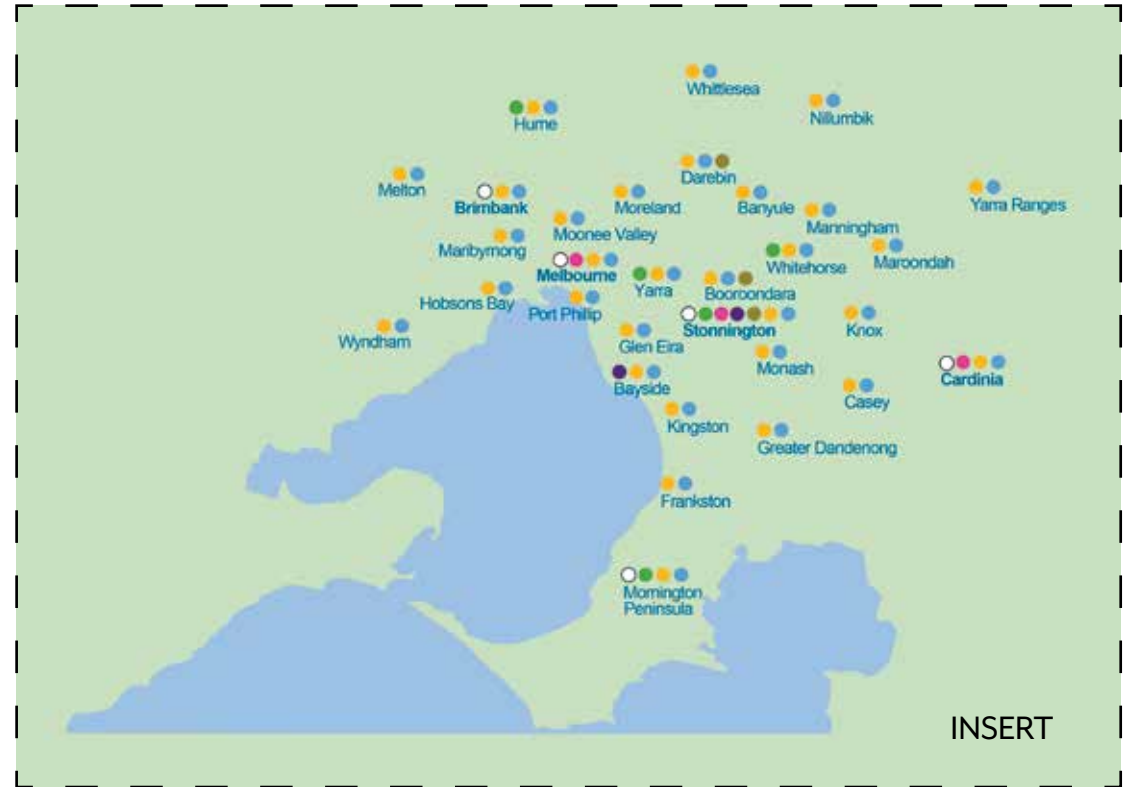
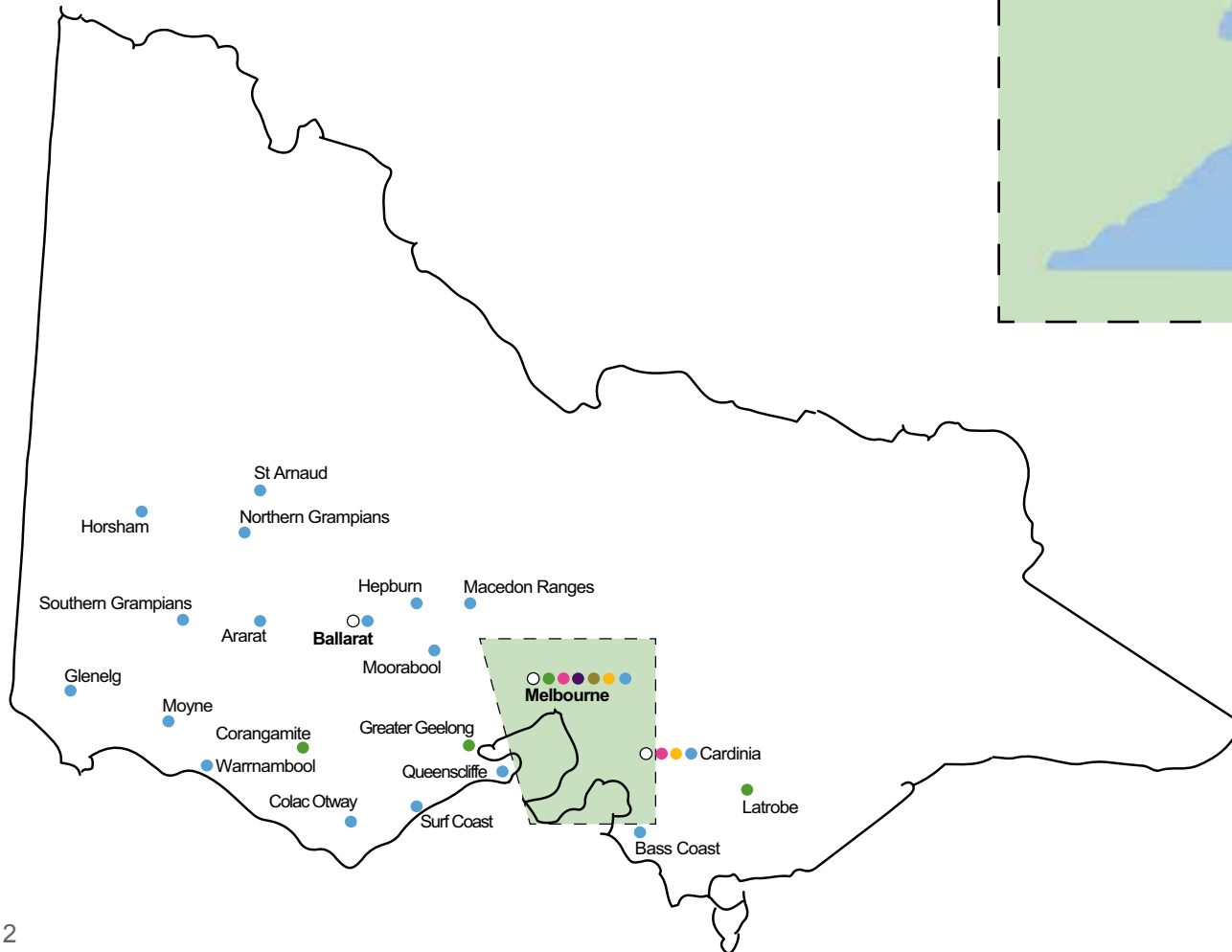


mecwacare



A Year in Review
2015 - 2016

Service Coverage



MELBOURNE AND VICTORIAN SERVICE COVERAGE BY LOCAL GOVERNMENT AREA

- Home Nursing and Care Services
- Home Care Packages
- Residential Services
- Community Housing Services
- Community and Disability Services
- Opportunity Shops
- mecwacare Offices

mecwacare acknowledges the Traditional Custodians and their Elders past and present in each of the Communities in which we work.



mecwacare's primary purpose is to maximise the quality of life for people who are aged and disabled in the Victorian Community.

