



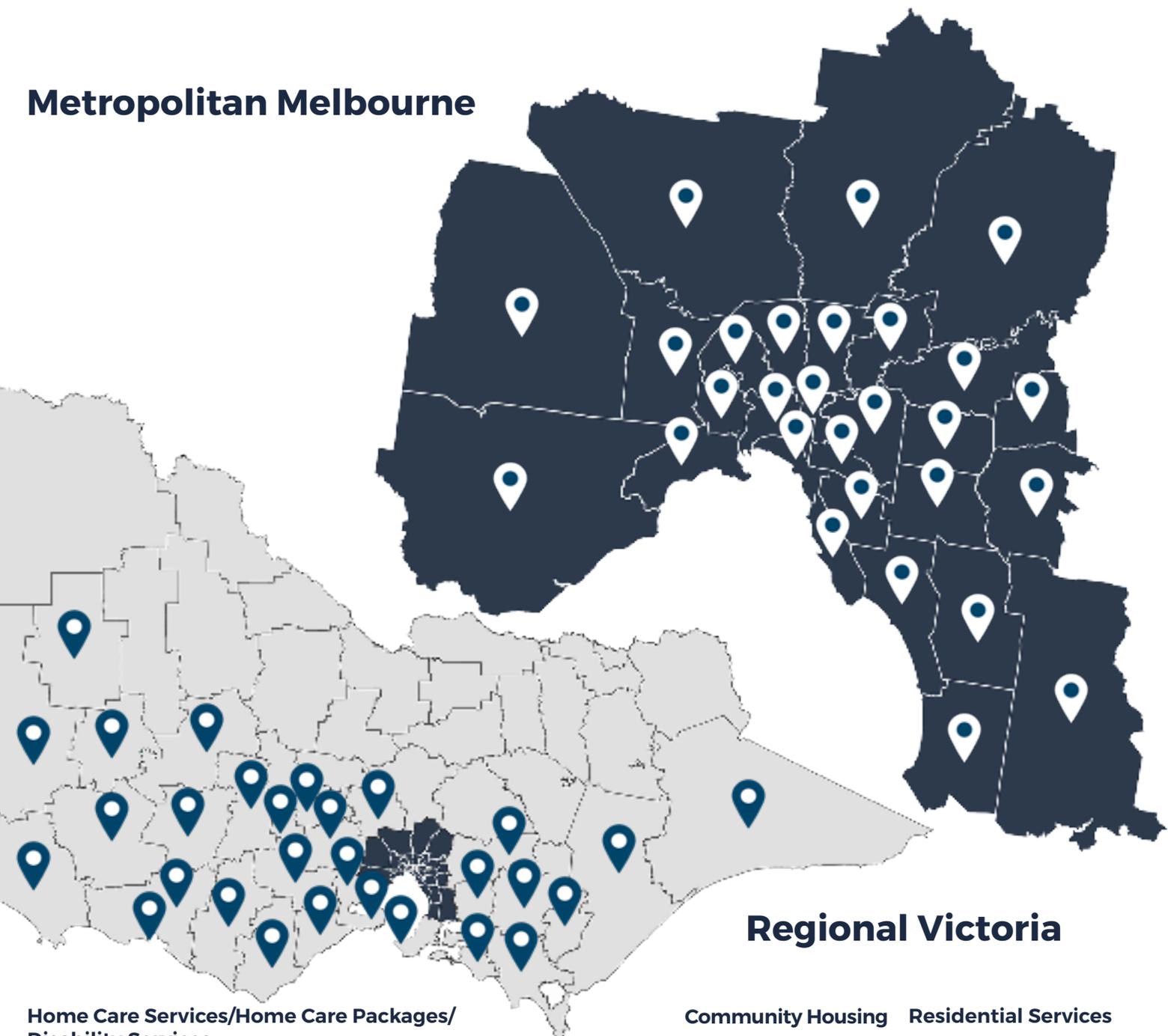
mecwacare

2018-19 Annual Review



A Diamond Jubilee

Metropolitan Melbourne



Regional Victoria

Home Care Services/Home Care Packages/ Disability Services

- Ararat
- Ballarat
- Banyule
- Barwon
- Bass Coast
- Baw Baw
- Bayside
- Brimbank
- Cardinia
- Casey
- Colac Otway
- Corangamite
- Darebin
- East Gippsland
- Frankston
- Gippsland
- Glen Eira
- Glenelg
- Golden Plains
- Greater Dandenong
- Greater Geelong
- Hepburn
- Hindmarsh
- Hobsons Bay
- Horsham
- Hume
- Kingston
- Knox
- Latrobe
- Macedon Ranges
- Manningham
- Maribyrnong
- Maroondah
- Melbourne
- Melton
- Mitchell
- Monash
- Moonee Valley
- Moorabool
- Moreland
- Mornington Peninsula
- Moyne

- Murrindindi
- Nillumbik
- Northern Grampians
- Port Phillip
- Pyrenees
- Queenscliff
- South Gippsland
- Southern Grampians
- Stonnington
- Surf Coast
- Warrnambool
- Wellington
- West Wimmera
- Whitehorse
- Whittlesea
- Wyndham
- Yarra
- Yarra Ranges
- Yarriambiack

Community Housing

- Beaumaris
- Glen Iris
- Sandringham
- mecwacare Offices**
- Ballarat
- Greensborough
- Inverloch
- Keilor
- Malvern
- Melbourne
- Mornington
- Pakenham

Opportunity Shops

- Hawthorn
- Malvern
- Malvern East
- Prahran

Residential Services

- Caulfield North
- Glen Iris
- Hamlyn Heights (Geelong)
- Hoppers Crossing
- Malvern
- Mont Albert
- Mornington
- Prahran
- Richmond
- Traralgon
- Westmeadows

Retirement Living

- Hoppers Crossing
- Malvern (opening mid-2020)

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Who we are

mecwacare is a not-for-profit, non-denominational charitable organisation that has been caring for the community 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 a disability.



Purpose, vision and values

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

60 years of supporting the community

Board Chairman and Chief Executive Report

In this our 60th year, we are proud to reflect on the many successes and growth over the past 12 months and to present an annual review that pays homage to mecwacare's rich history. Looking back over the past 60 years, it is remarkable that this organisation started with a voluntary committee whose first financial decision was to employ a part-time cook. With 1,800 staff and 450 volunteers now providing care and support across Victoria, it has been a significant journey.

We are a major provider of residential, home, nursing and support services for the aged, disadvantaged and people with special needs and disabilities. We provide care to more than 15,600 people each week across metropolitan Melbourne and a large part of regional Victoria.

We operate in a rapidly changing environment where consumer-directed care is at the forefront of an

ageing population and more people than ever before are choosing to stay in their own homes for longer. This is evident in the significant growth of our home care services with the total number of care hours during the past year increasing by 72 per cent.

Changes to how services are funded and delivered has seen mecwacare evolve and diversify. There has been a large shift in service responsibility from state to federal government and from organisational block funding to client funding. We have restructured our services to respond to these changes, implemented new technology systems and introduced new ways to operate.

It is worth noting that hospitals receive \$1,500 a day per bed and \$1,000 for a sub-acute bed, compared to just \$281 maximum per day for a concessional residential aged care bed. With this funding, we provide 24-hour care, registered nurses, nutritious



Pictured: Left to right, Chief Executive Michele Lewis, Malvern Centre resident Meryl Hogg and Board Chairman John Hood.



meals and lifestyle activities to maximise the quality of life for our residents. We do a tremendous job considering this. Imagine what we could with more funding.

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. In a declaration of our commitment to support more people to live independently in their own homes, mecwacare became the largest provider of government-funded home care services in Victoria when we entered new regions during 2018-19. We now administer and support significant numbers of Home Care Services and Packages in both metropolitan and regional Victoria, including Ballarat, Barwon and Gippsland. The opening of a new office in Inverloch and commencement of services in the community was an exciting progression.

We added to our residential portfolio with a new boutique 40-bed aged care centre, Jubilee House in Caulfield North, which opened on July 29, 2019. An extensive building and refurbishment program is testament to our pledge to ensure all facilities are modern and comfortable places that our residents are proud to call home. We upgraded O'Mara House in Traralgon and completed renovations at Park Hill in Mornington and Vincent House in Westmeadows. Work commenced on the Robin Syme retirement living centre and preparations are underway for a major redevelopment at the Simon Price Centre in Mont Albert and a new facility in Richmond. Office space needed to be reconfigured to accommodate the additional staff in home care services.

Sadly, during the year we farewelled residents and staff at the May Noonan Centre in Terang when we sold the facility to a more local provider. This strategic decision ensured readily available support services were optimised for the residents of Terang. We wish them all the best with their new Warrnambool-based owner.

With the aged and disability services sector under intense scrutiny, mecwacare is watching with keen interest the Royal Commission into Aged Care Quality and Safety, which will address failings in the system and ensure older Australians receive the highest quality and safest care they deserve. We take the provision of aged care very seriously. Our team works tirelessly to do their best every day and while we

fully support this inquiry, we are saddened that it has come to this.

Quality, occupational health, safety and risk management, coupled with thoughtful governance around clinical outcomes, have remained our top priority. We achieved 100 per cent compliance in 92 external audits and reviews, with more than 30 per cent of these audits unannounced. We have a robust Quality and Risk Framework that ensures we are well positioned as a sustainable, developing business that not only provides quality care but is capable of meeting service challenges in the future.

Looking forward, we are excited about finalising a new five-year strategic plan that will support elderly people and people with a disability to live fulfilling and purposeful lives. We have conducted a full review of the new Aged Care Standards that come into effect on July 1, 2019 and the Disability Standards to identify opportunities for improvement.

We have risen to the challenge of change – and growth has allowed us to achieve economies of scale that were previously unattainable. Our success is owed to the extraordinary contribution over 60 years of a wide variety of concerned and supportive citizens prepared to give up their time to support the most vulnerable people in the community. With 97 per cent of our clients fully or partially supported by the government, we will continue their legacy to look after the disadvantaged.

On behalf of the mecwacare Board of Directors, thank you to everyone past and present who has contributed to our services and extended the reach of our organisation far beyond the boundaries of Malvern. At the heart of who we are is our dedicated staff, particularly those who provide care and support to residents and clients with great kindness and compassion every day. They do this in the face of heightened community sensitivities and changing expectations. A special thanks to the courageous guidance and support across our services by the Leadership Team.

We also acknowledge our selfless volunteers, generous donors, sponsors and loyal contractors. We would not be where we are today without you.

