Annual Review 2025-26

MecwaCare

# Reshaping the way we care



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Mecwacare acknowledges the Kulin nation as the Traditional Owners of Country on which we operate. We pay our respects to Ancestors and Elders past and present. Mecwacare is proudly committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural, spiritual, physical and emotional connections to lands, skies and waters. We deeply appreciate their rich contribution to the shared society in which we live, work and play.



# Our story

We began with a simple belief that older people in our community deserve care, dignity and a place to belong. Founded by a group of neighbourhood volunteers in 1959, we continue to build on that same spirit of connection and care.

Today, we are privileged to support 20,000 Victorians through our residential care homes, retirement villages, home care and community services.

As a for-purpose organisation, we reinvest in our services to strengthen, grow and innovate, ensuring we continue to put people first, today and for generations to come.




## Our vision

To redefine what it means to grow older, creating a culture of care where every person can live a fulfilling life with dignity, independence and meaning.

## Our purpose

Creating communities where every person is supported and enabled to live with choice, connection and purpose.

## Our values

**Caring**

We put people first, show compassion, kindness and understanding in everything we do.

**Accountable**

We take responsibility for our actions, keep our commitments and strive to do better.

**Respectful**

We value every person, listen to them and respect their choices, dignity and independence.

**Ethical**

We act with honesty, integrity and transparency, always doing what's right.

# Message from the CEO



**Anne McCormack**
Chief Executive Officer

FY2025-26 has been a defining year for aged care in Australia. We welcomed a new Aged Care Act, enshrining the rights of older Australians, supporting quality, dignity and choice. At the same time providers are managing a significantly changed regulatory environment, growing demand, increasing care complexity, workforce constraints and funding pressures.

Older Australians continue to experience delays accessing care and support. Lengthy assessment timeframes, extended waits for funded services and limited residential aged care availability remain significant issues. Providers are managing cost increases that continue to outpace funding growth, while higher regulatory expectations require substantial investment in quality systems, workforce capability and compliance. These challenges affect the sustainability of the sector and reinforce the need for providers that can adapt, innovate and operate efficiently while maintaining a strong focus on care outcomes.

For Mecwacare, the challenge is in meeting demand, and creating the conditions that allow sustainable growth. Achieving this requires financial discipline, investment in infrastructure and technology, a capable workforce and the ability to demonstrate consistent compliance and quality outcomes. Organisations that succeed in this environment will be those that can balance purpose with operational and financial sustainability.

In response to these changes, Mecwacare continued to invest in the foundations required for long-term success. We progressed implementation of our hub operating model, strengthened leadership capability and advanced key technology initiatives, including mcCare360. Significant effort was directed to preparing for the commencement of the new Aged Care Act, enhancing compliance frameworks and improving the systems that support a more connected and consumer-centred experience. These investments are designed not only to meet today's requirements but to ensure we remain capable of delivering high-quality care in a more complex operating environment.

The scale and pace of change experienced during the year should not be underestimated. Organisational redesign, new systems and evolving regulatory requirements have required considerable adaptability from our people. I am deeply grateful for the professionalism, resilience and patience demonstrated by our people throughout this period. Their willingness to adapt to change while continuing to provide exceptional care and support to clients has been one of Mecwacare's greatest strengths.

I also acknowledge the Executive team, whose leadership, expertise and dedication have been instrumental in guiding the organisation through a period of significant transformation.

Mecwacare continued to contribute actively to the future of aged care. We engaged with government, regulators, peak bodies and other providers, sharing practical insights and advocating for effective reform. Visits from the Aged Care Quality and Safety Commissioner, Ageing Australia, interstate providers and international delegations allowed us to demonstrate how technology, innovation and contemporary service models can improve client outcomes and operational performance. These engagements strengthened Mecwacare's position as a trusted and constructive sector leader. The voices of clients, residents and families remained central to our decisions. Their experiences and feedback shape our services and help us prepare for the future.

Our focus is clear: to deliver outstanding care today while building an organisation capable of serving future generations.

I thank our clients, residents, families, volunteers, employees, Board and partners for their trust and commitment. Together, we are supporting our communities while helping to shape the future of community and aged care.

Anne McCormack



# Message from the Chair

**Ian McHutchison OAM**
Board Chair

FY2025-26 brought another year of significant challenge for aged care. Major regulatory reform, financial pressures, workforce constraints and rising demand required providers to make careful decisions while continuing to deliver safe, high-quality care. Mecwacare rose to these challenges with consideration, resilience and a clear commitment to investing in the people and communities we serve.

