

2016-2017

Thirty Third Annual Report



MannaCare
WIDER CHOICES FOR OLDER PEOPLE



MISSION

To assist older people in the Manningham community to sustain and reinforce their independence, social relationships, personal wellbeing and community interaction.

VALUES

Professionalism throughout the organisation.
Respect and compassion for the individual.
Willingness to operate in an open and consultative way.
Integrity and adherence to high ethical standards.
Commitment to excellence and continuous improvement.
Openness to innovation.
Social justice within the local community.
Sustainability into the future.

BOARD OF GOVERNANCE



David Meiklejohn AM
Chairman



John Shaw
Deputy Chairman



Sheena Kay
Treasurer



Ray Barrington



John Bennie



Peter Fuller



Ron Kitchingman OAM



Nusia Krolkowski



Tracy Laethaisong



Ian Waters



LEADERSHIP TEAM

Chief Executive	Ross Dawson
General Manager - Corporate Services	Vanessa May
General Manager - Operations	Sherry-Ann Bailey
Human Resources Manager	Michelle Murphy
Human Resources Advisor	Michelle Srnec
Clinical Quality Advisor	Vanessa Watkins
Facility Manager - Cassia House	Priya Salandy
Facility Manager - Doncaster Melaleuca Lodge	Shantel Innes
Grevillea House Coordinator	Dezlie Marrison
Cassia Day Respite Coordinator	Sharon Gammon
Home Care Packages Senior Advisor	Sajani Varghese
MCA FlexiCare Client Services Coordinator	Adam Dougherty
Doncaster Rehabilitation Services Team Leader	Dharani Nagarajan
Home Maintenance Services Team Leader	George Kyritsis

ASSOCIATED FIRMS

Auditors	Saward Dawson
Bank	Westpac Banking Corporation



Volunteers week breakfast at Grevillea House, May 2017

CHAIRMAN'S REPORT



I have great pleasure in reporting to you as Chairman of MannaCare on our 33rd year of operation. We have now concluded the first year of our new 16 year management arrangement for the facilities under the banner of our new name "MannaCare".

The 2016/17 year was challenging and we incurred another overall

operating loss for our residential and non residential businesses. This was due to a number of factors, including lower occupancy rates, reduced government funding and increasing costs. Further comment on this is included in the Financial Report later in the Annual Report.

However, the Board and the senior management team have instigated programs to address the challenging financial environment and these actions are yielding positive results. Active cost reduction programs and the success of our Home Care and MCA FlexiCare businesses are partly offsetting the negative results in our residential facilities.

In addition we are pressing on with the planning for the major capital works needed in our residential facilities to substantially improve Cassia House, in particular, to allow us to be more competitive with the new facilities being opened around us. Our Project Steering Committee meets regularly and our aim is to conclude the tender process over the next few months and for construction to commence early in 2018. I will report further on this at the AGM in November.

PEOPLE

I thank all of our staff for their commitment and understanding as we move forward and congratulate them on the quality of the care provided to our residents. I also pay tribute to the excellent work done by our volunteers and again point out that we could not operate without their efforts and commitment.

MannaCare is fortunate to have a diverse and well qualified Board of Directors and Senior Management team. Your Board operates on a completely voluntary basis and the time demands have increased substantially during these economically challenging and project planning times.

We have had two changes to the Board since our last Report. Long serving Board member, Lyn Sowersby, retired and I thank Lyn for the substantial contribution she made during her term as a Director. We recently welcomed Tracy Laethaisong to the Board and look forward to her input to our deliberations. Tracy is an executive in the Aged Care industry so we welcome her expertise.

On the staff front, we welcomed Sherry-Ann Bailey as our General Manager Operations and a member of Ross's Leadership group. Her experience in community service programs is of great benefit to MannaCare as we face up to the challenges in our residential service operations.

CONCLUSION

I thank my Board colleagues for the significant contributions they make and for the voluntary time they give serving as members of the Board and as members of our various operating committees.

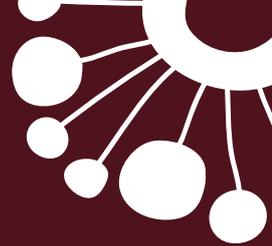
I also pay tribute to Ross Dawson and his team for facing up to the headwinds we have experienced in recent times and for mapping out a pathway to success in the future. Under the new Management arrangements we do have greater independence but with that independence comes greater responsibility and Ross and his team recognize that extra effort needs to be made as we expand and improve our operations.

However, all is not doom and gloom. We have a solid financial base and we are well positioned to make the long term decisions on capital improvements and new programs. The objective of the Board and Management is to ensure that MannaCare, as a not-for-profit organisation, is in the best possible position to meet the needs of our current and prospective clients; the aged and ageing members of the Manningham community.