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Leadership Report



John Hood
Chairman



Michele Lewis
Chief Executive

mecwacare had a significant strategic focus on service growth, development and geographic expansion in 2015-2016 as we entered a new era of consumer-directed care in both the aged care and disability sectors. To be sustainable in this new era organisations need to focus on growth, with larger organisations having greater resources and an increased capacity to adapt to changing funding models and government regulatory and reporting requirements. This is especially true for not-for-profit (NFP) organisations such as mecwacare, where the alternative to growth is merger or consolidation of smaller providers. This can in turn result in a reduced 'local community' service focus, a traditional strength of NFP providers.

With this imperative for service growth in mind, the past year saw a range of growth outcomes achieved, with each of our primary services – Home Nursing and Care Services, Home Care Packages, Residential Services, Community Housing Services and Community and Disability Services – growing substantially and taking significant steps towards future expansion.

We prepared for the transition from the state government's Home and Community Care (HACC) program to the federally-administered Commonwealth Home Support Program (CHSP), as part of the consolidation of aged care services under the My Aged Care program nationally. From 1 July 2016, Victorian HACC services for people aged 65 years and over will be directly funded and managed through the Commonwealth Home Support Programme (CHSP). The Victorian Government will continue to fund HACC services for people under the age of 65 years with some clients transferring to the National Disability Insurance Scheme (NDIS) as it rolls out across Victoria. The scale of these upcoming changes means that there are significant implications for how we will report service hours, and for our financial modelling of service delivery into the future.

In February 2016 we acquired six new residential centres, expanding our Residential Services to 11 facilities as we welcomed an additional 312 residents to mecwacare. We now have a residential presence in regional Victoria with facilities in Hamlyn Heights (Geelong), in Traralgon in the Latrobe Valley, and in Terang in Western Victoria, alongside the expanded Home Nursing and Care Services operating from the Ballarat office. This acquisition boosts mecwacare's capacity to over 700 beds in 11 facilities, and advances mecwacare's five-year strategic plan for growth and sustainability into a Victoria-wide service provider.

Three of our newly acquired facilities were renamed in honour of long serving Directors of the mecwacare Board, both past and present. mecwacare Elstoft House in Hamlyn Heights was named in honour of Mr. Jorgen Elstoft, a former Board member of mecwacare (1995-2014) and Life Governor since 2014. Mr. Elstoft served as Treasurer of the mecwacare Board for many years with a firm hand to ensure fiscal responsibility, and has also been a generous donor to the organisation. mecwacare Simon Price Centre in Mont Albert North was named in honour of Mr. Simon Price, a mecwacare Board member from 1991-2008, a former Vice Chairman, and a Life Governor of the organisation since 2008 renowned for a gentle yet persuasive approach in his mentoring capacity. Mr Price brought a wealth of knowledge and experience to the governance of mecwacare, where he chaired the Finance Committee for many years. mecwacare Atchison Centre in Box Hill was named in honour of Mr. John Atchison, Board member since 1990 and current Vice Chairman. With a background in building and engineering consultancy, Mr. Atchison has been instrumental in supporting the organisation's building and redevelopment projects over the past 26 years, not only with technical expertise but with an enduring and genuine commitment to ensuring quality housing for residents.

In this period of substantial growth, we outgrew our office of almost 20 years in Malvern East. In October 2015 mecwacare moved our Corporate Services, Home Nursing and Care South East Metro Service and Home Care Packages Service to new larger, modern premises in Malvern. We were successful in 11 tenders over the past financial year that related to service provision, growing client choice and geographic coverage across Residential Services, Home Nursing and Care Services and Home Care Packages.

In the past year mecwacare completed two new builds of Community Housing units, with 27 units in Sandringham and 23 additional units in Glen Iris. With our existing units in Glen Iris and Beaumaris, we now provide 89 high quality, long-term affordable homes for financially or socially disadvantaged older people or people with a disability.

We continued to expand the program variety of mecwacare's Community Services at our day centres in Malvern East and Pakenham, with the growth reflected in increased client attendance at both sites. A specialised dementia-specific program began at our Bowen Street Centre in Malvern East, with staff receiving training suited to the special needs of people living with dementia. A complementary new program at the centre providing a social respite to carers of loved ones with dementia has proven popular. A clinical focus of the organisation over the past year has been on end-of-life advance care planning and palliative care, with mecwacare undertaking a long-term project to increase our staff knowledge, improve our clinical processes and client and family experience, and make a substantial contribution to palliative care best practice across our services and the sector more widely.

On behalf of the mecwacare Board of Directors and Leadership Team, we would like to thank all of our dedicated staff and volunteers for working extremely hard in a year of significant growth and development for our organisation. The commitment shown by all in ensuring a smooth integration of our new services was truly inspiring.

A Special Thank You

With the recent expansion of services across regional Victoria, significant improvements were made to core service delivery systems across mecwacare.

This service growth required substantial work by support staff across the organisation.

The Residential Services, IT, Human Resources, Finance, Projects, Quality and Risk and Marketing teams have worked together to deliver best practice outcomes as we moved to an integrated service model across all 11 residential facilities.

All staff worked incredibly hard to ensure the new sites were connected with our systems from day one, and that staff at all sites were fully supported during the complex service transition.



We thank the Team for their amazing effort, skill and generosity during this exciting time.

In January 2015, *mecwacare* embarked on a new five-year strategic plan to establish substantial growth into the aged care and disability services sector. This blueprint would see the extension of service delivery into regional Victoria, to cater for more clients than ever before and to create a new service approach that is both innovative and inclusive. With a government imperative for larger viable organisations in the sector, the plan focused on the growth agenda and remaining an Employer of Choice. *mecwacare*'s Purpose, to maximise the quality of life for people who are aged and disabled in the Victorian community, is reflected by **6 Strategic Objectives**, which can now be assessed after a full financial year of operations:

STRATEGIC OBJECTIVE 1: In this objective we aim to continually improve our systems and processes in order to provide the best customer experience

In 2015-2016 we entered the era of consumer-directed care. *mecwacare* commenced a number of projects aimed at improving core service delivery, both in terms of clinical best practice and in being a socially conscious and culturally aware organisation. *mecwacare*'s clinical governance model integrates the organisation's business strategy, risk management, staff development and clinical effectiveness, with an overarching goal of ensuring positive client and resident experiences.

