



2023-24

Annual Report



**We honour Aboriginal Elders
and older people, the work
they do in community and
what they teach us as people
and as an organisation.**

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Cover picture: ‘Grandfriend’ at The Intergenerational PhotoVoice Project Celebrations (see page 7).



With more of us enjoying a longer lifespan, there has never been a more important time to focus on health span, in other words, the quality of our life in those later years, our physical strength and mental wellbeing to be able to do the things we enjoy doing with our friends and the people we love.

Rosina Hislop, Chair ECH

A bright future emerges from recognising two things: what we’ve achieved and the interconnected community of care that made it possible.

A word from our Chair and CE

As we look back at the first year of our “Get MORE out of Life” strategy we would like to share some of the achievements we are particularly pleased about this year, namely the:

achievement of above-industry satisfaction scores from residents, families, and our team, including +39.8 Net Promoter Score (NPS) and 89% Customer Satisfaction with our services.

launch of our new website and improved telephone capabilities resulting in a significant reduction in call wait times.

completion of three quality accreditations and 100% ‘met’ of all standards.

expansion of our home care services, now supporting over 2,300 clients.

launch of our workforce strategy and our employee voice group.

Our achievements this year reflect the extraordinary dedication of our 835+ team members across our community and home care services. Every day, they demonstrate what consumer-centred care truly means, creating environments where our residents and clients can live with dignity, purpose, and joy.

We continue to structure programs that will help our people to grow, develop career pathways and be recognised for their outstanding results. A big congratulations to Sue Sheehan our Employee of the Year! You can read more about Sue and the impact she is having on clients on page 7.

Our values underpin, our decisions and our organisational culture.



We build trust by
making everyone welcome
being responsive
listening to learn



We empower others by
helping each other to grow
seeking to understand each individual
teaming up



We own it by
taking the lead
keeping our promises
challenging the status quo



We make a difference by
being curious
doing things differently
embracing change



Left to Right:
Claire Scapinello
CE, ECH
Rosina Hislop
Chair, ECH Board

This Annual Report will showcase the way we are delivering on our strategy and the real impact we are having on people’s lives by creating:

MORE
Independence

MORE
Wellbeing

MORE
Connected communities

MORE
Engagement

MORE
Say



Consumer engagement and co-designing our services

We are committed to service excellence and understanding and responding to the needs of our customers. Throughout the year we have engaged our consumers in the co-design of our Retirement Living app, feedback on improvements to our services offering and community events.

Understanding customer expectations to inform the decision-making process is paramount and is a commitment within our strategy to be ‘relationship led’ in all we do.

We would like to thank our active and passionate consumers and residents, who participate and represent others through our Consumer Advisory Body, Quality Improvement Committee and our Resident Advisory Group. These groups are a representation of our community and provide insights, opportunities for improvement and feedback to drive the future of the organisation.

Financial sustainability

As a “profit for purpose” organisation, our firm commitment is to operate in a financially sustainable way. This year saw operational investments in:

replacing legacy systems

strengthening our cybersecurity capabilities

training and programs in support of our people and

preparation for the new Support at Home legislation.

These investments were covered by our investment returns. Looking ahead, we remain focused on our core purpose of helping people to get MORE out of life. By providing an environment where people are empowered to make choices through quality accommodation and service offerings, we are delivering on our promise of supporting people to get MORE out of life.

Thank you to everyone who has contributed to such a fulfilling and worthwhile year!



This year we were the proud and grateful recipients of a number of awards, including;



Property Council of Australia, ‘2024 National Retirement Living, Best Redevelopment – Not for Profit’ award, for our ECH Encore Apartments at Modbury village.



Readers Digest, ‘2024 Quality Service, Home Care Services SA/ NT’ for service excellence in home care delivery.



Future of Ageing Awards, ‘2023 Community Engagement Award’ for our partnership with SANFL Walking Footy.


Thank you to everyone who made these awards possible.

