



## ANNUAL REPORT **2024-25**





# 1935–2025

## *90 years of caring*

### CONTENTS

RESTHAVEN PROFILE	5
MESSAGE FROM THE BOARD PRESIDENT	6
FROM THE CEO	7
HIGHLIGHTS OF THE YEAR	8
RESTHAVEN AT A GLANCE	12
IN FOCUS: CENTENARIANS	13
OUR CHARITABLE PURPOSE	15
ADVOCACY & ENGAGEMENT	17
<hr/>	
<b>REVIEW OF OPERATIONS</b>	
RESIDENTIAL SERVICES	18
COMMUNITY SERVICES	20
RETIREMENT LIVING	22
CLINICAL GOVERNANCE	24
RESEARCH & DEVELOPMENT	25
OUR WORKFORCE	26
<hr/>	
OUR FINANCIAL POSITION	28
FINANCIAL STATEMENTS	30
GOVERNANCE	32
OBJECTIVES & KEY STRATEGIES	32
ORGANISATIONAL STRUCTURE	34
RESTHAVEN BOARD & EXECUTIVE TEAM	35
RESTHAVEN LOCATION MAP	37
RESTHAVEN SERVICE DIRECTORY	39

*Front cover images, clockwise from top left: Shweta (Personal Care Assistant, Resthaven Leabrook); Anna Menegazzo, and Erin Vaananen (Clerical Officers, Resthaven Northern Community Services), Nicolas (volunteer) and Mrs Maria Caranfa (Resthaven Paradise); Mr and Mrs Ray and Lesley Burgess (Resthaven Marion Community Services); Mr Koert Stijve (Resthaven Western Community Services); Aunty Penny (Resthaven Mount Gambier 90th anniversary event smoking ceremony).*

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*Ms Maxine Judd with her buddy during the Intergenerational Visit at Resthaven Mount Gambier.*

# RESTHAVEN PROFILE

*Every day, Resthaven shares the lives and wisdom of older people and their carers.*

## **In 2025, Resthaven celebrated 90 years of service to older people and their carers.**

Established in 1935 by the Methodist Church, Resthaven is a South Australian not-for-profit aged care community service associated with the Uniting Church in Australia.

As a charitable, public benevolent institution, Resthaven is separately incorporated and financially independent of the Uniting Church. Resthaven is endorsed as a Deductible Gift Recipient by the Australian Taxation Office.

Operations and revenue generated are solely focused on Resthaven's Purpose. Resthaven receives subsidies from government, grants, customer contributions, and income from investments, which cover operational expenses and fund capital works. Bequests, donations, and fundraising activities assist in maintaining the level of care and services provided.

All funds earned are invested back into providing care and support for older people and their carers.

Resthaven is one of only a select few aged care providers in Australia offering the full range of aged care service options.

Services include independent retirement living, basic support to complex care at home, and 24 hours a day, seven days a week residential aged care and respite at twelve residential aged care homes.

Community respite for carers is also available in all service areas.

Services are provided throughout metropolitan Adelaide, the Adelaide Hills, Murraylands, Riverland, Fleurieu Peninsula, lower Barossa region, and the Limestone Coast of South Australia.

Resthaven's high-quality, fully accredited and responsive services are tailored to individual needs.

Resthaven acknowledges the traditional owners of the lands on which its services are delivered. We pay our respects to Elders past, present and their communities.

Resthaven is a richly diverse community founded on the principles of inclusion and unity, embracing and respecting each person's beliefs, culture, language, sexual orientation, gender identity, lifestyle, life experiences, and values.

The diversity of the Australian community is reflected in Resthaven's residents, clients and workforce.

This concise Annual Report aims to outline Resthaven's achievements, financial performance, highlights and challenges throughout the year, along with key strategic future directions.

## **OUR PURPOSE**

**Working together:**  
outstanding care and support for older people and their carers.

## **OUR VALUES**

**Trust Dignity Choice**

## **KEY STRATEGIES**

**Our services**  
**Our people**  
**Our future**

# MESSAGE FROM THE BOARD PRESIDENT



**This year has been marked by the celebration of Resthaven's 90th anniversary.**

Across all sites, members of the Resthaven community have come together to acknowledge its history and contribution to the healthy ageing of South Australians over so many decades.

People may wonder why Resthaven has persisted, especially when the challenges of delivering high quality aged care continue to grow and demand increases, often outpacing funding for providers.

The answer is relatively simple: over its ninety-year history Resthaven's purpose has remained clear; its core values have endured; and its governance and management have been prudent, proactive and future-oriented.

On behalf of the Board, I thank the Chief Executive Officer, Darren Birbeck, the Executive Managers, staff and volunteers for their contributions to another successful year.

At the same time, I acknowledge and thank my Board colleagues for their ongoing professionalism and commitment to Resthaven.

I commend the 2024-25 Annual Report to you.

*Below: Mark Porter gives the opening address at the Resthaven Service of Thanksgiving, on Mother's Day, 11 May 2025, in the Malvern Uniting Church, with Mark Waters, Director, UnitingCare SA at right.*

A handwritten signature in blue ink, appearing to read 'Mark Porter'.

**Mark Porter, Board President**



# FROM THE CEO



**Throughout its 90 year history, Resthaven has evolved and adapted to meet the changing needs and aspirations of older people. This year, we celebrated several significant achievements that will help shape our services over the next decade.**

In November 2024, Resthaven acquired eleven retirement villages consisting of 799 units, in a collaborative bid with Eldercare, also a UnitingCare agency, who acquired 234 units from Aveo in the same agreement.

The acquisition substantially increased Resthaven's retirement living portfolio to over 1,200 units, adding to our suite of options for older people and making Resthaven the fourth largest retirement living provider in South Australia.

The \$36 million major redevelopment of Resthaven Bellevue Heights was completed this year. The official opening on 20 May 2025, was the culmination of five years of planning, consultation, hard work and patience by the site community.

We will continue to redevelop our homes to ensure that they meet the expectations of future residents.

Resthaven continued to experience growth in Community Services, with significant increases in home care packages. The peak of aged care demand is forecast to take place within the next decade, as the population of people aged over 85 continues to grow. As the largest community services provider in South Australia, Resthaven is well placed to meet that future demand.

Events to commemorate Resthaven's 90th anniversary began in February 2025 with an official launch held at Head Office. They have continued across the Resthaven community all year. I am particularly proud of our major project, a 90th Anniversary 'living history' website, launched on 7 May 2025: Visit it here: [www.history.resthaven.asn.au](http://www.history.resthaven.asn.au).

The Executive team underwent some movement in 2024-25, with Tina Cooper (Executive Manager Clinical Governance and Operational Excellence) retiring in December 2024, and David Norton (Executive Manager Finance and Technology) retiring in late June 2025. I thank them both for their years of exemplary service.

We welcomed Merridy Baylis (former Resthaven Senior Manager Clinical Services) to the role of Executive Manager Clinical Governance and Operational Excellence in January 2025.

Rob Quinton was appointed to the role of Chief Financial Officer, commencing in August 2025.

A new rights-based Aged Care Act will come into force from 1 November 2025.

As part of the proposed new Aged Care Act and regulatory model, the Aged Care Quality Standards are being strengthened. The Strengthened Aged Care Quality Standards will be introduced with the commencement of the new Aged Care Act.

One of the biggest changes ahead is the introduction of a new home care program called 'Support at Home'. The Government has announced the release of 300,000 new Support at Home packages over the next decade. People will be asked to pay for services, where they have the means, while personal care will remain funded by the government.

Australia is on the threshold of a significant new era in aged care. Resthaven's next five year Strategic Plan 2025-30, has been finalised, ready for 1 July 2025. It focusses on Resthaven's renewed Purpose, 'Enriching the lives of older people'. The Plan outlines Resthaven's strategic vision over the next five years, working together to deliver exceptional care, accommodation and services.

I sincerely thank all Resthaven residents, clients, employees, and volunteers for your ongoing support, and your contribution to our vibrant community.

I would also like to acknowledge the support provided by Mark and the Resthaven Board and thank them for the significant contribution they make to Resthaven.

**Darren Birbeck, CEO**

# HIGHLIGHTS OF THE YEAR

## July 2024

- Metropolitan and Mount Gambier Staff Appreciation Awards

## August

- Murray Bridge and Riverland Staff Appreciation Awards

## September

- Resthaven Chiton Retirement Living 'turn the turf' to mark the start of an \$9.3m development
- Resthaven Marion 50th anniversary party

## October

- Resthaven Leabrook 80th anniversary party
- Resthaven Malvern 70th anniversary party

## November

- Resthaven Craigmore 20th anniversary party
- Acquisition of eleven retirement villages consisting of 799 units
- Resthaven wins Silver Quality Service Award, Reader's Digest



## February 2025

- Launch of Resthaven's 90th anniversary year at Head Office
- 90th anniversary 'bush day' at Resthaven Mount Gambier
- Resthaven Aberfoyle Park 90th anniversary 1930s jazz party
- Pancake Day celebrations, including Penny Pancake at Resthaven Murray Bridge and Port Elliot
- Annual Resthaven Excellence Awards

## March

- Resthaven Paradise 90th anniversary Family Fun Day
- Resthaven Limestone Coast Community Services 90th anniversary lunch
- Resthaven Community Respite Services 90th anniversary high tea





Pictured: 1) Darren Birbeck (CEO) and Mark Porter (Board President) open Resthaven's 90th anniversary year at Resthaven Head Office; 2) Mrs Maureen Brewer, Jess Traeger (Manager Residential Services), and Mrs Val Scott at the Resthaven Craigmore 20th site anniversary celebration; 3) Mr Lloyd Mattner with visiting 'flapper dancers' at the Resthaven Aberfoyle Park 90th anniversary celebration; 4) 'Penny Pancake' (UnitingCare Pancake Day Mascot) visits Resthaven Port Elliot; 5) Sonja Dillon, Anthea Tyler, and Pardeep Singh Dhot (Senior Managers Residential Services) with Kelly Geister (Executive Manager Residential Services) at the Resthaven Excellence Awards; 6) Mrs Beryl Dickinson (103) at the Resthaven Leabrook 80th site anniversary celebration; 7) Themed cupcakes served at the Resthaven Malvern 70th site anniversary celebration; 8) Mr Leslie (Les) Motley and Michael Haydon (Board Treasurer) enjoy a game of pool at the Resthaven Paradise 90th anniversary family fun day; 9) The display at the Resthaven Community Respite Services 90th anniversary Devonshire tea.