David Meiklejohn AM



Presentation of 15 years of service awards to volunteers Peter and Dorothy Sim



CHIEF EXECUTIVE REPORT



The financial year 2016/17 has presented MannaCare with a number of meaty challenges in the context of the continued roll-out of the Federal government aged care reforms and its budgetary issues. These have primarily, but not solely, impacted on our residential care services which provide the bulk of our income.

Firstly, in its May 2016 budget the Federal Government announced \$1.2 billion in cuts over 4 years to residential aged care funding via changes to the Aged Care Funding Instrument (ACFI). Unfortunately this budget measure would have had the greatest impact on the most frail of residents in care. Furious lobbying by the sector finally convinced the Government to modify its stance by phasing in the cuts via a 12 month indexation freeze across all ACFI subsidies from 1 July 2017 and a 50% indexation pause to the Complex Health Care domain in 2018–19. This came on top of earlier cuts to ACFI medication and blood pressure scoring which were already impacting on our income.

Secondly, as part of Federal Government policy to empower consumers with choice aligning as it does with the desire of most older people to remain living in their own homes, the whole residential aged care sector experienced and is continuing to experience reduced occupancy rates. This aligns with the increased availability and take up of home care packages. This was the reality in both our facilities but more so in Cassia House.

Thirdly, due to the combination of the loss of ACFI income and a reduced occupancy rate in our ageing Cassia House in particular, we needed to restructure rosters and staffing levels. To lead by example we started at the top by combining the executive positions of General Manager Community Services and General Manager Residential Services into one new position, General Manager Operations. Regrettably, this resulted in Maree Lucas having to leave us. I was very sorry to see her go after so many years of faithful and effective service for MannaCare. Kate Karrasch subsequently submitted her resignation as General Manager Residential Services. Following advertising and interviews, Sherry-Ann Bailey was appointed to the new position. The focus then shifted to rebalancing our staffing levels in residential care to better align with our reduced funding. This also was a painful and prolonged process that had an understandable impact on staff morale. I thank all our direct care staff for their forbearance during this extended time of uncertainty.

However, these meaty challenges should not detract from the positive things we achieved or made progress in putting in place during the year. A few of these are highlighted below.

Completion of stage 1 building improvements in both facilities – With the assurance of having long-term leases for both sites we completed the first stage of capital improvements at a cost of \$298,000. This comprised new staff hand-wash stations (5 in Cassia and 7 in the Lodge), new and renovated landscaping of 3 courtyard

gardens at the Lodge and lighting of two large MannaCare external direction signs. The new staff hand-wash stations located in various passageways adjacent to resident bedrooms were necessary for resident and staff health and safety. Existing stations were modernised to improve their appearance and practicality. Landscaping particularly of the two courtyards adjoining the memory support unit provides residents with attractive and safe outdoor settings to enjoy at any time of the year. The lighting of the two large signs significantly improved the ability of emergency services and visitors to find our services after dark.

Planning for stage 2 building works in both facilities – At its core, stage 2 works will replace remaining shared rooms with single rooms and private ensuites in Cassia House and construct a new hairdressing salon, resident laundry and bathroom at the Lodge. These works and associated professional fees are expected to cost nearly \$13 million. Billard Leece Partnership were appointed as Architects under our Project Managers, TSA Management. As we want to commence construction in January 2018, the timelines for design, tendering and appointment are very tight.

Completion of the first year under our new name – Our new name, logo and tag line were launched in August 2016 and we have now completed nearly one successful year under this renewed identity. New fixed and mobile signage, brochures and fact sheets, stationery and other promotional materials plus a 1300 contact number were designed and rolled out. It is important that our community knows who we are and what we provide for if or when they need to access age care services so we figure in their decision making process.

Growth in our community services – So far we have adapted well to the new competitive era of aged care services provision. Targets in our Commonwealth Home Support Program (CHSP) funded services were mostly achieved, there was a great level of consumer satisfaction with the way we met their needs, a net growth in the number of home care packages we manage on behalf of consumers and continued steady growth in our consumer-funded MCA FlexiCare service. We also became a Registered Provider under the National Disability Insurance Scheme following a Board decision in November 2016 to enter this space focussing on consumers with a disability in the 50 to 65 years age bracket. This is a small start but is expected to develop substantially in the years to come.

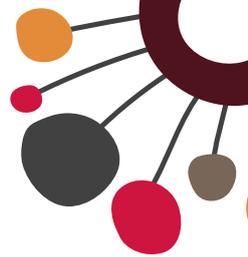
Thank you to our wonderful volunteers including those serving on our Board who all give freely of their time and expertise during the year to support and improve the services we are providing to our community. They reflect our proud heritage as a community owned and governed not-for-profit entity.

