

Opal HealthCare 2022 **Social Impact Report**



Opal HealthCare respects and honours the traditional custodians of the land and we pay our respects to their Elders, past, present and emerging. We acknowledge the stories, traditions and living culture of Aboriginal and Torres Strait Islander peoples on the lands where we meet, live and work.

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At Opal, our purpose is to bring joy to those we care for.

As a society it is our moral obligation to ensure that people are valued and well-cared-for as they age. At Opal HealthCare, it's more than an obligation. Creating social impact is the core of our business.

Our purpose is to *bring joy to those we care for*. We firmly believe older people should be able to live with respect, purpose and belonging.

In 2021, 16.1 percent of people in Australia were aged 65 or over. By 2032 that will increase to 19.9 percent. Increased life means there will be more people over age 65 living with long-term health conditions. And we know older people who live alone are more likely to have a long-term health issue than those living in other households.

What this means is it's critical for the health and wellbeing of older people and our society that residential aged care remains both a sustainable and a compelling option in the future. It enables senior citizens to live in communities that care for them and to which they can contribute.

Being a sustainable organisation means we're here for the long run. We understand the obligations that come with being trusted to maintain high quality care. Planning for and adapting to change. Being resilient. Anticipating opportunities and preparing for headwinds. Innovating. Collaborating and co-creating to meet and surpass the regulator's standards. And most of all, listening to those we serve so that we can best deliver their needs now and into the future.

The most pressing challenge for the sector is attracting and retaining team members. For our residents and family, having consistent team members who residents know and trust has an immensely positive impact on care outcomes. We're working around the clock to attract, recruit, train, develop and promote our people to help provide the highest quality care.

This year saw 'normalising' of Covid in daily life. Vaccinations and anti-viral treatments meant that infection, although still highly contagious, was less severe for most people. We're proud of our team for their unwavering dedication throughout the pandemic and we commend them for their outstanding efforts.

We also saw significant activity build around reforms recommended by the Royal Commission into Safety and Quality in Aged Care. Reform is essential to improving aged care and we fully support government intervention that will help to lift standards.

A milestone in 2022 was setting Opal HealthCare's Social Impact Goals for 2023-2025. Our vision is aligned to the United Nations Sustainable Development Goals. It addresses issues relevant to our organisation and wider society to accelerate change. We look forward to reporting progress against our Goals in our 2023 Social Impact Report.

In this Report we share our progress, case studies and stories of impact throughout 2022.

Rachel Argaman

Rachel Argaman (Herman), OAM
Chief Executive Officer

Peter Shergold

Prof. Peter Shergold,
AC Chair



Compassion

We strive to understand and meet the needs and feelings of those we care for. We act with kindness in everything we do.



Respect

We are honest and transparent. We respect those we care for. We always show respect for each other.



Accountability

We take responsibility for our actions, commitments and the wellbeing of those we care for.

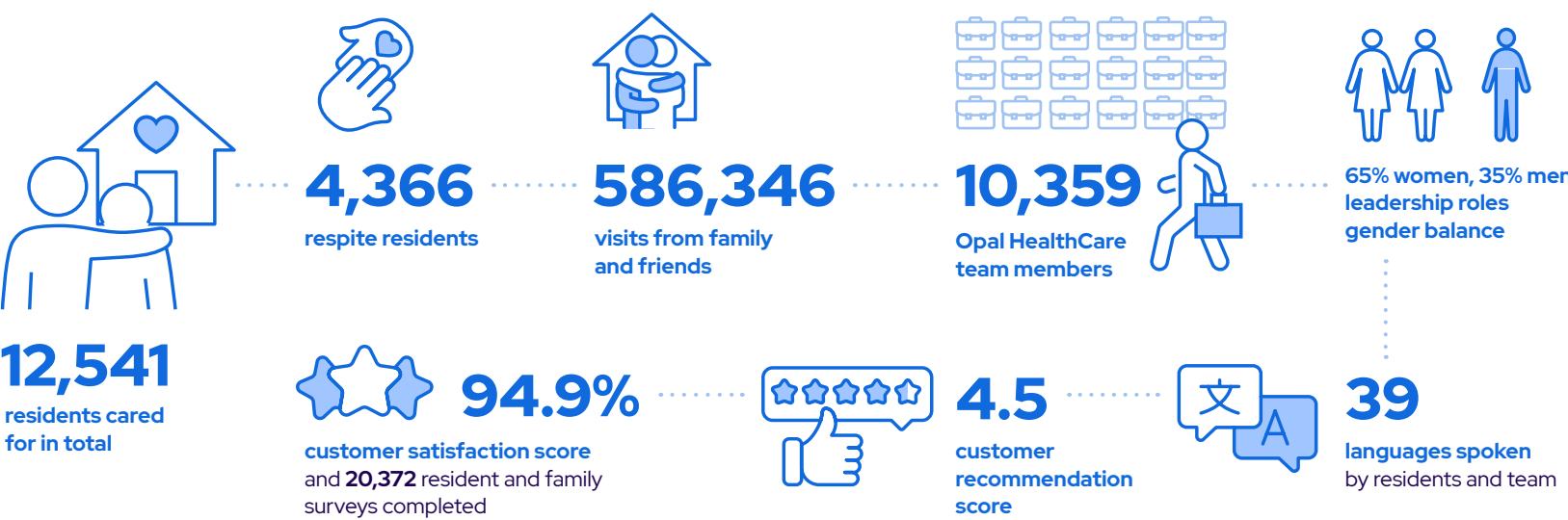


Excellence

We work as a team to provide the highest quality care and the highest standard in everything we do.

Highlights 2022

Caring for our people



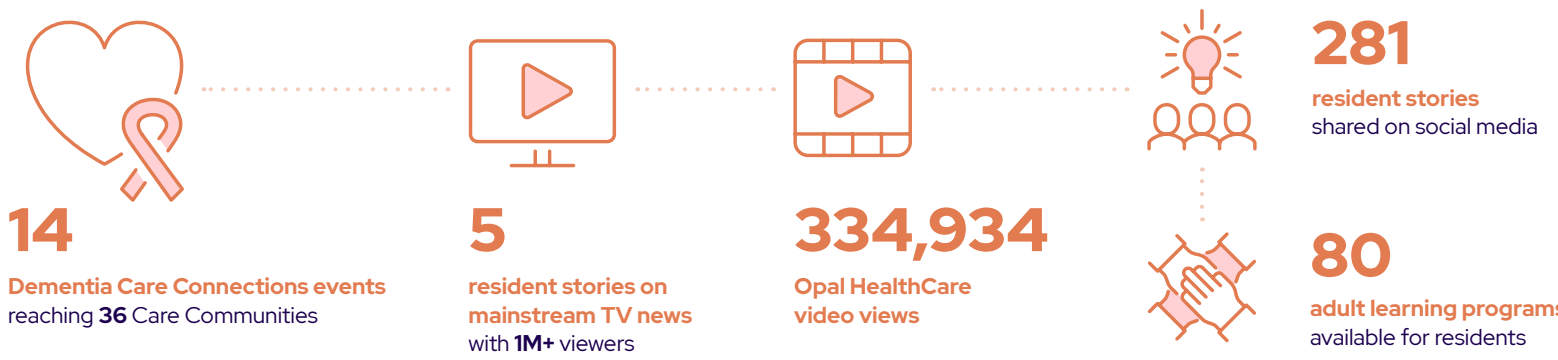
Caring for our planet



Enriching communities



Promoting understanding





2022 year in review

What Social Impact means at Opal HealthCare

The effects of Opal HealthCare on people and communities and the sustainability of our organisation are inextricably linked. That’s why our Social Impact framework encompasses everything we do to be sustainable and serve our people, the environment, and society well into the future.

