

mecwacare



*Live your
best life!*

ANNUAL REVIEW

2021-2022

Who we are

mecwacare is proudly a not-for-profit, non-denominational charitable organisation with a dedicated history of supporting Victorians for more than 60 years.

We partner with older Victorians, people living with a disability and those facing disadvantage to support them to live fulfilling and purposeful lives. Our values inform the care we provide across residential, community and in-home nursing, care and support services for the elderly and people living with a disability.

We respect our history and continue to be inspired by the dedication of our founders, a small group of volunteers concerned about the elderly and vulnerable in their community. In 1959 we formally became the Malvern Elderly Citizens Welfare Association (MECWA). In 2007, we changed our name to mecwacare; the name represents our focus as we continue to grow into a major provider of aged care and disability services across metropolitan Melbourne and regional Victoria.

OUR PURPOSE



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

OUR VISION



Enhancing life changing experiences with our community.

OUR VALUES



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

OUR COVER: Sean, a disability services client at mecwacare's Fisher Street Centre.

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Board Chair and Chief Executive Report

Ian McHutchinson, Board Chair and Michele Lewis, Chief Executive



In a rapidly changing environment, mecwacare maintained its enduring commitment to our values and our focus on providing care and support for residents and clients to protect and enhance their health, wellbeing and safety. We strive to empower residents and clients to live their best lives.

The mecwacare Board Strategic Plan continues to guide the development of our care and support services and programs.

Our ongoing commitment to accountability and transparency saw mecwacare meet and exceed the standards within the residential aged care sector. We commenced quarterly reporting of quality indicator data, including details for falls and fractures and medication use, building on our existing reporting for weight loss, pressure injuries and use of restraints, meals and supplements, staff costs and improvement activities. Across our services, mecwacare has remained fully accredited in all services, including in our commitment to health and safety.

The COVID-19 pandemic continued to present challenges for our residents and clients, their families and friends, and of course, our staff who have had to persevere through adversity and remain diligent at all times while continuing to provide outstanding care. We are thankful for the enduring efforts of our staff, who worked through a constantly changing pandemic environment, ensuring our response met higher standards than those outlined in regulators' guidelines.

mecwacare took a cautious and proactive approach to infection control, lockdowns of facilities and management of services during the pandemic, constantly balancing the risk to the residents and clients of COVID-19 infection, alongside the fierce emotional side effects experienced through the loss of

regular contact with loved ones. Lifestyle programs were crafted with skill and thoughtfulness; however we know that holding hands and enjoying the companionship of a loving partner, child or lifelong friend is paramount and irreplaceable.

Growth in demand for our services, including in communities such as Ballan in Western Victoria, and on the Barwon and the Surf Coast has been significant and consistent. New post COVID-19 challenges have emerged as we have faced difficulties in finding new staff and supporting our existing staff who have had their own personal experiences with COVID-19. We have been fortunate that many have consolidated their working time with mecwacare.

We continue to expand the reach of our services and will soon launch new premium aged care developments in Mont Albert and in Ballan in regional Victoria, continuing our reputation for excellence in facility design and construction and the delivery of resident and client care.

mecwacare remains committed to fulfilling our ongoing social responsibility and to reducing our environmental impact. In each mecwacare facility and our offices, we are addressing water retention strategies, using safe chemicals, utilising carbon neutral supplies, purchasing hybrid vehicles and adopting many more sustainability-focused interventions. We have installed solar panels and energy efficient lighting, among other measures to reduce our carbon footprint. You can read more about this later in this report.

We welcome the Royal Commission into Aged Care Quality and Safety's wide-ranging recommendations for reform of aged care services and systems. The Australian Government continues to respond to these findings through changes to policy and legislation. We are proactively

engaged in this process, and we actively monitor and respond to developments to ensure we continue to set the benchmark in delivering quality care to residents and clients and in meeting our legislative and regulatory requirements.

Our team's ongoing dedication to the highest standards in their work is recognised and valued by the Board. We thank everyone for their hard work and commitment to delivering high-quality care and service levels. These efforts are a great reassurance to the families of our residents and clients.

We acknowledge the professionalism, skill, knowledge and experience of our Leadership Team; their work to maintain our organisation's achievements and direction and to ensure the ongoing delivery of high-quality services underpins our success, particularly in the face of recent adversity.

We thank John Hood for his service and dedication as Chair of the Board. He provided more than a decade of expert guidance to the organisation and we wish him well in his retirement. We also extend our gratitude to Barry Fenton whose support and encouragement to mecwacare over decades as a volunteer and Board Director will be greatly missed in his retirement.

Vale Mr Jorgen Elstoft

We are sad to mark the loss of Jorgen Elstoft, life governor of mecwacare; he gave many years of support and guidance to the Board and our team. Jorgen was an avid reader with vast interests and great intelligence. Together with his wife Jenny, he set up the libraries at the Noel Miller Centre and at Elstoft House, donating many wonderful books to appeal to many readers. We will miss him.

This Annual Review provides a snapshot of our work to deliver on our creed: "Caring is at the heart of everything we do."

2021-22 Snapshot



1 age of our youngest home care client
(Bacchus Marsh)

105 age of our oldest home care client
(Templestowe Lower)

103 age of our oldest aged care resident
(Vincent House, West Meadows)

87

nationalities

100

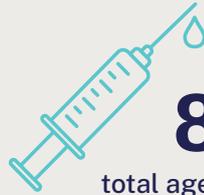
languages

our diverse workforce is made up of staff from across the world



1,809

total number of staff at 30 June 2022



82%

total aged care residents who chose to be fully vaccinated against COVID-19



93.56%

supported or concessional clients



440

volunteers

despite the COVID-19 pandemic, our dedicated volunteers remained active



7,987

wellbeing checks completed in home care, community and affordable housing services



249,388

number of occupied bed days in residential services



985

solar panels installed across our aged care homes



220 tonne reduction

estimated annual cut in carbon dioxide emissions thanks to rooftop solar panels

** rooftop solar panels are in place across ten sites.*



11,681

pain checks completed in our aged care homes using a pain assessment app



62,002

meals delivered to home care clients



350,400

bananas served in aged care homes



1,606

kilograms of Weetbix served in aged care homes



62,400

pieces of fish served in aged care homes



60%

peak increase in monthly sick leave hours*

** higher levels of sick leave hours coincided with increased COVID-19 case numbers in the community in July 2021 and January 2022*



427,772

hours of personal and respite care delivered in home care and community services

Our COVID-19 Response

444,860

Rapid Antigen Tests
for residents

2,135,000

N95 and surgical face masks

The COVID-19 pandemic continued to heavily impact on mecwacare's services, with our response focused on infection control processes in a constantly changing environment; adapting to new legislation, best practice guidelines and information provided by regulators; and protecting the health and safety of residents, clients, participants, volunteers, visitors and staff.

The physical health and safety of our residents, clients, participants and staff is always a priority. Inseparable from this is the ongoing mental health and emotional wellbeing impacts of the pandemic on the people we care for and support, as well as their families and friends.

Lockdowns in the residential facilities and day centres were needed over the past year, usually averaging a minimum of ten days and sometimes being for over three weeks. To prevent outbreaks, we continued to Rapid Antigen Test all visitors to the services and all staff, in the hope of preventing potential outbreaks. We have sent many people away.

Staff across all the services looked to provide greater support to clients and residents, being innovative and thoughtful to specific needs, always there to provide a comforting hand, make a regular call, sit and talk or participate in activities to distract and ease the concern of residents. Often in the last months or years of their life, COVID-19 has caused residents to worry and fear for their families and loved ones or themselves, rather

than spending time reflecting on the past, the joys, pains and what ifs.

The upside of the lockdowns and the regular vaccination programs, testing of people and anti-viral medications, the infection control strategies and full protective clothing is that few people within mecwacare are being seriously impacted by the disease. All our mitigation strategies are resulting in better outcomes. As we head towards the spring of 2022, we are experiencing easing of the infection rate and hope the end of this pandemic is near.

Infection control and COVID-19 planning

Drawing on all that staff have learned since the outbreak of COVID-19, we actioned information provided by an infection control consultant and reviewed our policies, procedures and work instructions, with a particular focus on practices. We streamlined risk assessment and control processes across the organisation.

All facility managers and clinical care coordinators undertook Infection Prevention and Control Lead training. All staff were actively engaged in training to optimise their skills and safety.

COVID Safe Plans were constantly reviewed in response to the ongoing changes to Pandemic Orders. The Plans cover risk controls to ensure the safe and uninterrupted delivery of care and services. Standardised COVID-19 safe practices signage, access control and temperature testing equipment was installed at all mecwacare sites.

The COVID Outbreak Management Plan for Home and Community Care Services was reviewed and updated to enhance accessibility and understanding for home and community care staff, and to clarify requirements for reporting a positive case among home and community care staff, clients or other members of their household.

mecwacare worked closely with the Royal Flying Doctor Service to roll out our mask fit testing program. The initiative focused on reducing the risk of harm through effectively using respirators by matching the right personal protective equipment to individual staff. All field and residential staff were required to wear personal protective equipment and masks and complied with changes in guidance related to Rapid Antigen Testing, as needed.

Virus management and response

The influenza (flu) virus returned to present new challenges, with residents over 65 at significant risk of health complications. Vaccination for high-risk groups continued to be an effective tool to help minimise the impact and spread of infection.

We reviewed our influenza vaccination program and roll-out with recommendations first implemented at Ballan through the on-site medical clinic, at the Noel Miller Centre in Glen Iris, Corporate Services and the Malvern Centre. Flu vaccinations were available to residents at all our residential aged care homes, in line with government regulations. Additionally, we rolled out our highly successful voucher program to enable staff and volunteers to obtain a flu vaccination at their local Chemist Warehouse. Over 385 mecwacare staff and volunteers received their flu vaccination through this initiative. To further encourage flu vaccination, reimbursement was available for people who received their vaccination at a pharmacy or general practice.

Heightened infection control procedures boosted our ability to manage other viruses, including influenza and gastroenteritis. Across all services, our staff remained vigilant in following infection control and hand washing guidelines to protect their wellbeing, as well as the health and safety of residents and clients.