Throughout the year, the Board maintained close oversight of Mecwacare's readiness for the new Aged Care Act and strengthened quality expectations. We focused on governance, compliance, financial sustainability and organisational capability, recognising that the decisions made today will determine our capacity to meet future community needs.

The Board has monitored sector developments and emerging risks, seeking external expertise and maintaining active oversight of the policy landscape. We have considered the long-term implications of reform, the supply of a quality workforce, capital investment and service demand, ensuring strategic decisions are grounded in a clear understanding of the challenges facing aged care. We have also reviewed Board composition and commenced recruitment to further strengthen the diversity of skills and expertise available to support the organisation's future.

Our redevelopment projects at John Hood Terrace in Richmond, Ballan Aged Care and the acquisition of Maryborough School House Retirement Village represent important investments in meeting future community need. At a time when demand for both community and residential aged care continues to grow, these initiatives strengthen Mecwacare's capacity to provide integrated services and support ageing in place across the communities we serve.

These achievements have been made possible through the dedication of our employees and volunteers and the exceptional leadership of our Chief Executive Officer, Anne McCormack.

Anne has led the organisation with clarity, courage and determination through a period of significant change. On behalf of the Board, I thank everyone who contributes to our mission of supporting older people to live with dignity, choice and independence.

The Board also records with sadness the passing of John Hood OAM, Life Governor of Mecwacare. Appointed to the Board in 1999, John served as Chair from 2010 until his retirement in 2021 and made an exceptional contribution to the organisation's growth and development. His leadership, commitment and service have left a lasting legacy, recognised in 2025 with the opening of John Hood Terrace in Richmond, named in his honour.



# Our year at a glance

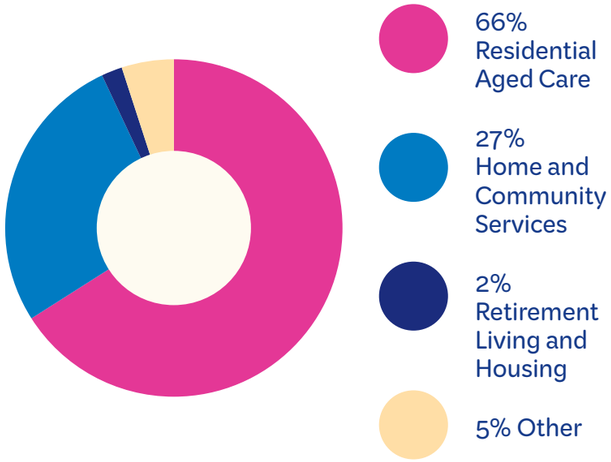
## Our financial outlook

**Revenue**
$365.04 million

**Growth in Revenue**
$31.78 million

**Assets**
$660.8 million

## Our revenue




## Our reach

Supporting
20,000
Victorians across our services

22
residential homes

1,565
ensuite rooms

7
retirement villages

442
retirement units

89
affordable housing units

4
community centres

## Our fundraising

$125k
raised from our Annual Charity Golf Day to fund memory support programs

80%
of our fleet vehicles are hybrid / electric

461
electric beds donated to Sri Lanka's public hospital system since July 2025

17,336
home care and community clients

Pilot
InteliCare complete

Phase 1
mCare360 complete

78%
Residential homes, retirement living units and community housing have solar panels

## Summary of all waste across Mecwacare for 2025-26 by volume:




## Our people

4,352
employees

530
volunteers

22
Abi humanoid companions are spreading joy in our residential homes as happiness assistants

# Reshaping the way we care

At Mecwacare, everything we do is focused on providing the best possible services and care for those we support.

As the needs and expectations of older Australians continue to evolve, we're evolving too. We're building connected, local teams to strengthen continuity of care and provide seamless support across every stage of a person's journey with us.

At the same time, we're embedding data-driven systems to give our teams the tools and insights they need to continually improve outcomes and make a meaningful difference every day.

## Delivering on our digital transformation

A key milestone in our transformation journey has been the successful first-phase implementation of our mCare360 platform. Introducing Salesforce as the core platform for our Retirement Living and Affordable Housing services marked a significant step, bringing together multiple legacy systems into a single platform.

Our final phase will bring Residential Aged Care and Home Care into mCare360, with implementation planned in 2026-27. By simplifying processes and improving visibility across our services, mCare360 empowers our people to focus on what matters most, delivering exceptional care. Together, these changes strengthen our Model of Care and help us deliver more coordinated care and continuity of services.

