

# SUSTAINABILITY REPORT

# 2018



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# About this Report

This is the first Sustainability Report (“the Report”) issued by Regis Healthcare Limited. The Report reflects our commitment to transparency and provides detail for our stakeholders on our sustainability approach, goals, challenges and progress during the reporting period.

The data contained within the Report runs from 1 July 2017 through 30 June 2018 unless otherwise noted. The Report should be read in conjunction with the *2018 Annual Report* and *2018 Corporate Governance Statement* available on Regis’ website.

We welcome feedback on our strategy and commitments. If you have questions or comments on any information contained in the Report, please contact Kaushik Sridhar at [sustainability@regis.com.au](mailto:sustainability@regis.com.au)



#### Regis Lutwyche in Queensland :

- 135 solar panels on roof with output of 40,5kW
- LED lighting across the facility
- Sensory controlled lighting in resident ensuite
- Timer controlled heater lamps in ensuites
- Rainwater harvest for irrigation (30,000L capacity)
- Laundry utilising Ozone sanitisation which reduces hot water and chemical consumption

# Message from Managing Director & CEO

It is my pleasure to present Regis Healthcare's ("Regis") first Sustainability Report. This marks a new chapter in our journey towards a sustainable future and is an important step toward establishing an appropriate framework through which we can accurately measure our sustainability progress.

We recognise that our company has an impact on our internal and external stakeholders including our employees, clients (who include our Aged Care and Retirement Village residents and Home Care clients), as well as the wider public and community. We are improving our sustainability approach to ensure we identify all our relevant stakeholders, our material sustainability issues and risks, and the initiatives through which we address and govern these issues. We have focussed our Sustainability Report on three key themes:

## Our Environment

There is an increased awareness of environmental issues including climate change and the sustainability of natural resources globally. In response, we are increasing our environmental sustainability focus in Regis' operations.

## Our Community

We have a responsibility to care for and give back to the communities where we operate. We aim to build sustainable communities that are empowered and enriched to the mutual benefit of both our stakeholders and Regis.

## Our Employees

The recruitment, development and retention of skilled employees is integral to the successful operation of our business. We invest heavily in our employees because it's our passionate, dedicated people who play the most critical roles in caring for our clients and in turn, achieving our business and societal objectives.

We know the future road will be challenging at times but we remain committed to delivering our sustainability strategy and finding new ways to drive meaningful change in our community.

I hope you'll take the time to get to know Regis a little bit better by continuing to read our Sustainability Report.



**Ross Johnston**  
*Managing Director and  
Chief Executive Officer*  
Regis Healthcare







## Blue Chair Project

Regis' mission is to make our residents and clients the focus of everything we do. The 'Blue Chair Project' was implemented at National Office in 2015 with one Blue Chair in every National Office meeting room (including the Boardroom). The Blue Chair is a symbolic representation of our residents and clients as key stakeholders during meetings to ensure that they are front-of-mind in the making of all Regis business decisions.

# Sustainability Snapshot

## Environment


**77 MILLION LITRES**  
ANNUAL WATER SAVINGS ACROSS 47 FACILITIES



### Ozone Laundry Disinfection System

Over the past two years Regis installed Envirosaver Ozone Laundry Disinfection Systems in 131 onsite laundries across 47 facilities, saving approximately 77 million litres of water annually.


**\$160,000**  
ELECTRICITY SAVINGS FOR TWO FACILITIES SINCE INSTALLATION



### Renewable Energy

In late 2016 Regis installed two 100kW grid connected solar arrays at Regis Tiwi (NT) and Regis Redlynch (QLD) which generate in excess of 284 MW of electricity annually. We have achieved expense savings of approximately \$160,000 for both facilities since installation.

**80%**  
REDUCTION IN ANNUAL LIGHTING ENERGY COSTS ACROSS FIVE FACILITIES



### Energy-Efficient LED Lighting

We upgraded our lighting at five facilities to LED lighting this financial year translating to approximately 80% reduction in annual lighting energy costs as well as a CO<sub>2</sub>-e reduction of approximately 277 tonnes.

## Community


**\$30,000**  
RAISED



### Charities

In FY18 the Regis National Office alone raised \$30,000 for a variety of charities.

**21,092 KGS**  
FOOD PACKED FOR DISTRIBUTION TO CHARITIES AND SCHOOLS



### Foodbank

In FY18, our employees volunteered with Foodbank and donated 110 hours of their time packing 21,092 kg of food (equating to approximately 42,000 meals) for distribution to charities and schools.

## Employees



### Employee Assistance Program

Support (counselling) to staff to deal with personal matters.



### Regis Health and Fitness Initiative

Health and Fitness Initiative for our employees including the Melbourne fitness initiative, 'Run for the Kids - Royal Children's Hospital' and the Queensland initiative, 'Bridge to Brisbane'.

