



**Year in
Review 2023**



**Outlook
Christian
Living**

Aim & Mission, Philosophy and Values

Aim & Mission

We display God's love by caring for the physical, emotional, spiritual, and social needs of our elderly, whilst providing a loving and caring Christian atmosphere where residents' rights and dignity are respected, and where residents are supported in living life to the full.

Philosophy

We believe that the Bible is the Word of God and therefore has life directions for us all; and that each person is a unique individual with their spiritual, physical, emotional, and social needs.

Values

We place a high value on:

- Treating all residents with love, compassion, and dignity.
- Operating as an effective and cohesive team.
- Delivering a consistently high standard of care.
- Supporting residents living as independently and safely as possible.
- Building relationships based on trust, integrity, and friendliness.

BOARD CHAIR MESSAGE



Bram vander Jagt

In reflecting upon where we are as an organisation I am struck by a deep sense of wonder and gratitude.

The wonder comes despite our failings that come with human frailty. By God's amazing and undeserved grace we see ourselves moving positively forward and ever-growing in the care and service we deliver.

My gratitude is directed to the people who work diligently, creatively and constantly as part of a team to deliver care and accommodation of an excellent standard whilst maintaining a Christian ethos. This is evidenced by unsolicited positive feedback- both from residents feeling loved and cared for and staff who enjoy coming to work.

It is an honour to work with a Board where each member sincerely contributes and strives to maintain and grow the organisation to reflect our faith-based standards and objectives.

Our senior management team led by Jacques de la Porte have worked incredibly hard in a challenging landscape of government regulations and reporting requirements to deliver excellent outcomes, set high standards and enable and encourage staff.

Each day we are reliant upon our clinical, care, catering, cleaning, maintenance, pastoral and support staff to be the hands that care for our residents and give them the value they deserve.

To our residents, we thank you for choosing Outlook Christian Living and involving yourselves in a positive way in the life of our aged care home and retirement villages. We pray that you continue to experience excellent care and enjoy each day in fellowship with us.

The Board values your prayers as we continue to consolidate, improve and expand the service of care that Outlook Christian Living is committed to provide to the community.

BOARD

Chair: Bram vander Jagt

Vice Chair: Harold Dykstra

Secretary: John Visser

Treasurer: Joe Harmelink

Members: Nelleke Arnold, Nelly Foley, Ben Keller, Abe Polderman, Fenna Schaddee van Dooren, Corey Van Garderen

BOARD SUBCOMMITTEES

Finance, Risk & Audit Committee:

Joe Harmelink (Chair), Jacques de la Porte, Neil Morgan, Lachlan Rogers, Corey Van Garderen

Quality & Safety Committee:

Nelly Foley (Chair), Jacques de la Porte, Jodie Hoogenboom, Helen Van Garderen, Harman Dhaliwal, Jans Amuwala

EXECUTIVE

Chief Executive Officer:

Jacques de la Porte

Director of Finance & Corporate Services:

Neil Morgan

Director of Nursing:

Jodie Hoogenboom

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FROM THE CEO



Jacques de la Porte

As we look back on the past financial year, we are reminded of the incredible efforts made by our staff, volunteers, and the wider community to support Outlook Christian Living and those who call it home.

As Chief Executive, I am proud of the commitment of our team to provide the highest quality care to our residents and to find new and innovative ways to meet their changing needs. This is reflected in our new 2023/27 Strategic Plan, which is designed around four strategic goals anchored in our ongoing reliance on God.

1. Being resident-centred while delivering exceptional care and services.
2. Being an Employer of Choice.
3. Ensuring good Governance and Sustainability.
4. Seek to meet current and future resident needs.

We developed this plan with thorough consultation and review of the changing political, social, demographic, and economic landscape. The Board and Executive understand that to be sustainable and meet resident needs; we must adapt and capitalise on opportunities to deliver resident-centred, high-quality care and services to our aged care and retirement living communities. The Board and Executive are committed to delivering on our Strategic Plan over the next five years.

During the first half of the 2022/23 fiscal year, we implemented a new financial budget with the aim of reducing monthly deficits. Our primary focus was to achieve a break-even monthly result by June 2023. This was necessary to ensure that our organisation is in a strong position to return to surplus during the upcoming financial year. We achieved this goal by increasing aged care occupancy from an average of 75% to 90.1% by June 2023, combined with increased government funding. We are also improving roster management and significantly reducing the use of

agency staff. These contributing factors led to an increase in cashflow, allowing us to invest much-needed funds into the aged care home by refurbishing the reception area, main dining room, and Grevillea and Banksia units.

Whilst ensuring a financially sustainable organisation is of utmost importance, there is a fine balance between sustainability, resident care and the wellbeing of our people. As Chief Executive, all three are equally important. The organisation must continue to be sustainable in order to deliver exceptional care, and we must continue to value and look after the people who deliver that care.

Outlook Gardens Aged Care passed accreditation in March with no improvement recommendations. This is a wonderful achievement and can be directly attributed to our committed staff and the exceptional care they provide to our residents. To recognise and thank our staff throughout the year, we have implemented quarterly staff BBQ lunches and, this year, hosted our first Annual staff and volunteer awards.