# HIGHLIGHTS OF THE YEAR

## April 2025

- Resthaven Fleurieu Community Services 90th anniversary 'Steam Ranger' outing
- Resthaven Riverland Community Services 90th anniversary lunch
- Resthaven Marion 90th anniversary celebration
- Resthaven Marion Community Services 90th anniversary open day

## May

- Launch of Resthaven's 'living history' website
- Resthaven Westbourne Park 90th anniversary masquerade ball
- 90th anniversary 'Service of Thanksgiving for Resthaven' at Malvern Uniting Church
- Resthaven Port Elliot 90th anniversary celebration + ten year site anniversary
- Volunteer celebrations, including a reception hosted by Government House
- Resthaven Bellevue Heights \$36m site redevelopment opening and 90th anniversary 1930s themed party
- SA Nursing and Midwifery Excellence Awards 2025: Karen Gregory wins the Excellence in Aged Care Award
- Resthaven 'Highly Commended' in the Reader's Digest Trusted Brands Award for Home Care SA and NT

## June

- Resthaven Mitcham 90th anniversary high tea
- Resthaven Paradise and Eastern Community Services 90th anniversary '90 packs for charity'.

*Pictured: 1) Uncle Allen Edwards gives a Welcome to Country at the Resthaven Bellevue Heights redevelopment opening; 2) Darren Birbeck (CEO) and Mrs Dorothy Herbert (100) at the Resthaven Marion 90th anniversary celebration; 3) Mrs Josie Rufus at the Resthaven Port Elliot 90th anniversary + 10 year site anniversary celebration; 4) Volunteers June Genders, Tony Kelly, Kaye McGuffog, and Robert Wharton, with Dr Richard Harris (Governor's Deputy) and Darren Birbeck at Government House; 5) Mel Ottaway (Executive Manager Community Services & Retirement Living) with Mrs Gloria Adams at the Resthaven Riverland Community Services 90th anniversary celebration; 6) Darren Birbeck, Jo McGlashan (Administration Assistant), and Eli Ulbrich (Manager Community Services) at the Resthaven Paradise & Eastern Community Services 90th anniversary 'bags for charity'; 7) Mrs Una Kelly on the dance floor at the Resthaven Westbourne Park 90th anniversary masquerade ball; 8) Mr Paul Bennetts and performer, Alex, at the Resthaven Mitcham 90th anniversary high tea; 9) The Victor Harbor band plays at the Resthaven Fleurieu Community Services 90th anniversary 'Resthaven-opoly' 90th anniversary day out on the Steam Ranger.*



2



5





# RESTHAVEN AT A GLANCE

## PEOPLE

**14,996**  
INDIVIDUALS  
SUPPORTED

**32%**  
OF CUSTOMERS  
BORN OVERSEAS

**99**  
COUNTRIES OF  
ORIGIN

**56%**  
OF STAFF BORN  
OVERSEAS

**3,824**  
PEOPLE WORKING TO SUPPORT  
OLDER PEOPLE AND THEIR CARERS  
(9.8% growth in staffing)

## OPERATIONS

**\$355.8m**  
OPERATIONAL  
REVENUE

**\$1.2m**  
SOCIAL  
INVESTMENT

**\$189m**  
CASH AND  
INVESTMENTS

**\$1.3b**  
TOTAL  
ASSETS

**60 LOCATIONS**  
FULL ACCREDITATION OF ALL SERVICES  
**16%** INCREASE IN HOME  
CARE PACKAGES



*Resthaven Limestone Coast Community Services Coordinator, Tess Hallett, with client, Gloria Grace, in Naracoorte.*

# IN FOCUS: CENTENARIANS

**In 2024-25, a total of 41 Resthaven residents and clients celebrated their 100th or 105th birthdays; 20 resided in residential aged care, 20 lived at home, and one resided in Retirement Living.**

All were offered the opportunity to share their stories in the Resthaven newsletters, with 30 centenarians taking up this opportunity. The stories were shared with select media outlets, resulting in 18 external media articles.

**Mrs Edith Reiner, of Resthaven Marion Community Services,** is pictured at right and below as a young girl with her sister. Edith, who turned 100 in August 2024, lives in her own home with support from Resthaven.

Things have changed a lot since her youth, when she grew up in Germany, but travel, cooking and crafts have kept Edith happy and busy throughout her life.

Edith's beautiful garden is a source of joy for her, and she spends time caring for it, along with a gardener who visits regularly. She also enjoys going for a walk and makes time to do so most days.

'There has been nothing special about what I do,' Edith says modestly. 'I've just lived! I've always enjoyed being active and eating well, as well as being involved with the children and friends.'

Edith has four children, nine grandchildren and seven great-grandchildren. She enjoys chatting with friends and family on the phone.



**With a sparkle in his eye,** his signature humour and positive attitude, **Resthaven Onkaparinga Community Services client Mr Francis (Frank) Porter** turned 100 on 18 June 2025.

'I didn't start feeling old until I was in my 90s,' Frank laughs.

Born in the upstairs room of the four-storey family home at North Kensington, London, Frank was one of six children.

In 1939, World War II was declared, and Frank joined the Royal Navy just before he turned 18.

In his role as a signalman, Frank was one of the first to land on French soil in the second offensive of D-Day. In 2016, Frank's actions were recognised when he and others from Tank Landing Craft 898 received the Chevalier de l'Ordre National de la Legion d'Honneur (the Legion of Honour – the highest decoration in France) for their services (right).





*Resthaven Aberfoyle Park rooftop solar panels.*

# OUR CHARITABLE PURPOSE

Throughout the year, Resthaven invested more than \$1.2m in charitable purposes, including:

- Providing pastoral care and support at residential sites
- Volunteering services
- Supporting people at risk of homelessness through affordable rentals
- Providing scholarships to staff and students
- Funding internal and external research to improve the quality of life of the people we care for and those who support them.

## PASTORAL CARE

In partnership with the Uniting Church, Resthaven provides pastoral care and support to residents, their families, and staff at all residential aged care homes.

Our Coordinating Chaplains provide ecumenical pastoral care. In 2024-25, Resthaven invested \$534,000 in this important and invaluable service.

## VOLUNTEERS

Volunteers are integral to the Resthaven community. Around 200 volunteers supported residents and clients throughout the year.

The key areas of focus for Volunteer Services in 2024-25 were to attract and retain volunteers, and support volunteer development and connection.

Four recognition events were held in May 2025, including a reception at Government House in honour of volunteers in Resthaven's 90th anniversary year, hosted by His Excellency Dr Richard Harris SC OAM, Lieutenant Governor of South Australia (*pictured on page 10*).

Regional events were held in Murray Bridge, Port Elliot and Mount Gambier.

Awards for Years of Service were presented to 21 volunteers, including one 20-year recipient.

## PHILANTHROPIC MEMBERSHIPS

Resthaven continued its membership with Philanthropy Australia and the Fundraising Institute of Australia, and continues to develop a program of philanthropic engagement. Resthaven's social investment is captured in the Resthaven 'Future Fund', where a percentage of annual surplus is allocated to philanthropic purposes, such as providing affordable housing to women at risk of homelessness.

## SECTOR REPRESENTATION

Resthaven is represented on national and state-based committees and bodies, including peak bodies such as UnitingCare Australia and Ageing Australia.

The Resthaven Executive team supports the sector and the development of sector policy and reform through participation in more than 20 national and state-based aged care committees, working groups, and forums.

## RETIREMENT LIVING AND AFFORDABLE RENTALS

As a provider of housing for older people, Resthaven continued to investigate models and options for affordable housing this year.

The Aveo acquisition in November 2024 included serviced apartments, a new, lower-cost non-refundable donation-type payment option. As at 30 June 2025, Resthaven's retirement living portfolio offered 36 subsidised rental units, 56 non-refundable Entry Contribution Units and 116 serviced apartments.

Overall, the number of affordable options has increased to 18% of the total portfolio.

## SCHOLARSHIPS

Resthaven sponsors scholarships at the University of South Australia, Flinders University and the University of Adelaide. This significant investment is made to build the future aged care workforce.

## ENVIRONMENTAL RESPONSIBILITY

Resthaven is committed to fulfilling environmental responsibilities, complying with or exceeding statutory requirements.

The rooftop solar photovoltaic panel project was completed in August 2024, with solar panels now installed at all Resthaven residential, community service, and corporate sites. It is estimated that this project reduced Resthaven's carbon footprint by 9%.

All new building and renovation developments incorporate features to promote high Green Star ratings.

Other environmentally friendly practices include using reticulated water for gardens, and energy-efficient lighting. Recycling management and waste minimisation strategies are standard at every Resthaven residential, community service, and corporate location.

Environmental committees have been established at several Resthaven locations.

At Resthaven Head Office, almost 90% of waste is being diverted from landfill, with around a tonne of waste each month recycled or composted.