Our Year by the Numbers

Our People




566
People responded to our Say MORE survey - 74% engagement rate score



100+
Employees with 10+ years of service



150
Employees with 5+ years of service



14,611
Learning Modules: focused on standards and accreditation (3,811 more than last year)




835
Employees

Wellness




5,477
Clients are supported to stay stronger, fitter and healthier for longer



130
more people than last year attended sessions



544
After-hours maintenance emergency attendances. Whatever the issue, our team help our residents address matters quickly and effectively



244,633
Visits to homes to provide personal and clinical care

Our Community

2,300
Home Care Clients



109
Villages



1,908
Units



100
Volunteers



2,064
Independent living residents



Community Programs



10,800
Programmed hours of community engagement



149
People attend a weekly program



6,258
Times people attended a group

89%
of Clients are
Satisfied

Our Year in Review Delivering on our strategy

Twelve months ago, we launched our strategy, ‘Great by ‘28’, which centred on people getting MORE out of life. Initiatives are focused on Connected Communities, Proactive Wellbeing and Supporting Enablement. We share stories later in this report depicting the many ways we are bringing this strategy to life. Other key initiatives this year include:

A Commitment to Quality

Our unwavering commitment to quality care begins with our rigorous standards and extends through every interaction, procedure, and service we provide. We continuously invest in training for our team, implement evidence-based best practices, and maintain and deliver the highest level of care possible.

We understand that quality care encompasses the entire client, resident and support network experience. That’s why we’ve developed a comprehensive quality assurance program that monitors and evaluates every aspect of our operations. Our team regularly reviews performance metrics and feedback to identify opportunities for enhancement and improvements in our service delivery. Our Consumer Advisory Body is an essential part of our commitment to quality and the feedback and insights they provide us with to improve service delivery.

The results of our dedication to quality, speak for themselves: consistently high client satisfaction scores of 89%, positive clinical outcomes, and our quality accreditations.

We remain committed to continuous improvement and adapting our services to meet the evolving needs of our community. The wellbeing of our clients, residents and their supporters drives every decision we make.



● ● ● A year of impact

We celebrate diversity and are deeply committed to fostering an inclusive environment where everyone has a voice, feels respected, and is given the opportunity to thrive.

Diversity and Inclusion at our Core

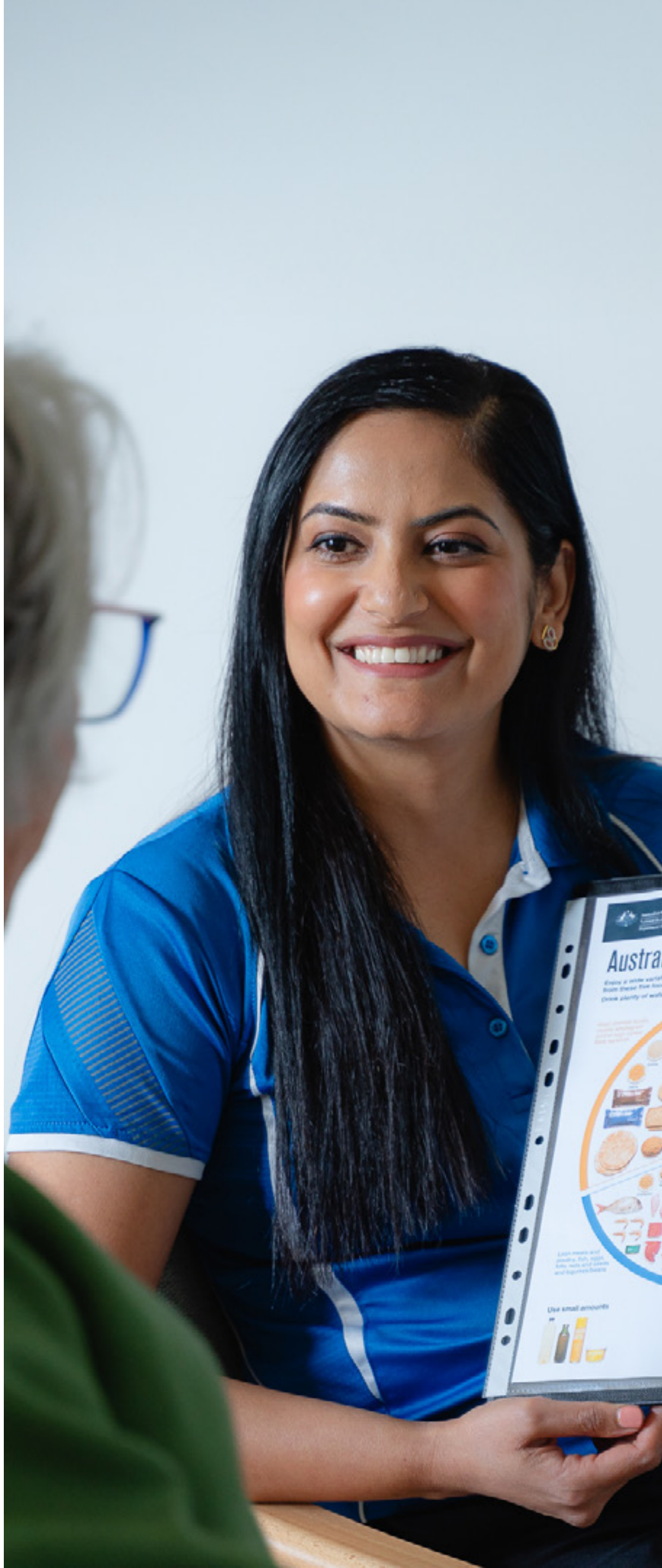
We were re-awarded Rainbow Tick accreditation, which is based on a quality framework to help health and human services organisations become safe and inclusive for the LGBTIQ community. We continue to partner with Purple Orange to provide both opportunities and an inclusive workplace for people living with a disability.