I look forward to continuing to build a culture of appreciation, support and learning and will continue to invest in the well-being and development of our people.

As I conclude, it is my great honour and privilege to serve as the Chief Executive of Outlook Christian Living. I thank the Lord every day for the opportunity and pray that I can make a positive impact on the organisation, its residents, and its staff.

I would like to express my gratitude to all our residents, staff, volunteers, and board members for their unwavering support throughout yet another challenging year. We look forward to the future with great anticipation and remain committed to the continued success of Outlook Christian Living and its community.



AGED CARE

Jodie Hoogenboom Director of Nursing

We have a wonderful and dedicated team at Outlook Gardens Aged Care, where we value each person and their life experiences. Although the Aged Care sector is busy with increased reporting, governance requirements and industry-wide staff shortages, we have been actively stabilising the casual component of our workforce as well as recruiting new team members. We are grateful to now have a stable roster of permanent staff, as well as a reliable pool of casual staff to draw upon as required.

As part of our commitment to continuous improvement, our policies and procedures are always being reviewed to ensure the ongoing provision of best-practice care and governance. We have also recently introduced a new staff training platform, which is supported by both the Department of Health and Human Services (DHHS) and the Aged Care Quality and Safety Commission (ACQSC).

As part of the Aged Care Reforms, the previous Aged Care Funding Instrument (ACFI) was replaced with a new funding model to better fund the cost of providing tailored care for aged care residents. The Australian National Aged Care Classification (AN-ACC) has now been phased in, and requires a greater emphasis on individual Care Plans, more thorough documentation and a higher level of reporting to the government. Senior clinician roles are critical for the management of this system, including communicating to all key stakeholders – Residents, their Power of Attorney (POA), Medical Practitioners, care staff, allied health practitioners and other relevant health professionals.

In response to the above, we have appointed a Quality & Clinical Support Manager to assist with AN-ACC and take oversight of auditing, Quality Indicator reporting and other assessment functions. We also continue to maintain a Medical Advisory Committee (comprising of Pharmacist, General Practitioner, CEO, Director of Nursing, Clinical Care Manager and Quality & Clinical Support Manager) to ensure that our medication practices are thoroughly monitored and reviewed. We are now in the process of implementing an electronic medication management system to improve processes and streamline documentation via an electronic portal.

We were also fortunate to receive a government grant to purchase a fully interactive Telehealth system to ensure that our residents can access Telehealth appointments if face-to-face attendance is not possible. We are grateful that these systems are available to continue to support our residents in every facet of their lives.

In summary, Outlook Gardens Aged Care is committed to providing the highest standard of care for its residents. Despite the challenges faced by the Aged Care sector, we have taken proactive steps to ensure the stability of our workforce and the quality of our care. With ongoing improvements to our policies and procedures, we are well-equipped to provide tailored care for our residents and ensure their health and well-being. We will continue to strive towards excellence in aged care and serving our community.



1



2



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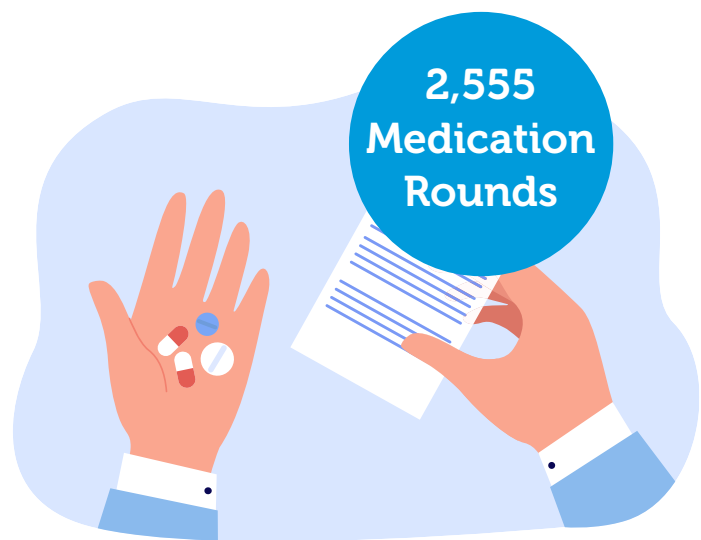


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- 1 Enjoying painting with our art group
- 2 Curly is one of our regular visitors!
- 3 More painting with our art group
- 4 Playing Sjoelen together