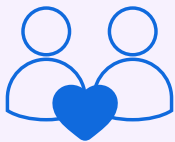
Enabling residents to receive the care they need and live with love, purpose and belonging also entails supporting their families and caregivers. It means caring for the wellbeing of our team and providing meaningful work with diverse career opportunities, supported by the training and development necessary for high quality care.

In doing so, we aim to continually improve the ways we help to reduce waste, conserve resources and minimise our carbon footprint. So that we increase our positive impact through our care and services, while reducing our environmental impact through our buildings and operations.

Our Social Impact framework incorporates ESG principles, aligns with the UN Sustainable Development Goals and is embedded in our organisational governance structure.

How we deliver impact

In 2022, we refined our Social Impact model (pictured right) to more clearly articulate the way we address and measure impact. Our four domains of measurement are: *Caring for our people*, *Caring for our planet*, *Enriching communities* and *Promoting understanding*. In the following pages we share case studies and stories demonstrating our impact across these domains in 2022.



Caring for our people

Our team, residents and families are at the heart of how we deliver care.



Caring for our planet

Reducing impact from our operations and supply chain and improving our footprint.



Enriching communities

Contributing to healthy, connected communities and upholding human rights.



Promoting understanding

Supporting older people to maintain a meaningful status in society.



Engaging with our stakeholders

In July, we carried out our first Social Impact Survey. Also known as a materiality assessment, it’s a way of engaging with our residents and relatives, team, suppliers and partners to bring in different perspectives. We wanted to understand the risk and relevance of different topics and align that information to our organisational actions. Those results have been tabled in our Materiality Matrix, available on our website [here](#).

The survey confirmed that our existing organisational priorities are aligned with the expectations of our stakeholders, most particularly:

- Maintaining high quality care and resident experience through an environment of change and reform
- Attracting, retaining and developing team members
- Offering inclusive environments and nurturing community connections
- Conserving energy, reducing emissions and addressing the challenges of waste

Responses from our Social Impact Survey:

“ [The] Aged care sector is one of the most important sector[s] for our society and for our elderly, so there must be attractive ways to bring more people to work in this sector. The biggest opportunity is having a stable job for everyone.

.....
Overall growth is needed due to the increased number of people requiring high quality aged care. It’s vital to provide more choice and offer a range of different facilities that cater to the needs of different groups in society.

.....
Implement policy and process that will identify and support community and environmental issues, and reduce waste and emissions.

Setting Social Impact goals for 2023-2025

Committing to and delivering organisational goals requires solid foundations of engaged leaders, good governance and a clear baseline. This has been our focus in 2022, while exploring potential goals. Our Social Impact Survey informed that process. Through a program of internal workstreams and a series of executive leadership team workshops over several months, we set our Social Impact Goals for 2023-2025. They were approved by the Opal board in late 2022.

Our stated Goals are not exhaustive of all the actions underway to deliver positive impact, however they highlight matters considered to be of very high priority to Opal HealthCare and those we serve. Our 2023-2025 Goals are listed on page 47 and on our website [here](#).

Climate resilience

Tackling climate change is an urgent challenge globally. In 2022, we commenced a project to develop a climate resilience strategy and set a viable net zero target. Identified as a material issue in our Social Impact Survey, we’re working with subject matter experts to assess our Scope 1, 2 and 3 emissions and explore appropriate solutions to improve our footprint. From building on existing initiatives such as solar, LED lighting and rainwater harvesting, to the electrification of laundries and kitchens, reducing food emissions, increasing waste diversion and exploring renewable energy procurement – everything is under consideration. This forms part of our 2023-2025 Goals (page 47).

Upholding human rights

As a leading aged care provider focused on caring for others, respect for human rights and people’s wellbeing is at the heart of what we do. Our Anti-Slavery Policy and annual Modern Slavery Statement outline our commitment to upholding human rights through our services and operations, and align with the UN Sustainable Development Goals.

With a focus on continuous improvement, we’re making progress each year. Our 2022 Modern Slavery Statement will be published in May.

Sustainable financing

In October, we were the first aged care organisation in Australia to secure financing through a social loan. Social loans are only available to organisations whose work addresses social issues and challenges, and who meet specific criteria to achieve positive outcomes for vulnerable populations. Our social loan supports our existing services and the development of new Care Communities that are vital to serve our ageing population.

“ We are delighted to have entered into this social loan which will enable Opal HealthCare to continue to provide much needed, high quality residential aged care services in our existing locations and as we grow in communities where demand for care is high.

What this means is there will be greater choice and opportunity for people who need care and support as they age, underpinned by our commitment to enable people to live with meaning and purpose in our care.

Rachel Argaman,
Opal HealthCare CEO

A global benchmark for our built environment

In caring for our residents across Australia, we also develop and maintain our buildings and infrastructure. That’s why, since 2018, we’ve reported against environmental, social and governance measures in the GRESB framework for real estate and infrastructure assets. Each year, GRESB publishes the global aggregated benchmark data showing the state of ESG in that sector. The Benchmark is always evolving, pushing organisations to continually improve performance. In results published in 2022, Opal HealthCare achieved a 4-star rating with a score of 88 out of 100, a 19-point improvement on the previous year, ranking first in Social Infrastructure: Health and Social Care Services, Oceania.





Caring for our people

Helping people to live healthy lives as individuals, supported by their community. It encompasses the freedom and choice to define what health and wellbeing looks like for each individual, encouraging preventative health, innovating to continually improve our care and services, creating pathways for healthy mental and social transition into care, supporting families of our residents, and nurturing the wellbeing of our team.

- 

Training our team
- 

Person-centred care
- 

Improving sleep quality
- 

Relief through respite care
- 

Mobility and reablement goals



Training and developing our team

As Australia’s ageing population grows so does the need for people who are competent and well-trained to work in aged care. The Opal HealthCare Academy provides high quality training and development opportunities, run by expert educators, and supports sustainable careers in aged care.

The Academy brings our extensive suite of training and development programs together under one umbrella, aligned with career pathways across every aspect of residential aged care. It’s set up to anticipate current and future demand for team members, with entry level learning programs through to leadership and executive management development.

The Academy is comprised of six Schools of education:

- 1. Nursing and Health Services
- 2. Hospitality
- 3. Meaningful Life
- 4. Business Services
- 5. Leadership
- 6. Research

Signature training and development opportunities:

Our **Nurse Graduate Program**, designed to support the transition from student to practitioner, continued to be popular in 2022. It focuses on building confidence and increasing participants’ scope of practice through guided mentorships in a supportive environment. Delivered in-house and in partnership with the University of Wollongong, the Program includes a range of evidence-based clinical and health services modules.