JOHN HOOD, BOARD CHAIRMAN
MICHELE LEWIS, CHIEF EXECUTIVE

Snapshot of 2018-19



orientation sessions throughout the year for new staff



6
106

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

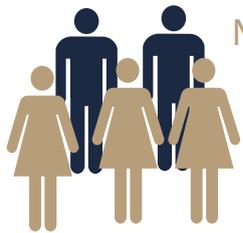
100%
compliance following



92
external audits and reviews

124%

increase in NDIS clients in 2018-19



Number of volunteers

450

18
93
is the youngest
is the oldest

97%

supported or concessional clients

3,000+

lifestyle activities offered to residents in our aged care facilities

13,900

home care clients



236,407



occupied bed days



1,800

Number of staff employed by mecwacare



1,174

residents in our care



11,013 hours

of care provided to Victorians in their homes each week

800,000+

cups of tea and coffee served to our residents



1,400+

hot meals served each day at our residential sites



89

nationalities make up our workforce

506



is the average number of respite shifts per week, giving carers a well-earned break

Key Highlights

Home care enters new regions

mecwacare is now the largest provider of government-funded home care services in Victoria. As we seek to support more people to live in their own homes for longer, mecwacare established new home care services in Melbourne and regional Victoria, including the South Gippsland region, with an office opening in Inverloch on April 1, 2019 to provide home care and nursing services to more than 1,000 people. Services in Knox, Dandenong, Manningham, Monash, Maroondah and Boroondara were established, with the Home and Community Care Program for Younger People (HACC PYP) and the National Disability Insurance Scheme (NDIS) a major focus in these areas. Office renovations, recruitment and learning opportunities provided staff with the tools to upskill and cover a greater number of needs for our clients. See pages 10-11 for details on initiatives and changes across each service region.

Outstanding food services

mecwacare's Simon Price Centre was named the Whitehorse Council's Food Premises of the Year (Class 1) in 2018. Whitehorse Mayor Bill Bennett said the award recognised mecwacare's commitment to delicious and nutritious food, as well as safe and hygienic food practices. "You have set the bar high and we can all aspire to your excellence," Cr Bennett said. Simon Price Centre won the award from 808 eligible businesses, including hospitals, childcare centres and other residential aged care facilities.

Providing our residents with nutritious food options is essential to supporting their health and wellbeing, and creating a memorable dining experience makes every meal special.

It was an outstanding year for the centre's food services team, which collected the Whitehorse Council's 5 Star Food Safety Focus Award for food hygiene and safety and chef Padmini "Emma" Permall was recognised at the 2018 Hospitality and Lifestyle Aged Care Awards for her role as Food Services Team Leader.

New-look residential centres

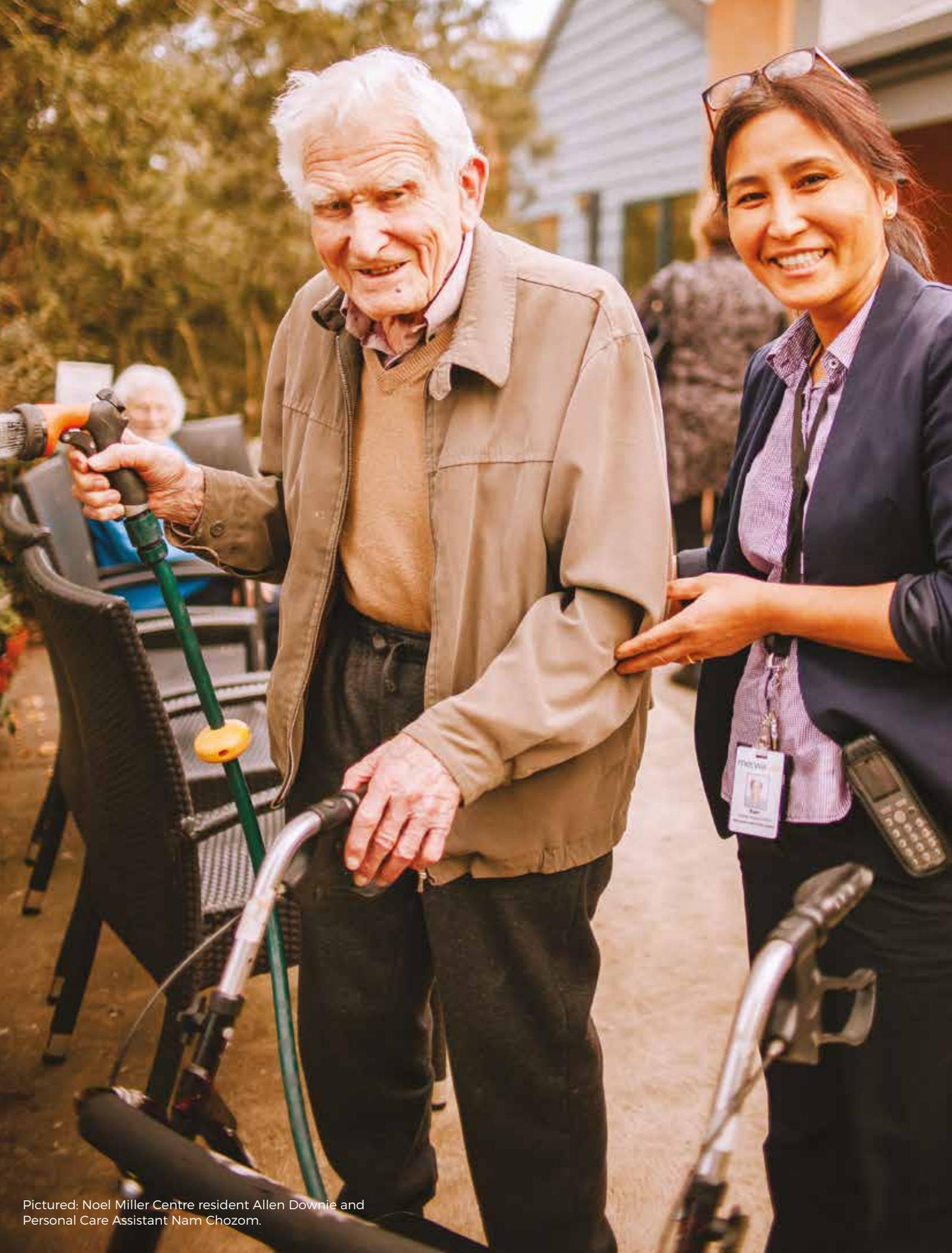
Renovations at several residential aged care centres created modern and comfortable environments that residents are proud to call home. Substantial refurbishments were undertaken at Vincent House in Westmeadows, Park Hill on the Mornington Peninsula, Elstoft House in Hamlyn Heights (Geelong) and O'Mara House in Traralgon. With the addition of purpose-built areas, such as cinemas, libraries and private dining rooms, we sought to create "destinations" for our residents – somewhere to relax with a good book or join a reading group, an area to watch movies on the big screen or a place to celebrate special occasions with family and friends. These rooms give residents variety and choice within the facility, just like they would have enjoyed at home.

At Vincent House, major refurbishment work included the transformation of recreational areas, including a new library, quiet room and outdoor relaxing area with views of the streetscape. The vinyl floor was replaced with carpet and new curtains and blinds were installed to enhance the living environment and comfort for residents. A new entrance improved access and security for residents and visitors.

Significant renovations at Park Hill were completed, giving it a Hamptons-style feel. Work included beautiful upgrades to the expansive communal spaces, such as the main lounge and outdoor alfresco areas. A library, cinema, hairdressing salon, private dining room and centralised main dining room were added to enhance lifestyle opportunities and comfort, and new timber flooring was laid throughout the facility.

Renovations at Elstoft House improved the entrance and communal areas. New carpet was laid throughout the home, giving it a fresh and contemporary feel, with kitchenettes and dining rooms upgraded. An upright piano was donated to enhance the lifestyle program by giving residents an opportunity to play and listen to music.

A major refurbishment at O'Mara House includes a new theatre, new kitchenettes, an improved reception area and entrance, new curtains and carpet, an expansive garden makeover and new furniture throughout the living areas. This work will enhance the comfort, design, functionality and accessibility for the 67 residents who call the facility home.



Pictured: Noel Miller Centre resident Allen Downie and Personal Care Assistant Nam Chozom.

Our Services



Residential Services

Our team is committed to providing positive resident experiences through enhanced choice and decision making. Provision of care has been modelled to meet resident expectations in line with the new Aged Care Standards that will be introduced on July 1, 2019.

Increasing staff awareness of policies and procedures, particularly those that are at the forefront of the new standards, was a key focus during the past 12 months. We introduced an initiative called “Policy of the Month” to refresh staff knowledge about clinical care and codes of conduct. An example was infection control, which provided an opportunity for staff to talk about clinical and operational issues in an open, respectful environment.

Another area of focus was food standards and the dining experience for residents. We appointed a Hotel Services Manager and conducted a review of all our kitchens. This included discussions with the catering teams to move the evening meals to a later start time of 6pm and the introduction of a buffet breakfast. These initiatives have received positive feedback from residents as they provide a dining experience that is similar to what they were accustomed to at home.

We conducted a full review of the residential services roster to streamline the staffing model to meet the increased complexity of individualised resident care and ensure continuity of care for residents. A focus on succession planning resulted in numerous staff being promoted and offered training and development within the organisation. We reviewed the physiotherapy and dietitian program, updating referral processes and implementing improvements to how clinical assessments are completed, ensuring they reflect the residents’ needs.

mecwacare reviewed the management of psychotropic medications to meet the new Aged Care Standards. Minimising the use of such medications and improving resident outcomes in care are always top of mind. Actions included a review of all resident diagnoses and discussions with the Medication Advisory Committee, GP representatives and pharmacist. This led to an overall reduction in the use of psychotropic medications but more importantly, a much better quality of life for our residents.

On July 1, the new Aged Care Standards will apply to residential care. These eight standards focus on supporting resident choice and promoting ongoing improvement in service provision that contributes to safety, health and wellbeing. The resident is at the centre of these standards, which links to mecwacare’s existing model of care, and we are well prepared for the introduction of the new standards. Constant review of the care and support provided to residents is key to ensuring best practice. Our team has a strong continuous improvement focus and welcomes feedback that improves services.

mecwacare’s Residential Services have achieved significant growth during the past decade, with a number of centres across Melbourne and regional Victoria opening in addition to the Trescowthick Centre (1998) and the Noel Miller Centre (2003), which welcomed residents from the original Olive Miller Centre and MECWA House. The Malvern Centre (2010) was built to support the tremendous need in the area for quality aged care accommodation and was followed by acquisitions in Mornington and Richmond in 2014. In 2016, mecwacare purchased another six aged care facilities, expanding residential services to 11 and welcoming an additional 312 residents and 400 staff to the organisation. This bold move, which boosted mecwacare’s capacity to over 700 beds, marked its residential presence in regional Victoria and paved the way for our entry into Hoppers Crossing (2018) and Caulfield North (2019) to define a new era in residential care.

Our Services

Residential Services

John Atchison Centre (Hoppers Crossing)

John Atchison Centre successfully progressed through its first full year of operation as more residents made the facility their home. It was the first centre to trial the new buffet breakfast. During the festive period, the local Bunnings store in Hoppers Crossing provided colourful fairy lights to help decorate the centre and make its first Christmas extra special. Residents Do and Andre Litjens celebrated their 67th wedding anniversary in style, with a priest officiating a renewal of their vows. High tea and a big heart-shaped cake were served to more than 20 family members and residents at the centre. The team has reached out to the Wyndham community to create partnerships with schools, churches, hospitals and the council as *mecwacare* further establishes its presence in the west.