THE HIGHEST QUALITY END-OF-LIFE CARE A clinical care focus of note for this year was a palliative care project, undertaken to develop a sustainable best-practice model for highest quality end-of-life care services across residential and community care settings. Findings of the 'Palliative Care Partnerships' project, in association with Cabrini Health, were rolled out across *mecwacare* and Cabrini Health service networks. Outcomes included an increased focus on individualised support, development of an Advance Care Planning model, enhanced palliative-approach knowledge among staff with improved access to resources, and a reduction of unnecessary hospital transfers.



mecwacare's service-model focus for the past year was a project on the cultural and linguistic diversity (CALD) of both mecwacare's workforce and of our clients and residents. We identified opportunities and pathways for improving our services to clients from migrant backgrounds who may have difficulties speaking English and have had cultural challenges stemming from language issues.

DIVERSITY AT MECWACARE Staff initiatives have included an independent culture and diversity survey that will improve our current approaches to diversity in all of our workplaces, and to better understand how our employees feel about working at our organisation. Approximately 50% of mecwacare's clients come from a culturally and linguistically diverse (CALD) background. With around 70% of mecwacare staff from a CALD background and 65 languages spoken, we are committed to providing a cultural and/or language match between our clients and our care staff.

We provide translation services to our clients during meetings with our assessment staff if needed, and provide printed and online service information in many languages. We have focused on recruitment processes to ensure the cultural and linguistic diversity of mecwacare's staff reflects the demographics and needs of clients both now and into the future.

ACHIEVING SUCCESSFUL AUDIT AND REVIEW RESULTS mecwacare's Governance System continued to guide service delivery and model of care. This was driven by quality and risk management principles, relevant legislation, standards and codes of practice, best practice research and feedback from key stakeholders. Outstanding results were achieved in the planning and delivery of successful audit and review outcomes, including in occupational health and safety, bus safety, food safety, Worksafe, National Respite for Carers compliance and the Aged Care and Home Care Standards accreditations.

Seeing the difference in every face

PEPPI VOLUNTEERS AT MECWACARE SIMON PRICE CENTRE

"I am really enjoying my time volunteering at mecwacare Simon Price Centre." Peppi began volunteering with mecwacare earlier this year, and has been impressed by what she has seen so far. "It makes all the difference when the people working there really respect the residents and take time to sit and spend time with them."

Peppi admits that she believed all residential aged care centres were the same, having been exposed to a facility when visiting her husband's aunt. But her time at the mecwacare Simon Price Centre has changed her outlook.

"I expected to find it a depressing place where the residents sat in front of a TV and were left like that except for their meal times. Fortunately, it is not like this here."

Peppi has spent time with the Lifestyle Coordinator to ensure residents have the opportunity to partake in activities that they connect with. "Working with the staff and seeing how much they try to find new and

stimulating activities for the residents tells me that not all aged care places are the same." "We have book club, knitting club, coffee club, reminiscing, board games, bus outings, musical concerts, newspaper reading and quiz time. I help where I can. A couple of weeks ago, we played some old records waltzes - and we had a dance

with some of the gentlemen.

The residents absolutely loved it and to see their faces....well it just made my day."

Peppi is passionate about her role as a volunteer, and is satisfied that her thoughts before entering the mecwacare Simon Price Centre have been put at ease. Evidence of her hard work remains in every resident room in the facility; Peppi spent time with each

person to create an A3 frame about their lives.

mecwacare staff are extremely grateful to have a volunteer of Peppi's enthusiasm and care bonding with the residents of the facility.



STRATEGIC OBJECTIVE 2 - In this objective we aim to expand community housing, disability and community-based services

COMMUNITY HOUSING SERVICES mecwacare community housing provides a home for people over 65 or people with a disability who face difficult circumstances; soaring rental costs in Melbourne have meant that quality affordable housing in areas accessible to public transport and local amenities is increasingly difficult to obtain. This is especially the case for older people or people with a disability who have limited assets and may be otherwise socially disadvantaged. Early in 2016, mecwacare increased our community housing units with the completion of 23 one-bedroom units at Elm Road in Glen Iris. Kelly O'Dwyer MP, federal Member for Higgins, officially opened the development in March and congratulated mecwacare on the much needed provision of more community housing in the area. All units were quickly filled due to high demand. mecwacare also completed a 27-unit development in Sandringham which opened in December 2015, and eight fully-renovated units in Beaumaris in the previous year. All are now at full occupancy. mecwacare continues to work closely with the residents of our community housing to ensure that those who may need assistance with daily activities such as showering, dressing or administering medication receive the appropriate nursing, home care and support services required to maintain their independence and quality of life.

DISABILITY SERVICES The staff and volunteers of the Fisher Street Centre in Malvern East offer up to 70 programs per week for people with a disability, with diverse activities catering to the individual goals of clients. The horticulture group received a donation to landscape the outdoor areas, replacing old plants with colourful new ones to improve the sensory garden. Bunnings in Notting Hill donated supplies and a representative assisted clients in the planting process, passing on some valued advice. The Active Sports Program continued to be a success, with sports such as basketball and tennis rewarding effort, while bushwalking and fitness classes in the gym ensured clients remained physically active in a supportive environment. Music and movie options are also a highlight, with singing classes and concerts engaging clients creatively. In addition to the online book shop, a new online bric-a-brac sales program began this year, teaching business and customer service skills to clients through eBay sales and interaction. There has been a focus on communicating mecwacare's Disability Services offerings to those finishing high school, with open nights held to give families a chance to visit the centre. We expect to see significant growth in these programs into the future.



COMMUNITY SERVICES mecwacare's community services had growth across all regions, indicative of our efforts to provide program variety and give our clients significant choice and control over what programs they pursue and how they participate. We offer community inclusion for our clients, with programs focused on meeting client needs whilst recognising the differing interests and abilities of all people. The focus is on the client meeting their goals, supported by mecwacare staff and the client's support network. Rivendell House Community Centre in Pakenham had an 18% increase in clients, with an average of 139 clients attending programs each week. There was an overwhelmingly positive response found in the surveys answered by clients in regards to the 18 programs offered.

The podiatry service at mecwacare's Bowen Street Centre in Malvern East has seen substantial service growth, with a 20% increase in new clients over the past year. Our podiatrist runs podiatry information sessions for clients attending Bowen Street, where discussion of the importance of foot care for older people, and practical tips, have generated a lot of interest. Enrolments in the strength training and social programs have also increased; due to an extensive waiting list, strength training was extended from two to four days per week. We are also excited about the prospect of the May Armstrong Centre renovation being completed early in the next financial year. This will house dedicated spaces for arts and crafts programs, for computer-based activities, and provide a brightly lit area for exercise classes. The dementia support program provided by staff at the centre has met a strong community need. Activities assist people living with dementia in everyday life, promoting social engagement with the community and mixing with others who may be facing similar difficulties. Bowen Street also has a support group for carers titled the Café Club, where carers meet for morning tea and discuss what can often be a time-consuming and stressful role. This also allows for the sharing of experiences and the exchanging of ideas to create a supportive network that carers can rely upon.

mecwacare's Opportunity Shops are an introduction to mecwacare for many people, and being staffed largely by dedicated volunteers they truly reflect the values of our organisation. The three shops in Malvern, East Malvern and Windsor provide an essential community service, selling quality and unique goods at affordable prices. With visual merchandise updated daily to showcase the quality of the donations we receive, the shops continue to provide a great way for the organisation to interact with the wider community.