This is part of our broader program of proactive measures to promote inclusion and celebrate diversity across our community. Our ongoing work through the Reconciliation Action Plan (RAP) focuses on education and awareness for our team members about Aboriginal and Torres Strait Islander cultures.

We created and promoted a series of podcasts with our team members, sharing their experiences based on their origins from a range of countries and ethnicities, acknowledging that 33 per cent of ECH team members are culturally and linguistically diverse (CALD).

CALD refers to people born overseas, in countries other than those classified by the Australian Bureau of Statistics (ABS) as ‘main English speaking countries’. ECH is an inclusive workplace, where we strive to ensure everyone feels like they belong, irrespective of the language they speak at home, the religion they practice, or their ethnicity.

We established the ECH Disability Access and Inclusion Plan. This plan is a living document that assists ECH to systematically address matters related to disability access and inclusion, as well as making services and information more accessible to clients and employees living with disability.



A Commitment to Customer Service Excellence

Our digital transformation initiative directly supports our strategic goal of being ‘future focused,’ enabling us to enhance customer experiences while ensuring the highest standards of data security and service delivery.

This year marked a significant leap forward with the implementation of several high-impact technology investments, each designed to improve customer service while strengthening data protection, including:

migration of our residents’ records to a state-of-the-art management system, providing enhanced security features and improved data accessibility;

transition of home care customer data to an industry-leading software platform, ensuring robust protection of sensitive information while enabling more responsive service delivery;

integration of these datasets into a unified Customer Relationship Management (CRM) system, creating a secure, centralised view that streamlines our internal operations while enabling more personalised customer interactions, and more efficient ways of supporting our customers’ needs.

Our commitment to service excellence is reflected in tangible results: through upgraded telephony systems and optimised processes, we’ve successfully reduced customer call waiting times to just one minute. These improvements not only enhance efficiency, they also ensure customer data remains protected at every touchpoint.

Our customers have also voiced their satisfaction with our services. We were pleased to learn that our Net Promoter Score (NPS) this year was a high +39.8.



Cybersecurity

Our commitment to cybersecurity reflects our dedication to protecting our community’s digital wellbeing. This year, we strengthened our security infrastructure through comprehensive network updates and regular security assessments to proactively address potential vulnerabilities. We also began a formal education program for our team members as well as our community, about effective practices to minimise the risk of cyber harm.