## Intergenerational Programs\*



### Kinder Kids

A Regis East Malvern (VIC) initiative where interaction with kindergarten children helps residents feel happier by bringing back pleasant memories.



### Mums & Bubs

A Regis Port Macquarie (NSW) initiative facilitating weekly interactions between residents and mothers and their babies. The initiative has had a positive impact on the resident's quality of life.

# Our Environment

Regis aims to promote sustainability initiatives, environmental responsibility and resource-efficient processes that drive improved operational and environmental outcomes.

We have commenced a comprehensive process to identify and evaluate the environmental impact of our facilities. This is part of Regis' strategy to reduce our carbon emissions and to limit our impact on global warming.

## Environmental Sustainability Statement

One of our first objectives is to integrate and promote greater environmental responsibility and resource-efficient processes across our operations and activities. In 2018 we launched our first Environmental Sustainability Statement, signed off by Graham Hodges (Chairman) and Ross Johnston (Managing Director/CEO). The Statement demonstrates Regis' commitment to having a sustainable approach to management by integrating environmental sustainability across all our activities as well as fostering a shared sense of responsibility for optimal environmental performance from senior management through to our employees and subcontractors.



To achieve our objective and to meet the needs and expectations of our residents, employees and communities, we are committed to:

- Providing information and training to our employees in order to build a positive and enabling culture which supports sustainable behaviour.
- Ensuring that we make responsible and efficient use of natural resources and work towards minimising greenhouse gas emissions resulting from our operations.
- Establishing and maintaining a Sustainability Steering Committee to guide the implementation of the Environmental Sustainability Strategy and Statement.
- Ensuring that we conduct our activities in accordance with environmental laws and relevant standards and practices.
- Sourcing products and services that contribute to positive environmental and social outcomes.
- Measuring and monitoring our sustainability performance and openly communicating our performance to stakeholders via annual sustainability reporting.
- Ensuring that new aged care facilities incorporate sustainability design principles, technologies, and features which promote the wellbeing of our residents and employees.

We will use the Environmental Sustainability Statement as the foundation for building and delivering the Environmental Sustainability Strategy, Action Plan and targets over the next few years.

## Environmental Initiatives

To date, environment-related measures undertaken at some of our facilities include:

- Procurement of materials and products to reduce embodied energy, improve environment quality and ensure sustainably sourced products are used across our buildings:
  - For example, the reduction of Portland cement in concrete; low VOC paints; low formaldehyde composite wood; certified timber products and best practice PVC.
- Focus on measures to ensure energy and water efficiency.
- Use of head contractors that are ISO14001 accredited where possible.
- Focus on construction waste management.
- Ensuring environmentally sustainable practices are utilised by suppliers
  - For example, a required element of the scope of our chemical supply tender was that chemical containers are recyclable and suppliers reduce where possible the need for water at high temperatures for the laundry and/or reduce the amount of water required.
- Work with our uniform supplier to focus on how products are sourced, how greenhouse gas emissions are managed and how stock can be recycled.
- Within new developments, incorporate the creation of comfort spaces through access to daylight, external views and places of respite for employees and residents, while considering glare from daylight.

# Our Environment



## Case Study

### Ozone 'Envirosaver' systems

Over the past two years Regis installed EnviroSaver Ozone Laundry Disinfection in 131 onsite laundries with a total capacity of 3,008 kgs, across 47 facilities. EnviroSaver is an ozone washing technology that utilises the technology of ozone resulting in impressive utility cost savings on water, waste, electricity and gas. Through the Envirosaver technology, we save approximately 77 million litres of water, 1.73 million KW/h of electricity, 19 million megajoules of gas, CO<sub>2</sub> emissions reduction of 3,571 tons and circa \$850,000 in expenses annually.

## Case Study

### Lighting

Lighting is a major source of energy consumption in our facilities and contributes to carbon emissions across our portfolio. Energy efficient light emitting diode ("LED") lights use just a fraction of the amount of energy needed by incandescent lights; they also give off less heat and last far longer. We upgraded our lighting at five facilities to LED lighting this financial year translating to approximately 80% reduction in annual lighting energy costs as well as a CO<sub>2</sub> emissions reduction of approximately 277 tonnes.







## Case Study

### Solar

In late 2016 Regis undertook the installation of two 100 Kw grid connected solar arrays at Regis Tiwi in Darwin (NT) and Regis Redlynch in Cairns (QLD). The photovoltaic arrays involved the installation of 1,275 M<sup>2</sup> of panels equal to the size of an Olympic swimming pool across the available roof space to afford the best solar gain.

