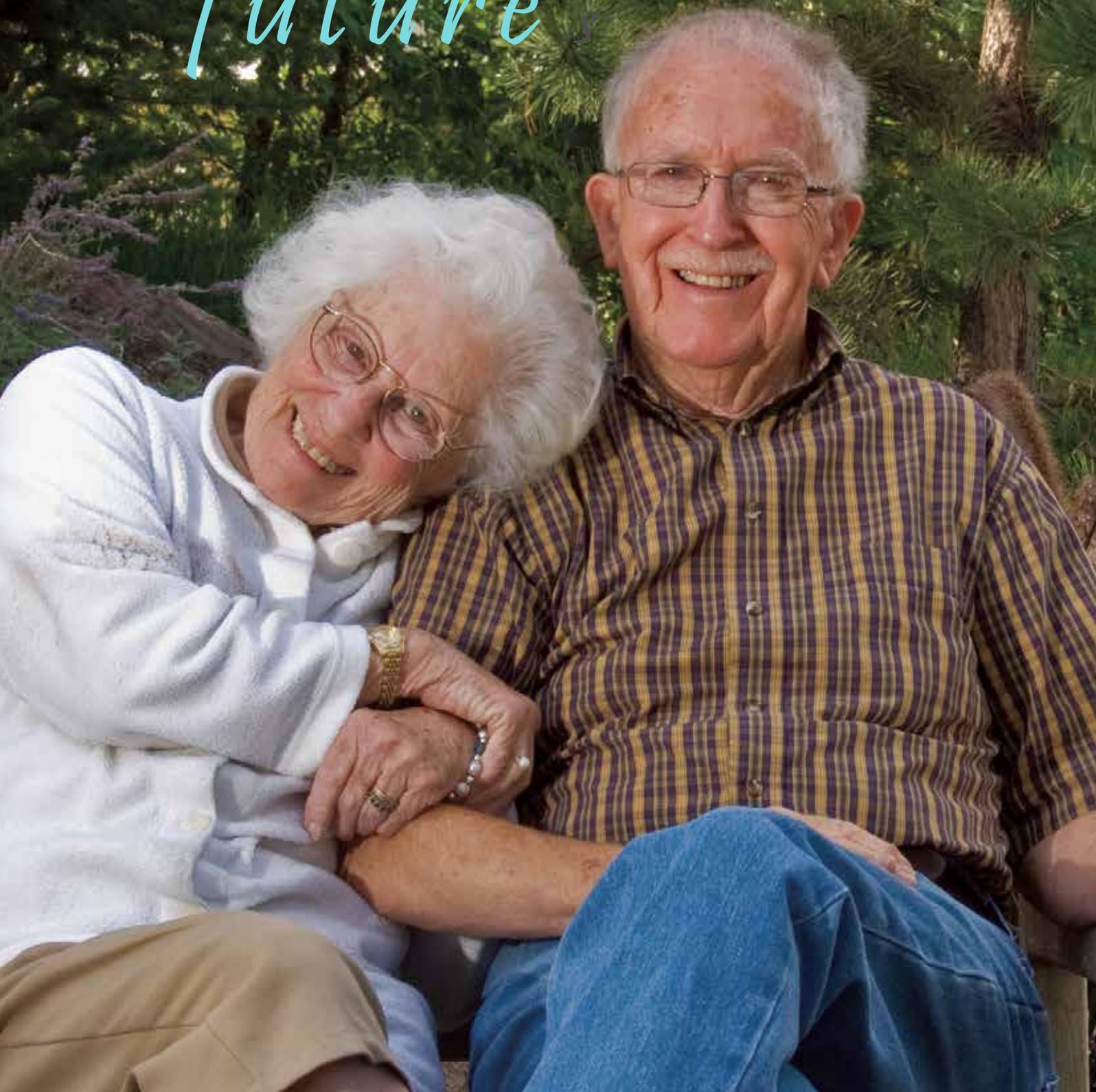


PREPARING FOR THE

future



ANNUAL REVIEW
2017 - 2018

mecwacare

CONTENTS

Chairman and Chief Executive report	3	Home care services	14
Snapshot of 2017-2018	4	Home care packages	16
Our strategy	5	Disability services	17
Our key highlights	6	Community services	18
Our people	7	Residential services	19-21
Staff and volunteer recognition	8	Corporate services	22-23
Board of directors	10	Financial statement	24-25
Leadership team	11	Community support and partnerships	26
Our service coverage	12-13	Service network	27

Our Purpose

Maximise the quality of life for people who are aged and disabled in the Victorian community.

Our Vision

Caring together, creating choice, respecting lives

Our Values

We value interactions and relationships that are caring, accountable, respectful and ethical.

WHO WE ARE

mecwacare is a not-for-profit, non-denominational charity organisation that has been caring for Victorians since 1959. We are a values, care-driven organisation that provides residential, community and in-home nursing, care and support services for people who are aged and people who are living with disabilities.

CHAIRMAN AND CHIEF EXECUTIVE *report*

We are delighted to reflect on our many achievements during the past 12 months and the substantial growth that has occurred right across our organisation. There has been a number of exciting changes, including the opening of new facilities and updates to our services, as well as changes in how government partners with providers to ensure the high-quality care for people in need.

mecwacare now cares for more than 14,000 people across metropolitan Melbourne and regional Victoria each week through 1,700 dedicated staff and 350 selfless volunteers. In disability services alone, there has been a 700 per cent increase in the number of clients accessing our services, largely due to the National Disability Insurance Scheme (NDIS).

We operate in a rapidly-changing landscape, where service responsibility has moved from state to federal government. This has forced local councils to consider whether to continue providing home care services, which opens the door for mecwacare to reinforce its commitment to deliver consumer-directed care. Our primary goal is to support individuals with personalised services that are chosen by the client, based on their needs. mecwacare is experiencing significant growth in home care business alongside disability services, with 600 clients already transitioned and a further 1,000 clients waiting to transition across multiple service regions, which is up from 120 clients in the previous year. Our Home Care Packages also increased significantly in 2017-18 – by 214 per cent.

Market consolidation and growth in the number of providers is a government-led initiative and the not-for-profit product of care and lifestyle is critical to people having choices. As a care-focused organisation, our attention is firmly fixed on providing the best care possible.

In 2020, consumers will have even greater choice when the Commonwealth Home Support Programme and the Home and Community Care Program for Younger People transition to client choice. mecwacare's preparedness for this substantial increase in activity is well underway. With the rollout of the NDIS, we have restructured our services and developed a new skillset to respond to these changes, implemented new financial reporting systems and introduced new ways to operate. Choice and flexibility, a consistent approach and a simplified process for consumers remain our key areas of focus to ensure clients receive premium care.

In January 2018, we opened the 101-bed mecwacare John Atchison Centre in Hoppers Crossing, which heralded our arrival in the Wyndham community, with residential aged careservices and retirement living in a modern, state-of-the-art centre. This followed the unveiling of plans for our new

retirement living centre, Robin Syme Residences in Malvern. As we continue to boost retirement living options, we are also increasing our services in Malvern, where mecwacare began almost 60 years ago. This was evidenced by the opening of the May Armstrong Centre, which offers disability day services for residents in the Stonnington community.

We celebrated anniversaries at the mecwacare Simon Price Centre in Mont Albert (40 years) and mecwacare Trescowthick Centre in Prahran (20 years), highlighting our longevity in residential aged care. We achieved ongoing accreditation at all residential facilities thanks to the commitment of our staff, who go above and beyond to provide quality and safe care for 780 residents. Fisher Street Disability Day Centre also celebrated its 20th birthday, which included a display of client artwork.

To achieve the strategic objective of increasing the number and geographic spread of home care clients, we entered and established services in Nillumbik, Greater Dandenong, Monash and Ballarat.

There has been a major shift in what consumers want from providers. It is no longer about solely providing care but providing lifestyle options as well. In Residential Services, there is greater demand for improved facilities and an even bigger expectation to deliver quality care and lifestyle choices. Our building program is testament to our commitment to ensure our facilities are contemporary and comfortable, and we are continuously training and upskilling our staff so they can provide the high-quality, safe and reliable care and lifestyle options that our residents, clients and participants rightly expect and deserve.