Elstoft House (Geelong)

Enhancing the lifestyle program with the assistance of passionate volunteers has been a key focus at Elstoft House. A range of initiatives for residents living with dementia was introduced, including activity mats, a memory corner, piano sessions and art therapy. The recently added cinema provides an opportunity for residents to watch movies, participate in armchair travel or view slideshows of monthly activities. Visits from Geelong Grammar School students provided welcome social interaction with the community.

Gardening on the grounds has been a pleasant pastime for residents as they work alongside a newly-appointed gardener to keep plants and flowers pruned and the grass tidy, with visitors providing positive feedback. In September 2018, *mecwacare* celebrated the 10th anniversary of Elstoft House. Significant refurbishments commenced to improve the entrance and communal areas, while new carpet was laid throughout the facility, kitchenettes and dining rooms upgraded and the dementia unit opened up to provide a calmer environment.

O'Mara House (Traralgon)

Promoting individual engagement to ensure residents have the freedom to choose how they spend their day, with the support of staff, is a key initiative at O'Mara House. Individualised care is a central theme that focuses on engaging each resident, particularly the younger residents at the centre, and responding to their needs. Daily activities include gardening, vegetable preparation for the evening meals and table-setting for the hotel experience.

Major refurbishments were completed as the facility continues to boast a country home-style feel, with new paintings, furniture, carpet and furnishings adding extra quality and comfort. Work was undertaken to improve the extensive gardens, upgrade the kitchen and lounge areas, and introduce a library and theatre for entertainment. The gardens surrounding the centre are lush and offer the opportunity for walks and outdoor activities when the weather permits and to soak in the fresh country air.

Park Hill (Mornington)

Park Hill underwent significant refurbishments to transform the facility into a contemporary home with expansive living areas designed to promote relaxation, entertainment and social wellbeing. Renovations were completed on a private dining room, library, theatre room and outdoor alfresco area, with new furniture and upgraded timber floors and carpet throughout. The Hamptons-inspired theme provides an ambience of relaxed living close to the Mornington shoreline.

During an unannounced accreditation visit, Park Hill met 44 of 44 outcomes to achieve an outstanding result for the Consumer Experience Report, which is compiled after quality assessors ask consumers a standardised set of questions during a review or site audit. This result confirmed the satisfaction of residents and their families and highlighted the caring and respectful nature of our staff who make the residents their priority each day.

Lifestyle programs continued to offer new opportunities, including submitting residents' artwork to the Postcard Exhibition at the Linden Art Gallery in St Kilda. This was the first time an aged care facility had featured in the exhibition and the budding artists enjoyed a day trip to see their pieces beside famous artists.

Our Services

Malvern Centre (Malvern)

With singing such a popular pastime at the Malvern Centre, the visiting Australian Boys Choir was one of the highlights of the year. Residents, family and staff gathered to watch the performance and celebrate the 100th birthday of Sheila Meares. Sheila, a former nurse at St Vincent's Hospital, is one of the choir's donors and a sister of the late Lady Patricia Connelly, who was Patron of the Australian Boys Choir and a resident at the Malvern Centre. The Facility Manager retired after seven years with *mecwacare* and we welcomed a new manager to the role.

Vincent House (Westmeadows)

Renovations at Vincent House included new carpet, curtains and blinds, a quiet room, library, new furniture and paintings and the transformation of office and staff areas. A new entrance with adjoining pathways improved access to external areas, where residents can enjoy the great outdoors. Friendship groups continue to boost community engagement, with residents forming bonds with people from the nearby Holloway Aged Care Facility and the John Atchison Centre in Hoppers Crossing. Monthly visits for afternoon tea are a highlight on the calendar and create a bond between residents in different locations. An unannounced accreditation visit was successful, achieving 44 of 44 outcomes.

Meals at *mecwacare*

mecwacare's food services team creates nutritious and delicious meals at all our centres. Meals are cooked fresh on-site daily and the money we spend on food is well above the industry average. Menus are consistently reviewed to provide dishes that are well prepared, smell good and taste great, and these high standards have been recognised externally (see page 7). To enhance the dining experience, new furniture, table settings and meal presentations were explored. A standardised approach will result in the implementation of a Table Setting Standards Guide, staff education on food delivery and customer service, and resident food focus meetings complete with a satisfaction survey. At the end of the day, we want all our residents to enjoy their meals.

Simon Price Centre (Mont Albert)

Construction of a brand new two-storey state-of-the-art building will commence in the second half of 2019. Residents were informed about the project at a meeting earlier in the year and pre-works commenced in April. Our kitchen staff were awarded Food Premises of the Year (Class 1) by the Whitehorse Council (see page 7). This recognition continues the outstanding achievements of the centre's food services team, which included the Whitehorse Council's 5 Star Food Safety Focus Award for food hygiene and safety and chef Padmini "Emma" Permall's national recognition as a food services team leader.

Staff turnover is minimal, adding to the family atmosphere at the facility. Five years ago, staff started the adopt-a-resident initiative to combat the loneliness or uneasiness residents might feel when a special occasion approaches on the calendar. When staff noticed there were some residents who had nobody outside to share these special days, they each chose a resident and voluntarily buy them a gift for their birthday and Christmas. This ensures the resident feels special and included, and highlights how the team continues to achieve best outcomes for the people in their care. Lifestyle activities are individualised to reflect resident goals and needs, including one-to-one programs, and the centre's vibrant multiculturalism sees a range of national holidays celebrated with delicious food and the sharing of traditions.



Pictured: Left to right, Simon Price Centre cooks Amitha Samaraweera, Cindy Zhanj, Padmini "Emma" Permall and Ivy Jiang.



Pictured: Captain of the Melbourne Football Club Nathan Jones with Trescowthick Centre resident Bill Rudd.

Our Services

Residential Services

Noel Miller Centre (Glen Iris)

Noel Miller Centre's Anzac Day gunfire breakfast has been an important occasion for our residents for many years and continues to grow in importance. Tables were joined together to form a ring of friendship and support, with the addition of rum coffee for those who wanted to add another level of tradition when respecting the fallen. Introduction of the Avenue of Honour, which encompasses all wars and conflicts in which Australian soldiers served, increased inclusiveness and impacted more residents. A park bench featuring a plaque with the words "mecwacare honours the brave men and women in WWI who sacrificed their lives so that we may live in freedom" was installed in the grounds, purchased with a grant from the Department of Veterans' Affairs. mecwacare's most mature resident Iris Nankivell turned 106, with her birthday celebrations growing in prestige and extravagance each year.

Rositano House (Richmond)

Footy fever hit Rositano House, with the passionate Richmond supporters delighted to host former premiership player Dale "Flea" Weightman at a football-themed morning tea. The centre is renowned for its sense of community, with the majority of residents having lived in Richmond their whole life. Residents also featured on Channel 7's The Kick football program. They were interviewed by Byron Cooke, who asked for retirement advice to pass on to footballers. The segment was broadcast across Australia and made our residents feel like stars.

A town crier rang his bell at the centre during Access Health's 150-year celebration, with period-dressed locals bringing history into the facility. The Richmond and Burnley Historical Society provided a slideshow to showcase all that had been achieved in the local community over such a long period. The Wellbeing Clinic for Older Adults continued, with mental health trainees from Swinburne University conducting individual counselling sessions to improve the emotional wellbeing of residents. Many commented that spending time with the residents was the highlight of their week.

Trescowthick Centre (Pahran)

Trescowthick Centre was announced as one of the top five aged care facilities in the country at the Australian Healthcare Week Awards. The centre's culture, partnerships, strategies to improve staff performance and recent renovations were key points that reflected the dedication of our staff. Everyone who visits the centre comments on the positive feel and culture, which is built on compassion and kindness. Staff are always willing to help each other to achieve the best outcomes for their residents.

Staff come from a range of backgrounds, including war-torn countries and difficult upbringings, which increases their empathy for residents when they recall times of war and hardship.

Centenarian war hero and resident Bill Rudd was visited by Melbourne Football Club co-captain Nathan Jones. As an avid Melbourne supporter, Bill loved having the opportunity to discuss the Anzac spirit with someone he admires, as well as enjoying some great football banter. The Wellbeing Clinic for Older Adults continued to improve the emotional wellbeing of residents living with dementia, anxiety or depression. Mental health trainees from Swinburne University attend once a week for individual counselling sessions with residents, which has resulted in positive social outcomes and further support into the future.

Farewell May Noonan Centre...

After much consideration, mecwacare farewelled the 40-bed May Noonan Centre in Terang when it agreed to sell the home to a Warrnambool-based provider in December 2018. This benefitted residents and staff because the home would be managed by an organisation that had strong ties to the local community. As part of the sale, staff were offered their existing positions and conditions, including entitlements, with the new owner to provide continuity of care for residents and continuity of employment for staff.

...and hello Jubilee House

We looked forward to opening a new residential aged care facility in Caulfield North in July 2019. Jubilee House, which was named in recognition of our 60th anniversary, is a 40-bed modern and luxurious home, offering boutique-style accommodation that includes a café, library, cinema, hair and nail salon and pleasant indoor and outdoor areas.

Our Services

Home Care Packages

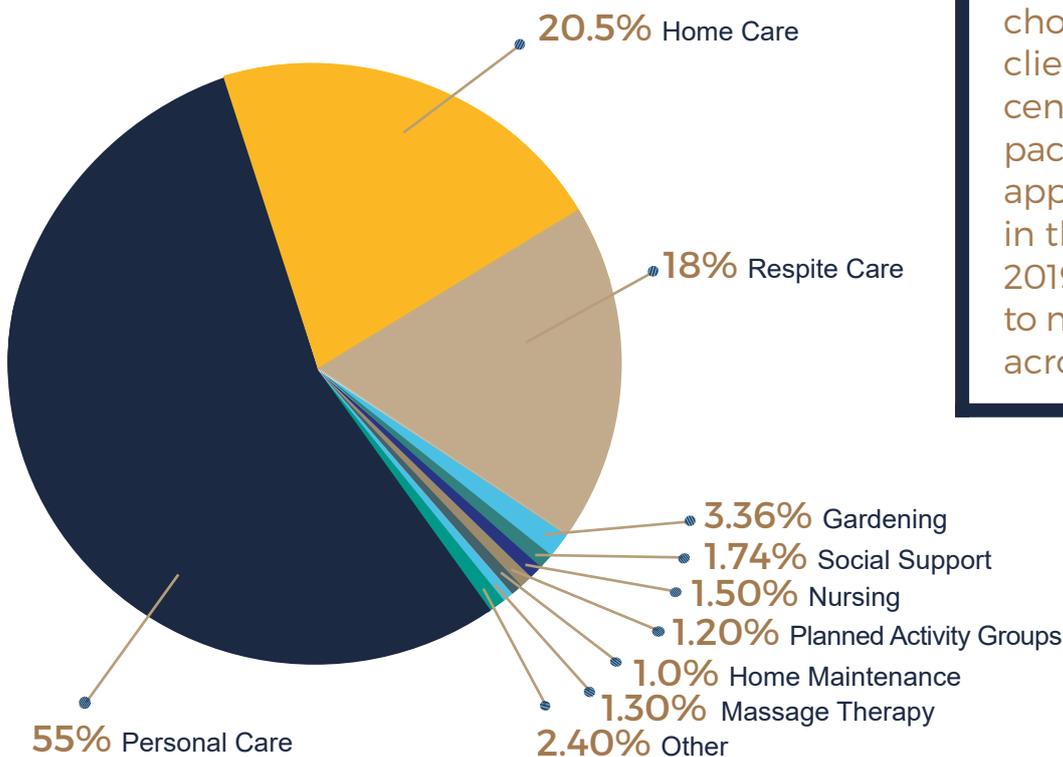
During the 2018-19 financial year, the number of Home Care Packages (HCP) increased by 11 per cent, with levels 1-4 packages now provided in the Ballarat, Barwon and South Gippsland regions. This is an excellent result in a very competitive market.