Through our transformation, we're building more connected, responsive and person-centred services to meet the needs of those we support now and into the future.

## Our commitment to exceptional care

Our Model of Care is built around the individual needs of our clients and residents. It provides a framework for personalised, integrated support that respects each person's choices, culture and life experiences. Guided by our values of being caring, accountable, respectful and ethical, it's our promise to provide compassionate, connected care so every person can live with dignity, meaning and purpose.

For more information on our Model of Care, visit mecwacare.org.au/about-us/our-commitment

## Embracing the Aged Care Act

We welcomed the new rights-based Aged Care Act, which came into effect on 1 November 2025. The new Act represents a defining moment for aged care in Australia, enshrining dignity, respect and choice as legal rights for older Australians. The Act reinforces the principles that guide how we deliver care every day – through our purpose, our Model of Care and our commitment to putting residents and clients at the centre of everything we do.



Audrey and Linda, Trescowthick, Prahran

# Innovating through smart technology

As older Australians seek greater choice, connection and independence, we're embracing leading-edge technologies that make care safer, more personalised and more responsive. Every innovation we introduce has a clear purpose, to support wellbeing, strengthen care and help people live with greater confidence, comfort and dignity.

## Scaling InteliCare across our homes

Following a successful pilot in 2025-26, InteliCare is now being rolled out in our residential aged care homes over the next two years. Using discreet smart sensors, the system monitors changes in residents' health, mobility and behaviour. This enables earlier identification of potential falls and health concerns while supporting more personalised care and greater independence.

## Results from our pilot include:

- 25% reduction in hospitalisations
- 100% immediate fall detection in bedrooms and bathrooms
- 95% reduction in overnight physical and vital sign checks, allowing residents to sleep undisturbed
- 90% reduction in sedative sleep medication use.




The best technology is the kind that quietly supports great care. It gives our teams the information they need while allowing them to focus on what matters most – the people they care for.

Photo left: Richard and Sara, Trescowthick, Prahran

## In FY2025-26, we also:

Began trialling real-time pressure injury prevention with **LenexaCARE®**, which uses integrated fabric-based sensor technology on a standard mattress to identify pressure injury risks early, enabling timely repositioning and improving comfort and care.

Introduced **Tovertafel**, an evidence-based interactive technology for people living with dementia, into our memory support units. Designed to encourage movement, social connection and meaningful engagement, **Tovertafel** stimulates physical, cognitive and sensory activity, creating moments of joy while enhancing residents' wellbeing and quality of life.

Developed and implemented a new organisation-wide feedback management system, **Protecht**, making it easier to capture, manage and learn from feedback in real time, supporting quality care and continuous improvement.

# Abi now in every residential care home

In April 2026, Mecwacare became the first aged care provider in Australia to permanently introduce Abi companion robots across all 22 residential homes, making innovative, personalised support available to every resident.

Developed in partnership with Andromeda Robotics and shaped by feedback from residents, families and care teams, Abi complements the compassionate care our people provide every day. Speaking more than 90 languages, Abi helps reduce social isolation, encourages meaningful engagement and supports people living with dementia.

Across our homes, residents are singing, sharing memories, enjoying music and reconnecting with others. Families tell us they are seeing more smiles, laughter and moments of genuine connection, showing how thoughtful technology can enhance wellbeing and strengthen the human relationships at the heart of great care.

Abi's visits are "the best part of my day," said Beverley, Wahroonga resident, as she smiled and moved to the music despite being bed-bound.



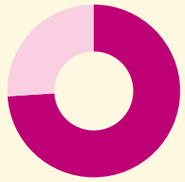
Albert lights up when Abi comes to visit

### Making a positive difference

Research shows Abi is already enhancing residents' wellbeing[1]:

**74%**

of team members observed reduced resident agitation



Team members rated resident enjoyment

**8/10**

Team members rated Abi's positive impact on wellbeing

**8/10**

Overall team member satisfaction was

**9/10**

[1] Andromeda Robotics' Carer Perspectives

# Supporting independence at home

Home is where people feel most comfortable, connected and independent. The introduction of the Australian Government's *Support at Home* program on 1 November 2025 marked a notable change in at-home aged care.

The expanded eight-level funding structure aims to provide greater access to tailored services, assistive technology and fully government-funded clinical care, helping services better meet individual needs.

To support a smooth transition, Mecwacare invested in workforce training, strengthened service delivery systems and aligned our operations with the Support at Home framework. This has enabled us to continue delivering compassionate, person-centred care while helping clients make the most of the support available to them.