Thank you also to our 300 plus staff whose commitment and contribution in tough times and good has helped us weather the ongoing challenges of working in the dynamic aged care sector.

I commend to your reading the following reports from our broader leadership team highlighting other key points from the year including our financial performance.

Ross Dawson





COMMUNITY SERVICES

HIGHLIGHTS

- The Mayoral Ball held on 2nd September 2016 was well attended by representatives of MannaCare and the broader community. As the feature charity, the evening raised \$11,570 for the purchase of specialised exercise equipment for our new GymActive service being offered by Doncaster Rehabilitation Services (DRS).
- From 1st July 2016 for people aged 65 years and older, the Victorian Home and Community Care (HACC) Program transitioned to the new Commonwealth Home Support Program (CHSP). Clients under 65 years of age remained under the Victorian HACC Program with some clients transferring to the National Disability Insurance Scheme (NDIS) as it rolls out in Victoria. We had only a few clients under the age of 65 years with most receiving services from Home Maintenance. Recognising that MannaCare has other services which would be a good fit for people with a disability in the 50 to 65 years age bracket, we registered as a provider under the NDIS.
- In March 2017 auditors from the Australian Aged Care Quality Agency undertook an assessment of two MannaCare services which were funded under the Victorian HACC Program, and now the Commonwealth Home Support Program (Grevillea House Social Support Group and Home Maintenance). Both services were commended and were deemed compliant with the expected outcomes.
- Following some months planning and organising, on 12th April 2017 DRS hosted a seminar on “Getting Around Safely” for older people in the community. Presentations and presenters included the Years Ahead program by the RACV; Stepping Out Safely (pedestrian safety) by Max Harris; and on MannaCare’s community support services by the managers of DRS, Home Care Packages and MCA FlexiCare. The seminar was advertised widely and attracted a good audience of older people. Overall feedback was very positive.

CHALLENGES

- From 1st February 2017 Home Care Packages funding was allocated directly to consumers. This provides the power of choice to the consumer who may now engage a provider of their choice to administer the package. The challenge ahead lies in maintaining a prominent profile in the community as a provider of choice. In order to assist in this we have developed new marketing and community engagement strategies for the next 12 months.
- The implementation of My Aged Care and centralised referral, waitlist and prioritisation process introduced in 2016 has created confusion within the community, and amongst organisations resulting in a reduction in the number of referrals, particularly in CHSP respite services. The delay in the roll out and allocation of Home Care packages by the department, particularly high care, has also been challenging in enabling us to maintain and grow the number of clients.

It is anticipated that this will continue to be problematic moving into 2018 therefore it is important that we continue to work closely with our referrers, Regional Assessment Services and the Aged Care Assessment Services in the region to ensure their awareness of our services.

- Increase competition with the opening up of the application to become an approved provider of HCP has led to an increase in the number of direct care service providers now providing HCP management in the mix of service offering.

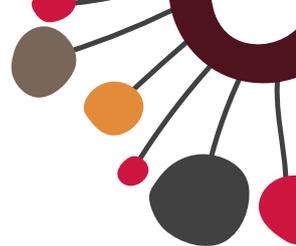
LOOKING AHEAD

- Faced with these challenges we plan to continue with our recruitment drive to more than double our workforce in MCA Flexicare to assist in providing services into the homes of our consumers and thereby ensuring quality and value for money.
- Staff are being recruited as permanent part-time rather than casual to increase the commitment to the organisation and our values, but still offering flexibility in order to provide a 24/7 service.
- MCA Flexicare has continued to grow and it is anticipated that this service will double over the next 12 months in order to meet the demand in other business areas.
- Increasing our profile in the community through presentations at local and regional events, and the introduction and continued roll out of uniforms for all staff to promote our branding.
- Transition to NDIS commencing in November and exploring appropriate program options for facility based day and in-home respite for those older people with a disability under 65 as a development within our community services.
- We aim to continue the growth in community services through continuous growth in Allied Health services through DRS in the home and to community groups, home maintenance services and Home Care Packages.



MannaCare Playgroup





RESIDENTIAL SERVICES

HIGHLIGHTS

- Under our Project Managers, TSA Management, we engaged a team of consultants to conduct a feasibility study into our list of proposed improvement works in both facilities; to determine what could be done and at what cost. Their report submitted in November 2016 estimated the full scope of works would cost around \$14 million which was in excess of the funds available to MannaCare. These proposed works were then prioritised with the highest priority attached to eliminating the shared rooms in Cassia House. Billard Leece Partnership was subsequently appointed as the architects and along with a team of sub consultants, commenced planning for the prioritised works.
- Recognising the need for and potential to accelerate some improvements, the Board approved early works comprising landscaping of three courtyards at the Lodge;, refurbishment of 11 staff hand wash stations in both facilities and the electrification of lighting for two new large external signs for 371 Manningham Road. Tenders came in at just under \$300,000 and works commenced in February 2017 and were completed by June. Residents and staff were delighted with the results.
- The Australian Aged Care Quality Agency was in contact with the two facilities 5 times over the 12 month period. These involved both unannounced site visits and desk audits; and looked at such matters as our response to influenza outbreaks. In all cases the Agency confirmed that we were meeting the expected outcomes they focussed on. Their reports provided residents, relatives, staff and Directors an independent assessment of and insight into our residential service delivery.