Residential Services

249,388
occupied bed days

9,567
online and face-to-face
training sessions

Never before has it been more important to focus on the most important pillars of care and service provision, from infection control to specialised care, mental health and wellbeing and nutrition and hydration.

We have implemented new technologies and communication applications to support connectedness for residents and families, to support infection control strategies and to better manage resident care, including a new pain recognition app.

We have grown our service offering in Ballan, welcoming two new facilities into the portfolio and supporting the achievement of record resident occupancy on the site.

Annie's Court Shoreham

Since acquiring Annie's Court in early 2020, mecwacare has funded a significant update of the home, including renovating and repainting communal areas, updating the hair and beauty salon, adding new flooring, carpets and new lounge spaces, creating an all-new café and renovating the dining area, and adding a new library space. Annie's Court is now a beautiful facility ready to welcome new residents into the home with a new management team and clinicians. The residents who lived through the renovation have offered great praise and encouragement to the team, having enjoyed interacting

with a range of people undertaking works in the facility. Residents noted they didn't need a lifestyle program when they had workers to converse with and when they were enjoying watching them at their craft. Residents are now keen to see the newly refurbished rooms filled with new residents.

In May 2022, we held the opening event for Annie's Court. At the event, Michele Lewis, mecwacare Chief Executive, paid tribute to long-serving Board member Anne Court, whose name is recognised and honoured at the site.

Malvern Centre

A range of new initiatives marked a busy year for the Malvern Centre, our premier aged care site. The easing of COVID-19 restrictions enabled residents to enjoy afternoon tea gatherings where new friendships could be formed. Several new activities, including art classes, boosted resident engagement.

An investment into room refurbishments saw many bedrooms and bathrooms receive modern upgrades, giving residents a better quality of life and more comfortable living arrangements.

Trescowthick Centre Pahran

This year, Trescowthick Centre residents worked with students from Auburn High School in Hawthorn East on an intergenerational storytelling project. The initiative saw students pair up with residents based on shared career interests. The students worked with their buddies to create a video about the older person's life. Swinburne University also joined the project to explore the program's benefits and how intergenerational friendships help people of both generations.

Vincent House Westmeadows

The residents of Vincent House enjoyed a range of new activities this year, including Milkshake Madness, an opportunity to get together and socialise while enjoying healthier milkshakes fortified to provide additional nutrition. This lovely garden-set home boasts 100% occupancy due to the best of care provided by an excellent manager and a loyal team.

A new government-funded initiative saw additional support for physiotherapy at Vincent House, with residents attending classes to improve fitness and physical strength to minimise the risk of falls. Participating residents attend an exercise session twice a week with the goal of the program to help residents become more confident and independent in their activities.

John Atchison Centre Hoppers Crossing

With a strong focus on supporting residents' mental health, the John Atchison Centre joined the Better Place Australia Psychological Services Program for Residential Aged Care Residents. Funded by the North Western Melbourne Primary Health Network, via the Commonwealth Government, the program improves access to mental health services for aged care residents. Skilled, qualified clinicians deliver services at no cost to residents.

Positive health initiatives included an improved and expanded exercise program that supports participants in maintaining muscle strength and function: program activities include seated yoga and tai chi.

Squires Place Altona North

Upgrades and renovations to Squires Place have increased the site's bed availability to more than 60 residents, with all rooms having been refurbished with new carpets, curtains and ensuites. There is a range of room size options and a few suites for one or two people, with personal lounge spaces to enjoy with friends and family. The upgrade focused on maintaining high levels of resident care and enhanced infection control.

After acquiring the home in early 2021, residents and staff have comfortably transitioned to being a valued part of the mecwacare family.

O'Mara House Traralgon

The Traralgon team focused on building a wonderful resident culture and healthy workplace.

Thanks to the generosity of the Keith Chenhall Charitable Trust, established by Mr Chenhall, a Traralgon local in 2002, a new HUR Leg Press is in place at mecwacare's O'Mara

House. The leg press is an automated exercise machine that helps residents to safely build muscle strength in their legs, hips and buttocks. While the machine is easy to use, thanks to instructions and guides presented on a digital touchscreen, staff attended two training sessions covering the safe use of the equipment. The Manager tried the equipment and then a competition commenced between residents and staff to work out on the machine. It is an enjoyable piece of equipment that really supports the maintenance of balance and independence for residents who want to stay as fit as possible.

Elstoft House Geelong

A focus on "greening" Elstoft House saw the installation of solar panels, helping to reduce electricity use through the facility. Acquiring a new bus has enabled residents to travel to additional social activities. This year, residents have attended outings every week, including a visit to Edgar's Mission, a not-for-profit animal sanctuary. The success of social outings has improved resident morale, with people talking about their enjoyment of activities for weeks

afterwards. The Coffee Club has been active since the new coffee machine was installed, with the regular event supporting residents and staff to form new friendships.

Noel Miller Centre Glen Iris

The Noel Miller Centre has been refurbished in unit one, expanding the lounge room to more comfortably accommodate the residents of the unit. We have commenced updating the ensuite bathrooms with more than 70 of the 145 bathrooms completed. New carpets and curtains have been installed and all-new furniture has been added across the facility, providing a more welcoming and homely interior. The significant investment has improved resident comfort, as well as the aged care home's aesthetics. Additional upgrades include a new cooling and heating system in the main dining room and the refurbishment of the home's kitchen.

Residents enjoy social gatherings thanks to the regular Café Club, as well as weekly chair-based Zumba exercise groups. Feedback from residents highlight the popularity of the exercise activity, as well as improved physical and mental health experienced by participants.

Rositano House Richmond

This facility achieves 100% occupancy all year as the residents and their families continue to share positive feedback about the excellent clinical care, highly enjoyable lifestyle program and enjoyable social activities available at Rositano House. The encouraging comments have helped to support staff resilience through a challenging time in the aged care sector and have made this a number one place to live in. A new lift has been installed on site.



Lucy Chapman, Facility Manager at mecwacare's Vincent House, is driven to impact residents' lives positively: "I want residents to be independent and empowered, to feel we respect their decisions about their lifestyle and the care they receive."

Lucy has a long history with mecwacare and previously worked at our Simon Price Centre in Mont Albert.

"My residents always come first, and I welcome them and their families talking with me. I'm constantly getting feedback; it's important they feel listened to and that we build trust with each other."

Our Vision for Design Excellence

mecwacare's extensive building and refurbishment program reflects our commitment to investing our profits into delivering high-quality care services and infrastructure. Our new aged care homes are modern facilities that display excellence in design and deliver comfort and security for every resident.

New developments and fully renovated homes feature spaces designed for connecting and sharing wonderful experiences with new friends and family. Work on major redevelopments continues, including on the Simon Price Centre in Mont Albert and John Hood Terrace in Richmond. We also completed significant upgrades to many of our aged care homes. Looking to the future, we will deliver a major expansion to the services and care we provide to the Ballan community. *Read more about Ballan on the following page.*

Robin Syme Malvern

Our premiere retirement development is an award-winning facility designed to support residents to age well, live healthy and enjoy a luxury lifestyle. Featuring stunning fixtures and a range of high end features such as a gym that support an active life, Robin Syme Malvern welcomes residents to live their best life. *For more information, see page 18.*

Simon Price Centre development



Squires Place

In March 2021, we took ownership of this Altona North aged care home. mecwacare began a major renovation and extension, investing to create a modern home with 60 beds, a café, library, hair and beauty salon, cinema, spacious dining and multiple lounge rooms. Residents can now enjoy larger rooms and modern bathrooms. Squires Place boasts inviting garden areas for residents to relax and entertain guests. The home is named after long serving mecwacare Board Member and Treasurer, Colin Squires.

John Hood Terrace

Located on the site of the former Richmond Hill Hotel on Church Street, Richmond, this premium aged-care development aims to restore the triple fronted Victorian terrace back to its original heritage features, with beautiful chandeliers and graceful large rooms reflective of the building's original period features. The site was originally home to a general practitioner who provided care to the local community. This aged care destination, due to be completed in mid-2024, will welcome more than 80 residents who will have access to high-quality care from qualified nurses and a full care team.

Prior to demolition of the old outer accommodation buildings, mecwacare took the opportunity to recycle and re-use many items from the former hotel, including furniture, lamps, vacuum cleaners, ovens, microwaves, washing machines and clothes dryers, fire extinguishers, mops, brooms and more.

The site is close to public transport, shopping, restaurants and cafés on Church Street and Bridge Road. The development will feature an on-site café, wellbeing salon, cinema, library, reading room, lounges and dining areas and a private dining room for family celebrations.

The new development is named in honor of Mr John Hood, mecwacare's Life Governor, who served on the organisation's board for 23 years.

Simon Price Centre

This luxury 100-bed aged care home is due to be completed in mid 2023. The new development will replace the aged care facility which we closed due to old age; the original facility opened in 1978 and was well-loved and well-used over its 44 years. Community expectations of care homes and amenities have evolved significantly; we hope the new facility will take the community well into the coming decades.

The new Simon Price Centre will feature wonderful views of the area's surrounding suburbs, including Doncaster, Box Hill and the hills beyond. Some rooms have lovely views of internal gardens. All the rooms are large and have access to the outdoors with a balcony or garden, inviting residents to bring their special pieces of memorabilia. On the upper floors there are beautifully appointed resident suites with long balconies, perfect for couples or people who wish to create a home where care is available.

There are a range of spacious lounges, light-filled dining areas, a cinema, café, library and hair and beauty salon. Car parking and hospitality services will be located on the lower ground level to minimise their impact on the surrounding green environment.

This \$40 million project is a significant investment into aged care services. Simon Price Centre carries the name of long serving mecwacare Board Member and Life Governor, Mr Simon Price.

You can find out more about future developments by reading our mecwacare Matters newsletter or visiting our website.

Boosting our Commitment to Ballan

In December 2021, mecwacare acquired Ballan Health and Care Services. The medical clinic, hydrotherapy pool and gym deliver vital health and wellbeing services to the local community.

