight suites designed for people living with dementia so carers can confidently take a break knowing their loved ones are being well looked after, along with a further eight suites for people transitioning from hospital to home who may need a little extra care to return home with confidence.

We have welcomed a wide range of guests to the Care Hotel, all of whom have had very different care needs. This has included existing ECH clients and residents as well as other older South Australians who are looking for an alternative to the traditional models of service delivery.



## HOME SERVICE GROWTH

In the last financial year, we have seen a significant increase in the number of people choosing to bring their Home Care Packages to ECH. This has resulted in us being able to help and support even more older South Australians to continue to live confidently and independently at home as they age.

This has led to improvements in the way we onboard new Home Care Package clients. We now have a dedicated Onboarding Team who meet face to face with new clients to get a better understanding of their needs and interests so that care plans can be individually tailored to their care and wellbeing goals.

At the end of the financial year, we undertook some independent research to evaluate the success of this new onboarding model and benchmark how we compare to our competitors. Overall, the results were extremely positive with clients saying how they valued the personal face to face approach and how they felt all ECH staff were approachable, experienced and knowledgeable.

## MAINTAINING ESSENTIAL SERVICES

While the last 12 months have seen a reduction in many of the rules around COVID like many other organisations working in the community, we have continued to be impacted by staff shortages. Despite this we have continued to deliver all essential services to our clients. In some instances, services had to be rescheduled yet overall, we have maintained our service levels as we understand how important these are to our clients and residents.



**160**  
Guests stayed  
at the Care Hotel

**1,733**  
Nights of occupancy  
at the Care Hotel

**166,649**  
At-Home Visits

**182**  
Clients Supported  
to have a Good and  
Respectful Death at Home

YEAR IN REVIEW

# PEOPLE AND CULTURE



10,431  
Successful Learning  
Completions

729  
Employees

237  
New Staff Onboarded

## ENHANCED TRAINING AND DEVELOPMENT

Over the last 12 months, the team have been busy enhancing our internal training platform 'evolve'. Several new bespoke modules were created in-house, ensuring content was relevant for ECH staff. These included Infection Prevention Control, Falls Prevention and Management, Frailty Awareness, Introduction to Medication and Medication Assistance.

This resulted in 10,431 learning completions, which was a 20% increase from the previous year. We also continued our partnership with the Australian Nursing and Midwifery Education Centre which resulted in 11 Home Service Team Members successfully qualifying with a Certificate III in Individual Support.

## NEW MEDICATION CREDENTIALING PROGRAM

During the last financial year, ECH developed a new 6-step medication credentialing program in support of our Nursing and Home Services staff. The program took a blended learning approach using online and face to face training to ensure all staff responsible for administering medication have thorough training and feel confident performing these tasks.

## CONTINUED FOCUS ON CULTURE

In 2020 and 2021, we delivered the first Growth Culture Pilot program and our commitment to further embedding these principles within our business has continued over the last 12 months, with key operational teams taking part in the 'Foundations of Growth Culture' program.

The program focuses on a range of concepts, - such as psychological safety and adaptability in the workplace. The overall aim is to have a positive impact on how each participant thinks and feels at work positively impacting how they work together and leading to improved care and services to our clients. Seven original members of the first pilot group contributed to the program as mentors, providing support to the 23 participants involved

## INTRODUCING COACHING SKILLS

A new 6-month pilot program supporting the development of coaching as an important competency for ECH leaders was formally completed in April 2022. The program focused on incorporating coaching styles into leadership practice. The success of the pilot has seen the expansion of the program with 12 ECH leaders commencing the next round of coaching in July.

Plus, there have been several opportunities provided for ECH staff to receive support with mentoring and coaching.