The HCP team was restructured and remodelled to create a better experience for clients, with a consistent office-based staff member the first point of contact for clients and families. We expanded our in-home services to provide more nursing, home, personal and respite care. Increasing the options for clients and the types of services available has been integral to achieving our strategic goals and as we move forward, we are proud of the high standard of support that has been reached.

Total number of home care, personal care and respite care hours increased by 72 per cent, with planned activity groups, social support in the

community and home maintenance among the most prominent episodes (shifts) funded by HCPs (see graph below). We have been 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. Packages range through four levels, from basic care to high care. Clients can make choices about the type and delivery of services they receive. *mecwacare* aims to integrate each health and wellbeing service to provide clients with quality care that is tailored to meet their individual needs yet has the flexibility to vary those needs as they change.

Services funded by HCP in 2018-19



mecwacare's Home Care Packages program was rolled out in 2013 after a successful tender to the federal government provided a platform to introduce more choice and flexibility for our clients. One hundred per cent uptake of the initial 118 packages led to a second application for more packages in the following round and in 2019, the program has grown to more than 500 packages across Victoria.

Our Services



Home Care Services

mecwacare implemented a new home and community care structure during 2018-19, which has prepared the organisation for continued expansion across Melbourne and regional Victoria, and increased capacity for additional clients.

Home care services has a clear focus on nursing standards, including the development of a monthly nursing newsletter with a clinical emphasis. We established stronger links with Austin Health through regular community provider meetings and accepted an invitation to speak to Austin Wound Clinic staff about the Transition and Restorative Care Program.

On the recruitment front, new assessment officer positions were filled across two regions in addition to a clinical advisor and an increase in field nursing staff. Department of Veterans' Affairs (DVA) Community Nursing Provider clients increased by 37 per cent during the last financial year as we updated and consolidated processes related to DVA reviews and assessments.

South East Region

Refurbishment of the South East Region office in Pakenham commenced, with 24 new workstations to provide greater capacity for a growing workforce. The appointment of a service provision team leader and coordination team leader headlined staff growth.

The centre has increased care staff by 16 per cent. Services in Monash commenced in July 2018, Knox in February 2019 and Maroondah on July 1, 2019. Redevelopment and establishment of the Regional Assessment Service (RAS) helps to identify client and carers' needs and their goals for greater independence and wellbeing. The aim of RAS is to ensure the services assist clients to retain or regain skills that enable them to continue living independently in the community. RAS offers assessments conducted independently from service provision and ensures assessors consider the full range of options. These may include assistive technology, therapeutic interventions, community care services and other support organisations.

Nursing clients were clustered within geographic regions. Communication and support for nurses was enhanced through increased coordination staff, nursing forums and participation in projects such as the wound project, intake project and assessment/review project.

Rollout of the EziTracker mobile app was completed to improve the safety of staff working in clients' homes and out in the community. This program previously utilised the home phones of clients but with the high prevalence of smartphones among staff, the new application was an opportunity to increase their safety and improve the program's reliability. EziTracker records when staff arrive at the client's home and when they leave. If they cannot be located or contacted, an escalation process is activated and the family notified in the first instance before the police are called and the staff member is found.

North West Metro

Development of the North West Metro team, based in Keilor, was a specific goal during 2018-19 and this was achieved through the introduction of new roles to establish a team of coordinators and managers.

This mixture of skill and experience creates a diverse team that can respond to the needs of all clients. Each coordinator has embraced their role and strengthened their relationship with direct care workers and clients across the region.

Face-to-face interaction has been a focus, with additional recruitment and training sessions now being held at the office. The service had a 105 per cent increase in Commonwealth Home Support Programme (CHSP) clients and a 293 per cent increase in National Disability Insurance Scheme (NDIS) clients.

Customer care and response to telephone inquiries have been key to improvements.

Our Services

Home Care Services

South West Region

Our renamed South West Region, formerly Ballarat, successfully tendered to government to provide the HACC PYP service for the City of Ballarat, which includes providing meals, personal care, home care and home maintenance to clients under 65 who do not qualify for an NDIS package. This was in addition to a service agreement supporting our expansion into the Hepburn local government area, the Barwon region and the emergency response for the Grampians region .

Establishing Home Care Packages into the region and the appointment of a team leader to support this growth has diversified operations at the Ballarat office. Bus outings were introduced, with clients exploring regional towns together for the first time. Feedback received expressed their joy at having an opportunity to make new friends, plan future trips and decrease feelings of anxiety, isolation and depression.

We now have direct care workers providing support to clients across the region, highlighting the continued growth of a service that began in 2013. The dedication and commitment of our staff continues, with several staff members celebrating their five-year anniversary with mecwacare after starting their roles at the office when it first opened.

South Gippsland

mecwacare was proud to announce the opening of a new Home and Community Care Service in Gippsland on April 1, with HACC PYP and CHSP services, NDIS and Private Care reaching more than 1,000 clients across the region. A new workforce, based in Inverloch, consisting of locals passionate about caring for the most vulnerable people in their community, was recruited to deliver the services. We also welcomed new volunteers who will support mecwacare by delivering meals.

Melbourne

During the past financial year, we commenced private and NDIS services in the City of Melbourne. There has been an increased focus on engaging and upskilling direct care workers with a localised training approach that responds to feedback received from contract partners and identifies community need to address issues such as older people's rights, elder abuse and palliative care. Carers continue to receive positive feedback about the support they provide to people in need, including delivering meals.

Staff training creates a pathway to new career opportunities, with one of our direct care workers celebrating their five-year anniversary with mecwacare by being appointed as a service coordinator. We successfully participated in Aged Care Service accreditation in late 2018 and received positive feedback from the families of clients. Carers were highlighted for their outstanding service, efficiency and respectful nature as they uphold mecwacare's values in the homes of the people in our care.

“I want to thank mecwacare's Melbourne office staff for their support, which has enabled my father, at 101 years of age, to remain living at home.”



Pictured: Left to right, Home Care Services client Alexander Isman and Direct Care Worker Alesandro Anibaldi.

Our Services



Home Care Services

South East Metro

South East Metro, which operates out of our Malvern office, restructured its team with the appointment of a centre manager and new team leaders. The team leader roles are responsible for the recruitment of staff, performance reviews, allocation of staff for complex clients and first-level investigations. Service coordinators were upskilled on how to use CareLink+, while customer service training, including behaviour management, home safety and client pathways, were provided to all direct care workers.

We commenced Home and Community Care Program for Younger People (HACC PYP) services in Boroondara and Manningham, and successfully participated in an Aged Care Quality and Safety Commission audit to demonstrate our best practice as growth continues. A Diversity Committee was created to implement plans and strategies that ensure equality and multiculturalism across all our service areas.

As *mecwacare's* biggest home service, we provided care and support to CHSP clients, Home and Community Care (HACC) clients and NDIS clients, alongside Home Care Packages, Transport Accident Commission, DVA and a range of other services.

Nillumbik

Expansion of NDIS clients continued in the Nillumbik Shire, which has now been a part of *mecwacare* for three years. Based in Greensborough, the office received virtually no complaints. This is testament to the commitment of our staff to provide a high standard of service, which is responsive to the needs of Nillumbik's ageing population. We extended the Nillumbik Commonwealth Home Support Programme (CHSP) contract to 2020 and received strong endorsement from the shire as the preferred organisation to take over the responsibility of providing aged and disability services to the community post-2020, solidifying our future in the northern suburbs of Melbourne.

mecwacare's Private Care service was established in 1993, offering nursing care, home help, personal care and overnight or live-in care. Two years later, Red Cross sold Redicare to MECWA Private Care, which changed the name to MECWA Redicare and tripled the client base. *mecwacare* was then chosen to auspice the CardiniaCare service, taking on the clients of a shire 83 times the size of Stonnington and marking the start of our South East Region service. The addition of nursing services and further inner-city council regions continued the expansion, as well as the merger of two offices to create the North West Region service in 2011. A successful tender introducing *mecwacare's* home care services in the City of Melbourne soon followed. In late 2013, *mecwacare* opened an office in Ballarat to provide home care services outside Melbourne for the first time. This service has since extended into the Barwon region. We entered Nillumbik in 2017 and other regions during the last financial year, demonstrating a continued focus to support more people to live independently in their own homes.



Pictured: Fisher Street Disability Centre participant Rachel Oliver.

Our Services



Disability Services

As the rollout of the National Disability Insurance Scheme (NDIS) continues, with clients under 65 transferring from the Home and Community Care Program for Younger People (HACC PYP) mecwacare has many clients waiting to transition to the scheme across multiple service regions.

Our disability liaison officers have worked closely with clients to support them with the preparation for their NDIS planning meeting, ensuring they understand all facets of the scheme and any changes that may have occurred. Upskilling our direct care workers has assisted with their recognition of the client journey

Fisher Street Centre (Malvern East)

All eligible participants have transitioned to the NDIS and many of them are now enjoying higher levels of support as their funding increased under the scheme.

Participants have been helping to restore and maintain the historic Polly Woodside vessel on the South Wharf Promenade. This new weekly program has seen participants join the maintenance crew in a volunteer capacity, with tasks including woodworking, cleaning and painting on board a ship steeped in history. They helped restore one of the pin rails on the quarter deck by sanding and oiling surfaces.

Events such as the sports day at Caulfield Park and annual art show continue to be favourites on the calendar when participants can demonstrate new skills and showcase their work throughout the year.

Participants completed the Introduction into Administration course at the Narre Learning Centre, mastering skills such as photocopying, book binding, laminating, answering phones and mail collection.

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.

during and post transfer. Change can be an anxious time for clients and our staff have gone above and beyond to ensure a seamless process for them. 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. We allocated more resources to the NDIS and finance teams to increase our capacity to navigate the complex and ever-changing world of disability services funding.

The MECWA Access Service had been running programs since 1995 to help individuals with intellectual disabilities. With the assistance of a grant from the Department of Human Services, mecwacare was able to convert and refurbish an under-utilised section of the Living Skills Centre in Fisher Street while still retaining room for senior citizens' activities. mecwacare's Fisher Street Centre opened in 1998 and in the same year, the Bowen Street Elderly Citizens' Centre underwent extensive renovations to provide care for a younger group of people with a disability. For more than 20 years, mecwacare has been providing opportunities for participants and clients living with a disability. With the introduction of the National Disability Insurance Scheme (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.



Pictured: Barry Fenton Centre participant Hedy Hans.

