

mecwacare

ANNUAL REVIEW 2019-20



CARING ACROSS VICTORIA

60
1959 - 2019

WHO WE ARE

mecwacare is a not-for-profit, non-denominational charitable organisation that has been supporting Victorians for more than 60 years. We are a values-based, care-driven organisation that provides residential, community and in-home nursing, care and support services for the elderly and people living with a disability.

mecwacare was founded by a small group of volunteers concerned about the elderly and vulnerable in their local area and formally became the Malvern Elderly Citizens Welfare Association (MECWA) in 1959. In 2007, MECWA changed its name to mecwacare to better represent the organisation's focus as it grew into a major provider of aged care and disability services across metropolitan Melbourne and regional Victoria.

OUR PURPOSE



Partnering with the elderly and people with a disability to live fulfilling and purposeful lives

OUR VISION



Enhancing life changing experiences with our community

OUR VALUES



Our values are at the centre of everything we do: Caring, Accountable, Respectful and Ethical

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OUR COVER: These are just some of the faces of mecwacare's selfless and compassionate staff. They have risen to the challenge and provided care and support to some of the most vulnerable people across Victoria during the coronavirus pandemic.

BOARD CHAIRMAN AND CHIEF EXECUTIVE REPORT

Our 61st year of caring for Victorians started with the grand opening of our 11th aged care facility in Caulfield North and the purchase of two additional sites on the Mornington Peninsula, increasing our residential portfolio to 13 homes.

New Aged Care Quality Standards, Disability Standards and the Charter of Aged Care Rights came into effect on July 1, 2019 and we acquired government contracts to provide home care services in more locations across Victoria. Our luxurious retirement living complex, Robin Syme Residences adjacent to the *mecwacare* Malvern Centre aged care facility, rapidly approached completion and a new home care office to service the growing Barwon region was commissioned.

It was a pleasure to see so many people who have made our organisation special at our Diamond Jubilee event on July 3, 2019 which was held inside our new 41-bed aged care facility in Caulfield North.

The acquisition of two aged care homes at Safety Beach and Shoreham aligned with our strategic priority to establish integrated services in geographic areas that support a full continuum of care by taking the number of facilities on the Mornington Peninsula to three. *mecwacare* took ownership of the 45-bed and 60-bed homes on April 1 and named them after long-serving Board Members Susan Calwell (Calwell Manor) and Anne Court (Annie's Court).

In January 2020, we welcomed 1,000 home care clients on the Bass Coast and expanded regional assessment services across three new regions – Baw Baw, Melton and Bass Coast.

There was significant growth in our disability services, with the number of clients increasing by 190 per cent. All our clients have now transitioned to the National Disability Insurance Scheme.

We are proud to continue the legacy of our founders, with 93 per cent of our clients fully or partially supported by the government.

We were excited to unveil a new five-year strategic plan, which is the

blueprint for delivering innovative, responsive and fully evaluated services in residential settings, community facilities and clients' homes (*see page 22*).

The Royal Commission into Aged Care Quality and Safety was extended after an interim report in October 2019 was highly critical of the aged care sector. We take the provision of aged care and disability services very seriously and our team works tirelessly to provide high-quality, safe and respectful care every day. We continue to support the inquiry and eagerly await the final report, due to be handed down in February 2021.

While this exciting growth phase is in line with our new strategic plan, it soon became clear that this was not going to be like any other year. In February, COVID-19 moved from cautionary news to a global pandemic and our focus shifted to preparing *mecwacare's* defences against the highly infectious virus.

Our proactive approach was to remain calm and ensure a coordinated and controlled response, and our combined efforts resulted in all sites and facilities remaining coronavirus-free as at 30 June 2020. Sadly, one of our facilities was later impacted by the virus. *Read more about our response on page 4.*

There are many benefits of sustained growth, including increasing our purchasing power so we can deliver more services for less, and at a cheaper cost to our clients. As an employer of choice that offers numerous career pathways, we can attract highly skilled staff, such as specialists in the fields of governance, clinical care, lifestyle and hospitality.

Sound financial management has allowed us to achieve economies of scale that have held us in good stead during these challenging times. Surpluses protect the organisation and our people as they provide a buffer when the unexpected occurs.

A significant reduction in occupancy rates and a number of home care services cancellations due to the pandemic have had a financial impact on the organisation.

However, having a financial safety net meant we were better equipped than others to manage through the pandemic. It enabled us to buy and stock up early on PPE (Personal Protective Equipment), which no doubt saved lives. No staff lost their jobs because we were able to redeploy them to other areas when projects were scaled back.

As the aged care sector transitions from block funding to client funding, *mecwacare* will be competitive when the Commonwealth government introduces an open market aged care system.

Despite the challenges, there is still so much to look forward to in 2020 and beyond, including the opening of Robin Syme Residences in Malvern, our Barwon home care office in Geelong and construction of the new two-storey 100-bed Simon Price Centre in Mont Albert. Most of all, we are looking forward to Victoria being coronavirus-free and progressing our care and services beyond the pandemic.

We are incredibly proud of the resilience, commitment and determination of our kind and compassionate staff who have risen in the face of adversity. A special thank you also to the Leadership Team, who has bravely and expertly guided us through this challenging period.

John Hood, Board Chairman
Michele Lewis, Chief Executive



*Chief Executive Michele Lewis and Board Chairman John Hood at *mecwacare's* Diamond Jubilee celebration.*

OUR COVID-19 RESPONSE

KEEPING RESIDENTS SAFE

One of the most difficult decisions we made during the pandemic was to limit visitors to essential visits only, which meant we had to find new and safe ways for our residents to stay connected. iPads were set up for face-to-face communication via Skype, Zoom and Facetime and families were encouraged to do outdoor “window visits”.

But we needed to do more. There was a lot of anxiety among the *mecwacare* community and limiting visitor access was having an impact on our residents and their loved ones.

We had to think outside the box, so we came up with the idea to install glass partitions inside our facilities to enhance window visits while minimising risk to our residents.

mecwacare installed glass partitions at all 13 facilities within a week – the first aged care organisation in Australia to provide this safe visiting option. It was quick and cheap to do – but the benefits of the simple gesture were extraordinary.

This option provided family members with the opportunity to enter the home, out of the elements, and visit their loved ones in person. This helped to alleviate some of the anxiety people had been feeling during isolation.

A resident at the *mecwacare* Malvern Centre received a daily visit from her husband of 60 years before the pandemic, but he initially chose to stay away for safety reasons. Once the window was installed, he could visit twice a week and enjoy a cup of tea with his wife.

These visits meant the world to our residents and while they could never replace a hug, they helped people share precious time together in a safe environment.



mecwacare Jubilee House resident Alan Gostin enjoying an enhanced window visit with his wife Judy.

When the global COVID-19 pandemic reached our shores in February, *mecwacare*'s immediate priority was to maintain continuity of service for the 16,500 residents and clients who rely on us for care and support each week.

This was uncharted territory, an unprecedented health issue that was rapidly changing every day. Our approach was to remain calm and ensure a coordinated and controlled response. With new cases of the coronavirus reported every day, we were very aware of the significant concern among the *mecwacare* community and our responsibility to protect some of the most vulnerable people.

We worked around the clock to keep our residents, clients, staff and volunteers safe. We proactively implemented a range of robust infection prevention and control measures and developed COVID-safe business continuity plans based on the latest government and health advice.

This included providing home care and residential services staff with advanced Personal Protective Equipment (PPE), such as clear face shields, cloth face masks, hand sanitiser, disposable gloves and gowns from the start of the pandemic. Our staff completed additional training in infection prevention and associated topics to strengthen their ability to continue providing high-quality and safe in-home care. They were also strongly encouraged to download the government's COVIDSafe app.

In our 13 residential aged care facilities, we introduced stringent precautionary measures that went beyond the official guidance, which we believe contributed to a better-than-expected outcome in keeping our residents and staff safe. This included one of the most difficult decisions to limit visitors to essential visits only i.e. special needs and palliative care.

172,620
gowns

135,370
masks

14,631
face shields

5,216
bottles of hand sanitiser

*Figures are for the period
March-June 2020*

Another key strategy was to ask staff to work for one employer rather than multiple employers during the pandemic to minimise the risk of the virus entering our sites, centres and homes. This precautionary measure was later mandated by the federal government.

We have had to make some very tough decisions and getting the balance right has not been easy, especially when we know that limiting movement in and out of our facilities reduces the transmission of this potentially deadly virus.

We received overwhelming support from residents and their families about *mecwacare*'s suite of precautionary measures to protect their loved ones, and a lot of positive feedback about the visitor restrictions. A large majority supported the restrictions however, we acknowledge that there were some families who did not agree with this position.

We are acutely aware of the importance of regular social interaction with loved ones. We spent a significant amount of time daily considering the latest health department advice and

OUR COVID-19 RESPONSE (CONTINUED)

balancing this with ensuring the ongoing health and safety of our vulnerable residents remained the number one priority. This insidious virus was dangerous and killing older people at an alarming rate.

We made significant changes to the Lifestyle program with our lifestyle and care staff supporting residents' social and emotional needs while continuing to provide them with stimulating activities (see page 9). Their emotional wellbeing during these challenging times was as important as their physical health. Our Lifestyle teams worked hard to introduce mentally stimulating games and activities. For the most part, life was "normal" inside the homes.

We conducted a short survey of our residents on whether they were satisfied that *mecwacare* was meeting their needs during the lockdown period. Of the residents surveyed (excluding people with dementia), 96 per cent were satisfied. This was most reassuring for our team, which has remained focused on the residents' health and mental wellbeing.

We set up iPads at all our sites to facilitate face-to-face communication with loved ones via Skype, Zoom or FaceTime. We encouraged window visits at those buildings with an external, public-facing window and later, we installed glass partitions inside the facilities to enhance these window visits.

Window visits were immensely popular during the Easter break and Mother's Day weekend, and many of our residents are now experts at Skype, Zoom and FaceTime.