Giving back to the community

GEOFF VOLUNTEERS AT FISHER STREET DISABILITY SERVICES

"I wanted to contribute my time to a quality organisation and have a positive impact." When Stonnington resident Geoff retired, he hoped to stay connected to the community, contributing in a way that benefited disadvantaged residents appealed, and he soon discovered the joy of volunteering.

"I had heard good things about mecwacare through my colleagues as I used to lead a team of management systems auditors," says Geoff.

For the past two years, Geoff has been volunteering twice weekly with the disability day service at mecwacare's Fisher Street Centre in Malvern East. He works with clients aged 18 to 70 who have a wide range of intellectual and physical disabilities. "I'm always made to feel welcomed by the Fisher Street staff and I can see that the clients also look forward to coming here. It's a good place with a good feel."

Although Geoff didn't have experience in the disability field, he says mecwacare's training programs helped his progression.

"I received the same training as new employees where I learned how to support clients who are disabled or elderly," says Geoff. "But I also needed the willingness and openness to expand my comfort zone."

Geoff helps with small group activities at the centre and assists on community outings such as the visit to Mt. Dandenong or the football program at Caulfield Park.

"I've been on a program with every client getting to know their names and interests" says Geoff.

"My enjoyment and purpose is making a personal connection and providing individual attention to clients."

"Seeing small positive changes in clients and making their days a bit better – that's the real pleasure of volunteering – I love it," says Geoff.

mecwacare values the hard work of Geoff, a loyal friend to clients who are enriched by his presence in disability services and outings.



mecwacare's Home Nursing and Care Services (HNCS) ran numerous carer forums throughout the year in our different service regions to upskill our frontline care staff on particular topics relating to best practice care. Forum topics included Caring for Lesbian, Gay, Bisexual, Transgender and/or Intersex (LGBTI) People in the Community, which focused particularly on awareness and inclusivity, especially for older LGBTI people; Code of Conduct training focused on reinforcing professional behaviours; and Incident Management



Home Care Packages

mecwacare was allocated 24 additional Home Care Packages (HCP) in the Western Region of Melbourne in the 2015-2016 Aged Care Approvals Round, taking our total number to 248 HCP in metropolitan Melbourne. Level 3 and 4 packages gave greater emphasis on delivering complex care in the home, including more clinical health care where required. Level 1 and 2 packages are often sought to assist clients in living independently and may include home and personal care, or house and garden maintenance. There were specific allocations for clients, which included people from a non-English speaking background; people who are financially or socially disadvantaged; and veterans and homeless people. Our experienced HCP care advisors provide support and encourage choice and decision-making by the client to ensure they are involved in the planning process, even when there is potential for language or cultural barriers.



HNCS South West Region

With recent and planned service expansion, our Home Nursing and Care Ballarat Region Service has been expanded to create the South West Region Service. The MePACS emergency callout support provides peace of mind to isolated clients in rural Victorian towns such as Daylesford, Ballan, Bacchus Marsh, Horsham, Stawell, Ararat and surrounding areas. This service is a 24/7 monitored personal support and alarm service that helps a person continue to live an active and independent life. There was a 50% increase in individual service packages provided to clients, and growth in other providers referring region. Our contract with Ballarat Health Services was recently extended to 2018. Acquired Brain Injury (ABI) training opportunities were provided for our Direct Care Workers (DCW) in partnership with Ballarat Health Services, resulting in a specialised skill base to allow the provision of 1-to-1 support to ABI clients.



HNCS North West Metro

The issue of Elder Abuse was a focus for the team, with Seniors Rights Victoria presenting to *mecwacare's* North West Metro Service staff. Care staff and managers from all of *mecwacare's* Home Nursing and Care Services and Home Care Packages offices attended to learn about resources available to help identify, report and prevent elder abuse in the community. The Keilor East office showed strong growth in our provision of nursing services in the Northern and Western suburbs of Melbourne. There was a substantial increase in the demand for *mecwacare's* services, especially within the City of Brimbank, and we continue to build on a strong relationship with the local government authorities in this region. Numerous Carer forums were run in the region to upskill our frontline care staff on particular topics relating to best practice care.



HNCS South East Metro and City of Melbourne

mecwacare's South East Metro Service, operating from Malvern, expanded community awareness of our services by participating in a range of expos that discussed respite, disability and community nursing and care. There is a strong demand for disability respite in the City of Whitehorse, with *mecwacare* providing in-home respite services to young people with a disability in the area. Intake and coordination service hours were extended to improve customer service and allow clients more flexibility when organising their care. Outstanding service delivery by our City of Melbourne Service led to *mecwacare* receiving a two year contract extension for service provision. The City of Melbourne noted *mecwacare's* strengths in management support for the service delivery team, the collaborative and responsive approach by the service delivery team and management in terms of service provision and issues management, and the strong commitment of *mecwacare* to work together with the City of Melbourne.



HNCS South East Region

The South East Region Service operating from Pakenham participated in a project to provide better home services to the growing Aboriginal population in the region. This project was in collaboration with the Department of Health, Dandenong and District Aboriginal Cooperative Limited, the City of Greater Dandenong and the City of Casey. The DVD *Engaging Respectfully with Aboriginal and Torres Strait Islander Clients*, featuring *mecwacare* staff and clients is now used by Holmesglen Institute as part of their Certificate 3 in Aged Care course. A forum was held in partnership with local organisations to highlight the issue of homelessness in the South East growth corridor. Many residents in the area are at severe risk of being homeless as the cost of private rental increases. The forum benefited assessment, intake, case management, coordination and service delivery staff in home and community care. *mecwacare* Home Nursing and Care staff provided positive feedback that the resources and information received gave them a greater insight into the impact of homelessness on the local ageing demographic, and will enable them to better provide services to these clients.