Our Services

Community Services

Barry Fenton Centre (Malvern East)

This vibrant community centre celebrated its 20th anniversary in February, with special guest Barry Fenton joining participants, volunteers and staff to commemorate the occasion. Former managers and staff reflected on the many changes since the centre opened in 1999, including renovations to provide activities for people living with an Acquired Brain Injury (ABI) and the addition of clients from the Burke Road Community Centre, which closed in 2007.

Innovative programs and strength training sessions continue to engage participants as they spend time interacting with peers and improving their balance and coordination through weekly classes. The knitting group produced blankets for sale in the *mecwacare* opportunity shops. They are so popular there is a waiting list for orders. All funds raised go back into services for people in our care. Some participants knitted beanies for premature and newborn babies as part of the Wednesday Ladies' Group. The beanies were sent to the St Kilda Mothers' Organisation and distributed to hospitals. A Café Carers group welcomed new members as we support carers with a cup of coffee and the opportunity to share stories.

Our podiatry service, which operates within the centre, experienced a major change in how clients access services, with people now required to use the My Aged Care website. Our podiatrist for more than a decade assists clients to navigate this process and now has many active clients attending the clinic on a regular basis.

Adjacent to the Barry Fenton Centre, the May Armstrong Centre has increased the number of opportunities and programs available to participants living with an ABI in the Stonnington area. Now fully refurbished, the centre provides an additional space to conduct strength training classes, computer classes and other activities chosen by participants.

Rivendell House (Pakenham)

Staff and participants at Rivendell House farewelled the centre manager after seven years in the role. Following an extensive search, we welcomed a new manager. With the rollout of the NDIS in the Cardinia region, we assisted families and clients with their transition to the service.

A new fitness trainer was welcomed to the team, with waiting lists to join the ever-popular strength training group continuing to grow. Rivendell House successfully achieved full accreditation in the June 2019 audit and will continue to provide programs, such as woodwork in the shed and planned activity groups, to people living in the Cardinia region.

Participants affected by an ABI attend *mecwacare's* Rivendell House for events and specific programs organised and supervised by our qualified staff. These enjoyable and therapeutic activities also provide respite for carers.

mecwacare's community services have spanned our 60-year history. From the decision to provide meals on wheels in 1960 to the establishment of the Community Bus Service in 1978 and the opening of the Bowen Street Centre (now Barry Fenton Centre) and Rivendell House in 1999, community services have provided opportunities for people to remain socially and physically active in group settings. In 2017, the newly renovated May Armstrong Centre in Malvern East was opened to increase the capacity for *mecwacare's* Disability Day Services, while three-day trips to regional towns as part of the Social Support Holiday Program have become a life-changing activity for participants who may be socially isolated.

Our Services

Housing Services

Community Housing

mecwacare's community housing program provides tenants 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 a shared garden, which fosters social opportunities. We hope that by providing quality, affordable housing for people having difficulties or at risk of homelessness this burden will be eased.

During the year, copper phone lines at the Sandringham units were cut to make way for the National Broadband Network. This provides tenants with faster internet access and more reliable phone lines, which assist them to remain socially active and connected to family and friends. Several units were fully renovated at the end of the 2018-19 financial year and all complexes have high occupancy rates. The beauty of these units is that they are disability and ageing friendly, allowing residents to live independently for many years.

mecwacare offers care and support services into the home for these residents, 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 in the future as we seek to provide more options for people who are financially and socially disadvantaged, such as those who have experienced financial hardship following a marriage breakdown that has left them with very little to support themselves or people who have been physically and mentally abused. Our units provide a safe and secure home close to shops and public transport.

Retirement Living

Our tenants have settled into their renovated units at the John Atchison Centre in Hoppers Crossing. The 10 retirement living units provide lifestyle options that combine independent accommodation and shared facilities, with priority access to care should needs change.

Construction of the Robin Syme Residences in Malvern commenced. This development will offer 31 independent retirement living units in the form of luxurious two and three-bedroom residences. Residents can enjoy stress-free independent living, with a range of communal facilities including a gymnasium, cafe, dining rooms and business lounge. Residents will live in comfort and style, with the freedom of choice to lead the life they want and the reassurance of access to long-term support, if required.

Due to be completed in mid-2020, residents at the neighbouring mecwacare Malvern Centre continue to watch the building site with interest as a giant crane dominates the Malvern skyline.

Pairing retirement living options alongside residential facilities creates a pathway of care for people transitioning to the next stage of their lives.

In 1995, mecwacare entered into an arrangement with the Community Housing Program to build independent living units on a section of Elm Road in Glen Iris for people who were eligible for public housing. A stronger focus on community housing resulted in the purchase of eight community housing units in Beaumaris and 27 new purpose-built units in Sandringham. These units, in addition to the 31 units in Elm Road, help address the growing need for quality, affordable accommodation for people over 65 or living with a disability, who are disadvantaged and have minimal assets. With the addition of 23 purpose-built units in Elm Road, officially opened by Federal Member for Higgins Kelly O'Dwyer in March 2016, the property now contains 44 one-bedroom units and 10 two-bedroom units, taking the total number of community housing units to 102.

Our Services

Corporate Services

Business Improvement

Our Quality and Risk team finished the financial year with 100 per cent compliance following 92 external audits and reviews. More than 30 per cent of audits were unannounced visits, while 10 successful re-accreditation surveys were conducted throughout the year. A full review of the new Aged Care Standards and Disability Standards was undertaken to identify opportunities for improvement in systems and processes. Consumer surveys were completed at all residential sites and compared to data published by the Aged Care Quality and Safety Commission, which identified that “response” was at the top end of data across Australia. During the past decade, the mecwacare influenza program has registered a 579 per cent increase in the vaccination of staff and volunteers. This demonstrates a clear focus on a safe, healthy and hygienic workplace.

Learning and Development entered into an agreement with Deakin University to host nursing students for workplace learning experience, with 41 students at seven of our residential sites. This initiative is in line with mecwacare’s commitment to provide further learning opportunities to potential staff and the broader healthcare network as we grow our services. Staff were offered the chance to attend a Mental Health First Aid course in recognition of the impact mental health issues have on people in their roles each day, reinforcing mecwacare as a mental health safe workplace. We achieved a 100 per cent success rate on tenders submitted, which resulted in mecwacare becoming the Home and Community Care Program for Younger People (HACC PYP) provider to an additional five local government areas.

Research projects continued to deliver improved workflow, service coordination, Carelink+ training, behaviour management, project management and numerous other positive outcomes which were achieved alongside external partner organisations.

Staff learning opportunities, including formal face-to-face training sessions and ad-hoc training in response to individual requests, continue to grow throughout 2018-19.

People and Culture

Substantial growth in the business required a new level of responsiveness to support the service demands and increased number of staff. Orientation sessions were rescheduled from fortnightly to weekly to manage the influx of new staff, resulting in a record 71 staff orientated in April alone. With the introduction of new services in the Gippsland region, the team spent a significant amount of time working out of the Inverloch office to ensure the engagement and orientation of employees was completed in time for the service to commence on April 1, 2019.

A direct care worker survey was undertaken to identify interest in permanent roles, with 40 per cent expressing interest. Work continues to optimise the rostering process, moving more staff to a permanent employment arrangement. An all-staff survey using international benchmarking provider Gallup generated a response rate of 60 per cent. The team looks forward to implementing any identified improvements throughout the organisation to continue our focus on high employee engagement and retention.

Our WorkCover premium continued to decline, ensuring mecwacare was well above the industry standard for the third consecutive year, with a continued focus on occupational health and safety and injury management.



Pictured: Left to right, Simon Price Centre staff Fadzai Sithole, Satvinder Bachhal and Anne Kenworthy.

Our Services

Corporate Services

IT and Building Services

Our IT team implemented systems and processes to improve the functionality and security of networks and online usage. This extended to staff safety with the rollout of the EziTracker mobile app system (see page 10) and the implementation of the essential eight maturity model, which improves cyber security.

The team spent time in the new Gippsland office to ensure all technology and software was ready for the first day of operations, while a telephony upgrade improved fault tolerance, call handling, reporting and customer experience. Regular desktop computer refreshments were conducted to ensure staff have the equipment they need to support them in their roles across the business.

Building Services formed a new Ancillary Services team to cover property, maintenance, procurement and contracts. This included the appointment of a Senior Manager, Property and Infrastructure, and two new administration assistants. Maintenance officers completed the Working from Heights training course, which consisted of theory and practical exercises, with a focus on falls prevention. Keeping our 27 buildings in top shape is a demanding role for the property and maintenance team.

Finance

Improving processes for a growing number of clients and staff has been our focus during the past 12 months. Particular attention has been applied to refining billing and collection processes, with the integration of source and accounting systems. Development of a Residential Aged Care funding assessment system and integration to the Medicare funding portal were accomplished. This enabled individual funding reconciliations for residents and ceased the need for manual Aged Care Funding Instrument (ACFI) claims. We also farewelled the General Manager of Corporate Services after more than seven years with mecwacare.

With growth in the National Disability Insurance Scheme (NDIS), the Finance team continues to improve the way it administers NDIS claims. Our managers have been supported through improvements in the accounts payable workflow and they have been able to access internal reports through the customisation of web-enabled management reporting. Developments in payroll included the ability for staff to access their payment summaries directly through the Australian Tax Office via the MyGov website.

Marketing and Fundraising

Our 60th anniversary celebration was one of the major highlights in a calendar packed with events, including the Annual General Meeting, Charity Golf Day, Barry Fenton Centre 20th anniversary and Volunteer Appreciation Day. Our history book was updated to commemorate the Diamond Jubilee and presented to guests at the anniversary event, which was attended by the Honourable Linda Dessau AC, Governor of Victoria.

We revamped our quarterly newsletter *mecwacare Matters* to give it a more contemporary feel and detailed stories about our residents, clients, staff and volunteers. Our presence on social media continued to grow with the addition of more profiles and stories on Facebook, Twitter and LinkedIn. We are excited about a new website, which is under development and due to be launched in early 2020.

On the fundraising front, our annual golf day raised a record amount and our two appeals generated money to help install the NBN in our community housing units and to build libraries in all of our residential aged care facilities. We secured a number of grants that will benefit the people in our care and the facilities in which we work. A flagpole was installed at the John Atchison Centre in Hoppers Crossing, renovations at Park Hill and specialised chairs for people living with an Acquired Brain Injury were among the successful submissions.