We also launched a very successful social media campaign called #isomail which connected our residents with members of the community.

Our planned activity groups and day centres were forced to temporarily close, as well as our four opportunity shops. As winter approached, we reopened the stores to those who rely on us for blankets and warm clothes, and people who had been financially impacted by the coronavirus.

We redeployed some of these staff to phone every home care client, particularly those who do not receive a regular service. They checked in and made sure they were staying healthy and safe, and to remind them that we were still here to support them through this very uncertain and unsettling time. We also provided home fitness programs, healthy eating meal plans and shopping support.

Our Disability and Community Services teams ensured our clients felt safe and connected, with regular phone and email contact to check on their health and wellbeing. When restrictions permitted, they offered one-on-one visits in participants' homes to help fill the void of not being able to participate in social outings. Some staff and volunteers made cloth face masks for our vulnerable clients and participants.

During the pandemic, we signed up our 500th volunteer. We continue to be inspired by all our volunteers' selflessness and willingness to support some of the most vulnerable people in our community. We are especially grateful to the drivers who continued to deliver meals to those in need.

Our safety initiatives included checking the temperature of every staff member and visitor who entered our sites, including offices, and asking the four key questions associated with potential COVID-19 exposure. We implemented full PPE for all frontline staff, restricted visitors, enforced physical distancing (1.5 metres), encouraged best-practice hand hygiene and provided additional cleaning.

As the community started "flattening the curve", complacency threatened to undermine our combined efforts. It became more important than ever for everyone to remain vigilant.

Throughout all of this, our staff worked tirelessly for months to maintain a safe environment for our residents, clients and their colleagues. Their commitment and passion no doubt saved lives. See how we acknowledged their efforts on page 23.

As at 30 June 2020, all *mecwacare* sites and facilities remained coronavirus-free.

NEW FRIENDSHIPS FORM

When the coronavirus pandemic hit Victoria, no one could have envisaged the enormous impact it would have on our everyday lives. Of all the precautionary measures implemented, enforcing social distancing and self-isolation became crucial to protecting people from the virus, particularly the elderly.

With 13 aged care facilities across Victoria, keeping our vulnerable residents safe meant visitor access was limited to essential visits i.e. palliative care and special needs. To help residents maintain connections with the outside world, we launched #isomail (isolation mail) – a social media initiative that encouraged people in the community to write and send pictures to our residents. Initially aimed at children who were spending more time at home due to school closures, #isomail took off with adults jumping on board to send virtual hugs and love in the form of letters, cards, photos and drawings.

Our initial post received an overwhelmingly positive response, reaching more than 208,000 people via Facebook. We received letters from across Melbourne and regional Victoria, Sydney, Fremantle and Kingaroy in Queensland, and as far away as the US, London and Cape Town in South Africa! It even featured on Channel Seven's Sunrise program.

Special bonds have formed between kind strangers and our residents, with some striking up ongoing friendships. We hope this continues long after the virus has passed.



mecwacare Park Hill resident Marj Cavanagh reading one of the letters.

SNAPSHOT OF 2019-20



2 is the age of our youngest disability client (Cranbourne North)

105 is the age of our oldest aged care resident (Rositano House, Richmond)

100%

compliance following



external audits and reviews

190%

increase in disability clients

515

volunteers



18 is the youngest (Malvern Op Shop)

90 is the oldest (East Malvern Op Shop)

93%

supported or concessional clients

13,567

home care clients



14,331

meals delivered to home care clients

247,355



occupied bed days



1,920

staff employed by mecwacare



residents in our care



16,793

hours of care provided to Victorians in their homes each week



meals served every day in our residential facilities



30,900

bananas



112,800

eggs



113,468

kilograms of lamb



nationalities make up our workforce



*mecwacare Park Hill
resident Derek Waite.*

RESIDENTIAL SERVICES

46,176

lifestyle hours provided

1,518

on-site training sessions

Providing a safe environment for residents and staff was the number one priority as the facilities adopted a proactive COVID-safe approach to minimise the risk of infection. All 13 sites maintained robust infection prevention and control measures, and focused on reducing the impact on the physical and mental wellbeing of our residents.

Significant staff training was undertaken at all facilities as part of *mecwacare's* COVID-19 outbreak management plan. This included the Department of Health's mandatory infection control online training and *mecwacare's* own additional training modules.

mecwacare's committed, skilled and thoughtful staff followed strict infection control protocols and wore advanced

Personal Protective Equipment (PPE). Visitor restrictions in the homes, increased use of digital technology, temperature checks on arrival and physical distancing (1.5 metres) were just some of the precautions implemented well in advance of mandated lockdowns. These measures became all-consuming in our efforts to keep our facilities coronavirus-free.

We opened three new facilities, a boutique home in Caulfield North called *mecwacare* Jubilee House in July 2019 and one month into the pandemic on April 1, we welcomed two facilities – *mecwacare* Annie's Court in Shoreham and *mecwacare* Calwell Manor at Safety Beach. This took the number of homes on the Mornington Peninsula to three and expanded our residential portfolio to 13.

Residents remained at the centre of the decision-making process with a continued focus on promoting choice and active participation. This included changes in hotel services after residents reviewed their dining experience through a series of food focus groups. This provided an opportunity to address specific issues and update the menu. Buffet-style breakfast was introduced at various homes to reflect resident choice and participation, and we offered a wider selection of meals to align with individual requests.

Another key change was the federal government's decision to make influenza vaccination compulsory for all aged care workers and visitors, including contractors. *mecwacare's* Influenza Vaccination Program saw a 240 per cent increase in staff receiving the vaccine, which further protects the vulnerable people in our care.

Following a major review of the residential services roster, we streamlined the staffing model to meet the increased complexity of individualised resident care and ensure continuity of care for residents. At the *mecwacare* Malvern Centre, this included adjusting the times of shifts and extending short shifts, which boosted coverage and resulted in a significant reduction in sick leave. At *mecwacare* Vincent House in Westmeadows, all shifts are now filled with part-time employees to promote work/life balance.

Updated clinical management strategies within the homes included a focus on falls prevention at the *mecwacare* Trescowthick Centre in Prahran. In the first month after implementing additional strategies, the home achieved a 43 per cent reduction in falls.

Our team has a strong continuous improvement philosophy, which was evident during a number of successful accreditation visits. These unannounced visits provided an opportunity to demonstrate the excellent ongoing work of our staff to ensure compliance in all areas. *mecwacare* Malvern Centre was one of the first sites to be assessed against the new Aged Care Quality Standards, which came into effect on July 1, 2019.

With the support of the Quality and Risk team, the home met all requirements and received ongoing accreditation. At the *mecwacare* Noel Miller Centre in Glen Iris, the surveyors were impressed by how well the staff knew the residents and their individual needs.

Advance Care Plans remained a focus throughout the year, with staff ensuring plans were up to date with the preferences and wishes of all residents clearly documented.

AGED CARE QUALITY STANDARDS

On 1 July 2019, the Commonwealth Government introduced the new Aged Care Quality Standards.

These eight standards focus on supporting consumer choice and promoting ongoing improvement in service provision that contributes to the safety, health and wellbeing of the consumer. *mecwacare* was well prepared for the implementation of these standards, which has the consumer at the centre of everything we do and links to *mecwacare's* existing Model of Care.

Under this philosophy, we need to ask, not assume, enable choice, not limit options and support decision-making. This will enable us to deliver care and services that align with the expectations, needs and preferences of the resident and their nominated representative. *mecwacare* is committed to providing positive resident experiences through enhanced choice and decision making.

RESIDENTIAL SERVICES (CONTINUED)

These plans guide the delivery of palliative care services, in line with resident choices. This work became even more important due to the greater health risks associated with the coronavirus pandemic.

A new Charter of Aged Care Rights also came into effect on July 1, 2019 which helps create a shared understanding about the rights of people receiving aged care.

mecwacare Vincent House met income targets for ACFI (Aged Care Funding Instrument) by maintaining a regular review of residents and assessing all care changes to ensure optimum funding was maintained. The home also successfully completed two WorkSafe audits, including a virtual inquiry in June 2020 via Microsoft Teams. mecwacare achieved AS4801 – the benchmark in Australia for assessing Occupational Health and Safety across management systems – with mecwacare Park Hill at Mornington selected as the audit site.

Keeping our residents active

mecwacare's Lifestyle programs are diverse, individualised and designed to bring joy to our residents. With the appointment of a Lifestyle Manager to oversee mecwacare's program, each site team creates monthly plans to cater to the varying needs of their residents.

During the COVID-19 pandemic, when visits from loved ones and social outings were limited, our Lifestyle teams adjusted their programs to increase health and wellbeing support for our residents. This provided an opportunity to utilise innovation and get creative with how programs were delivered.

A move to online platforms generated excitement as physical visits were replaced by "screen time". This included digital tours of Melbourne Zoo, Werribee Zoo and art galleries, as well as streaming religious services and concerts to continue engagement and access to preferred activities.

Essential programs, such as physical exercise and music therapy, were still enjoyed in line with infection prevention protocols, including one-on-one

support and smaller group settings with physical distancing (1.5 metres). These changes maintained interaction using an approach that was focused on keeping residents entertained, active and connected.

Lifestyle staff also assisted with Zoom, Skype and FaceTime calls on iPads to maintain social interaction with loved ones, alongside the daily activities. This was in addition to the glass viewing rooms which enhanced window visits while minimising risk to our residents (see page 4).

Residents were asked how they would like to continue the activities they most enjoyed. This resulted in some residents sitting in their doorways and playing ball games between themselves, utilising large oversized board games in the halls and turning tables into hallway bingo.

Resident feedback supported the Lifestyle team and their collaborations resulted in new and old activities thriving in a COVID-safe setting and providing the necessary benefits to remain healthy, happy and active.

Building and refurbishment program

While work conditions were impacted by COVID-19 lockdowns and restrictions, mecwacare's extensive building and refurbishment program continued at a rapid pace to increase capacity and enhance home-like environments.