Annual generation for both sites has been rewarding environmentally with a renewable green energy component reducing our carbon emissions and also expense saving in reduced energy bills (through lower energy consumption from the grid). The solar systems for both facilities generate in excess of 284 megawatts of electricity annually; this would power 72 domestic single person dwellings annually with renewable energy. We have also achieved expense savings of approximately \$160,000 for both facilities since installing the systems.

## Case Study

### Recycling Furniture

Regis always looks at ways to recycle furniture. In FY18 we donated 40 specialty beds and 15 chairs from our Burnside (SA) facility (wheelchairs and 'Princess Chairs' for residents who are immobile) to a local variety club who plan to recondition the items and provide to people in need locally or overseas.

## Case Study

### Microfibre Cleaning

Regis introduced a new cleaning method which is currently implemented at 14 of our facilities to date. Instead of cleaning floors, walls, windows, mirrors or stainless steel with mops, cloths and buckets, these sites are using an innovative microfibre method that:

1. Improves cleaning and resident outcomes - virtually eliminating cross-contamination during cleaning tasks;
2. Reduces workplace injuries - less work-intensive than conventional mops, no heavy lifting and less water on the floor;
3. Reduces reliance on chemicals – approximately 40% savings in housekeeping chemicals;
4. Improves efficiency - no mop bucket changes;
5. Reduces environmental impact – decrease in water consumption.

# Our Environment

## Case Study

### The Gardening Group

The gardening group at Regis Gatton (QLD) incorporates many facets of gardening - from going to the library and researching, visiting local nurseries and planning the next garden area, to physically creating and looking after the gardens. The facility has tub and raised gardens that enable residents to access them easily, an ANZAC cove garden, potted plants, a hanging garden wall, edible gardens and indoor plants.

Gardening is beneficial for older people because it:

- Increases levels of physical activity and helps mobility and flexibility;
- Encourages use of all motor skills;
- Improves endurance and strength;
- Helps prevent diseases like osteoporosis; and
- Reduces stress levels and promotes relaxation.

The facility competed in the Lockyer Valley Garden competition for three years running. In 2017 the residents of Regis Gatton won all three prizes in the category of 'small garden/unit garden'.



**Maureen** "Looking after my garden here takes me back to looking after my gardens at home. It is a place that makes me happy."

### Quotes from Regis Gatton's Gardening Group

*I love to water the garden. It gives me a job and a responsibility I can do by myself. I feel worthwhile.*

– Jack

*I love to purchase plants through the catalogues and get a surprise when they arrive. My garden is my haven.*

– Joan

*The best thing is to smell my herbs when they are watered. I pick some to give to the staff. I look after my tub every day.*

– Neil



# Our Community

Regis is committed to pursuing socially responsible practices while engaging in our corporate activities. We recognise the importance of actively supporting our residents and the communities in which we work.

Regis has built relationships in communities with local churches, RSLs and schools to assist residents to remain involved in their broader community. Through these initiatives, as well as a vibrant volunteer program, residents are able to engage in simple daily pleasures such as having a visit from a volunteer companion - someone to play board games with, give a hand massage, or assist them in engaging with technology to keep in touch with loved ones.

## PIEC&S

Regis' Lifestyle program is called PIEC&S. This unique program helps residents continue to connect with life through valuing and incorporating their Physical, Intellectual, Emotional, Cultural & Social needs and preferences. Lifestyle programs ensure there are daily activities occurring at all facilities that enable residents to retain their life skills and interests and also have the opportunity to discover some new interests and talents. It's also about ensuring those residents that aren't able to or choose not to leave their room, are connected to other people through one-on-one visits from Lifestyle employees, volunteers, pastoral care visits and also participate in our resident buddy system in some facilities.

PIEC&S focuses on the following attributes:

<b>Personal</b>	Making our program personal through on-going care recipient consultation
<b>Independent</b>	Keeping our residents independent through a range of games designed to engage and stimulate
<b>Engaging</b>	Engaging residents in a variety of activities and services whilst maximising their community links, social lives, and enjoyment of life
<b>Consultative</b>	Consulting with residents, their families and our lifestyle staff in developing monthly lifestyle programs
<b>Self-esteem</b>	Optimising the self-esteem of residents through consultative processes and volunteering roles such as our 'Care recipient Buddy Program'

Regis' Lifestyle teams take ideas, activities and concepts from facilities across the country and create the tools needed to make them available to all residents. Where residents have similar needs, Lifestyle teams create specialised care and lifestyle programs, for example:

- Regis Armadale (VIC) and Regis Rose Bay (NSW) celebrate Jewish holidays and a Rabbi regularly visits Jewish residents.
- Regis Belmore (NSW) provides Greek TV, newspapers and regular Greek morning teas, and has bi-lingual staff. Visits and Services by a Greek Orthodox Priest are also arranged by the Lifestyle team.
- Regis Fawkner's (VIC) Italian residents enjoy activities run by bilingual Lifestyle teams including 'Italian Coffee Clubs' and enjoy Italian menu options.
- Regis Inala Village (VIC) celebrates Chinese New Year, has a Chinese menu and weekly devotions for Chinese residents.