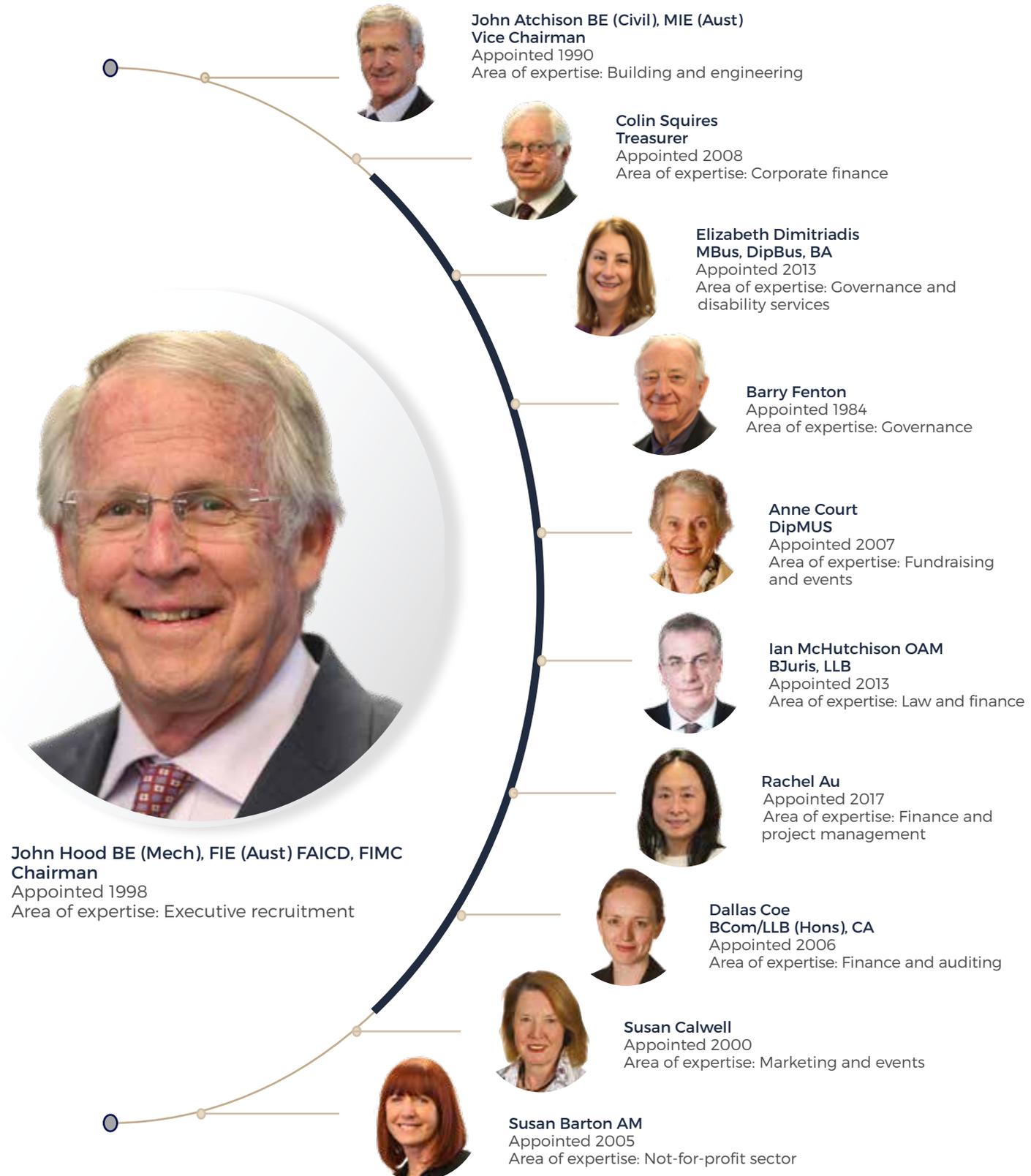


Pictured: Board Member Barry Fenton and wife Grace accepting his award for 30 years service at the annual Volunteer Appreciation event.

Our Governance



Board of Directors



Our Governance

Board Committees

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

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 client and resident 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, alongside ongoing continuous improvement, are key to remaining robust as a service provider.

Leadership Team

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



Pictured left to right: Leesa Conn, Executive General Manager, Business Improvement; Michele Lewis, Chief Executive; Linda Smart, Executive General Manager, Home and Community Services; Loretta Radge, General Manager, Residential Services; Susan Camilleri, General Manager, People and Culture; Neil Thorpe, Executive General Manager, Corporate Services, resigned in November 2018.

Our Governance



Strategic Plan

mecwacare's purpose is to enhance the quality of life for people who are aged and people who are living with a disability. We do this through the delivery of innovative, responsive and fully evaluated services in residential settings, community facilities and clients' homes.

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

As this is the last year of our current strategic plan, the following is a summary of our principal activities and our performance against each of them, demonstrating the significant growth across the organisation.

1. Deliver an excellent continuous consumer care and lifestyle experience

- We actively seek feedback from the people who use our services, their families and advocates, as well as our staff, government and other key stakeholders to ensure we are delivering the best services possible.
- We actively support older people and people with a disability, including people who are financially disadvantaged, across the full spectrum of services. These include community day programs and services such as podiatry, affordable housing, home care and support, respite care and residential care.

Staff

- In 2012, we had 850 staff and 250 volunteers
- In 2019, we have 1,800 staff and 450 volunteers
- Workplace Gender Equality Agency certification
- Culture and diversity analysis
- OHS4801 certification

Quality and Risk

- In 2012, we undertook 31 mandatory external compliance visits with 100 per cent compliance.

- In 2019, we undertook 92 mandatory external compliance visits with 100 per cent compliance.

Learning and Development

- In 2012, we had three nurse educators who offered 3,000 hours of education.
- In 2019, we have five nurse educators offering 10,000 hours of one-to-one learning opportunities plus more than 3,500 hours of mandatory training and online learning opportunities across all home care offices and residential facilities.
- We offered a strong clinical development program alongside customer service, lifestyle, choice and decision-making education to promote better health and wellbeing and to encourage person-centred care.

Information Technology

- In 2012, we had 100 computers across the business.
- In 2019, we have 433 computers across the business.

Opportunity Shops

- In 2012, we had three shops. In 2019, we have five shops:
 - Malvern
 - Malvern East
 - Windsor
 - Hawthorn
 - Malvern
 - Malvern East
 - Reservoir
 - Windsor

Refurbishments

- In 2012, we completed one significant refurbishment in Fisher Street.
- In 2019, we spent about \$10 million to complete 10 significant refurbishment projects and improve the client and resident experience. These occurred at:
 - Barry Fenton Centre (Malvern East)
 - Rivendell House (Pakenham)
 - Community Housing Units (Beamaris)
 - May Armstrong Centre (Malvern East)
 - Rositano House (Richmond)
 - Trescowthick Centre (Prahran)
 - Park Hill (Mornington)
 - Vincent House (Westmeadows)

Our Governance

Strategic Plan

2. Expand housing choices to enable aged and disability pathways

- O'Mara House (Traralgon)
- John Atchison Centre Retirement Living Units (Hoppers Crossing)
- In 2012, we had 44 community housing units.
- In 2019, we have 102 units:
 - 89 community housing units
 - 13 retirement living units, plus
 - 31 retirement living units under construction
- In 2012, we offered community housing in Glen Iris.
- In 2019, we offer community housing in Glen Iris, Sandringham and Beaumaris, and retirement living in Hoppers Crossing.
- We built:
 - Community housing units in Sandringham
 - Additional community housing units in Glen Iris
 - John Atchison Centre Aged Care Facility in Hoppers Crossing.
- New office refits:
 - Ballarat
 - Gippsland
 - Keilor
 - Malvern

3. Leverage our home care strengths for growth and in readiness for changing market conditions

- In 2012, we offered care to 6,500 home care clients and 70 disability clients.
- In 2019, we offer care and support to more than 15,600 home care clients and disability clients.
- In 2012, we had three home care offices in Melbourne.
- In 2019, we have five home care offices in Melbourne and regional Victoria.
- In 2012, we had three community centres.
- In 2019, we have four community centres.

4. Expand residential services to be an influential provider of choice

- In 2012, we offered residential care to 299 residents.
- In 2019, we offer 787 residential beds.
- In 2012, we offered residential care at three sites in Melbourne:
 - Glen Iris
 - Malvern
 - Prahran
- In 2019, we offer residential care at 11 sites across Victoria:
 - Caulfield North
 - Glen Iris
 - Hamlyn Heights (Geelong)
 - Hoppers Crossing
 - Malvern
 - Mont Albert
 - Mornington
 - Prahran
 - Richmond
 - Traralgon
 - Westmeadows

5. Become a significant disability provider

- In 2012, we had 70 disability clients in day programs and more than 100 clients in respite programs.
- With the rollout of the National Disability Insurance Scheme (NDIS), we increased our disability services to more than 600 clients.
- A new staffing model was implemented to address the changed NDIS environment with new roles such as liaison officers to work with clients to establish their care plans.

mecwacare will unveil its new Strategic Plan and initiatives in September 2019. In line with our well-established core values of Caring, Accountable, Respectful and Ethical, we remain committed to providing affordable, high-quality, safe and respectful care to some of the most vulnerable people in the community.

Our People



Annual Awards and Scholarships

Employee, Contractor and Volunteer Awards

Encouragement Award – Community – Sonja Benedos
Encouragement Award – Corporate – Muzammil Hussain
Encouragement Award – HNCS/HCP – Ann Horn
Encouragement Award – Residential – Cyril Dumangas
Long-Term Contribution Award – Julie Anderson
Support Services Award – Carol Heffernan
Administrator of the Year – Corporate – Elpi Vagas
Administrator of the Year – HNCS/HCP – Sandra Durant
Administrator of the Year – Residential – Tracey Haverkort
Administrator of the Year – Community – Karen Bennett
Learning and Development Award – Cherry Alviz
Carer of the Year – Amanda Sheldon
Contractor of the Year – Glenda Roberts Interiors
Volunteer of the Year – Pat Gaffney
Employee of the Year – Parul Sharma
Chief Executive Leadership Award – Leesa Conn
Chief Executive Team Award – Simon Price Centre Kitchen

Board of Directors Scholarship Program Recipients

Cheryl Shannon	Diploma of Government Investigations
Emma Sampson	Diploma of Nursing
Max Ha Kow	Manage People Effectively Course
Namgyal Chozom	Certificate IV in Leisure and Health
Nicholas Simpson	Conflict Resolution and Mediation Course
Paula Farfan	Bachelor of Nursing
Reji Cherian	Graduate Diploma Nursing
Snez Angelkovic	Prince 2 Project Management – Foundations and Practitioner Course



Tracey's dedication

mecwacare's Tracey Haverkort has been an integral member of the team at mecwacare O'Mara House for more than 30 years. She is responsible for rostering staff, reception and administrative duties, and has demonstrated great leadership during periods of change in management. Tracey has built wonderful relationships with the residents over many years, going the extra mile to ensure residents, their families and staff have any issues resolved quickly. Tracey's longevity at the Traralgon aged care facility is a fine example of staff dedication.

In 2019, Tracey won the Administrator of the Year (Residential Services) Award at mecwacare's Annual Employee, Volunteer and Contractor Awards, acknowledging her outstanding commitment to uphold mecwacare's vision and values. When a resident is feeling anxious, Tracey has been known to take them for a chat and walk through the centre. She enjoys taking people on tours of the centre and makes the most of mecwacare's many training opportunities to improve her skills, passing on her knowledge to other staff members to inspire continuous learning and improvement.

Tracey is often the first face people see as they enter the home. She has excellent customer service skills and residents say she is their "little ray of sunshine".

Our People

Volunteers

mecwacare's 450 volunteers are an asset to the organisation, with 38,000 hours of service provided during the 2018-19 financial year. mecwacare would not be where it is today without their generous contribution in all areas of the business, especially in roles that enrich the lives of our residents, clients and participants.