During FY2025-26, our home care services grew by 11.3%, from 15,578 clients to 17,336.

This growth reflects increasing demand for home-based support and our commitment to helping older people keep their independence, wellbeing and quality of life at home.

"I couldn't be happier with Mecwacare and the care team," Fay says.

"Without them, I wouldn't be living in this flat."



Fay at home with her Grandson, Anthony and daughter Carolyn

## Living well at home

For more than 40 years, Fay has called her inner Melbourne apartment home. It's where she built a life with her late husband and where cherished memories remain. Today, it is also close to her friends, daughter and grandchildren, making it the only place she wants to be.

Although limited mobility has made everyday life more challenging, Fay is determined to remain independent in the home she loves. Following a stay in hospital six years ago, Fay's daughter, arranged support through Mecwacare. Fay admits she was hesitant at first, but it didn't take long for the care team to become an important part of her life.

As her needs have changed, so has the support she receives. Today, the Home Care team visits twice a day, seven days a week, providing nursing, personal care, shopping assistance and preparing her meals.

"I feel safe here. I love the neighbourhood, my grandsons visit me and I have good friends nearby."

For Fay, the greatest difference is knowing she has people she can rely on. "The girls who come are so caring and well trained. I can't fault them. It's reassuring to have them looking after me, and it means I'm not relying on my daughter all the time. My family knows I'm well cared for."

When asked what she is looking forward to most, Fay's answer is simple. "Staying in my home, living a happy, healthy life and seeing my grandchildren."

# Welcoming our seventh retirement village

In January 2026, we welcomed School House Village in Maryborough, expanding our retirement living portfolio and strengthening our services in regional Victoria.

Built around a beautifully restored 1880s school house, the village has been a cherished part of the local community for many years. It's welcoming atmosphere, rich history and potential for future growth make it a natural fit for Mecwacare. It also complements our growing presence across central Victoria, alongside our residential aged care homes and community services in Bendigo, Ballan and Ballarat.

For older people in Maryborough, School House Village offers greater choice in retirement living, enabling them to remain close to family, friends and familiar surroundings.

For existing residents, it provides the reassurance that the close-knit community they value will continue to thrive, supported by Mecwacare's experienced team and person-centred approach to services and care.



School House Retirement Village, Maryborough.



Mabs and David enjoy their hobbies of miniatures and model making.

## Coming home to the School House Village

For Mabs and David, moving to the School House Village has given them the freedom to enjoy retirement while staying connected to the community they love.

The couple, who are celebrating 55 years of marriage, moved into the village in December 2025. "Our house was starting to need more maintenance, and we wanted to simplify life while we were still healthy and active," Mabs said.

For Mabs, the move held special significance. After moving from Melbourne to the Maryborough region in 2001, she worked as a teacher's aide at the original village school, the beautifully restored school house that is now the community hub of the retirement village. "When I look out my kitchen window and see the old school house, it feels like coming home."

"We've been so happy here. Everyone is friendly, and there's a wonderful sense of community. You can join in as much or as little as you like."

The couple enjoy maintaining their independence while knowing support is available if they ever need it. Mabs spends her time sewing and creating miniatures, while David enjoys model trains, golf and regular games of cards with fellow residents. They also look forward to Friday happy hours in the school house and community events, including musical performances organised by Mecwacare.

"I feel safe and secure here, and it's comforting to know there's always someone there if we need help."

Asked what she would say to someone considering retirement living, Mabs doesn't hesitate. "Just do it. It was a big step for us, but everything has worked out perfectly. We love our beautiful home and couldn't be happier."

# A new home in the heart of Richmond

In October 2025, we proudly opened John Hood Terrace in Richmond, our 22nd residential aged care home. The $40 million redevelopment transformed the former Richmond Hill Hotel into a contemporary aged care residence while carefully restoring its historic façade, creating a unique blend of heritage and modern design. Named in honour of long-serving volunteer and Life Governor John Hood, who passed away in February 2026, the home features 77 private suites across five levels, with sweeping views of the Melbourne skyline.

John Hood Terrace represents a significant milestone in Mecwacare's growth and commitment to delivering high-quality care where people need it most. As the only residential aged care provider in Richmond, the home responds to growing demand for local aged care services, enabling older people to remain connected to their community as they age.

Designed around dignity, independence and innovation, John Hood Terrace reflects our commitment to providing personalised care in welcoming, contemporary environments that support residents to live well.



John Hood Terrace, Richmond.