## Intergenerational Program

Regis believes in welcoming the local community into our facilities with a variety of programs including the intergenerational programs. The intergenerational programs focus on building meaningful and fun friendships with the youth and the elderly at a number of our facilities.

Regis Birkdale (QLD), Dandenong North (VIC) and Eastern Shore (TAS) have adopted an intergenerational playgroup. These fortnightly, structured in-house playgroups are hosted on site. The playgroups sing songs, play games and do activities. Residents benefit from the visits as they laugh and recall memories about their children, grandchildren and great-grandchildren.

Numerous studies have linked social interaction with decreased loneliness, delayed mental decline, lower blood pressure, and reduced risk of disease and death among the elderly. According to one Japanese study from 2013<sup>1</sup>, socialising across generations has also been shown to increase happiness and conversation among the elderly. Regis sees these benefits first-hand for our residents as they embrace the chance to learn and share with the younger generation.

<sup>1</sup> Suzuki, Nanami, ed. 2013. The Anthropology of Aging and Well-Being: Searching for the Space and Time to Cultivate Life Together, No. 80 Senri Ethnological Studies (SES). National Museum of Ethnology: Osaka, Japan.

# Our Community

## Case Study

### East Malvern welcomes kinder kids

Regis East Malvern (VIC) collaborated with a group of children from a local area kindergarten, The Learning Sanctuary, to foster relationships based on friendship and grow community bonds. The activity brought the kinder kids together with the residents, with the kids sharing colourful art work from a recent art class activity.

According to the Lifestyle Coordinator at East Malvern, “the focus of the activity is on connection with the younger generation. This enables them to be a grandparent for a few hours which in turn makes them feel happy and brings back pleasant memories.”



## Case Study

### Mum's and Bub's Initiative

Regis Port Macquarie (NSW) developed the Mum's and Bub's initiative to facilitate weekly interactions between residents and mothers and their babies. The initiative has had a positive impact on the resident's quality of life; it facilitates interactions of three different generations, where in many cases, this interaction may not exist. The Lifestyle Coordinator said “seeing and hearing the joy and laughter from all involved is a heart-warming experience, and witnessing the happiness the resident carries for quite sometime afterwards is extremely rewarding.”

One of the mothers involved in the initiative said “My daughter and I love attending the Mum and Bubs group. It warms my heart to see the residents interact with the children. Their eyes light up, they smile and I've even see some shed a tear because they are so happy to see the babies. We also get so much out of the group. Being new to the area and without any family around we don't have many opportunities to connect with older people. As a stay at home Mum, I think I get just as much out of the conversations with the residents as they do!”

For the dementia residents, interacting with the babies made them laugh and smile. The Assistant in Nursing said “In regards to the residents from the dementia specific wing, the reduction of anxious and disruptive behaviours is dramatic. There is a peaceful calmness to them.”

The initiative has evolved into some of the mothers now making room visits to bed bound and socially isolated residents. The joy these visits have brought to our residents have been invaluable. The mothers end up asking to spend more time in our facility in different volunteer roles.

## Case Study

### Art Therapy

Residents at Regis Marlestone (SA) attended a celebratory art exhibition featuring works of art from Regis' art therapy project. The Marlestone facility hosted the event which brought together 50 art enthusiasts from Adelaide and surrounding areas.

Residents, their families and enthusiastic community members attended the exhibition with works of art displayed for three days prior to the opening. During the event over half of the 60 paintings displayed were sold. Adelaide community members came out to show their support for Regis Marlestone's talented artists.

The Regis Marlestone Facility Manager said, “We have seen enormous improvement in our residents' wellbeing and quality of life. One resident, who had lost the ability to communicate, attended each session. One day, 6 months later, during an art class, the resident turned to the art therapist and began to tell her all about her life story and how much her art work has assisted her in remembering wonderful things.”

## Case Study

### Equine Therapy

Regis Sippy Downs (QLD) has developed a connection with the Buderim Equestrian and Pony Club. Residents are escorted by Regis Lifestyle team and volunteers to interact with the horses. They are first treated with an equestrian display, followed by an opportunity to feed the horses with apples and carrots. Some residents had past experiences with horses (owned or looked after horses, or they rode horses as transport to school). Our residents have enjoyed forming a connection with the horses.





## Case Study

### Regis Redlynch welcomes students from Intergenerational Program

In November 2017 Regis Redlynch (QLD) teamed up with St. Andrews Catholic College to not only work on a special culture art project but also strengthen community ties by working together and forming friendships with students.