On behalf of the mecwacare Board of Directors and Leadership Team, thank you to our loyal and devoted staff and volunteers for another successful year, providing the highest quality care to our residents and clients across Victoria. We would also like to acknowledge the ongoing support of our generous donors and sponsors, who enable us to reach more people than ever before and provide more services to those in need.

JOHN HOOD, CHAIRMAN
MICHELE LEWIS, CHIEF EXECUTIVE

SNAPSHOT OF 2017-2018



780

residents in our
11 facilities

6 is the age of our youngest disability client
105 is the age of our oldest aged care resident

91% supported or
concessional clients



Our Board comprise of

55% women **45%** men



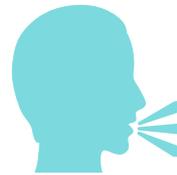
3,000+

lifestyle activities offered
to residents in our aged
care facilities



58,530

new visitors to the
mecwacare website



98

number of languages
spoken by our staff

Increase in NDIS clients
in 2017-18

262%



1,500,000+

meals served to our clients and
residents during 2017-18

750+

staff training
sessions



36,472 hours

contributed by our volunteers



100%
compliance rate

following **117** external audits
and/or reviews

1,303

qualified nurses,
direct care workers
and personal care
assistants



89



nationalities that make
up our workforce

OUR *strategy*

mecwacare's primary objective is to enhance the quality of life for people who need care, especially older people and people living with a disability. We do this through the delivery of innovative, responsive and fully-evaluated services that are provided in residential settings, community facilities and clients' homes.

In line with our values, we are committed to providing affordable and high-quality care, and will continue with a strong growth agenda to ensure we reach as many people as possible.

Our five-year strategic plan is the blueprint for delivering our purpose and vision. We have six strategic objectives that underpin everything we do. We also monitor our performance against the strategic plan through a number of measures.

In 2017-18, numerous activities were undertaken to bring us closer to realising these goals. These included achieving accreditation for all aged care facilities, home care services and disability services, and expanding our residential services.

We considered acquisitions, mergers and development opportunities for home nursing and care, residential and disability services, and we implemented strategies across the business to improve satisfaction, inclusion, address potential discrimination and build a supportive leadership culture. We also educated our staff about the changing legislation in the aged care sector to help us consolidate these significant changes.

Other principal activities:

- Successfully tendering for Home Nursing and Care service provision across Melbourne
- Improving efficiencies and service improvements through service streaming
- Developing recruitment and retention strategies to support a stronger workforce
- Implementing a new business structure to allow for the increase in disability clients and service expansion as part of the National Disability Insurance Scheme (NDIS) transition
- Successfully applying for bed licences through the Federal Government's Aged Care Approvals Round (ACAR) competitive application process; and

- 01 Implement a new approach to customer acquisition and integrated service delivery
- 02 Expand social housing, inclusive of disability and community program options
- 03 Increase the number and geographic spread of home care clients
- 04 Remain an employer of choice
- 05 Increase the number and geographical spread of residential centres
- 06 Build the organisation's capacity to support the growth agenda

- Delivering an Advance Care Plan project to the community (see story on page 6).

We measured our performance through occupancy rates, customer satisfaction, clinical performance indicators, targets, call and service response times, attendance rates, compliance with internal and external audits, active monitoring of financial performance against budgets, quality control and improvement, risk mitigation strategies and legal and regulatory compliance.

With our expansion to 11 aged care residences across Victoria and a record of upgrading facilities and growth in home care services, we are well on the way to building capacity to maintain and develop quality care services for our clients, residents and the community for years to come.

More information about our strategic initiatives can be found on the following pages of this report.

OUR KEY *highlights*

EXPANSION INTO THE WEST On May 15, we celebrated the official opening of the *mecwacare* John Atchison Centre in Hoppers Crossing. Work on this project began 12 months earlier, with the closure of the village and progressive building transformation into a state-of-the-art residential aged care facility in the heart of the Wyndham community. We are extremely proud of this centre, which was named after Vice Chairman of the *mecwacare* Board, John Atchison. Mr Atchison has been a member of the Board for 28 years and during this time, he has helped drive the organisation to deliver sustainable services in a rapidly-changing sector.

President of the Senate, Senator the Hon Scott Ryan, officiated at the opening and toured the facility. The 101-bed centre extends our residential aged care services to the west of Melbourne and aligns with our strategic focus to increase the number and geographical spread of residential services.

Retirement living is also available at the centre, providing independence and access to shared facilities, including wi-fi, meals and community transport.

KEEPING OUR STAFF SAFE *mecwacare* has introduced the EziTracker Mobile App across our home care services, which is an innovative solution to improve staff safety and client outcomes.

EziTracker is a time and attendance tool that records when staff arrive at the client's home and when they leave. By checking staff members' arrival and departure times, *mecwacare* can monitor their safety and provide peace of mind to both the client and staff coordinators, who are able to check their whereabouts and raise the alarm if something is not right.

With survey data showing 90 per cent of staff carry a smart-phone during their shifts, the app generates real-time data using GPS tracking technology. Live information confirms staff attendance and if a staff member does not attend a shift or departs a shift early, a notification is sent to the Service Coordinator, who can then make direct contact with them. This enables them to check whether an incident has occurred or to note if the alarm was raised in error, with an escalation process if the employee is unavailable. With an increase in home and community care services to more than 8,500 clients across metropolitan Melbourne and regional Victoria, this technology enables *mecwacare* to meet our policy and Worksafe compliance requirements, and keeps us on the frontline of innovation.

IMPROVING WOUND CARE A project partnership between *mecwacare* and clinical support service Smith & Nephew was established to embed an organisation-wide best-practice wound care model into our systems, culture and processes.

The partnership focuses on providing high-quality and well-coordinated wound care and prevention for residents in aged care facilities and clients in the community. This will be achieved by empowering and upskilling staff through a variety of wound care training options.

To demonstrate the importance of wound care management, a Wound Champion nursing role was created for each residential centre to act as the communication liaison between *mecwacare* and Smith & Nephew. The champion is chosen based on their clinical and leadership skills, communication skills and capacity to teach others.

This partnership is focused on enhancing *mecwacare*'s skills, reputation and brand through increased quality measures to continually improve resident health. We will continue to work closely with Smith & Nephew to remain proactive in wound care management.

MY LIFE MATTERS In 2017, the *mecwacare* My Life Matters project was established with funding from the Eastern Melbourne Primary Health Network (EMPHN) to improve the accessibility of Advance Care Plans (ACPs) and increase the number of ACPs completed by *mecwacare* clients in the catchment area.

In consultation with GPs, *mecwacare* contacted 182 clients to discuss their choices, with 45 plans developed for our clients free of charge with help from a *mecwacare* Link Nurse. Clients reported that completing an ACP gave them peace of mind, knowing their wishes would be recorded and respected. They also commented on how supportive it was to talk with a nurse about their future healthcare needs and to discuss the ageing process and death. They also valued these discussions happening in their own home.

The role of the ACP Link Nurse was integral to the success of the project. Not only was the Link Nurse instrumental in communicating the benefits of developing an ACP to clients, the interactions she facilitated with clients, families, GPs, hospitals and community service providers supported genuine consumer engagement, empowerment and a partnership approach to ACP development. Clients felt empowered to make decisions about their future healthcare needs and the medical interventions they would choose.

OUR *people*

1,700
employees across Victoria

44 average age of
mecwacare staff compared
to the industry standard
of 49 years

mecwacare hosts a range of events and initiatives to acknowledge the accomplishments of our staff and volunteers across the organisation. This includes the annual employee awards ceremony, the Board Scholarship program, staff service awards and volunteer appreciation day. These events highlight length of service and exceptional work as we support more than 14,000 people across Victoria. Programs also offer staff the opportunity to further their education and increase their skills, facilitating career paths into new roles as our services continue to expand.

VOLUNTEER OF THE YEAR *robyn davies*



Robyn Davies volunteers in the Lifestyle team at mecwacare Park Hill on the Mornington Peninsula. Robyn received the honour of Volunteer of the Year at mecwacare's 45th Annual Employee, Volunteer and Contractor Awards for

the ongoing support she provides residents in the diverse lifestyle program.

Robyn began volunteering when her mother was living at the centre, recognising an opportunity to get to know the residents and to increase their participation in activities. After her first shift, Robyn admits she left a little teary as it all felt very close to home. However, on reflection she reminded herself that this was about the residents and soon Robyn started attending the centre twice a week from 8am to 3.30pm.