CHALLENGES

- In response to Federal Government funding cuts both facilities were forced to review staffing levels and structure in order to remain operationally viable. This was done in a consultative way with union involvement to ensure staff were treated fairly and in accordance with MannaCare's Certified Agreement. It was a prolonged and painful process for all involved with several staff being made redundant and others having their employment hours reduced.
- MannaCare's Certified Agreement expired in April 2017 after a final 2% pay rise to residential care staff. The main union involved, the Australian Nursing and Midwifery Federation, submitted a log of claims including pay rises for staff of 3.25% per annum for 4 years. Rises of this magnitude were financially unsustainable in the context of funding reductions. Negotiations on a new Agreement had not been finalised as at the end of the financial year.

LOOKING AHEAD

- Residents in both facilities are increasingly frail. MannaCare takes pride in the quality of care it provides underpinned by staffing levels that are in the top quartile for the Victorian residential aged care sector. However, Federal Government cuts to income through the Aged Care Funding Instrument have had an increasingly vast impact on operations compounded by a reduction in the average occupancy rate. Balancing staffing to income will be a continuing challenge in the year ahead.
- Banksia unit in Cassia House is planned to be completely rebuilt in two to three stages commencing in January 2018. Although the end result will be a unit whose amenity will match anything else in the Manningham area, there will be considerable disruption to operations in the interim. This will need to be managed very carefully to minimise the impact on residents.



Lorraine Botham and Paul Crowe at the Volunteers Week breakfast



Vanessa May
General Manager
Corporate Services



Sherry-Ann Bailey
General Manager
Operations



Vanessa Watkins
Clinical Quality
Advisor



Michelle Murphy
Human Resources
Manager



Michelle Srnec
Human Resources
Advisor



Priya Salandy
Facility Manager
Cassia House



Shantel Innes
Facility Manager
Doncaster Melaleuca Lodge



Dezlie Marrison
Grevillea House
Coordinator



Sajani Varghese
Senior Care Advisor
Home Care Packages



George Kyritsis
Team Leader
Home Maintenance Services



Sharon Gammon
Cassia Day Respite
Coordinator



Dharani Nagarajan
Team Leader
Doncaster Rehabilitation
Services



Adam Dougherty
MCA FlexiCare
Client Services Coordinator



CORPORATE

HIGHLIGHTS

- Phase 1 of the major upgrade to our RosterOn staff time and attendance software was completed in early 2017. This has provided us with the ability to extend award interpretation beyond our Enterprise Agreement (EA) to also incorporate other awards we employ staff under. This upgrade has yielded a number of benefits including reduced duplication of effort; visibility of leave entitlements; and increased efficiency for managers accessing rosters and locking off shifts.
- The implementation of Microsoft SharePoint as the basis for MannaCare's intranet has been another exciting development during the year. This provides a common area for all staff to access the latest MannaCare news, a wide range of resources, an online IT helpdesk, links to internal applications as well as to external websites. This has been very positively received and embraced by staff. SharePoint will continue as a 'living' project as new functionality is introduced over time.
- For the last 15 or more years we have held an annual Plaza Party to recognise the service of our many volunteers and staff. This year we decided to hold separate events for volunteers and for staff. Volunteers were recognised at a special breakfast held during National Volunteers Week in May. Presentations were made by Hon. Kevin Andrews MP and the event was also attended by the Mayor and other dignitaries. Staff Appreciation Week was held at the beginning of July. During this week staff were formally recognised in front of their peers at their work site for years of service, educational achievement and peer/customer-nominated performance. Subsequent feedback indicated that these changes helped to reinvigorate the awards.
- With generous help from the W.C.F. Thomas Charitable Trust and from MannaCare's own resources we were finally able to replace our old Nissan bus with a more recent model Toyota Coaster automatic diesel bus. After conversion so it could carry up to two passengers in wheelchairs and other accessibility measures, the total cost was \$94,400 ex GST. Residents, clients, volunteers and staff were delighted to have access to a safe, comfortable and reliable vehicle for outings.