I really enjoyed the Nurse Graduate Program. It’s helped support my practice as a registered nurse. I love that Opal HealthCare encourages advancement of their team members.

Olivia,
Registered nurse

Our bespoke **Leadership Programs** provide opportunities for our team to challenge themselves to take the next step in their leadership journey. Participants collaborate and apply authentic leadership principles in their day-to-day roles and in innovation projects including:

- Pritpal, Care Community General Manager, developed a new community engagement space, ‘the Coffee Club,’ for residents, families and team at **Mona Vale View Care Community**.
- Alexandra, Care Community General Manager, developed processes and tools to support a less experienced general manager successfully transition into the role of leading a larger Care Community.



The Senior Leadership Program was a great opportunity to reflect on who I am as a leader, how I want to be seen as a leader and who I want to become as a leader. Sharing ideas and points of view with other leaders at Opal HealthCare was also very beneficial to build relationships, challenge the status quo and discover other or better ways of providing excellent care.

Alexandra,
Care Community General Manager



A new initiative in 2022 was our **Care Support Officer Program**, custom-designed to provide a practical pathway into a career in aged care. The program was initially offered at **Tweed River Care Community** and is now available across Opal HealthCare. It offers job seekers with an interest in aged care the opportunity to learn key skills through a four-week structured work and learn program. On completion, participants can enrol in a traineeship with Opal HealthCare to achieve a Certificate III accreditation in Individual Support. In 2022, Tweed River Care Community welcomed 13 new team members via the program.



[Read more about our Care Support Officer Program.](#)

Impact

- Creates new pathways into aged care for job seekers
- Improves team members’ skills and knowledge
- Prepares team members for higher responsibilities
- Improves team culture and engagement
- Inspires people to pursue a career in aged care





58

Opal HealthCare Scholarships awarded in 2022 and a total of **453** since 2018



63

Nurse Graduate Program participants and a total of **256** since 2020



114,232

training and development programs completed



230

trainees completing a nationally recognised training qualification



60.5%

of GM and CM roles were internal promotions



Our Academy ensures that Opal HealthCare is the place for people to come for career building, knowledge, learning and development.

Rachel Argaman,
CEO, Opal HealthCare



Person-centred care

It takes a village

Quality care is exercised in many different ways. At the heart of our care is listening and understanding. One of the ways we care for residents with particular individual needs is through an approach we call ‘It takes a village’.

The objective is to get to the bottom of an individual’s concerns and come up with solutions that improve their quality of life and wellbeing. Sometimes complex plans are required, but more often, simple interventions can have a big impact.

It involves deeply understanding the resident’s background, clinical health, and wellbeing needs with a multidisciplinary team which typically includes the resident, our general manager and care manager. We also may involve lifestyle, administration and hospitality team, cleaning supervisor, maintenance officer, engaged family members and/or relevant primary and allied health partners.



Oxley Grove Care Community

Joan enjoyed a long career as a registered nurse and matron, working in both hospitals and aged care. Now residing at Oxley Grove Care Community, Joan has complex care needs of her own and requires assistance with mobilising and activities of daily life.

Joan would frequently decline meals and was concerned her favourite beverage – a cup of hot milk – was never hot enough. Her mood was low and she was resistive to seeing specialist clinicians recommended to support her clinical care.

This was upsetting for Joan’s family and made it challenging for our team to access appropriate clinical advice.

Joan is able to express her needs and loves talking about her history. Our care team spent time with Joan, listening and getting to know her more deeply, to find ways to better support her. It became evident that Joan’s underlying challenge was a feeling of loss of control over her life.

Together, they explored ways to enable Joan to feel more independent and empowered.

To honour her career and expertise, Joan was invited to speak at a team meeting where she shared her experiences as a nurse, the improvements in nursing care she’s observed, and what’s important to her as a care recipient, such as spending time with her and listening to what she has to say. Joan was accompanied by her meaningful mate and Oxley Grove team member, Tracey, for support.

Our team encouraged Joan to write an article in the monthly Oxley Grove Care Community newsletter which was empowering for Joan and generated positive interest from readers. A team member arranged a morning tea for Joan with other residents who had also been nurses, encouraging friendship and connection.

Joan has particular food preferences which she and our chef and care team worked through together. She now enjoys a combination of daily snacks made by her daughter, interspersed with food cooked by our chef. Our team installed a milk warmer in Joan’s room so she can ensure her hot milk is made exactly to her taste.

Joan’s mood improved significantly, and she agreed to see the dietician and speech therapist. This assisted Joan with options so that she could make her own informed decisions about her diet.

Respecting and embracing Joan’s history restored her dignity and sense of agency in her life. It also meant her family could enjoy quality time with Joan knowing she maintains control in her life and her needs are being met.

Impact

- Improves resident wellbeing
- Improves care outcomes
- Improves relative satisfaction
- Reduces complaints

Better sleep improves wellbeing

A person-centred approach to sleep quality

Getting a good night’s sleep is a significant contributor to wellbeing. For older people, difficulty sleeping is common and can negatively impact other health conditions. Everyone’s experience is different, so we take a ‘person-centred’ approach to identify what may be impacting a resident’s sleep and how we can support them to improve sleep quality.

Deep sleep helps the body to heal itself and restore the brain to support memory and learning abilities. Getting an appropriate amount of rest helps prevent lethargy during the day, which can reduce the risk of falls and accidents.

Mary lives at **Mudgee Grove Care Community** and has Alzheimer’s disease and short-term memory loss. She was experiencing sleepless nights and would often walk around during the night until she became tired. Our team worked with her family to understand what her bedtime routine was prior to moving in with us and incorporated those things in her schedule.

Mary’s family bought her a new pair of flannelette pyjamas like the ones she wore earlier in her life. Instead of having a shower in the morning, Mary now showers after dinner, and then enjoys a cup of tea. With these changes, Mary’s sleep and wellbeing has markedly improved.

For better sleep, we encourage our residents to engage in activities in the sunshine during the day to reduce daytime ‘napping’. Keeping a set, yet personalised routine is important to having a consistent amount of sleep each night. And we strive to keep noise to a minimum and avoid unnecessary interruptions.

Respite care relieves pressure on families

Our Care Communities are here to help

Caring for a loved one is an important role, but everyone needs a break every now and then. That’s where respite care steps in – giving carers a change of scene, with the peace of mind that their loved one is in a safe and comfortable environment.

Elma and her husband, Charlie, were living independently, with daily support at home from their daughter, Roseanne. When Elma became ill and was hospitalised, her medical team advised the family that Elma now required a higher level of care that Roseanne couldn’t provide. Together, they decided Elma would move into **Highton Gardens Care Community** for four weeks of respite while they considered their options.

During that time, Elma and Charlie realised how much easier it was to live without the worry of household responsibilities and they both chose to move in permanently. At the same time, it had given Roseanne much-needed relief from feeling responsible for their care and wellbeing 24/7. Respite care allowed her to recharge her batteries while together they made important decisions about Elma and Charlie’s ongoing care and wellbeing.