In May 2019, we held our annual Volunteer Appreciation Event at The Gables to highlight how important each volunteer is to the organisation. This provided an opportunity to recognise volunteers who reached service milestones, including 35 years. With the uptake of services in Gippsland, mecwacare embarked on a major campaign to transfer the regional volunteer groups of Leongatha, Foster and Korumburra across to our organisation. We welcomed more than 100 volunteers who will continue their selfless work delivering meals to clients in the Gippsland region.

Opportunity Shops

Our five opportunity shops, each with their own unique personality, continue to provide the community with a bargain shopping experience. All money raised goes directly into programs and services for the more than 15,600 people we support in the community.

A range of themed sales were a hit at the stores in Malvern, Malvern East, Windsor, Hawthorn and Reservoir throughout the year and the volunteers who expertly man the shops each day continue to dress the front windows to showcase all the great items on offer, including collectibles. These hard-working volunteers are the face of mecwacare in the community. Their involvement demonstrates our values by encouraging people from all demographics and backgrounds to join the team. Gender equality, cultural diversity and age range are evident upon entering any one of the stores.

There was a focus during the past 12 months on the customer experience, which included balancing the core elements of convenience, quality, window dressing and most importantly, customer engagement. We welcomed a new coordinator to the East Malvern Opportunity Shop, which will celebrate its 50th anniversary in November 2019.



Our Volunteer of the Year

Pat Gaffney received mecwacare's Volunteer of the Year Award at the annual Employee, Volunteer and Contractor Awards ceremony. Pat is passionate about volunteering and has been an integral member of the team at the East Malvern Opportunity Shop since 2006. Pat curates the jewellery received in-store and often speaks to local jewellers about the value of donated items. She enjoys chatting to donors, highlighting their role in helping us support the community with their generous donations.

Pat spends many hours with local jeweller Sam Cranstoun, who together supply a steady stream of quality jewellery for sale at the shop. Pat's knowledge of jewellery makers and quality pieces appears endless. She has a real passion for the shopping experience and discussing fair prices with customers. Pat is a local icon and makes Friday afternoons the busiest weekly shop time. Customers and keen collectors visit so they can speak to Pat and discover a bargain, and her long-term contribution is a fantastic advertisement for what can be achieved by someone with a joy for something unique.

Our People



Staff and Volunteer Recognition

30 Years

Pamela Boekel

25 Years

Elpi Vagas

20 Years

Carol Jewell
Darren Murrell
Glenda Jennings
Linda Bodsworth

15 Years

Amanda Stapleton
Anh Nguyen
Catherine Snibson
Christine Oliver
Dusica Civisic
Elke Tunsch
Glenda Hampson
Julianne Telfer
Loreto Moore
Maree Pritchett
Maragret Tilley
Maria Bono
Pamela Johnson
Pedro Jovel
Rodica Balutescu
Ropafadzo Vengesayi
Ruth Fenki
Sally Wong
Sharon Appleby
Sima Garfield
Stephanie Xydias
Suzanne Lucas

10 Years

Susan Miglas

5 Years

Alison Birchall
Amanpreet Kaur
An Luo
Azeb Tekalgen
Belinda Mackay
Benjamin Schuback
Bharati Sharma
Bheem Beeharie
Catherine Beaty
Chantelle Keven
Charmaine Cubric
Chi Lau
Chris Xin
Christa Crowe
Christine Redgen
David Hartanto
David Smith
Deanne Sobey
Debra Douglas
Dianne Saunders
Dilani Tissera
Divya Vijo
Drew Constantine
Eileen Ebert
Ely Kendell
Elzbieta Kalinowski
Estela Acosta
Fiona Morrison
Fotini Yovanche
Glenia Zuniga Orozco
Hafso Abbi
Harpeet Kaur Sandhu
Helen Isaacs
Huiying Li
Isatu Sheriff
Ivan Kovacev
James Sweeney
Jan McDonald
Janice Taylor
Jennifer Coombe
Joanna Tabakoff
Jonie Ma'U
Joyann Boyd
Judith Plummer

Julia Little
Julie Arnott
Junmei Qiu
Karen Bennett
Katarzyna Durlik
Kathryn Hunter
Kathryn Marinis
Kerrie Hardy
Kieh Ing Wong
Kristy-Leigh Sim
Kylie Hall
Lisa Cartmel
Majella Bowen
Manpreet Kaur
Margaret Knight
Mark Petalas
Mary Porter
Megan Lasmanis
Melissa Hart
Michelle Rojas
Miranda Kellett
Mong Doan
Monica Reyes
Mui-Hoon Woolard
Nikita Dickman
Ram Raja Basnyat

Rhonda Weinert
Rosalyn Palacio
Rosemary Williams
Sabita Lamichhane
Samantha Hufer
Samantha Wilson
Sameer Kumar
Samuela McKenzie
Sapna Shrestha Gurung
Sarah-Rose Modgil
Sarwat Alfred
Shalani Nishadika Fernando
Sharon McCormack
Sheree Kelly
Sherryn Phillips
Simeon Biderovsky
Sondra Ash
Suzanne Costigan
Suzanne Lentini
Tanija Vasilj
Thi Hong Hoa Do
Timothy Adams
Wendy O'Connor
Wilfred D'Santos
Yazmin Herrera

In 1959, the foundations of *mecwacare* were built by a group of volunteers concerned about the ageing citizens of Malvern. While these volunteers were integral to the early days of providing support and care in the community, a number of generous individuals continued to be part of *mecwacare* and campaigned for better living conditions, greater capacity to assist others and to improve the options available. During the past financial year, we lost two of our Life Governors. They were revered for their dedication and passion as Board Members and their hands-on work in the community. Their legacies have set the course for our continued expansion and ongoing reputation for excellence. See page 32 for tributes.

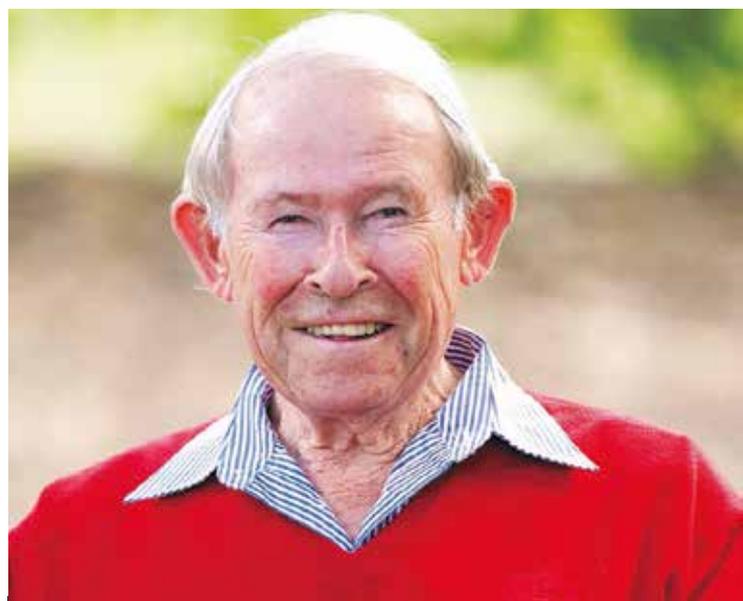
Our People

Tributes



Joy-Waller-Ogden

Life Governor and long-time supporter Joy Waller-Ogden passed away on April 23, 2019. Joy had a profound effect on the organisation, devoting most of her life to helping people in need, including 29 years on the *mecwacare* Board of Directors – two terms as Chairman, seven terms as Treasurer and six terms as Vice Chairman. She was instrumental in the early days, setting the foundations for what the organisation is today. Joy was appointed Life Governor at the 1993 Annual General Meeting and was due to receive an award at *mecwacare*'s Volunteer Appreciation Event in May for 55 years of voluntary service, the longest commitment in *mecwacare*'s 60-year history. Joy was a strong advocate of clubs for the elderly. A lack of facilities in the Malvern area sparked her into action and it was at a crowded meeting of 68 people at her own home that the East Malvern Senior Citizens' Club was formed in 1968. Joy became a member of the organisation and soon persuaded the committee to start a second opportunity shop in Waverley Road. Our East Malvern Opportunity Shop soon opened in 1969 and will celebrate its 50th anniversary later in 2019.



Simon Price OAM

Life Governor Simon Price passed away on February 15, 2019 at the Malvern Centre. Simon joined the *mecwacare* Board of Directors in 1991, was Vice Chairman from 1994 to 2003 and remained on the Board until 2008. Following his tenure, Simon was appointed Life Governor at the Annual General Meeting in 2008. Simon's leadership and expertise helped guide the rapid expansion of *mecwacare*'s services across Victoria.

In 2010, he received the Medal of the Order of Australia for his services to the community, significant recognition that acknowledged his selfless approach to helping others. In 2016, *mecwacare* named its newly acquired residential aged care facility in Mont Albert the Simon Price Centre at a ceremony that included his family and other Life Governors. Simon and his wife Jane, who passed away in April 2018, were generous donors and supporters of *mecwacare* for many years and regularly attended events and celebrations. They married in 1956, dedicating their lives to supporting the community and *mecwacare*'s residents, clients and participants. Simon's legacy will continue at *mecwacare* as we not only bid farewell to a stalwart of the organisation but to a kind and caring man.

Our People



Community Support and Partnerships

Individual

Alison Sprague	John Batt AM
Ann Sylvester	John Hood
Anne Court	Kathleen Peace
Ava An Hwa Wu	Leif Lie
Barbara Neilson	Louise Gourlay
Barry Peake	M Farrant
Barry Rogers	Margaret Oulton
Carol Kelly	Margaret Taylor
Caroline Brain	Maria Arends
Colin Squires	Michele Lewis
Deirdre Barnett	Olive Williams
Don Carmichael	Paul Mullaly
Eric Easton	Peter and Peggy Glenning
Ewen & Aldyth Tyler	Peter Lemon
Frederic Russell	Peter Pethebridge
G R Sellars-Jones	Phyllis Jones
Geoffrey Cruickshank	R Palmer
Geoffrey Thomlinson	Robert Tadgell
Geoffrey Webb	Robin Syme
Geraldine Russell	Sue Manton
Gordon and Lesley Spence	Susan Camilleri
Ian Ross	Valery Edwards
Jenny Poolman	W A Morris
Jim Campbell	W H and E A Melbourne
Joan Donaldson	Wendy Taylor
Joan Gibbs	William Lewis

Trusts and Foundations

Australian Communities Foundation
Bridget Monaghan Trust
Bunnings Hoppers Crossing
Department of Veterans' Affairs
Department of Industry, Innovation and Science
Joan Lavender Charitable Trust
Lord Mayor's Charitable Foundation
Mazda Foundation
Stonnington Council
William Angliss Foundation
Windsor Community Bank Branch - Bendigo Bank