CHALLENGES

- Re-shuffling of some reporting lines, as well as the growth in Home Care Packages and MCA FlexiCare services, necessitated the conversion of the small meeting room at Waratah House into a new office area housing six workstations. Waratah House is now the new home of the finance team, which previously worked out of Cassia House.
- Negotiations for an EA commenced early in 2017 with the two unions covering most of our staff. A log of claims was received from both unions, including a proposal for substantial wage increases over a four year period. Funding cutbacks by the Federal Government and lower occupancy rates in our two

facilities, means that the next couple of years will be extremely challenging financially for MannaCare and the aged care industry in general. We felt it important that the unions fully understood these challenges and presented them with comprehensive financial projections, clearly demonstrating that we would be unable to meet the initial log of claims. We reasonably expect that negotiations will reach a realistic and amicable conclusion over the coming months. Although the current EA expired at the end of May 2017, we will continue to be governed by its provisions until the new agreement is finalised.

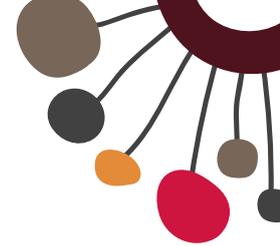
- In order to provide a higher degree of support to both managers and staff across the organisation particularly during these challenging times, the Human Resources department was extended. Michelle Murphy was appointed to the new position of Human Resources Manager, bringing a wealth of experience to the role, particularly around organisational restructure and change management. We also welcomed back Michelle Srnec, returning from maternity leave, to her role as Human Resources Advisor.
- While we now have long-term security of tenure at both our sites by virtue of a new Lease and Sub-Lease with Manningham Council, this comes at a cost being a requirement to pay significantly higher rent to both Council and the State Government. The more we pay for the two sites the less is available to MannaCare for expenditure on needed improvements to the buildings and associated services.

LOOKING AHEAD

- Phase 2 of the RosterOn project is underway and due to be finalised by early October. Amongst other things this will see the replacement of paper-based rosters with rosters live on the system and the introduction of an employee portal allowing staff to view their own roster, vacant shifts, advise of availability and enter leave requests. A suite of management reports from RosterOn and also payroll is under development which will allow managers to access reports via a web-based interface. This will greatly increase the ready accessibility of information vital for management decision-making.
- The Board will consider a proposal early in the new financial year to replace the current AIM financial software which has gone well beyond the end of its product life cycle. Epicor SLS software is favoured as it promises to provide a modern platform to improve and extend the finance services area adding such functionality as advanced budgeting and extended financial and analytical reporting.



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FINANCIAL REPORT



The Statements of Income and Expenditure and Other Comprehensive Income, Financial Position, Changes in Equity and Cash Flows for the year ended 30th June 2017 that follow are extracted from MannaCare's audited Financial Statements. The full Financial Statements are available on request from MannaCare's central office or can

be downloaded from the website. For the second year in a row, MannaCare has made an operating loss (\$260,207 in 2017; \$53,921 in 2016). This is a result of the current challenges faced by the residential facilities, the operating deficit for which increased from \$325,879 in 2016 to \$686,214 in 2017. Despite the poor operating result, a non-operating surplus of \$991,098 was recorded, resulting in an overall net surplus of \$730,891, compared to a surplus of \$482,315 in 2016. Non-operating items are mainly of a capital nature and include capital grants, government accommodation subsidies, daily accommodation payments (DAPs), and net interest earned on investments. Additionally, net results were buoyed by the positive result for Home Care Packages (HCP). Operating revenues for Home Care Packages rose from \$589,088 in 2016 to \$961,386 for 2017, representing an increase of 67.4%. This is a major growth area for MannaCare and resourcing has been ramped up accordingly.

Total State and Federal funding for 2017 dropped by 2.0% compared to increases of 1.3% in 2016 and 4.6% in 2015. This resulted from reduced occupancy rates in the two residential facilities as well as the changes to ACFI funding introduced during the 2017 financial year. As arrangements for residents existing prior to the changes have been grandfathered, the impact of these changes will be a gradual decline in ACFI revenue over the next three to four years of approximately \$180,000 per year. A significant restructure of staffing models was undertaken during 2017 in response to these financial challenges, designed to significantly reduce costs and increase efficiency without impacting the level of care. Additionally, the new staffing model builds in a greater degree of flexibility and responsiveness to fluctuations in occupancy rates as well as to high demand times such as during an infection outbreak.