The medical clinic provides access to general practice care, together with a range of allied health services including physiotherapy, podiatry, social work, exercise physiology, chronic disease management, group exercise programs, community nursing service, aqua aerobics and pathology. The diverse team of health professionals specialises in diagnosing, preventing, and treating a range of health conditions.

“They say GPs provide whole-of-life care,” says Dr Rakhi Basu, general practitioner at Ballan Health and Care Services. Rakhi enjoys delivering continuity of care as patients age and transition to residential aged care. “I know my patients well. We have a connection; this helps to improve the quality of care we provide, thanks to the dedication and skills of the GPs, nurses and admin team in our clinic.”

When mecwacare acquired Ballan Health and Care Services we upgraded the gym, expanding its size and purchasing new equipment to support community health and fitness needs. The gym features new cardio training equipment, rowing and pulley-based exercise machines and new weights. The extended and improved gym and hydrotherapy pool are available to the local community, residents in the aged care home and retirement living units.

Alongside the clinic, pool and gym is a 30-bed nursing home and 31-bed hostel; both facilities provide residents with high-quality clinical and lifestyle support and care. The homes feature a large day room and lounge and dining areas, supporting vibrant social, lifestyle and physical activity programs; all of these contribute to enhancing health, mental wellbeing, fitness and mobility for residents.

An investment in local aged care and health services

Later this year, mecwacare will commence a major expansion to its aged care and health services, reinforcing our commitment to the Ballan community. We will invest more than \$20 million to build an all-new, luxury aged care residence. The development is expected to be completed in 2024.

The new aged care home will feature premium fittings and finishes and large balconies, providing residents with views of the beautiful countryside. Luxury common areas, including lounge and dining spaces, a cinema, dining room and café, will create opportunities for forging new friendships and relaxing in high-end settings.

The project creates an additional pathway from retirement living to aged care, providing expanded support for residents of the eleven retirement living units on site. mecwacare has refurbished four of the units and installed solar panels on the roofs, to minimise energy costs.

We have expanded home care services available in the region, offering home care packages and services and private care to eligible clients. These services add to our existing programs in the nearby Ballarat and Moorabool regions.

mecwacare also manages a local opportunity shop; the store's

income supports the delivery of services in the local community. The shop features a café, which will reopen soon.

A community effort

Two community groups, made up of local volunteers, help to raise funds to support the delivery of services to older and vulnerable people in the Ballan region.

The Ballan Ladies Auxiliary raises funds for specific equipment that supports the health and wellbeing of residents of the aged care facility. Their support and kindness is gratefully acknowledged. The Ballan Lionesses have also been generous in donating a significant amount of money toward the creation of a new front garden, which has been designed and will be developed over the coming year. The garden will be low maintenance and offer places where people can sit and enjoy the quiet outdoors in Ballan while waiting for a medical appointment.

mecwacare would like to acknowledge the work of the community and the past Board of Directors and staff of the Ballan District Health Services for their development of this wonderful service. We hope to continue to grow and develop their dream to offer the best of care and services to the Ballan community.

Ballan medical clinic.



Home Care Services and Packages

22%

growth in Home Care Services clients

62,002

meals on wheels food packages delivered

Demand for mecwacare home care services continues to grow, with unescorted shopping and home modifications experiencing the most significant expansion. Our home care staff are responsive to understanding and meeting client needs, particularly in a time of staff shortages and increased service demand.

Growing demand for home care support required expanded recruitment of direct care workers. To ensure we could meet the needs of our clients, mecwacare created a new role called “Domestic Assistant”. We continue to recruit staff for this new role, focusing on hiring trained people with skills across domestic assistance and care.

All new staff benefited from a thorough induction program and new skills training across safe manual handling, wellness and reablement (a planned approach that supports clients to rebuild home and life skills and community connections using a time-limited, goal-oriented approach) and infection control.

With domestic assistants in place, our direct care workers could focus on providing more specific, targeted personal care and respite services to clients who need a higher level of support and assistance.

mecwacare worked with job networks and agencies to recruit new staff to deliver these services. We promote

the not-for-profit benefits available to staff and opportunities for flexible work practices to attract and retain new employees.

As demands on services grew, service coordinators received additional training to bolster their skill sets across service coordination and client engagement.

mecwacare continued to expand its delivery of home care services to new Commonwealth Home Support clients living in the Mornington Peninsula Shire, located 75 kilometres south of Melbourne. Since taking on this work in July 2021, client numbers in the Mornington region have increased by more than 1,000. In response to this significant growth, we established a new office in Mornington and hired additional staff to meet the needs of new clients.

We built on the home care services we provide in the Barwon region. The site in Geelong enhances our capacity to deliver Home Care Packages, to support clients across the National Disability Insurance Scheme and Commonwealth Home Support Program, and to assist private clients across Barwon and the Surf Coast in areas including Geelong, the Bellarine Peninsula, Torquay, Anglesea, Bellbrae, Jan Juc and Freshwater Creek.

We commenced providing allied health services in Ballan in December 2021, following mecwacare’s acquisition of Ballan District Health Services. These new services include physiotherapy, exercise physiology, community nursing, social work, occupational therapy, dietetics, podiatry, gym, warm water exercise and exercise group programs.

A sector going through change and reform

At a time of rapid change in the delivery of home care services, mecwacare remained focused on open and clear communication with our clients, including creating

a new, easy-to-understand complaint and conflict resolution process. The improved approach empowers clients and enhances our ability to respond to potential issues.

Key information on potential service changes was delivered at staff forums, reinforcing the importance of delivering high-quality holistic care to clients who find it difficult to live at home independently.

The last year saw the delivery of significant home care services for older people living at home, especially those with limited access to support.

mecwacare now has eight home care offices covering Ballarat, Ballan, Barwon, Gippsland, Malvern, West Meadows, Mornington and Pakenham.

Delivering meals and smiles

This year mecwacare delivered over 62,000 delicious and healthy meals to vulnerable clients who live alone. Our Meals on Wheels volunteers provided a vital lifeline to clients, enabling them to eat well and enjoy social connections. Our dedicated volunteers continued their work through challenging times, needing to wear personal protective equipment to ensure their safety and the health and safety of clients who rely on this important service. New services have offered some clients the choice of meals which are delivered fresh to their door every day. This is a wonderful development in the provision of meals to the community.

Building capacity to meet demand

mecwacare’s Home Care Packages program delivers coordinated care and services to enable older people to live independently at home for as long as possible. Some of the services offered include domestic assistance, personal care, nursing, respite care, transport and outings, shopping, home maintenance and more.



Living at home

Trish experienced a terrible fall in mid-2019. As a result, she developed a health condition where she experiences a lot of involuntary movements; this led to a loss of independence. With support from mecwacare, Trish can access high-quality care at home.

“The support Trish receives has given us the certainty and comfort to know she’s taken care of,” Jeff, Trish’s husband.

To respond to a surge in demand for these services, mecwacare provided our Home Care Packages home care advisors with additional training across needs assessment and care planning, service coordination and client engagement and communication. We continue to reform work practices to reduce administrative and paperwork burdens to ensure staff have more face-to-face time with clients.

We added access to occupational therapists as part of our home care packages offering. The new service continues to be in demand across all regions. The service covers a functional assessment to identify the client’s ability to care for themselves. The occupational therapist recommends a range of equipment, home modifications and services to support clients to live independently and safely at home. This service is available to people who have experienced changes in their physical or cognitive abilities.

Tess Symes, an occupational therapist in mecwacare’s Home Care Packages team, works to enable people to complete their daily activities.

“Seeing how we can make clients lives easier is so rewarding. From making minimal changes, like installing handrails or ramps, we can help them continue to live at home safely and independently. Our work has a positive impact.”



Regional Assessment Service (RAS)

The mecwacare Regional Assessment Service (RAS) team has delivered outstanding service to the community, conducting over 4,100 assessments over the last year, enabling older Victorians to access government-funded home support services for the first time.

Client satisfaction with service levels and quality is still high, with more than 95% of recipients showing satisfaction with their mecwacare service (as shown by client satisfaction survey results. mecwacare conducts these surveys and results are sent to the Victorian Government Department of Health and Human Services).

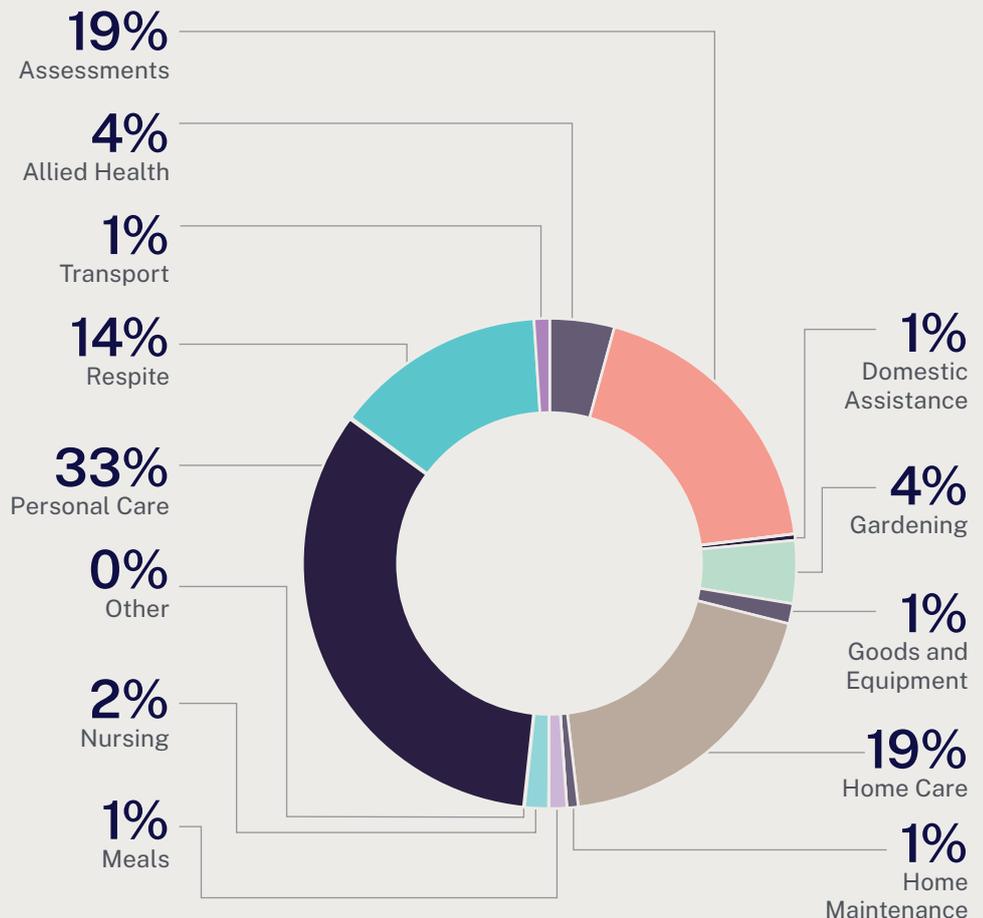
Our RAS program delivers support to clients from the Gippsland Region

to Western Victoria, servicing six Local Government Areas. mecwacare continues to expand its support in the state’s west, thanks to our acquisition of the Moorabool RAS service; we will begin delivering services to this community in July 2022.