Robyn is renowned for bringing new ideas to the lifestyle program and enjoys group settings where residents can improve their self-esteem in an inclusive environment. Sing-a-longs, ball games and quizzes are examples of the activities Robyn leads with a positive and energetic attitude. But it's not just residents and staff who value Robyn's contribution. Robyn said she could be herself around residents without judgment. Whether she's singing, dancing or being her vibrant self, the residents love having Robyn at the centre. When one of the staff members nominated her for the volunteer award, Robyn was referred to as "the most positive volunteer they had seen in their 10 years at Park Hill". This dedication demonstrates why volunteers are such a vital part of our services and highlights why people like Robyn feel so privileged to spend time with residents. In her own words, "their reaction is everything".

EXCELLENCE IN FOOD SERVICES *padmini permall*



Padmini Permall is the Food Services Team Leader at the mecwacare Simon Price Centre in Mont Albert and was nominated by her peers for Chef Manager of the Year at the Oscar Hospitality Aged Care Awards. Padmini was recognised as a finalist in her

category and although she did not receive the award, it was her contribution to food services that has been one of the outstanding staff highlights this year.

Padmini is community-minded and supportive of everyone around her. She loves people, works hard and always tries to lift the spirits of residents in our care. These traits saw her receive the Support Service Award at mecwacare's 45th Annual Employee, Volunteer and Contractor Awards.

Padmini's drive to take on difficult projects, such as policy proposals and site trials for new products and equipment, means she leads by example. Padmini's team was also acknowledged in the Whitehorse Council's 5-Star Food Safety Awards, with the exceptional standards of the kitchen reflecting an ongoing dedication to the centre's culturally and linguistically diverse (CALD) residents. Celebrations, including Chinese New Year and Greek Independence, provided opportunities for the team to create unique and delicious spreads.

Padmini recently signed up to a patisserie course on top of her busy daily schedule and is always eager to learn new skills to improve meal options. Such commitment is an inspiration to us all and a proud example of mecwacare's 1,700 dedicated and caring staff.

STAFF & VOLUNTEER *recognition*

30 YEARS

Jean Tynon
Marilyn Gallop

25 YEARS

Chung-Mi Lai

20 YEARS

Audrey Sherry
Cherylyn Peeters
Grace Harciarek
Mary (Jenny) Yates
Silvi Simpson

15 YEARS

Anne Canny
Beryl Lazic
Christina Gordon
Corrie Van der Velden
Diane Hill
Donald Christison
Elena Aivazova
Glenda McLean
Irene Greening
Jorge Bustos
Kathryn Lawson
Katrine Hutcheson
Khon Chhim
Lorraine Gartlan
Maria Albano
Nada Becanovic
Patricia Richards
Paulien Clark
Saroj Kumar
Sonia Goubran
Sylvia Bray
Sylvia Davis
Valerie Fordham

10 YEARS

Ann Cuxton
Anne Mulhall
Beverley Jeffs
Cheryl Shannon
Colin Squires
David Robinson
Elizabeth Leary
Fae Williamson
Genevieve Diem
Graeme Bell
Henk Stoop
Ian Baulch
Jennifer Rout
Jill Cairney
Joy Tedjosiswoyo
Judith Page
Kadija Roba
Karen O'Bryan
Leanne Rethus
Leesa Conn-Godfrey
Louise Abbott
Majorie Waite
Margaret Clarke
Marilou Ortega
Marina Zubans
Mary Pisano
Melissa Moynahan
Natana Gisma
Patrica Ryan
Raffaella Chapman
Rebecca Dark
Robert Petrini
Robyn Boyle
Shannon Glover
Suchada Pipatveeravat
Thi Thu Hong Vu
Todd Johnson
Tracey McGhee
Vesna Stipetic
Viverai Stewart

5 YEARS

Adriana Maas
Alexandra Perrisat
Andreja Boljevic
Anne Benson
Annette Bezzina
Barbara Horrigan
Barry Nerlich
Betty Fiume
Bev Healey
Bini Souminiraghavan
Charlie Azzopardi
Christine Little
Daljit Kaur
Dang Nguyen
David Kirunyu
David Hill
Dorothy Johnstone
Elizabeth Dimatriadis
Gyong (Paul) Yoon
Harnarinder Goraya
Hwi Lim
Ian Dunnadge
Ian McHutchison
Indira Kaluvakolanu
Inge Nugroho
Jacques Lam Keng Yee
James Karanja
Jasmit Kaur
Jed Sheehan
Jennifer McDonall
Jessica Van Rossum
Jodie Berry
Kalpana Vemala
Karen Barrie
Kathryn Sweeney
Kerry Sanders
Kishore Jose
Kok (Eddy) Chan
Lauren Hannah
Laval Lee Baw

5 YEARS

Leigh Cashen
Li Ma
Liliana Olivera
Lisa Wills
Maria Deres
Mark Donald
Mary Nerlich
Maumau Faamanu
May Wang
Nataliya D'Ambra
Nazia Amarullah
Nicole Ruggero
Oriell Mitchell
Pamela Vivas
Paul Pentland
Percy De Zilva
Prem Kandel
Qingxia Zeng
Rebecca Kealy
Robin John Broderick
Robyn Tilbury
Saileshni Wittick
Sarah Harding
Sharon Spaul
Shauna Tayler
Shuwa Zhou
Stacey Dudash
Susan Brown
Swarna Mahahettige
Teresa Lindley
Thushari Munugoda
Tong Yin
Tracey Mills
Valerie Ladgrove
Vicky Vogdanis
Virginia Hampton
Wendy Murphy
Wendy Armstrong
Xiao Jie Qi
Zhi Wei Wang

VOLUNTEERS OF THE YEAR

Robyn Davies mecwacare Park Hill
Heather Law mecwacare Barry Fenton Centre

A man with dark hair and glasses, wearing a dark blue hoodie, is smiling broadly and clapping his hands. He is sitting at a table with a laptop and a bucket of supplies. The background shows a window with a view of trees and a yellow pole.

BOARD OF DIRECTORS SCHOLARSHIP PROGRAM RECIPIENTS

Harpreet Kaur
Jenni Richardson
Kay Burridge

Lyndal McNamara
Maria Jasmin
Parul Sharma
Regi Vattaparampil Cherian
Samantha Hufer

Bachelor of Nursing
Certificate IV in Leisure and Health
Administer and Monitor Medicines
and Intravenous Therapy
Project Management Essentials
Diploma of Nursing
Conflict and Mediation
Graduate Diploma of Nursing
Specialist Certificate in Palliative Care

PICTURED: GEORGE FROM FISHER
STREET CENTRE

BOARD OF *directors*

CHIEF EXECUTIVE REVIEW COMMITTEE

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

FINANCE AND AUDIT COMMITTEE

Mr C Squires (Chair)
Ms D Coe
Mr J Hood (ex officio)
Mr I Hutchison

CLINICAL SERVICE GOVERNANCE COMMITTEE

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



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



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



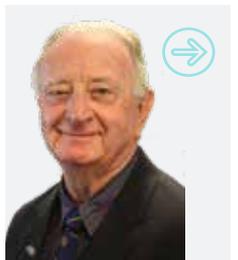
Colin Squires
Treasurer
BE (Hons), MBA, MAICD
Appointed 2008
Area of expertise:
Corporate finance



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



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



Barry Fenton
Appointed 1984
Area of expertise:
Governance



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



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



Susan Calwell
Appointed 2000
Area of expertise:
Marketing and
events



Rachel Au
(co-opted July 2017)
Appointed October 2017
Appointed 2017
Area of expertise:
Finance and project
management



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



LEADERSHIP *team*



Michele Lewis
Chief Executive

Michele oversees the management of *mecwacare's* aged care and disability services, using more than 40 years' experience in nursing and health to deliver exceptional standards across all sectors of the organisation.



Linda Smart
General Manager
Community Services

Linda oversees *mecwacare's* Community Services, including Disability Day Centres, Community Centres, Community Housing and Opportunity Shops.



Susan Camilleri
General Manager
People and Culture

Susan is responsible for *mecwacare's* Human Resources Department, developing and implementing strategies to support strong organisational culture to deliver on *mecwacare's* values.