New employees receive cyber awareness guidance during their induction, as well as ongoing mandatory learning modules. Our Head of Digital Workplace Services also writes a column in our quarterly magazine for residents and clients to provide ‘tips and tricks’ on staying cyber aware.

33%

of ECH team members have a CALD background

● ● ● A year of impact

Our People are at the heart of all we do

This year we implemented a number of initiatives to support our team to get MORE out of life through their work. We also offered pathway programs for people in the early stages of their careers.

We welcomed four new graduates into the ECH Allied Health Pathways Program, (1 Occupational Therapist, 1 Speech Therapist and 2 Exercise Physiologists). The Pathways Program includes professional supervision and project time in order to appropriately induct the employee into their discipline and offer them support as they progressively increase their time to align with other allied health professionals in the organisation.

Throughout the new graduate program, we also host discipline-specific “Get to know you” meetings, where a team member will talk about their how their discipline works within ECH, referral pathways, when to refer, what types of clients should be seen by the discipline and how to have a chat with someone about a complex multi-disciplinary client care need.

Within our nursing team, we supported one of our team members who was formerly a Registered Nurse to return to practice, through supervised hours. We also supported a newly graduated nurse who completed her graduate program, offering her support and encouragement as she joined the team and began her nursing career.

Twenty six leaders within the organisation participated in the Foundation of Growth Culture workshops and a Growth Culture Alumni workshop was conducted for those who had previously completed the program.

In total our employees completed more than 14,611 learning modules (3,811 more than last year), ensuring they remain up-to-date with clinical, managerial, risk and wellbeing measures to professionally and confidently look after themselves and others.

Ninety-seven volunteers also undertook a comprehensive training program.

We held our inaugural employee dinner at the Adelaide Convention Centre, attended by over 400 of our team members. This was a fantastic evening, with team members able to meet people from other teams in a relaxed and informal setting, leading to stronger relationships and more connections.

We refurbished the Parkside office, upgrading to a modern work environment with more space for collaboration, quiet work zones, and a dedicated sanctuary for our team members needing a private space.

Finally, of our 835 employees, we have over 100 employees with 10+ years of service – and over 150 employees with 5 plus years of service!



Intergenerational Research in Focus

We have a number of programs focused on intergenerational interactions between our customers and younger people in their communities. These include a partnership with Green Leaves ELC (Bowden, West Lakes and Newton), as well as Montessori SA (Echoes and Little Oxford).

The Echoes Montessori program was a focal point for an interesting research collaboration this year between ECH, Echoes Montessori SA and Torrens University.

The Intergenerational PhotoVoice Project was conducted over several weeks, with participants of the Grandfriends program at Echoes Montessori.

The students and Grandfriends were given a disposable camera and asked to take pictures that interested them. The photos were captured alongside the experience of the participants.

The research team at Torrens University used these photos to answer the question: What are the perspectives of children and older adults on engaging within a purpose-built intergenerational community environment in South Australia?

We are proud to support and to be part of research that informs innovation.



400

Team members
attended our inaugural
employee dinner

Employee of the Year Sue Sheenan Assisted Living Services

Sue is an invaluable member of the Assisted Living Services team. Residents at Crichton Court are in safe and capable hands with Sue on board. Her friendly and approachable personality has meant she's a favourite with residents and she is missed when it's her day off.

She makes the running of the village smooth and timely, has genuine care for all the residents and ensures the food safety onsite is always a top priority. She checks on residents every morning with a spring in her step and always puts a smile on the residents' faces.

Sue is a dedicated worker and has stepped in to cover shifts of her colleagues time and again. At times when she's unfortunately found a resident fallen while on her rounds she ensures they get the care they need promptly. Thank you Sue for all that you do!



Sue with The Hon Mark Butler, MP.
(he was visiting us in his capacity as a local member)

-
-
- A year of impact

We must embrace innovative ways of working together and connecting, no matter our age.

Social Impact Measures FY24

We have consciously invested in creating opportunities for social inclusion and to address cases of hardship.