The project started with residents visiting St Andrew's Catholic College for a pottery art class and both residents and students worked together over the course of two terms to produce a series of ceramic totems – with each sphere symbolising the multicultural heritage of residents. A Visual Arts teacher from St. Andrews Catholic College commented, "It has been a real pleasure to work with Regis and to see the joy on the residents faces as they created an artwork with meaning. We strongly value our partnership with Regis and hope to generate more community art projects in the future."

Several students involved in the joint collaboration commented on the friendship and strength they gained from the community partnership. One student said, "It was an honour to work with the beautiful Regis residents. It was fun to explore and create sculptures that symbolise different cultures from around the world and to help the residents explore their creativity."

## Esprit Café

The Esprit Café program invites people into a warm and inviting setting in an aged care facility to give people the opportunity to meet with others going through a similar situation and find support through sharing major moments in their life. These moments can include moving into a residential aged care home, dealing with confronting news, coming to terms with a loved one passing and how to cope once a loved one has died.

The program is open to residents, their family and interested friends mediated by independent social workers in a café like environment created by our dedicated Regis Lifestyle teams.

The program has grown since the 2016 trial at Regis Dandenong North (VIC) to running across 15 Regis aged care homes. Attendees are given the opportunity to share their thoughts with each person heard free from judgement and criticism in an environment where trust is encouraged and friendships are formed.

A social support worker involved in the Esprit Café program said, "My conversations with employees at Regis aged care homes who organised the initial program have impressed me with positive outcomes for family members and the residents themselves. I feel privileged to be part of this program which has the potential to benefit so many people and I look forward with anticipation to the experience as it moves forward."

# Our Community

## Donations

Regis believes strongly in being a positive influence in the community and encourages all employees to contribute to their local communities.

Regis gives back to the community through fundraising and volunteering for a wide range of charities and causes, including appeals for natural disasters, neighbourhood clean-up campaigns, children's charities, community health services and cancer research.

We also support a range of charities through donations and sponsorships. Regis National Office holds monthly luncheons for employees where they make a donation and Regis matches the amount raised to donate to a charity of choice. In FY18 the National Office alone raised approximately \$30,000 for the following charities:

- FARA Foundation
- Grandies
- Save a Dog Scheme
- Movember
- Edgars Mission
- The Butterfly Foundation
- Amaze (Autism)
- The Raise Foundation
- Outside the Locker Room
- Pollinate Energy

Regis facilities donate to their local communities through fundraising and sponsorship of local bowling clubs and local appeals such as the Make a Difference Charity in WA for those identified as disadvantaged.



## Case Study

### Foodbank

Regis volunteered with Foodbank multiple times in FY18. In total, our employees donated 110 hours of their time volunteering to pack 21,092 kg of food (equating to approximately 42,000 meals) for distribution to charities and schools.



## Case Study

### Bring Your Dog to Work Day

Having dogs in the office has proven to be a very positive experience for both employees and their dogs. Dogs provide a number of physical and mental health benefits for people not only in the office but also in aged care homes.

To celebrate the companionship our dogs provide, Regis National Office held a 'Bring Your Dog to Work Day' in March and June 2018. Twenty-five four legged friends attended work for the day and all were on their best behaviour. The day had a positive impact on many of our employees, with comments such as "pets in the workplace are a great stimulant for employee morale," and "having dogs here is great stress relief." Overall, pets give people a better sense of well being.



## Case Study

### Feeding the Homeless

The employees and residents at Regis Legana (TAS) have been involved with Launceston's Feeding the Homeless initiative. Regis Registered Nurse Julie Young was already a volunteer before she brought the idea of engaging residents to assist by preparing food. The Legana employees and residents made and packed chicken casseroles, pancakes and blackberry jam.



## Case Study

### Australia's Biggest Morning Tea

Regis Sandringham (VIC) recently organised a Biggest Morning Tea as part of the Cancer Council Australia annual fundraiser. The Morning Tea is a way for community members to come together and make a difference by fundraising for the 1.1 million Australians who are living with or survived a diagnosis of cancer.

The event was attended by students from St Kevin's School and Beaumaris North Primary School. The latter's choir performed at the facility, much to the delight of our residents.

Employees and residents wrapped 20 prizes (donated by family members) which raised \$560 for Cancer Council Australia.

# Our Community

## Research

Regis is committed to supporting the development and expansion of knowledge in the field of aged care. As part of this commitment, Regis participates in research projects undertaken by Researchers which meet the criteria set out in Regis' Research Policy.

Participation in research projects is overseen by the Regis Professional Standards Committee (PSC) which comprises of the following members:

- Company Secretary/General Counsel
- Executive General Manager, Quality and Compliance
- Executive General Manager, People & Culture
- National Manager, Clinical & Care Services
- Other such members may be required to provide expert opinion from time to time.