Loretta Radge
General Manager
Residential Services

Loretta provides continued support and guidance to 11 *mecwacare* facility managers across metropolitan Melbourne and regional Victoria.



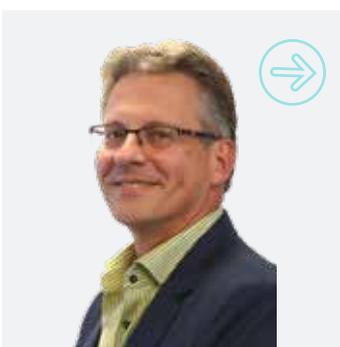
Leigh Cashen
General Manager
Home Nursing and Care
Services (Resigned Dec 2017)

Leigh oversees *mecwacare's* Home Nursing and Care Services, including in-home care, private care, nursing care and home care packages.



Neil Thorpe
General Manager
Corporate Services

Neil is responsible for management of the Finance, Information Technology, Building Services, Payroll and Contracts and Procurement Departments.



Leesa Conn
General Manager
Business Improvement

Leesa oversees management of the Learning and Development portfolio, Nurse Education, Research, Quality and Risk Management, Occupational Health and Safety, Projects and Tenders.

OUR SERVICE *coverage*



Regional
Victoria

 Home Care Services/Home Care Packages/
Disability Services

Ararat
Ballarat
Barwon
Bass Coast
Baw Baw
Cardinia
Colac Otway
Corangamite
East Gippsland
Glenelg
Golden Plains
Greater Geelong
Hepburn
Hindmarsh
Horsham
Latrobe
Macedon Ranges
Moorabool
Mornington Peninsula
Moyn
Northern Grampians
Pyrenees
Queenscliff
South Gippsland
Southern Grampians
Surf Coast
Warrnambool
West Wimmera
Wellington
Yarra Ranges
Yarriambiack

 mecwacare Offices
Ballarat
Keilor
Mornington
Pakenham
Warrnambool

 Residential Services
Hamlyn Heights (Geelong)
Mornington
Terang
Traralgon



● Home Care Services/Home Care Packages/
Disability Services

Banyule
Bayside
Brimbank
Casey
Darebin
Frankston
Glen Eira
Greater Dandenong
Hobsons Bay
Hume
Kingston
Knox
Manningham
Maribyrnong

Maroondah
Melbourne
Melton
Monash
Moonee Valley
Moreland
Nillumbik
Port Phillip
Stonnington
Whittlesea
Whitehorse
Wyndham
Yarra

● Community Housing/
Retirement Living

Beaumaris
Glen Iris
Hoppers Crossing
Sandringham

● *mecwacare* Offices

Greensborough
Keilor
Malvern
Melbourne
Pakenham

● Residential Services

Glen Iris
Hamlyn Heights (Geelong)
Hoppers Crossing
Malvern
Mont Albert
Pahran
Richmond
Westmeadows

● Opportunity Shops

Hawthorn
Malvern
Malvern East
Pahran
Reservoir

HOME CARE *services*

Services provided in
58 council areas
across Victoria

Services delivered from
24 mecwacare sites
across Victoria

SOUTH EAST METRO South East Metro, which operates out of our Malvern office, is our biggest home care service. During the past 12 months, we have reviewed the coordination model and found multiple improvements could be made to ensure more accurate rostering of client services, better communication and more timely responses. While this has presented some challenges for management and for our clients in the short term as we move from one system to another, it has been necessary in order to streamline our operations and better respond to clients. This new system will allow for rostering in advance, block rostering and more consistent provision of carers. The staff member will also benefit from having their clients grouped in one area where previously, more travel was required. We hope to see these changes, along with the changes in the EziTracker system (see story on page 6), result in significant improvements for clients over the coming 12 months.

SOUTH EAST REGION In the South East, which operates out of an office in Pakenham, our Social Support Holiday Program continued to provide travelling opportunities for clients, with 17 three-day trips during the past year. Between 25 and 30 socially-isolated clients in Pakenham and surrounding suburbs went on each trip with five support staff to locations such as Warrnambool, Lakes Entrance, Geelong and Echuca. Letters and calls from clients and their families stated that new friendships were formed, socialising had continued outside the trips, feelings of loneliness had decreased and there was an overall improvement in mental health and general wellbeing.

An increase in staff hours is evident through the growth of the National Disability Insurance Scheme (NDIS), which requires service coordination with specific needs and times to cater for individualised services. The Meals on Wheels process will change with a move to enter all meals, runs and rosters into the mecwacare system to create a more time-efficient process for this long-standing service.

Expos were also attended to highlight mecwacare in local communities, with many attendees commenting on the diverse range of services provided and the outstanding commitment of staff in the region.

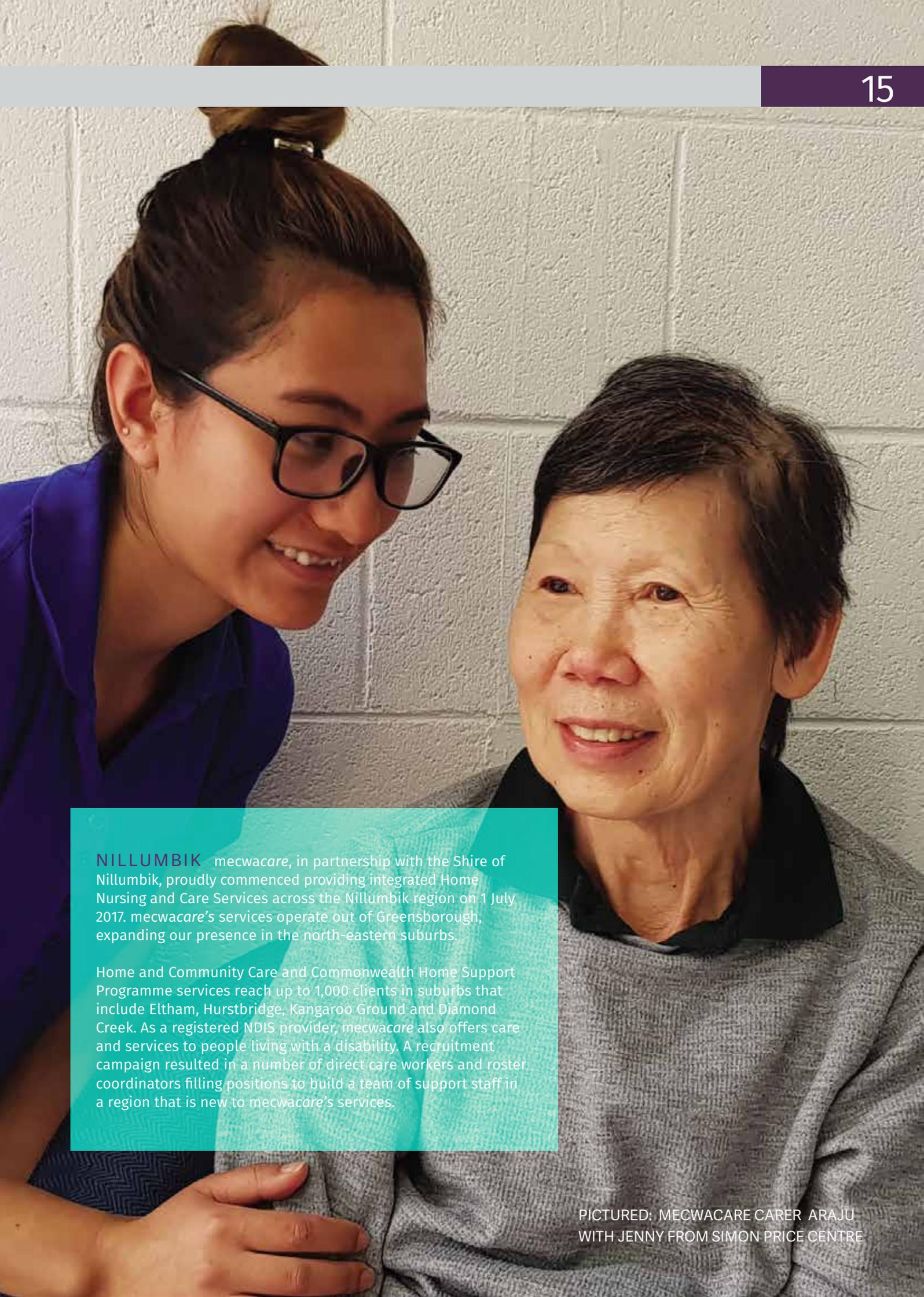
NORTH WEST METRO North West Metro, which operates out of our Keilor office, continues to offer a strong direct care and nursing service across the region, with nurses providing a range of wound care, diabetes management and clinical responses. Commonwealth Home Support Programme

and Home and Community Care Program for Younger People services are in strong demand, with the coordination team and direct care staff working to ensure they are responsive to the client's choices. A strong bond develops between carer and client and to this end, the team has been most successful in undertaking the work of mecwacare in a responsive and thoughtful manner. Changes to the structure of the North West Metro team are currently being undertaken to take us into the new growth period and to adapt to changes in government service delivery models.