These investments and their outcomes contribute to more connected communities where people have the means, and the mental and physical health, to join in and be part of our shared collective. These areas of impact include:

Diversity Initiatives

\$218k

LGBTIQ+ Connect

Our LGBTIQ+ Connect team comprising five people is funded to support social inclusion for people who identify as LGBTIQ+ and have experienced discrimination with long term impacts.

Non-mandated Training

\$368k
training

We invest to support the extension of our team members' skillsets through a range of 'non-mandated' training in order to support their broader professional development. This leads to increased job satisfaction and ultimately a better experience and outcomes for our customers and the community.

Keeping our Communities Connected

100 volunteers

(30/6/24)

We have 100 passionate and committed volunteers who we onboard and train. It's amazing to consider our volunteers have given nearly 7,000 hours of their time supporting people this year.

6,978 hours

of volunteer time

Acknowledging the importance of connected communities and supporting people to do what they love, we invest in developing community activities, so that we can meet the needs of the broader community to stay socially connected and active.

\$253k

community partnerships

We have established community partnerships with organisations including the State Theatre Company South Australia, Adelaide Festival, SANFL, Botanic Gardens and State Herbarium, Council of the Ageing SA, and Feast, to offer our customers exciting ways to support their wellness through interaction and enjoyment of sport, theatre, arts and the natural environs.

10,800

community engagement hours

\$676K

community connect

We also fund the Community Connect team to develop a range of exciting and engaging programs across the broader Adelaide metro, Hills and Victor Harbor, including community programs and bus trips.

470

below market rentals

We deliberately offer a number of properties at below market sale price and at below market rental rates.

MORE Independence

We support people for all the little moments, and the big ones too. Many people choose to live in one of our retirement villages, others choose to stay in their longstanding homes.

Wherever people live they have the option to receive additional care and support services from ECH to cement their independence.

We have 109 villages across metropolitan Adelaide, Adelaide Hills and Victor Harbor, with 2,064 residents. We believe in providing options and choices for people.

There are 470 people who are renting their unit, an option that makes housing more affordable. We also have independent living units and assisted living.

Collectively this year we visited people's homes to deliver personal and clinical care as well as home maintenance services a staggering 244,633 times.

That's 37,469 visits more than last year.

It is through this 'wrapper of care' that we support people to live independently and to do more of what they want to do with their lives.



Jan’s Story

A vibrant Life

Meet Jan, whose life story is a testament to the transformative power of experiences. Originally hailing from London, Jan’s early adulthood was spent in Munich, before moving to Australia where she lived in Melbourne, Brisbane and now, Adelaide.

Jan embraced a healthy lifestyle, rooted in vegetarianism, yoga, Pilates, gardening, community and meditation. Despite her commitment to wellbeing, Jan faced an unexpected challenge – a severe stroke that left her with physical and visual impairments and Aphasia.

Undeterred, Jan’s vivacity is evident as she shares stories of her family, life and past involvement in the Red Hat Society, an organisation encouraging women to maximise life’s experiences.

Following the stroke Jan joined ECH’s art classes where she discovered an equal artistic talent with her left hand as she once had with her right. Jan regularly displays unwavering determination, with each artwork taking up to six weeks to complete.

Jan and her partner of decades Andrew, face the future with optimism, embracing the insights gained from adopting life’s challenges.

In navigating Jan’s health journey, Andrew values the support offered by ECH, discovering a new world of remarkable people and valuable life lessons.

Jan’s canvases reflect her indomitable spirit, a woman not confined by her current stage but as a woman radiating joy, resilience, and grace amidst life’s unexpected turns.

Andrew’s thoughts:

ECH has helped us tremendously. Their focus on helping people to live better lives in their own homes is the perfect match for the difficult position we found ourselves in, and the list of services and therapies that Jan receives are a testament to that. ECH worked closely with us to arrange a wide array of services, including care work, speech therapy at home, gardening, cleaning, physio, podiatry, as well as general support and guidance. All these services take the pressure off and allow us the freedom to get on with the every day aspects of living.



244,633 visits

To deliver in-home services, provide personal care, social outings, making meals and mowing lawns.



