

# ANNUAL REPORT

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FLOWER FOUNDATION  
Retirement Homes

Est 1963  
NPO 000-836

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The **Annual Report** can be viewed on [www.flower.org.za](http://www.flower.org.za). Scan the QR code to be directed to the report.



The **Annual Financial Statements** can be viewed on [www.flower.org.za](http://www.flower.org.za). Scan the QR code to be directed to the report.



## OUR PHILOSOPHY, MISSION & VALUES

### Our Philosophy

If you want to slow down, *that's good*  
Or fill each day to the brim with laughter, *that's good*  
If you want company, but also want time and space to be alone,  
*That's good.*  
When you have places to be, and things to do  
Or none of those, *that's good*  
When you need help, not pity  
If you live carefree, or need extra special care  
*It's all good*  
There's a time. There's a place.  
Flower Foundation, *it's a good life.*

### Our Mission

Flower Foundation exists as a non-profit entity to provide life-time quality care in secure environments for self-reliant individuals who are older than 55 years of age, and for those requiring long-term care or specialised Dementia Care.

### Our Values

**F**riendly Staff - Our staff are completely focused on providing a friendly service to our residents and their loved ones.

**L**oyalty - Loyalty and dedication from our staff is imperative to both Flower Foundation and all our residents.

**O**utstanding Care - We ensure that our residents receive exceptional care by taking time to listen to them and their loved ones.

**W**elcoming - Flower Foundation creates a welcoming environment for our residents making them and their visitors feel at home as soon as they arrive.

**E**ngagement - We encourage our residents to participate in all our activities, thus increasing their social well-being.

**R**espect - Our residents, staff and business partners are treated with respect and dignity.

## ORGANISATION INFORMATION

### MANAGEMENT BOARD

**CHAIRPERSON:** Ramokgopa, P.N.

**DEPUTY CHAIRPERSON:** Cooke, P.R.

**CHIEF EXECUTIVE OFFICER:** Coetzee, G.J.

#### BOARD MEMBERS:

Bruce-Brand F.M. (Resident)

Cox, G.R. (Resident)

Hough, J.M.

Luüs, C. W.

Marais, R.

Mason, P.J.G

Renney, F. (Resident)

van der Merwe, N.H. (Resident)

### EXCO

Chairperson: Ramokgopa, P.N.

Bruce-Brand F.M.

Coetzee, G.J.

Cooke, P.R.

Mason, P.J.G.

### COMMITTEES

#### AUDIT AND RISK COMMITTEE

Chairperson: Cooke, P.R.

Bruce-Brand F.M.

Luüs, C.W.

van der Merwe, N.H.

#### Invitees

Baker, R.

Coetzee, G.J.

Oosthuizen, L.

#### HR AND ETHICS COMMITTEE

Chairperson: Cox, G.R.

Hough, J.M.

Marais, R.

Ramokgopa, P.N.

Renney, F.

#### Invitees

Baker, R.

Coetzee, G.J.

Els, G.

### GENERAL INFORMATION

#### Country of Incorporation and Domicile:

South Africa

#### Nature of Business and Principal Activities:

Owner of immovable property and facilities for the care and accommodation of older persons and the administration of related services.

#### Administration Office:

Unit 4, Surrey Square Office Park,  
330 Surrey Avenue, Ferndale, 2194

#### Postal Address:

P O Box 3442, Randburg, 2125

#### Contact Number:

011 781 4920

#### Bankers:

Standard Bank of South Africa Ltd

#### Auditors: Wakely-Smith Lattuca Inc.,

33 Peter Place, Lyme Park, 2191

#### Association Registration Number:

000-836 NPO

#### Website:

[www.flower.org.za](http://www.flower.org.za)

#### Facebook:

FlowerFoundationRetirementHomes

#### LinkedIn:

flower-foundation

#### Twitter:

@FFRetirement

#### Instagram:

flowerfoundation1963



## OUR VILLAGES



## CHAIRPERSON'S REVIEW

It is just over two years since the outbreak of COVID-19 in South Africa, and the virus continues to persist and surprise. Worryingly, many South Africans have developed an additional condition termed "Coronavirus Burnout and pandemic Fatigue"- people tiring of observing and adhering to COVID-19 precautions.

The protection of the health and wellbeing of residents and implementing, as responsibly and sensitively as possible, the restrictions required to be in place at "Residential Facilities for the Elderly" remain our primary focus throughout. Guided by our mantra of "It's a good life", Flower Foundation remains committed to rendering continued high-quality care anchored in good nursing practices and ethical business practices.

In our effort to reduce the transmission of this virus in our villages, we have kept our COVID-19 Committee in place. The committee comprises of members of the management team and both resident and non-resident Management Board members. The committee continues to ensure that staff, residents and their families are kept informed about all material developments relating to the pandemic: both government's responses and the actions being taken in our Villages.

Despite our vigilance a number of our residents contracted COVID-19, with some sadly dying from the disease or its complications. Our heartfelt condolences go out to the families and friends of those who have lost loved ones during this time.

Flower Foundation has worked hard at strengthening its corporate culture over the years. I believe our corporate culture and ethical governance differentiates us from our competitors and will continue to help us to attract and retain the best qualified people in the industry. This is evident in safe and dignified care and high-quality health services rendered by the staff and reflected in our day-to-day business dealings. Our ongoing COVID-19 vaccination campaign has been an enormous success. I want to thank our Matrons and their nursing staff for their ongoing commitment, professionalism, and compassion they continue to show every day.

In April 2022, with vaccinations apace and infection rates dropping, the government announced new COVID-19 regulations, such as the relaxation of the mask mandate and the social distancing guidelines. This is good news for business as it means that we can safely and fully resume our day to day operations and work toward achieving our targets in the marketplace.



Next year Flower Foundation celebrates sixty years in existence. My gratitude goes to those who came before us and to all our current residents and staff for all their efforts in ensuring that Flower Foundation remains a leader in the sector. Our continued success is a direct result of consistent focus on customer experience, employee engagement at every level of our organisation and robust corporate governance.

Flower Foundation "started with a beautiful dream of excellence and service, initially carried out solely by dedicated volunteers" said Heather Withers, 14 March 2022.

During this past year Flower Foundation undertook major cost saving initiatives in response to the effects of the lockdown/s and the COVID-19 pandemic generally and managed to reduce the operational cost compared to the previous year by R4,49 million. Only through astute planning and putting the necessary contingencies in place were we able to weather the worst of the storm and improve the operating deficit for the year by R4.19 million.

We know that highly satisfied customers are most likely to recommend a business to family and friends and the same applies to the choosing of a retirement village.

Last year Flower Foundation Retirement Homes was voted "Best of the Best" in the retirement industry by readers of the Star newspaper. This proves that we have the best people in the industry. It shows—a big congratulations to all our staff for their dedication and effort, it is greatly appreciated.

## CHAIRPERSON'S REVIEW

The help provided to our villages from our network of volunteers from the community, who have served on committees or worked within our residential or care facilities, is sincerely appreciated. Thank you for making lives better for our residents and their families.