I would recommend respite care for any family that’s looking after an older person, because the carer needs a break. You’re also holding down your own job and looking after your own family. Respite care took the pressure off me and my family.

Roseanne,
Elma and Charlie’s daughter



Watch [Roseanne’s video](#) to learn more about her experience.



20
Wellness Centres in our Care Communities across **4 states**



55%
of residents maintained or improved their walking speed after six months on a wellness centre program



Laurie’s stepping up to achieve his wellness goals

As we age, people often experience physical and emotional effects resulting from illness, injury or loss of ability. Reduced physical activity can result in a loss of bone density, muscle strength and our joints begin to stiffen – which is why exercise is so important.

Our Wellness Centres offer physio-led reablement that can reduce the rate at which this decline is experienced. Our goal is to improve quality of life, emotional and physical wellbeing, and promote independence.

Laurie had always led an active life before his mobility declined. Now living at **Murdoch Gardens Care Community**, he joined our Wellness Program with a goal to improve his mobility. Working with our allied health partner, Concentric Rehabilitation, Laurie set specific goals and went about achieving them. Since then, Laurie’s improved in a range of areas – doubling his walking distance, improving his lower-limb strength and balance. And he’s progressed from using a four-wheel walker to a walking stick.

When you go to the Wellness Centre, it’s not only stimulating energy-wise, but it’s mentally stimulating as well. I’ve made some big improvements to my health, and my family have commented that I’m walking much better.

Laurie,
Resident



Watch [Laurie’s video](#) to learn more about his experience.



Caring for our planet

Taking responsibility for our environmental footprint. Working together with experts to address challenges specific to the aged care sector, such as waste diversion from landfill. Improving circularity. Reducing and greening our energy use. Adapting to the predicted effects of a changing climate and building climate resilience into our buildings and operations.



Rainwater harvesting



Greening our buildings



Towards net zero



Changing plastic habits



Reuse, reduce, recycle





2,900L

of water reused in 2022

Rainwater harvesting

Making every drop count

Australia’s drought-prone environment and growing population has led to an increasing demand for water supply, which puts strain on natural water resources and existing infrastructure. Designing our buildings to enable rainwater harvesting is one way we’re improving our environmental footprint at Opal HealthCare.

Think about all the water used in your own home every year. Then expand that to larger households, such as Care Communities. That’s a lot of water being consumed every day. The good news is, through smart building designs we’re able to implement systems that access alternative and sustainable water sources.

Rainwater harvesting is the collection and storage of rainwater that runs off roof tops, parks, roads and open grounds. This water runoff can be either stored or recharged into the ground water. A rainwater system uses the principle of conserving water where it falls and has many benefits, including helping us to meet the demand for water, improving the quality and quantity of groundwater, and reducing flooding.

At Opal HealthCare, rainwater harvesting is included in the design brief for new buildings.

“ We’re constantly exploring ways to reduce our impact on the environment through smart building designs. Rain water harvesting can be a very practical way to create an alternative water source for things that don’t require grade water quality – such as watering our gardens. And it reduces water runoff into roads and parks which can be detrimental to the environment

Greg Zieschang,
Director of Property at Opal HealthCare

The design brief is based on assessing:

- How much water we could collect by understanding the seasonality of the local area and annual rainfall fluctuation
- How much water we could collect based on the size of the roof, and how rainwater is directed to the tank
- Required water usage at the Care Community
- Quality of water required by the Care Community. For example, rainwater intended for irrigation and other outdoor purposes only needs minimum processing to meet the required standard. Rainwater intended for use in internal appliances, such as toilets, needs to attain a higher level of water quality to minimise water colour and odour

In 2022, our Care Communities with water tanks captured and reused 2,900L of rainwater. This amount will grow as we open new Care Communities with rainwater tanks built in. Those that have them use the harvested water as needed and have an automated changeover to mains water in spells of dry weather.

Among recently opened Care Communities, **Blacktown Terrace** and **Meadowbank Grove** have 20,000L water tanks that supply water for irrigation. **Wallarah Point Care Community** has a 107,000L concrete underground water tank with a mains water top-up system. Rainwater is reused in toilets and for irrigation.



Impact

Capturing and storing the rainwater that lands on our roofs is good for the environment because it:

- Creates an additional water source and reduces dependence on mains water
- Reduces the impact of stormwater run-off
- Lowers energy demand and air pollution by reducing the need for wastewater treatment
- Increases self-sufficiency
- Improves drought resilience
- Improves bushfire preparedness

Greening our buildings

Design principles at Glenmore Park Care Community

Buildings can have a significant impact on the environment, both in construction and ongoing operation. It’s important to us, our residents, team and local communities that we reduce our footprint and find ways to create more sustainable, person-centred living environments.



One way we do this is through progressively implementing green building practices in the design and construction of new Care Communities. Our focus is on diverting waste from landfill, improving energy efficiency and reducing water consumption.

Opened in September 2022, **Glenmore Park Care Community** in Western Sydney, NSW, is set within parklands overlooking the Glenmore Loch. It’s designed with hub-culture and connecting people at its heart – specifically to meet the needs and personal choices of people as they age.

The building honours the natural environment with a design which blends into and optimises the surroundings.

Diverting waste from landfill

Over the course of the build, over 263 tonnes of construction waste was recycled, or made from recycled products, including:

- Road base (below concrete slabs and pavements) made from recycled materials
- Aggregate (for the drainage layer behind retaining walls) made from recycled materials
- Walkway mats used for access during construction were re-used on other projects
- Waste streams are sorted in accordance with the Building Code of Australia requirements

Energy efficiency

The building is designed to optimise natural light and incorporates multiple measures to reduce energy consumption:

Lighting, insulation and ventilation:

- Energy efficient LED lighting installed throughout the building
- The building fabric incorporates insulation in the walls, roof and ceilings, with low e-glazing to minimise heat in summer and preserve heat in winter
- Living spaces are designed to optimise airflow for natural ventilation (opening windows) reducing air conditioning usage

Laundry:

- Soft mount and high-speed washing machines are used in the laundry, creating less moisture than slow to medium machines and reducing drying time
- Warm water method of disinfection means water doesn’t require heating to maximum temperatures

Kitchen:

- Low-speed exhaust hoods require smaller fans, reducing energy use and fan noise
- Fridges and freezers are fitted with expansion valves enabling them to enter power saving mode, reducing energy use by 20%
- Induction serving equipment is a faster and more efficient form of heating food and is safer for residents

Reducing our water consumption

Measures to reduce water usage include:

- Dishwashers convert steam back into water and return it to the dishwasher, reducing mains water usage
- Minimum 3-star showerheads
- Minimum 4-star taps
- Minimum 4-star dual flush toilets
- Minimum 3-star urinals
- Water efficient washing machines and dishwashers in use
- A 10kL rainwater tank captures rainwater for irrigation

Impact

- Reduced waste to landfill
- Reduced greenhouse gas emissions
- Improved water conservation
- Reduced local environment erosion due to water run-off
- Improved resident experience



“

The ability to control a building’s internal environment is key to keeping its occupants as comfortable as possible. This includes making sure the built form is as energy efficient as possible. Be lean, be clean, be green.