Construction of a new 100-bed mecwacare Simon Price Centre in Mont Albert started, with downsizing of the existing home completed in December 2019 to make way for the state-of-the-art two-storey building.

Major renovations at mecwacare Elstoft House in Geelong were completed, including a new café and library, beautiful artwork and lush carpet throughout, new curtains and furniture transforming the facility into a contemporary home.

At the mecwacare Malvern Centre, new carpet in the bedrooms, corridors, lounges and nurses' station provided a crisp, fresh look and a stunning new private dining room was welcomed by residents.

An unused activities room was converted into a new café at the mecwacare Noel Miller Centre in Glen Iris, which quickly became a resident favourite, with tables and chairs set out like a modern Melbourne café.

Significant renovations at mecwacare O'Mara House in Traralgon in late 2019 created a more spacious and contemporary home with units extended to provide larger living areas with new kitchenettes. Flooring was upgraded throughout and the west wing lounge was converted into a cinema, which was very popular among the residents.

Following on from last year's major upgrade at mecwacare Park Hill in Mornington, access and security were bolstered with an integrated system, in addition to upgraded air conditioning to provide greater comfort for residents.



Our most senior resident Iris Nankivell turned 107 at the mecwacare Noel Miller Centre in Glen Iris in March. Due to the coronavirus and subsequent social distancing and visitor restrictions, we were unable to celebrate the occasion with the grandeur it deserved. However, Iris – dressed to impress in pink – was able to enjoy a glass of champagne and some sweet treats with her family outside in the garden. Sadly, Iris passed away in May.

During 2019-20, three sites celebrated milestones:

mecwacare Rositano House in Richmond (25 years), mecwacare Park Hill in Mornington (20 years) and mecwacare Malvern Centre in Malvern (10 years).

HOUSING SERVICES

Community Housing

mecwacare's Community Housing program provides residents with their very own home in one of three prime locations across Melbourne. It is designed to provide comfort and independence for people who are over 65, or living with a disability, and who meet the Department of Health's eligibility criteria for a concessional rent allowance.

Our community housing complexes in Glen Iris, Sandringham and Beaumaris provide a private space and shared garden, which fosters social opportunities. We hope that by providing quality, affordable housing for people experiencing difficulties or at risk of homelessness, this burden will be eased.

During the year, the National Broadband Network (NBN) was installed across all units at the Glen Iris and Beaumaris complexes, providing residents with faster internet access and more reliable phone lines. This assists them to remain socially active and connected to family and friends,

which was particularly important during the coronavirus pandemic and periods of self-isolation. There are some units at the Sandringham complex still awaiting NBN installation. This work will commence soon.

As all three complexes maintained high levels of occupancy throughout 2019-20, there were no significant refurbishment works undertaken inside the units. There were some external building works completed on the west side of 7 Elm Road, Glen Iris with the removal of old and damaged soffit linings on seven units. These linings were replaced with a new lightweight product.

mecwacare's units are disability and ageing-friendly, allowing residents to live independently for many years. mecwacare offers care and support services into the home, including Home Care Packages clinical assessments, medication and wound management, as well as support with personal care, such as showering, dressing and grooming.

There are plans to expand our community housing portfolio as we work to provide more options for people who are financially and/or socially disadvantaged.

Our units provide a safe and secure home close to shops and public transport. During the COVID-19 pandemic, mecwacare maintained regular contact with residents, providing them with the latest information from health authorities, including precautionary measures to keep them safe, and additional support services while in isolation.

Retirement Living

Construction of the luxurious Robin Syme Residences in Malvern rapidly progressed, with a proposed opening date of late September 2020. When completed, this boutique retirement living complex will offer 31 beautifully crafted two and three-bedroom apartments, with stunning finishes and an abundance of space and light.

Promoting a life of convenience, comfort and wellbeing, residents will enjoy living life to the fullest in a safe and secure environment, with access to a range of facilities, including a cinema, cafe, private dining room, library, wine cellar, gymnasium and business lounge. Residents will have the freedom of choice to live the life they want with the reassurance of access to long-term support, if required.

At Hoppers Crossing, residents at the John Atchison retirement living village continue to enjoy lifestyle options that combine independent accommodation and shared facilities with priority access to care should their needs change. Residents enjoy maintenance-free modern living with access to an on-site hair and beauty salon, comprehensive lifestyle program and community transport.

Both villages are co-located with mecwacare residential aged care facilities, so couples can be supported with differing needs in the latter stage of their lives.

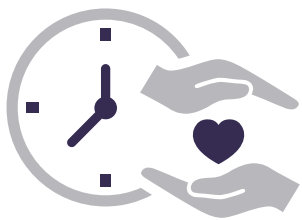


mecwacare's luxurious Robin Syme Residences in Malvern quickly took shape as we raced towards a spring completion date. A drone captured this photo of the retirement living complex, bathed in autumn sunshine. For more information, visit www.robinsymemalvern.com.au



With support from mecwacare, Patricia Cook has been able to live independently at home at the grand age of 101.

HOME CARE SERVICES



569,556

hours of care and support

26,000*

wellbeing checks

** Figures are for the period March-June 2020*

mecwacare's Home Care Services continued to expand geographically and our teams grew to provide care and support to more people in need than ever before.

There was a 100 per cent increase in the number of nursing services delivered across all regions, which included growth in the Department of Veterans' Affairs Community Nursing Program and the transfer of other nursing provider clients to mecwacare.

Our position as the largest provider of government-funded home care services in Victoria was reinforced with additional Home and Community Care Program for Younger People (HCC PYP) contracts and an increase in Home Care Packages (see page 14).

mecwacare expanded its clinical portfolio to include a specialist Continence Nurse Advisor, who visits clients in their homes to assist with bladder and bowel problems, as well as providing additional education and support to staff.

A service usually attached to public hospitals, the role of a Continence Nurse Advisor is not typically offered by an aged care provider. However, because people are living at home

longer and are more likely to experience continence issues as they age, it is an area that requires a deeper level of expertise. A regular newsletter for the community nursing team that addresses topical issues, such as clinical practice and sector updates, was introduced to keep staff informed and prepared to answer any questions from clients and their families.

With a raft of changes in line with government restrictions altering service provision, the COVID-19 pandemic has been challenging. However, we continued to support our clients by undertaking telephone-based assessments and wearing full Personal Protective Equipment (PPE) when visiting their homes to keep everyone safe.

Regular wellbeing checks and ongoing communication were well received across all services. mecwacare remains committed to assisting our clients and responding to their concerns in what has been a very anxious time.

Growth in our services

mecwacare commenced providing services to Bass Coast clients in January 2020, adding to newly established services in the Gippsland region. This was mecwacare's first full year in the region, ending the 2019-20 period with 2,386 active clients (up from 1,000 when we started).

HACC PYP, Commonwealth Home Support Program (CHSP), National Disability Insurance Scheme (NDIS) and Private Care services operate out of the Gippsland office in Inverloch, as well as a Meals on Wheels service, which is delivered by a group of very dedicated volunteers. We doubled the number of workstations in the office to accommodate the additional staff required as our services continue to expand in the region.

mecwacare successfully tendered for the Bass Coast Regional Assessment Service (RAS) contract in October 2019 and recruited two more RAS officers to assist with managing clients. We were also successful with tenders to provide RAS in Baw Baw from June 24 and Melton from July 1, 2020. This continues our growth in three unique locations and broadens our support to clients in home and community settings outside metropolitan Melbourne. It complements existing RAS outlets providing high-quality assessments in Brimbank and Cardinia.

Our RAS outlets comply with the My Aged Care Quality Framework and demonstrated compliance during assessments throughout the year. All performance measures were continually met, with March 2020 data reporting 99 per cent compliance with the National Screening and Assessment Form self-audit tool. Our client satisfaction survey return rate was strong and our overall client satisfaction exceeded the government target of 85 per cent at each outlet, with results in the last quarter of 2019-20 showing a satisfaction rate of 99 per cent.

With the relocation of Nillumbik and City of Melbourne service teams in April 2020, mecwacare's North West Metro office in Keilor East became the single location to host all home-based care services in the Northern and Western metropolitan regions.

The HACC PYP program experienced an uptake in services by new clients in the Brimbank area. A coordinated approach involving key community agencies, local government and public health officers ensured younger people not eligible for the NDIS could access supports to assist their goals for independent living.

Overall, client services increased by four per cent in Nillumbik and three per cent in the City of Melbourne. This was in addition to a combined eight per cent increase in the North West Metro and South West Region services.

HOME CARE SERVICES (CONTINUED)

Renovations at the Pakenham office made the site better equipped to manage growth in the South East Region, with the installation of additional workstations. We recruited more Service Coordinators to manage the Cardinia Shire, Casey Council, Knox Council, Maroondah Council and Shire of Yarra Ranges clients.

With the success of the HACC PYP contract for Knox and Maroondah, another meals on wheels driver was added to service the outer east metropolitan region. We increased the number of Direct Care Workers in the South East Region by 17 per cent to cover the rapid expansion of service locations. This also provided an exciting opportunity to continue building a diverse skillset among our staff.

Preparations for the future

With some local councils ceasing to provide in-home care services as part of the transition to an open market aged care system from June 2022, *mecwacare* was selected to deliver services in Nillumbik Shire and the City of Melbourne.

It was a great outcome for our clients, who had been receiving high-quality community aged care and disability services from *mecwacare* as a sub-contractor for the two councils during the past three years. From July 1, 2020 these services will be funded directly by the government.

Our contract with funding partner Ballarat Health Services was extended after seven years of exceptional service in the South West Region and Monash Health confirmed the renewal of its three-year funding agreement for the delivery of community nursing services. *mecwacare*'s South East Metro team secured new contracts for HACC PYP in Manningham and Stonnington to further strengthen services in our base of operations moving forward. Following a rigorous tender process, *mecwacare* was chosen to provide CHSP services in the Surf Coast Shire, which will commence in October 2020.