I am also grateful to our residents, their families and business associates for their ongoing support and understanding during these challenging times and urge them to continue observing all COVID-19 precautionary measures to ensure a safe and healthy environment for all in our care. We know that the strict lockdown regulations in our villages have at times felt very restrictive.

I want to thank our active and committed resident community for giving their time and energy to create a warm and welcoming environment in their respective villages. I would also like to thank all residents for their participation in resident activities and the excellent care and respect they have shown to all our staff as they carry out their duties.

The families of our residents have my gratitude for actively taking an interest in the happenings of Flower Foundation and for respectfully engaging with us. Your views and contributions are always appreciated.

Flower Foundation would not be the proud professional institution it is were it not for its dedicated and committed staff. The staff at our villages, especially in our care centres, need to be commended for their compassion, commitment, and dedication, especially in supporting our residents and families during this period, considering the effect these measures had, and continue to have, on family connections and friendships.

Professionalism and commitment are critical in successfully executing an organisation's strategy, and I would like to thank Gert for his ethical and effective leadership as CEO of Flower Foundation.

The past year was important for us in building Flower Foundation for our future. I want to thank my fellow Management Board members for bringing fresh ideas and perspectives to the table and how they directed the organisation and dealt with the operational and financial fallout of the pandemic. Therefore, I sincerely thank them all for their support, continued efforts, and tireless work.

The World Health Organisation (WHO) estimates that by 2030, one in six people in the world will be aged 60 years or older. With its significant management expertise, leading market position, and good governance, I have no doubt that Flower Foundation is best positioned to take this sector forward.

Thank you and take care,

**Nombuso Ramokgopa**  
Chairperson

*"The best classroom in the world is at the feet of an elderly person."*  
— Andy Rooney





## **CEO'S REPORT**

The 2022 financial year was a continuation of the strategy Flower Foundation embarked on at the start of the previous financial year. We pursued various strategies; some unfortunately did not pan out as well as they seemed to on paper, whilst others, to our surprise worked out much better than expected. Irrespective of the outcome, they all had one common purpose, and that was for the betterment of our residents; to give them the peace of mind that their retirement investment is well looked after in addition to their physical wellbeing.

The “new normal” that we spoke about last year seems to have become entrenched for us all. Masks, sanitisers and limited freedom have become part and parcel of our daily lives. Our Resident Bodies, especially those in our care centres, need to be commended for the manner in which they adhered to the regulations imposed on all of us; even the ones that sometimes defied all logic.

In the same breath we need to mention the families of our residents. Their level of understanding for the tough position our staff were put in, finding that fine balance of adhering to the regulations whilst acting in the best interest of our residents, both physically and mentally, as well as that of their loved ones, is highly commendable and appreciated.

### **OPERATIONAL REVIEW**

The year kicked off with the same challenge as the previous year, whereby there seemed to be reluctance from people to move into retirement villages, especially into the care centres. Fortunately the latter part of the 2022 financial year saw a record number of Tenancy Right sales throughout all of our villages. This was in no small part due to a concerted effort from our Marketing team and the tireless work of the Sales department.

Again, due to some unforeseen circumstances as well as some engineered ones, additional pressure and responsibility were thrust upon the Senior Management team. The manner in which the additional responsibility and pressure was embraced is nothing short of remarkable.

In the drive to be as operationally effective as possible, it has become very apparent that the days of having only one area of responsibility as a Senior Manager is no longer viable. This is evident in the transformation of the Village Managers group. In essence, we now have an Area Manager who is responsible for three villages, and one Manager responsible for the Witpoortjie Campus. Two of our Matrons have been tasked with fulfilling the role of both the Nursing Services Manager and the Village Manager. In two of our Independent Living villages, the Home Supervisors are now the Village Supervisors and report directly to the CEO and no longer to an Area Manager. This resulted in reducing some of our historical bureaucracy and made us a lot more flexible and efficient in our decision making processes.

### **FINANCIAL REVIEW**

The Management Board and I are relieved to be able to present financial results that are much better compared to what was anticipated a year ago. In our budgeted projections, we estimated the results to be worse than that of the 2021 financial year. This was done mainly on the back of us being uncertain of the time frame and to what extent the COVID-19 pandemic was going to affect Flower Foundation.

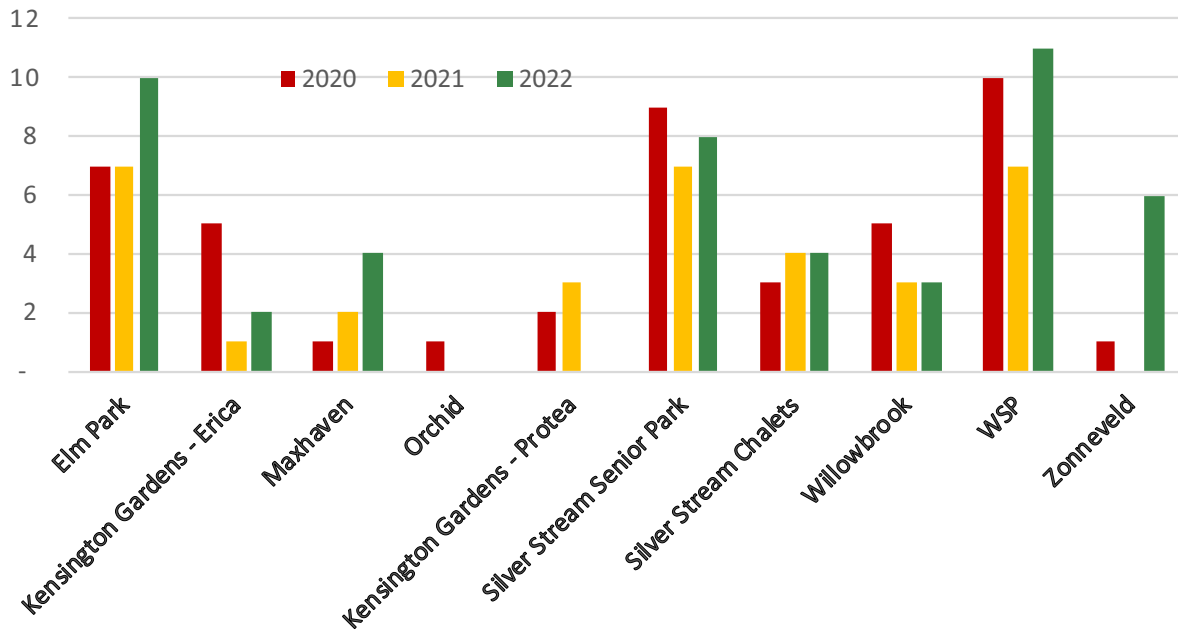
In our 2021 Annual Report, a lot of time and effort went into explaining what affect the COVID-19 pandemic and the lockdown had on our industry and our organisation specifically. A conservative budget was presented for the 2022 year. At the time we expressed the opinion that the sales that did not materialise in the previous financial year were deferred and not totally lost. I