Survey respondent,
Opal HealthCare Social Impact Survey 2022

Towards net zero

Setting our strategy to reduce emissions

While we focus on delivering high quality care for our residents, there are many things we can do to better serve the environment.

In 2022, we commenced working on a climate resilience strategy to reduce emissions and set a target to achieve net zero.

Our buildings are our greatest contributor to carbon emissions. That’s why we’re undertaking a thorough study of our existing buildings, construction projects and new developments to better understand our current energy use and contributors to emissions. This includes exploring energy efficiency measures, renewable energy options, and building materials and design.

Together with reviewing Scope 1, 2 and 3 emissions, we aim to identify the most effective ways to reduce our impact on the environment.

Having a rigorous understanding of our baseline is vital to setting a feasible target while delivering high quality care. This work is progressing in 2023 and includes setting a timeframe to achieve net zero.



In 2022

we commenced working on a climate resilience strategy to reduce emissions over time.

Staying well-watered

Changing habits for good

Bottled water was first introduced in Australia in the late '80s. Three decades later, plastic pollution is one of our greatest environmental challenges.

As we age, drinking enough water each day is vital to our health and wellbeing. It helps to regulate body temperature, keep joints lubricated, prevent infections and keep organs functioning properly. Being well-hydrated also improves sleep quality, cognition and mood.

During the pandemic, our team at **North Lakes Terrace Care Community** in Queensland noticed a significant increase in the amount of plastic-bottled water being consumed by our team and residents. This was partly for convenience, and partly in response to managing Covid outbreaks and the need to stay well-hydrated while wearing PPE.

To make it easy for residents and our team to help themselves to chilled water, and reduce the amount of plastic being used, they installed easily accessible drinking fountains throughout the Care Community.

With chilled water ‘on tap’, not only has plastic waste been reduced, so has the need for bottled water deliveries, which contribute to Scope 3 emissions. A simple and effective solution to a common problem – that makes a difference.



Drinking fountains

installed throughout the Care Community to reduce plastic bottle usage.

Reduce, reuse, recycle!

At our Opal HealthCare Home Office in the Sydney CBD, our team are helping to ‘clean up our act’ by putting the right waste into recycling bins.

We occupy one floor of a 28-storey office block. In 2022, a waste audit identified that 20 percent of waste going to landfill from the building could be recycled. And 34 percent of what currently goes into recycling bins doesn’t belong there.

Tenants like us are acting on opportunities to better dispose of organics, cardboard, coffee cups and mixed recycling. With clearly labelled, colour coded bins and a focus on getting it right for the environment, we’re working together to achieve **three goals**:



1. Reduce, reuse, recycle



2. Increasing organics in the correct bins

No food in landfill



3. Reducing contamination

Let’s clean up our act





Enriching communities

Creating socially connected communities where people experience belonging, participation, self-worth, acceptance, equity and social justice. Strengthening intergenerational connections, working with local organisations and suppliers, and building stronger communities through local supply chain, employment, skills development and partnerships that deliver social good.



Social Impact
Award winner



Indigenous
employment
pathways



Respecting
cultural
connections



The
'pet effect'



School-based
traineeships



Making a difference in Orange

Orange Grove Care Community in central west NSW won the 2022 Opal HealthCare Social Impact Award for their outstanding contribution to the wellbeing and resilience of the Orange community.

Many of our residents at **Orange Grove Care Community** have lived in the region for their entire life, contributing to the prosperity of local people and organisations over many decades.

And they continue to play a vital role in the strength of their community today. Living proof that older people can generate social connections and create positive impact for others, while residing in aged care communities.

“It’s the fundamental essence of who we are to support people to continue doing things they’ve always done. And it’s important to ensure our local community still enjoys the benefits and sees that age is not a barrier to making a meaningful contribution to others. While things may change as we age, in essence, nothing changes because the contribution continues, it might just be in different ways.

Margaret,
General Manager, Orange Grove Care Community

The Opal HealthCare Social Impact Award is presented annually. The actions and initiatives of our residents and team at Orange Grove are deeply embedded in their way of life.

Their resident committee nominates a charity to support each month. In 2022, they supported countless local organisations through fundraising and engagement initiatives, including:

Supporting children and youth:

- Making and donating beanies to the hospital for premature babies
- Donating books and homemade cookies to the pre-school
- Hosting an event for young people on International Youth Day
- Engaging with local high schools on careers in aged care

Local Wiradjuri community:

- Engaging with Elders to create an Indigenous artwork for the Orange Grove Care Community reception

Animal welfare:

- Adopting two homeless dogs, Henry and Lou, from the animal shelter to live at Orange Grove
- Regularly baking dog treats for the RSPCA

Supporting first responders:

- Regularly baking homemade cookies and treats for local Police, Fire and Ambulance services

Fundraising:

- Hosting a Biggest Morning Tea and raising \$340 for the Cancer Council
- Hosting the Orange Grove Care Community Fete and raising \$1,600 for charity

Over \$1,600 donated

to Premature Babies NSW and Dementia Australia



A highlight was the annual fundraising fete. Residents spent many months making a range of items to sell to the local community and volunteered on the stalls. There was the Men’s Club woodwork stall, white elephant stall, ‘Knit and Natters’ knitting stall, Gardening Club stall, paintings, candy floss, lollies, jewellery, skincare and a BBQ to keep everyone well fuelled. Proceeds from the fete totalled over \$1,600, which residents chose to donate to Premature Babies NSW and Dementia Australia.

And they’ve set their sights higher in 2023 – with a goal to raise \$20,000 for the local community. In regional Australia, this kind of support is the fabric of healthy and resilient communities.

“We bake treats for the emergency services and they receive them with absolute appreciation that someone’s taken the time to remember them with cupcakes. I’ve seen policemen shed a tear when we’ve walked in with cookies, and our Firies say we’re top of their list if they ever have a call out.

Margaret,
General Manager, Orange Grove Care Community

Impact

- Nurtures a sense of purpose and belonging for residents
- Improves resident wellbeing
- Improves relative satisfaction
- Increased support for local charitable organisations
- Stronger, more resilient communities
- Strengthens social cohesion



“

I’m glad I went and helped at the Orange Grove fete. I felt really valued.

Shirley,
Resident

It was so nice to raise money for cancer patients. I was really pleased to be a part of the Biggest Morning Tea.

Cecilia,
Resident



Strengthening Indigenous employment pathways in Geraldton

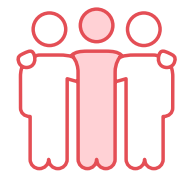
In the remote town of Geraldton, Western Australia, local employment is at the heart of socioeconomic opportunity.

Our team at **Geraldton Shore Care Community** has partnered with the Midwest Chamber of Commerce and Industry since 2019. They participate in “Working Together” – a program that connects local Indigenous people to local jobs.