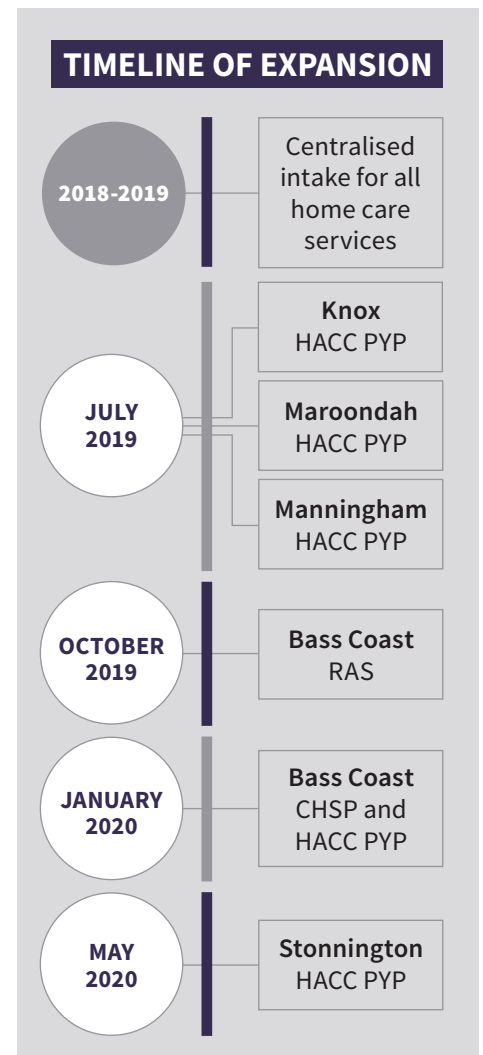
Ongoing support during pandemic

During the coronavirus pandemic, the introduction of PPE was well received by our clients. Many clients chose to put their services on hold initially, but slowly resumed their regular services as *mecwacare*'s proactive and robust COVID-19 management plan put their minds at ease.

In the North West Metro service alone, more than 1,500 individual wellbeing checks were conducted with isolated clients, supporting those who had experienced a disruption to their normal home care services.

Technological innovations were used to support social connections. Live streams of animals in zoos and online art and pottery classes proved popular with clients. Home-based exercise programs designed by physiotherapists for clients to maintain their fitness during isolation and contactless garden visits to vulnerable and/or isolated clients were other initiatives introduced.

Care services were provided in the public housing towers in Flemington and North Melbourne during the strict lockdown, which demonstrated continued support by our dedicated team who did not hesitate to assist. This ensured clients had no changes to their services, which was a priority across all regions.



HACC PYP: Home and Community Care Program for Younger People

RAS: Regional Assessment Service

CHSP: Commonwealth Home Support Program



Direct Care Worker Simon Mangan in full PPE (Personal Protective Equipment).

HOME CARE PACKAGES



117,705

hours of care and support

80,859

hours of home, personal and respite care

During the 2019-20 financial year, *mecwacare* supported an ever-increasing number of clients with Home Care Packages (HCP) across metropolitan Melbourne, the South West Region (Ballarat and Geelong), South East Region (Casey and Cardinia) and the Grampians.

Packages range through four levels, from basic care to high care. Clients can choose the type and delivery of services they receive, in line with their personal preferences and health needs. At the end of the financial year, *mecwacare* had increased the number of clients across Victoria by 49 per cent, which was a significant jump and an excellent result in a very competitive market.

We employ Care Advisors from diverse linguistic and cultural backgrounds who speak a variety of second languages, including Mandarin, Cantonese, Italian, Greek, Spanish, Polish, Russian, Ukrainian, Hindi and Urdu, to support clients across all regions.

mecwacare makes up 85 per cent of the nursing services provided through Home Care Packages in Victoria and 79 per cent of all home care, personal care and respite care services. Personal care, domestic assistance and respite care were among the most prominent episodes (shifts) funded by HCPs (see graph below).

mecwacare aims to integrate each health and wellbeing service to provide clients with quality care that is tailored to their individual needs but with the flexibility to vary those services as their needs change.

Since *mecwacare* introduced Home Care Packages in 2013, the program has achieved significant and consistent annual growth. We are particularly focused on reducing social isolation for clients receiving care at home, ensuring their independence and interaction with the community remains a key aspect of their daily lives. This has never been more important than during the COVID-19 pandemic.



PANDEMIC SUPPORT

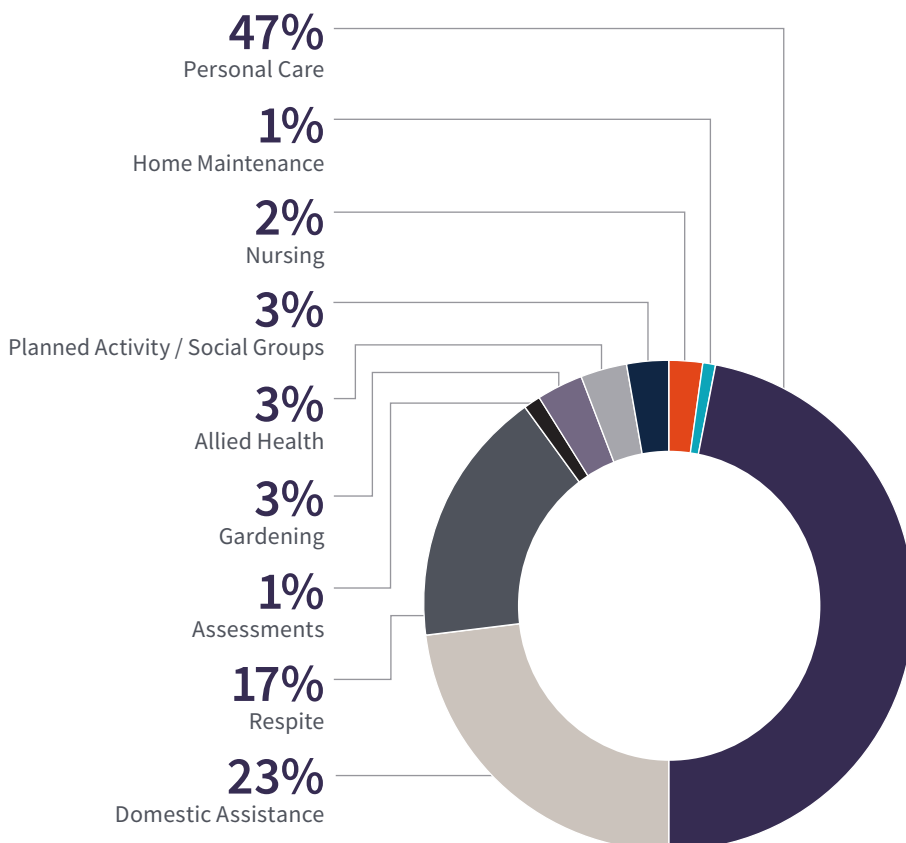
As an essential service, *mecwacare* provides care and support to thousands of clients in their homes across metropolitan Melbourne and regional Victoria each week.

Our goal during the COVID-19 pandemic was to maintain continuity of service for some of the most vulnerable people in our community.

They were relying on us more than ever to support them to continue living independently in their own home, especially during the challenging period of self-isolation.

For many of our elderly clients, staff visiting their homes to provide nursing care and support was the only physical and social interaction they had during these frightening times.

Services funded by HCP in 2019-20





*Fisher Street Disability
Day Centre participant
Rachel Oliver.*

DISABILITY SERVICES

190%
increase in clients

56,000
hours of service provided

mecwacare's Disability Services continued to support clients to develop skills and increase their capacity to live as independently as possible.

People living with a disability, their families and community members are assisted to access supports and information throughout the year, specifically for clients transitioning to the National Disability Insurance Scheme (NDIS).

There was significant growth in our disability services, with the number of clients increasing by 190 per cent. As at June 30, all eligible clients had transitioned to the NDIS.

Our Support Coordination team offers a range of in-home and community access supports tailored to clients' individual needs and choices. During 2019-20, this included attending events, engaging in healthy activities, enjoying companionship and maintaining relationships with friends and family, with a major focus on developing an independent and meaningful lifestyle.

Many skills development training sessions were organised at our day centre, from using public transport and technology to managing money. This enabled participants to plan their own daily activities.

As trusted advisors, the Disability Liaison Officers and Support Coordination team continued

to educate clients about supports available through the National Disability Insurance Agency. Change can be an anxious time for clients and their families, and our team assists them to understand the range of services available.

There were several NDIS Price Guide changes throughout the year, with the introduction of a Temporary Transformation Payment (TTP) and COVID-19 rates. The new Disability Standards and Code of Conduct were added, while new NDIS training modules for all employees (including COVID-19 infection control training) were distributed.

Positive Behaviour Support provided new training videos, including trauma informed supports, to further upskill staff in an ever-changing sphere that focuses on individual needs.

COVID-19 required our staff to adapt to a rapidly changing environment, especially in the way they delivered services. When the day centre reopened after the initial lockdown period, temperature checks became routine as participants and staff arrived at the site.

During the lockdown, our team contacted clients regularly for conversations and wellbeing checks. Additional support options were provided to ensure they felt safe and connected at all times.

Fisher Street Centre (Malvern East)

mecwacare's day centre provides various group programs based on learning domains, such as technology, life skills development, arts and crafts, gardening and the environment, and leisure options.

Programs at the centre offer participants choice in a range of

recreation and leisure activities that are designed to assist with developing skills and meeting their NDIS goals.

All sessions are conducted in a 1:3 or 1:4 staff-to-participant support ratio. In addition to the variety of programs at the centre, participants have access to activities in the community to ensure they remain active in their local suburbs. This includes swimming, shopping, bowling, fishing and using public transport, which continues to be a favourite.

One of the biggest achievements this year was the development of a monthly newsletter that is driven by Rachel, a participant at the centre who also featured in the Disability Choices Guide. The newsletter includes recipes, birthdays, centre updates and stories about participants and their activities at home.