AGED CARE – A look over the last year

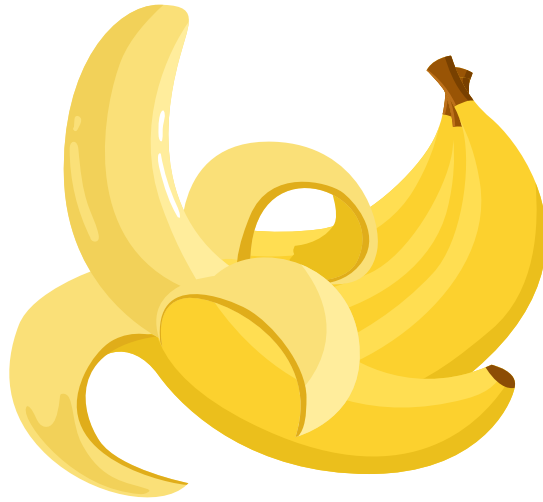
2,555
Medication
Rounds



73,000
Towels
Washed



32 Staff Nationalities
17 Resident Nationalities



**1.7 tonnes
of Bananas
Consumed**

**4,500
Physiotherapy
Sessions**



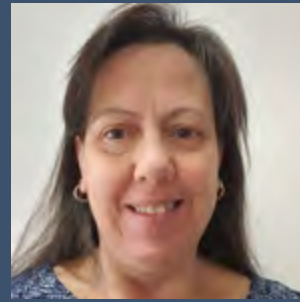
**20,900+
Showers
Provided**



**2340
GP Visits**

AGED CARE - Lifestyle

Moving into Aged Care does not mean leaving hobbies and activities behind. Aged Care residents enjoy busy and fulfilling days, with activities ranging from outings, group activities, games, hobbies and individual pursuits. Our fabulous Lifestyle team are highly creative, and enjoy providing a large choice of activities that are suitable for all levels of interest and ability. Just to give you a glimpse, our Lifestyle team put together some statistics from 2023...



Gabriella Matera
Lifestyle
Coordinator





9360

2340 nails painted at manicures



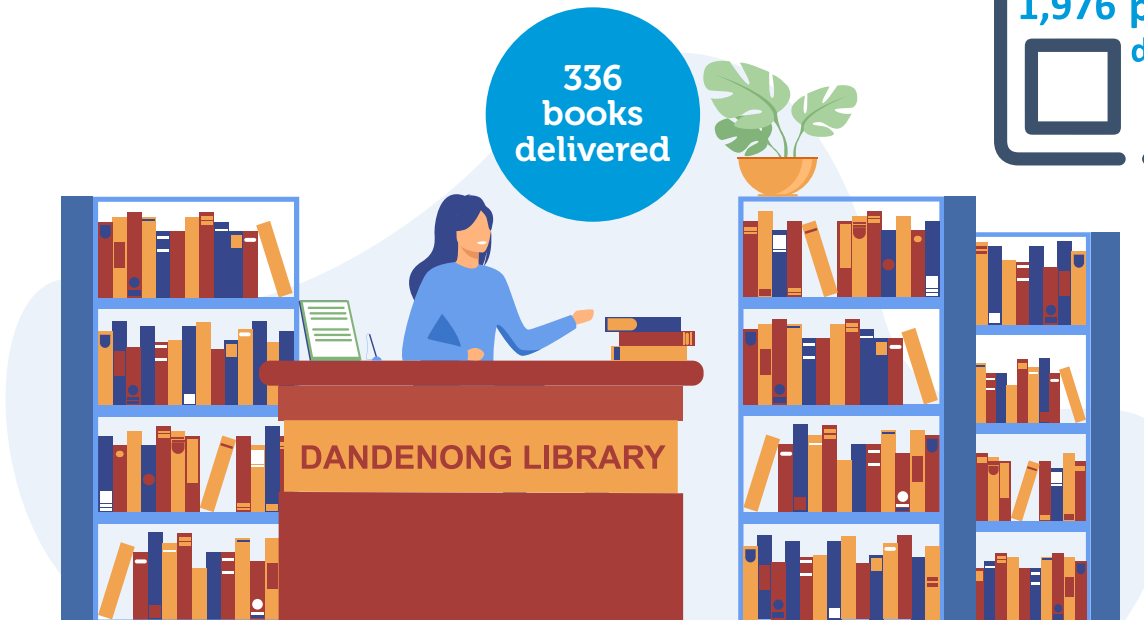
48 Packets of Dutch biscuits consumed at Dutch Group



128km of wool used for knitting



336 books delivered





STAFF AWARDS

In October, we gathered for an afternoon of celebration of our incredible staff. While we would love to give awards to EVERY staff member, we took the opportunity to name and celebrate a handful of truly exceptional individuals. Staff were invited to nominate co-workers and highlight how they embody Outlook Christian Living's values.

The result was 75 nominations...which represents 75 stories of staff members going above and beyond to fulfil their duties and help their teammates!

At our Staff Awards Event, we formally recognised some of these staff, as well as acknowledging and celebrating staff who had achieved a milestone length of service. Did you know that some of our Aged Care staff have been part of our team for over 15 years?!

Some of our wonderful volunteers also joined us on the day, and we were glad to be able to formally recognise the contribution that they make in so many areas.

Award Winners:

- CEO Award **Karen Edmonds**
- Above & Beyond Award **Rosebud Pereira and Mary Nagendirarajah**
- Team Player **Suja Rani and Joey Rassavong**
- Attitude & Enthusiasm **Long Le and Rudy Terlaak**
- Rising Star **Zara Lin**
- Clinical Excellence **Sharnjeet Kaur**

Length of Service recipients:

5 Year

Lisa O'Callaghan
Titima Duangjit
Helen Scholten
Trish Davenne
Greg Davenne
Monica Huntly
Gabriella Materia
Ilona Hercenberger
Michelle Nolan
Susan Liu
Long Le
Biljjana Canoska
Neil Morgan

7 Year

Roy Zhou
Rumpa Roy
Mark Sepra
Pawandeep Kaur
Rosebud Pereira
Rhia Le
Therese Mann
Briony Groves
Den Bruan
Valentina Iacob
Rachel Billing
Adie Ongoco
AJ Durakoska