Under the Research Policy, the PSC makes recommendations to the Regis MD/CEO in relation to participation in external research projects. Key considerations for Regis when considering whether to participate in a project are:

- a. The comfort, privacy and dignity of customers;
- b. The merits of the organisation or institution requesting to undertake the research;
- c. Whether ethics approval has been granted to the research project;
- d. The arrangements in place to obtain consent from customers or their representative where relevant;
- e. The arrangements in place to protect confidential information and adhere to privacy legislation and Regis' privacy policy;
- f. The outcome of the research project and its contribution to the improvement of practices in the aged care industry and at Regis; and
- g. How the results or findings of the research project will be published.

## Contribution to the Industry

Regis is a founding member of 'The Aged Care Guild', an association of the eight largest Residential Aged Care for-profit providers in the industry who operate circa 17% of the industry beds (about 35,000 beds). Regis' MD & CEO Ross Johnston has been Chair of the Guild since 2013.

Their purpose is to advocate the development of sustainable aged care that delivers consumer choice. They achieve this through creating the evidence base to make informed decisions; advocating for long term sustainability of the industry; and providing thoughtful leadership for effective industry development and innovation whilst working with the Federal Government and other peak bodies.

Regis is currently participating in the following research projects with leading Australian universities:

Research Project	Study Description
<b>Occupational Participation Needs</b>	This study aims to explore the occupational participation (engagement in everyday activities that are individually meaningful) needs of people with early to moderate stage dementia while attending adult day services and in their home environments. The influence of day service attendance on the occupational participation of their primary carers will also be explored.
<b>Music Therapy</b>	This study is looking at the impact of music-based interventions on depression and neuropsychiatric symptoms in people with dementia. There are three music-based interventions being studied: group music therapy, recreational choir singing and a combination of both.

## Resident Care

Regis continually seeks to ensure and improve the wellbeing of our residents and clients through policies and processes which are reviewed and monitored by Regis' Quality and Compliance team. In FY18, Regis demonstrated commitment to recipient care through 27 successful facility accreditation audits by the Australian Aged Care Quality Agency. Each of these facilities was adjudged to meet all 44 expected outcomes under the accreditation standards for quality care and quality of life for residents.



# Our Employees

**Regis prides itself on appointing well qualified nursing and care team members. Our senior management team brings with it many years combined expertise in clinical care, residential and community care, strategic management as well as residential aged care property development.**

We have many mature business initiatives aimed at supporting our team members in their careers and ensuring they are well equipped to provide the best care possible to residents.

## Health & Safety

RegiSafe, our safety program, is focused on increasing awareness of best practice management of safety in an aged care setting. The program promotes injury prevention for all stakeholders including residents, employees and visitors.

One of the key elements of Regis' approach to safety is leadership. All Managers are expected to lead by example and drive change to improve WHS performance. Managers are expected to participate in local WHS activities (WHS Committees, safety moments, training) and then communicate issues and ideas up to executive team members to monitor timely closure of issues and improvement. Regis' Workplace Health and Safety Management System (WHSMS) aligns with the commitments made in the Regis Workplace Health and Safety Policy.

As a significant proportion of the Regis workforce interact with clients on a daily basis, an ongoing focus remains the provision of quality care while keeping employees both safe and healthy. The nature of this regular interaction can be challenging and therefore remains a clear focus of the Regis WHSMS.

The establishment of communication and consultation opportunities such as Facility WHS Committees and Health and Safety Representative Forums enables Regis to understand the daily challenges faced by our workforce.

Regis uses a number of lead and lag indicators to track WHS outcomes including ongoing performance against existing internal and external benchmarks. The indicators help focus WHS resources on areas with the greatest need. These indicators include significant injury frequency rates, risk assessment numbers, WHS Committee attendance and training completion rates. Annual planning and associated objectives and targets are generated through the analysis of data provided by these performance indicators.

Safety initiatives and messages are continually reinforced through various internal communications channels which include "safety moments" in all meetings, safety alerts, safety posters and monthly performance statistics.

## Employee Assistance Program (EAP)

Regis offers EAP to employees who need support (counselling) to deal with personal matters. This confidential program allows employees to seek assistance through counselling by a professional external provider.

## Regis Health and Fitness Initiative

Regis runs a Health and Fitness Initiative for our employees including the Melbourne fitness initiative, 'Run for the Kids - Royal Children's Hospital' and the Queensland initiative, 'Bridge to Brisbane'. Regis contributes to the entrance fees and also supplies Regis branded running singlet or hat for those participating. Regis also actively promotes the importance of influenza vaccinations, and makes these available annually at no cost to all employees.