Katerina, Maureen and David, John Hood Terrace, Richmond

## A new chapter close to home

After 60 years of marriage, David and Maureen have always faced life's challenges together. The couple moved to Richmond almost 18 years ago, downsizing from their family home to be closer to their children and grandchildren. It became a community they loved, with familiar cafés, friends and local clubs becoming part of their daily lives.

Last year, everything changed when both David and Maureen were hospitalised with bronchitis. During this time, it became clear that Maureen's dementia had progressed and she could no longer manage safely at home. David, who had become her full-time carer, also needed support.

Just before Christmas, they moved into the newly opened John Hood Terrace. "We were very lucky this place had just opened," David said. "We can each have our own room while still being together. I can continue to care for Maureen, with the support of the staff whenever we need it."

Remaining in Richmond has made the move much easier. The couple still visit their favourite café, where they have been regulars for more than 10 years, and enjoy staying connected with family, friends and the local community.

"Maureen's dementia means familiarity is really important, so being able to stay in the neighbourhood we know has made a big difference." For David, the move has also eased the demands of being a full-time carer. "We don't have to worry about cooking or housework anymore. If I need to go to an appointment, I know Maureen is safe and being looked after by the wonderful staff."

The couple have embraced life at John Hood Terrace, enjoying music performances, coffee club and social activities, while David has also made new friends. "The staff have been so friendly and supportive and have helped us both settle in," David said.

"I can still help Maureen with the things that matter, like getting ready for bed, but now we have the care and support we need. It gives us both peace of mind."

# Growing to meet local needs

As demand for residential aged care continues to grow, we're investing in enhancing and expanding our homes to ensure more older people can access high-quality care close to the family, friends and communities they know.

## Ballan redevelopment enters its final stage

Residents at Mecwacare's Ballan Aged Care are enjoying modern, purpose-built spaces following the completion of Stage 2 of the home's three-stage, $30 million redevelopment.

In February 2026, more residents moved into their new accommodation, which includes light-filled living spaces overlooking the Werribee River and a fully equipped state-of-the-art commercial kitchen. The new environment also features landscaped courtyards, outdoor dining areas, a cinema, library, café, hair salon, and welcoming lounge and dining spaces designed to support comfort, connection and wellbeing.

With Stage 3 now underway, the redevelopment is entering its final phase. Once complete, Ballan Aged Care will expand from 42 to 60 beds, enabling Mecwacare to provide high-quality aged care to more people in regional Victoria, now and into the future.

## New suites at Malvern Centre

Eight new two-room suites at Malvern Centre will help meet growing local demand for residential aged care, giving more older people access to the care and support they need. Designed for comfort, the spacious, modern rooms help residents feel at home, while welcoming communal lounges and dining areas provide spaces for families and visitors to enjoy together.



One of the new suites at Malvern Centre.



## A new chapter in Ballan

For 42 residents, the redevelopment of our Ballan Aged Care home represents a new chapter. Lorraine, Doreen and Ian are among those who recently moved in.

Lorraine loves the new café and enjoys having a larger room with space for treasured furniture, "I'm really happy with the size of my room in the new facility as it has allowed me to bring sentimental furniture from home which is great."

Ian appreciates the bright, spacious surroundings. "I like the newness of the place," Ian said, "You couldn't ask for better!"

For Doreen, "Everything is fresh and new." She adds, "I love that the café is so bright and cheery."

"I love that there is a bright and airy space in the new café for me to enjoy a cup of tea with my family and friends" says Lorraine.

Photo above: Doreen, Lorraine and Ian, Ballan Aged Care

# Connecting community and care

At Mecwacare, we are honoured to be part of the communities we serve. A much-loved part of the Ballan community, the Mecwacare Ballan Op Shop is more than a place to find a bargain. Located on the town's main street, it is a welcoming hub where locals and visitors can connect over a cuppa and meet the dedicated volunteers who make it such a vibrant place. Every purchase helps support our services, making each bargain a meaningful contribution to the local community.

We also acknowledge the closure of our Malvern and Windsor Op Shops, and our final chapter at Fisher Street Centre. For many years, these locations have been places of connection and generosity, made possible by the commitment of our volunteers, customers and clients.

Following a review of our operations, we made the difficult decision to close our Malvern and Windsor Op Shops. This allows us to strengthen volunteer support, streamline operations and focus our resources where they can have the greatest impact. We thank our volunteers, customers and supporters who contributed to these stores over many years. We look forward to continuing to serve our communities through our Malvern East and Ballan Op Shops.