With 30 percent of Geraldton Shore’s residents identifying as Indigenous Australians, it’s an opportunity to provide both sustainable employment and culturally appropriate care.

“One of the best ways we can offer culturally appropriate care is having team members who are representative of our residents’ cultural backgrounds. Team who are knowledgeable of, and sensitive to the customs, traditions and social norms of others.

Carryn,
General Manager, Geraldton Shore Care Community



30% of residents
at Geraldton Shore identify
as Indigenous

Working Together is about delivering local jobs for local people. Its support services include:

- Connecting Indigenous people to employers, training and mentorship opportunities
- Providing information about employment processes, different industries and occupations for young local Aboriginal people
- Résumé writing
- Interview preparation
- Support in certification and employment documents
- Access to cultural awareness training for businesses

As a program partner, Geraldton Shore offers diverse career pathways in our Care Community for Indigenous people, including roles in care, hospitality, customer service, maintenance, business administration and management.

Impact

- Sustainable career pathways for Indigenous people
- Skill building in the local community
- Access to local jobs enables more Indigenous Australians to stay on Country
- Increased cultural competency among our team
- Improved resident experience with culturally appropriate support
- A more inclusive and respectful workplace
- Improved economic prosperity in remote areas in Australia



Honey’s story

Honey joined our Geraldton Shore team in early 2022, having been approached through the Working Together program. She describes her role as a general services officer as her first “proper job”.

Honey enjoys chatting with residents as she assists them with meals and cups of tea. She relishes learning in her role and aspires to one day become a social worker.

For Honey, Geraldton Shore provides a supportive environment to learn, grow and contribute to better care while applying her cultural knowledge.

“

I used to come here to visit my nanna when she was a resident, and my family knew the people here really well. So, when the opportunity came up to work here, I thought I’d give it a go.

Honey,
General services officer, Geraldton Shore Care Community

Respecting cultural connections

Embedding Indigenous design in our buildings

As part of creating healthier, more connected communities through our built environments, Opal HealthCare has begun incorporating Indigenous design principles into our buildings. Our aim is to help:

- Create more awareness of and preserve local cultural heritage
- Foster inclusion and a sense of community
- Connect to the natural environment
- Promote social and environmental responsibility

Using these principles as a starting point, we consult with local Elders during the development phase for new Care Communities.

Opened in 2022, **Glenmore Park Care Community** stands on Dharawal country, Western Sydney. An Acknowledgement of Country plaque mounted on a boulder at the entrance honours traditional owners, the Mulgoa people, their land and culture. The plaque features an original design by Kimberley Jarman, a proud Kalkadoon woman who lives in Sydney.

For upcoming developments such as **Narwee Parklands Care Community** we're following the Government Architect NSW 'Connecting with Country' and 'Design with Country' design process. Telling the story of the Narwee area and the Dharawal People, incorporating native and endemic plant species through the space, and creating opportunities for the installation of Aboriginal artworks in the Care Community.

The 'pet effect'

Saving an animal's life and improving our residents' wellbeing

Nothing compares to the unconditional love of a pet. They can be just the tonic for improving mood, encouraging socialisation and simply relaxing. Pets are a great leveller in society, owned and loved by people across all walks of life – and an important way to connect as a community.

At **Cameron Park Care Community** in NSW, our residents welcomed Zeus, a senior labrador who had been taken in by Dog Rescue Newcastle. Zeus was looking for his forever home, a place where he could be with people 24 hours a day. Cameron Park Care Community was a perfect match – and a safe haven for Zeus, enabling him to live out his days with us.

For residents like Anne, Zeus has become a loving companion who comforts her and makes her smile.

We welcome resident pets and animal visitors in our Care Communities because of the many benefits they provide our residents. Animals are known to decrease feelings of loneliness and isolation, reduce boredom, increase calmness and reduce anxiety, support connections with others, and stimulate memory and reminiscence. And they truly make a house feel like home.



“
Having Zeus around makes you feel at home and helped me settle into life at Cameron Park. It's a gentle environment – it's just wonderful.

Anne,
Resident

 Watch [Zeus](#) video.

School-based traineeships

Attracting young people to careers in aged care

The growing demand for people in aged care, combined with competition from other industries and employers, means that attracting new people into our sector is more important than ever.

At Opal HealthCare, we're developing new pathways into a career in aged care specifically designed to attract young people. At **Springwood Terrace Care Community** in Brisbane our team launched a school-based traineeship in partnership with registered training organisation OSMAC. Students who complete the program can qualify for a Certificate III in Aged Care and become an assistant in nursing (AIN).

In 2022, 13 local year 12 students took part in the program while completing their high school education. With no previous knowledge or experience in aged care, each student was partnered with a mentor or 'buddy' to support them in practice.

Nine of these students have stayed on as team members at Springwood Terrace Care Community, including two who have chosen to take on tertiary studies in nursing.



13 local year 12 students
took part in the program while completing their high school education



“

Doing the training on site was way easier and I felt better prepared. I knew the residents and had a better understanding of aged care. This made moving into the AIN role much easier.

Dot,
AIN, Springwood Terrace Care Community

The training days at Springwood Terrace Care Community prepared me for my job. The team really helped me by showing me how to do the various tasks, and I got to know the residents. It was a smooth transition from training over the previous year, to the workplace.

Mariam,
AIN, Springwood Terrace Care Community





Promoting understanding

Building a culture of respect for older Australians and helping them find and raise their own voice. Challenging stereotypes and evolving narratives by supporting older people to maintain a meaningful status in society. Increasing awareness about healthy ageing in broader society.



Celebrating Centenarians



The power of language



Resident-led committees



Thought leadership in aged care



Dementia Care Connections



True faces of friendship

A portrait project enabled Perth teenagers to see life through the eyes of our Centenarian at Carine Parkside Care Community.

It’s often been said that one can never have too many friends. This is particularly true as people age. Encouraging relationships between young and older people can build meaningful intergenerational connections that have long-term, mutual benefits:

- Establishing a sense of connection to the past and the future
- Helping to combat stigma around ageing
- Building self-esteem
- Sense of purpose
- Creating meaningful memories

Residents at **Carine Parkside Care Community** in Perth, Western Australia, took part in a community arts initiative called the Centenarian Portrait Project. This uplifting opportunity matched teenage artists with our residents, giving them a unique insight into life at 100 years of age and challenging young peoples’ perceptions of ageing.

Teens had the opportunity to engage with a centenarian for the first time. In return, our residents were able to share their life story. Starting by meeting and getting to know one another, the teens painted portraits of each centenarian reflecting their life and experiences. It all came together in an art exhibition.

Carine Parkside lifestyle coordinator, Lande, says it was a great way to bring people together who otherwise may never have connected.

“ Once the teenagers sat down with our residents it was quite beautiful, almost tear-jerking to see and experience. Our Centenarians were completely on board. They were really happy and truly enjoyed reminiscing with the teens, talking about their past and their life experiences.

What they like, what they dislike, talking about their family, so that the young people were able to reflect that in their paintings. The portraits are full of life – you can see who the person is behind the art.