BALLARAT Significant contracts were awarded to mecwacare's Ballarat service region during the past year. The Home and Community Care Program for Younger People provides services for clients under 65, such as basic support and maintenance to assist people with disabilities to remain living at home as independently as possible. This was in addition to the Ballarat Health Services (BHS) Linkages contract. Linkages is a BHS program that provides case management, service coordination and a range of services to support an individual's choice to remain living at home. Services are provided to promote functional independence, wellness and enhance the individual's quality of life for as long as possible.

As part of planning for the future, our Ballarat region increased capacity within the support coordination team, with the appointment of a new Centre Manager and a Disability Liaison Officer to assist future growth. As we continue to strengthen our home care presence in western Victoria, our Ballarat office remains the hub of operations and staff continue to achieve great outcomes with clients in our care.

MELBOURNE We were sad to see the departure of Monica, a long-time Team Leader who provided services into the City of Melbourne. While the range of services is similar to our other home care services, this is a unique project because staff work within the offices of the City of Melbourne to ensure the smooth delivery of services between the city's assessment officers and the mecwacare coordination team. This model has been most successful and provides the residents in this area with a strong service. Recruitment to bring staff into the inner city has been our biggest challenge however, the program continues to demonstrate a successful service partnership.



NILLUMBIK *mecwacare*, in partnership with the Shire of Nillumbik, proudly commenced providing integrated Home Nursing and Care Services across the Nillumbik region on 1 July 2017. *mecwacare*'s services operate out of Greensborough, expanding our presence in the north-eastern suburbs.

Home and Community Care and Commonwealth Home Support Programme services reach up to 1,000 clients in suburbs that include Eltham, Hurstbridge, Kangaroo Ground and Diamond Creek. As a registered NDIS provider, *mecwacare* also offers care and services to people living with a disability. A recruitment campaign resulted in a number of direct care workers and roster coordinators filling positions to build a team of support staff in a region that is new to *mecwacare*'s services.

PICTURED: MECWACARE CARER ARAJU
WITH JENNY FROM SIMON PRICE CENTRE

HOME CARE *packages*

586

Home Care Packages
were delivered in 2017-18

Home Care Packages
grew by

214%

in 2017-18

mecwacare's Home Care Packages (HCP) program ended the financial year with a 214 per cent increase in packages in a very competitive market following the introduction of Aged Care Reforms in 2017. Since the start of these reforms, more than a quarter of our clients have also had their HCP levels upgraded from levels 1-2 to levels 3-4.

Two Business Development Coordinators were appointed to the HCP team to increase focus on servicing customers, marketing our service areas, promoting our brand to potential clients and managing client intake. The HCP team now has 13 experienced Care Advisors with social work and nursing backgrounds. Care Advisors are developing practices around providing quality case management services to clients, utilising and promoting Consumer Directed Care principles in client interactions, support and active participation in the management of a package.

Many Care Advisors are bilingual to assist with building rapport with clients from a CALD (culturally and linguistically diverse) background, ensuring translation options are always available. The HCP program offers a broad range of services and creative solutions to meet client care needs. Care Advisors have been promoting the use of new technology, such as iPads, smartphones and GPS tracking, to assist clients with maintaining their independence, which aligns with mecwacare's goal of remaining on the frontline of innovation in service delivery. Client choice has moved from receiving care only to a range of options, such as a weekly gardening service, home maintenance including installing smoke alarms and cleaning gutters, and social support.



HOTEL SERVICES

In Hospitality Services, we reviewed our menus and recipes, so they are better presented, smell good and taste great.

mecwacare's food conversation is about the nutritional make-up of the daily menu. Our meals are high quality, appealing and flavoursome, and we can illustrate that they provide adequate (or more than adequate) nutrition. Our residents have expressed they are satisfied with the changes. We have more work to do but we are progressing in this area. The dining experience offers choice through a quarterly changing menu and the commencement of a buffet breakfast with extended eating times from 7.30am until 10am. This is fully operational in five aged care homes, with the remaining six to be implemented by the end of 2018.

mecwacare also reviewed its food safety procedures to cover our range of services, with the Food Safety Plan Update rolled out to all residential sites, community centres and our meals on wheels services to ensure best-practice food handling alongside current standards. Unit Managers participated in Food Safety Supervisor training to enhance their knowledge and awareness of food safety and to ensure consistency across all sites. Other improvements included the introduction of recipe books and visual menus to enhance the dining experience, streamlining processes for chefs and providing residents with pictures of their meals, as well as listing nutritional information.

In Home Care Services, plans are underway to create and distribute a guidelines document for Direct Care Workers and support staff to enhance consistency and ensure food handling directions are followed in all client homes.

PICTURED: HOME CARE PACKAGES CLIENT BILL
WITH A DIRECT CARE WORKER

DISABILITY

services

With the government transferring people under 65 from Home and Community Care to the National Disability Insurance Scheme (NDIS), *mecwacare* experienced significant growth in disability services. Expansion of one-on-one support was a key focus, meeting individual goals established under the NDIS. *mecwacare* now has 600 disability clients (up from 120 last year) already transitioned and a further 1,000 waiting to transition across multiple service regions as consumer-directed care sees Support Coordinators assist wherever possible.

Support Coordinators help clients understand the range of services available, which includes assistance with self and personal care, transport, community participation and daily life activities, such as domestic duties. Such growth in the disability services sector has also seen increased hours for existing staff wanting extra shifts as clients under 65 have added support both now and into the future.

Rollout of the NDIS will continue for another 12 months, which is expected to see *mecwacare* services significantly expand in this area. We are also investing in staff training and service development to meet this demand.

FISHER STREET CENTRE (MALVERN EAST)
mecwacare celebrated the 20th anniversary of Disability Services at the Fisher Street Disability Day Centre in Malvern East. Board members, staff, volunteers and clients commemorated the occasion with a morning tea and discussion about all that has been achieved during the past two decades. *mecwacare*'s Disability Services continue to provide a range of programs and a supportive environment to people living with a disability. To celebrate International Day of People with a Disability, *mecwacare* held an art show to feature eye-catching works created by participants. Participants, their families and friends, volunteers and staff browsed through all the wonderful pieces that are created each week in the arts program.

National Disability Insurance Scheme (NDIS) applicants were welcomed to tour the centre. Attendance at a range of expos has also provided an opportunity to further promote our services to the wider community, with staff and the Marketing team creating informative stalls. A weekly group called Tours of Old Melbourne has been exploring historic buildings such as Parliament House, the Royal Exhibition Building and other iconic locations to learn more about the history of Melbourne and to further understand what is available in their city.

Communication and Gesture programs also help our non-verbal participants learn and practise Auslan and identify gesture and Compic symbols to increase their independence.

MAY ARMSTRONG CENTRE (MALVERN EAST)
 In 2017, we opened the May Armstrong Centre in Malvern East. The centre provides a range of activities through a Disability Day Services Program. Renovations were recently completed, enhancing opportunities for people living with an Acquired Brain Injury (ABI) in the community. Activities include strength training sessions, art, gardening and computer classes. Outdoor programs have also improved thanks to a grant for the purchase of garden beds, which are also utilised at the *mecwacare* Barry Fenton Centre. The location is named after May Armstrong, a former coordinator of MECWA Services and Secretary of the Board of Management. May passed away in 1985 but her legacy at *mecwacare* continues as we extend our services to people living with an ABI in the Stonnington community.