*Mrs Carmel Holla with Shelley van der Linde (Lifestyle Coordinator) at the Resthaven Mount Gambier 90th anniversary celebration.*



# ADVOCACY & ENGAGEMENT

## Resthaven advocates for older people and their carers.

Resthaven CEO, Darren Birbeck, demonstrates leadership through advocating for the sector and older people, in a monthly opinion piece in the 'Boomer' section of The Advertiser newspaper, accessing readership of around 251,000 people.

Resthaven's Marketing and Communications team actively promotes positive images of ageing and celebrates the lives of older people. During the year, there were 406 published media mentions of Resthaven. Of these, 240 media items had an advocacy focus.

Professional photography and/or videography was undertaken at many Resthaven locations in both metropolitan Adelaide and regional areas, to support the focus on positive images of ageing, and of working with older people to support recruitment of quality staff.

## CONSUMER AWARDS

In November 2024, Resthaven was awarded Silver in the Reader's Digest Quality Awards for Home Care SA and NT.

In May 2025, Resthaven was 'Highly Commended' in the Reader's Digest 'Trusted Brands' awards, in the Home Care SA & NT category. This was the third consecutive 'Highly Commended' award for Resthaven in this category.

*Above right: David Norton (Executive Manager Finance & Technology) accepts the Reader's Digest Silver Quality Award in November 2024.*

*Right: Mel Ottaway (Executive Manager Community Services & Retirement Living), accepts the Resthaven 'Trusted Brand' award in June 2025.*

## CONSUMER ENGAGEMENT

Resthaven engages with older people to seek their input and consideration in a number of wide-ranging decisions and matters, including the development of programs and services.

The Resthaven Consumer Advisory Body, established in December 2023 in response to new legislation, continued to meet throughout 2024-25, comprising Resthaven residents, clients, representatives, and stakeholders.

Community engagement was encouraged with eleven radio interviews on Vision Australia Radio's 'Leisure Link' program, hosted by Peter Greco.

These interviews have been conducted over 28 consecutive years. The program was highly commended in the 2024 Inside Ageing - Future of Ageing Awards for Community Engagement.

## CUSTOMER FEEDBACK

In 2024-25, more than 4,500 feedback points were collected and reviewed from clients, residents, and their representatives through proactive surveying and engagement.

In Community Services, 1,107 compliments and 385 complaints were received. Residential Services received 1,649 compliments and 1,126 complaints.

The majority of complaints in community services related to staff and communication, and the majority of complaints in residential care related to food quality, personal care, and the physical environment.

The majority of compliments in both areas related to thanks to staff, food quality, and high quality of services provided.

*Below: Julie Johnke (Senior Manager Marketing and Communication), receiving the Inside Ageing Future of Ageing Award in September 2024.*



# RESIDENTIAL SERVICES

**Resthaven's twelve residential aged care homes in regional and metropolitan South Australia provide accommodation for up to 1,310 people, including planned respite at all homes.**

## ACCREDITATION

During 2024-25, unannounced contact visits from the Aged Care Quality and Safety Commission were conducted. All requirements were met.

## SITE REDEVELOPMENTS

A \$36m redevelopment of Resthaven Bellevue Heights was officially opened in May 2025. The redevelopment replaced 32 rooms, refurbished the entire site, and consolidated all accommodation under one roof. The \$50m major redevelopment of Resthaven Westbourne Park continued. Stage 2 commenced in July 2024 and was completed in May 2025. Stage 3 commenced in April.

## Approved residential aged care licences at 30 June 2025:

Location	Licences
Aberfoyle Park	104
Bellevue Heights	102
Craigmore	93
Leabrook	106
Malvern	77
Marion	159
Mitcham	118
Mount Gambier	102
Murray Bridge	98
Paradise	136
Port Elliot	94
Westbourne Park	121
<b>TOTAL</b>	<b>1,310</b>

The major transformation involves demolition and replacement of 68 original rooms built in 1967, upgrade of the whole site, a new entrance, café, hall, and casual meeting/recreation areas, a large central garden, sensory gardens, wide pathways, and a children's play area. Planning continues for a whole of site redevelopment of Resthaven Marion.

## WORKFORCE

### Buddy Essentials Program

A 'Buddy Essentials' program was implemented across all residential services. Nominated site champions are trained to assist with onboarding, induction, and orientation of new staff at site.

### Student Recruitment

An innovative, successful recruitment drive via Facebook targeting senior school students resulted in the appointment of more than 40 Housekeeping Services staff to fill short tea shifts.

## CONTINUOUS IMPROVEMENT

### Dining Excellence Project

A Dining Excellence project was conducted at Resthaven Marion throughout 2024-25.

Working with a chef trainer from the Maggie Beer Foundation, kitchen staff were trained in techniques to improve taste and nutritional content of food served. The project received positive feedback from the site community. All sites will now benefit.

### 'Being me' framework

The Residential Services team is developing a model of care. Called 'Being me', the framework promotes a holistic approach to person centred care, clinical excellence, reablement, wellbeing and hospitality services.

*Opposite page: Nikesh Poudel (Resthaven Marion Chef) participates in Maggie Beer Foundation 'dining excellence' training.*

*Below: Rev Dr Graham Vawser (Board Member) and Jessica Margrate (Manager Residential Services) at the Resthaven Bellevue Heights redevelopment opening.*





## RESIDENTIAL SERVICES

AT A GLANCE 2024-25

**12**  
RESIDENTIAL  
SITES

**1,310**  
RESIDENTIAL  
PLACES

**1,886**  
RESIDENTS  
ACCOMMODATED

**309**  
RESPITE  
RESIDENTS

RESIDENT AGE PROFILE **66-107**

**88.5 YEARS**  
AVERAGE AGE

**2.6 YEARS**  
AVERAGE LENGTH OF STAY

**1,358,205**  
MEALS PROVIDED

**2,455** RESIDENTIAL SERVICES STAFF

# COMMUNITY SERVICES

**Resthaven’s integrated service model supports client choice, independence and autonomy, and informed decision making.**

## ACCREDITATION

All of Community Services underwent a Quality Review visit by the Aged Care Quality and Safety Commission in July 2024, with all outcomes met.

## GROWTH

There was continued growth in Community Services, with home care package numbers increasing from 2,815 in June 2024, to 3,300 in June 2025, an increase of around 18%.

## LOCATION CHANGES

Resthaven ‘Hollyhock’ Limestone Cottage respite services was opened in Mount Gambier. The respite service at Pavy Drive, Naracoorte, was closed, due to Resthaven’s lease on that property ceasing. The Regency Cottage respite service was relocated to Western Community Services, as the property was no longer fit for purpose.

### Community Services clients at 30 June 2025:

Location	Number
Community Respite	<b>388</b>
Limestone Coast	<b>478</b>
Marion	<b>1,204</b>
Murray Bridge	<b>1,465</b>
Northern	<b>1,264</b>
Onkaparinga	<b>845</b>
Paradise & Eastern	<b>1,225</b>
Riverland	<b>745</b>
Western	<b>1,068</b>
<b>TOTAL</b>	<b>8,682</b>

Lane Cottages respite service was closed with a view to repurposing the property in 2026 for affordable accommodation, as part of Resthaven’s charitable purpose.

## QUALITY IMPROVEMENTS

A number of quality improvement initiatives were implemented in 2024-25 including:

- A client portal, enabling clients and their families to access information such as scheduled staff visits, care plans and progress notes. The ‘Family Portal’ had 354 users as at 30 June 2025.
- Dementia respite education and training for respite teams
- Introduction of a framework tool for home support workers to observe and report on a client’s health and wellbeing.

## MAJOR SITE REDEVELOPMENT

Plans for a \$100m redevelopment of the Marion campus, which is a major hub of Resthaven’s services, was approved by council in March 2025.

The project aims for integration between the residential care home and community services, while being inviting to the local community through accessible gardens, landscaped areas and communal facilities.

The future site of the new Community Services building was cleared in June 2025, with works expected to begin in August 2025.

## AGEDCARE ALTERNATIVES REGIONAL ASSESSMENT SERVICE

The operation of the Regional Assessment Service (RAS) required a separation of business functions for Resthaven, and this continued to be achieved through Agedcare Alternatives. RAS achieved all performance KPIs for 2024 but ceased operations at the end of 2024.

*Below: Wim and Annie Overmeyer share Resthaven’s 90th birthday, both being born in 1935, and are supported in their own home by Resthaven Onkaparinga Community Services.*



COMMUNITY SERVICES  
AT A GLANCE 2024-25

**22 COMMUNITY**  
SITES LOCATED ACROSS  
ADELAIDE & REGIONAL SA

**14,627**  
CLIENTS  
RECEIVING  
SERVICES

**828,729**  
HOURS OF  
SERVICE TO THE  
COMMUNITY

**777,611**  
HOME VISITS TO PEOPLE LIVING  
IN THE COMMUNITY

CLIENT AGE PROFILE **50-107**

**81.6 YEARS**  
AVERAGE AGE

**12.7%** of clients are from a  
culturally diverse background

**5.1 MILLION**  
KILOMETRES TRAVELLED BY STAFF

**1,189** COMMUNITY SERVICES STAFF

## Dot Mickan is a Home Support Worker with Resthaven Murray Mallee Hills Community Services.

She was the recipient of Resthaven's inaugural 'President Award' at the 2025 Resthaven Excellence Awards.

Dot says, 'I feel very honoured that I was chosen for the award, but I really do believe it is a team effort.'

'Everyone works together as a team. Management and my colleagues are all very supportive - the door is always open as they say.'

Dot, who has worked at Resthaven for ten years, was nominated by client, Mrs Joyce Lord (pictured below with Dot) who said:

'Dot is a wonderful lady. She does everything...She's so easy to speak to... She is just a marvel. I'd be lost without her. Everything she does is just perfect.'