# Our Employees

## Recruitment, Development and Retention

The availability and quality of prospective employees is one of the key challenges facing healthcare companies. Recruitment, development, succession planning and retention of skilled people are integral to enable Regis to provide quality care. Regis invests heavily in its employees because this benefits residents, community clients, and the business. Recruitment, development and retention strategies include:

- A policy of promoting from within wherever appropriate, and advertising opportunities internally;
- 'Regis Spirit', our employee awards program for exceptional contributors; service milestone awards; and employee benefits available to 'all';
- Comprehensive learning suite including online, virtual classroom and face to face training programs that build aged care and business skills;
- 'Flourish' - Targeted development programs for developing the clinical and leadership skills of Registered Nurses and Clinical Managers;
- Our proprietary 'Quest' leadership program aimed at supporting operational business leaders and senior organisational leaders;
- Studies Assistance Scholarships, available annually to those who are completing further education in related fields.

Regis continues to be an employer of choice and attract and retain high quality employees through innovative human resources practices focussing on recruitment, learning and development programs, and coaching and mentoring.

## Our Culture and Programs

In 2014 Regis began work on an Employee Value Proposition (EVP), intended to encapsulate the compelling financial and non financial benefits Regis provides to our employees.

Following a comprehensive research study, our EVP is made up of three core elements:

- **Innovation:** We seek and are comfortable with new ideas. Where we can, we utilise technology to keep moving forwards.
- **Opportunity:** Our size and steady growth means that work and advancement opportunities abound for those who seek it. We challenge and expand skills through clear objectives, shared feedback, performance measurement and highly regarded learning programs.
- **Appreciation:** We recognise and appreciate care and effort, say thank you and shine a spotlight on the best. We learn from the successful and encourage sharing between individuals, teams, departments and States.

We call our EVP "Regis Spirit". Over the past two years Regis has built a national 'Spirit' program comprising:

- a package of employee benefits including discounts to a wide array of goods and services;
- our employee awards program for exceptional contributors and service milestones; and
- a calendar of national events focussing on teamwork.

## Nurse on Call

In December 2017, Regis launched a new internal support program called 'Nurse on Call'. The service operates after hours and over the weekends to support facility employees with clinical concerns or queries. 'Nurse on Call' is a phone service staffed by senior Registered Nurses with extensive knowledge and experience working in Aged Care. While a relatively new support structure, Nurse On Call is already very well regarded by our nurses and uptake increases each week.

## Centralised Staffing

Regis has a centralised team that manages all rosters for Regis facilities including the replacement of employees due to illness, annual or other forms of leave. On behalf of each facility the team draws up fortnightly rosters in advance, ensuring employee availability matches the roster, as well as offering a one stop shop for all roster, leave and additional work request enquiries. A key component is the ability for our employees to make themselves available for extra shifts either at their usual workplace or at a nearby Regis facility. The rostering team, supported by specialised software, helps employees maximise their income according to their availability.

## Recruitment

As well as supporting our existing employees, Regis takes an active role in regard to recruitment to ensure the sustainability of our workforce as we continue to grow.

Vacancies at all levels are advertised internally to provide opportunities for advancement, growth or change in roles for employees. Regis has a successful history of internal promotions across all levels, including many of our senior managers.



### **Carers Connect**

Our Carers Connect program allows our recruitment team to thoroughly evaluate and assess the skill and quality of potential frontline carers. Those that are assessed as having the skills and the attributes of great carers are then offered a role. This comprehensive program recruits around 800 carers each year across three states, and helps Regis to recruit the 'right' employees that have the appropriate skills to do their job as well as a strong empathy for our residents.

### **Student Placement**

Regis accepts over 2,000 student placements nationally each year. Most of these students are completing a Certificate 3 in Aged Care, Diploma of Nursing or Bachelor of Nursing. Regis' dedicated Accredited Training coordinators work with Regis' approved panel of training providers to place students and help these potential aged care employees complete their required placement hours. Promising students are then identified at each work location and are referred directly to the Carers Connect program.

### **Learning & Growth**

We are known for our training programs and career pathways. Training needs are identified through an annual training needs survey. Training is then tailored specifically to changing business needs. Mandatory and core training modules are complemented by targeted professional development training including our annual calendar of Study Days, with a focus on resident care issues. We aim to help Regis people excel in their current roles and open up future career opportunities.

Our commitment to training and development is evidenced in the following ways:

- Our online learning platform, the Regis Learning Centre, hosting more than 20 Regis-specific modules;
- A team of roving clinical specialists who coach frontline care and clinical teams in their workplaces;
- Project Flourish;
- Welcome (orientation) programs for all new starters;
- Clinical placement days offered to student nurses;
- Scholarships available to all employees if they choose to undertake formal education in related fields;
- Calendar of education days;
- Suite of systems training delivered by virtual classroom or face to face; and
- Study leave and education support provided to all employees.