Corporate and Community

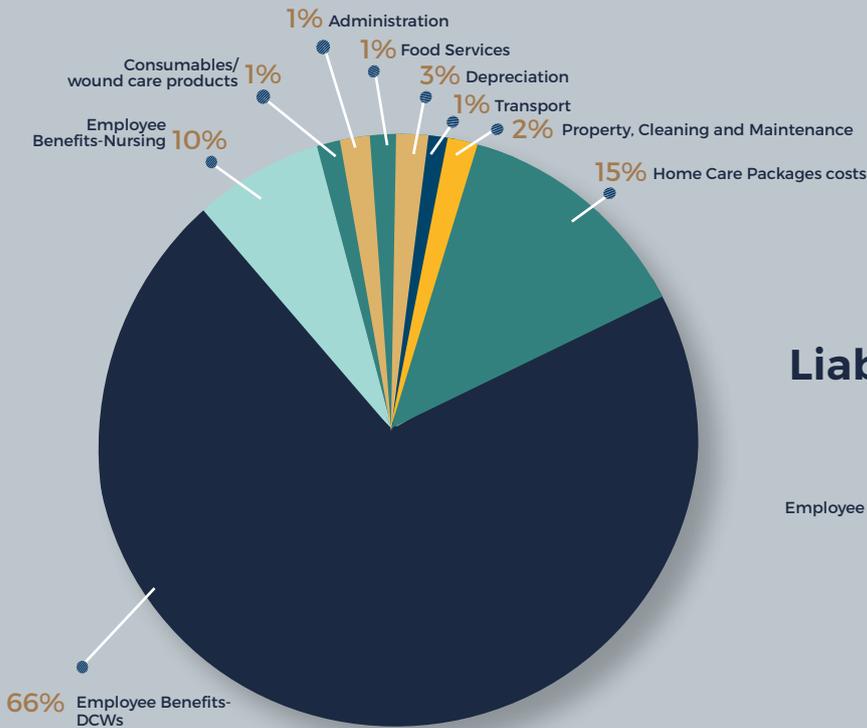
Accru Melbourne
Aged Care Online
Amicum
ANZ
AON
Becon Construction
Cova Thinking Pty Ltd
East Malvern Community Bank - Bendigo Bank
Ernst & Young
Felix Relocations
GormanKelly
Hesta Super Fund
HWL Ebsworth Lawyers
Medirest
Medsafe
Michael Page International
Moores
Norden Conversion
Professional Advantage
PTA Architecture
Sheen Malvern
SJM Developments
Stonnington Toy Library
Supercare Aged and Health Services
Telstra Health
Toyota Chadstone
Tradewind Australia Pty Ltd
United Physiotherapy Group
Whitehorse City Council

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.

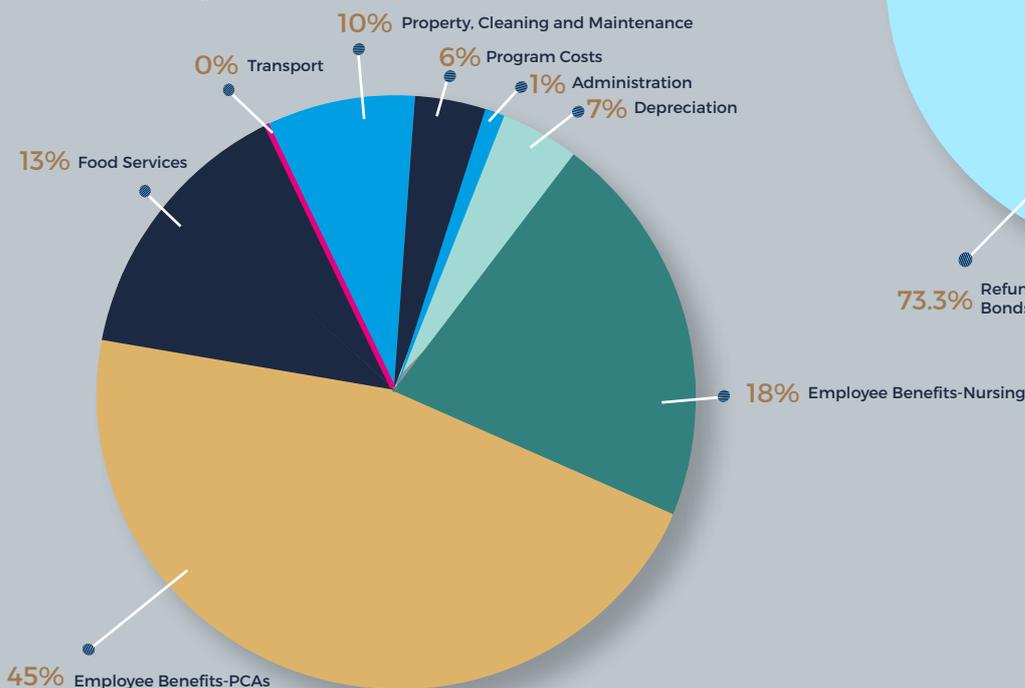
Financial Statement

Expenses

Home and Community Care



Residential Aged Care



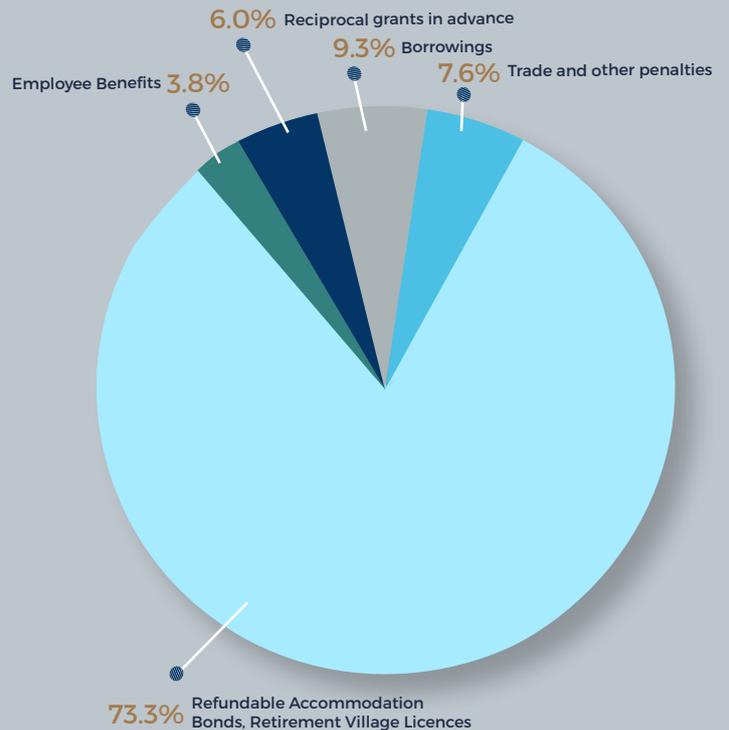
Assets

\$269 Million

Revenue

\$114 Million

Liabilities



60 years of supporting the community

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

Admissions

P 03 8573 4812
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
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 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

mecwacare Jubilee House
52 Northcote Avenue, Caulfield North
P 03 8567 8288

Home and Community Services Intake

P 03 8573 4980
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 5945 0888

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

Geelong Region
P 03 5240 7890

Warrnambool Region
P 03 5333 0900

Gippsland Region
14 Reilly Street, Inverloch
P 03 5671 6888

Home Care Packages

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

Community Housing Services

P 03 8573 4888
E enquiries@mecwacare.org.au
Glen Iris
Beaumaris
Sandringham

Retirement Living

P (03) 8573 4816
E enquiries@mecwacare.org.au

Hoppers Crossing
Malvern (opening mid-2020)

Community and Disability Services

E community@mecwacare.org.au

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

Opportunity Shops

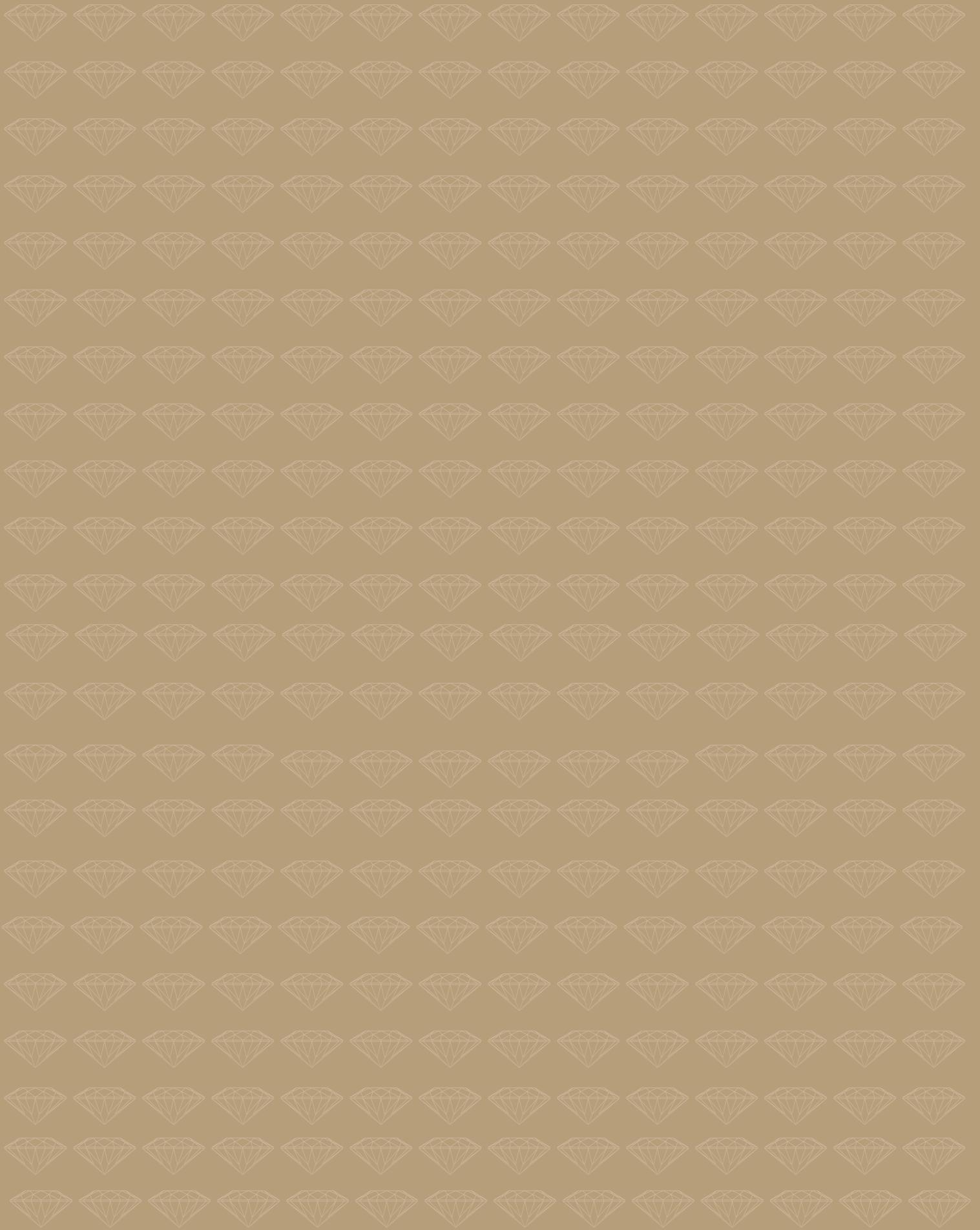
E: enquiries@mecwacare.org.au

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



mecwacare

www.mecwacare.org.au

Freecall 1800 163 292