# RETIREMENT LIVING

Retirement living is an important element of Resthaven's service offering. Residents are ageing and indicate that they like the safety and security of living in a supported environment.

Resthaven undertook a comprehensive market scan of existing retirement villages in May 2024, with a retirement living growth strategy developed for future growth opportunities.

In November 2024, Resthaven purchased an additional 11 villages from national provider, Aveo. This acquisition significantly increased Resthaven's footprint across metropolitan Adelaide.

Prior to the acquisition, the portfolio consisted of 409 units across 20 villages, with Resthaven sitting as the 14th largest provider in South Australia. With the additional villages, Resthaven is now the fourth largest.

## SITE REDEVELOPMENT

In late 2024, construction commenced on a \$9.3m redevelopment project for Resthaven Chiton Retirement Living, comprising eleven new retirement units, community gardens and a caravan parking area. It is expected to be complete at the end of 2025. Units are being sold off the plan.

*Opposite page: Anthony Carbone (General Manager, Kennett Builders), Jay Belsare (Project Officer), Janine Wells (Resident Committee President), Darren Birbeck (CEO), Mel Ottaway (Executive Manager Community Services & Retirement Living), James Kennett (Director, Kennett Builders), and Mario Dreosti (Director, Brown Falconer Architects) 'turn the turf' on the \$9.3m redevelopment at Resthaven Chiton Retirement Living.*

*Below: Resthaven Fulham 'The Oaks' Retirement Living, part of the suite of retirement living villages acquired in November 2024.*



## Retirement Living Units or Apartments at 30 June 2025:

Location	No.
Aberfoyle Park	3
Brighton	3
Bellevue Heights	61
Blackwood 1 (Brighton Pde)	11
Blackwood 2 (Main Rd)	9
Blackwood 3 (Waite St)	4
Chiton	29
Elizabeth North	11
Elizabeth Vale (Riverview)	53
Fulham (The Oaks)	94
Fulham Gardens (Leisure Ct)	43
Glynde	80
Hillcrest (Crestview)	88
Kingswood	8
Leabrook	8
Leabrook (On Statenborough)	132
Lower Mitcham	17
Malvern	5
Marion	37
Melrose Park	124
North Haven (Gulf Point)	55
North Haven (The Haven)	66
Paradise	10
Port Elliot	4
Queenstown (Westport)	62
Rostrevor (Leabrook Lodge)	62
Salisbury	10
Salisbury East (Manor Gardens)	72
Walkerville 1 (30 Fuller Street)	11
Walkerville 2 (45 Fuller Street)	20
Wynn Vale	16
<b>TOTAL</b>	<b>1,208</b>

## RETIREMENT LIVING AT A GLANCE 2024-25

**60**

RETIREMENT  
LIVING STAFF

**31**

RETIREMENT  
VILLAGES

RESIDENT AGE PROFILE

**55-104**

**1,208**  
TOTAL UNITS OR  
APARTMENTS

**1,400**  
INDIVIDUALS  
BEING HOUSED

**81 YEARS**

AVERAGE AGE

AVERAGE TENURE **7.5 YEARS**

LARGEST PROPORTION ARE AGED

**70-79 YEARS**



# CLINICAL GOVERNANCE

## CLINICAL GOVERNANCE FRAMEWORK

Resthaven operates under a well-established Clinical Governance Framework.

The Resthaven Board receives quarterly reports on the quality of care provided via the Clinical Governance and Quality Committee.

The Clinical Audit Team systematically audits the quality of resident/client care and identifies evidence-based standards, and areas for improvement.

Oversight of the Consumer Advisory Body, and Diversity and Inclusion, was moved into the Clinical Governance

and Operational Excellence department in early 2025.

## CLINICAL STAFF

Resthaven has at least one nurse on duty at each aged care home, 24 hours every day. At 30 June 2025, there were 615 qualified nursing staff across Resthaven, an increase of 79 nurses since 30 June 2024.

Resthaven's specialist clinical nurses continue to support the specialist clinical needs of residents, clients and staff at Resthaven.

Extra staff roles were introduced in early 2025 to further enable expert care and services: a Nurse Practitioner Candidate

and a Specialist Wound Care Nurse Practitioner.

## INFECTION CONTROL

All twelve Resthaven residential aged care homes have a dedicated infection prevention and control (IPC) lead on site, and other measures to prevent and respond to infectious diseases.

## CLINICAL EDUCATION

Clinical Services Workshops are routinely scheduled. The 2024-25 schedule included palliative care, continence management and wound care.

Nursing Excellence Workshops continued, to include any new or changed legislation or clinical practice areas identified as needing additional education.

## QUALITY IMPROVEMENT

A new Quality Management System, 'Moda', will be implemented in January 2026, which includes a suite of standardised auditing tools.

## NATIONAL QUALITY INDICATOR PERFORMANCE

Resthaven reports against the National Aged Care Mandatory Quality Indicator program, where performance is compared with national benchmarks. It is monitored by Resthaven's Executive, and Board Clinical Governance and Quality Committee.

*Left: Karen Gregory (Palliative Care Advanced Practice Nurse), winner of the 'Excellence in Aged Care' award, at the SA Nursing and Midwifery Excellence Awards, May 2025.*



# RESEARCH & DEVELOPMENT



## During the year, Resthaven partnered with the following institutions to undertake research projects:

- South Australian Health & Medical Research Institute (SAHMRI)
- South Australian Local Health Network (SALHN)
- University of Adelaide
- Flinders University
- Joanna Briggs Institute
- Aged Care Innovation Hub.

The Adelaide Geriatrics Training and Research with Aged Care (GTRAC) Centre is located on the Resthaven Paradise campus. The University of Adelaide Medical School that was co-leasing this space has advised their intention not to renew the lease agreement when the current arrangement ceases on 31 December 2025.

## iSUPPORT

Resthaven continued to partner with Flinders University, the South Australian Local Health Network (SALHN) and Bolton Clarke in the delivery of the iSupport for Dementia program. This is an evidence-based online, dementia education and skills training program for people looking after someone living with dementia. The program reached its final phase in June 2025, with a small group finding the resources and support groups beneficial.

## FALLS PREVENTION

Work has commenced with the Joanna Briggs Institute on a project targeting falls in the community. The project aims to implement evidence-informed, person-centred strategies that enhance safety, independence, and quality of life for older people.

Initial work has commenced, with the aim of completion by the end of 2025.

## FRAILTY IN THE RESIDENTIAL SECTOR OVER TIME (FIRST) STUDY

Resthaven continued to support the University of Adelaide and Professor Renuka Visvanathan in this three-year study, which examines the change in frailty status and associated health outcomes.

*Above: Rowena and Dennis attended a 'Staying at Home in Regional South Australia' retreat in Stirling. This program aims to support older South Australians who are living with dementia to stay at home for as long as possible by offering education and support for their carer. At the short-stay respite retreats, the person living with dementia and their carer stay together with 24/7 staff support.*

# OUR WORKFORCE

## STRATEGIC WORKFORCE PLAN

June 2025 marked the completion of the Strategic Workforce Plan 2022-25, and the Strategic Work Health Safety Injury Management (WHSIM) Plan 2021-25.

Aligned to the Resthaven Strategic Plan, the team developed the Strategic People Plan 2025-30, the Strategic WHSIM Plan 2025-30, and a new Wellbeing Framework.

## RECRUITMENT

In 2024-25, Resthaven employed 1,296 new staff members, with an average of 108 joining per month (compared to 101 per month in 2023-24).

Overall staffing levels increased by 347, from 3,477 as at 30 June 2024 to 3,824 employees as at 30 June 2025.

Staff turnover continued to improve in 2024-25, from 25.8% as at June 2024, to 24.3% as at June 2025.

In late 2024, Resthaven sponsored eleven Registered Nurses through international efforts under the Designated Area Migration Agreement (DAMA). In addition, 28 existing Resthaven Personal Care Assistants were sponsored through the DAMA to work at regional sites.

## STAFF RECOGNITION

Each year, Resthaven celebrates its long-serving staff through an annual employee service recognition event. In July 2024, 130 employees were recognised for their combined 1,770 years of service, including two 35-year recipients.

The Resthaven Excellence Awards, now in its second year, formally recognises and celebrates employee and

volunteer achievements, with nominations sought from staff and consumers. Around 300 people attended the awards in February 2025, with finalists short-listed from around 1,800 nominations.

## WORKFORCE DEVELOPMENT

### Training

In the 2024-25 financial year, more than 30,000 learning programs or courses were completed by Resthaven staff. Corporate Induction was completed by 995 new starters and more than 2,700 staff completed mandatory training.

'Buddy Essentials' mentor training was offered to 67 Residential Services staff and 30 Community Services staff.

Four nursing staff participated in the Transition to Professional Practice Program (TPPP), with another nursing staff member participating in the Australian College of Nursing (ACN) TPPP. In addition, 50 staff participated in traineeships.

### Students

A total of 635 students undertook placement at Resthaven in 2024-25, a 44% increase from the previous year.

### Professional Development Fund

There were 125 successful applications to the Resthaven Professional Development Fund (PDF) in 2024-25. The annual financial PDF allocation per staff member was increased.

### Leadership Programs

The 'Team Talent Showcase' was renamed the 'Aged Care Sector Aspiring Leaders Challenge,' and was opened up to other aged care providers from the Innovation Hub.

The first iteration of the event in this evolved format will be held in September 2025, and managed by 'Top Branch Consulting'.

Launched in 2021, the Resthaven 'Future Leaders' program continued, delivered by Uncharted Leadership.

An 'Emerging Leaders' program, based on the success of 'Future Leaders,' was implemented in early 2025, also delivered by Top Branch Consulting.

## EMPLOYEE SURVEYS AND RESEARCH

Resthaven's last biennial Employee Climate Survey was conducted in November 2023, with 63% of staff (2,042 individuals) responding.