A client committee was established to discuss issues, health and safety concerns, fundraising ideas and program updates to ensure there is active client participation in all centre activities.

A new gardening group will incorporate ideas from the art and cooking programs to create a sensory garden as an ongoing project. One-on-one support for some participants was provided during the coronavirus pandemic, which was very welcome.

The centre will now be open for 50 weeks of the year with a two-week break at Christmas, rather than closing during all school holiday periods. This change is in response to an increase in the number of participants.

For more than 20 years, mecwacare has been providing opportunities for participants and clients living with a disability. With the introduction of the NDIS in 2018, individualised support places the client at the centre of the decision-making process and empowers them with more choice than ever before.

mecwacare complies with the *Carers Recognition Act 2012*. We inform employees about the Act at orientation and through our Model of Care and Philosophy Statement to ensure all supports reflect care relationship principles. Awareness is promoted through staff interactions, in policies and procedures, and via information handbooks, resulting in quality carer support.

COMMUNITY SERVICES

mecwacare was proud to announce the expansion of its Community Services program into the Gippsland region during 2019-20.

A new Social Support Group and Carers Support Group were established in Cowes in January 2020 to support eligible participants in the Bass Coast area. mecwacare had advocated to the government about the importance of establishing such groups following the success of our support program in other areas.

Based at the Phillip Island Seniors Citizens Hall, the Bass Coast Social Support Groups are facilitated by a small team, which has brought fresh ideas and enthusiasm. All participants have been supportive of the transition of services from the local council to mecwacare and the groups have a high attendance rate. Participants enjoy the benefits of a consumer-focused approach and philosophy.

We were forced to temporarily suspend our Social Support Groups in metropolitan Melbourne when the full impact of the coronavirus pandemic hit. This meant we were no longer able to bring people into our community centres for group activities and socialisation. Staff reached out and maintained regular contact with participants and carers via telephone and occasional visits to their homes (with physical distancing). Our team arranged the delivery of care packages, including food, games and quizzes, to help keep them stimulated while in isolation.

Centre-based activities resumed in June with some very important changes in infection control and the introduction of Personal Protective Equipment (PPE) to keep our participants and staff safe.

Consultation sessions were organised across all our services. These sessions identified new ideas to implement as mecwacare plans for a post COVID-19 environment. This unprecedented situation has enabled staff to get to know participants even more during wellbeing checks, enhancing trust and generating more anticipation and excitement for when the centres reopen.

mecwacare's Board, management and staff completed the latest National Disability Insurance Scheme (NDIS) module training, as well as additional COVID-19 infection control. Our team continued to upskill in the areas of dementia and disability support.

Barry Fenton Centre (Malvern East)

This vibrant community centre delivers group activities to people who are aged and/or living with an acquired brain injury.

Programs include strength training, social activities and stimulation in line with the Commonwealth Home Support Program and NDIS guidelines. A Carers Support Group meets on the last Friday of each month and is open to anyone in a caring role, providing an opportunity to meet with other carers and share experiences.

Being a primary carer is a challenging role that can be emotionally and physically demanding, leading to social isolation and chronic tiredness. Carers have the lowest mental wellbeing of any large group measured by the Australian Unity Wellbeing Index, so providing them with regular connections and support is a priority for mecwacare. Some research even suggests that as many as 30 per cent of caregivers die before the people in their care, which is why maintaining good health and wellbeing is so critical.

Despite the challenges presented by the COVID-19 pandemic, the team has made regular wellbeing calls. They also sent out personalised care packages, including handmade fabric face masks, and created weekly activity packs to keep participants engaged, supported and physically active.

During the first lockdown, staff started a DVD and CD borrowing system, where participants could request a movie or music, and return it the following week. When further restrictions were introduced, staff sent out a list of available DVDs and CDs to clients and then posted their selections. Clients shared their reviews and opinions about the content in their group catch-ups via telephone.

Rivendell House (Pakenham)

Rivendell House continued to thrive with staff putting participants at the centre of all new programs. This fun, creative and supportive environment is beneficial for all, with music, socialisation and practical skills playing an important role in the growing list of activities.

Guest musicians, a cooking group and gardening were favourites, while word games and quizzes kept minds sharp. A range of celebrated events, such as cultural days, the Melbourne Cup, AFL Grand Final and Halloween provided opportunities to dress up and discuss trivia.

One-on-one woodworking classes, which have been a key program at the centre for many years and is led by one of our long-time volunteers, included the construction of bird houses, stools and bookends.

Rivendell House celebrated its 20th anniversary in December 2019 with participants, staff, volunteers and members of the Board enjoying a morning tea and reminiscing about two decades of supporting people across the region.

MAINTAINING FOOT HEALTH

Regular podiatry treatment helps maintain healthy feet to assist mobility and prevent falls.

Podiatrists monitor the health of feet for clients with conditions such as diabetes, ulcers, peripheral vascular disease and rheumatoid arthritis. mecwacare's podiatry service operates four days a week at the Barry Fenton Centre in Malvern East and treats a range of foot problems.

This service, which is available to residents living in the City of Stonnington and surrounding suburbs, has been able to remain open throughout the COVID-19 crisis, which has been essential to ensure clients' feet are well looked after and prevent any foot complications.

CORPORATE SERVICES

240%

increase in flu vaccinations

442

social media posts

People and Culture

There was a plenitude of challenges and opportunities due to the pandemic. With less face-to-face interaction, recruitment and selection processes moved online using the Microsoft Teams and Zoom meeting platforms, which greatly improved the uptake of candidates and was convenient for all parties to attend interviews without the need for travel or physical presence.

Orientation sessions also moved online so they could continue on a weekly basis to accommodate an increase in the number of people employed by mecwacare.

Our office environment evolved to include more staff working from home, enhancing flexibility, and meetings moved online for the safety of staff, in line with mecwacare's COVID-safe approach.

A review of employee compliance with the NDIS was undertaken for the first time. With the assistance of regional home care managers, more robust methods of data collection and reporting were identified. The first stage of a project to improve staff engagement was completed, which included an all-staff online survey conducted by Gallup that generated a 60 per cent response rate.

The 12-question survey measured team engagement and provided the opportunity for feedback. It also compared performance measures at benchmark organisations. The next stage of this process is to target smaller groups of staff for more precise feedback on ideas and expectations in the workplace.

While mecwacare did not qualify for the federal government's JobKeeper initiative – due to the fact we were able to keep our people working throughout the pandemic – we did apply for the Workforce Retention Bonus for all eligible staff.

Business Improvement

mecwacare's Learning and Development team established COVID-19 specific training that was promptly delivered across the organisation. This included hand hygiene competencies to ensure compliance with infection prevention and control practices.

An Aged Care Quality Standards training module was developed to improve understanding of the new legislated requirements and responsibilities that came into effect on July 1, 2019. A Mental Health First Aid program continued in recognition of the impact mental health issues can have on people in their roles.

We responded to the needs of a remote workforce with eLearning programs delivered via online resources such as Microsoft Teams. There was a clear focus on the rollout of mecwacare's National Disability Insurance Scheme (NDIS) training to increase staff knowledge and compliance across the business. External partnerships included Allianz's funding for the prevention and management of aggressive behaviours training, an agreement with Deakin University to host undergraduate registered nurse student placements and a collaboration with the Department of Education to create new training modules for the disability sector.

Our Quality and Risk team reviewed and updated documents against the Aged Care Quality Standards and identified opportunities to enhance systems and processes. The 2020 influenza vaccination program aligned with the government's requirement for all staff in aged care to have proof of being vaccinated. This resulted in a 240 per cent increase in the uptake of flu shots by staff in comparison to 2019. COVID-safe planning included updates to policies, analysis and monitoring of at-risk residents and clients, and the implementation of staff and consumer screening. A care plan update became a resident narrative titled "My Life" to help residents live the life they choose, which is a continued focus across all services.

A Clinical Review Committee commenced an analysis of clinical risks and leadership to plan strategies for best clinical outcomes.



mecwacare Barry Fenton Centre Program Coordinators Carmel Moon and Marianne Stuart sewed up a storm during the pandemic, making face masks for vulnerable clients during the COVID-19 lockdown.

CORPORATE SERVICES (CONTINUED)

Business Projects reviewed funding opportunities for *mecwacare*'s programs to support growth. Of the 18 tenders submitted for new funding and services, 15 were successful (83 per cent).

The team assessed a meals module in the client management system for our Meals on Wheels program to support allergen management and delivery runs. The Clinical Projects team focused on client experiences during their journey with *mecwacare*, including a local government area neighbourhood model for the allocation of clients and care advisors in Home Care and Home Care Packages services to strengthen local level relationships and reduce travel time.

IT and Ancillary Services

Our IT team implemented and managed a record number of projects during 2019-20. Dynamics 365 was introduced to develop a customised feedback and hazard form, which is being tested at four sites, with a plan to go live at all *mecwacare* sites in the latter half of 2020.

An ongoing upgrade of our phone systems to the Mitel system added five residential sites and a telephony project, which is a redesign of the phone system for Home Care Services, continued to standardise the phone menu, auto-route calls and add additional features from the Mitel system to improve the customer experience overall.

Expansion of the Corporate Services office in Malvern and the addition of two new residential sites in Shoreham and Safety Beach, new home care regions and subsequent transfer of clients resulted in significant growth of the network in hardware and software systems. Microsoft Teams was implemented for video conferencing and collaboration, upgraded from Skype for Business, allowing everyone at *mecwacare* to attend meetings during COVID-19 restrictions. Cybersecurity was improved and monitored to minimise cyber risk threats and the intranet was upgraded from an on-premises version to a cloud version.

A General Manager of Property and Ancillary Services was appointed to manage the portfolio that includes

maintenance, community housing and retirement living, as well as procurement and contracts. Maintenance officers cover 33 sites, ensuring that all requests are completed in a timely manner, as per site requirements. During the pandemic, the team assisted with the ordering and delivery of thousands of items of Personal Protective Equipment (PPE), including clear face shields, cloth face masks, disposable gloves and gowns, and hand sanitiser.