A revaluation of the land for 371 Manningham Road was undertaken by the head lessor resulting in an increase for the DHHS Head Lease to \$185,000 per annum from 1 April 2017, representing a rise of 20.13%. The next revaluation is due in April 2022. Overall expenditure on catering reduced by \$6,646 compared to 2016. Although fresh food costs increased, food supplements and kitchen requisites decreased. An analysis of food supplements undertaken during 2016 had identified that there was significant wastage and was adjusted accordingly. Total expenditure on cleaning and laundry increased by \$20,013, reflecting increases in costs for the cleaning contract, cleaning supplies, paper products, and waste removal. This was tempered by decreases in laundry supplies and bedding and linen. Administration costs reduced by \$33,810, mainly due to a decrease in consulting fees and IT subscription costs. Expenditure

on repairs and maintenance decreased by \$110,020 compared to 2016, mainly due to a rationalisation of non-routine maintenance and development work in light of the major capital works due to commence during the 2018 financial year. Another significant contributor to the 1.8% decrease in total expenditure was a drop in client supplies and services costs due to lower occupancy rates. Energy and utilities costs increased by 5.2% over prior year. In particular, the cost of gas rose by 22.1%, reflective of the current energy crisis in Victoria.

At MannaCare our accumulated funds and residential bonds are invested in term deposits with approved deposit institutions. Investment income during 2017 was down 10% compared to 2016, reflecting the decline in interest rates.

The financial results for 2017 increased our net assets from \$8,723,001 to \$9,453,892, improving our financial position. The capital works program continues, with major works at Cassia House due to commence during 2018. These works are long overdue and will see a major revamp of the Banksia unit as well as significant changes throughout other areas of the facility. These works are essential to maintain and improve the services MannaCare provides to support older people in the Manningham community and to remain viable within an increasingly competitive industry. Further details of the proposed works are provided elsewhere in this report.

The year ahead will continue to provide significant financial challenges. The changes in the ACFI scoring and the freeze on indexation will increasingly negatively impact revenues for the residential facilities. Additionally, occupancy at Cassia House will of necessity reduce to accommodate the capital works set to commence during the latter part of the 2018 financial year. However, once these works are completed, the expectation is that occupancy rates will increase over current levels. The Government changes to Home Care Packages will see an increase in competition in that sector and will require increasing efforts and resourcing to maintain and grow this business. MannaCare has put in place a range of strategies to meet these challenges and will continue to review, monitor and adapt as and when new challenges present themselves.

Sheena Kay, Treasurer



Grevillea House men's group morning tea with volunteer, Priscilla Savopoulos.

Statement of Income and Expenditure and Other Comprehensive Income

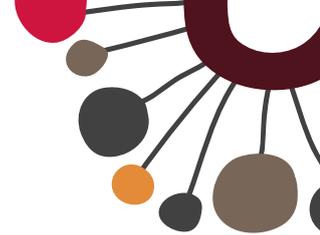
for the Year Ended 30 June 2017

	2017	2016
	\$	\$
Revenue	18,541,299	18,614,181
Employee Benefits Expense	(13,608,252)	(13,456,341)
Rent Expense	(832,290)	(749,219)
Catering Expense	(562,557)	(569,203)
Cleaning and Laundry Expense	(530,177)	(510,164)
Depreciation and Amortisation Expense	(248,389)	(245,944)
Interest Paid	(60,202)	(48,226)
Administration Expense	(398,088)	(431,898)
Repairs and Maintenance Expense	(479,475)	(589,495)
Client Supplies and Service Expense	(661,401)	(719,359)
Energy and Utilities Expense	(198,751)	(188,886)
Fundraising Expense	(9,541)	(17,237)
Other Expenses	(221,286)	(605,894)
NET SURPLUS FOR THE YEAR	730,891	482,315
OTHER COMPREHENSIVE INCOME		
Derecognition of Lease Obligation	-	231,175
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	730,891	713,490

Statement of Cash Flows

for the Year Ended 30 June 2017

	2017	2016
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from Government Grants	12,336,367	12,767,657
Receipts from Residents & Clients	5,301,848	4,972,122
Donations and fundraising received	37,193	39,846
Sundry receipts	219,145	266,193
Payments to suppliers and employees	(17,815,999)	(19,676,263)
Interest received	575,905	805,656
Net cash provided by (used in) operating activities	654,459	(824,789)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Cash from sale of asset	2,132	12,604
Purchase of property, plant and equipment	(1,047,649)	(299,911)
Redemption (placement) of term deposits	1,800,005	247,082
Net cash provided by (used in) investing activities	754,488	(40,225)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Borrowings procured (repaid)	-	-
Bond refunds to residents	(2,148,268)	(2,106,030)
RAD/RAC receipts from new residents	5,890,437	4,212,157
RAD/RAC refunds to residents	(2,792,000)	(1,420,000)
Net cash provided by (used in) financing activities	950,169	686,127
Net increase (decrease) in cash held	2,359,117	(178,888)
Cash and cash equivalents at beginning of financial year	2,394,397	2,573,285
Cash and cash equivalents at end of financial year	4,753,514	2,394,397