PICTURED: FISHER STREET CLIENT JARROD WITH DISABILITY SUPPORT WORKER LOUISE

COMMUNITY *services*

BARRY FENTON CENTRE (MALVERN) Our Bowen Street Centre was renamed the Barry Fenton Centre at a ceremony in November 2017, acknowledging volunteer and Board Member Barry Fenton for more than 30 years of service at the centre. Barry drove the bus, assisted in the kitchen and helped for many years at the site, which made him the perfect candidate in the renaming process. He was also recognised for his extensive contribution to the community at the 2017 Higgins Awards.

The number of programs available to participants increased, with the dementia program now running at full capacity. Our administration officer Kim Evans won the *mecwacare* Administrator of the Year Award for community services and Heather Law won the Volunteer Award. Both women have been extremely supportive of all participants at the Barry Fenton Centre and these achievements are testament to their ongoing hard work.

RIVENDELL HOUSE (PAKENHAM) During the past year, Rivendell House has welcomed 25 new clients to weekly services. Up to 18 programs are delivered weekly, with surveys noting overwhelmingly positive client satisfaction with the variety of activities being provided. There were two trips to regional locations (Warrnambool and Albury) to provide 40 clients with a holiday experience. These social support holidays foster new friendships, allow respite from everyday life and open up an opportunity to explore new locations with full support from staff. The centre is inclusive and diverse as staff deliver a consumer-focused program that embeds excellent service delivery, enjoyment and the creation of new memories. The primary objective at Rivendell House is to continue catering for all participants and ensure they are spending time undertaking tasks that they identify with and which assist community participation.

RETIREMENT LIVING

mecwacare opened 13 new retirement living units in Hoppers Crossing, alongside the residential aged care centre. This provides clients with close proximity to care and wellbeing services, and continues our expansion into Melbourne's west. Building works commenced at Robin Syme Residences in Malvern, an exciting new retirement living complex that will be completed in late 2019. An event was held to unveil the plans, which remain on display at the *mecwacare* Malvern Centre.

COMMUNITY HOUSING Community housing occupancy was maintained above 90 per cent for the financial year. As at 30 June 2018, all units were occupied except a single unit that was undergoing renovations following the departure of a long-term tenant. At our Elm Road units in Glen Iris, new trees were planted and a garden created to improve the views from balconies. New signage was installed across the site and the ground floor hallway received new carpet. The units at Sandringham and Beaumaris are proud representations of our community housing services and have been well maintained by both clients and the maintenance team.

In recent times, the profile of tenants living in *mecwacare's* community housing units has changed. Many tenants are now women aged over 70 who have experienced financial hardship, often following a marriage breakdown that has left them with very little to support themselves. Tenants have lived in cars or on the couch of a friend before living in their independent units. The story of one tenant's love for her new home was highlighted in *mecwacare's* mid-year fundraising appeal to demonstrate how crucial community housing options are to people in need.

OPPORTUNITY SHOPS

National Op Shop Week raised awareness about the importance of supporting local opportunity shops to help those in need. This was celebrated across our five sites in Malvern, Malvern East, Windsor, Hawthorn and Reservoir. There was a focus on the customer experience in all shops, which included balancing the core elements of convenience, quality, window dressing and most importantly, customer engagement with staff. Volunteer recruitment demonstrates *mecwacare's* values by encouraging people from all demographics and backgrounds to join our services. Gender equality, cultural diversity and age range are evident upon walking into any of our stores. Our op shop on Chapel Street had the pleasure of hosting Peter Helliar for a segment that aired on Channel 10's *The Project*, with manager Kate performing well on camera. Kate also received *mecwacare's* Encouragement Award (Community Services) in recognition of her work at the op shop and leadership with volunteers.

RESIDENTIAL *services*

During the past year we have not only focused on delivering excellence in clinical care but also enhancing our lifestyle programs and customer service. *mecwacare* organises a range of on-site focus meetings for residents to discuss and provide feedback on our lifestyle and catering services. This enables us to respond to the feedback in a timely manner and provide residents with increased choice and decision-making.

We strengthened our performance management procedures, with a specific focus on medication errors. Staff are immediately advised and reminded of their professional obligation if an error occurs and further counselling and training is provided if there is a subsequent error. Following a third incident, the staff member is dismissed. Staff dispensing medication also wear a coloured vest so their colleagues know not to interrupt them. These measures have resulted in a lower number of errors.

We have also enhanced the monitoring and reporting of nurse call key performance indicators to ensure appropriate response times as part of a concerted push to update our technology and improve the care we provide to our residents. We have progressively rolled out in-room wi-fi connectivity at our residential facilities, giving residents access to the internet from the comfort of their own rooms. This has been completed at eight sites, with the other three scheduled to be completed soon.

We have also seen a shift in the expectation of families for staff to solely provide emotional support to their loved ones. While we do our best to meet individual emotional needs, it does not substitute for the positive benefits that can be achieved by a visit from a relative or friend. This is a shared responsibility and we look forward to working with families to individualise and maximise this support for each resident.

PARK HILL (MORNINGTON) *mecwacare* Park Hill received a grant from Dementia and Aged Care Services to participate in a program that focuses on the diagnosis of dementia and the subsequent moderate depression/anxiety. Wellbeing Clinic team members will visit residents at Park Hill for 20 weekly sessions over six months to identify and promote activities they enjoy thus reducing the impact of dementia on mental wellbeing.

An expansion of the lifestyle program has also enabled an increase in activities that run simultaneously, catering to a wider range of requests from residents. The Chicken Hatchery Program will now become an annual activity in

which eggs hatch daily from the incubator over a week. Chicks are then kept in the pen for two weeks as residents look after the young. The Wallara Special Needs Community Program was also introduced with clients from the local Special Needs and Disability Group visiting weekly to interact, socialise and participate in games with residents.

ROSITANO HOUSE (RICHMOND) After the extensive renovations that were completed in 2017, *mecwacare* Rositano House had the capacity to make changes in lifestyle options and clinical care. A new facility manager was appointed to lead the team, having started with *mecwacare* in 2003. A revamp of the lifestyle program saw new activities, such as a candlelight dinner and live music, as well as pre-dinner drinks on the new balcony, trialled for residents. Adding more options to the events calendar allows greater involvement and caters to a wider range of needs.

Staff were upskilled in wound care management through training with Smith & Nephew (see story on page 6). A Wound Care Champion was elected as the partnership continues to educate *mecwacare* staff on how to respond to wounds and provide the best possible care. Staff and residents participated in the Digital Life Stories Project, in partnership with Swinburne University, that aims to explore whether staff who view digital stories about residents develop a better understanding of their lives.



PICTURED: NOEL MILLER CENTRE RESIDENTS

RESIDENTIAL

services

MALVERN CENTRE (MALVERN) *mecwacare*
Malvern Centre's focus this year was providing enjoyable and entertaining lifestyle programs to residents. Major highlights were the Annual Winter Ball and Christmas Cocktail Party, both of which featured musical entertainment, delightful food options, dance and cheer as residents were joined by their family and friends.

The Annual Dog Show was another favourite, with the centre overtaken by a range of well-groomed pets as they competed for the attention of residents. Residents were also excited about the development of the new Robin Syme Residences having watched the demolition of the previous houses. Remodelling of the private dining room has made way for more space and light as residents greet and spend time with their guests. Children from Explorers Early Learning Armadale visited the centre for the first time to play bocce and enjoy a morning tea with residents in what will become a regular event.

JOHN ATCHISON CENTRE (HOPPERS CROSSING)
Residents are settling in well to the new *mecwacare* John Atchison Centre, which opened in January 2018. Features include a movie theatre, library and landscaped gardens. The centre achieved accreditation in June 2018, with the results showing that residents love their new environment, including the food options and standard of care.

Melbourne's Biggest Morning Tea was held at the centre to raise funds for the Cancer Council, with a range of treats including scones, lamingtons and sandwiches served to residents and their families. A widespread planting program commenced in April to enhance the garden areas for residents and included potted plants and raised garden beds for residents to tend.

ELSTOFT HOUSE (GEELONG) *mecwacare*
Elstoft House participated in a successful accreditation review. It also implemented roster changes to improve workflow and spread the skill mix, ensuring better supported care and capability. In lifestyle programs, residents knitted clothing for charity and dedicated their time to the creation and decoration of care packages for the community.

This has all been in collaboration with the local Rotary club and demonstrates the caring nature of our residents, always willing to assist others in need. Staff and residents have donated items such as shampoo, soap, razors, toothpaste and toothbrushes, and they have collected enough items to fill a number of boxes. The residents were eager to show their support, with a small personal message packed in each box.