Finance

***mecwacare*'s Finance team delivered all reporting requirements and managed results above budgeted income and surplus for the 2019-20 financial year. The 2020-21 budget includes a growing top line and profitable bottom line to incorporate recent successes and maintain critical organisational sustainability.**

The team successfully integrated two new residential sites into the *mecwacare* payroll and client billing systems, as well as all new clients from across the organisation's Home Care Services portfolio. There was a greater focus on the accounts receivable team, with a new manager appointed and increased training and collaboration available. Opportunities were provided for several volunteers to assist in the department, which has also enhanced staff leadership qualities. Clean audits were achieved for internal and external reviews.

Marketing, Communications and Fundraising

There was a strong focus on further development of the *mecwacare* brand throughout 2019-20 by utilising social media and other channels to showcase the organisation, as well as rebranding marketing collateral to give it a more contemporary feel.

Our social media presence grew with a 54 per cent increase in Facebook followers and the initial post for our #isomail campaign reached 208,000 people (see page 5). Other successful campaigns were *mecwacare*'s All-Stars, which featured staff from across the

organisation (see page 23), and Giving Tuesday, which raised money for PARO therapeutic seals to provide behavioural and mental health benefits for residents living with dementia.

We received grants for additional equipment and services, and donations from Kmart, IGA and Lindt strengthened our community partnerships as we focused on supporting residents and clients during the coronavirus pandemic. Our fundraising appeals raised money for strength training equipment and a world-renowned music therapy program.

Regular communication with key stakeholders was crucial during the pandemic, which was addressed through regular updates to residents and their families, clients, staff, volunteers, community housing and retirement living residents, and contractors. More than 200 letters and emails between March and June 2020 provided the latest information, advice and access to useful resources.

Before restrictions on gatherings, *mecwacare* hosted its Annual Charity Golf Day at Kew Golf Club in February that raised money to support our programs and services. We look forward to launching a new website that will provide greater functionality and improve the user experience in late 2020.

ENGINE ROOM EXPANDS

Work on the expanded Corporate Services office in Malvern was completed, with staff moving into the adjacent building in April 2020.

This extension was timely as it allowed us to continue operating efficiently during the pandemic because we were able to offer greater spacing in line with COVID-19 guidelines.

Staff from the Finance, HR, Payroll, IT, Quality, Learning and Development, and Marketing teams rotated safely between the office and home to keep the business running smoothly. Our Admissions, Intake, Coordination and Administration teams, who are the backbone of the organisation, were also able to maintain continuity of service for our 16,500 residents and clients while working in a COVID-safe environment.

BOARD OF DIRECTORS



Ian McHutchison OAM, BJuris, LLB
Vice Chairman
Appointed 2013
Area of expertise: Law and finance



Colin Squires
Treasurer
Appointed 2008
Area of expertise: Corporate finance



Elizabeth Dimitriadis
MBus, DipBus, BA
Appointed 2013
Area of expertise: Governance and disability services



Barry Fenton
Appointed 1984
Area of expertise: Governance




Anne Court
DipMUS
Appointed 2007
Area of expertise: Fundraising and events




John Atchison BE (Civil), MIE (Aust)
Appointed 1990
Area of expertise: Building and engineering




Rachel Au
Appointed 2017
Area of expertise: Finance and project management



Dallas Coe
BCom/LLB (Hons), CA
Appointed 2006
Area of expertise: Finance and auditing



Susan Calwell
Appointed 2000
Area of expertise: Marketing and events



Susan Barton AM
Appointed 2005
Area of expertise: Not-for-profit sector



John Hood
BE (Mech), FIE (Aust) FAICD, FIMC
Chairman
Appointed 1998
Area of expertise: Executive recruitment

Our Board consists of volunteers with targeted professional skills and experience, who oversee the governance structures of mecwacare. The Board works with the Chief Executive to ensure responsibility for mecwacare's financial performance, strategic priorities and quality of care and services.

OUR GOVERNANCE

Strategic Plan 2020-2024

mecwacare's Board of Directors and the Chief Executive unveiled a new five-year strategic plan, which is the blueprint for delivering innovative, responsive and fully evaluated services in residential settings, community facilities and clients' homes.

Our new purpose is to partner with the elderly and people with a disability to live fulfilling and purposeful lives, which supports our vision of enhancing life changing experiences with our community.

In line with our well-established core values – **Caring, Accountable, Respectful and Ethical** – mecwacare is committed to providing affordable, high-quality, safe and respectful care.

This strategy will support mecwacare to achieve its new purpose and vision, with five strategic priorities underpinning everything that we do

to support some of the most vulnerable people in the community.

We monitor our performance against these objectives through numerous measures that are reported monthly to the Board of Directors.

There are three sub-committees that meet regularly to monitor and address the organisation's performance in these key areas. Reviews and monitoring are undertaken for organisational achievements against the strategic plan, as set by the Board, to meet resident and client expectations and legislative requirements.

Monitoring trends across the organisation and ensuring our quality and risk management systems and processes are well equipped to respond to any emerging issues, such as the global coronavirus pandemic, alongside ongoing continuous improvement, are key to remaining robust as a service provider.

Strategic Priorities

- 1: Give practical effect to life changing experiences for all service recipients. Embrace choice, diversity and inclusion.
- 2: Maximise workforce capacity, capability, flexibility and sustainability.
- 3: Leverage infrastructure at existing locations.
- 4: Establish integrated services in geographic areas that support a full continuum of care.
- 5: Implement technologies to maximise consumer support.
- 6: Establish a pandemic plan across the organisation to ensure a proactive and swift response to minimise risk.

BOARD COMMITTEES

Chief Executive Review Committee

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

Finance and Audit Committee

Mr C Squires (Chair)
Ms D Coe
Mr J Hood (ex officio)
Mr I McHutchison
Ms R Au

Clinical and Service Governance Committee

Ms E Dimitriadis (Chair)
Ms S Barton
Ms S Calwell
Mr B Fenton
Mrs A Court

Leadership Team

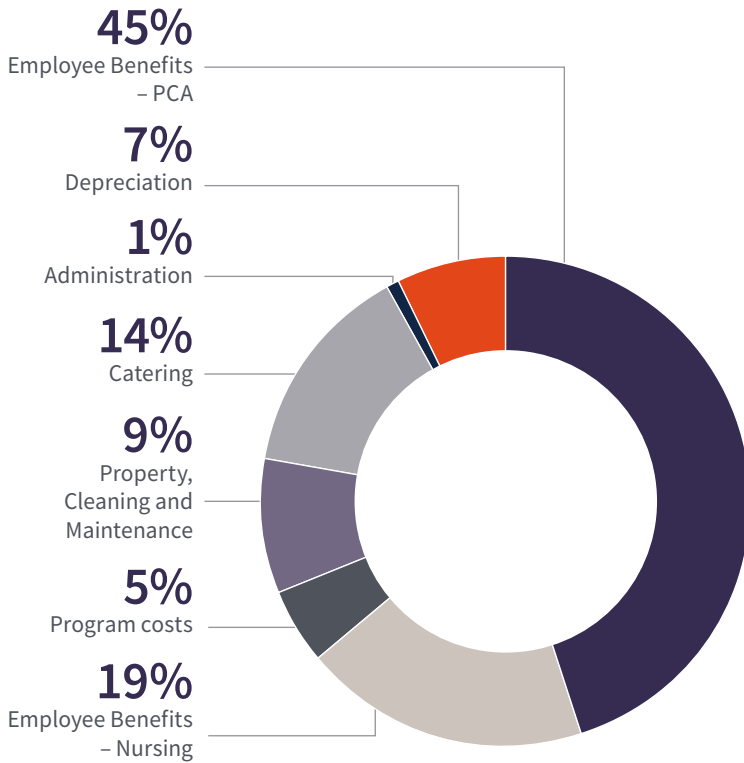


Like all businesses, mecwacare had to rethink how it operated and communicated in a COVID-19 environment. Our leadership team moved its meetings online via Microsoft Teams. Pictured, clockwise from top left, are Susan Camilleri, General Manager, People and Culture; Michele Lewis, Chief Executive; James Higgins, General Manager, Finance; Leesa Conn, Executive General Manager, Business Improvement; Linda Smart, Executive General Manager, Home and Community Services; and Loretta Radge, General Manager, Residential Services.