Annie’s Story

Writing Helps Annie Feel Visible

For ECH resident Annie, writing has been her constant companion for as long as she can remember. A pivotal point in her writing was when she was awarded a mentoring grant in poetry from Arts SA. She was inspired to write and publish in 2017 her first book, *A Slide into the Invisible* – a collection of poetry and photography.

She is writing a new book, that she says will “land where it’s meant to land; my job was to write it,” she says.

Annie has lived in an ECH village since moving from Kangaroo Island and enjoys being part of the wider ECH Community.

“I enjoy the community in the village. Going out to your mailbox, there’s always someone there and I feel safe. I’m 4km from the city, I just hop on a bus. I really like the area,” she says.

MORE Wellbeing

We are focused on proactive wellbeing, through strength and fitness, as well as supporting people to get back on their feet following a medical incident.

Our allied health services cover a broad spectrum of disciplines including physiotherapy, social work, remedial massage, speech pathology, occupational therapy, music therapy, dietetics, exercise physiology and podiatry.

Our wellness teams saw 5,477 people, ensuring that we are proactively working with clients to stay stronger, fitter and healthier for longer.

That's 130 more than last year!

Our fitness programs, are designed to help people improve balance, core strength and energy levels.

With five Wellness locations across metropolitan Adelaide (Henley Beach, Walkerville, Morphett Vale, Modbury and Victor Harbor), as well as four Day Programs (Henley Beach, Smithfield, Happy Valley and Walkerville), we are able to offer a centre point for many thousands of South Australians.



“In the beginning there was an exercise I found quite challenging – but that’s getting easier to do. I’ve definitely seen improvement.”

Barry’s Story Rebuilding Strength

As a member of the Richmond VFL Football Club in the late 1960s and early 1970s, fitness was Barry’s life. His career took him to a role as Head of Education and Sport at the South Australian Education Department.

So after Barry had a fall and fractured his femur, he knew it would be necessary to lean on ECH for some extra support. After his hospital stay, he worked with an ECH team consisting of an occupational therapist, nurse and physiotherapist, visiting at home as well as at the Henley Beach Wellness Centre.

His focus was on improving his mobility, balance and strength, and he feels he’s definitely getting there, saying “I need to improve the strength in my legs and my exercises are doing that. They are required and beneficial... I’ve definitely seen improvement.”



R U OK? Day Walking Footy Match

In September, we celebrated R U OK? Day, which reminds us to ask, ‘are you OK?’ and start a meaningful conversation whenever we spot the signs that someone we care about might be struggling with day to day life. On this day we acknowledged that one way to support people is through exercise and social connection.

The SANFL & ECH Walking Footy game is a modified version of Australian Rules Football held throughout the year. Walking Footy is one way people can connect, have meaningful conversations and enjoy some exercise at the same time.

To mark the occasion of R U OK? Day, we hosted a friendly match between the ECH team members, and the ECH Walking Footy Foundational members at Unley Oval.

Players on both teams enjoyed meeting one another and exchanging some light-hearted banter, and we finished up the day with some light refreshments. We received feedback that this event and the focus on mental health made a big difference for some of our participants on both sides of the field.

MORE Connected communities

Connected Communities is at the heart of our five-year strategy. As people remain living independently we know that support to stay socially connected is crucial for their mental and physical wellbeing.

We provided 10,800 community engagement hours, with more than 6,000 people attending our community sessions. Real people, talking, walking, sharing, crafting, cooking, debating, theorising and creating with one another!

Our bus trips continue to be popular, with outings this year to places including the Hills, the coast and several local restaurants and pubs.

In addition to this our community program hubs such as Cumby host more than 60 people each week to take part in art, craft, cooking, sewing and jigsaws. For people who may experience sensory overload, there is a dedicated space for quiet activities.

Other community programs include golf come and learn, craft groups, walking groups and Walking Footy.

Community Partnerships with Adelaide Festival, State Theatre Company South Australia, SANFL Walking Football, Botanic Gardens and State Herbarium allow us to offer a range of experiences for our clients.