10 Year

Amy Kruizinga
Kavita Kumari
Marie Castel
Dilek Boydak
Lorminda Guilledo
Chandrika Sinhalage
Grace Yu
Suja Rani
Barbara Whitworth
Donna Chapman
Eglal Ali

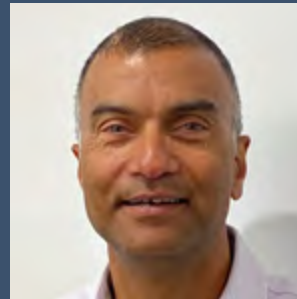
15 Year

Mary Nagendirarajah
Karen Edmonds
Trudy Handakas
Riza Feher
Bridget Rodricks

PASTORAL CARE

As a Christian organisation, we believe that each person is a unique individual with their spiritual, physical, emotional, and social needs. We believe that pastoral care – responding to a person’s spiritual and emotional needs – is vitally important to each person’s wellbeing. Pastoral Care is built into our organisational structure through providing a Pastoral Care Coordinator and a team of volunteers. Our Pastoral Care program includes Christian church services and events, as well as access for all residents to a trained and compassionate listening ear. Outlook Christian Living staff are also supported through confidential pastoral care and counselling when needed.

This year, it has been a privilege to welcome Rev Michael de Kretser as our Pastoral Care Coordinator. Together with some dedicated volunteers, Michael and our Pastoral Care team are alongside our residents throughout the ups and downs of life to “rejoice with those who rejoice, and mourn with those who mourn”.



Michael de Kretser
Pastoral Care Coordinator

VOLUNTEERS

We have a fabulous team of volunteers who give generously of their time and talents! On any given day, there’s a good chance you’ll run into a volunteer who is cheerfully helping out in one of many ways.

We are so grateful for our volunteers, who serve in specific roles including:

- Pastoral Care at Ebenezer, Olive Gardens and Outlook Gardens Retirement Villages
- Activities program at Outlook Gardens Aged Care
- Greeting visitors and visiting with residents at Outlook Gardens Aged Care
- Leading Hymn Singing and Faith Stories programs at Outlook Gardens Aged Care
- Administration and Resident Support at Olive Gardens
- Running the kiosk at Outlook Gardens Retirement Village
- Organising social events at Ebenezer, Olive Gardens and Outlook Gardens Retirement Villages
- Members and leaders of the Resident and Social Committees at Ebenezer, Olive Gardens and Outlook Gardens Retirement Villages
- Board members

In addition to these specific roles, there are also a large number of residents who contribute in many ways to village life – such as gardening, helping in the kitchen at events and supporting neighbours in need. We believe that everyone has something unique to contribute, and we celebrate and thank our diverse community.

If you would like to volunteer some of your time at Outlook Christian Living, please let us know!



OUR PEOPLE

Our Outlook Christian Living team are some of the best in the business! We are proud of their dedication, professionalism and teamwork. Whether it's organising activities, maintaining our property and gardens, greeting visitors, providing direct resident care or managing our finances, we have team members who specialise in whatever is needed. We invest heavily in our staff – through recruiting the most passionate and qualified people, providing on-the-job training and coaching, regular feedback and encouraging professional development. We celebrate milestones together, and truly enjoy working alongside one another. As an extra way to show our appreciation, our Aged Care staff receive fish and chips for lunch on a Friday, as well as pizza or BBQs on special occasions like Aged Care Employee Day.

In addition to valuing our staff's professional skills, each person's wellbeing is so important to us that we recently engaged an external Christian organisation to partner with us in providing staff pastoral care and support.

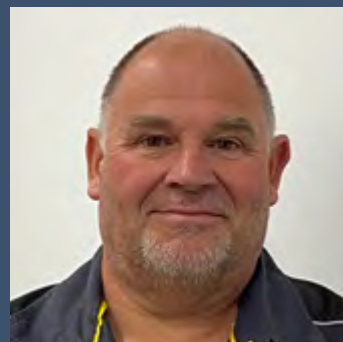
MAINTENANCE MANAGER

It has been a busy year in the maintenance department as we continue to implement improvements across all four of our sites.

We have undertaken some significant projects this year in our aged care home. Our major focus was a full refurbishment of our Lavender wing, including the nurse station and some external roof work. We also updated the main entrance and reception area with new furniture, paintwork and replacing carpets in some main corridors. The main dining room received a facelift with new paintwork and electrical fittings installed. The Grevillea and Banksia Wings are being freshened up with new flooring and paintwork.

In our three villages we take pride in keeping every unit fully maintained for all current residents, as well as completing updates for new residents – for which our maintenance staff work alongside a team of professional contractors. This year, we have refurbished/renovated approximately five units with more to come. We also continue to upgrade pathways and retaining walls, and are grateful to have a gardener in each village to maintain lawn and garden areas.

Our maintenance team and contractors are kept busy with all the ongoing work across all four of our sites, including day to day maintenance tasks to ensure the safety and comfort of our residents and staff.