STRATEGIC OBJECTIVE 4 - In this objective we aim to extend the reach of residential services across Melbourne and into regional Victoria

In February 2016, *mecwacare* commenced ownership and management of an additional six residential aged care facilities, welcoming more than 300 new residents and 400 staff to the organisation. The new sites have not only expanded *mecwacare*'s residential services across Melbourne's Northern and Eastern suburbs, but also regionally with locations in Greater Geelong, Latrobe and Corangamite local government areas.



mecwacare Atchison Centre, Box Hill
Accommodates 31 residents

The Box Hill facility was renamed *mecwacare* Atchison Centre in recognition of the long-term volunteer contribution of Mr. John Atchison, Vice Chairman of the *mecwacare* Board. A new clinical care coordination position was established at the facility, with the successful applicant a long-term high-performing *mecwacare* team member, while new rosters were developed to improve resident care. Work has commenced to clean-up and remodel the social spaces in the facility, with a new activities room, lounge and some new furniture. This promotes increased interaction between residents and their families, and overall with a more vibrant feel.



mecwacare May Noonan, Terang
Accommodates 40 residents

mecwacare May Noonan Centre in regional Western Victoria is located in an elevated position overlooking rolling hills and the township of Terang. In *mecwacare*'s first delivery of residential services in a truly rural area, we are forging a strong relationship with the local community. Steps have been taken to increase the clinical care staff/resident ratio in the facility. Able residents now hold nightly events for peers; cards, bingo and guitar are extremely popular. A new backup power generator was installed thanks to a state government Local Infrastructure Assistance Fund (LIAF) grant, and we are looking at options for a large parcel of land adjacent to the facility that was part of the facility purchase.



mecwacare Vincent House, Westmeadows
Accommodates 30 residents

Our new facility in Westmeadows was renamed *mecwacare* Vincent House to acknowledge the previous owners of the facility. A new manager was appointed, along with the hiring of additional qualified clinical care staff to ensure continuous improvement in the clinical care of residents, while diabetes education was a focus in the training of staff. Upgrades to floor surfaces were made to reduce the incidence of falls, with modifications to access ramps to stabilising the movement of mobility devices.

mecwacare warmly welcomes all new residents, staff and volunteers to the organisation through what has been the largest statement of regional growth in our history. Since acquiring the new facilities, mecwacare has implemented a range of clinical, lifestyle, equipment and building improvements to ensure each new facility aligns directly with the Purpose, Vision and Values of the organisation.



mecwacare Elstoft House, Hamlyn Heights
Accommodates 91 residents

A renaming ceremony was held in May, recognising the contribution of Mr. Jorgen Elstoft as former volunteer Board member and now Life Governor of mecwacare. A new manager was appointed, and there was an educational focus by mecwacare's clinical nurse educators on skills development for clinical staff at the facility, including additional best-practice training in medication management. As a larger facility in a regional area, other training included refreshers on workplace professionalism and codes of conduct. Local students and volunteers were involved in tidying and replanting plants in the gardens to improve the liveability of the facility.



mecwacare O'Mara House, Traralgon
Accommodates 67 residents

There was a focus on occupancy at mecwacare O'Mara House in Traralgon (Gippsland), to ensure all available beds in the facility were occupied. This included several residents from a background of severe social and economic hardship who chose a 'tree change' – relocating to Traralgon from a recently closed specialised residential facility in North Melbourne. The implementation of a 'Men's Group' had male residents taking part in woodworking activities supported by lifestyle staff, building bird houses for the facility gardens, a highlight that included the assistance of resident family members. Improvements to IT systems and increased management support have made a strong impact on the connectivity of the facility with the rest of the organisation. A new backup power generator was purchased and installed from a state government Local Infrastructure Assistance Fund (LIAF) grant.



mecwacare Simon Price Centre, Mont Albert
Accommodates 53 residents

mecwacare has an agreement with Eastern Health to offer a Transition Care Program (TCP) for older people following discharge from hospital. The TCP provides flexible care including nursing support, personal care, medical support and case management for a transitional period of up to 12 weeks. All residents at mecwacare Simon Price Centre now have a personalised A3 framed photograph of themselves in their rooms, made possible by a volunteer spending one-on-one time with every person to understand the best possible representation of their lives. The facility kitchen was completely renovated, with a professional catering-style environment and significant improvement to food service for residents.

In the past year *mecwacare's* five established residential facilities in greater Melbourne and Mornington have undertaken a range of new initiatives built around improving the delivery of services and enhancing the daily care and lifestyle of residents. The clinical care and lifestyle needs of our residents remained the focus of staff and volunteers, while improvements were made to the buildings, equipment, furnishings and gardens of our centres.



mecwacare Noel Miller Centre, Glen Iris
Accommodates 138 residents

Behaviour management was a clinical care focus at the *mecwacare* Noel Miller Centre. There was increased emphasis on lifestyle activities for residents, which included the formation of a gardening group and the Annual Noel Miller Centre Gunfire Breakfast, followed by the ANZAC day service. A notable highlight was the Whiskey Appreciation special event, hosted by Melbourne's Bakery Hill Distillery, treating residents to 3 signature single-malt whiskies and an explanation of the distillation process. Refurbishments were made with new floor coverings in bedrooms. Thanks to the generous donation of Bronwyn Moline, in memory of Mr. John Moline (a former resident and *mecwacare* volunteer), we replaced 830 fluorescent light fittings throughout the facility with high efficiency LED fittings to lower costs and reduce the environmental footprint of the facility. This was a project especially dear to Mr. Moline's heart.



mecwacare Trescowthick Centre, Prahran
Accommodates 60 residents

mecwacare Trescowthick Centre staff used PARO the robotic therapy seal effectively to help initiate conversations and laughter and to provide a comforting presence to individual residents with dementia experiencing confusion and loneliness. The Wellbeing Clinic for Older Adults was introduced at the facility in collaboration with Swinburne University, partnering residents with post-graduate students for counselling services and engagement in regards to medical conditions, memory problems and end-of-life anxiety. The lifestyle program continues to receive high praise from auditors attending the site, along with residents and their families. Highlights include successful cognitive programs such as poetry, quizzes and the formation of an early morning newspaper discussion group. The facility was upgraded with the installation of a new boiler for heating, new carpet for the community room and a new commercial dryer for the laundry.



mecwacare Park Hill, Mornington
Accommodates 69 residents

mecwacare Park Hill in Mornington received major upgrades to phone and nurse-call systems, significantly increasing system capability, reliability and the ability of staff to respond to residents requiring assistance. Residents took part in the Chicken Hatchery program in February. This provided residents and their families with the opportunity to watch the hatching and growth of chickens over two weeks. Everyone had the chance to hold, listen to and watch the chickens get up to mischief together, bringing back resident memories about growing up on farms or having backyard chickens as pets during childhood. Planning began for future building upgrades, and a Local Infrastructure Assistance Fund (LIAF) grant was received from the state government that will allow the purchase and installation of a new backup power generator late in 2016.



mecwacare Rositano House, Richmond
Accommodates 30 residents

To increase the focus on clinical care at mecwacare Rositano House in Richmond, a new care coordinator staff position was established. The Wellbeing Clinic for Older Adults program continued with weekly counselling sessions, and monthly feedback was provided to ensure improved outcomes for residents in the program. Additions were made to the lifestyle program to better meet client interests. Formerly named mecwacare Richmond Hill, the facility was renamed mecwacare Rositano House to recognise a generous bequest from the estate of a long term volunteer at the facility. This bequest will contribute significantly to extensive renovations planned to commence in late 2016. These renovations will greatly enhance the living and work environments for our residents and staff. Access improvements will allow better freedom of movement for residents with mobility aides, and there will be upgrades to fire safety, nursing stations and nurse call systems for more efficient care delivery to residents.