## CEO'S REPORT

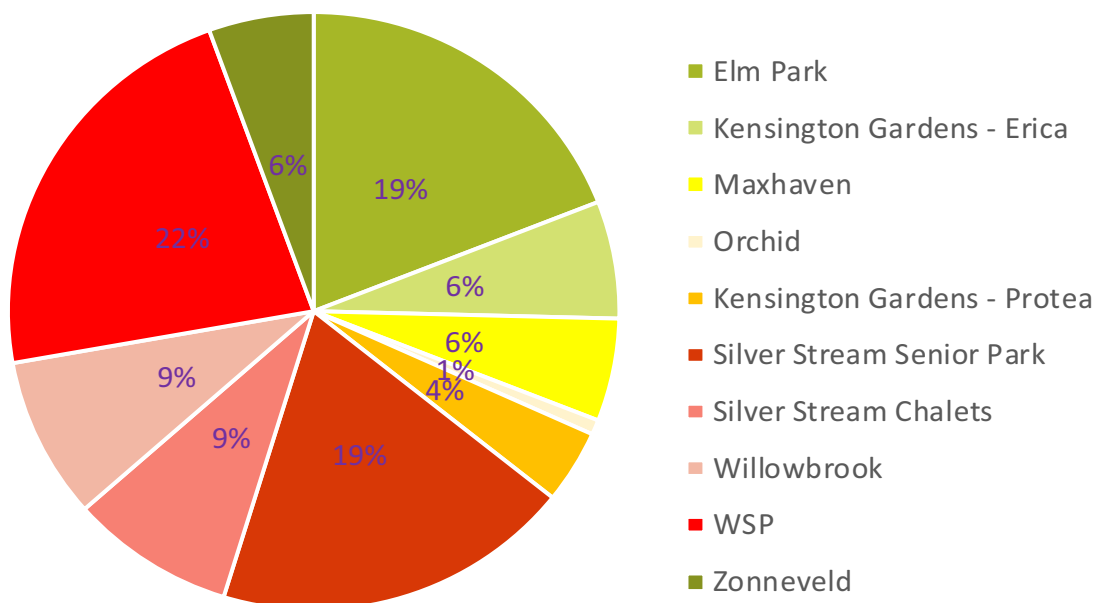
am very glad to report that, indeed the sales were deferred and not lost. As soon as the more stringent lockdown regulations impacting Flower Foundation were lifted, we experienced an unprecedented upswing in the number of Tenancy Right sales. So much so that the sales signed in the last quarter of the financial year brought the total number of sales for the year up to a level comparable to pre-COVID-19 levels. This is clearly visible from the graph below.

No. of Tenancy Right Units Sold



One of the tasks we set ourselves two years ago was to be operationally sustainable. Historically, Flower Foundation Retirement Homes have always relied upon the sale of Tenancy Rights to subsidise the shortfall experienced operationally.

Average contribution to Tenancy Right Sales over the last three years



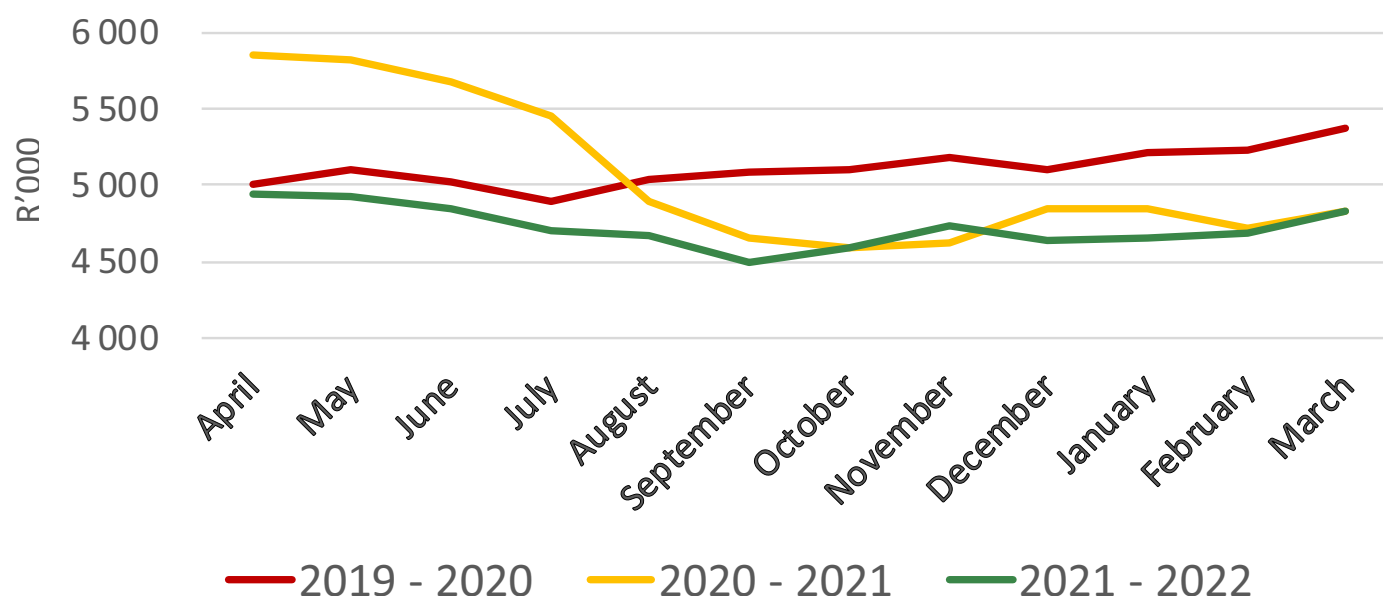


## CEO'S REPORT

Initially we were well on our way to attain this goal with the re-organising and re-allocation of senior staff as well as some operational initiatives that were implemented. Unfortunately the effects of the lockdown on our operations, both in levies and the sale of Tenancy Rights, were substantial. As mentioned and is evident from the previous graphs, we are back to the level of Tenancy Right sales in years gone by. The concerning issue and the one taking up the most of our time with regards to planning and strategising is the decrease in the number of Care Residents.

There is natural attrition yearly, mainly during the winter months, but the number of new residents then increases during the summer period. During the hard lockdown of March 2020 to October 2020 Flower Foundation experienced a far greater reduction in care revenue compared to the previous years. Due to the strict regulations and the resulting reluctance of residents to move into care facilities, we have struggled to eliminate the deficit created by the outflow of residents due to the pandemic, either through health or moving out of care centres to be with families.

### Care Centre Revenue over the last three years



It is necessary to point out that there were some major factors other than our normal operations which influenced the results of 2022. In the 2021 Annual Report it was mentioned that we were in the process of negotiating with the Municipality to resolve what we believed to be overcharges. Through our efforts we have been able to receive substantial credits for overcharges; however this remains an ongoing process unfortunately.