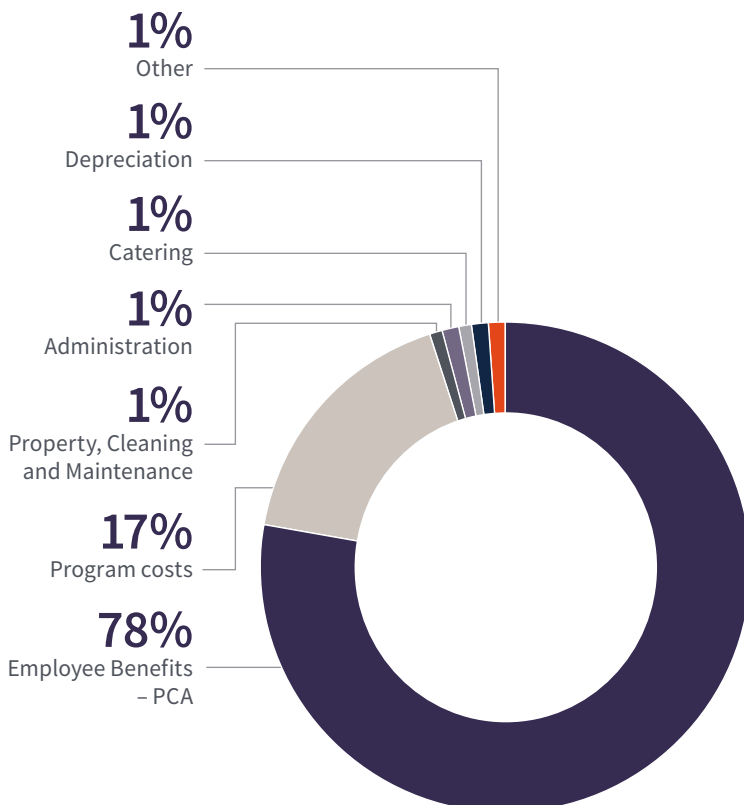
FINANCIAL STATEMENT

Expenses

Residential Services



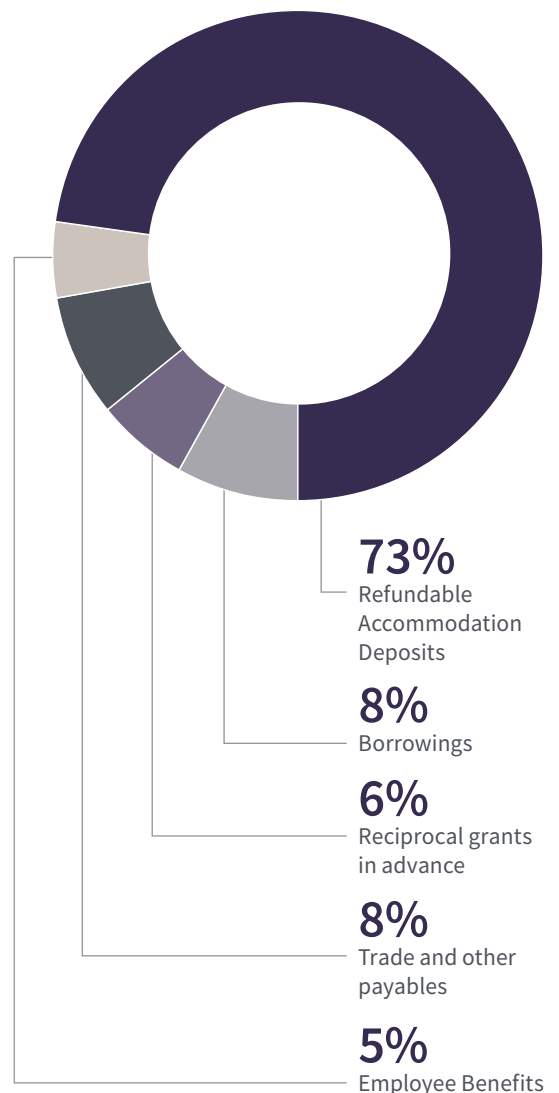
Home Care Services



Assets
\$306 Million

Revenue
\$121 Million

Liabilities



OUR PEOPLE


mecwacare's ALL-STARS

With the unprecedented intrusion of COVID-19 on daily life, mecwacare's essential workers have risen to the challenge and continued to provide care and support in line with a range of precautionary measures.

Our All Stars campaign on Facebook highlights the amazing contribution of our aged and disability care workers during the pandemic, supporting the most vulnerable people in our community to stay healthy, active and safe.

We feature staff from every aspect of the organisation to acknowledge the care and support they provide to our residents and clients, either directly as a frontline worker or behind the scenes keeping the business running. Their passion and commitment to keep our residents and clients safe during this challenging period – and every day – is truly inspiring and we cannot thank them enough.

They are **all** stars in our eyes.

 Visit our Facebook page at www.facebook.com/mecwacare



Grace Mendoza
Endorsed Enrolled Nurse
Trescowthick Centre

Now in its 10th year, the **Board Scholarship Program** supports our Employer of Choice initiatives and is part of mecwacare's ongoing commitment to staff professional development. It also recognises the scholarship winners' dedication to our residents and clients, and their commitment to their own career development.

2019 RECIPIENTS:

Betty Fiume, Advanced Health Assessment (Urology and Continence); Deborah Clarke, Diploma of Health and Leisure; Deborah Manning, Business Requirements Elicitation; Elaine Poblete, Bachelor of Nursing; Eloise Cookson, Certificate of Photography; Julia Little, Wound Compression; Louise Gale, Diploma of HR Management and Business Administration; Rochelle McNamara, New Leaders Program; and Wayne Lester, Master of Quality Systems.

Annual Awards and Scholarships

Employee, Contractor and Volunteer Awards

mecwacare's annual Employee, Contractor and Volunteer Awards ceremony in March 2020 was postponed due to the coronavirus restrictions on large indoor gatherings. Despite not having a formal event to publicly acknowledge our finalists and award recipients, they are all still very deserving of the recognition.

Encouragement Award:

Community Services
Jacqueline Noble
Disability Services Manager

Encouragement Award:

Corporate Services
Rochelle McNamara
Recruitment Coordinator

Encouragement Award:

Home Care Services
Kathryn Marinis
Client Services Coordinator
(North West Metro)

Encouragement Award:

Residential Services
Brenda Davies
Enrolled Nurse (Malvern Centre)

Long-Term Contribution Award:

Home Care Services
Jean Mason
Registered Nurse
(South East Metro)

Long-Term Contribution Award:

Community Services
Maria Bono
Centre Manager
(Barry Fenton Centre)

Support Services Award:

Corporate Services
Snez Angelkovik
Quality Officer

Support Services Award:

Home Care Services
Chantelle Keven
Regional Manager
(South West Region)

Support Services Award:

Residential Services
Shannon Glover
Lifestyle Coordinator (Park Hill)

Administrator of the Year Award:

Corporate Services
Vickie Gillan
Admissions Manager

Administrator of the Year Award:

Home Care Services
Katrina Krejic
Client Services Coordinator
(South East Region)

Administrator of the Year Award:

Residential Services
Sharon McCormack
Reception/Roster/Administration
Officer (Rositano House)

Carer of the Year Award:

Residential Services
Kadija Roba
Registered Nurse
(Trescowthick Centre)

Carer of the Year Award:

Home Care Services
Effie Mitsopolous (North West Metro)

Contractor of the Year:

Dineshkumar Subramani
Medirest (Trescowthick Centre)

Volunteer of the Year Award 1:

Olwyn Syle (East Malvern Op Shop)

Volunteer of the Year Award 2:

Donald Jones (Malvern Centre)

Employee of the Year Award:

Adrian Gordon
Registered Nurse
(Trescowthick Centre)

Chief Executive Leadership Award:

Cheryl Shannon
General Manager
Organisational Quality and Risk

Chief Executive Special Award:

IT Team

OUR PEOPLE (CONTINUED)

Volunteers

Volunteers have been the lifeblood of *mecwacare* for more than 60 years, with our current 515 volunteers providing 32,657 hours of service during the 2019-20 financial year. We would not be where we are today without their generous contribution in all areas of the business, including our 13 residential facilities, four opportunity shops, community centres and Meals on Wheels program.

Due to the coronavirus, we were unable to hold our annual Volunteer Appreciation Event in May 2020 to publicly acknowledge our long-serving volunteers and how important every volunteer is to the organisation. Instead, we recognised those volunteers who reached service milestones, including 40 years, remotely by having their awards delivered to their doorstep, which brightened their days in isolation.

Throughout the year we welcomed a number of volunteers at our new residential facilities in Caulfield North, Shoreham and Safety Beach, and community services on the Bass Coast. In June 2020, despite the pandemic, *mecwacare* signed up its 500th volunteer to provide transport services in Pakenham. It was an exciting milestone for us, having been founded by a small group of volunteers back in 1959.

mecwacare would like to thank every one of our volunteers, past and present, for the positive contribution they make, enriching the lives of all our residents, clients and participants.

Opportunity Shops

mecwacare's East Malvern Opportunity Shop celebrated its 50th anniversary in November 2019, an historic occasion during the same year that we acknowledged 60 years of supporting the community. It was the success of our first op shop in Wattletree Road, Malvern which opened for business on May 14, 1964 that led to the opening of a second shop in Waverley Road, Malvern East.

Volunteers are key to the successful running of *mecwacare*'s shops. Without their support and contribution, our shops would not be able to generate the additional income that directly benefits the elderly or people living with a disability.

Unfortunately, due to the coronavirus, our shops were forced to close for six weeks between March and May, which meant we were not able to service our loyal customers. However, the shops did benefit from people spending time in isolation cleaning out their cupboards and garages, and we received many excellent donations of clothing, kitchenware, books and other items to replenish our shelves for when we reopened.

In August 2019, *mecwacare* made the difficult decision to close our Reservoir shop due to the impact of level crossing removal works on the local area, high rent and a shortage of volunteers.

Our four opportunity shops in Malvern, Malvern East, Windsor and Hawthorn have their own unique personality and provide the community with a bargain shopping experience. All money raised goes directly into programs and services for the more than 16,500 people that *mecwacare* supports.



A LIFETIME OF VOLUNTEER SERVICE

Glenys Crozier has been a familiar face at *mecwacare* O'Mara House in Traralgon for 40 years, washing and setting residents' hair every week.

Originally part of the local auxiliary, Glenys and the ladies organised activities for residents, such as bus trips, lunches at popular locations, fetes, bingo, afternoon teas and other hobbies the residents loved. Sadly, the auxiliary folded four years ago but that did not stop Glenys.

Glenys continues to give back to her local community, visiting O'Mara House every Tuesday (pre COVID-19 restrictions) to wash and style residents' hair. When asked why she still volunteers, Glenys said that over the years she has become good friends with the residents and she really enjoys spending one-on-one time with them – something she intends to do for as long as possible.



Glenys Crozier has clocked up 40 years as a mecwacare volunteer. She is pictured with a certificate and clock acknowledging her generous gift of time. For a full list of our service award recipients, see page 25.