In April 2026, we farewelled the Fisher Street Centre, marking the end of more than 20 years of disability support at the site. Following Stonnington City Council's decision to sell the property, many participants transitioned together to OC Connections, an established disability support provider in Oakleigh. While our time at Fisher Street has come to a close, the skills, confidence and friendships built there will continue to support participants as they thrive in their new community.




David and Lynette, Ballan Op Shop



Bill, Teagan and Colleen, Ballan Gym

## Staying active, connected and living well

In the heart of Ballan, Mecwacare brings together a range of health and care services, including our GP clinic, allied health and fitness centre, residential aged care, retirement living and op shop.

When couple Colleen and Bill attended a Dementia Awareness Week workshop at Mecwacare's Ballan health centre more than two years ago, they discovered a welcoming community that continues to support them to live well.

Today, they are regular participants in programs at the Ballan Healthy Ageing Hub, embracing a range of health, wellbeing and social activities that help them stay active, independent and connected. Together, they attend regular exercise physiology classes to improve strength, balance and mobility. Colleen also accesses physiotherapy, podiatry, dietetics and GP services to manage her health. While Bill, who is living with dementia, receives tailored support through allied health and Support at Home services, enabling him to remain safely at home.

As Bill's primary carer, Colleen also benefits from respite services, helping her maintain her own health and wellbeing. Beyond their clinical care, the couple enjoy taking part in community events, from the Biggest Morning Tea to local health and wellbeing activities.

Working closely with Mecwacare's integrated care team, Colleen and Bill have planned for the future through advance care planning, ensuring their wishes are understood while continuing to enjoy the independence, confidence and connections that matter most.

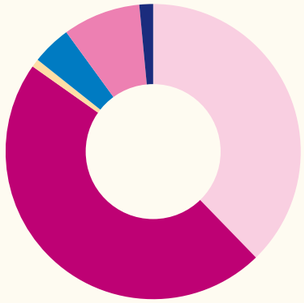
# Growing our volunteer community

A friendly conversation, a shared cup of tea or a regular visit can make a lasting difference. Through the Australian Government's Aged Care Volunteer Visitors Scheme (ACVVS), Mecwacare brings volunteers and older people together to foster connection, companionship and wellbeing.

This year, additional funding enabled the program to expand from 166 to 360 volunteer friendships, creating more opportunities to reduce social isolation and support quality of life.

Across our services, 530 volunteers bring companionship, confidence and joy to residents and clients every week. Volunteers have been at the heart of our organisation since the beginning. Working alongside care teams, they build meaningful relationships, strengthen community connections and help people feel valued, included and supported.

## Where we volunteer



- The Aged Care Volunteer Scheme 200
- Residential Aged Care 249
- Retirement Living 5
- Community 23
- Op Shops 45
- Biography writers 8

## A friendship that transformed Bruce's life

Sometimes, a simple act of connection can change a life. When long-time Calwell Manor resident Bruce began withdrawing from the activities he once enjoyed, a thoughtful introduction to volunteer Jean helped him rediscover friendship, confidence and a renewed sense of purpose.

As Bruce's hearing and vision declined, Mecwacare's Wellbeing and Lifestyle Coordinator collaborated with the Volunteer team to find a way to help him reconnect with the world around him.

What began as regular visits from Jean soon grew into a genuine friendship. Each week, they share coffee, conversation and outings that have helped Bruce regain his confidence and sense of connection.

"Jean has given me something to look forward to every week," Bruce said. "She's become a true friend." The difference has been remarkable. Bruce is more engaged, enjoys getting out into the community again and has rediscovered the simple pleasure of spending time with a friend.

For Jean, the friendship has been just as rewarding.

"It's wonderful to see Bruce enjoying life again," she said. "We've built a wonderful friendship, and I look forward to every visit."



Bruce and Jean, Calwell Manor, Safety Beach

# Our people are what make us who we are

Diversity is a big part of who we are at Mecwacare. With more than 70 nationalities represented across our workforce, we're proud to reflect the communities we serve. From Christmas and Easter to Diwali and Lunar New Year, celebrating together gives us opportunities to share, learn and appreciate what makes our communities unique.

As of 30 June 2026, we had **4,352 employees** across Victoria, aged from 18 to 81. Our workforce is predominantly female and brings together a broad range of experience, skills and perspectives.

Every day, our people bring our Model of Care to life. Guided by our values of caring, accountable, respectful and ethical, we collaborate with clients, residents and families to provide care that reflects their individual needs, goals and preferences.