We continue to support innovation in delivering assessment services: our RAS service has participated in the COTA (Council on the Ageing) Navigator hub trial, the Personal Alert Victoria (PAV) self-referral trial working group and the trial of the Integrated Assessment Tool pilot. We expect to see proposed reforms to the assessment framework announced in mid-2024.

mecwacare now provides Regional Assessment Services across Baw Baw, Bass Coast, Cardinia, Brimbank, Melton and Moorabool regions.

Services funded by HCP in 2021-22



Disability Services

668

NDIS clients

121,994

total service hours for
NDIS participants

Following the end of lockdowns, so many of mecwacare's Disability Services clients expressed their delight at being able to return to participating in engaging and enjoyable programs and services offered through our three disability day centres. We continued to assist clients in accessing support through the National Disability Insurance Scheme (NDIS) and kept them up to date with expanding programs and initiatives.

mecwacare's range of disability services are registered with and regulated by the National Disability Insurance Scheme Quality and Safeguards Commission (also called the NDIS Commission). The NDIS Commission ensures that all providers meet a consistent set of standards, so that participants and clients are accessing safe, high-quality supports and services. This year, mecwacare maintained its accreditation to provide NDIS services, and the review found our services were compliant with benchmarks.

We provided NDIS services to clients in their homes, with stringent COVID-19 safe protocols in place as needed. Staff who attended clients during times of lockdown helped to protect their client's health and their own by wearing full personal protective equipment, including a face shield, face mask, gloves and a gown. This commitment to client and staff health ensured clients were able to continue to access vital support services with minimal interruption.

mecwacare's support coordination service continued to grow. Our support coordinators connect NDIS clients to organisations that provide services from community, mainstream and government providers. Their work enables clients to access the supports and activities they need to achieve the goals set out in their NDIS Plans, ensuring clients develop skills that enable them to live as independently as possible. This support coordination service is funded by the NDIS.

Welcome back

Our Fisher Street Day Centre was thrilled to welcome clients back to participating in on-site programs and activities. They also welcomed new clients and expanded the range of activities and programs available, helping to boost client engagement and to better meet individual support needs.

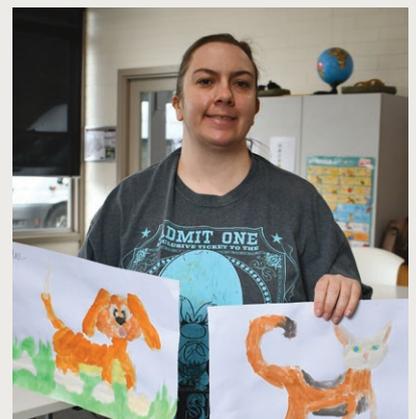
Fisher Street Day Centre, located in Malvern East, has operated for more than 20 years. The centre offers a range of inclusive, enjoyable activities, including cooking, art, basketball, gardening, swimming, gentle exercises, music and bowling. The lifting of restrictions enabled centre-based and outdoor programs to resume and continue.

To help maintain a sense of community when people could not attend in person, the staff at Fisher Street Centre worked with clients to create a regular newsletter. The newsletter features regular client columns, including "Natasha's Crafty Corner" and "Mark's Sweet Corner." Each column shares tips about creativity, crafting and cooking. The regular newsletter helped to assure clients that it was safe to return after the pandemic and that there were many new activities to look forward to when catching up with friends.

In winter 2021, staff and clients at the Fisher Street centre participated in

the Fisher Street Paralympics, with clients vying for karaoke, bowling and tunnel ball medals. Most clients agreed that the day's highlight was staff attempting to keep up as client teams easily won exciting events.

Fun at Fisher Street





Living in tune

Geoff, 90, spends time enjoying his passion for music at mecwacare's Barry Fenton Centre. He joins group activities twice a week, with his favourite programs being related to long-loved songs.

The challenges of living with dementia don't diminish Geoff's joy; staff and friends smile when his eyes twinkle to the magical sounds of music.

Community Services

51

average age of NDIS-funded clients attending our disability centre-based programs

427,772

hours of personal and respite care delivered in home care and community services

mecwacare's centre-based activities support our older clients, those with a disability or health challenges, empowering them to live independently while connecting with others who have shared experiences and interests. Our caring staff adapted to the challenges of delivering programs and activities through a pandemic, supporting clients to age well, stay healthy at home, and engage in their communities.

Throughout the year, a key priority for our Community Services programs was ensuring that clients remained connected to each other and to the supports available. Staff focused on sending newsletters, art and craft and activity packs to clients to help keep them active and engaged.

Staff looked to technology to maintain regular programs. Clients at the Barry Fenton Centre in Malvern continued to participate in strength training programs, with exercise information packs sent to their homes, activities delivered through online videos and regular calls from staff.

When restrictions were lifted, all activities resumed, with clients thrilled to return.

Clients who attend are funded through a variety of State and Commonwealth Schemes including the Commonwealth Home Support Program, Home and Community Care Program for Younger People and the National Disability Insurance Scheme.

Staff delivered a range of programs including social support, music, exercise, strength training and more. The centre also runs programs specifically for older people living with dementia and people living with an acquired brain injury. Programs also provide support for carers with one of the highlights for the year being the carers support network lunch in Sherbrooke Forest in Melbourne's outer east.

Renovation work saw improvements made to the centre's sensory room; the quiet and calming space provides a retreat for clients when they experience sensory overload.

Rivendell House in Pakenham primarily delivers services to people aged over 65 and younger with a disability. The range of programs available includes social groups, strength training, day trips, carers support and men's shed and activities. Programs are generally available to people living within the Shire of Cardinia, incorporating suburbs around Beaconsfield and Cardinia in Melbourne's outer east. The centre also delivers a carer support program.

Engaging centre-based programs

A range of activities continued, operating within relevant restrictions, including strength training in the park and celebrations for important community days, cultural days and outings and excursions. Through times of lockdown, the delivery of programs and support shifted to online channels; clients also received activity packages with a fun initiative seeing each client receive one puzzle piece. Rivendell House clients decorated their piece of the puzzle and sent these back to staff at the centre. When clients returned to Rivendell House, they were able to see the full, completed puzzle with each piece decorated with their unique artwork.

Staff supported clients to keep in contact with each other; consenting clients joined a telephone tree and called each other to talk during times

when they would usually have been together at Rivendell House.

Rivendell House hosted an enjoyable end-of-year Christmas celebration featuring a Christmas Tree and tables beautifully decorated by clients. Everyone joined in to enjoy a delicious festive lunch and share Kris Kringle presents.

Our Men's Shed group kept busy, building a bird's house, flower stands and magazine racks for the centre's participants to use and enjoy.

At the Barry Fenton Centre clients access social group programs, strength training, podiatry, day trips and a carers' support group. The site's programs deliver specialised support for people with an acquired brain injury or dementia. Other initiatives this year included establishing a book exchange club.

Our clients in the Bass Coast region, centred around Wonthaggi in the state's southeast, attended many arts and cultural events, as well as outdoors events, such as picnics. Many activities focused on crafts, such as creating flower arrangements, decorating Easter baskets and learning about local plants.

Carers Recognition Act

mecwacare meets the requirements of the Carers Recognition Act 2012. All new employees learn about the Act during their orientation. Additional awareness of the Act is promoted through staff interaction, inclusion of details in policies, procedures and information handbooks. Our Model of Care and Philosophy Statement ensures that each client interaction reflects our care relationship principles.

We run carers programs at Barry Fenton Centre, Rivendell House and in Bass Coast. A highlight of the year was when the three groups got together and shared stories and tips on how they all manage in their caring role. It was such a success that we have scheduled regular catch ups into the yearly calendar.



Living independently

Caroline lives at mecwacare's affordable housing in Glen Iris in Melbourne's southeast. With a comfortable and safe place to call home, she has easy access to support when needed, including transport, social and health services.

Housing Services

93.56%

supported or concessional clients

7,987

wellbeing checks completed in home care, community and affordable housing services

Across Victoria, hundreds of people call mecwacare housing “home”. We are dedicated to supporting our residents to enjoy their best life, whether they live with us in aged care, retirement living or affordable housing. mecwacare’s residents join welcoming, friendly communities and have the reassurance of being able to access to high-quality support and care.

Retirement Living

mecwacare’s three retirement living sites continue to be in high demand. From boutique outer metropolitan and regional village living to bustling inner Melbourne, our services offer easy access to high-quality care and aged care when needed.

Award-winning luxury living

mecwacare’s Robin Syme Malvern retirement living development is an award-winning luxury complex. The new retirement village welcomed its first residents in late 2021.

The village includes a range of high-end lifestyle facilities to support wellbeing and social engagement. Residents can participate in lifestyle programs, meet friends in the café or bar, workout in the gym or access the business lounge.

Robin Syme Malvern is next to mecwacare’s Malvern Centre

residential aged care home, giving residents access to 24-hour care and priority admission as needed.