Regis is committed to the ongoing training of our existing employees and invests in the future workforce through training of students and graduates.



# Our Employees

## **Project Flourish**

One of the challenges facing the industry has been turnover of staff in key roles including Facility Managers, Clinical Managers, Registered Nurses and Regional Managers.

The aim of Regis' Project Flourish is to attract, support, develop and retain the 'right' people in key operational roles and thus enhancing the quality of resident care, and employee engagement and development.

To date, Project Flourish achievements include:

- Recruitment / Selection processes reviewed to assess the core clinical and leadership competencies of job candidates;
- Comprehensive onboarding programs that build skill and equip new employees for their role;
- Skills building – Registered Nurses: 31%\* improvement in clinical skills; 32%\* improvement in leadership skills;
- Skills building – Clinical Managers: 24%\* improvement in clinical skills; 20%\* improvement in leadership skills; and
- Assistant Manager Development program ('traineeship').

## **Quest Leadership Development**

In November 2017 Regis launched a company wide leadership development program aimed at the most senior 200 employees in leadership positions. This program supports the ongoing assessment, development and growth of our current and future leaders. The program is tailored to individuals through a 270 degree leadership capability assessment, a tailored leadership development program, 2-day facilitated session followed by ongoing group learning both remotely and in small face-to-face meetings.



\* Approximate figures





### **OWL Buddies**

Regis' OWL program (Orienting, Welcoming, Leading) involves experienced and educated carers taking on the important role of being a workplace buddy to on-boarding carers. Carers apply to become a part of the program, which includes a comprehensive assessment process and training to give the aspiring OWLs the required key mentoring skills. OWLs play a critical role in the three-day on-boarding process that all carers undergo when they first start at Regis. OWLs wear an owl pin to signify they hold these special skills and qualities.

### **Diversity**

The Regis Board formally approved a Diversity Policy to address the underrepresentation of women in management positions and on the Board, and to actively facilitate a more diverse and representative management and leadership structure. In July 2018 Regis again received confirmation of compliance from the Workplace Gender Equality Agency.

Regis strives to create safe, flexible and inclusive workplaces to attract and retain talented people, and is committed to leading a values based culture. Equipping people with the right skills to perform their roles and allowing employees to develop and thrive has a profound impact on the business. Regis continues to invest meaningfully in these areas to develop extraordinary people and teams who are highly engaged.

As at 30 June 2018, Regis' total workforce was approximately 8,000. Eighty per cent of employees work on a part time basis, largely reflective of the nature of the work in the aged care industry and the predominantly female workforce. Approximately 72% of our employees are born in another country.

Further information can be found on Regis' Workplace Gender and Equality Report 2017/18: <https://careers.regis.com.au/regis-benefits/why-work-at-regis/>

# Regis Facilities

## NEW SOUTH WALES

Regis Belmore  
Regis Elernore Vale  
Regis Hornsby  
Regis Hurstville  
Regis Port Macquarie  
Regis Port Stephens  
Regis Rose Bay

## NORTHERN TERRITORY

Regis Tiwi

## QUEENSLAND

Regis Birkdale  
Regis Bulimba  
Regis Caboolture  
Regis Chelmer  
Regis Ferny Grove  
Regis Gatton  
Regis Greenbank  
Regis Kirwan  
Regis Kuluin  
Regis Lutwyche  
Regis Maroochydhore  
Regis Redlynch  
Regis Salisbury  
Regis Sandgate- Griffith  
Regis Sandgate- Lucinda  
Regis Sandgate- Musgrave  
Regis Sippy Downs  
Regis The Gap  
Regis Whitfield  
Regis Wynnum  
Regis Yeronga

## SOUTH AUSTRALIA

Regis Burnside  
Regis Marleston  
Regis Playford  
Regis Kingswood

## TASMANIA

Regis Tasmania – Norwood  
Regis Tasmania – Legana  
Regis Tasmania – Eastern Shore

## VICTORIA

Regis Alawarra Lodge  
Regis Armadale  
Regis Blackburn  
Regis Brighton  
Regis Cranbourne  
Regis Dandenong North  
Regis East Malvern  
Regis Fawkner  
Regis Frankston  
Regis Inala Lodge  
Regis Macleod  
Regis Milpara Lodge  
Regis Ontario  
Regis Ringwood  
Regis Rosebud  
Regis Sandringham  
Regis Shenley Manor  
Regis Sunraysia

## WESTERN AUSTRALIA

Regis Bunbury  
Regis Como  
Regis Embleton  
Regis Greenmount  
Regis Nedlands  
Regis North Fremantle  
Regis Port Coogee  
Regis Weston  
Regis Woodlands





**WWW.**

**REGIS.**

**COM.AU**