mecwacare Malvern Centre, Malvern
Accommodates 100 residents

Residents entering mecwacare Malvern Centre now have more complex care needs, requiring higher levels of support and reflecting the overall trend in residential aged care in Australia. Compared with five years ago when a number of residents at the facility maintained quite independent travelling abilities, there are now no residents driving cars. As such, mecwacare Malvern Centre made adjustments in staff rostering to ensure that the higher care needs of our residents was catered for through a mix of staff skill. The lifestyle program placed added emphasis on outings in the past year, visiting places such as Prahran Market, Warrandyte and the Yarra River, and Jells Park to the delight of active residents who enjoyed new surroundings. A film crew visited mecwacare Malvern Centre to record footage with a resident and staff member to support interviews and other materials documenting the Palliative Care Project partnership with Cabrini Health. New bain-maries were added in both main dining rooms to further personalise meal serving and the overall dining experience.

STRATEGIC OBJECTIVE 5 - In this objective we aim to remain an employer of choice

DEVELOPING SAFETY CULTURE ACROSS MECWACARE A revised education and training model was put in place to support increased *mecwacare* staff access to education and training sessions across metropolitan and rural locations. This allowed greater autonomy in the delivery of training and competency assessment at program level. Initiatives to improve learning outcomes for staff included blended training delivery models tailored to suit different learning styles and delivery contexts (e.g. face to face, online, video presentations, self-directed learning packages, simulated and workplace practice). Best practice training resources were sourced, which were then adapted to the different delivery formats and contexts. We established partnerships with a number of training organisations to support best practice models in the delivery of medication assistance training, first aid training and online training for staff.

mecwacare participated with Monash University in a safety culture research partnership to assess the importance of health and safety to staff and management. In October and November 2015, *mecwacare* staff members were invited to complete an anonymous safety climate survey. Organisation-wide, staff responses showed that *mecwacare* has a positive safety culture with people feeling able to discuss occupational health and safety issues with management.

PROVIDING EMPLOYEES WITH LEADING TRAINING OPPORTUNITIES Due to further expansion into regional Victoria, new employment opportunities were made available to cater for clients in the newly created Home Nursing and Care South West Region Service operating from the Ballarat office, including a number of new Direct Care Worker (DCW) positions in regional and rural areas. A service manager of Home Nursing and Care was promoted from within the organisation to facilitate our expansion in the region. As part of *mecwacare's* commitment to providing ongoing training and educational opportunities for employees, staff across our services had the chance to further their knowledge through training partnerships and courses. As well as the extensive calendar of training required for staff to ensure they maintain required competencies to perform their everyday role (such as first aid/CPR, manual handling, food safety, medication assistance, fire safety), specialised training opportunities were available to assist staff to care for or run programs for people with specific needs. Examples include training on working with clients and residents with dementia; with people with an Acquired Brain Injury; and on LGBTI-inclusive care practice. Training in best-practice end-of-life care has given staff greater clarity of their professional roles and the confidence to discuss key issues related to palliative care with residents/clients and their families or carers. These issues include support for clients to die in their own homes and advance planning for end-of-life care.

RECOGNISED GENDER EQUALITY IN THE WORKPLACE In 2015 *mecwacare* once again achieved accreditation as an Employer of Choice for Gender Equality (EOCGE) as awarded by The Workplace Gender Equality Agency (WGEA). *mecwacare* is one of only 90 organisations nation-wide to receive the prestigious citation, which has been achieved annually since 2012. The EOCGE citation recognises employer commitment and best practice in promoting gender equality in Australian workplaces. *mecwacare* remains focused on achieving and enhancing gender equality in all aspects of our employment arrangements and for all of our employees. The Board of Directors, Chief Executive and Leadership Group are committed to ongoing gender equality in areas of recruitment and selection, learning and development, pay equity, flexible working arrangements and consultation.

STRATEGIC OBJECTIVE 6 - In this objective we aim to ensure that mecwacare has the resources and ability to grow and adapt as our industry changes

The significant growth of the organisation in the past year has required investment and improvement of the systems and infrastructure underlying and supporting our service delivery. We work to ensure that mecwacare continues to operate a network of client management and support systems that enables the delivery of reliable and high-quality client and resident services.

mecwacare's Information Technology team made significant upgrades and replacements to many systems across our regional facilities, including rostering, admissions, incident management, maintenance, help desk and catering systems. Remote working systems such as videoconferencing were introduced to our network to minimise travel requirements for staff between the Corporate Services office and regional residential facilities and service offices. A specific web portal was launched to allow the mecwacare Board of Directors remote and secure access to materials relevant to their governance role in the organisation. A portal of staff training resources and links was developed, which is soon to include a much improved calendar of events to allow easier booking of staff into training sessions.

Our human resources management system was upgraded to improve the registration of employees and volunteers and to have a central database with all details, especially important during the recent on-boarding by the Human Resources team of around 400 new staff and 100 volunteers. We commenced a 12-month project in January 2016 to transition all staff files from paper to digital. The Finance team implemented new budget software to gain greater efficiency and accuracy in financial reporting. The team undertook an electronic storage project to establish processes to eliminate inefficiencies, reduce our environmental footprint and move towards a paper-reduced workplace.

The Marketing team supported mecwacare with the branding of new facilities, advertising, events and initiatives to raise the profile of the organisation and our services. Grants were secured for projects including specialised beds and automatic doors for residential facilities, air conditioning for community housing, a backup generator for mecwacare Park Hill in Mornington, and for PARO robotic therapeutic seals as dementia support aids across our services. mecwacare supported the Men of Malvern charity to raise money for men's health, with a team of staff members joining several board members in the Annual Ride on Stonnington event. mecwacare's signature fundraising event of the year, our Annual Charity Golf Day, was a major success with record player numbers (104) and attendees (140), and significant funds raised to support our services.