Lande,
Lifestyle Coordinator, Carine Parkside Care Community

Impact

- Promotes intergenerational friendships and expands social networks
- Combats stigma around ageing
- Broadens young peoples’ perceptions of older people
- Improves resident wellbeing, belonging and self-esteem
- Contributes to building a culture of positive ageing, where skills, knowledge and experiences of older people are valued by others



Shared memories build respect and connection

Resident Mary opened up to 15-year-old artist Lani about her upbringing and the love of her life. Mary grew up in England and met a gentleman at a dance. It was love at first sight.

He promised Mary that when he returned from the Navy he would marry her. He kept his promise and they had a son together, who grew up to move to Australia. After Mary’s husband passed away, she moved to Perth to be closer to her son.

On hearing Mary’s story, Lani wanted to include something in the portrait to represent their love. Mary requested black pearls around her neck as they’d been a gift from her late husband.

“

Mary is a sweet and lively person. She’s still young at heart and enjoys having fun just like anyone else.

Lani,
Art student

“

A different language is a different vision of life.

Federico Fellini,
Italian film maker

Our Opal HealthCare language

Welcoming ‘Care Community’

rather than sterile ‘facility’

Inclusive ‘team’

rather than hierarchical ‘staff’

Compassionate ‘memory care neighbourhood’

rather than institutional ‘dementia unit’

Words matter

The power of language in aged care

You might have noticed we use language a little differently at Opal HealthCare. Like the words ‘*HealthCare*’ in our name instead of *Aged Care*. *Care Community* instead of *facility*. *Team* rather than *staff*.

Why? Because language is powerful. Words create change. When we speak, we use the power of language to change peoples’ perceptions.

Living in residential aged care can and should be a positive experience for older people. And part of that experience is shaped by the dialogue around it. Moving away from the institutional model of the past to today’s person-centred approach includes bringing language up to speed.

It’s not simply a matter of semantics. At Opal HealthCare our language is an expression of our culture. It’s a fundamental aspect of person-centred care, that recognises and respects the individuality of older people.

The words we use must dignify our elders. So we choose to use language that is welcoming (*Care Community*) rather than sterile (*facility*). Inclusive (*team*) rather than hierarchical (*staff*). Compassionate (*memory care neighbourhood*) rather than institutional (*dementia unit*). It’s our unique voice.

Changing a lexicon that’s been embedded in the sector for decades is not easy. With over 10,000 team members we don’t get it right all the time, but we’re working at it every day.

We have a language guide for our team called *Our Opal HealthCare language of respect and dignity*, with a glossary of preferred terms.

We talk about it in meetings. We have reminders in our Care Community Team Rooms. It’s evident on our signage and in our publications, our website and our social channels.

But the best way to learn a new language is to practice speaking it. That’s what we encourage our leaders and team to do, so that person-centred language will become the norm – not just in our Care Communities, but in the sector and our society.

Key words that make a difference:

Opal HealthCare

We aspire for our residents to live as well as possible for as long as possible in our care. So we use HealthCare rather than Aged Care in our name because we believe that a person’s health – physical, mental, emotional, spiritual and social – is central to living their best life and that age is just a part of that.

Care Community

This is how we describe our residences because a caring community is all about belonging, where human connection is at the heart of wellbeing. Our places are not facilities, they’re more than just homes, they’re Care Communities.

Team

We’re one team, striving to care as best we can for our residents, their families, and one another.

General Manager and Care Manager

Describes the fullness of the roles of our Care Community leaders, rather than institutional task-based titles such as facility manager or clinical manager.

Memory care neighbourhood

A dedicated and secure environment within a Care Community featuring memory supports and cues. They’re designed to enable residents living with dementia to live with meaning and purpose in our care.



Learn more about our residents living with dementia.



Dementia Care Connections

Supporting people living with cognitive decline

While dementia is a commonly used term, it's one that's often not well understood. This is despite the fact that in 2022 there were an estimated 487,500* people in Australia living with the condition (nearly two thirds of whom are women). And it's on the rise.

While not everyone will have a diagnosis of dementia, it's estimated that around 80 percent of aged care residents are living with some form of cognitive decline.

In response, Opal HealthCare established Dementia Care Connections in 2019. It's a community outreach program that aims to support people living with, or caring for, people with dementia through forums for knowledge sharing and practical advice.

Hosted by dementia care experts at Opal HealthCare, forums are delivered in-person or by webinar.

Topics cover everything from understanding dementia and changed behaviours, to brain health, meaningful engagement, how to visit your loved one in care, the impact of the physical environment and use of multiple medications. Sessions include a Q&A where people can ask questions in a safe and supportive environment.

Feedback from families is overwhelmingly positive, particularly where practical tips are shared on how to create more meaningful engagement with someone with dementia and enhance their quality of life.

Everyone's lived experience of dementia is unique. While there's no single solution to dementia care, arming people with knowledge goes a long way towards improving wellbeing for everyone involved.

That includes our care team. Behind the scenes, they engage in learning and education, including Dementia Care Connections sessions, to continually improve our care. And we're building our team of dementia care Champions in our Care Communities. The purpose of this role is to promote awareness of person-centred care, philosophy and practice with all team members in the Care Community.

In 2022, 317 dementia care learning sessions were delivered in-person and online for our team and families across Australia. The program will continue to grow in 2023.

If you'd like to find out about upcoming Dementia Care Connections sessions, please email us at: communications@opalhealthcare.com.au.

I've learned more tonight about what I can do to help make a difference than I have in the last few years of trying to navigate through this on my own. Now I look forward to visiting mum rather than feeling a bit helpless.

Vicky,
Daughter of a resident

* Australian Institute of Health and Welfare, 2023



Dementia Care Connections

Dementia Care Connections sessions **for our team:**



244

in-person and online DCC education sessions



20

practical dementia simulation sessions



18

leadership master classes



15

dementia care Champion workshops

Dementia Care Connections sessions **for families:**



8

in-person sessions for family and friends



6

webinars for family and friends in 28 Care Communities





Resident-led committees

Enabling agency and decision-making

When people move into aged care, one of the most common concerns can be a feeling of loss of control. Being excluded from decision-making can negatively impact wellbeing. That’s why we encourage residents to be involved in making plans and decisions through resident-led committees of their choice.

Jim lives at **Meadowbank Grove Care Community**. He’s on the Food Committee and Lifestyle Committee. Jim and his fellow residents have regular meetings with our Head Chef to discuss options for the menu, foods they like and foods they don’t like. Their feedback is welcomed enthusiastically by our team and has resulted in higher resident satisfaction ratings for food. On the Lifestyle Committee, Jim regularly plans and performs in concerts. He says it’s important to stay busy and that everyone enjoys it enormously. Jim believes having a say in the food and lifestyle program at his Care Community is essential.

“ People coming into aged care from a very independent life need to be occupied. They need to be able to think and help and do all those things they did before. I find it very uplifting to be a part of these activities.

Jim,
Resident

At **Winston Hillside Care Community** our residents have several committees to choose from to share their knowledge, interests and skills. Valuable avenues for a greater sense of autonomy and purpose. For example, the Interior Design Committee participated in Halloween and Christmas decoration competitions and made remarkable artworks to create a festive vibe in the Care Community. And the Social Committee meets once a month to survey what events and outings residents might enjoy so there’s always something to look forward to.