“My wife and I moved here so I thought I would like to do some volunteering to help improve my English and to give something back to the people of this country. It’s part of the Australian culture.”

Tacito’s Story
Giving Back

Tacito moved to Australia from Brazil in 2012, and at the end of 2013 bought a unit at ECH Oakden Estates. To immerse himself in the culture of his new home, and to learn English, Tacito started volunteering at ECH.

More than a decade later he remains wholeheartedly dedicated to the cause. He visits people who have mobility challenges, reading and talking with them and bringing the outside world in.

He also particularly enjoys attending the many cultural events that ECH offers through its community partnerships. He’s recently attended performances with choirs, award-winning plays and interactive book club events.

Tacito enjoys spending time with his community and the opportunity to give back, saying:

“I love the stories I hear from older people, they fascinate me, I’ve learned a lot about their life in Australia. This country has been built by these people, and volunteering is a way of giving back and our way of expressing gratitude for those people.”



100

Tacito is one of 100
wonderful Volunteers

MORE Engagement

We are continually developing innovative initiatives to encourage people to engage with one another, as well as to build the confidence to engage with others.

Some examples of this can be seen through our intergenerational programs as well as our services supporting social inclusion.



Leslie's Story

Passion takes flight

Without the support of ECH, Leslie would not be able to fulfill his twin passions for technology and flying.

As an ECH client, Leslie, 90, worked with his Care Coordinator of two years, Constance, to personalise his care plan.

Constance says one of his social goals was to have meaningful conversations and company, and to participate in activities he enjoyed, which included flying drones.

Leslie was matched with ECH Home Support Team Member, Wendy, who has been transporting Leslie to the south coast where he can fly his drones near Victor Harbor and The Bluff.

“Flying is in my blood. I’ve been flying model aircraft since I was 14 and I’ve also flown control line jets,” he says.

“I wouldn’t be able to do what I love if it weren’t for my ECH social visits. I love going out and flying my drones with my Home Support Team Member, Wendy. We get along extremely well, and she enjoys seeing me fly my drones.”

Leslie also discovered a new passion when he took up painting in late 2023.

“I find it relaxing, it’s relatively simple and you don’t use tiny brushes,” he says. “My next project is to paint mountain ranges with trees and a lake.”

Leslie also receives other ECH services including personal care and house cleaning through his Level 4 Home Care Package.

Having those extra services allows Leslie, and other clients like him, to focus on what he loves doing most.



10,800
Community Engagement Hours



Grandfriends Story

Intergenerational Play

At five regular locations, ‘Grandfriends’ participate with children in the activities of Green Leaves, SA Montessori and Investigator College early learning centres.

Participants enjoy helping children with their activities, sharing their passions like clay sculpting, construction and literacy.

These fresh perspectives are helpful for both our younger and older participants. Children are curious about everything our Grandfriends share – their walking sticks and sometimes shaky hands, and their work and travel stories! “This brings me joy. It makes me laugh. It’s the highlight of my week, playing here,” said one Grandfriend.

Early learning staff comment on how quickly connections and special friendships are formed – an especially valuable opportunity for children who don’t have older relatives living nearby.

ECH has regular intergenerational play opportunities in Bowden, Modbury, Newton, Unley and West Lakes.

MORE Say

We encourage and welcome feedback, information and ideas from our community. We listen to our customers and residents through several dedicated platforms, including our Consumer Advisory Body, Quality Improvement Committee and the Resident Advisory Group.

Through these forums, consumers representing our community share ideas and feedback. All of this helps us to shape the quality of the accommodation and services we offer. We also undertake surveys with our broader cohort of clients and residents.

Our team members are also encouraged to give feedback and to share ideas through our regular Town Hall sessions, with Q&A, as well as our annual employee survey and ongoing ‘pulse’ surveys.

566 people responded to our employee engagement survey with a 75% engagement score.

ECH client and resident experience surveys have been an integral part of our efforts to enhance our services. In 2024, the two surveys were sent to both clients and residents at the same time and adjusted to allow for comparison of service levels and quality of life across our customer base.