The other was an expensive lesson in the manner in which Flower Foundation consults when decisions are made that directly impact the greater Residents Body of a village. In 2018 Flower Foundation acquired a property adjacent to our Silver Stream Village. The thinking at the time was that it is close to the cottages and the chalets as well as being not too far from our Willow Lodge care centre. A substantial amount of money was spent to change the building into a community centre with a doctor's room, guest cottage and entertainment Lapa. Unfortunately the residents were not in favour of this and the property became a white elephant. The decision was made to cut our losses and sell the property. Unfortunately due to market

## CEO'S REPORT

conditions the sale resulted in a R600k loss for Flower Foundation. The positive of this is however, in consultation with the residents, some of the proceeds from the sale will be used to convert the current dining hall and office complex into a community centre that is functional and aesthetically pleasing to all who will be using it.

### STATEMENT OF FINANCIAL POSITION

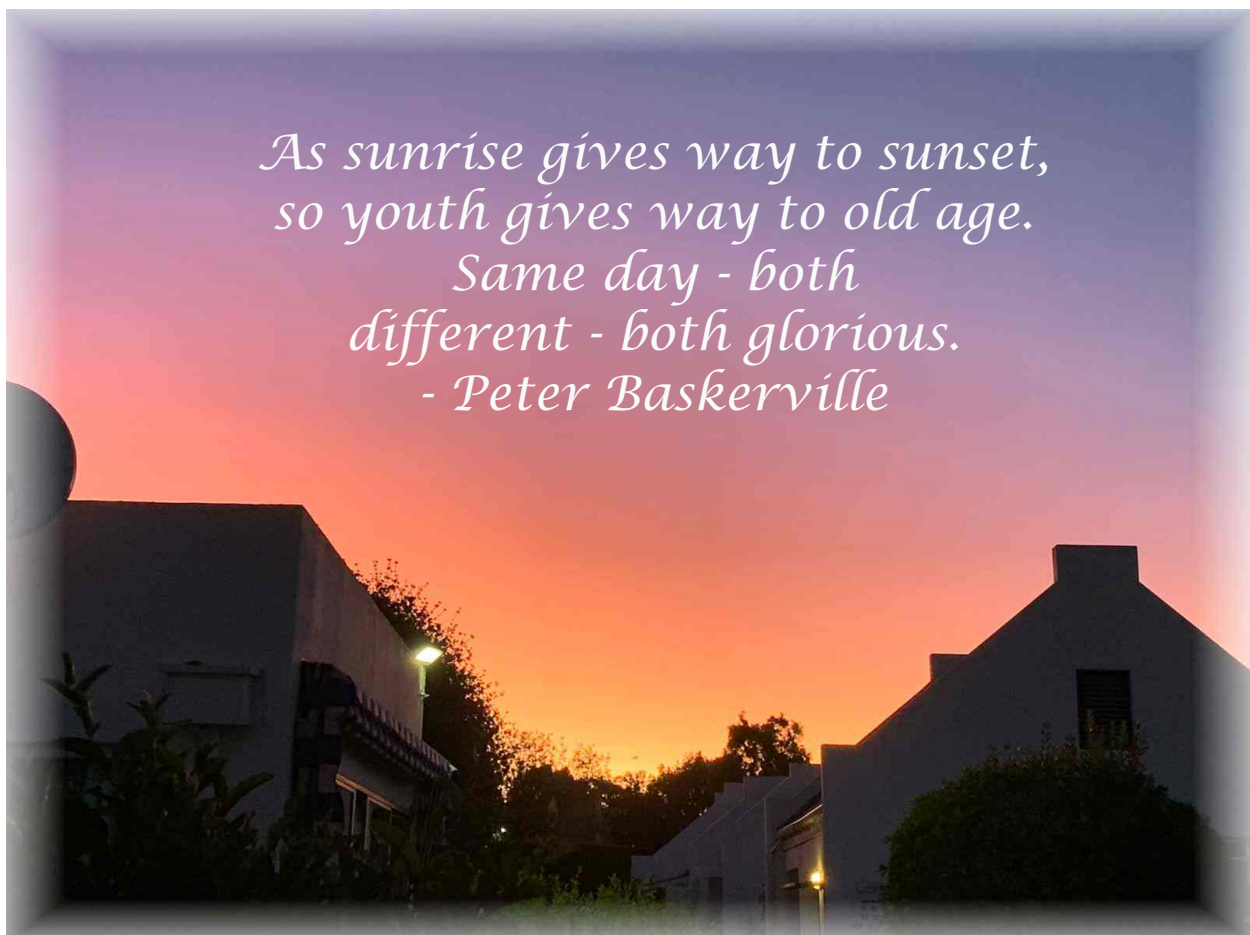
The year under review showed an improvement in the Statement of Financial Position. The main area of focus has been to improve our cash position. We have been able generate R8.5million in cash during the year. This was achieved through the initiatives mentioned, furthermore the Management Board took the decision to exercise our option to apply for COVID-19 loan from our bank which also contributed to the improvement of our cash position.

### WHAT LIES AHEAD

"Heavy is the head that wears the crown." The enormity of the responsibility that rests on the shoulders of the Management Board and every member of staff has never been more top of mind than in the last two years.

We are acutely aware that we act as custodians of the financial, physical and mental wellbeing of all our residents. I want to give every member of Flower Foundation Retirement Homes, and their families the assurance that each and every decision made has the best interest of our residents at its core.

**Gert Coetzee**  
*Chief Executive Officer*



*As sunrise gives way to sunset,  
so youth gives way to old age.  
Same day - both  
different - both glorious.  
- Peter Baskerville*

## AWARDS

### MORAY FRANZ AWARD

The Moray Franz Award was initiated by Mr. Gert Coetzee, Flower Foundation CEO, in 2020. This is awarded to a resident in recognition of outstanding service to fellow residents and the organisation.

The award was named after Moray Franz, the founder of Flower Foundation in 1963. She dedicated her life and time to the elderly, after realising that many elderly and frail people needed assistance as they aged. The recipient of the award in 2021 was **Mr. Keith Boule**. The Award was presented at the AGM on the 12<sup>th</sup> August 2021.

### About Mr Boule

"After matriculating, I started working for a firm of insurance assessors in Johannesburg. I completed Insurance exams that were controlled by England and worked for different firms of insurance assessors. I became the Manager/Outside Assessor of a group of assessors that were part of an insurance company. I subsequently left this group of assessors and worked as an independent assessor until I retired. Assessors were later called Loss Adjusters. After retirement, I worked mornings only for an insurance broker for 12 years.

After both our sons moved out, my wife and I decided to retire fully and moved into Maxhaven Retirement Village. I have been the Residents Chairperson for 11 years and with the assistance of fellow residents, we instituted many changes at Maxhaven. It has been a pleasure to act as the Residents Chairperson and be part of the good changes brought about in Maxhaven.

I was one of the first independent residents of the Flower Foundation that served on the Management Board of Flower Foundation and served as a member for eight years.

Maxhaven residents are regular contributors to the Flower Foundation Benevolent Fund and we will continue the modest contribution each month after our monthly residents' meetings.