Statement of Financial Position

as at 30 June 2017

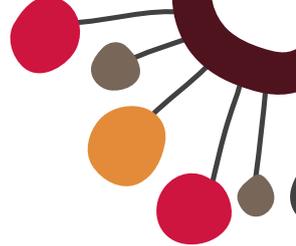
	2017 \$	2016 \$
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	4,753,514	2,394,397
Trade and Other Receivables	1,533,416	1,008,085
Financial Assets	19,199,995	21,000,000
Other Assets	119,748	128,041
TOTAL CURRENT ASSETS	25,606,673	24,530,523
NON-CURRENT ASSETS		
Property, Plant and Equipment	1,622,762	1,045,123
Capital Works in Progress	220,747	-
TOTAL NON-CURRENT ASSETS	1,843,509	1,045,123
TOTAL ASSETS	27,450,182	25,575,646
LIABILITIES		
CURRENT LIABILITIES		
Trade and Other Payables	2,144,516	1,973,776
Provisions	2,210,661	2,172,525
Bond Liabilities	3,744,808	5,956,157
RAD & RAC Liabilities	9,290,594	6,192,157
TOTAL CURRENT LIABILITIES	17,390,579	16,294,615
NON-CURRENT LIABILITIES		
Provisions	605,711	558,030
TOTAL NON-CURRENT LIABILITIES	605,711	558,030
TOTAL LIABILITIES	17,996,290	16,852,645
NET ASSETS	9,453,892	8,723,001
EQUITY		
Retained earnings	9,453,892	8,723,001
TOTAL EQUITY	9,453,892	8,723,001

Statement of Changes in Equity

for the Year Ended 30 June 2016

2017	Reserves \$	Retained Earnings \$	Total \$
Balance at 1 July 2016	-	8,723,001	8,723,001
Total comprehensive income for the year	-	730,891	730,891
Balance at 30 June 2017	-	9,453,892	9,453,892
2016	Reserves \$	Retained Earnings \$	Total \$
Balance at 1 July 2015	2,572,035	5,437,476	8,009,511
Total comprehensive income for the year	-	713,490	713,490
Transfers (to)/from other reserves	(2,572,035)	2,572,035	-
Balance at 30 June 2016	-	8,723,001	8,723,001





THANK YOU

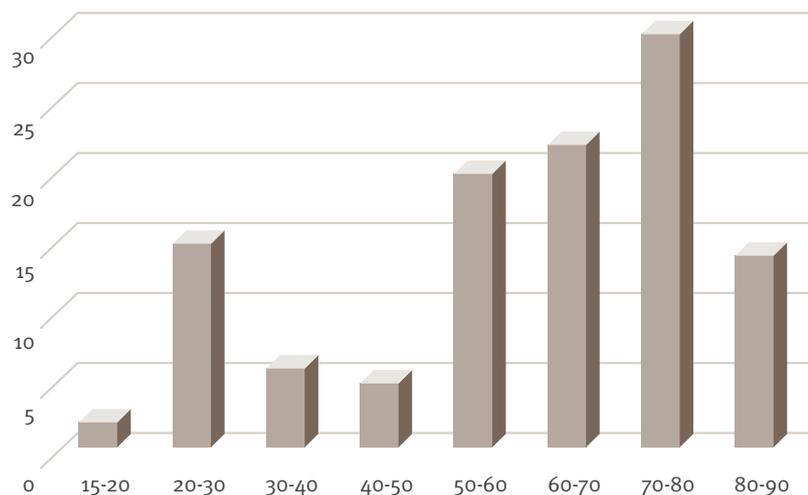
We gratefully acknowledge the generosity of our many supporters who gave financially or who gave of their expertise and their time. This support is crucial to the work we carry out for older people in our community. There are many who wish to remain anonymous. We sincerely thank all of them.

Our volunteers enable us to enact our mission by assisting staff to help residents and clients maintain their social relationships, personal well-being and community interaction. We currently have 114 volunteers; 22 male (19%) and 92 female (81%).

Table: **Volunteer Roles:**

AREA	#	%
Cassia Leisure & Lifestyle	47	41.2%
Cassia Café	17	15.0%
Lodge	15	13.2%
Grevillea House	11	9.6%
DRS	7	6.1%
Other	5	4.4%
Finance	3	2.6%
Cassia Day Respite	3	2.6%
Friends of Manningham	3	2.6%
Cassia Meals (only)	2	1.8%
Home Care Packages	1	0.9%

Table: **Distribution of volunteer ages:**



AWARDS

This year we acknowledged the contributions and achievements of our dedicated staff and volunteers with a week of celebrations.