Of these, 76% stated that Resthaven was a truly great place to work.

Preparations for the 2025 employee climate survey are underway ahead of the November 2025 survey period.

## DOMESTIC VIOLENCE INITIATIVES

Resthaven continued to develop a range of initiatives and resources to support people experiencing domestic or family violence. A suite of domestic violence resources was made available to all staff through Resthaven's intranet, and annual domestic violence training is held each November, delivered by Relationships Australia.

# A CONTINUING PRIORITY FOR RESTHAVEN IS TO DEVELOP ITS WORKFORCE

## DIVERSITY & INCLUSION

Resthaven launched its Diversity Action Plan in 2019. In 2024-25, Resthaven:

- Participated in the Pride March Adelaide for the first time
- Supported the Feast Picnic in the Park and Pride in the South
- Supported Indigenous clients to attend the 2025 Closing the Gap Day for the second year in a row
- Promoted the Staying at Home in Regional South Australia Program to older individuals and organisations from various cultural backgrounds
- Held cultural intelligence development sessions facilitated by staff from the Multicultural Communities Council of SA through the University of Adelaide
- Held events and celebrations focusing on diversity throughout the year, including IDAHOBIT day, Diwali and Tihar celebrations, Pride Month and Reconciliation Week.

## WORKPLACE GENDER EQUITY AGENCY REPORT

The Workplace Gender Equity Agency (WGEA) questionnaire was finalised and successfully submitted for 2024-25 in May 2025.

## RETURN TO WORK SA

In 2023, Return to Work SA renewed Resthaven's self-insured status for a further five years to 2028.

## WORK HEALTH & SAFETY PERFORMANCE

Resthaven's Lost Time Injury Frequency Rate (LTIFR) at June 2025 was 8.27%, compared with 11.61% at June 2024. There were 55 workers' compensation claims received, with 35 accepted.

Resthaven's key risks for staff were responding to residents with aggressive behaviours, and wellbeing.

Reported injuries increased by 42.4% to 566 in 2024-25. However, there was a 50% reduction in muscular stress injuries.

There is a continued focus on improvements in manual handling with additional training, education and awareness on appropriate manual handling techniques and strain injuries.

## WELLBEING INITIATIVES

This year significant progress was made in enhancing staff wellbeing initiatives. Various health and fitness avenues were expanded to support staff's physical and mental wellbeing.

Wellbeing activities included:

- 835 staff engaged in the Early Intervention Physiotherapy Program (a 51.5% increase from 2023-24). Massage was added this year as an additional benefit.
- 73 employees accessed the services of Resthaven's Employee Assistance Program
- 149 participants joined 'Team Resthaven' at the City to Bay event in September 2024, and 10 at the Mount Gambier 'Blue Lake Fun Run' in November 2024.



*Diwali celebrations at Resthaven Head Office, November 2024.*

# OUR FINANCIAL POSITION

**The year to 30 June 2025 was significant for Resthaven, most notably for the acquisition of a further 799 retirement units across eleven villages from the Aveo group in November 2024.**

This purchase aligned to the strategic intent to diversify the portfolio, reduce the reliance on government funded aged care services, and generate alternative future income streams.

The provision of aged care services is a major component of business operations. However, ensuring profitability has been challenging. Whilst AN-ACC funding increases in the year resulted in an uplift in revenue, the cost of providing the required care outweighed the remuneration provided. A high degree of uncertainty around the ongoing viability of providing residential aged care services remains as a result.

Despite this, there has been a continued focus on investing in critical operational infrastructure. The significant redevelopment of the Bellevue Heights site, which commenced in March 2021, was completed in May 2025.

Additionally, stage one of the works being undertaken at Resthaven Westbourne Park were completed.

Resthaven has an ongoing redevelopment program that will result in all sites being brought up to exceptional standards, incorporating contemporary design and innovative architectural features to enhance the living environment for older people, and the workplace for our employees and volunteers.

The organisation recognises that the demand for aged care services will increase in line with the forecast growth of an ageing population. On that basis, the need for investment is critical to ensure that we can continue to supply high quality care at the capacity required.

The Balance Sheet position as at the end of the financial year improved on the prior year.

Primarily as a result of the Aveo acquisition, Total Assets grew by \$447.1m to \$1.3b.

Consequently, Net Assets increased by \$101.6m.

The Aveo acquisition resulted in a reduction in Cash and Financial Assets.

Overall, Resthaven remained in a strong liquidity position with the balance of cash and financial assets at year end totalling \$189.2m.

## FINANCIAL PERFORMANCE

Resthaven achieved a surplus of \$44.6m, which was favourable to the prior year by \$24.0m.

This result included two significant year end adjustments:

- Recognition of a \$29.7m Fair Value Gain on the revaluation of investment property following an independent external review. Of this \$21.5m related to the Aveo Villages, which were acquired in November 2024.
- Secondly, accelerated depreciation of the Marion site, reflecting the redevelopment works to be undertaken over the next four years. This amounted to \$4.8m.

The investment portfolio continued to be a key source of revenue and performed well. Investment income of \$15.8m was \$1.0m up on the prior year. This increase came about despite a reduction in the overall funding pool, due to the reallocation of capital assets for the acquisition of the Aveo villages.

Underlying operations achieved a surplus of \$6.0m in the year, which was \$1.1m up on 2023-24. This was driven by a strong performance from Community and Home Care Services and the Retirement Living portfolio, which offset a reduction in profit realised from residential aged care services. As in the previous year, increases to AN-ACC funding provided an upside in revenue, however the ongoing cost of providing residential aged care services largely outweighed this.

Of note, COVID-19 grants received in the year prior were no longer available, which amounted to an unfavourable variance of \$2.4m.

## GENERAL PURPOSE FINANCIAL REPORT

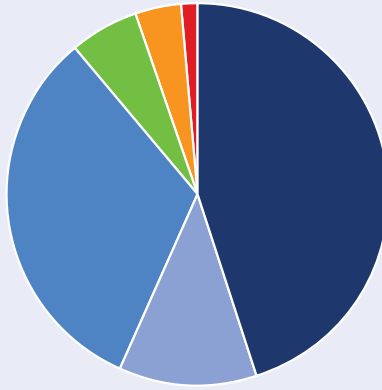
Resthaven has prepared a general purpose financial report in accordance with Australian Accounting Standards, and the Australian Charities and Not-for-profits Commission (ACNC) Act 2012.

The report has been audited by Independent Auditors BDO.

A copy of the Audited Financial Report (including the Auditor's Report) is available on the Resthaven website.

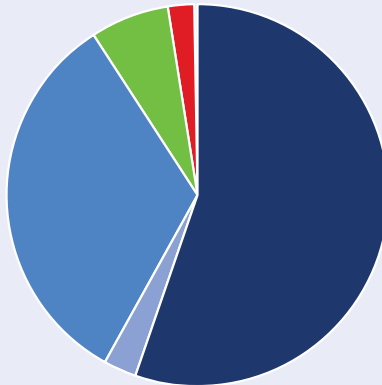
## OUR INCOME

- Residential Services
- Retirement Living
- Community Services
- Rental Revenue on RADs
- Investments
- Other



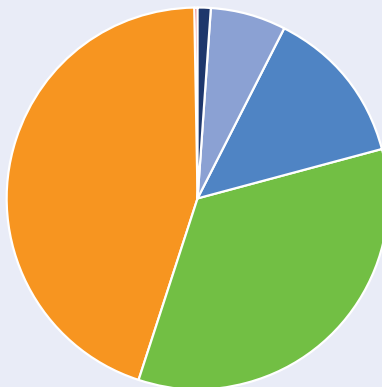
## OUR EXPENSES

- Residential Services
- Retirement Living
- Community Services
- Interest Expense on RADs
- Other



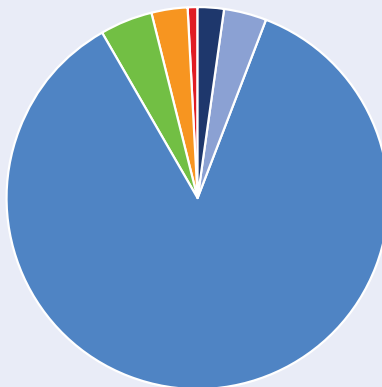
## OUR ASSETS

- Cash & Cash Equivalents
- Trade & Other Receivables
- Financial Assets
- Property, Plant & Equipment
- Investment Property
- Other



## OUR LIABILITIES

- Trade & Other Payables
- Employee Benefits
- Refundable Loans
- Deferred Income
- Borrowings
- Other



**RESTHAVEN IS IN A STRONG FINANCIAL POSITION DUE TO A CULTURE OF PRUDENT FINANCIAL AND BALANCE SHEET MANAGEMENT**

*“I am most grateful for the kindness and caring I am given.*

*All the staff are great and I am well looked after.*

*Because of the services provided, I am able to stay in my own home where I feel comfortable.”*