275  
Staff with 5+  
Years Experience

116  
Volunteers

6,095  
Hours of Volunteer  
Service



# CUSTOMER EXPERIENCE

## RESEARCH FOR A BETTER FUTURE

Over the last 12 months we have been investing in research to gain a deeper understanding of our clients and their needs. This led to us forming a new, innovative partnership with the Hospital Research Foundation in August 2021. Through this partnership we have launched several exciting research projects at the ECH Care Hotel. These include looking at how we can deliver better clinical outcomes for our clients, how we can reduce social isolation and how we can use new technology to enhance our overall client experience.

## SMART WEARABLES

This year we embarked on an exciting new partnership with a company called 'Goldilocks' to look at developing a range of smart garments for older people. The project is still in its infancy; however, a number of participants have been recruited for research to talk broadly about the concept and identify how this may potentially benefit them in their everyday lives. We look forward to seeing how this project progresses in the new financial year.

## THE VALUE OF LIVED EXPERIENCE

As well as investing in research projects over the last 12 months, we have been working closely with our ECH Reference Group. This group is comprised of ECH clients, residents and family members with lived experience. This group meet regularly with ECH staff to discuss key topics and themes. The insights from these discussions have been extremely valuable in helping us to continually improve our products and services.

## REACTIVATING OUR SPONSORSHIPS

During the 21/22 financial year, we have been working closely with our sponsor partners to find new and exciting ways to add value to the ECH Community. This resulted in a special Adelaide Festival VIP night for 100 ECH clients and residents, along with the development of a new monologue project with the State Theatre.

The reduction of COVID restrictions over the last 12 months has also meant we've been able to reactivate our 'Walking Footy' program, in partnership with SANFL we ran a successful spring season at Unley Oval and look forward to the year ahead.

**159,994**

Website Visitors

**77%**

Brand Awareness

**2,811**

Facebook Followers

**507,248**

Website Page Views

**57%**

Brand Consideration

**2,739**

LinkedIn Followers

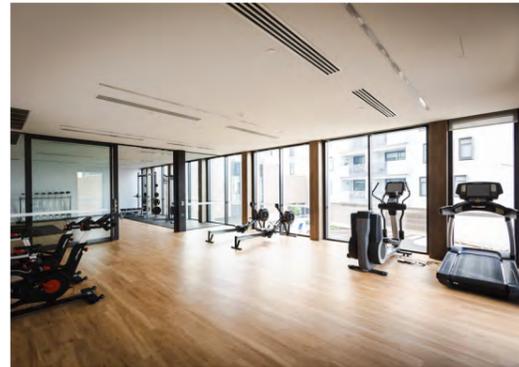


YEAR IN REVIEW

# WELLNESS SERVICES

## WELLNESS @ ENCORE

Following the official opening of Encore Apartments we have established several wellness services available to both residents and non-residents. Services include podiatry, physio and massage which are available in the brand-new wellness suites located on the ground floor. Plus, we also offer exercise physiology, exercise groups and personal training in the first-floor gym. Feedback has been overwhelmingly positive with everyone enjoying the ambience and setting of the new vertical village.



## NEW GRADUATE PROGRAM

During the last financial year, we implemented a New Graduate Allied Health program, offering structured support and supervision for newly graduated Exercise Physiologists and Occupational Therapists.

The program has been evaluated and we have received great feedback from our graduate participants. They stated it was a point of difference in the sector and they liked the support and mentoring they received from other senior allied health professionals. The new program also supports us to be able to develop talent internally and offers a clear career progression pathway.



## EXPANDING THE TEAM

In the last financial year, we welcomed 21 new Allied Health Professionals to the ECH team. This has contributed significantly to helping us to be able to expand the services we offer and build stronger relationships with our clients.



4,271

Wellness Clients Received Services

102,773

Wellness Attendances

315

Bus Trip Attendances

YEAR IN REVIEW

# COMMUNITY ENGAGEMENT AND INCLUSIVITY

The relaxing of COVID restrictions over the last financial year has meant we have been able to expand our program of social activities. All of our community activities and social programs aim to bring people together, encouraging social connections through shared interests and passions such as art, gardening, history, music, sport and more.