Greg Davenne
Construction &
Maintenance
Manager

RETIREMENT LIVING UPDATE

The last 12 months have seen a return of village social programs including regular morning teas, happy hours, card nights, special dinners and other social get-togethers. It is great to see residents catching up with one another and enjoying one another's company.

Residents from each village have also enjoyed participating in combined village outings and events, enabling the re-kindling of old friendships and the forging of new ones.

There have been a very high number of unit changeovers in the past year. Village residents have said goodbye to long-time friends (some of whom have moved into aged care) and welcomed new neighbours to our communities – our residents are so friendly and welcoming! Neighbours are cared for during times of illness and hardship, and a warm welcome is extended to those who are moving in.

The number of residents moving in and out has also kept our construction and maintenance teams very busy. We continue to improve the standard of our renovated units which is often commended by incoming residents and their families. With beautiful shared Community Centres and well-maintained gardens, our retirement villages are very attractive places to live.

The retirement village sector is changing, diverse and complex. To help keep pace with these changes, the Victorian Government has released a proposed Retirement Villages Amendment Bill to seek feedback from all interested stakeholders. In essence, the Victorian Government is proposing key reforms to improve consumer protections, and to foster growth and innovation in the retirement village sector. We will keep residents apprised of changes that may affect them.



EBENEZER



In the past 12 months many Ebenezer residents have seized the opportunity to travel...be it overseas, interstate or local.

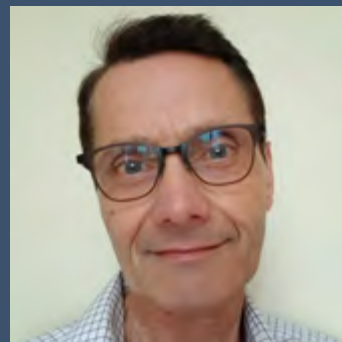
Our residents have enjoyed plenty of activities, programs and outings. Social highlights at Ebenezer have included our Dinner Dance, Australia Day, Anzac Day and Remembrance Day services, as well as a Variety Night of performances from our very own talented residents.

There was a first for our organisation this year, with all three villages combining in March for a coach outing to the Dandenong Ranges for sightseeing and lunch. We took a second joint outing to the Tesselaar Tulip Festival in September. Both of these events were a tremendous success.

There is a sense of genuine unity, care and love for each other in our community. If someone is unwell, neighbours will often cook a meal or do welfare checks, do some shopping or take them to appointments. We have also been blessed with a committed, dedicated, and enthusiastic Social Committee whose goal is to entertain and to create a fun and loving atmosphere.

Our village buildings have also undergone a lot of changes. At one stage we had eight empty units with the majority undergoing complete refurbishment before some new arrivals to our community. We thank God for providing us with wonderful new people who have chosen Ebenezer to spend their retirement years and share their life experience with us.

“And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.” Colossians 3:17



Rudy Terlaak
Office
Manager-
Ebenezer

OLIVE GARDENS

It has been wonderful to see the community at Olive Gardens continue to flourish. Of all the villages, Olive Gardens has probably been hardest hit by a number of long-term residents leaving. One of the couples who left to come to our aged care facility was Herman and Tally Schuring. Herman and Tally were long-term Olive Gardens residents who were instrumental in making Olive Gardens what it is today.

Herman was happily 'on call' to the residents should a maintenance issue arise. He was always cheerful and ready to help anyone in need. This attitude permeates the village which comprises a group of residents who all strongly accept, support and respect one another. The way in which this village supports one another is a testament to all of those involved, including Abe Polderman, one of our Board Members, who visits the village regularly and is co-ordinating the resident activities.

During the year, the community hall has undergone a major facelift. The walls and wood panelling have been given a fresh coat of paint. The old carpet has been replaced which completed the transformational re-fresh of the hall.

The hall is in regular use, with residents gathering to celebrate birthdays and special events, as well as enjoying regular village morning teas, and a newly-commenced Bible study.



OUTLOOK GARDENS

It has been wonderful to see our Outlook Gardens residents returning to our regular morning teas and enjoying a reinvigorated social program. A vibrant social program only works with the support and hard work of the Residents and a huge amount of credit must go to the Residents and Kiosk Committees for their tireless efforts.

The kiosk opens each Thursday morning with a range of treats and traditional Dutch foods which is hugely attractive to the residents. A big thank you to the residents who put in the effort throughout the week to provide a delectable range of food that brings back nostalgic memories of the past.

The social committee has also ensured there is a range of attractive social activities and programs that are organised by residents across the entire village and designed to appeal to a wide range of interests. This year, this has included Happy Hour, movies, pizza nights and various outings.

A big thank you to Outlook Gardens Village residents who volunteer in our aged care home as well as those who assist with painting and gardening in different areas of the village. It is these contributions that help make our organisation special and make a positive difference to the lives of others around you.