SIMON PRICE CENTRE (MONT ALBERT)
mecwacare's Simon Price Centre celebrated 40 years of service with an afternoon high tea however, it was also a sad occasion as Simon Price's wife Jane passed away during the week of the occasion. Jane Price was a long-term supporter of *mecwacare* and her presence at events will be greatly missed across the organisation. Residents celebrated Chinese New Year to share a cultural experience, decorating the centre in red and hand-carving birds from carrots to place on tables as a five-course Chinese banquet was served. Preliminary discussions were held followed by an announcement to residents and their families regarding a new building, with more information to come. The kitchen received the Whitehorse Council's 5-Star Food Safety Award in recognition of maintaining exceptional food hygiene and safety standards, and is now in the running for Food Premises of the Year, which will be announced at a ceremony in late 2018.

NOEL MILLER CENTRE (GLEN IRIS) Commemorating 15 years of dedicated service to residents, the *mecwacare* Noel Miller Centre marked a range of key dates with celebrations and events. *mecwacare's* most senior resident, Iris Nankivell, turned 105 and enjoyed a lavish Friday afternoon birthday party alongside friends, family, residents, staff and journalists from the local newspaper.

The introduction of a buffet breakfast has provided residents with greater choice in their selection of daily meals, including a new continental breakfast that rivals some hotels. The centre's annual Anzac Day Service is highly renowned and residents again visited the Shrine of Remembrance and featured at the traditional gunfire breakfast before attending the courtyard service alongside the raised flag. Our residents are passionate about respecting and acknowledging the men and women who have served our country. The centre also successfully achieved ongoing accreditation for the next three years.



PICTURED: PARK HILL RESIDENT
JOY AND HER HUSBAND BILL

RESIDENTIAL *services*

MAY NOONAN CENTRE (TERANG) During the March 2018 bushfires, *mecwacare* May Noonan Centre evacuated residents from the site to the SES rooms. Our energy generators then permitted an early return to the facility. Staff and volunteers were commended for their role in ensuring resident safety was the number one priority. The community united during these fires and two residents who were at the centre on respite decided to stay permanently following the evacuation because they were so impressed by the safety and care provided.

In January, the idea for a craft weekend was discussed, leading to an open day in May to display all the works created by residents during the lifestyle programs. Around 100 visitors filled the centre to view the artworks and celebrate with residents, purchasing some of the crafts and enjoying Devonshire tea. The pride shown by residents and their happiness on the day was clear for all to see and after the event there were many inquiries from families regarding future admissions into the centre. Accreditation was achieved in October 2017.

TRESCOWTHICK CENTRE (PRAHRAN) *mecwacare* Trescowthick Centre marked its 20th anniversary in February with a lovely afternoon tea. Special guests, Sir Donald and Lady Trescowthick, attended with their family. Bill Rudd's 100th birthday was another occasion that received media attention as he celebrated at both the centre and in a function room at the MCG. Bill has received an OAM and is a war veteran with his own website – quite a remarkable man.

Wi-fi installation was completed during the year, allowing residents to access the internet from their rooms. All ensuite bathrooms were refurbished, including handwash stations and restrooms in public areas. In addition to the internal upgrade, external works included the replacement of weatherboard cladding on the atrium turrets with cladding that will withstand all weather elements for many years to come. The centre's main courtyard was also refreshed with new outdoor furniture and plants to enhance the welcoming and user-friendly spaces. Our lifestyle programs were also able to incorporate more outdoor activities into the schedule.

O'MARA HOUSE (TRARALGON) The Valentine's Day Wedding Expo was an opportunity for residents and staff of *mecwacare* O'Mara House to display personal wedding memorabilia. This followed a visit by Floral Acts of Kindness, which provided residents with bouquets to keep in their

rooms or place in communal areas to create a colourful and vibrant environment. A monthly get-together with neighbouring facilities has also become a day that all residents look forward to. This provides them with the opportunity to meet new people and spend time in other parts of the community.

The creation of a Registered Nurse roster and the approval and preparation for a significant refurbishment continues as part of our plans for the future, which will improve the care and wellbeing of our residents. Our relationship with the local Mental Health Service to equip staff with better knowledge to manage future mental health requirements has also been a positive step forward as we continue to upskill our staff.

VINCENT HOUSE (WESTMEADOWS) Major refurbishment works have begun at *mecwacare* Vincent House, including the transformation of sitting rooms and new bedside lockers for all rooms. The vinyl floor will be replaced with carpet in 25 rooms to enhance the living environment and safety for residents. A new chef, lifestyle coordinator and facility manager were appointed as we move forward with our inviting residential home in Westmeadows.

An increased number of wi-fi points now ensures better internet access for residents as we focus on being innovative, accessible and inclusive for everyone in our care. A friendship group with Holloway Aged Care was formed, with residents from *mecwacare* Vincent House visiting their Keilor East home once a month for afternoon tea. Weekly bus outings and sightseeing adventures are also a highlight for residents, who choose locations such as the beach, the airport lookout or even their old homes to share memories with fellow residents. Our new library has a host of new books, which were donated by the community. A book club has commenced and will provide the opportunity for further social interaction as residents discuss their favourite reads.



PICTURED: SIMON PRICE CENTRE RESIDENT
MARGARET WITH DANI THE DOG

CORPORATE *services*

PEOPLE AND CULTURE *mecwacare's* Human Resources team focused on recruiting staff into the expanding Home Care and Disability Services areas to keep up with rapid growth across all regions. Three recruitment drives were implemented to assess candidates in group and individual situations, as well as the completion of compliance requirements. Electronic forms were made available to improve the onboarding process for new candidates and to increase the speed of collecting information during the recruitment process, which benefits both potential employees and the organisation.

mecwacare registered a record number of candidates attending fortnightly orientation for the calendar year, with the largest group reaching 28 in a single session. With new compliance rules under the Disability Worker Exclusion Scheme, the team also completed new requirements for more than 800 employees across the organisation.

Our WorkCover rate continued to decline due to a robust occupational health and safety prevention and injury management program. This is the second consecutive year that *mecwacare* has been well below the industry standard.

MARKETING AND FUNDRAISING *mecwacare's* Marketing team was successful in acquiring funding for a range of projects, including a flagpole at the *mecwacare* Malvern Centre, a cinema room at *mecwacare* Park Hill, solar panels at our East Malvern Op Shop, specialised chairs for people living with a disability at the Barry Fenton Centre and more to support clients, residents and participants.

The team hosted service milestones across multiple residential sites, as well as coordinating the renaming of the Barry Fenton Centre, the grand opening of the *mecwacare* John Atchison Centre and an event to showcase plans for the new Robin Syme Residences. Our annual charity golf day was a highlight for donors and supporters of *mecwacare*, raising funds for new programs and services. The team also ensured *mecwacare* had a visible presence at expos in service regions, with newly-created brochures on display alongside updated details and professional photographs.

Our social media presence continued to grow, with the Facebook page ticking over 500 likes for the first time as an increase in stories and video content boosted awareness online. We thanked our dedicated volunteers for their selfless contribution to the people in our care, with an extravagant high tea at The Gables for our annual volunteer event. The review and development of service handbooks continued alongside ongoing growth in the organisation and we took advantage of new advertising opportunities in publications and on billboards to promote *mecwacare* to the broader community.

BUSINESS IMPROVEMENT Our Quality and Risk team achieved 100 per cent compliance following 117 external audits and reviews across the organisation, which was a 19 per cent increase in external audit activity on the previous year. The *mecwacare* influenza vaccination program was promoted to all employees and volunteers, resulting in an increase of 73 per cent reimbursed vaccinations.

Business Projects developed a framework to support new projects across the organisation. We received a grant from the Eastern Metro Primary Health Network for an Advance Care Planning project in consultation with GPs, with plans developed for 45 *mecwacare* clients across the Eastern Metro catchment area (see story on page 6). Stage one of the Wound Management Project, in partnership with Smith & Nephew, supported best-practice wound management with dedicated Wound Champions across all residential services (see story on page 6). Eighty-nine per cent of tenders were successful with 11 per cent still pending.

mecwacare is partnering with Swinburne University on a research project aimed at improving the emotional wellbeing of residents who are living with dementia, depression or anxiety. The Trifocal Project will be undertaken through a specific intervention strategy that involves residents seeing a Mental Health Trainee from the Swinburne Wellbeing Clinic for individual sessions. Four *mecwacare* residential sites were chosen – Elstoft House in Geelong, Malvern Centre, Rositano House in Richmond and Park Hill in Mornington – with 30 residents agreeing to participate in the six-month study.