“ Witnessing our residents’ accomplishments is very fulfilling. When you see their faces light up with a smile, you realise that what we do isn’t a job – it’s the passion of making others happy.

Mary,
Lifestyle coordinator

Resident-led committees are an important way to enable residents to have agency in the way things happen at their place – the same way that people living independently do.

Impact

- Improved sense of autonomy and purpose for residents
- Enhanced relationships between residents and team
- Improved customer satisfaction for residents and relatives
- Reduced complaints



Sharing learnings

A collaborative approach to improving aged care

The Opal HealthCare Advisory Panel was established in 2019. It’s comprised of members experienced in sectors related to or outside of aged care, to bring valuable ‘outside-in’ perspectives to our organisation.

In the first of a regular Panel Discussion series, Opal HealthCare hosted guests from across the sector in December, to explore the ideal model of care and what makes a meaningful life in care.



Valuable ‘outside-in’ perspectives
informing our organisation

Facilitated by Opal HealthCare Chair, Prof Peter Shergold AC, with four of our Advisory Panel members as panelists, the discussion was insightful and robust.

Highlights of the conversation included:

Shifting the focus of care

Dr Simon Pedzisi DBA, Head of Dementia Care at Opal HealthCare, shared his experience working with the UK model of care, which shifted from a focus on clinical care to a more comprehensive focus on resident wellbeing.

The value of relationships

Elisabeth Shaw, CEO Relationships NSW, highlighted that along with intentional contact with others, ‘incidental’ contacts throughout the day, like bumping into a neighbour at the letterbox, are enormously impactful for residents living in care, and that efforts should be made to enable those important social connections.

Eldership

Tony Stuart, CEO UNICEF Australia, and Katie Moore, a proud Wiradyuri woman from Sydney University’s Sydney Policy Lab, discussed the concept of eldership. Calling out that while respect for one’s elders is profound in the DNA of our First Nations people, it should be equally so in western culture if we are to truly have a culture of respect for older people in Australia.

Our Panel Discussion series will continue in 2023 to share thought leadership and advocate for change that can help shape the future of aged care and create a society that values and supports everyone, regardless of age.



Our 2023–2025 Social Impact Goals

Since our first Social Impact Report in 2020, we’ve been working towards setting measurable Social Impact Goals. This is the next step in Opal HealthCare’s evolution – an organisation dedicated to supporting communities across Australia for over 40 years.

Our goals address priorities based on our most significant social, environmental and economic impacts. They’re embedded in our organisational strategy and operations. Informed by our Social Impact survey and endorsed by our Opal Board. They’re aligned with the UN Sustainable Development Goals. They underpin our fundamental purpose of delivering high quality care for older people now and long into the future.

We’re starting with three-year goals. This is so we can improve data accuracy through reporting systems, (eg: our new human resources information system coming in June; piloting solar power meters onsite), and make data-based decisions in areas we’re still learning about (such as our carbon footprint). We’re setting up for the long term while making a difference in the medium term.



Our **People** goals focus on what’s critical to our residents, families and team. Addressing the need to attract, train and retain team members, while supporting their wellbeing. Ensuring we maintain our high levels of resident satisfaction. Innovating to transform aged care delivery for future generations.



Our **Planet** goals address the environmental impact of our buildings and operations. Essential products like personal protective equipment (PPE) and clinical aids are prolific and extremely difficult to deal with in the waste cycle. We’ve set targets in areas we can improve ourselves. We’ll work in cross-sector partnerships to find solutions for challenges we can’t solve alone. We’re doing the groundwork required to set a viable net zero target.



Our **Community** goals promote ways we support strong and healthy local communities through employment and responsible procurement. Our residents contribute invaluable social support to others through community work, fundraising and in-kind donations to charitable organisations and we aim to quantify some of that impact.



As an aged care organisation, we strongly believe we’re responsible for **Promoting understanding** – supporting older people to remain visible and valued in society – so we made it a domain of measurement. Our advocacy initiatives seek to promote positive ageing, combat attitudes of ageism, and share knowledge and information that helps build a culture of respect for our elders in Australia.

Our stated Goals are supported by numerous initiatives that will grow our impact, reduce our footprint and ensure Opal HealthCare’s sustainability for the benefit of those we serve.

We look forward to reporting our progress against these goals in our 2023 Social Impact Report.



Caring for our people

3 4 8 10

- 1 800 graduates/participants in the Opal HealthCare Academy Nurse Graduate Program**
Supporting the transition from tertiary education to clinical practice through mentoring, coaching, confidence building and structured in-place learning
- 2 Train and accredit 250 team members in mental health first aid**
Supporting the mental health and resilience of our people
- 3 Grow employment pathways for First Nations people & minority groups, ensuring a safe, inclusive & equitable workplace for all**
Creating more job opportunities and supporting career aspirations through diverse employment partnerships and practices
- 4 Maintain a leadership gender balance within a 70:30 ratio**
Enabling opportunities for meaningful career progression through all aspects of residential aged care
- 5 Maintain customer experience and satisfaction score >90%**
Listening, responding and acting on customer feedback to continually improve our care and services
- 6 Grow and scale 3 care and services innovations**
To improve care outcomes and continually improve the experience of people, especially those with dementia, living in residential aged care



Enriching communities

8 10 11

- 1 4,600 new jobs created in our local communities**
Through our building development program, caring roles in our Care Communities and support roles
- 2 3 signature partnerships that promote healthy and well communities**
Delivering wellbeing outcomes through intergenerational connections, pets and animals, and social support for communities
- 3 Responsible sourcing**
Ensuring ethically responsible procurement practices that benefit people, places and the environment



Caring for our planet

6 7 11 12 13

- 1 Develop a Net Zero strategy for Opal HealthCare**
Reducing emissions and mitigating against transition risk
- 2 15% of total energy usage is generated and used onsite**
Increasing and improving the way we use solar energy in our Care Communities
- 3 2 cross-sector partnerships to reduce plastic waste and improve circularity**
Working together with experts to solve challenges specific to the aged care sector
- 4 20% of waste diverted from landfill**
Improving ethical disposal of equipment or materials and reducing food waste while tackling the challenges of clinical waste
- 5 100% of rainwater harvested is re-used on site**
Using design innovation and water management practices to conserve water for sustainable living
- 6 Grow and scale 3 building design for sustainability innovations**
Partnering with experts to incorporate greener technologies, design practices and operations in our buildings



Promoting understanding

3 10

- 1 Double our online users to support more Australians to access information about aged care**
Giving greater access to high quality, easy to understand information about residential aged care and how to access care
- 2 One or more resident committees in every Care Community**
Ensuring residents who wish to can advocate on behalf of themselves and others in their Care Community, including social committees and contributing to recruitment panels
- 3 Programs to promote positive ageing and combat ageism**
Helping older people to remain visible, respected and relevant in society, and supporting their wellbeing by growing Dementia Care Connections and other community outreach programs



Ageing is living