FINANCE OVERVIEW

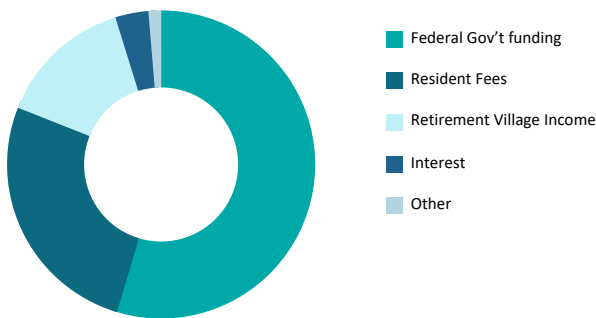
Neil Morgan - Director of Finance & Corporate Services

As we settle into the new financial year, we are optimistic of better financial times in the years ahead. While the last few years have been challenging in light of Covid, we are starting to see the benefits of increased Federal Government funding, higher levels of aged care occupancy and ongoing operating efficiencies. There are also areas of aged care operations, such as residential care and food quality, where we continue to invest to ensure our residents feel deeply loved and cared for. The retirement village side of our business has also been busy due to a very high number of unit turnovers in the last 12 months.

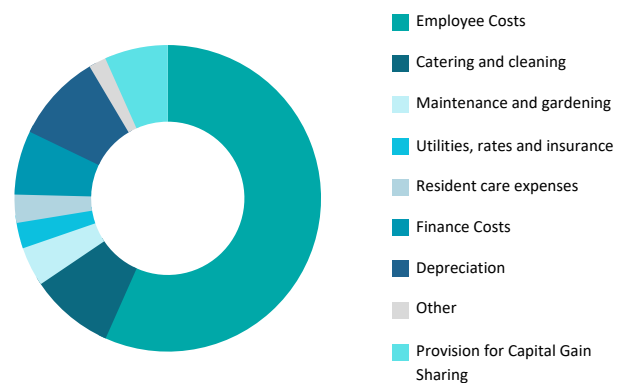
We continue to keep our maintenance team very busy with many improvement projects across the aged care home and our retirement villages. We greatly appreciate the way in which our construction and maintenance team ensures our facilities at all sites remain in great shape.

1. FINANCIAL OVERVIEW

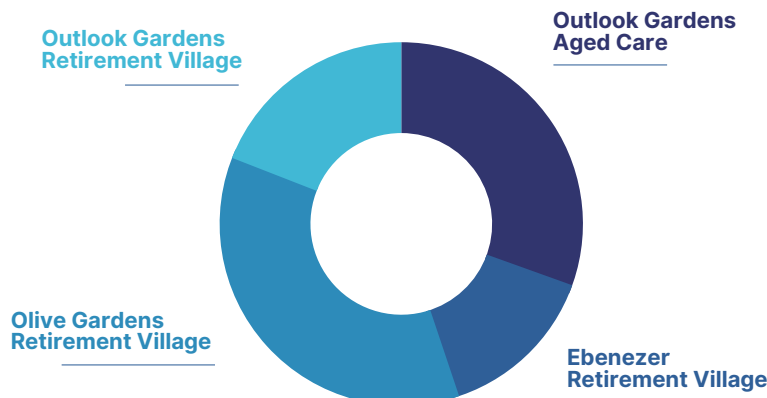
REVENUE \$11.535M



EXPENSES \$13.468M

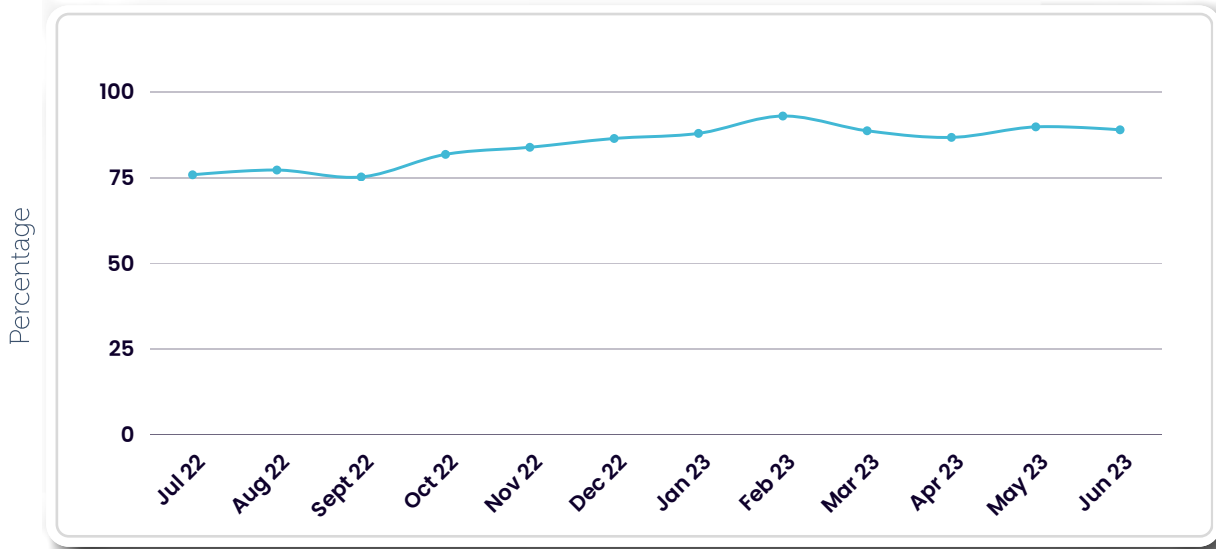


2. SPENDING ON CAPITAL IMPROVEMENTS AND MAINTENANCE



3. AGED CARE – OCCUPANCY

Over the past year we have seen aged care occupancy increase from 75% to 90%. We have focused intentionally on our admissions process, and invested heavily to ensure that the journey from enquiry to admission is a great experience.