Read more about Robin Syme Malvern luxury retirement village on page 18.

Village-Style Living in Metropolitan and Regional Havens

Our John Atchison Retirement Village in Hoppers Crossing in Melbourne’s outer west is a welcoming community that enables an easy move to retirement living. The village is close to cafés, restaurants, public transport and health services.

Residents feel safe and supported with an emergency on-call system. There is easy access to community transport and an interesting, varied and engaging activity calendar. Located next to mecwacare’s John Atchison Centre, residents have a pathway to aged care support, if needed.

Village life in Ballan is secluded and private, thanks to our 11 self-contained, low-maintenance units located close to our medical clinic, gym, hydrotherapy pool and residential aged care home. Vacant units have been refurbished, enhancing the appeal of this small modern retirement village. The gardens are fresh and green and solar panels have been installed to minimise costs for the residents.

The small community has easy access to Ballan’s main street with its services, as well as attractions like the local farmer’s market, historic buildings, parks and picnic grounds.

Read more about our Ballan facilities and services on page 9.

Our Glen Iris affordable housing units are set in the beautiful surroundings of Gardiner’s Creek, surrounded by native flora and leafy walking trails.

Affordable Housing

mecwacare’s affordable housing program provides residents with a place to call home in Beaumaris, Glen Iris and Sandringham. This housing supports people over 65 and people living with a disability who meet the Department of Human Services criteria for concessional rent allowance. We believe people have the right to comfortable and secure housing that supports their independence. All of the units are modern and well maintained and, as an outcome, fully occupied.

Affordable housing provides private accommodation for people experiencing difficulties or facing the risk of homelessness. All units are disability and ageing-friendly, supporting residents to live independently for the long term.

Residents have access to care and support services within mecwacare, including Home Care Packages, clinical assessments, medication and wound management. Other services include personal care, with support across showering, dressing and personal grooming.

To further assist residents by lowering energy bills and extending mecwacare’s commitment to sustainability, we installed solar roof panels at some of the sites.



Setting the Gold Standard in Luxury Retirement Living

mecwacare's Robin Syme Malvern is an award-winning boutique retirement living development. Bringing together innovative design and high-end finishes, the development was recognised as a finalist in the Facility of the Year – Ageing In Place category at the 9th Asia Pacific Eldercare Innovation Awards, held in Singapore in December 2021.

In the same month, residents moved into the retirement village in Malvern, one of Melbourne's most prestigious suburbs, only 11 kilometres from the city. The luxury development was designed to offer residents everything they need at their fingertips. Residents can choose to stay in and relax in their spacious apartment or in one of the many shared communal spaces or easily enjoy everything that Malvern and surrounding suburbs offer.

The two- and three-bedroom apartments feature modern design and soft and warm finishes on natural stone and timbers. Apartments include stone and wood fusion kitchens, generous bathrooms and floor-to-ceiling windows to draw in natural light.

Robin Syme Malvern is designed to support comfortable easy living. The development features engaging, shared spaces, including spacious, inviting lounges, a relaxing café, and a private dining room where residents can enjoy chef-created meals. There is a soft lit wine bar which also offers residents a place to cellar their own collection, and a well-resourced library to enjoy. Several outdoor living spaces feature greenery and comfortable outdoor furniture.

Residents have access to a business lounge, providing a convenient place

to work or meet with colleagues. A happy, healthy lifestyle is supported with an on-site gym and wellbeing salon. Residents can enjoy healthy meals cooked by the facility's chef.

Robin Syme residents have peace of mind knowing they can access 24-hour care if needed, or just lock up the apartment and travel without the concerns of lawn mowing and maintenance. Sales continue to be strong with only a few units now available. Higher sales and occupancy have added to the vibrancy of the common facilities.

Luxury retirement living at Robin Syme Malvern, featuring floor-to-ceiling windows, landscaped gardens and award-winning design.





Living local and social

Pam has been enjoying life at Robin Syme Malvern since April 2021, and the retirement village feels just like home: Pam grew up just across the street in Spring Road, Malvern. Pam, whose husband passed away in 2021, has a busy social life at Robin Syme and enjoys activities including jigsaws and weekly get togethers.

Corporate Services

11,681

pain assessments using new digital technology

200

days of staff time saved using new technology

People and Culture

mecwacare staff continued to balance workforce challenges as we identified opportunities to expand. The highly competitive labour market, especially in the aged care sector, meant we focused on attracting and retaining staff to support the delivery of high-quality care and support.

Our People and Culture team led our efforts through a challenging recruitment environment, with closed borders impacting our normal influx of student nurses and care staff.

The expansion of demand for mecwacare's services, for example in home care, led to a significant increase in recruitment as compared with 2019-20. To attract high-quality candidates, our recruitment messaging focused on the not-for-profit benefits available and opportunities for flexible work.

To enhance staff engagement and enjoyment and to limit staff turnover, we fostered greater adaptability in work arrangements and focused on employee retention.

We collaborated with other organisations to create workforce opportunities, including Apprenticeship Careers Australia; this organisation supports long-term unemployed candidates into work. Their programs empower candidates to become 'job ready,' and we provide opportunities for candidates to

develop their careers across our services.

With WomenCan, mecwacare supported women to complete a Certificate III in Individual Support and to work at our aged care sites in Mornington or in homecare domestic assistance roles. Our first candidates will begin work in late 2022.

mecwacare partnered with the Victorian Government Department of Education to promote careers in caring. The Local Learning Education Network (LLEN) program targets school students in their final year or those completing their VCAL (Victorian Certificate of Applied Learning, an alternative to the Victorian Certificate of Education) year. We host the 10-week program in our Mornington Peninsula-based aged care facilities and introduce students to employment opportunities.

The Headstart program provided students with a chance to volunteer in relevant roles. mecwacare used this program to promote opportunities and train students interested in working as domestic assistants in home care services.

Business Improvement

The July 2021 launch of 'mecwopedia', our Learning Management System, delivered a new approach to learning and development. Staff can now choose face-to-face and/or eLearning approaches to learning and managers have enhanced visibility of data, improving reporting on staff progress.

Hiring new staff in residential aged care and home care roles created the need for COVID-19 infection control and response training. For example, registered nurses received training on implementing Rapid Antigen Testing.

mecwacare appointed a Student Placement Coordinator to expand opportunities for students exploring

careers in caring and nursing. A new platform was introduced to better manage placements and we partnered with 12 education providers, creating opportunities to host students in nursing and caring placements.

Clinical Projects

Our 15 residential aged care homes introduced a new smart pain assessment tool with support from the Australian Government, delivering efficiencies in pain assessment and management and providing real time data on treatment efficacy. Staff delivered 11,681 pain assessments across our aged care homes, improving the identification and treatment of resident pain.

The Nurse Laptop Project delivered laptops and training for our community-based nurses, enabling them to capture data at the point of care and access real-time data and clinical decision-making tools, resulting in enhanced client care.

A review of Homecare packages business processes delivered efficiencies in managing growth and enhanced support for staff with clearer role-specific tasks, new eLearning training materials and updated reporting. Homecare enquiry and intake processes were centralised, improving client onboarding.

mecwacare met the criteria for the external audit of occupational health and safety processes; we are certified to the ISO 45001 (Occupational Health and Safety Management Systems) standard.

The Quality and Risk team helped to ensure our strong history of compliance with government and regulatory agency guidance for managing COVID-19. The team supported the development and implementation of staff training and supported client feedback initiatives.

The Emergency Management policy and procedure was updated to cover earthquakes and weather events.

Our new approach reflects Victorian Government Department of Families, Fairness and Housing guidance.

A review of infection control identified the opportunity for an organisation-wide clinical meeting attended by infection control lead trained staff. All sites displayed standardised infection control signage.

mecwacare implemented a review of COVID-19 outbreak procedures. There will be an ongoing refinement of processes, including implementing risk assessments, public health directives and guidelines.

The 2022 influenza vaccination program was reviewed. Recommendations included the implementation of a one-site vaccination program at the Ballan Medical Clinic, our corporate location in Malvern, the Noel Miller Centre in Glen Iris and the Malvern Centre. Staff accessed free flu vaccine vouchers to use at Chemist Warehouse locations. A total of 384 staff and volunteers received a flu vaccination; this does not include staff and volunteers who received their vaccination through another provider.

Information Technology

Protecting the security of resident and client data remains our priority. We meet the data security recommendations of the Australian Government's Australian Cyber Security Centre and have implemented security upgrades. New technologies helped to save time and improve the delivery of care.

Updated technology was introduced to many IT systems across client and patient management, accounting and finance, data management, image management and payroll and human resources. IT infrastructure upgrades

were implemented to manage growth, support efficiency and protect business continuity.

Finance

mecwacare's Finance team delivered high-quality support services to the organisation, residents, clients and their families. Our commitment to delivering system improvements, transparency and accountability saw the completion of internal and external audits.

The successful implementation of Home Care Packages Improved Payment Arrangements (IPA) in September ensured accurate and timely reporting of claims and Commonwealth Unspent Balances, delivering regular cash flow.

The team successfully managed external reporting and internal audit processes, including an Annual General Purpose Financial Report and an Annual Prudential Compliance Report: both were compliant. We completed an Aged Care Financial Report for Residential Aged Care and Home Care Services, a Commonwealth Home Support program annual Financial Report and Stocktake, and quarterly and annual Minimum Data Set submissions for Home and Community Care (HACC) services.

Property and Ancillary Services

Our staff delivered maintenance and upgrades across our aged care homes, regional offices and service sites. Ancillary services continued to manage procurement and contracts.

In late 2021, mecwacare acquired Ballan District Health and Care services. The property and ancillary services team oversaw the refurbishment of the upstairs office; the new space accommodates 35 additional staff. Onsite community health facilities received a significant

investment with the refurbishment of the gym and hydrotherapy pool.

This year also saw the Northwest Metro office move to a renovated site in West Meadows.