More than 2,800 Nurse Educator hours included 811 formal face-to-face staff learning opportunities, with 93 per cent planned training sessions and seven per cent ad hoc training sessions delivered in response to requests. Our team of Nurse Educators has a diverse range of nursing experience from residential, in-home, community and disability care. Nurse Educators are dedicated to supporting positive experiences and best-practice outcomes for consumers through staff knowledge and skill development. They collaborate with key stakeholders across the organisation to ensure *mecwacare* staff have the required knowledge, skills and abilities to competently and safely perform their roles, in line with our values.



FINANCE AND IT The Finance and Payroll team restructured the finance function to better support the organisation's unprecedented growth. mecwacare introduced the government reporting system Data Exchange under the Department of Social Services to monitor the hours for people over 65. New key performance indicators were also developed for Residential Services across all 11 sites to monitor performance and ensure consistency. The EziTracker Mobile App (see story on page 6) improved worker safety. This has involved working closely with the IT team, including improvements in internal infrastructure.

A new automated invoice scanning process has enhanced the workflow of accounts payable, improved accountability and reduced paper usage. Our refreshed property maintenance system, FMxpert, now ensures all necessary building and IT maintenance is undertaken and monitored by staff in a more efficient and reliable system.

FINANCIAL *statement*

Statement of Financial Position As at 30 June 2018

	2018	2017
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	53,841,272	45,163,719
Trade and other receivables	3,564,474	2,941,061
Other assets	139,419	26,150
Total current assets	57,545,163	48,130,930
Non-current assets		
Property, plant and equipment	130,346,891	122,291,150
Investment property	2,200,000	-
Intangible assets	43,907,425	43,907,425
Total non-current assets	176,454,316	166,198,575
Total assets	233,999,479	214,329,505
Liabilities		
Current liabilities		
Trade and other payables	6,036,454	7,240,766
Employee benefits	6,435,961	5,788,292
Other liabilities	142,534,928	136,014,933
Borrowings	17,900,000	17,900,000
Total current liabilities	172,907,343	166,943,991
Non-current liabilities		
Employee benefits	1,018,295	1,206,200
Total non-current liabilities	1,018,295	1,206,200
Total liabilities	173,925,638	168,150,191
Net assets	60,073,841	46,179,314
Equity		
Retained earnings	60,073,841	46,179,314
Total equity	60,073,841	46,179,314

Statement of Income**For the year ended 30 June 2018**

	2018 \$	2017 \$
Revenue (fees, government subsidies, interest, accommodation bond retentions, rent, fundraising and donations, other)	104,998,855	93,561,536
Other income	50,713	728,291
Employee benefits	(62,868,280)	(57,158,388)
Depreciation and amortisation	(4,858,291)	(4,514,968)
Food and provisions	(5,129,334)	(4,848,402)
Property and cleaning	(5,861,122)	(6,089,505)
Transport	(493,235)	(579,212)
Administration	(1,785,340)	(1,471,092)
Program Contract Expenses	(6,104,300)	(4,111,042)
Other operating expenses	(2,951,593)	(2,559,354)
Finance costs	(1,193,546)	(1,254,858)
Impairment	-	(2,500,000)
Net surplus	13,894,527	9,203,009
Other comprehensive income	-	-
Total comprehensive income for the year	13,894,527	9,203,009

Statement of Cash Flows**For the year ended 30 June 2018**

	2018 \$	2017 \$
Cash flows from operating activities		
Receipts from clients and residents	36,426,287	31,665,404
Government grants and subsidies	65,511,565	64,449,279
Fundraising and other income	3,793,015	2,311,352
Payments to suppliers and employees	(88,407,642)	(77,230,525)
Interest received	1,034,981	750,506
Finance costs	(1,193,546)	(1,254,858)
Net cash provided by operating activities	17,164,660	20,691,158
Cash flows from investing activities		
Proceeds from sale of plant and equipment	92,166	1,728,291
Purchase of property, plant and equipment	(11,252,837)	(14,239,176)
Net accommodation bonds	4,873,564	10,115,631
Purchase of investment property	(2,200,000)	-
Net cash used by investing activities	(8,487,107)	(2,395,254)
Cash flows from financing activities		
Net increase in cash and cash equivalents held	8,677,553	18,295,904
Cash and cash equivalents at beginning of year	45,163,719	26,867,815
Cash and cash equivalents at end of financial year	53,841,272	45,163,719

COMMUNITY SUPPORT AND *partnerships*

INDIVIDUAL

Aldyn Felix
Ann Sylvester
Anne Bowden
Anne Court
Anthony Bailey
Catherine Elvins
Cristina Re
Eric Easton
Fay Chamberlain
Frederic Russell
Geoff Wenham
Geoffrey Cruickshank
Geoffrey M Thomlinson
George Gordon
Geraldine Russell
Gordon and Lesley Spence
Greg Noonan
Gwenyth Bigger
Helen Lockwood
Helen Mathews
J M Batt
Jennifer Brown
Jenny Poolman
Joan Donaldson
Joan O Gibbs
Joanne Stella
John H Hood
John K Boykett
Kathy Lacey
Kathy Cameron
Lea Coillet
Leif L Lie
Linda Smart
Lorraine M Moir
Louise M Gourlay
Margaret Stoppa
Margaret M Taylor
Margarete Steffens
Michael Bergin
Michele Lewis
Nancy H Rodd

Neil Thorpe
Paul R Mullaly
Paula Kelly
Pauline Morris
Peter and Peggy Glenning
R Palmer
Reg Stanley
Robert Tadgell
Robin H Syme
Sue Manton
Susan Camilleri
Tony Antoniou
Wendy R Taylor

CORPORATE & COMMUNITY

Accru Melbourne
Aged Care Online
Allanby Press
Amicum
ANZ
Barry Fink Holdings
CHT Architects
CWA Panmure
Ernst & Young
FDC Construction
Gorman Kelly
Goodwin Recruitment
HESTA
HWL Ebsworth Lawyers
Independence Australia
Koo Wee Rup Senior Citizens Group
LeasePLUS
Malvern Hotel
Medsafe
Moores
Norden Conversion
Oakleigh Anglican Church Holy Trinity
SalaryPackagingPLUS
SEMF Pty Ltd
Sheen Malvern
Sheen Tooronga

Soothe Massage
SuperCare
Telstra Health
Terang Community Op Shop
The National Golf Club
Toyota Chadstone
United Physiotherapy Group
Urbis
W H & E A Melbourne
Warrigal Linen Service

TRUSTS & FOUNDATIONS

Australian Communities Foundation
City of Hume
Department of Industry Innovation and Science
Department of Veterans' Affairs
Joan Lavender Charitable Trust
Latrobe Council
McCracken & McCracken Lawyers
Mornington Peninsula Shire
State Trustees
City of Stonnington
The William Angliss Charitable Fund

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

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

Melbourne Service

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

North West Metro Service

Level 1, 34 Amis Crescent, Keilor East
P 03 9325 5500

Nillumbik Service

Greensborough
P 03 9433 3363

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

Geelong Region

P 03 5240 7890

Warrnambool Region

P 03 5557 8855

Community Housing Services

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

Elm Road, Glen Iris

Dalgetty Road, Beaumaris

Sandringham Road, Sandringham

Retirement Living, Hoppers Crossing

Residential Services

E admissions@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 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 North
P 03 9898 7404

mecwacare Elstoft 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 5557 8888

mecwacare O'Mara House

15 Hunter Road, Traralgon
P 03 5174 4628

mecwacare John Atchison Centre

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

Home Care Packages

1287 Malvern Road, Malvern
P 03 8573 4777

E homecarepackages@mecwacare.org.au

Community and Disability Services

E community@mecwacare.org.au

mecwacare Barry Fenton Centre

72 Bowen Street, Malvern East
P 03 9564 5100

mecwacare May Armstrong Centre

74 Bowen Street, Malvern East
P 03 9564 5106

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

mecwacare

www.mecwacare.org.au