– Client, Resthaven Murray Mallee Hills Community Services

# FINANCIAL STATEMENTS

## Statement of profit or loss and other comprehensive income

	2024-25	2023-24
<b>INCOME</b>	<b>\$</b>	<b>\$</b>
Revenue	355,790,495	305,988,633
Investment income	15,781,375	14,738,830
Other income	2,772,296	3,538,656
<b>TOTAL INCOME</b>	<b>374,344,166</b>	<b>324,266,119</b>
<b>EXPENSES</b>	<b>\$</b>	<b>\$</b>
Employee expense	239,325,055	208,779,116
Client equipment and contracted services	25,299,293	20,171,861
Depreciation, amortisation and gain or loss on disposal	20,124,044	11,712,869
Hospitality and medical expense	16,526,355	14,850,900
Interest expense on RADs	23,560,108	20,773,433
Property expenses	14,529,388	11,344,463
Other expenses	20,103,600	17,245,370
<b>TOTAL EXPENSES</b>	<b>359,467,843</b>	<b>304,878,012</b>
<b>OPERATING SURPLUS FOR THE YEAR</b>	<b>14,876,323</b>	<b>19,388,107</b>
<b>NON-OPERATING INCOME</b>	<b>\$</b>	<b>\$</b>
Fair value gain on revaluation of Investment Property	29,701,274	1,233,856
<b>TOTAL SURPLUS FOR THE YEAR</b>	<b>44,577,597</b>	<b>20,621,963</b>
<b>OTHER COMPREHENSIVE INCOME</b>	<b>\$</b>	<b>\$</b>
Items that will not be reclassified subsequently to profit or loss:		
Gain on revaluation of land and buildings	56,978,203	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>56,978,203</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>101,555,800</b>	<b>20,621,963</b>

## Statement of financial position

	2024-25	2023-24
<b>ASSETS</b>	<b>\$</b>	<b>\$</b>
Cash and cash equivalents	16,673,463	20,317,078
Trade and other receivables	82,734,552	44,155,022
Financial assets	172,512,960	198,248,524
Property, plant and equipment	444,645,622	375,528,626
Right of Use assets	3,152,777	3,440,558
Investment property	579,842,425	210,749,425
<b>TOTAL ASSETS</b>	<b>1,299,561,799</b>	<b>852,439,233</b>
<b>LIABILITIES</b>	<b>\$</b>	<b>\$</b>
Trade and other payables	20,708,823	16,536,029
Employee benefits	29,678,337	27,165,779
Refundable loans	726,269,875	434,138,310
Deferred income	38,012,137	18,708,454
Lease liabilities	3,531,296	3,729,316
Other liabilities	1,965,624	1,321,438
Borrowings	27,000,000	-
<b>TOTAL LIABILITIES</b>	<b>847,166,092</b>	<b>501,599,326</b>
<b>NET ASSETS</b>	<b>452,395,707</b>	<b>350,839,907</b>
<b>EQUITY</b>	<b>\$</b>	<b>\$</b>
Accumulated funds	258,658,737	214,081,140
Reserves	193,736,970	136,758,767
<b>TOTAL EQUITY</b>	<b>452,395,707</b>	<b>350,839,907</b>

# FINANCIAL STATEMENTS

## Statement of changes in equity

	Retained Earnings	Asset Revaluation Reserve	Total Equity
<b>2024</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Balance at 1 July 2023</b>	<b>193,459,177</b>	<b>136,758,767</b>	<b>330,217,944</b>
Surplus for year	20,621,963	-	20,621,963
Other Comprehensive Income for the year:			
Change in fair value of land and buildings	-	-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>20,621,963</b>	<b>-</b>	<b>20,621,963</b>
<b>BALANCE AT 30 JUNE 2024</b>	<b>214,081,140</b>	<b>136,758,767</b>	<b>350,839,907</b>
<b>2025</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Opening Balance at 1 July 2024	214,081,140	136,758,767	350,839,907
Surplus for year	44,577,597	-	44,577,597
Other Comprehensive Income for the year:			
Change in fair value of land and buildings	-	56,978,203	56,978,203
<b>TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>-</b>	<b>56,978,203</b>	<b>56,978,203</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>44,577,597</b>	<b>56,978,203</b>	<b>101,555,800</b>
<b>BALANCE AT 30 JUNE 2025</b>	<b>258,658,737</b>	<b>193,736,970</b>	<b>452,395,707</b>

## Statement of cash flows

( ) = Outflow	2024-25	2023-24
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>
Government subsidies	272,054,766	239,137,905
Investment income received:		
Dividends received	2,753,746	1,194,084
Interest received	7,188,461	8,206,893
Other Investment income received	505,019	528,295
Receipts from customers	63,898,923	50,147,305
Interest and other finance costs paid	(1,125,807)	-
Payments to suppliers and employees	(323,384,888)	(272,523,325)
<b>Net cash provided by operating activities</b>	<b>21,890,220</b>	<b>26,691,157</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>
Purchase of property plant and equipment	(33,140,336)	(45,274,191)
Proceeds from sale of property plant and equipment	1,448,633	1,274,288
Purchase of investments	(41,088,928)	(138,738,114)
Proceeds from investments	74,101,821	123,366,575
Purchase of Investment Property	(94,787,122)	(1,979,943)
<b>Net cash used in investing activities</b>	<b>(93,465,932)</b>	<b>(61,351,385)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>
Proceeds from borrowings	30,000,000	-
Repayment of borrowings	(3,000,000)	-
Proceeds of loans from residents	163,123,513	119,024,440
Repayment of loans from residents	(121,744,140)	(85,930,267)
Repayment of lease liabilities	(447,276)	(784,565)
<b>Net cash provided by financing activities</b>	<b>67,932,097</b>	<b>32,309,608</b>
<b>Net increase / decrease in cash held</b>	<b>(3,643,615)</b>	<b>(2,350,620)</b>
<b>CASH AT THE BEGINNING OF THE YEAR</b>	<b>20,317,078</b>	<b>22,667,698</b>
<b>CASH AT THE END OF THE YEAR</b>	<b>16,673,463</b>	<b>20,317,078</b>

# GOVERNANCE

## GOVERNANCE FRAMEWORK AND OPERATING MODEL

The Governance Framework and Operating Model sets out the way in which the Board gains assurance and oversight of each of the matters for which it is responsible as the governing body of an aged care provider.

Resthaven's corporate governance framework and operating model supports ethical business practice and compliance in accordance with the law, regulatory requirements, professional standards and guidelines.

Resthaven is committed to operating responsibly with the highest ethical standards and rejects any form of modern slavery.

The Resthaven Board is committed to reviewing its skills matrix on an annual basis to ensure the Board retains an appropriate skills mix capable of achieving sustainable organisational performance and the organisation's strategic objectives.

The Board believes the current mix results in an appropriate set of skills, experience, and expertise, and ensures a diverse

range of views and perspectives for effective governance, oversight, and strategic leadership of the organisation.

Resthaven is an equal opportunity employer, committed to ensuring employment conditions align with awards and enterprise agreements.

Resthaven is committed to creating services and a work environment that supports a diverse and inclusive workplace, evidenced by the Diversity Action Plan.

## OBJECTIVES & KEY STRATEGIES

**Resthaven's strategic objectives focus on continuing to improve our care and services, to support more older people and their carers, and to ensure our legacy is sustainable into the future. We continue our advocacy for older people and the sector.**

### KEY AREA 1— OUR SERVICES

Resthaven's strategic objectives aim to build on the high standards of care provided, to continue to recognise the people we serve as interesting, diverse, and wise individuals, and to support them to live the life they choose.

#### Key objectives:

- Quality of life outcomes
- Personalised customer experience
- Commitment to service quality.

### KEY AREA 2— OUR WORKFORCE

Our people are central to Resthaven's ability to care for and support older people. A key focus continues to be developing and supporting our people to make a difference in the lives of others.

#### Key objectives:

- Future-ready workforce
- People making a difference.

### KEY AREA 3— OUR FUTURE

Good governance, business improvement, and growth are fundamental in ensuring that we are sustainable and improve our operational effectiveness and funding reliability, so that we can invest even more resources into the care and support of older people.

#### Key objectives:

- Good governance and business systems
- Planned and considered growth
- Focused research and innovation
- Corporate leadership in the community.

### STRATEGIC PLAN

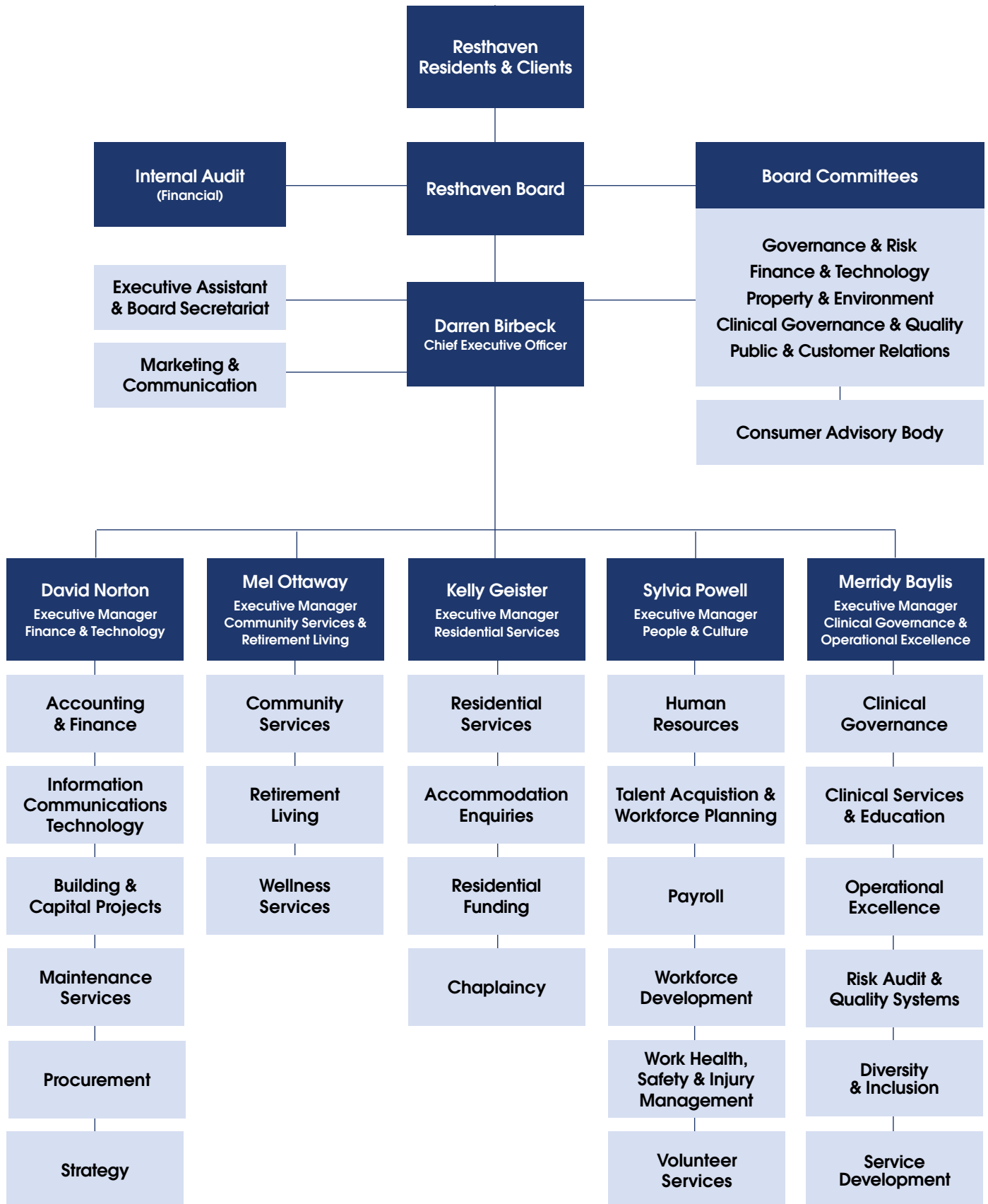
This was the final year of Resthaven's five year Strategic Plan 2020-2025.