Marketing, Communications and Fundraising

Our marketing and communications function delivered timely and vital health information to residents and their families. A focus on fundraising delivered needed donations and successful supporter events.

mecwacare's Annual Charity Golf Day returned to the Yarra Golf Club, enabling supporters to donate and enjoy a day on the greens. The prestigious event is a major highlight and supports fundraising for programs across our organisation. The day was a success, reaching a fundraising record.

Our donation appeals continued to assist in raising money to address specific issues such as falls in aged care and family abuse against older Victorians.

A small number of events were held, always with a focus on ensuring the health and safety of all attending; a highlight being the naming of mecwacare's Annie's Court aged care home.

Our annual Charity Golf Day.



Sustainability

985

solar panels installed across our aged care homes

220

tonne reduction estimated annual cut in carbon dioxide emissions thanks to rooftop solar panels

** rooftop solar panels are in place across ten sites.*

mecwacare is an organisation grounded in social responsibility and a drive to deliver better outcomes for the communities we serve.

We are committed to limiting our environmental impact. We have made progress in reducing our carbon dioxide footprint and acting to reduce, re-use and recycle; this carries through reusing, selling and donating items from refurbished aged care homes, to installing solar panels at many of our sites and using recycled products and materials.

Our programs, initiatives and policies focus on water, energy, paper and natural resource conservation.

Minimising our environmental impact is an important pillar in our operational decision-making process, from purchasing and procurement, supply chain and logistics, fleet, building and renovating, maintenance, cleaning, service delivery and support functions.

Managing our environmental impact

We make environmentally responsible and ethical decisions through implementing effective systems and processes. This is guided by our Environmental Sustainability

Management System, and covers:

Environmental considerations

Whether a site is new or existing, we plan and act to limit its environmental impact. We do this by planting native gardens, installing water retention and storage systems, using safe chemicals, planning and implementing building and grounds maintenance, installing dual flush toilets, providing access to bike racks and shower facilities and using carbon dioxide neutral supplies, including items such as toilet paper.

Avoidance

We minimise the use of consumables and energy through daily practical steps, including phone conferencing to reduce staff travel and using crockery instead of disposable alternatives. We have replaced and installed LED lighting at all our aged care homes.

mecwacare installed 985 solar panels across many of our sites this year, reducing our carbon dioxide emissions substantially. For example, solar panels at our Malvern-based head office deliver a 90-tonnes cut in emissions each year, while those at our Elstoft House aged care home in Geelong have reduced emissions by up to 130 tonnes per year. On sites where solar panels are installed, they now provide up to 50% of energy needs.

Re-Use

Good quality items that are no longer needed at one site are sent to other sites or go to our central storage in Malvern, where they are held until they are needed again.

Material stored for re-use includes office chairs, beds, mattresses, wheelchairs, shower chairs, commode chairs and more. Storing items centrally means we can quickly access these when they are needed by residents and clients.

Good quality equipment is repurposed, saves money and

minimises material being sent to landfill.

The ongoing redevelopment of the John Hood Terrace aged care home in Richmond has created an opportunity to re-use many items from the former hotel site, including lamps, vacuum cleaners, ovens, microwaves, washing machines, clothes dryers, mops, blankets and more. We were able to re-use the site's hot water, hydronic heating and air conditioning units at other mecwacare aged care homes.

Staff also had the chance to purchase items that were not needed, such as hair dryers, bed side tables, cutlery, kettles, toasters, coat stands, televisions, coffee tables, beds and wardrobes. Some items that were not needed were sent to our op shops for sale, helping to raise funds to support a range of programs and initiatives that benefit residents and clients.

Recycle

We use various recycled products and materials in our everyday work, including paper, printer cartridges and wastewater for gardens. Our op shops in Ballan, Hawthorn, Malvern, Malvern East and Windsor provide an opportunity to recycle goods. When donated goods are not suitable for sale, we send them on to a recycling service. Across the organisation, we recycle a range of materials, including used computers and printer toner cartridges.

Recovery of energy

We continued to upgrade our car fleet to hybrid vehicles and increased our commitment to reducing car use through multi-purpose trips and increased use of teleconferencing and video conferencing. We now have 49 hybrid cars in our fleet, this is a significant increase from the 19 vehicles in use in 2020-21.

Limiting our environmental impact is the responsibility of all staff, from the Chief Executive to Senior Managers to all employees, contractors, volunteers and visitors.

Our History

1960s

In 1964 MECWA begins its meals on wheels service and opens its first opportunity shop in Malvern to raise funds to support services. In late October 1969, a second op shop opens in Malvern East.

1980s

A church-owned property on the corner of Burke Road and Manning Road in Malvern East becomes a MECWA day centre in 1983. In 1987 a home care relief program is offered for carers supporting people living with Alzheimer's disease and related conditions.

2000s

In 2007 the continuing growth of MECWA's services leads to a change in the organisation's name to "mecwacare"; the new name represents its broader focus as a major provider of care services across Melbourne and regional Victoria.

In February 2010 mecwacare opens its largest facility to date: the Malvern Centre with beds for 120 residents.

2020s

In 2020 mecwacare sets the standard for luxury retirement living with the opening of Robin Syme, a high-end retirement village located next to the Malvern Centre aged care home.

In 2021 mecwacare acquires Ballan Health; including two aged care homes, a retirement village, medical clinic and allied health services, furthering the reach of our services in regional Victoria. We have plans to invest \$20 million into a refurbished luxury aged care residence; it is expected to be finished in 2024. We open our newest opportunity shop in Ballan.

1950s

The City of Malvern develops plans for the area's first senior citizens' centre. Dances are held to raise funds for the project.

In 1958 the new centre is built next to the Malvern Cricket Ground. In 1959 a volunteer committee is formed and named "the Malvern Elderly Citizens Welfare Association (MECWA)".

1970s

MECWA House in Warner Street, Malvern expands with the development of a 28-bed hostel and 18 self-contained flats. The extension serves growing demand for services.

The Barry Fenton Centre and Fisher Street Centre, both in Malvern East, are acquired. The meals on wheels service is based in Fisher Street and prepares more than 50,000 meals a year.

1990s

After a significant extension, MECWA House is renamed the Olive Miller Nursing Home. In 1998, MECWA opens an aged care facility in Prahran, the Sir Donald and Lady Trescowthick Centre and community housing units in Glen Iris.

The organisation begins providing home-based care and services for clients. Government funding is introduced for some homecare services.

Rivendell House Day Care Centre opens in 1999.

2010s

We acquire properties in Hamlyn Heights, Traralgon, Terang, Mont Albert, Box Hill and Westmeadows.

To address rising house prices and higher costs of living, mecwacare opens three affordable housing sites in Sandringham, Glen Iris and Beaumaris.

New residential aged care services launch with the opening of the John Atchison Centre, Annie's Court, Calwell Manor and Squires Place.

The May Armstrong Centre opens in 2017.

We begin our Home Care Packages program in October 2013 after a successful tender.

In 2019, our 60th anniversary, the 41 bed Jubilee House nursing home opens in Caulfield.

Two opportunity shops open in Hawthorn and Reservoir.

Into the future

mecwacare's residential services continue to grow with a full program of refurbishments including the redevelopment of the Simon Price Centre in Mont Albert and the development of John Hood Terrace in Richmond, both due to be completed in late 2023.

Board of Directors



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



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



John Hood BE (Mech), FIE (Aust), FAICD, FIMC
Life Governor
Appointed 1998
Retired November 2021



Susan Calwell
Appointed 2000
Area of expertise: Marketing and events



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



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



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



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



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



Ian McHutchison OAM, BJuris, LLB
Chair
Appointed 2021
Areas of expertise: Law and finance

Life Governors



Robin Syme



Barry Fenton

Members are volunteers who bring exceptional professional skills and experience to our Board, overseeing our governance structures. The Board works with Michele Lewis, Chief Executive to ensure responsibility for mecwacare's financial performance, strategic priorities and the quality of care and services.

Our Governance



Leadership Team

Our Leadership Team manages over 1,800 employees and 440 volunteers across Victoria. They oversee services and programs that support more than 17,000 people across Melbourne and Victoria. They are responsible for mecwacare meeting the highest standards in aged and disability care, as well as for creating a culture that reflects mecwacare's values, being caring, accountable, respectful and ethical. Our Leadership Team boasts more than 150 years of combined experience in providing aged, disability and healthcare services across not-for-profit, government and private sectors.

*Pictured from left: **Steven Lambert** (Executive General Manager, Corporate Services), **Leesa Conn** (Executive General Manager, Business Improvement), **Susan Camilleri** (General Manager, People and Culture), **Michele Lewis** (Chief Executive), **Linda Smart** (Executive General Manager, Home and Community Services) and **Loretta Radge** (General Manager, Residential Services).*

Board Committees

Chief Executive Review Committee

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

Finance and Audit Committee

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

Clinical and Service Governance Committee

Ms E. Dimitriadis
Ms S. Barton
Ms S. Calwell
Mrs A. Court

Strategic Plan 2020-2024

mecwacare's Strategic Plan 2020-2024 supports us to achieve our purpose and vision, with six strategic priorities underpinning everything that we do to support some of the most vulnerable people in the community. We monitor our performance against these priorities through numerous measures that are reported monthly to the Board of Directors.

There are three Board committees: these meet regularly to monitor and address the organisation's performance in these key areas.

The committees ensure the organisation delivers on our Strategic Priorities as set by the Board. Committees also oversee efforts to meet resident and client expectations, as well as legislative and regulatory requirements.