COVID-19 has not been easy to deal with. Still, with the help of my fellow residents, we have been able to keep Maxhaven residents well occupied within the boundaries of COVID-19. We will continue to do so in the future."

***Thank you Keith for your commitment and dedication to Flower Foundation and its residents.***



### AWARD FOR BRAVERY

**Patrick Mohale** is part of the maintenance team at Elm Park. Patrick received an award for bravery at the AGM which was held on the 12<sup>th</sup> August 2021. He selflessly put the well-being of the residents at Elm Park above his own. He went above his scope of employment, and for this, Flower Foundation and Elm Park residents are incredibly grateful.

***Thank you, Patrick, for your selfless actions.***





## VILLAGE NEWS

### “Life is what you make it - so make the most of it”

In 2020 we all assumed COVID-19 would be gone by 2021. The year 2021 came and we thought that in 2022, COVID-19 will be a thing of the past. The COVID-19 cases have in fact decreased substantially but a recurrence is always possible as we have seen with various countries. With the lifting of the restrictions our residents decided to make up for lost time and the villages were alive again. Days were filled with activities and village social get togethers whilst following the COVID-19 protocols.

### WILLOWBROOK VILLAGE

It has been a year of adjusting to a new normal. Residents are kept stimulated with various activities held at Willowbrook. Themes are set weekly, and the activities follow according to themes. These include painting, colouring and other arts and crafts. These activities are not only fun, but improve focus for our residents.

Residents enjoyed the Jewish celebrations with Rabbi Kievman, including Purim and Rosh Hashana. They also enjoyed the delicious treats provided.

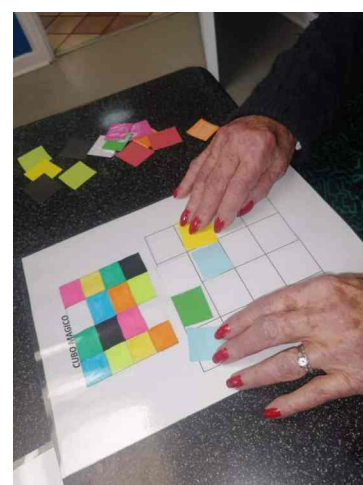
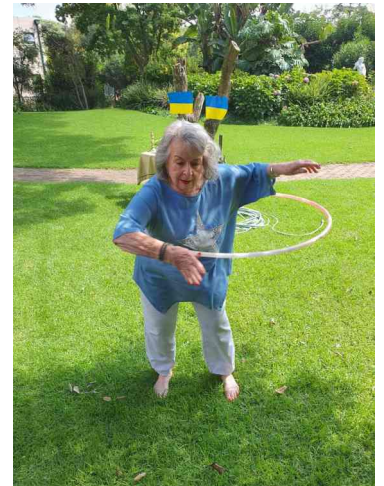
The Residents started a prayer group for the recent war in Ukraine. Regular prayers are conducted for the safety and well-being of all involved.

Senior Citizens day is dedicated to raising awareness for the elderly. The day was celebrated by pampering our residents with hand and foot massages, spoils and lovely treats.

Exercise is essential to ensure that residents remain active. The drumming exercise is a popular class, and residents gather weekly to enjoy all the sounds and physical movements involved.

National days are a reason to celebrate, such as Pizza Day. Residents created their own pizzas; who knew we had so many Chefs living at Willowbrook! On Valentine's Day, residents celebrated the day by having lunch in the beautiful gardens and enjoying the South African sun. Other days included were Popcorn Day and St. Patricks Day.

During the pandemic, all outings were prohibited; once the regulations eased, the residents were taken to the Holocaust Museum. Residents enjoyed the trip and learned more about Jewish History.





## VILLAGE NEWS

### SILVER STREAM VILLAGE

Life is once again being breathed into Silver Stream Village with the relaxing of the COVID-19 restrictions. The residents are embracing the opportunity to interact and become involved with the activities on offer. We have had various outside organisations approach us, offering their time to come to the village and host activities which have been of great enjoyment to the residents.

We have welcomed several new residents to the village and care centre over the past few months. They have settled in well and are already part of the Silver Stream family. We also welcomed a new furry resident, Master Jack, the village cat. He enjoys supervising the residents whilst they do all their activities. He is known to keep residents in our care centre company at night whilst they sleep.

Silver Stream resumed their hosting of the Music Quiz, which was well attended and thoroughly enjoyed by all.

The hustle and bustle and the sound of laughter throughout the village keep us hopeful that the year ahead will be such that the residents can continue to enjoy the lighter side of life and the spirit of Silver Stream.



### MAXHAVEN VILLAGE

With the cases and the regulations easing off, life at Maxhaven is almost back to normal.

New residents have moved into Maxhaven and have been welcomed by all the residents. The daily activities have resumed, and residents enjoy taking part in Yoga on Mondays and Thursdays, Chair Gym on Tuesdays, Ladies' Knitting on Wednesday, and Bible Studies on Fridays. The weekly clinic is held every Wednesday. The Maxhaven committee meet once a month to discuss "Life at Maxhaven" and to plan the social activities and outings for the upcoming months.

The "year end" get together was delayed due to the fourth wave of COVID-19 and was held in February 2022. All residents enjoyed the festivities and celebrated accordingly. Maxhaven residents are all looking forward to many future activities.





## VILLAGE NEWS

### WAVERLEY GARDENS MEMORY CARE

Harsh restrictions were placed on Senior Citizens throughout the various levels of lockdown. The Residents of Waverley Gardens Memory Care, the Alzheimer's and Dementia Specialised Care Centre, were limited to the amount of interaction outside the Village. This, however, did not stop them from interacting with each other inside the village, with the occasional spoil from outside. A memory from everyone's childhood is that of the jingles of an ice cream truck. Residents were taken on a trip down memory lane when the ice cream truck visited the Village. Residents enjoyed ice cream on a cone with various toppings. Some came back for seconds. Burger Day was another trip down memory lane.

The residents were kept occupied with arts and crafts. The knitting club at Waverley Gardens undertook a big project by knitting squares for blankets which were donated to selected charities. Residents have started their own vegetable garden in the village; what a wonderful way to get some Vitamin D.

Once the regulations were lifted, and the COVID-19 cases dropped, a few of the residents and their caregivers were treated to a day away from the Village with a trip to the Johannesburg Zoo.

The residents at the village enjoy Quality of Life by being kept active and stimulated.



### ELM PARK VILLAGE

Elm Park Village is always buzzing with activities and get togethers. The COVID-19 restrictions placed a dampener on the buzz in the village. Therefore when the restrictions were lifted, the village was filled with busyness.

Activities were resumed. Elm Park Village residents enjoyed the Annual Heritage Celebration, where the Heritage Crossword Puzzle Winner was announced. All Flower Foundation Villages participate in this tradition, but there can only be one winner. The winner was a resident at Elm Park, Mrs Gill Conradie.

Another tradition at Elm Park is the Spring Day celebration. After battling with the cold winter, the care centre residents enjoyed this festive occasion. With their carers, they get dressed in Spring attire and sport decorated hats. Prizes are awarded for the Most Colourful Hat, Most Coordinated Outfit and the Best Decorated Hat. This is such a momentous occasion for both the staff and residents, and it is one of the Village Events they look forward to every year.