Snapshot of Financial Position

Statement of Financial Position As at 30 June 2016

	2016 \$	2015 \$
Assets		
Current assets		
Cash and cash equivalents	26,867,815	49,788,099
Trade and other receivables	2,354,793	2,229,421
Other assets	246,472	100,134
Total current assets	29,469,080	52,117,654
Non-current assets		
Property, plant and equipment	113,566,939	68,476,278
Intangible assets	46,407,425	29,297,425
Total non-current assets	159,974,364	97,773,703
Total assets	189,443,444	149,891,357
Liabilities		
Current liabilities		
Trade and other payables	4,797,754	9,265,334
Employee benefits	4,780,493	3,021,262
Other liabilities	123,163,628	98,363,991
Borrowings	17,900,000	-
Total current liabilities	150,641,875	110,650,587
Non-current liabilities		
Employee benefits	1,825,264	1,433,845
Total non-current liabilities	1,825,264	1,433,845
Total liabilities	152,467,139	112,084,432
Net assets	36,976,305	37,806,925
Equity		
Reserves	-	2,970,000
Retained earnings	36,976,305	34,836,925
Total equity	36,976,305	37,806,925

Statement of Income For the year ended 30 June 2016

	2016 \$	2015 \$
Revenue (fees, government subsidies, interest, accommodation bond retentions, rent, fundraising and donations, other)	74,646,818	56,490,248
Other income	2,544,150	18,752
Employee benefits	(45,686,480)	(37,471,286)
Depreciation and amortisation	(3,629,329)	(2,995,680)
Food and provisions	(4,326,476)	(3,642,551)
Property and cleaning	(4,216,795)	(3,090,178)
Insurance and workcover	(1,294,001)	(1,454,404)
Transport	(481,982)	(459,485)
Administration	(1,609,505)	(1,231,298)
Other operating expenses	(3,757,913)	(2,008,504)
Finance costs	(579,107)	(242,204)
Adjustment to intangible assets	(9,470,000)	-
 Net surplus	 2,139,380	 3,913,410

Statement of Cash Flows For the year ended 30 June 2016

	2016 \$	2015 \$
Cash flows from operating activities		
Receipts from clients and residents	23,860,946	18,806,088
Government grants and subsidies	50,706,057	36,307,094
Fundraising and other income	2,034,125	1,474,375
Payments to suppliers and employees	(63,522,409)	(48,913,648)
Net interest received	442,090	1,603,479
Net cash provided by operating activities	13,520,809	9,277,388
 Cash flows from investing activities		
Proceeds from sale of plant and equipment	4,903,952	18,752
Capital purchases and acquisitions	(66,554,533)	(15,198,762)
Net accommodation bonds	7,309,488	14,298,715
Net cash used by investing activities	(54,341,093)	(881,295)
 Cash flows from financing activities		
Proceeds from borrowings	17,900,000	-
Net cash used in financing activities	17,900,000	-
 Net increase in cash and cash equivalents held	 (22,920,284)	 8,396,093
Cash and cash equivalents at beginning of year	49,788,099	41,392,006
Cash and cash equivalents at end of financial year	26,867,815	49,788,099

Organisation Structure



Michele Lewis
Chief Executive



Leigh Cashen
General Manager Home
Nursing and Care Services



Linda Smart
General Manager
Community Services



Neil Thorpe
General Manager
Corporate Services



Lisa Reynoldson
General Manager
Residential Services



Leesa Conn
General Manager
Business Improvement



Susan Camilleri
General Manager
People and Culture

Board of Directors



John Hood
Chairman
BE (Mech), FIE
(Aust), FAICD, FIMC



John Atchison
Vice Chairman
BE (Civil), MIE
(Aust)



Colin Squires
Treasurer
BE (Hons), MBA,
MAICD



Susan Barton AM



Susan Calwell



Anne Court
DipMus



Dallas Coe
B Com/LLB (Hons), CA



Barry Fenton



Nicholas Rogers
MSc



Elizabeth Dimitriadis
MBus, DipBus, BA



Ian McHutchison OAM
BJuris, LLB

Clinical/Service Governance Committee

Ms S Barton
Ms S Calwell
Mrs A Court
Ms E Dimitriadis
(Chair)
Mr B Fenton
Mr J Hood (ex officio)

Chief Executive Review Committee

Mr J Atchison
Mr J Hood (Chair)
Mr C Squires

Finance and Audit Committee

Ms D Coe
Mr I McHutchison
Mr N Rogers
Mr C Squires (Chair)

Thank you to our generous supporters

Staff Service Awards

Kathleen Bingham	20 years
Hazel Booth	20 years
Lesley Disney	20 years
Romaine Peck	20 years
Helen Richards	20 years
Margaret Walker	20 years
Anne Wright	20 years
Kay BurrIDGE	15 years
Kerry Cowled	15 years
Jeff Maimone	15 years
Jean Mason	15 years
Margaret Scotter	15 years
Christopher Soumilas	15 years
Rick Vanderhyde	15 years
Angela Vendy	15 years
Mariette Zumkley	15 years
Gillian Ashton	10 years
Wendy Astbury	10 years
Karen Barbalace	10 years
Susan Clifford	10 years
Erna Davies	10 years
Catherine Dentith	10 years
Beatriz Espinoza	10 years
Helen Fouyaxis	10 years
Nola Harrison	10 years
William Hildebrandt	10 years
Annie Kuanzambi	10 years
Suzanne Lacey	10 years
Shuk Lau	10 years
Karen Macreadie	10 years
Robyn March	10 years
Dianne Mason	10 years
Amanda McCoy	10 years
Christina Mineo	10 years

Ansuya Narryanen	10 years
Sreedevi Praveenkumar	10 years
Celina Przybylowski	10 years
Glenda Roberts	10 years
Kendy Tesfay	10 years
Lotus Wang	10 years
Helen Young	10 years
Basnayaka Abeyratne	5 years
Stephanie Baker	5 years
Marnie Bell	5 years
May Wendy Bilich	5 years
Bree Birchall	5 years
Evelyn Boit	5 years
Felekech Bongor	5 years
Darren Borg	5 years
Luba Braude	5 years
Wimolsiri Charoenwattanawinyoo	5 years
Grazyna Collins	5 years
Michelle Dobrich	5 years
Xiaohui Dong	5 years
Teresa Eaves	5 years
Katia El-Azar	5 years
Amera Fakhry	5 years
Aida Hanania	5 years
Gail Henderson	5 years
Amanda Holder	5 years
Manjinder Kaur	5 years
Eden Kebede	5 years
Andrew Kerr	5 years
Qurat-UI-Ain Khan	5 years
Deepak Kumar Lama	5 years
Margaret Langford	5 years
Margaret Leigh	5 years
Faith Lissenden	5 years
Ann Littleford	5 years

Ada Lual	5 years
Nirmala Maharaj	5 years
Jessica Maund	5 years
Grace Mendoza	5 years
Effie Mitsiopoulos	5 years
Peter Moncur	5 years
Salima Nayani	5 years
Rufina Peris	5 years
Stephanie Ranasinghe-Mawzoon	5 years
Melba Rivera	5 years
Vanessa Sach	5 years
Taranjit Sarin	5 years
Cheryl Sawyer	5 years
Indumathy Sivanewaran	5 years
Eduardo Uycoco	5 years
Joy Vaz	5 years
Isabel Vera	5 years
Juliana Walker	5 years
Corinne Withycombe	5 years
Meseret Woldeyes	5 years
Nina Xuereb	5 years
Keti Zdraveska	5 years