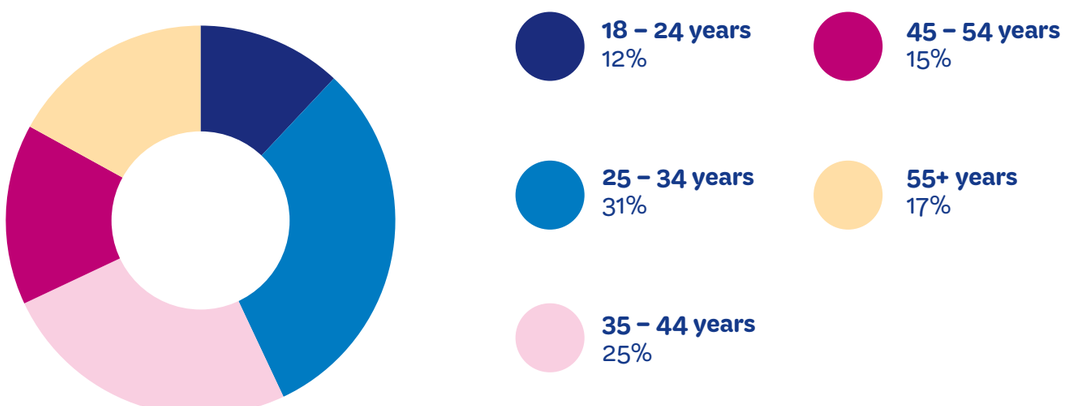
The strengthened Aged Care Quality Standards reinforce the principles at the heart of our Model of Care – dignity, respect, choice and independence. Through training, teamwork and continuous improvement, our people are strengthening clinical care, nutrition, safety and wellbeing, helping people live with greater choice and quality of life.

We continue to empower our people to grow, thrive and promote a safe and inclusive culture.




Fay and Santiago, Trescowthick, Prahran

## Our employees by age group:




### Building a stronger safety and wellbeing culture

We continued to build a stronger safety and wellbeing culture by growing our technical expertise and presence across operational and leadership forums, fostering earlier risk identification, knowledge sharing and proactive prevention.

Enhanced systems, including Solv, Protecht and CM3, are increasing visibility of safety risks, controls and performance, while improving contractor safety governance. Together, these initiatives are strengthening our safety culture and helping build a healthier and more inclusive workplace.

### Growing skills and supporting future leaders

Our Nurse Educators spent more than **6,000 hours** supporting employees through training, mentoring, competency assessments and clinical supervision, with a focus on areas including dementia, palliative care, mental health and supporting families.

We also began implementing a new **Leadership Capability Framework**, helping our leaders thrive in our new operating model through human-centred leadership, adaptability and collaboration.

This year, we welcomed **465 final-year healthcare students**, giving them valuable hands-on experience while bringing fresh ideas and current knowledge into our services.



# Our Leaders



**Anne McCormack**
Chief Executive Officer



**Steven Lambert**
Executive Director,
Client Experience
and Growth



**Niluka Perera**
Executive Director,
Finance and Enabling
Services



**Samuel Sharma**
Executive Director,
North West Region



**Dr Rowena Brown**
Executive Director,
People, Culture and Safety



**James Cramond**
Executive Director,
Central Region



**Simon Wrigley**
Executive Director,
South East Region



**Lyndal McNamara**
Company Secretary



# Our Board

## Recently Retired Board Members

Mr Collin Squires
Retired 26/11/2025

## Life Governors

Life Governorship is an honorary title and board membership awarded in recognition of individual's outstanding service or support to Mecwacare.

John Atchison

Barry Fenton

Robin Syme

Colin Squires

John Hood*

*John Hood passed away in February 2026. We acknowledge with gratitude his longstanding contribution to the organisation.

## Board Committees

**Finance, Audit and Risk Management Committee (FARM):**

Mr Lou Panaccio (Chair)

Mr Ian McHutchison

Mr Lachlan Cameron

Mr James King

**Clinical Care, Quality and Service Development Committee (CCQSD):**

A/Prof Keith Evans (Chair)

Ms Susan Barton

Adj A/Prof Felix Pintado

**Nominations, Remuneration and Governance (NRG)**

Mr I McHutchison (Chair)