## EXPANDING COMMUNITY CONNECTIONS

The team have been working hard over the last few months to introduce more community cafes and more community gardening groups along with new activities such as 'Tune Up Tuesdays', which is our fabulous singing group. We have also introduced games and coffee sessions in a few of our venues as well as a whole new monthly calendar of events at Victor Harbor.

Our weekly Wednesday sessions at Cumberland Park now have a dedicated following with around 40-50 people attending each week.

## WALKING FOR HEALTH

We have seven active walking groups in Adelaide with approximately 85 regular walkers attending. While the groups walk for health, they are also known to enjoy a coffee before walking and sometimes after too! During the last year, as part of our sponsorship of the Botanic Gardens, many of the groups ventured a little off their beaten tracks as they enjoyed a number of special guided walks around the various Adelaide Botanic Gardens.

## RAINBOW SOCIAL PROGRAM

Participants from the Rainbow Social program have had a busy 12 months enjoying a number of new activities, including visits to, amongst others, the David Roche museum, the Bee Hub and the Adelaide Botanic Gardens, the formation of a Transgender Social Group, as well as regularly visiting the South Australian Art Gallery.

## VOLUNTEERING

Our wonderful volunteers continue to provide tremendous support to ECH. Over the last financial year, 116 volunteers provided 6,095 hours of volunteer time. We are truly grateful to our volunteers who give so generously of their time. It is through their support that we are able to offer such a wide array of social activities and community engagement programs.

## RECONCILIATION ACTION PLAN (RAP)

Over the last 12 months, we have continued to work on the second stage of our reconciliation journey, the Innovate RAP. This led to us inviting Aboriginal elder Vince Buckskin to formally be part of our ECH RAP working group. Vince has already provided immense support and guidance to the group through his lived experiences. We feel extremely proud to welcome him to the team.

A further element of our RAP journey has been the development of a new internal Aboriginal Cultural Protocol booklet for staff. This document aims to help staff develop a greater understanding and awareness of Aboriginal traditions and cultural norms and their significance to the community.



40-50

People regularly attending weekly Cumberland Park community sessions

94

People attending various Rainbow Social Program Events

7

Active Walking Groups, with

85

regular walkers



FY20/21

# FINANCIAL REPORT

A full version of our detailed audited financial statements for the year ended 30 June 2022 are available at [www.acnc.gov.au](http://www.acnc.gov.au)



# ECH LOCATIONS

ASK ECH 1300 275 324 - ECH.ASN.AU

## ECH SERVICES

Retirement Living and Property Services	8159 4700
Home Maintenance Services	8159 4710

## WELLNESS CENTRES

<b>College Grove</b> 18 North East Road, Walkerville 5081	<b>Morphett Vale</b> 126 Pimpala Road, Morphett Vale 5162
<b>Encore Apartments</b> 85 Smart Road, Modbury 5092	<b>Victor Harbor</b> 33 Cornhill Road, Victor Harbor 5211
<b>Henley Beach</b> 168a Cudmore Terrace, Henley Beach 5022	

## DAY PROGRAMS

<b>Henley Beach</b> 11 Laidlaw Street, Henley Beach 5022	<b>Smithfield</b> 1a Warooka Drive, Smithfield 5114
<b>Happy Valley</b> Cnr Jade Cres/Hay St, Happy Valley 5159	<b>Walkerville</b> 18 North East Road, Walkerville 5081

## SHORT STAY

**ECH Care Hotel**  
18 North East Road,  
Walkerville 5081

## ECH HEAD OFFICE

174 Greenhill Road, Parkside 5061



To discover more about ECH Services, visit [ech.asn.au](http://ech.asn.au) or call **1300 275 324**.



174 Greenhill Rd,  
Parkside SA 5063  
[ask@ech.asn.au](mailto:ask@ech.asn.au)

ECH is a leading profit-for-purpose provider of retirement living accommodation as well as services that promote self-determination, and enables people to have the best life possible as they age.



ABN 32 930 142 652 | AECH0981