The new Strategic Plan 2025-2030 has been completed, ready to commence on 1 July 2025. The plan will be launched at all sites throughout the year.



*Mrs Liz Pyatt (Resihaven Kingswood Retirement Living) with Annesley Junior School reception students, Anastasia and Mia, participating in the 'Big & Little Gardening Club,' an Intergenerational Learning Program run in conjunction with the City of Unley.*

# ORGANISATIONAL STRUCTURE



# RESTHAVEN BOARD & EXECUTIVE TEAM

**The Resthaven Board is the governing body for the association and is responsible for good corporate governance.**

It focuses on organisational purpose, setting and monitoring strategic direction, risk management, operational and financial performance, and Board governance policies.

**The Board Committees and members are:**

**Governance & Risk:** Mark Porter (Chair), Stephanie Rozokos, Michael Haydon

**Finance & Technology:** Michael Haydon (Chair), Mark Porter, Stephanie Rozokos, Freddy Bartlett, David Sanders\*

**Clinical Governance & Quality:** Geri Malone (Chair), Mark Porter, Joanne O'Connor, Jackie Howard, Dr Gregory Crawford AM\*, Elizabeth Iussa\*, Angela Coker\*

**Property & Environment:** Rev Dr Graham Vawser (Chair), Mark Porter, Jon Clarke, Michael Haydon, Stuart Headland

**Public & Customer Relations:** Jon Clarke (Chair), Mark Porter, Gill Phillips, Rob Ball\*.

*Board members contribute to the Board Committees, and other non-Board committee members are appointed to complement the skills and experience required.*

\*Committee members  
\*Consumer representative



**Mark Porter**  
Board President



**Stephanie Rozokos**  
Board Deputy President



**Michael Haydon**  
Board Treasurer



**Rev Dr Graham Vawser**  
Board Member



**Geri Malone**  
Board Member



**Joanne O'Connor**  
Board Member



**Jon Clarke**  
Board Member



**Stuart Headland**  
Board Member



**Freddy Bartlett**  
Board Member



**Gill Phillips**  
Board Member



**Jackie Howard**  
Board Member



**Darren Birbeck**  
Chief Executive Officer



**Sylvia Powell**  
Executive Manager  
People & Culture



**David Norton**  
Executive Manager  
Finance & Technology



**Kelly Geister**  
Executive Manager  
Residential Services



**Mel Ottaway**  
Executive Manager  
Community Services &  
Retirement Living



**Merridy Baylis**  
Executive Manager  
Clinical Governance &  
Operational Excellence



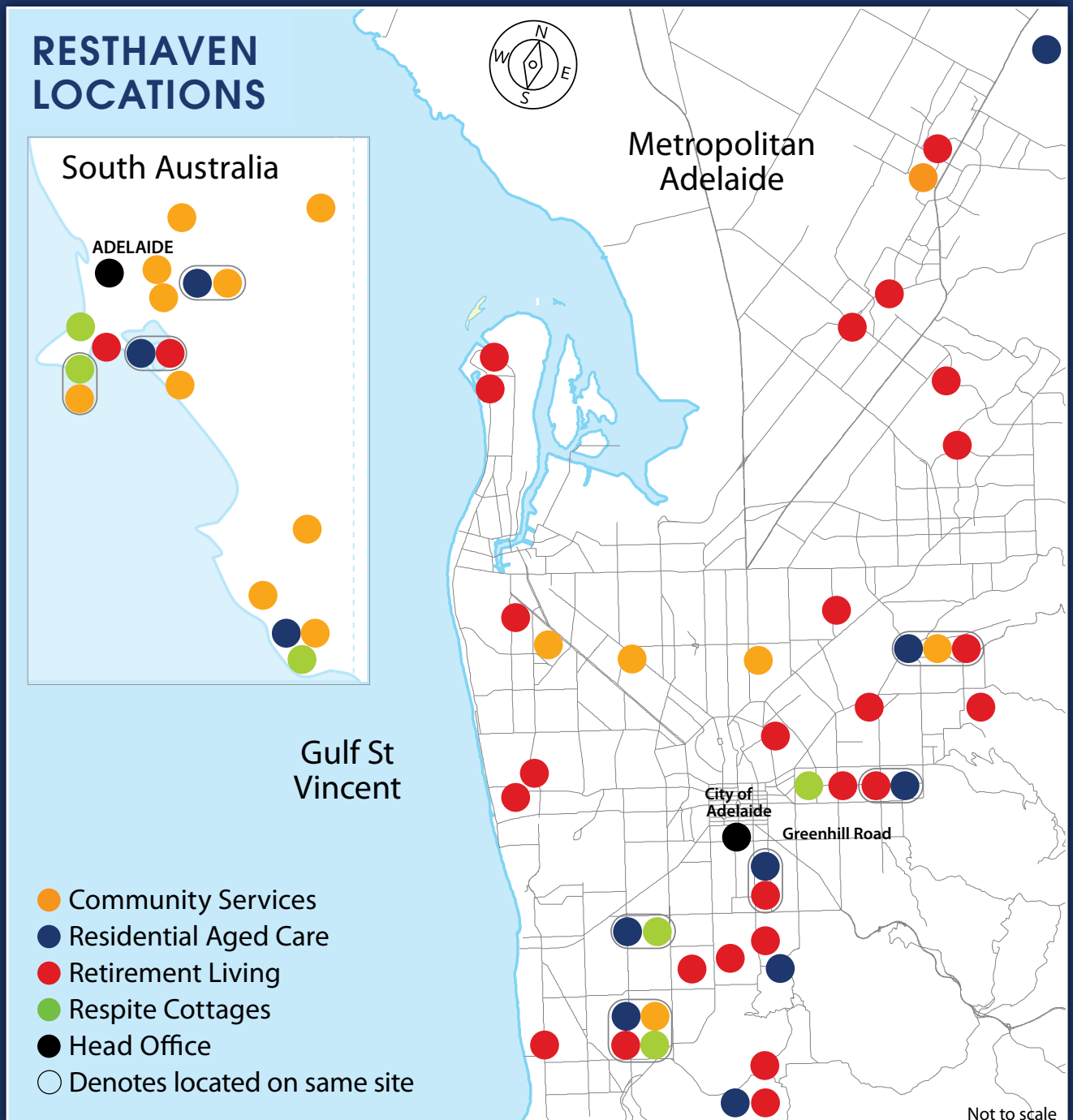
*“My grandpa moved into your Leabrook home, and I wanted to pass on how incredible the staff have been. We have all been so impressed with the staff and how welcoming and easy they’ve made it for him. Thank you, you have a wonderful team and culture!”*

**- Granddaughter Sophie**

**Jacinta Robertson  
(Senior Community Wellness Manager).**



Resthaven Limestone Coast Community Services 90th anniversary celebration.