A total of 2,473 people completed a survey and ECH continues to show extremely high overall satisfaction of 88% (89% among clients and 85% among residents), of which, around half were very satisfied. Similarly, Net Promoter Score (NPS) was high at +39.8 (40.4 among clients and 37.9 among residents). The Net promoter score (NPS) is a research metric based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague.



**88% clients and
84% residents**
say they have a high level of trust in ECH

Other key insights include:

Trust in ECH as a provider

Trust in ECH was one of the highest ranked service ratings across both clients and residents (88% and 84% respectively).

High positive sentiment towards maintenance services

Maintenance services were a clear strength. Residents rated the quality of maintenance work, promptness, responsiveness, and respect from maintenance officers highly, indicating that these areas are well-managed and positively impact engagement.

Increase in positive sentiment towards phone enquiries

2024 saw a significant increase in positive sentiment around call wait times, with an 8% increase in agreement that ‘call wait times are reasonable’ across all respondents, and a 16% increase across Home Care Package clients.

Power in our people

ECH employees were the biggest drivers of customer experience and were also identified as the primary strength of the organisation.



Consumer Advisory Body



39.8

Net Promoter Score.

Financials

ECH Results FY24

Income (\$000's)

Retirement Living

24,917

Keeping people at home

79,057

Investments

7,030

Expenses (\$000's)

Labour

66,569

Operating Expenses

40,441

Investments (\$000's)

Capital Works

4,718

What we Own

Investment Property

446,766

Cash & Financial Assets

113,080

Other Assets

57,460

What we Owe

Borrowings

21,104

ILU Resident Loans

142,587

Other Liabilities

51,398

Total (\$M)

Revenue

111,004

Expenses

107,010

Investments

4,718

Assets

617,306

Liabilities

215,089



Income grew year on year increasing by 26% on FY23 as we continued to offer services to more clients with growth in home care packages.

This enabled investment in operational improvements, such as a new telephony system and workforce development programs.

Our operating surplus of \$4m plus adjustments on valuation of investment properties and resident loans fair valuation resulted in a surplus of \$33.7m

This allowed us to invest in broader programs focused on social impact.

Our balance sheet strengthened by 7.8% in net assets, while our profit for purpose means we continue to invest where there is need while making decisions to ensure long term financial sustainability.

ECH is governed by a board of directors comprised of experienced professionals from a wide range of business and community sectors.

The board is responsible for setting overall strategic directions, in line with its constitution and for ensuring ECH complies with all regulatory requirements, including the aged care act, retirement villages act and the residential tenancies act.

Board

Rosina Hislop
Director and
Chair of the Board

Appointed March 2016
Elected Chair, October 2020



Dr Stephen Christley
Director and Chair, Client
Experience and Service
Quality Committee

Appointed May 2017



Cameron Bryson
Director and Deputy
Chair of the Board
Chair Audit and Risk
Management Committee

Appointed July 2015



Loewn Steel
Director and Chair,
Technology and
Innovation Committee

Appointed March 2018



Patrick Power
Director

Appointed February 2023



Marc Makrid
Director and Chair,
Remuneration,
Nominations and
Workforce Committee

Appointed March 2018



Jennifer Ma
Director and Chair,
Capital Management and
Investment Committee

Appointed April 2022



Executive

Claire Scapinello
Chief Executive



Sharon Paulson
Head of Digital Workplace
Services



Alan Johncock
Head of Property
& Retirement Living



Carolyn Dawkins
Head of Customer
Experience



Merrin Nancarrow
Chief Financial Officer



Darryl Cotter (joined June, 2024)
Head of Home &
Community Services



Matt Mulvhill (Departed June, 2024)
Head of People and Culture



Sally Sobels (Departed June, 2024)
Head of Home and
Community Services





At the heart of everything we do is our commitment to improving the lives of our clients, residents, carers and our team.

We are driven by our passion to ensure that people remain connected to their communities, remain healthier and stronger and are supported at each stage of life.

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ECH is a South Australian retirement
living and in-home care services
provider, helping people to live
confidently and independently,
and to get more out of life.

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