5 Years of Service

Staff

Anjana Basnet
 Julie Beaumont
 Sheilah Benyera
 Anna Chen
 Margaret Crellin
 Anushika Deheragoda
 Sylvia Edwards
 Cherry Gill
 Gurinder Gill
 Nimarta Goswami
 Nicholas Green
 James Han
 Shahnaz Inayat
 Grace Lai
 Winnie Lau
 Connie Lau
 Violet Lez
 Eva Li
 Raj Ligade
 Hong Lim
 Sharyn McCullum
 Jane Nambuya
 Sherry Pan
 Tharango Ranaweera
 Myrna Schlieff
 Raj Shrestha
 Jenny Sim
 Michelle Timms
 Avi Zayat

Volunteers

Priscilla Savopoulos
 Brenda Hurley
 Paul Crowe
 Debbie Kanagasabai
 Mei Ling Li

10 Years of Service

Staff

Rosetta Care
 Nicole Christou
 Kiet Chua
 Nav Dhaliwal
 Mary Doyle
 Stephy Guan
 Dezlie Marrison
 Jacqueline Matthews
 Marina Patsiavos
 Leanne Reid
 Sandy Uppal
 Greg Williams
 Hannah Xiang
Volunteers
 Carolyn Sadler
 Geoff Chandler
 Rajni Gandhi
 Barbara Leung
 Mary Whincup
 Wendy Harpham

15 Years of Service

Staff

Amalia Bloom
 Sara Dargavel
 Pamela Power
 Maureen Storey

Volunteers

Dorothy Sim
 Peter Sim

20 Years of Service

Staff

Anne Cameron

25 Years of Service

Staff

Suzanne Cormack
 Debra Fraser
 Marion McMillan
 Pamela Mountain

30 Years of Service

Staff

Domenica Bianco

Certificate IV in Aged Care Support & Certificate IV in Lifestyle & Leisure

Gina Lian
 Lily Wang



TESTIMONIALS

My late auntie was a resident of Cassia House until she passed away.

Although her stay at Cassia House was short, auntie appeared to have adjusted to the high care situation and was fitting in well.

We do appreciate the excellent care and attention auntie received from all at Cassia House which made the last stage of her life as comfortable as could be. It was always a nice feel to be a visitor.

Thanks so very much for all your kind words and support during and before our sad loss of our dear mother. Mum loved you all like her own family.

You were all so wonderful in caring for her at all times.

All the family want to say a heartfelt thank you to all of you.

We are very new to Grevillea House however we feel we are just so lucky to have found this wonderful place.

It is a bright welcoming place and atmosphere, but the piece de resistance are the caring magnificent staff and volunteers.

From the word go we felt welcomed by the lovely vibrant staff. They are just so caring and accommodating and make us feel so welcome.

The flexibility of this place is also appreciated.

My husband is very happy attending Day Respite each Thursday. I have asked him how he feels and he has stated he enjoys his time. He says the staff are so welcoming and keep him busy with tasks to occupy the whole group.

He is benefiting greatly from his physio sessions of 1½ hours. He often asks me how many days until Respite!

Thank you for all the stimulation and care shown to him and others. He particularly likes the quiz and bingo. As his carer this respite has been a lifesaver for me allowing time for personal tasks. Thank you.

To the staff at Cassia House,

We would like to pass on our appreciation and thanks for the care and concern you showed Dad during the time he was associated with you.

You helped make a challenging situation easier for him and the warm welcome you always gave him meant much to him and was valued by his family.

To the staff of Doncaster Melaleuca Lodge,

We would like to thank you for your kind care of our mother these last 5½ years. We really appreciate it.



SERVICES

COMMUNITY SERVICES

Doncaster Rehabilitation Services

- ☎ 9856 1210
- ☎ 9856 1233
- ✉ rehab@mannacare.org.au

MCA FlexiCare

- ☎ 9856 1212
- ☎ 9856 1293
- ✉ flexicare@mannacare.org.au

Cassia Day Respite

- ☎ 9856 1236
- ☎ A/H 0458 379 377
- ✉ cassiadayrespite@mannacare.org.au

Grevillea House

(Social Support Group & Respite Program)

- ☎ 9845 1224
- ☎ 9856 1284
- ✉ grevilelighthouse@mannacare.org.au

Home Care Packages

- ☎ 9856 1218
- ☎ 9856 1293
- ✉ homecare@mannacare.org.au

Home Maintenance Services

- ☎ 9856 1222
- ☎ 9856 1242
- ✉ hms@mannacare.org.au

RESIDENTIAL SERVICES

Cassia House

- ☎ 9856 1201
- ☎ 9856 1233
- ✉ contact@mannacare.org.au

Doncaster Melaleuca Lodge

- ☎ 9856 1244
- ☎ 9856 1255
- ✉ dml@mannacare.org.au

Administration

- ☎ 9856 1201
- ☎ 9856 1233
- ✉ contact@mannacare.org.au

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