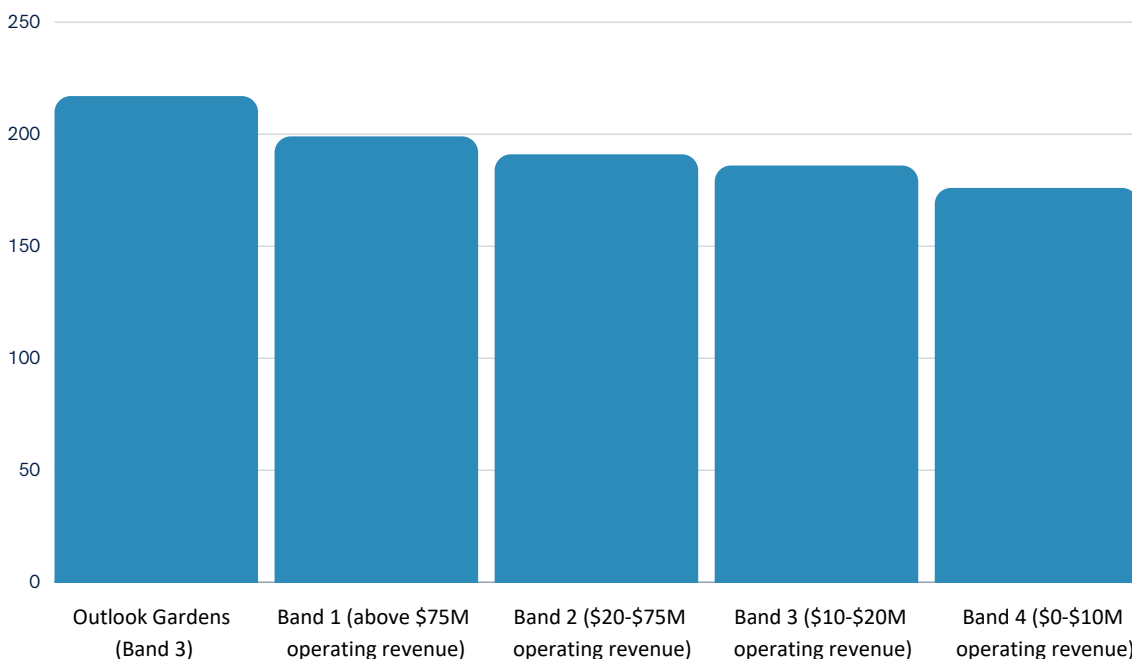


While Outlook Christian Living currently comprises three retirement villages and an aged care home, the majority of reporting data relates to the aged care component of our operations. These graphs include some comparisons with other Australian aged care homes.

4. AGED CARE – INVESTMENT IN RESIDENT CARE

Outlook Gardens is currently providing significantly more minutes of direct care to our residents than other operators. All homes are moving towards 200 daily minutes of direct care per resident, which matches the level of funding provided by the Federal Government. Funding increases to 215 daily minutes of direct care in October 2024, with operators adding to their nursing and care staff resources over the next 12 months.

Total direct care minutes per resident per day



5. AGED CARE – INVESTMENT IN RESIDENTS

We actively invest in areas that enhance resident dignity and day-to-day experiences.

Looking after Residents' Laundry

| | |
|--|------------------------------------|
| Outlook Gardens | \$6.59 per resident per day |
| Average investment by other Major City homes | \$6.10 per resident per day |
| Outlook Gardens – we invest 8% more in looking after resident clothing and personal items | |

Activities for our Residents

| | |
|---|-------------------------------------|
| Outlook Gardens | \$10.38 per resident per day |
| Average investment by similar sized homes | \$5.68 per resident per day |
| Outlook Gardens – 83% higher | |