Ms S Barton

Adj A/Prof Felix Pintado



**Ian McHutchison OAM**
BJuris, LLB
Chair. Appointed 2021.
Area of expertise: Finance, law and housing



**Susan Barton AM**
Deputy Chair.
Appointed 2005.
Area of expertise:
Not-for-profit sector



**Lachlan Cameron**
Appointed 2022.
Area of expertise: Business and project management



**James King**
Appointed 2024.
Area of expertise: Housing and project management



**Lou Panaccio**
Appointed 2024.
Area of expertise: Business and healthcare

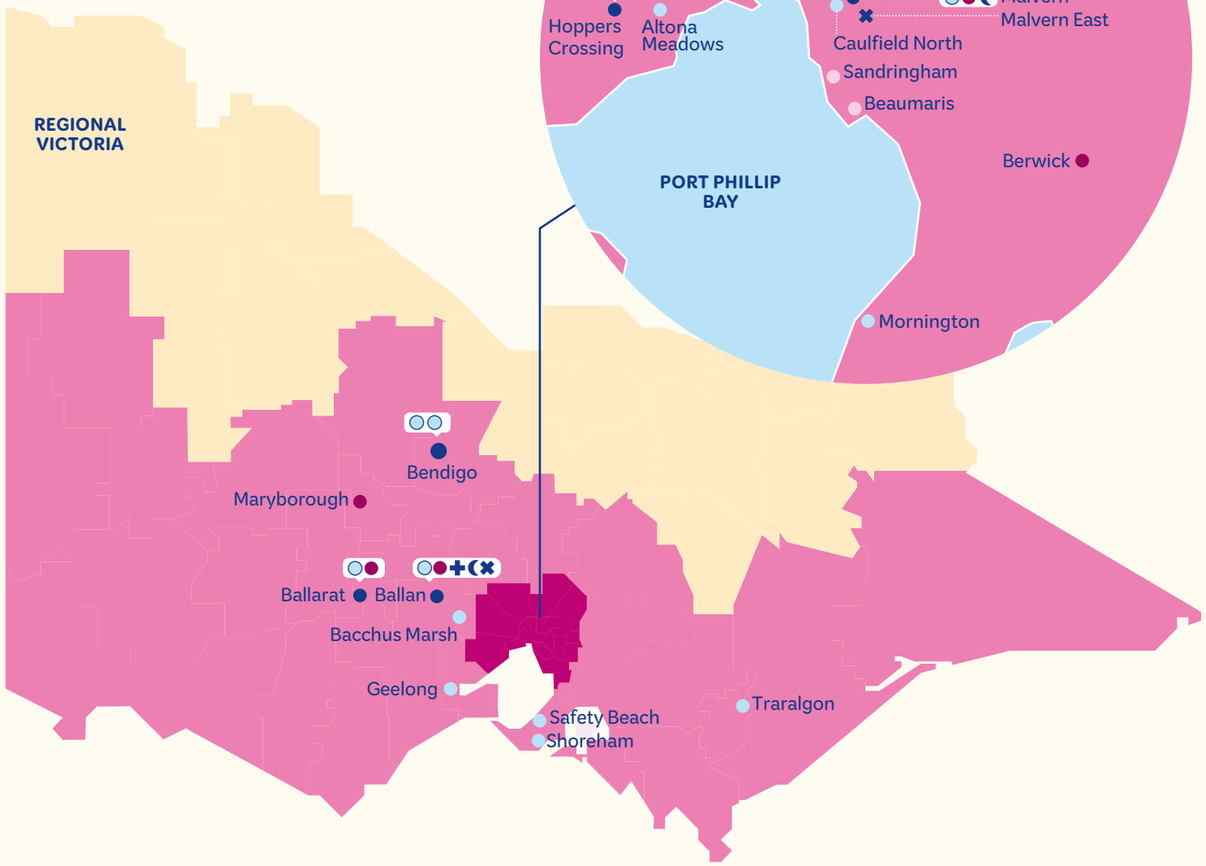


**A/Prof Keith Evans**
Appointed 2025.
Area of expertise: Health and community services



**Adj A/Prof Felix Pintado**
Appointed 2025.
Area of expertise: Healthcare management and aged care

# Supporting communities across Victoria






Flora Hill, Bendigo residents Linton, Valerie, Graeme and Audrey visit the School House Retirement Village in Maryborough

**Service areas for Home Care Packages, Disability Care and Support**

- **Residential Aged Care Homes**
- **Retirement Living**
- **Affordable Housing**
- **Opportunity Shops**
- **Medical Clinic and Gym**
- **Allied Services**

Thanks to the generosity of our supporters and partners, we can continue providing compassionate, person-centred care. Together, we're making a meaningful difference in the lives of older Australians.

**mecwacare.org.au**

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Supported by the Australian Government Department of Social Services, Department of Health and Aged Care, Department of Health Victoria and Department of Families, Fairness and Housing Victoria.