The regular activities such as Bingo, monthly Rose Lodge Tea, games and exercise classes were also resumed and well attended by the residents.



## VILLAGE NEWS

### PIONEER HOUSE

Pioneer House residents enjoy Quality of Life. They are part of a community that care, motivate, and support each other when needed.

Games, creative time and fun days are just some of the social activities that are arranged at Pioneer House. Market days have been arranged at Pioneer House and are very well-attended by the outside community. Creative stalls, refreshments and entertainment are just some of the offerings on the day, and guided tours were held throughout our facility for potential residents and families. The staff are always keen to do their part with the choir, singing and dancing.

Celebrations, namely Easter, Christmas and Jewish Holidays, are not only a reason to be joyful but are also a time to socialise by making snacks and various eats. Entertainment does not fall short on our list as we are known for our residents and staff's active participation all the time. Good food is served, and residents with visitors enjoy our sponsored coffee machine in our reception.

National Days are just another reason to socialise. Residents enjoyed Valentine's Day and St. Patricks Day. Purim was also celebrated with girls from Torah Academy treating our residents to some dancing as part of the celebrations.

To ensure our residents remain fit and active, the exercise groups, dancing and drumming are regular activities.

We take pride in our credo to give our best, aiming at the highest standard of care possible.



### KENSINGTON GARDENS VILLAGE

Kensington Gardens experienced significant changes over the last year. Once the COVID-19 regulations were eased, a positive vibe was reignited in the village. Most residents felt more relaxed in resuming social activities.

The Friday "Coffee Shop" which was introduced in November 2020 is very popular at the village. This is hosted by Feedem.

The admiration of nature is prevalent in Kensington Gardens as residents enjoy the variety of plants within the village which adds much beauty to Kensington Gardens. Added to this is the diversity of birds that add cheer to the residents as many are nature lovers.



## VILLAGE NEWS

### WITPOORTJIE AND ZONNEVELD VILLAGES

No one celebrated the lifting of the COVID-19 restrictions more than our Witpoortjie and Zonneveld residents. The Line Dancing classes turned into a very popular weekly exercise group. The Haak and Steek Knitting Circle reconvened their weekly knitting and crochet afternoons and they are always accompanied by a well-deserved cup of tea and biscuits. Social get togethers such as braais were arranged to celebrate Spring Day and Heritage Day. The residents were treated to pampering sessions by the staff for Senior Citizens Day.

At the beginning of the year, the independent residents decided to make up for the lost time. They arranged their first outing with a memorable trip to the Botanical Gardens. Soon after that, they enjoyed a trip to Johannesburg Zoo.

There was entertainment galore where various singers and entertainers visited Witpoortjie Village. They were all welcomed by very enthusiastic residents.



## MARKETING

What an exciting year it was for Flower Foundation. We were awarded the “Best of the Best” in The Star Readers Choice Awards. The Readers’ Choice competition empowers consumers by letting them have their say regarding the levels of service they receive from businesses and service providers. We were honoured to be acknowledged as the best in offering services to our elderly community in Johannesburg.

Buzzsouthafrica.com conducts a survey every year to ascertain the top ten retirement villages in South Africa. We were very pleased when three of our villages were placed in the top 10:

- No. 6 - Willowbrook Retirement Village
- No. 7 - Kensington Gardens Retirement Village
- No. 8 - Orchid Place Retirement Village.

These accolades are all attributed to our staff. Their dedication and loyalty to our residents and family members is remarkable and for this we say Thank you!



# COMPLIANCE

## NURSING

Flower Foundation is proud to say that with all the staff, residents, and visitors' compliance with the Disaster Management Act 480 of 2002 regulations, our COVID-19 positive statistics were low in all our Villages. Although visitors were allowed to visit their loved ones at the care centre, visitations in the rooms were only re-instated from 30<sup>th</sup> March 2022.

With the assistance of the Department of Health, we successfully administered COVID-19 vaccines and booster shots to all residents and staff members who requested them. To ensure our residents' and staffs' well-being, we administered the vaccinations at our Villages. It was a smooth process, and fortunately no one experienced any severe side effects.

The nursing staff have been amazing during the pandemic and deserve recognition. International Nurses Day is celebrated annually on the 12<sup>th</sup> May. The day is dedicated to them to show that their efforts and dedication to the job does not go unnoticed. Flower Foundation celebrated Nurses Day where Mr. Gert Coetzee, CEO of Flower Foundation handed out branded face masks to all the nursing staff as a token of appreciation and recognition for their hard work.



**Elm Park**

Residents 83%  
Staff 87%



**Pioneer House**

Residents 86%  
Staff 63%



**Maxhaven**

Residents 91%  
Staff 90%



**Kensington Gardens**

Residents 95%  
Staff 83%



**Waverley Gardens**

**Memory Care**  
Residents 81%  
Staff 91%



**Silver Stream**

Residents 75%  
Staff 74%



**Witpoortjie / Zonneveld**

Residents 72%  
Staff 95%



**Willowbrook**

Residents 96%  
Staff 100%



**Orchid Place**

Residents 100%  
Staff 100%



## HEALTH AND SAFETY

The well-being and safety of our residents and staff are our top priority. Managers, Nursing Service Managers are continuously evaluating and ensuring that the necessary measures are implemented to comply with the Occupational Health and Safety Act 85 of 1993 and the Disaster Management Act 480 of 2002. Our contractors and all external service providers are also required to comply with the Health and Safety measures.

Our Health and Safety service provider, Uni-Excellens, runs fire drills at all our villages and Head Office as prescribed by the Act. Audits are conducted annually to ensure Flower Foundation is compliant. We can confirm that we continually maintain an excellent rating.



## HUMAN RESOURCES

*“Treat employees like they make a difference and they will.” - Jim Goodnight (CEO, SAS)*

The 2021/2022 financial year can best be described as the year of change. As the COVID-19 pandemic continued to impact the world, we at Flower Foundation Human Resources continued to provide support to the organisation, by ensuring that the right staff are appointed to the right positions at the right time. The focus across Flower Foundation continues to be business optimisation and efficiency. This means that during 2021/2022 a number of staff related changes happened. We welcomed a number of new employees to Flower Foundation, bid some farewell and moved others to different Villages. Finally we celebrated the long service achievements of 24 of the loyal Flower Foundation staff members.

### WELCOME

We welcomed a total of 7 new employees during 2021/2022:

- Ms. Grace Mphoswa joined the team of General Assistants at Elm Park on 1<sup>st</sup> April 2021.
- Mrs. Andrea Stelzer was appointed to the position of Sales Consultant on 1<sup>st</sup> May 2021.
- On 1<sup>st</sup> June 2021 we welcomed Mr. Leroy Bender to the Mobile Maintenance Team where he took up the role of Mobile Maintenance Supervisor.
- September 2021 saw the appointment of two new employees; Mrs. Innocentia Jali joined Pioneer House as their new Receptionist and Mr. Hendrik Wittes joined the Mobile Maintenance team as a Maintenance Assistant.
- Mr. Tshepo Mogatli completed the new appointments to the Mobile Maintenance when he joined the team as a Maintenance Assistant.
- The final new appointment for the year, under review was made at Head Office. Ms. Thando Ngema joined the team to take up the role of Receptionist.