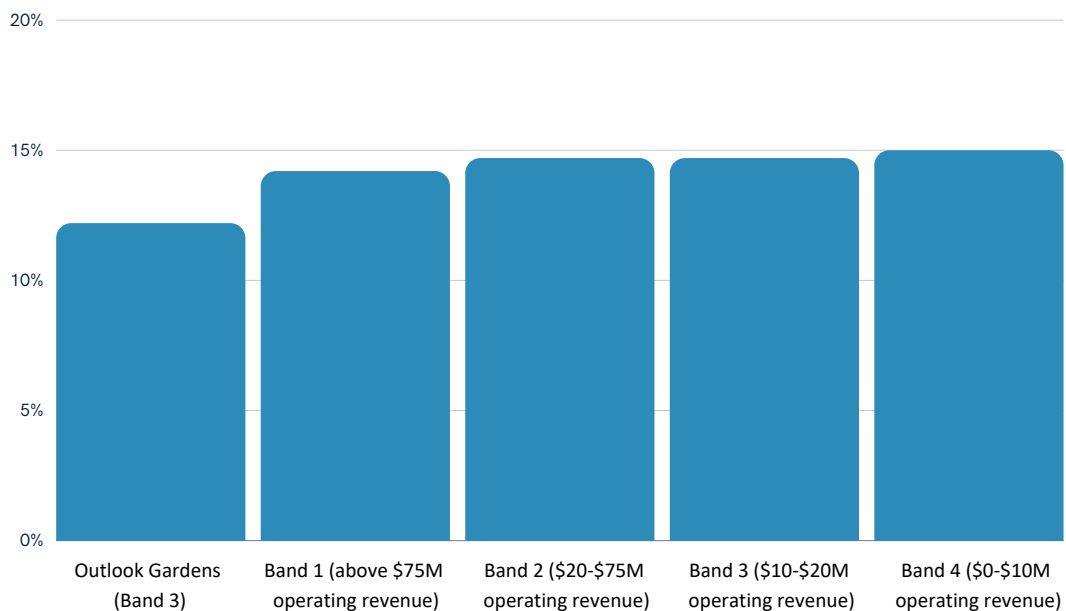
Better Quality Food

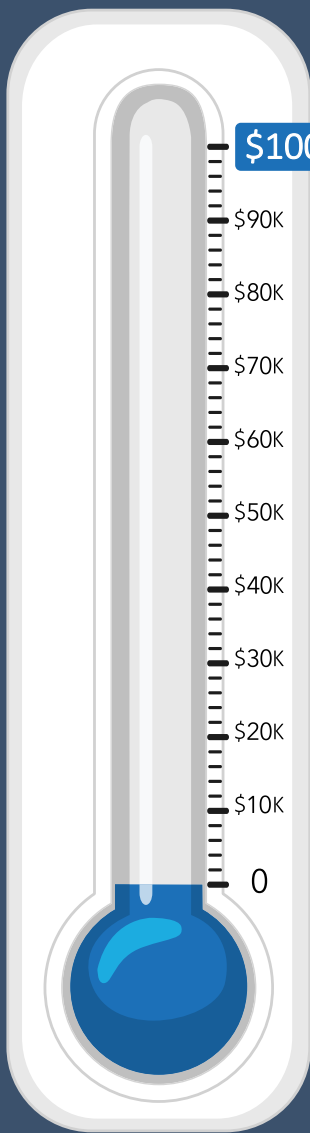
| | |
|---|-------------------------------------|
| Outlook Gardens | \$11.81 per resident per day |
| Average investment by other Major City homes | \$11.15 per resident per day |
| Outlook Gardens – 6% higher investment in food | |

6. AGED CARE – EFFICIENT ADMINISTRATION AND OVERHEAD COSTS

As organisations grow and operate on a larger scale, administration costs reduce as a percentage of total revenue. Despite Outlook Gardens being relatively small, we are significantly more efficient than operators of all sizes and scales.

Administration Costs as a % of Revenue





WE NEED YOUR HELP

As a not-for-profit organisation, we diligently invest our God-given resources in ensuring that we always provide a high level of care and services throughout our retirement villages and aged care home. We also have a wishlist of improvement projects to be implemented if/when funds allow.

One of these projects is to purchase a small custom-fitted bus to be used for social outings. This bus would have up to twelve seats, and would be fitted with appropriate equipment to safely transport people with limited mobility. The bus will be shared between all Outlook Christian Living sites, enabling our aged care home and each retirement village to plan resident outings without reliance on hiring specialised taxis or buses. We are excited about the possibility of offering regular shopping trips and other outings, and envisage that the bus will be busy with bookings most weekdays.

You are invited to partner with us in raising the money to purchase an Outlook Christian Living bus. We anticipate the project will cost around \$100,000 and this will be our major fundraising focus throughout 2024. If you would like to make a donation towards the purchase and customisation of a small bus, please visit our website (outlookcl.com.au) and click 'donate'.

All gifts towards our bus fundraiser are fully tax deductible.

BEQUESTS/DONATIONS

We continue to be grateful to God for providing for all of our needs at Outlook Christian Living. It is a privilege to receive government funding for the day-to-day costs of providing care in our aged home, and all Outlook Christian Living residents contribute towards regular expenses through our fee structure – however, we also rely on donations and/or bequests to complete large projects and improvements. This helps us keep resident fees as low as possible, and our villages and aged care home accessible to residents regardless of their financial position.

Would you consider supporting the work and ministry of Outlook Christian Living by making a donation and/or including a gift to Outlook Christian Living in your will? As a registered not-for-profit organisation, all gifts are fully tax deductible.

MEMBERSHIP

The Association for Christian Senior Citizens' Homes Inc has a wonderful history of providing loving Christian care to the elderly for over 50 years. Our Association members have the privilege and responsibility of ensuring the continuation of our work, through electing a Board of Directors and being involved in decision-making at our yearly meetings. You are encouraged to join our Association and become an active part of Outlook Christian Living. Membership is open to anyone for a small fee (currently \$10 per person) – please contact communications@outlookcl.com.au for further information and/or a membership application form.

Site locations:

Ebenezer

10 Warrandyte Road, Langwarrin 3910

Olive Gardens

35 Olive Road, Eumemmerring 3177

Outlook Gardens

237-253 Outlook Drive, Dandenong North 3175

Outlook Gardens Aged Care Facility

504 Police Road, Dandenong North 3175



03 9795 7566 | admin@outlookcl.com.au | outlookcl.com.au
504 Police Road, Dandenong North 3175