*Resthaven Aberfoyle Park staff attend the City to Bay Fun Run, one of several health and wellbeing activities supported as a key component of Resthaven's strategic plan.*



# RESTHAVEN SERVICES DIRECTORY

## Retirement Living

Phone **08 8373 9131**

### Retirement Apartments

**Leabrook SA 5068**  
334 Kensington Road

**On Statenborough**  
Coopers Ave, Leabrook SA 5068

### Retirement Villages

**Aberfoyle Park SA 5159**  
155 Hub Drive

**Bellevue Heights SA 5050**  
47 Eve Road

**Blackwood SA 5051**  
9 Brighton Parade  
192 Main Road  
21 Waite Street

**Brighton SA 5048**  
4 Strathmore Terrace

**Chiton SA 5211**  
2 Ocean Road

**Elizabeth North SA 5113**  
32 Knighton Road

**Elizabeth Vale SA 5112**  
43 Jarvis Road

**Fulham SA 5024**  
511 Henley Beach Road

**Fulham Gardens SA 5024**  
5 Leisure Court

**Glynde SA 5070**  
10 Davis Road

**Hillcrest SA 5086**  
136 Fosters Road

**Kingswood SA 5062**  
23-27 Princes Road

**Lower Mitcham SA 5062**  
75 Wattlebury Road

**Malvern SA 5061**  
43 Marlborough Street

**Marion SA 5043**  
12 Township Road

**Melrose Park SA 5039**  
155 Edward Street

**North Haven SA 5018**  
2 Falie Drive  
840 Military Road

**Paradise SA 5075**  
61 Silkes Road

**Port Elliot SA 5212**  
52-54 North Terrace

**Queenstown SA 5014**  
9 Old Port Road

**Rostrevor SA 5073**  
205 St Bernards Road

**Salisbury SA 5108**  
8 Bridge Street

**Salisbury East SA 5109**  
12 Melville Road

**Walkerville SA 5081**  
30 Fuller Street  
45 Fuller Street

**Wynn Vale SA 5127**  
12 Tauber Court

## Residential Services

Phone **08 8373 9113**

**Resthaven Aberfoyle Park**  
100 Hub Drive  
Aberfoyle Park SA 5159  
Phone **08 8115 1600**

**Resthaven Bellevue Heights**  
47 Eve Road  
Bellevue Heights SA 5050  
Phone **08 8273 4400**

**Resthaven Craigmore**  
200 Adams Road  
Craigmore SA 5114  
Phone **08 8288 4800**

**Resthaven Leabrook**  
336 Kensington Road  
Leabrook SA 5068  
Phone **08 8139 6600**

**Resthaven Malvern**  
43 Marlborough Street  
Malvern SA 5061  
Phone **08 8228 6300**

**Resthaven Marion**  
10 Township Road  
Marion SA 5043  
Phone **08 8198 2000**

**Resthaven Mitcham**  
17 Hill Street  
Kingswood SA 5062  
Phone **08 8378 8999**

**Resthaven Mount Gambier**  
24 Elizabeth Street  
Mount Gambier SA 5290  
Phone **08 8726 3400**

**Resthaven Murray Bridge**  
53 Swanport Road  
Murray Bridge SA 5253  
Phone **08 8532 9800**

**Resthaven Paradise**  
61 Silkes Road  
Paradise SA 5075  
Phone **08 8154 8400**

**Resthaven Port Elliot**  
3 Frederik Street  
Port Elliot SA 5212  
Phone **08 8574 5100**

**Resthaven Westbourne Park**  
30 Sussex Terrace  
Westbourne Park SA 5041  
Phone **08 8228 6500**

For Residential Services vacancy and respite enquiries, please email: [accommodation@resthaven.asn.au](mailto:accommodation@resthaven.asn.au) or call the Residential Accommodation Enquiries team on:

**08 8373 9113**

## Community Services

Phone **1300 13 66 33**

**Resthaven Community Respite Services**  
31/12 Township Road  
Marion SA 5043

6-8 Township Road, Marion  
36 Sussex Tce, Westbourne Park  
18 Halcyon Circuit, Aldinga Beach  
61 Alexandra Ave, Toorak Gardens  
Phone **08 8198 2060**  
[respite@resthaven.asn.au](mailto:respite@resthaven.asn.au)

**Resthaven Fleurieu Community Services**  
1 Loveday Street  
Goolwa SA 5214

9 Rankine Street, Strathalbyn  
U5/68 Victoria St, Victor Harbor  
1-3 Newland St, Victor Harbor  
Phone **08 8534 2650**  
[fleurieucs@resthaven.asn.au](mailto:fleurieucs@resthaven.asn.au)

**Resthaven Limestone Coast Community Services**  
13 Penola Road  
Mt Gambier SA 5290

17 Gordon Street, Naracoorte  
11 George Street, Millicent  
10 Fitzgibbon Court, Mt Gambier  
Phone **08 8726 9400**  
[limestonecs@resthaven.asn.au](mailto:limestonecs@resthaven.asn.au)

**Resthaven Marion Community Services**  
43 Finnis Street  
Marion SA 5043

131 Goodwood Rd, Goodwood  
Phone **08 8306 4400**  
[marioncs@resthaven.asn.au](mailto:marioncs@resthaven.asn.au)

**Resthaven Murray Mallee Hills Community Services**  
37 Swanport Road  
Murray Bridge SA 5253  
Phone **08 8534 2600**  
[mbhcs@resthaven.asn.au](mailto:mbhcs@resthaven.asn.au)

**Resthaven Northern Community Services**  
16 Gillingham Road  
Elizabeth SA 5112

5 King Street, Gawler  
Phone **08 8259 5600**  
[northerncs@resthaven.asn.au](mailto:northerncs@resthaven.asn.au)

## Community Services

**Resthaven Onkaparinga Community Services**  
3-5 James Clark Road  
Noarlunga Centre SA 5168  
Phone **08 8307 3700**  
[onkcs@resthaven.asn.au](mailto:onkcs@resthaven.asn.au)

**Resthaven Paradise & Eastern Community Services**  
61 Silkes Road  
Paradise SA 5075  
255 Main North Rd, Sefton Park  
Phone **08 8154 8444**  
[pecs@resthaven.asn.au](mailto:pecs@resthaven.asn.au)

**Resthaven Riverland Community Services**  
7 Wilson Street  
Berri SA 5343  
Phone **08 8580 1400**  
[riverlandcs@resthaven.asn.au](mailto:riverlandcs@resthaven.asn.au)

**Resthaven Western Community Services**  
96 Woodville Road  
Woodville SA 5011  
Phone **08 8131 4700**  
[westerncs@resthaven.asn.au](mailto:westerncs@resthaven.asn.au)

## Respite for Carers

Community day and overnight respite **phone 08 8198 2060** or for respite accommodation in an aged care home **phone 08 8373 9113**.

## Head Office

6 Bartley Crescent  
Wayville SA 5034  
PO Box 327, Unley SA 5061  
Phone **08 8373 0211**  
[headoffice@resthaven.asn.au](mailto:headoffice@resthaven.asn.au)

## Further Information

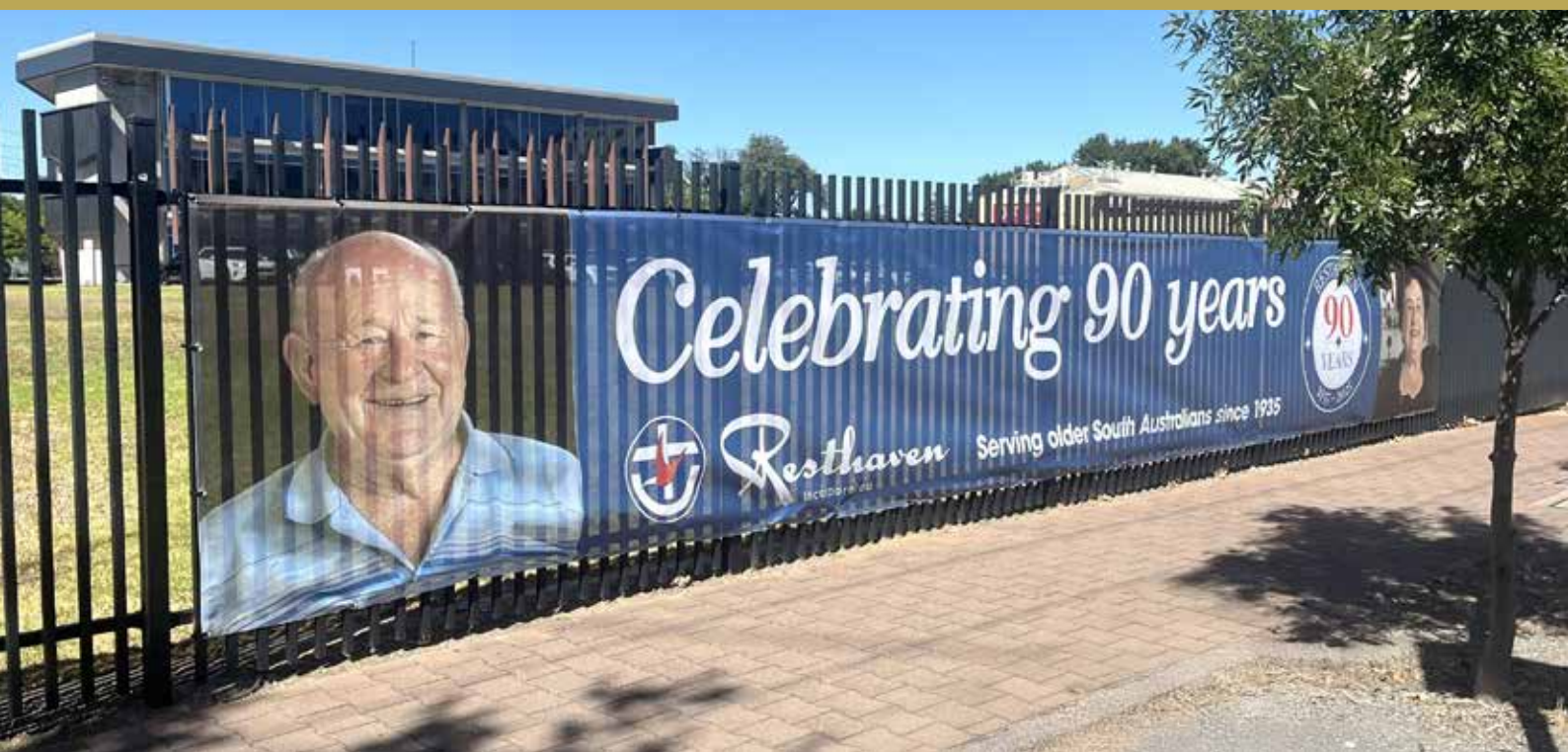
For more information about Resthaven's range of aged care services, **phone 08 8373 0211** or visit the website: [www.resthaven.asn.au](http://www.resthaven.asn.au)



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Dignity  
Choice



[www.resthaven.asn.au](http://www.resthaven.asn.au)