### GOODBYE

During the 2021/2022 financial year we bade farewell to 14 of our much-loved colleagues within the Flower Foundation. We continue to wish them well and thank them for their dedication to Flower Foundation.

### RETIRED

Of the 14 employees who left Flower Foundation during the financial year, 6 went on retirement and we wish them well for the next chapter of their lives. They continue to be missed by colleagues and residents alike.

As the financial year drew to a close it was with great sadness that we lost a much loved colleague. Stella Ngcobo joined Elm Park on 8<sup>th</sup> August 2016 as a Professional Nurse. She sadly lost her battle with cancer on Wednesday 31<sup>st</sup> of March 2022. Stella will be missed and we express our sincere condolences to her family and loved ones during this time.



### INTERNAL TRANSFERS

A number of Flower Foundation staff members were transferred to other Villages during the 2021/2022 Financial Year. Staff members were transferred to new Villages as part of the drive by the Management of Flower Foundation to ensure that we fully utilise our staff in the most efficient manner possible. This formed part of a cost containment initiative in order to support the continued financial stability of the organisation.

On 1<sup>st</sup> April 2021 three staff members from Willowbrook Retirement Village joined the team at Waverley Gardens Memory Care:

- Dorah Molefe – Receptionist
- Lungile Mpungose – Professional Nurse
- Beatrice Yehana – Professional Nurse

A fourth Willowbrook Retirement Village staff member was transferred to Elm Park. Janet Brien, a Professional Nurse, joined the nursing team at Elm Park on 1<sup>st</sup> April 2021.

The final transfer for the financial year was made when a vacancy for a General Assistant Cleaner arose at Witpoortjie Senior Park. Francinah Maremane, a half day employee from Maxhaven, was transferred to Witpoortjie Senior Park on 1<sup>st</sup> September 2021.

Flower Foundation prides itself in staff development. As a Human Resources department we are delighted by a number of promotions that took place during the 2021/2022 financial year.



## HUMAN RESOURCES continued.

Two employees who were identified as emerging leaders and formed part of our succession plan were promoted to senior positions during the financial year. Bongzi Ndou was promoted from the role of Maintenance Assistant to Supervisor at Elm Park. He joined the team on 1<sup>st</sup> June 2021. On 1<sup>st</sup> December 2021 Assistant Matron Liziwe Mbolekwa was promoted to the role of Nursing Services Manager at Elm Park. On 1<sup>st</sup> January 2022 Tai Manyanga was promoted from her position of General Assistant Cleaner to that of Receptionist at Elm Park.

We wish Bongzi, Liziwe and Tai all the best in their new roles and we cannot wait to share in their future successes. We are proud of you!!!

### LONG SERVICE AWARDS

Annually Flower Foundation celebrates those employees with five or more years of service. The Human Resources department was excited to once again be able to host a Long Service Award event. This event was held at Kensington Gardens on 19<sup>th</sup> November 2021, under strict COVID-19 protocols. Nevertheless, it was a joyous occasion enjoyed by all who attended.

A Long Service Award is a gesture to recognize and thank an employee for their dedication to the work for a certain period of time. One such employee reached her 30<sup>th</sup> year of service at Flower Foundation. This is an incredible achievement and we wish to congratulate, and thank Lillian Makgoale from Pioneer House for her service over the last 30 years. Lillian, we thank you for your loyalty, hard-work and dedication to Flower Foundation Retirement Homes!

In total 24 employees received Long Service Awards:

- 5 Years: 13 Employees
- 10 Years: 7 Employees
- 15 Years: 2 Employees
- 25 Years: 1 Employee
- 30 Years: 1 Employee

A great big thank you to all these long serving employees for their hard work and dedication!!





## OUTREACH PROGRAMME DE WETSHOF OLD AGE HOME

*“We can all make a difference in the lives of others in need because it is the most simple of gestures that make the most significant of differences.” — Miya Yamanouchi*

Flower Foundation continues with its Outreach Programme assisting the residents of De Wetshof Old Age Home, which is situated next to our village Kensington Gardens. This programme includes a weekly clinic managed by Sister Nomvula, arranging activities for the residents and facilitating the sorting of any general issues concerning the residents.

### EXERCISE PROGRAMME

Once the regulations were lifted, a weekly exercise programme was implemented. With the assistance of the home-based carers, the exercise group took place in the home's beautiful gardens to allow social distancing. The group is only attended by female residents. We are confident that the male residents will soon join as the programme gains momentum.

### THERAPY SESSIONS

As part of their practicals, psychology students from Wits University conducted sessions with participating residents covering topics such as Bereavement, Elder abuse, Family neglect, and elder depression. These were very informative and appreciated by the residents of De Wetshof. The sessions were conducted at the facility on the 11<sup>th</sup> March, 2022.

### RECYCLING PROGRAMME AND CLINIC SUPPORT

One of the focus areas has been getting the residents to be more active and interactive with each other. Due to COVID-19, many residents isolated themselves and preferred not to interact with each other. A recycling programme was implemented, overseen by the Homes General Worker, Granny Yoliswa and Nozuko, a home-based carer who volunteers her time at De Wetshof. Nozuko assists the residents on Mondays, Tuesdays and Wednesdays. Any concerns of residents who are unwell are reported to Sister Nomvula. These residents are then seen at the clinic held every Thursday.



## FINANCIAL INFORMATION

### Statement of Comprehensive Income

Figures in R`000	2022	2021
Accommodation, boarding, levies and services recovered	78,127	82,662
Operating costs	(95,938)	(100,426)
<b>Deficit before other income and expenses</b>	<b>(17,811)</b>	<b>(17,764)</b>
Other income	17,578	13,141
Finance income	313	281
Finance costs	(251)	(15)
<b>Deficit for the year</b>	<b>(171)</b>	<b>(4,357)</b>
<b>Other comprehensive surplus</b>		
Fair value adjustment - Investments	(531)	980
<b>Total other comprehensive (deficit) / surplus</b>	<b>(531)</b>	<b>980</b>
<b>Total comprehensive deficit for the year</b>	<b>(702)</b>	<b>(3,377)</b>