Strategic Priorities

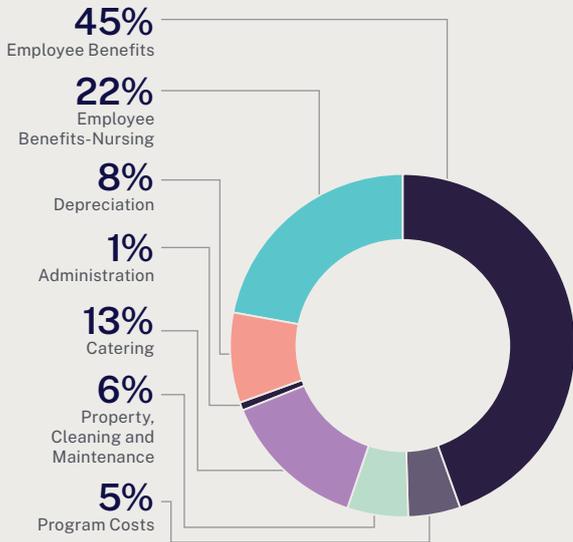
1. Give practical effect to life changing experiences for all service recipients. Embrace choice, diversity and inclusion.
2. Maximise workforce capacity, capability, flexibility and sustainability.
3. Leverage infrastructure at existing locations.
4. Establish integrated services in geographic areas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

Financial Statement



Expenses

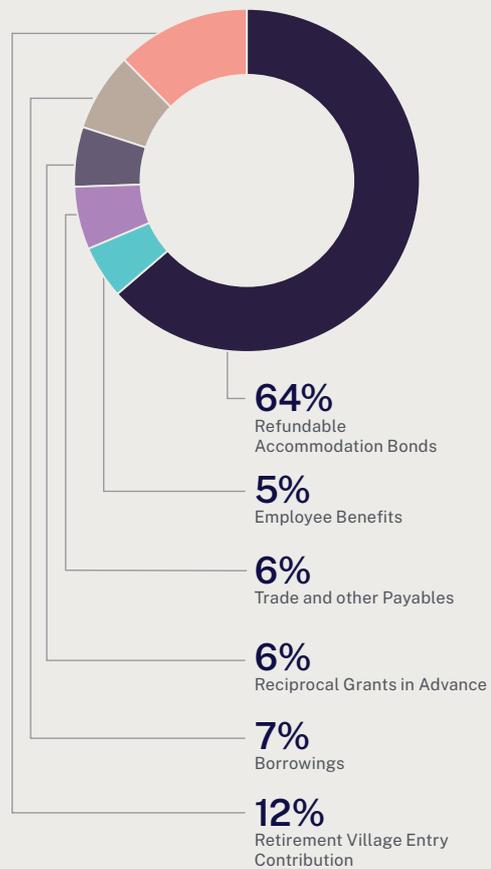
Residential Services



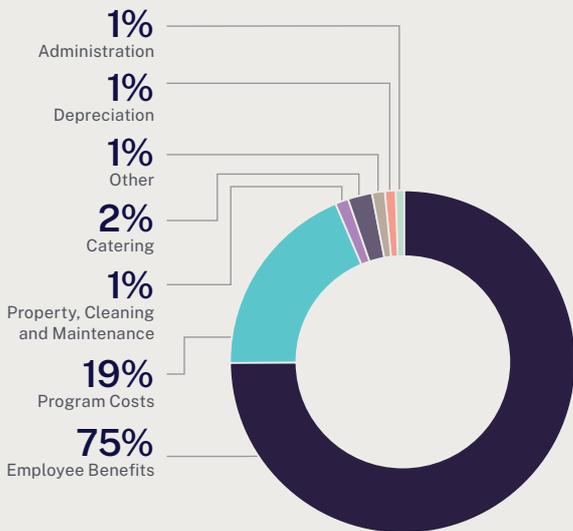
Assets
\$360 Million

Revenue
\$143 Million

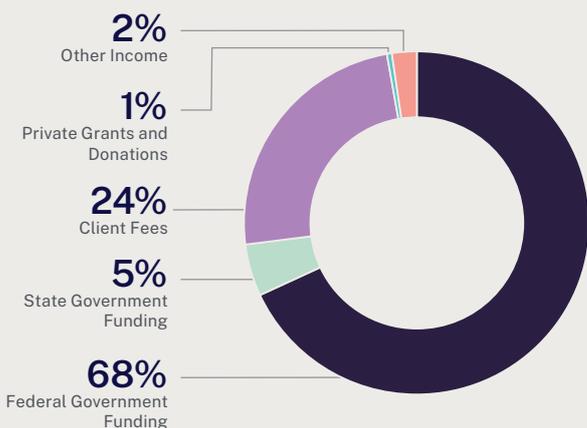
Liabilities



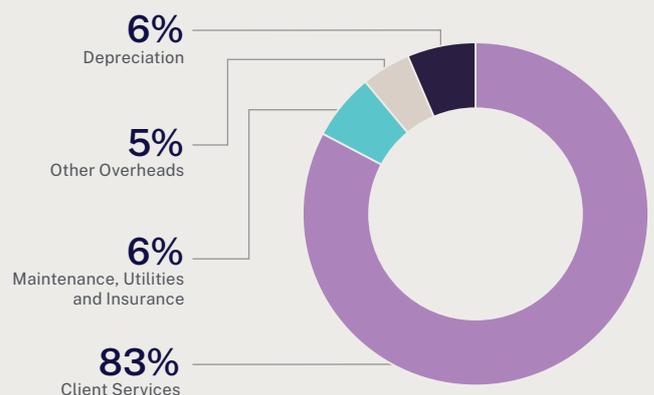
Home Care Services



Income Sources



How we Spend



Our People

87

nationalities; our diverse workforce is made up of staff from across the world

60%

peak increase in monthly sick leave hours*

* higher levels of sick leave hours coincided with increased COVID-19 case numbers in the community in July 2021 and January 2022

We celebrated the 2022 Staff, Volunteer and Contractor Awards at an event in March. The awards recognised the incredible work of mecwacare's employees, contractors and volunteers.

These awards acknowledged the efforts of recipients who live our values: they are Caring, Accountable, Respectful and Ethical. The awards recognise the positive attitudes, agile mindsets and dedication to supporting others displayed by our staff. The commitment of our staff means the world to our residents, clients and their families. The work of our staff, contractors and volunteers contributes to a better quality of life for vulnerable people in our communities. Every day they live our creed: "Caring is at the heart of everything we do".



Employee, Contractor and Volunteer Awards

Chief Executive Leadership Award

Warren Kam

Employee of the Year

(Residential Services)

Prince Jacob

Employee of the Year

(Home and Community Services)

Louise Gale

Employee of the Year

(Corporate Services)

Lyndal McNamara

Clinician of the Year

(Residential Services)

Susan Kumar

Clinician of the Year

(Home and Community Services)

Dianne Geronimo and Jonally Palma

Carer of the Year

(Residential Services)

Angelina Ross

Carer of the Year

(Home and Community Services)

Abel Rozas

Learning and Development Award

Olita Curren D'Souza

Support Service Award

(Home and Community Services)

Sharon Harriage

Support Services Award

(Corporate Services)

Deb Manning

Support Service Award

(Residential Services)

Erica Gherghinescu

Administrator of the Year Award

(Residential Services)

Leonora McLennan

Administrator of the Year Award

(Home and Community Services)

Amanda Gibb

Administrator of the Year Award

(Corporate Services)

Eloise Cookson

Encouragement Award

(Residential Services)

Kryss Patron

Encouragement Award

(Home and Community Services)

Judy Plummer

Encouragement Award

(Corporate Services)

Anoop James

Encouragement Award

(Community Services)

Kate Blenheim

Contractor of the Year

Lyn Game

Volunteer of the Year

Ian Stewart

Chief Executive Special Award

(Admissions Team) Vickie Gillan, Danielle Frost and Veronica Disley.

Staff Recognition

Tracey Haverkort is mecwacare's longest serving staff member; she celebrated 35 years working at O'Mara House in Traralgon. Thank you and congratulations!

35 Years

Tracey Haverkort

30 Years

Janice Donohue

Mary Aguilar

25 Years

Anna Kenworthy

Anne Bouchier

20 Years

Lata Sumaru

Carmen Van Rennes

Luba Possick

Brigid Courtney

Louise Kenrick

Thanh Bui

Glenda Marinelli

Judith Miguel

15 Years

Michele Lewis

Kathleen Carberry

Niva Lang

Anne Clarke

Louise Hopgood

Moira Mugnier

Sulistijawati Budiharto

Patricia Scanlon

Louise Gale

Olga Bondarenko

Douglas Brown

Maria Favorito

Sonjai Lhordthong

Jose Loayza

Peta Howell

Karen Cavanagh

Madeline Granger

Prince Jacob

Bradley Birmingham

Margaret Rossiter

Samniang Jaroenkesorn

Alexandra Dzwonkowski

Hoa Vu

Judith Bell

Yan Xian Li

Saffron Wileman

Volunteers

mecwacare was founded by a group of volunteers more than 60 years ago; they came together with a drive to establish meals on wheels and other care-related services to support the elderly in the Malvern community. Today, this spirit of giving back and reaching out to support those who are most in need continues to inspire around 440 people who give their time and energy to support our aged care homes, opportunity shops and community centres. We thank all those who volunteer so that mecwacare can continue to deliver high-quality care to vulnerable people in the community.

Our volunteers come from diverse backgrounds, speak different languages and represent a range of

ages. Some of our longest serving volunteers continue to give their time to mecwacare after more than 50 years of service.

In May, we held our annual Volunteer Appreciation Event at the Kooyong Lawn Tennis Club. Speaking at the event, Michele Lewis, mecwacare's Chief Executive said: "This is our opportunity to share our deep gratitude for the more than four hundred people across Victoria who selflessly give their time and effort to support mecwacare and the people for whom we care.

"Without the generous support of our volunteers, we could not deliver on our promise to deliver life changing experiences for the vulnerable.

"Thank you to all our volunteers; you embody the giving, caring spirit of mecwacare and we will always value and appreciate all that you do for us."

Volunteers

20 Years

Tina Madafferi
*(Meals on Wheels,
Malvern Op Shop)*

15 Years

Anne Court
(Board Member)

5 Years

Brian Hillard
*(Social Support Volunteer,
Park Hill)*

Linda Wilson
(Malvern Op Shop)

Ros Crommelin
*(Social Support Volunteer,
Noel Miller Centre)*

Award winners



Ian Stewart, Volunteer Of The Year

Ian is a vital member of the Community Transport Team in Pakenham. When clients see Ian behind the wheel for their trip to attend a medical appointment, they know they're in for an enjoyable and entertaining trip. "My favourite part (of being on the Community Transport Team) is to have a talk about their lives and where they have lived, just to put them at ease," Ian explained. "Without volunteers, (clients) would find it very hard to get to their appointments."