Volunteer Awards

Grace Carruthers	20 years
Jean Leskie	20 years
Wallis Gandell	15 years
Margaret Skellett	15 years
Sandra Beauchamp	10 years
Dennis Burland	10 years
Melissa Doyle	10 years
Patricia Gaffney	10 years
Klaus Georgi	10 years
Joan Griss	10 years
Margaret Kennedy King	10 years
Hilary Rabl	10 years
Eileen Rogers	10 years
Anna Thornley	10 years
Kitty David	5 years
Mark Donald	5 years
June Eva	5 years
Peter Hoffman	5 years
Peter Jackson	5 years
Donald Jones	5 years
Natascha Kerrison	5 years
Meena Lalwani	5 years
Robert Melotte	5 years
Dianne Milne	5 years
Lothar Nowak	5 years
Lynne Witynski	5 years

Board of Directors Scholarship Program Recipients

Paul Pentland - Quality Advisor Community and Corporate
Cheryl Sawyer - Lifestyle Coordinator
Shannon Glover - Lifestyle Assistant and Personal Care Attendent
Helen Fouyaxis - Podiatrist
Eva Pawlak - Client Services Supervisor

Individual Supporters

Mr Robert Anson
Hon J M Batt
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Ms Jennifer Burley
Mr Clifford Butcher
Mr Don Carmichael
Mr David Chapman
Mr John Clark
Mr Greg Cooper
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Mr Denis Dowty
Mr Eric Easton
Mr Barry Fink
Mrs Joan Gibbs
Mrs Monica Gin
Ms Peggy Glenning
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Mrs Louise M Gourlay
Mrs B M Hall
Mr Peter Hansen
Mr Peter Hartson
Mr John Hood
Mr Gordon Hughes
Mr Norman Jackson
Mr Andrew Jennings
Mr Guido Knoepfli
Mr Solomon and Mrs Rosie Lew
Ms Michele Lewis
Mrs Helen Lockwood
Mr Scott MacDonald

Mr M Manders
Mrs Sue Manton
Ms Gladys Markowitsch
Mrs Nancy Messino
Mr R W Meyers
Mrs Lorraine Moir
Ms Bronwyn Moline
Judge Paul Mullaly
Mr Greg Noonan
Mrs Margaret Oulton
Mrs Jenny Poolman
Ms Natalie Postma
Mr Simon and Mrs Jane Price
Mr Nicholas Rogers
Mrs Geraldine Russell
Mr G Sellars-Jones
Mr Andrew & Mrs Rosemary Sewell
Mr Colin Squires
Mr Robin Syme AM
Mrs Wendy Taylor
Ms Rosemarie Telban
Mrs Janet Thomson
Mr Neil Thorpe
Ms Caryl P Wynne
The Estate of Harold Thomas Swanton
The Estate of Peggy Desley Tartaglia
In Memory of Angela Telban
In Memory of Mervyn Gin

Corporate Supporters

Accru Melbourne
Agestrong Physio
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Alrick Healthcare
ANZ Corporate Healthcare
AON
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Figurehead
Gary Rothville and Associates
Google
Gorman Kelly Commercial
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HESTA
Hellier McFarland
House of Golf Malvern
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iCare Health
Independence Australia
Jellis Craig
Manic Fitness
Mediquip
Medirest
Medsafe Pharmacy
Moores
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RP Electrical Pty Ltd
SEEK
Selmar Aged Care Education Institute
SEMF
Soothe Mobile Massage
Stonnington Jewellers
TFSL
United Physiotherapy Group
Warragul Linen Service
X-Golf Malvern

Trusts and Foundations

Australian Communities Foundation
Pierce Armstrong Trust
Local Infrastructure Assistance Fund
The Marian & E.H. Flack Trust
The Peter Isaacson Foundation
The William Angliss (Victoria) Charitable Fund

mecwacare is supported by financial assistance from the Australian and Victorian Governments

mecwacare would like to acknowledge and thank all of our donors for their generosity throughout the year. Donations over \$250 have been listed in this report.

Our service network

Corporate Services

1287 Malvern Road
Malvern Vic 3144
P 03 8573 4888
P 1800 163 292 freecall
E enquiries@mecwacare.org.au
www.mecwacare.org.au

Home Nursing and Care Services

E intake@mecwacare.org.au

South East Metro Service
1287 Malvern Road, Malvern
P 03 8573 4999

North West Metro Service
Level 1, 34 Amis Crescent, Keilor East
P 03 9325 5500

South East Region Service
4/66-68 Main Street, Pakenham
P 03 5941 5454

South West Region Service
10 Drummond Street North, Ballarat
P 03 5333 0900

City of Melbourne Service
200 Little Collins Street, Melbourne
P 03 9658 9733
E hncs.com@mecwacare.org.au

Home Care Packages

1287 Malvern Road, Malvern
P 03 8573 4777
E homecarepackages@mecwacare.org.au

Community Housing Services

P 03 8573 4888
E enquiries@mecwacare.org.au

Elm Road, Glen Iris
Dalgetty Road, Beaumaris
Sandringham Road, Sandringham

Residential Services

E residential@mecwacare.org.au

mecwacare Noel Miller Centre
9-15 Kent Street, Glen Iris
P 03 9835 2333

mecwacare Trescowthick Centre
70 Charles Street, Prahran
P 03 9510 6100

mecwacare Malvern Centre
1245 Malvern Road, Malvern
P 03 9248 6100

mecwacare Park Hill
160 Tyabb Road, Mornington
P 03 5974 5800

mecwacare Rositano House
273 Church Street, Richmond
P 03 9427 1404

mecwacare Simon Price Centre
13-25 Strabane Avenue, Mont Albert North
P 03 9898 7404

mecwacare Atchison Centre
110 Albion Road, Box Hill
P 03 9899 0167

mecwacare Elstoff House
12-14 Beulah Street, Hamlyn Heights
P 03 5277 3081

mecwacare Vincent House
125-135 Kenny Street, Westmeadows
P 03 9333 3022

mecwacare May Noonan Centre
3 Foley Street, Terang
P 03 55921557

mecwacare O'Mara House
15 Hunter Road, Traralgon
P 03 5174 4628

Community and Disability Services

E community@mecwacare.org.au

mecwacare Bowen Street Centre
72 Bowen Street, Malvern East
P 03 9564 5100

mecwacare Fisher Street Centre
57 Fisher Street, Malvern East
P 03 9572 9000

mecwacare Rivendell House
8 Henry Street, Pakenham
P 03 5941 2315

Podiatry
72 Bowen Street, Malvern East
P 03 9564 5104
E podiatry@mecwacare.org.au

Opportunity Shops

E: enquiries@mecwacare.org.au

East Malvern Store
299 Waverley Road, Malvern East
P 03 9571 4221

Malvern Store
136 Wattletree Road, Malvern
P 03 9509 2408

Windsor Store
52 Chapel Street, Windsor
P 03 9521 1774

Hawthorn Store
111 Auburn Road, Hawthorn
P 03 9882 7730

Reservoir Store
295 Broadway, Reservoir
P 03 9460 5713