### Statement of Changes in Reserves

Figures in R`000	Revaluation Reserve	Accumulated surplus	Total
<b>Balance at 1 April 2020</b>	2,195	112,815	115,010
<b>Total comprehensive surplus / (deficit) for the year</b>			
Deficit for the year		(4,357)	(4,357)
Total other comprehensive surplus	980	-	980
<b>Total comprehensive surplus / (deficit) for the year</b>	<b>980</b>	<b>(4,357)</b>	<b>(3,377)</b>
<b>Balance at 31 March 2021</b>	<b>3,175</b>	<b>108,458</b>	<b>111,633</b>
<b>Balance at 1 April 2021</b>	3,175	108,458	111,633
<b>Total comprehensive deficit for the year</b>			
Deficit for the year		(171)	(171)
Total other comprehensive deficit	(531)	-	(531)
<b>Total comprehensive deficit for the year</b>	<b>(531)</b>	<b>(171)</b>	<b>(702)</b>
<b>Balance at 31 March 2022</b>	<b>2,644</b>	<b>108,287</b>	<b>110,931</b>

## FINANCIAL INFORMATION

### Statement of Financial Position

Figures in R'000	2022	2021
<b>Assets</b>		
<b>Non-Current Assets</b>		
Investment properties	107,080	105,838
Plant and equipment	2,715	3,462
Investments	5,994	6,117
	<b>115,789</b>	<b>115,417</b>
<b>Current Assets</b>		
Special funds	2,785	2,797
Trade and other receivables	17,049	15,787
Cash and cash equivalents	12,766	4,281
	<b>32,600</b>	<b>22,865</b>
<b>Total Assets</b>	<b>148,389</b>	<b>138,282</b>
<b>Reserves and Liabilities</b>		
<b>Reserves</b>		
Revaluation reserve	2,644	3,175
Accumulated surplus	108,287	108,458
	<b>110,931</b>	<b>111,633</b>
<b>Non-Current Liabilities</b>		
Borrowings	3,928	-
	<b>3,928</b>	<b>-</b>
<b>Current Liabilities</b>		
Trade and other payables	29,401	23,315
Deferred revenue - Specified donations	537	537
Current portion of long term borrowings	807	-
Special funds	2,785	2,797
	<b>33,530</b>	<b>26,649</b>
<b>Total Reserves and Liabilities</b>	<b>148,389</b>	<b>138,282</b>

## FINANCIAL INFORMATION

### Statement of Cash Flows

Figures in R`000	2022	2021
<b>Cash flows used in operating activities</b>		
Deficit for the year	(171)	(4,357)
<i>Adjustments for:</i>		
Finance costs	251	15
Depreciation of plant and equipment	1,094	1,226
Investment income	(313)	(281)
Loss on disposal of plant and equipment	6	-
Loss on disposal of investment property	607	-
Profit on disposal of investment	(358)	(1,112)
Deferred revenue	-	115
<b>Operating cash flow before working capital changes</b>	<b>1,116</b>	<b>(4,394)</b>
<i>Working capital changes</i>		
Decrease / (increase) in financial assets	12	(33)
(Increase) / decrease in trade and other receivables	(1,251)	1,897
Increase / (decrease) in trade and other payables	6,074	(290)
<b>Net cash flows from / (used in) operations</b>	<b>5,951</b>	<b>(2,820)</b>
Investment income	203	153
Finance costs	(251)	(15)
Dividends received	110	128
<b>Net cash flows from / (used in) operating activities</b>	<b>6,013</b>	<b>(2,554)</b>
Cash flows (used in) / from investing activities		
Investment property acquired	(3,312)	(1,950)
Plant and equipment acquired	(368)	(62)
Proceeds on disposals of plant and equipment	15	-
Proceeds on disposals of investment property	1,463	-
Net cash movements on investments	(61)	4,032
<b>Net cash flows (used in) / from investing activities</b>	<b>(2,263)</b>	<b>2,020</b>
Cash flows from financing activities		
Loans raised	4,735	-
<b>Net cash flows from financing activities</b>	<b>4,735</b>	<b>-</b>
Net increase / (decrease) in cash and cash equivalents	8,485	(534)
Cash and cash equivalents at beginning of the year	4,281	4,815
<b>Cash and cash equivalents at end of the year</b>	<b>12,766</b>	<b>4,281</b>

This information has been extracted from Flower Foundation's Annual Financial Statements which have been audited by Wakely Smith Lattuca and an unqualified audit report was issued. The Annual Report contains information including the Chairman's Review and CEO's Report and these have not been audited.

The **Annual Financial Statements** can be viewed on [www.flower.org.za](http://www.flower.org.za). Scan the QR code to be directed to the report.









## VILLAGE CONTACT DETAILS

### INDEPENDENT LIVING

**Elm Park Village**  
1 Suzanne Crescent  
Northcliff  
Tel: 011 476 1014

**Kensington Gardens**  
75, 11th Avenue  
Kensington  
Tel: 011 615-6196

**Maxhaven Village**  
Cnr. Danie/Acacia Streets  
Cresta  
Tel: 011 678 7316

**Orchid Place**  
43, 7th Street  
Lower Houghton  
Tel: 011 781 4920

**Silver Stream Village**  
9 Heather Street  
Malanshof  
Tel: 011 792 6854

**Witpoortjie Village**  
69 Dromedaris Road  
Witpoortjie  
Tel: 011 762 8284

**Zonneveld Village**  
38 Reyger Street  
Witpoortjie  
Tel: 011 762 8284

### RESIDENTIAL LIVING

**Willowbrook Village**  
134 Willowbrook Place  
Sandown  
Tel: 011 884 7305

### ASSISTED LIVING

**Clivia Care Centre**  
Witpoortjie Village  
69 Dromedaris Road  
Witpoortjie  
Tel: 011 762 8284

**Rose Lodge**  
Elm Park Village  
1 Suzanne Crescent  
Northcliff  
Tel: 011 476 1014

**Willow Lodge**  
Silver Stream Village  
9 Heather Street  
Malanshof  
Tel: 011 792 0152

### FRAIL CARE

**Clivia Care Centre**  
Witpoortjie Village  
69 Dromedaris Road  
Witpoortjie  
Tel: 011 762 8284

**Pioneer House**  
15 Trilby Street  
Oaklands  
Tel: 011 728 7277

**Primrose Place**  
Elm Park Village  
1 Suzanne Crescent  
Northcliff  
Tel: 011 476 1014

**Willow Lodge**  
Silver Stream Village  
9 Heather Street  
Malanshof  
Tel: 011 792 0152

### DEMENTIA AND ALZHEIMER'S CARE

**Waverley Gardens Memory Care**  
5 Murray Street  
Waverley  
Tel: 011 887 9881



**Head Office:**  
**Unit 4 Surrey Square Office Park**  
**330 Surrey Avenue**  
**Ferndale**  
**2194**

**Tel: 011 781 4920**  
**Email: [info@flower.org.za](mailto:info@flower.org.za)**  
**Website: [www.flower.org.za](http://www.flower.org.za)**

Elm Park Village <i>Northcliff</i>	Kensington Gardens <i>Kensington</i>	Maxhaven Village <i>Cresta</i>	Orchid Place <i>Lower Houghton</i>	Pioneer House <i>Oaklands</i>	Silver Stream Village <i>Malanshof</i>	Waverley Gardens Memory Care <i>Waverley</i>	Willowbrook Village <i>Sandown</i>	Witpoortjie / Zonneveld Village <i>Witpoortjie</i>
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