Ian has built many beautiful relationships with clients and their families. He is valued for his reliability and ever-present willingness to help, even with last-minute requests. From all of us at mecwacare, congratulations Ian on being named our 2022 Volunteer Of The Year.



Tina Madafferi, 20 years of volunteering

Tina began working with mecwacare as a volunteer delivering meals on wheels and then moved on to work with our Malvern Op Shop. She works extremely hard in her time at the shop, helping to make sure everything runs smoothly. Our Malvern Op Shop customers greatly appreciate Tina's high standards of customer service. Over many years, Tina has become a vital part of our Op Shop team, helping to raise needed funds to support the care we provide to older and vulnerable people.

Opportunity Shops

Our opportunity shops are valued destinations for discerning shoppers seeking excellent value, high-quality goods. The stores generate vital funds, enabling mecwacare to invest into programs and services that support vulnerable people in our communities. Our innovative op shop managers and staff create vibrant, eye-catching window displays to attract passing shoppers; they also support our social media marketing by providing photos of in-store displays and unique items.

The support of many volunteers keeps our op shops running, and these generous people were recognised at this year's volunteer celebration. This year, our awards ceremony recognised the amazing efforts of Tina Madafferi, who is a vital member of the Malvern op shop team; Tina continues to volunteer with mecwacare after 20 years of service.

Ken Holmes, who volunteered with mecwacare for more than 50 years, sadly passed away in March. He first volunteered in 1971, helping to establish the Malvern op shop. He spent five decades purchasing and restoring old watches and clocks for sale in the Malvern store. His work raised many thousands of dollars for mecwacare. We share deep thanks for his generous service and our sympathies for his passing.

We remain grateful to our community supporters who continue to donate high-quality second hand and sometimes new items for us to sell. We appreciate that people continue to be thoughtful and supportive of mecwacare; we value when they call us to collect or drop off goods to sell so that disadvantaged people get a helping hand in life. Thank you to all who support our op shops in Ballan, Hawthorn, Malvern, Malvern East and Windsor.

Our commitment to diversity

mecwacare is inclusive: we are a non-denominational organisation that respects diversity and embraces everyone's unique knowledge, skills and experience.

We recognise that ethnicity, language, gender, sexual orientation, socio-economic status, age, physical ability, religious beliefs, political beliefs, work experiences and geographic location shape our staff and their approach in all they do.

Our diverse workforce enhances mecwacare's ability to deliver high-quality care in a way that welcomes, understands and respects the unique needs of the people we serve.

Our staff includes people from 87 nationalities who speak more than 100 languages.

Through celebrating the diversity of our workforce, we are well placed to deliver care and services to our residents and clients with a strong focus on collaboration, equal opportunity and inclusion.

mecwacare's Board adopted its current Diversity Statement in April 2017. The statement was reviewed and updated this year.

A melting pot of cultural diversity

mecwacare's diverse staff trace their heritage to more than 87 nationalities and they speak 100 different languages.

We celebrated Harmony Week in March with a "Taste Of Harmony" lunch where staff shared their national foods and wore splashes of orange, the official colour of Harmony Week.

We are proud of our diverse workforce; their different backgrounds mean our staff bring unique perspectives to their work, while sharing a commitment to caring for our residents and clients.

mecwacare staff celebrate our diversity.



Community Support and Partnerships

Individual

Ann Sylvester
 Anne Court
 Ava An Hwa Wu
 Barry Peake
 Caryl P Wynne
 Colin Squires
 Ewen and Aldyth Tyler
 Frederic Russell
 Gwenyth Bigger
 Hendrik Hardenberg
 Ian Ross
 Joan Donaldson
 Joan Gibbs
 John Hood
 Kristina Wise
 Leonie Henshilwood
 Louise M Gourlay
 Melissa Tyson
 Pauline Morris
 Peter Goodwin
 Peter Lemon
 Robert Palmer
 Robin Syme
 Sandeepa Weerasekera
 Wendy R Taylor

Corporate and Community

Accru
 Aged Care Developments
 Aged Care Online
 Airport Toyota
 Allanby Press
 Amicum
 ANZ
 Appliances Online
 Aromababy Natural Skincare
 Baobag
 Barry Fink Holdings
 Bidfood
 Community Bank East Malvern
 Compass Group
 eCommunications
 Essential Fire Safety Services
 Felix Relocations
 Firbank Grammar School
 Fisher Lane Mobility
 Flos Florum
 Flowers by Sophie
 Gary Peer
 Grey Army
 Hengyi
 HESTA
 HWL Ebsworth Lawyers
 LeasePLUS
 McArthur
 Meals on Wheels Victoria
 Medsafe Pharmacy
 Modern Promotions
 Moores
 Neon Tiger
 PTA Architecture
 Q Signs
 Sheen
 SJM
 Spectrol
 Telstra
 The Print Department
 Total Construction
 TW Recruitment
 United Physiotherapy Group
 Vasey RSL Care
 Winc
 Xceptional Plumbing

Trusts, Foundations and Bequests

Australian Communities Foundation
 BD Legal
 Joan Lavender Charitable Trust
 Keith Chenhall Charitable Trust
 Lord Mayor's Charitable Foundation
 Pethard Tarax Charitable Trust
 State Trustees
 The William Angliss Charitable Fund (Victoria)

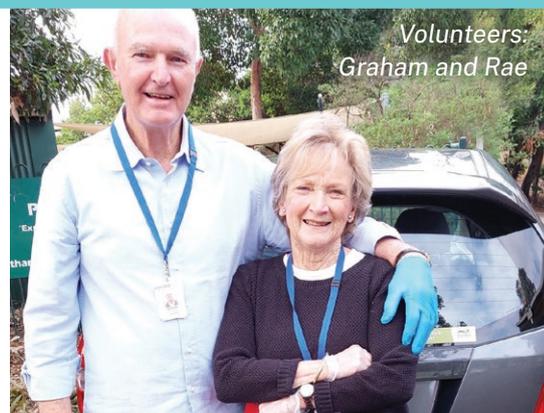
Government Support

mecwacare wishes to thank the Australian Government Department of Health and Aged Care and the Victorian Government Department of Health and Human Services for their support through various funding programs and initiatives.

From all of us at mecwacare, "Thank you for your generous support".

mecwacare is proudly a not-for-profit, non-denominational charitable organisation. Our organisation was founded by a small group of volunteers concerned about the elderly and vulnerable in their local area. Today, we continue to receive generous support from individuals and organisations across Victoria. Thanks to this spirit of giving, mecwacare continues to deliver high-quality care and support to some of the most vulnerable people in our community. We couldn't do it without you.

Thank you.



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

Service Network

mecwacare

AGED CARE HOMES

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

Altona North
mecwacare Squires Place

Ballan
mecwacare Ballan Nursing Home
and mecwacare Ballan Hostel

Caulfield North
mecwacare Jubilee House

Glen Iris
mecwacare Noel Miller Centre

Hamlyn Heights (Geelong)
mecwacare Elstof House

Hoppers Crossing
mecwacare John Atchison Centre

Malvern
mecwacare Malvern Centre

Mont Albert
mecwacare Simon Price Centre
(under construction)

Mornington
mecwacare Park Hill

Prahran
mecwacare Trescowthick Centre

Richmond
mecwacare Rositano House
mecwacare John Hood Terrace
(under construction)

Safety Beach
mecwacare Calwell Manor

Shoreham
mecwacare Annie's Court

Traralgon
mecwacare O'Mara House

Westmeadows
mecwacare Vincent House

RESPIRE CARE

P 03 8573 4980

BALLAN MEDICAL CLINIC

P 03 5366 7999

HOME CARE SERVICES

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

South East Metro (Malvern)
P 03 8573 4999

North West Metro (Westmeadows)
P 03 9325 5500

South East Region (Pakenham)
P 03 5941 5454

South West Region (Ballarat)
P 03 5333 0900

**Barwon Region
(Hamlyn Heights, Geelong)**
P 03 5271 4888

**Gippsland Region
(includes Bass Coast)**
P 03 5671 6888

Mornington Region
P 03 5981 7888

Ballan Allied Health
P 03 5366 7878

Ballan Pool and Gym
P 03 5366 7887

HOME CARE PACKAGES

P 03 8573 4980
E homecarepackages@mecwacare.org.au

RETIREMENT LIVING

P 03 9275 3388
E housing@mecwacare.org.au

Ballan

Hoppers Crossing

Malvern

AFFORDABLE HOUSING

P 03 8573 4963
E housing@mecwacare.org.au

Beaumaris

Glen Iris

Sandringham

COMMUNITY AND DISABILITY SERVICES

E community@mecwacare.org.au

**Bass Coast
Cowes (Phillip Island)**
P 03 8573 4980

Malvern East
mecwacare Barry Fenton Centre
P 03 9564 5100

Malvern East
mecwacare Fisher Street Centre
P 03 9572 9000

Pakenham
mecwacare Rivendell House
P 03 5943 7500

PODIATRY

Ballan
P 03 5366 7878
E ballanpodiatry@mecwacare.org.au

Malvern East
P 03 9564 5104
E podiatry@mecwacare.org.au

OPPORTUNITY SHOPS

E enquiries@mecwacare.org.au

Ballan
P 0438 309 357

Hawthorn
P 03 8573 4690

Malvern
P 03 8573 4680

Malvern East
P 03 8573 4670

Windsor
P 03 8573 4675

Corporate Services

1287 Malvern Road
Malvern VIC 3144

Freecall 1800 163 292

P 03 8573 4888

E enquiries@mecwacare.org.au

W mecwacare.org.au

mecwacare is proudly a not-for-profit,
non-denominational charitable organisation that
has been caring for Victorians since 1959.

mecwacare

Freecall **1800 163 292** • mecwacare.org.au



Corporate Services

1287 Malvern Road, Malvern VIC 3144

P 03 8573 4888

E enquiries@mecwacare.org.au

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www.dss.gov.au for more information.