OUR PEOPLE (CONTINUED)

Staff and Volunteer Recognition

20 Years

Trang Vo
Filomeno Laput
Karen Cunningham
Melissa Cerbasi
Joanne Lee-Archer
Susan Gullely
Debra McMaster

15 Years

Leanne Ottaway
Kerry Olszewski
Arifa Buksh
Tania Bucher
Guler Talat
Helen McDonald
Namgyal Chozom
Kathryn Keogh
Bruce Climas

10 Years

Margaret MacKay
Ritzchi Escobido
Lien Lok
Cindy Cafarella
Karene Clements
Margaret Kennedy
Abdul Mannan Mohammed
Nisha Prasanthvilla Skaria
Rosa Rivera-Rodriguez
Rachel King
Patricia Glennen
Susan Campbell
Galina Terentev-Glavenko
Nithiyasri (Nithi) Navaratnam
Adrian Gordon
Linda Mabbett
Sherrie-Lee Charles
Nicola Bowe
Arlene Delos Santos
Muxing Xue
Anne Benn
Naw Say
Robyn Pendlebury
Mark Dargan
Claire Boltwood
Patricia Hardie
Dianne Corrie
Susan McCormack
Lucy Robinson
Roshni Begum

Jennifer (Jenny) Wilson
Susan Robertson
Orianne Francke
Susan Patton
Helen Bautista
Julie Buckingham

5 Years

Atholee Sarah
Rosanna Walker
Rita Piper
Ashlee Roberts
Edna Zientek
Marie Cove
Debbie Tuncay
Julie McKenna
Manju Pookumbel Abraham
Debbie Gardner
Loan Thi Kim Vo
Belaben Patel
Padmini Permall Narraido
Man Oi Yau
Tomohiko Koyama
Graham Bailey
Shiva Nepal Prajapati
Yvonne Skoda
Deborah Manley
Vance Dickie
Amalia Manuel
George Kozobolacos
Shravani Gouru
Fadzai Sithole
Cynthia Wong
Marie Ithier
Biby Tito
Kerry Lattin
Reynato Briones
Shobha Chander
Julia Villella
Ai Ling Pan
Kaity Amaria
Pragna Goswami
Eiko Naruse
Michael McConaghy
Qin Fan
Harjit Kaur
Isayas Habtegiorgis
Kamalswaroop Gopinath
Kochappu
Elizabeth Tamburro
Marina Liumahetua
Koonj Asadullah

Anne Quirk
Joyce Johnston
Wendy Cupid
Maria May
Kanchan Viridi
Geethani Alwis
Anthony Sharkey
Chao Hui Chen
Irena Muchewicz
Carolyn Fox
Shyelsa Jose
Eloise Cookson
Consuelo Torres
Max Ha Kow
Dilini Perera
John Borja
Mary Di Ienno
Stephen Paul
Seung Tae Yahng
Xiao Ming Min
Javad Ehdasi
Jamaica Velez
Marina Anastasopoulos
Satta Roberts
John Matton
Indahwarni Yustana
Tejpal Kaur
Pauline Speed
Sharon Fletcher
Antonio Carranza
Carmen Carranza
Helene Ferrer
Yee Ping Yeung
Christine Gardner
Judy Dragicevic
Claire Styring
Menghestab Gaim
Tsfamariam
Dinoy Konnikara
Dilu Limbu Kurumfang
Janaki Kandel Timilsina
Sunya Harris
Miranda Gurney
Sarbjit Kaur Brar
Gulamhusain Kazi
Bibhuti Sharma
Josephina Nadu
Donna Fagan
Danthly Wharton
Lalita Bhasin
Sarbjit Kaur
Bibian Santiban

Wayne Lester
Elissa Holmes
Gretchen Houghton
Kylie Peacock
Mark Brady
Maureen Bakker
Kim Hickey
Hoei Ngo Ng
Gary Gartside
Michael Willems



VOLUNTEERS

40 Years

Glenys Crozier
(O'Mara House)

30 Years

John Atchison
(Board Member)

25 years

Robyn Baxter
(Barry Fenton Centre)

Clive Wright
(Barry Fenton Centre)

Diana Burrough
(East Malvern Op Shop)

20 years

Susan Calwell
(Board Member)

Margaret King
(Malvern Op Shop)

Robert Anderarda
(Hawthorn Op Shop)

Peter Magree
(Noel Miller Centre)

Olwyn Syle
(East Malvern Op Shop)

15 years

Susan Barton
(Board Member)

OUR PEOPLE (CONTINUED)

Community Support and Partnerships

Individual

Ann Sylvester
Anne Court
Ava An Hwa Wu
Barry Peak
Clive Tadgell
Colin Squires
Dean Meyer
Frederic Russell
Gary Rothville
Geoffrey Cruickshank
Geraldine Russell
Helen Eddy
J C Blencowe
Jenny Poolman
Joan Gibbs
John Hood
Leif L Lie
Peter Lemon
R Palmer
Robin Syme
Sandra Gorton
T C Johnston
Wendy Taylor
W H and E A Melbourne

Corporate and Community

Accru Melbourne
Aged Care Developments
Aidacare
Amicum
AON Financial Services
Barry Fink Holdings
Becon Constructions
Chadstone Toyota
Cova Thinking
Day and Night Healthcare
East Malvern Bendigo Bank
Felix Relocations
Gary Peer Real Estate
Goodwin Recruitment
GormanKelly
Hesta Super Fund
HWL Ebsworth Lawyers
IGA Malvern
LeasePLUS
Medirest
Medsafe
Moores
Norden Conversion
PTA Architecture
Sheen Malvern
SJM Developments
Stonnington Jewellers
Taking Care Mobile Massage
Tradewind Australia
United Physiotherapy Group
Victorian Amateur Football Association
Warragul Linen Service

Trusts and Foundations

Alf and Meg Steel Fund
Australian Communities Foundation
Bridget Monaghan Trust
Hopetoun Fund
Minyaka Fund
The William Angliss Charitable Fund

Government Support

Department of Industry, Science, Energy and Resources
Department of Social Services
Federal Division of Higgins

mecwacare would like to thank the following businesses and community groups for their assistance with our COVID-19 response:

ELPIS Truganina:

disposable gloves and hand sanitiser for the mecwacare John Atchison Centre in Hoppers Crossing

The Bread of Life Church:

face masks and hand sanitiser

Kmart:

puzzles and games

Lindt:

chocolate for Mother's Day

Mt Waverley Rotary Club:

puzzles and games

Special thanks to Hemden

We would like to thank Eugene and Ros Notermans, former owners of Hemden tailors in Malvern, for donating a number of shop fittings and clothing items to our opportunity shops.

After 40 years in business, Eugene and Ros retired to the warmer climes of southern Queensland. Eugene is a former mecwacare Board Member who was part of the inspiring team that established the Windsor op shop in Chapel Street. We wish them both well.

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.

SERVICE NETWORK

Corporate Services

1287 Malvern Road, Malvern VIC 3144
P: 03 8573 4888 **Frecall:** 1800 163 292
E: enquiries@mecwacare.org.au
www.mecwacare.org.au

Residential Services

P: 03 8573 4812
E: admissions@mecwacare.org.au

mecwacare Annie's Court

3905 Frankston-Flinders Road, Shoreham
P: 03 5989 5588

mecwacare Calwell Manor

111 Country Club Drive, Safety Beach
P: 03 5981 7288

mecwacare Elstoft House

12-14 Beulah Street, Hamlyn Heights
(Geelong)
P: 03 5277 3081

mecwacare John Atchison Centre

312 - 318 Derrimut Road, Hoppers Crossing
P: 03 8015 2888

mecwacare Jubilee House

52 Northcote Avenue, Caulfield North
P: 03 8567 8288

mecwacare Malvern Centre

1245 Malvern Road, Malvern
P: 03 9248 6100

mecwacare Noel Miller Centre

9-15 Kent Street, Glen Iris
P: 03 9835 2333

mecwacare O'Mara House

15 Hunter Road, Traralgon
P: 03 5174 4628

mecwacare Park Hill

160 Mornington-Tyabb Road, Mornington
P: 03 5975 2700

mecwacare Rositano House

273 Church Street, Richmond
P: 03 9427 1404

mecwacare Simon Price Centre

13-25 Strabane Avenue, Mont Albert
P: 03 9898 7404

mecwacare Trescowthick Centre

70 Charles Street, Prahran
P: 03 9510 6100

mecwacare Vincent House

125-135 Kenny Street, Westmeadows
P: 03 9333 3022

Home Care Services

P: 03 8573 4980
E: intake@mecwacare.org.au

South East Metro

1287 Malvern Road, Malvern
P: 03 8573 4999

North West Metro

(includes Melbourne and Nillumbik)
Level 1, 34 Amis Crescent, Keilor East
P: 03 9325 5500

South East Region

4/66-68 Main Street, Pakenham
P: 03 5945 0888

South West Region

(includes Warrnambool)
10 Drummond Street North, Ballarat
P: 03 5333 0900

Barwon Region

12-14 Beulah Street, Hamlyn Heights
(Geelong)
P: 03 5271 4888

Gippsland Region

(includes Bass Coast)
14 Reilly Street, Inverloch
P: 03 5671 6888

Home Care Packages

1287 Malvern Road, Malvern
P: 03 8573 4812
E: homecarepackages@mecwacare.org.au

Community Housing

P: 03 8573 4970
E: housing@mecwacare.org.au

Beaumaris

Glen Iris

Sandringham

Retirement Living

P: 03 8573 4970
E: housing@mecwacare.org.au

Hoppers Crossing
Malvern

Community and Disability Services

E: community@mecwacare.org.au

Bass Coast

6 Lions Court, Cowes (Phillip Island)
P: 03 9564 5100

mecwacare Barry Fenton 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 5943 7500

Podiatry

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

Opportunity Shops

E: enquiries@mecwacare.org.au

Hawthorn Store

111 Auburn Road, Hawthorn
P: 03 9882 7730

Malvern Store

136 Wattletree Road, Malvern
P: 03 9882 7730

Malvern East Store

299 Waverley Road, Malvern East
P: 03 9571 4221

Windsor Store

52 Chapel Street, Windsor
P: 03 9521 1774



mecwacare

www.mecwacare.org.au

Freecall 1800 163 292

