



TWENTY SEVENTH ANNUAL REPORT

MANNINGHAM CENTRE ASSOCIATION INC

Support services for older people

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Our Mission

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

Our 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



Bill Larkin OAM



Darrell Treloar



Erica Mounter



David Meiklejohn AM

Board of Governance

Board members donate their services on a pro bono basis.

Chairman Bill Larkin OAM

Deputy Chairman Darrell Treloar

Treasurer Erica Mounter

Members Ron Bunn
Cr Geoff Gough
Peter Johnstone OAM (to December 2010)
Ron Kitchingman
Ray Lewis
Cr Stephen Mayne
David Meiklejohn AM (from May 2011)
Barry Mernagh
Lyn Sowersby

Senior Staff (as at 30th June 2011)

Chief Executive	Ross Dawson
Residential Service Manager	Dianne Jones
Finance Manager	Helen Zhou
Manager Support Services	Jenny Backholer
Quality Systems Coordinator	Shantel Farmer

CASSIA HOUSE

Manager	Pat Fernandez
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DONCASTER MELALEUCA LODGE

Manager	Karen Blaszak (to February 2011) Kay Plymin (from April 2011)
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DONCASTER REHABILITATION SERVICES

Manager	Bert Brown
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GREVILLEA HOUSE

Manager	Maree Lucas
Assistant Manager	Marina Xenofontos

HOME MAINTENANCE

Coordinator	Chris Kimonides
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ASSOCIATED FIRMS

Auditors	HLB Mann Judd
Bankers	Westpac
Quality Assurance Auditors	International Standards
ISO 9001:2008	Certifications Pty Ltd

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Ray Lewis



Ron Bunn



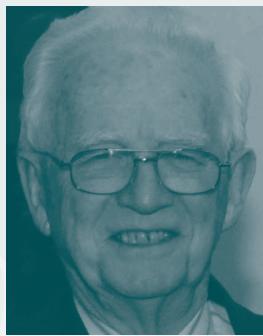
Cr Geoff Gough



Ron Kitchingman



Cr Stephen Mayne



Barry Mernagh



Lyn Sowersby

Chairman's Report

MCA's 26th year has been one of great expectations and preparing for the future. Many challenges were identified — and resolved — but there is still one more to be negotiated. A major focus of this year's Chairman's report is on achieving the desired outcomes for present and future generations of older people, their families and friends.

OUTCOME TO BE ACHIEVED

Our planned outcome for 2010/2011 was to transfer the residential services from Council to Manningham Centre Association (MCA) on 1st July 2011. Doing that took a lot of effort and time, from both Council and MCA.

The Manningham City Council Plan of 2008/09 included an item to review the agreement with MCA, which was due to expire on 30th June 2011. Councillor changes at the 2008 elections made the review a bigger challenge, with subsequent knowledge loss around the Council table of the services MCA delivers and their importance to our community.

COUNCIL AGREES TO NEW CONTRACT

The Grant Thornton consultancy report (referred to in last year's Annual Report) was tabled at the October 2010 Council meeting.

Council endorsed Option 3 — to establish a new contract with MCA — and authorised further negotiations on the agreement's terms.

The new contract was to be for four years, with an option of a four-year extension.

MCA thanks Councillors and Senior Council Officers for their commitment to implementing the agreement, which took hours of report preparation and review by both Council and the Board:

- to negotiate the agreement's terms
- to achieve the successful transitional arrangements, and
- for the Board to develop a Strategic Resource Plan to meet future needs.

The Board acknowledges the substantial commitment of our CEO, Ross Dawson, in preparing and presenting reports to keep them informed.

MAJOR CHANGE

To further develop the new contract, Council, at its meeting on 31st May 2011, resolved to approve the new sale of business agreement, services agreement, lease and sub-lease needed to implement these transfers.

In essence, Council agreed to transfer the governance and management of residential services and aged care packages from Council to MCA together with some non-residential services (Home Maintenance and Planned Activity Group).

The MCA Board, at the June meeting, agreed to the terms of the sale of business agreement; lease of the premises at 383 Manningham Road Doncaster (the Lodge); sub-lease of the premises at 371 Manningham Road, Doncaster (Cassia House, etc.) and the services agreement to renew arrangements between MCA and Manningham City Council.

NEW RULES, NEW BOARD, NEW CHAIRMAN, NEW LEADERSHIP, NEW DIRECTION

As noted in last year's Annual Report, three office bearers — being the Chairman, Deputy Chairman (Barry Mernagh) and Treasurer (Ron Bunn) — advised their intention not to re-seek an office bearer's position at the 2010 annual general meeting (AGM).



Staff members Sharon Gammon and Dale Gibson

Darrell Treloar was elected Deputy Chair and Erica Mounter was elected Treasurer. I reluctantly agreed to continue on as Chairman, firstly to April 2011 and later to 30th June 2011.

The Board established a Working Party to seek potential Board members to fill existing and anticipated vacancies. The Working Party approached many residents who were considered to be potential Directors; 10 agreed to tour MCA — of whom six agreed to further discussions, and one, David Meiklejohn, expressed an interest in the Chairman's position at an appropriate time.

MCA, in the meantime, undertook a review of the Rules (Constitution), which were agreed to by members at a special meeting on 11th May 2011.

The new Rules were needed to help transfer residential and other services from Council to MCA and also required a spill of all Board positions on 1st July 2011. A new Board was elected on 11th July. All Board members were re-elected, with several indicating they would not stand for re-election at the 2011 AGM. I confirmed my intention to retire as Chairman.

David Meiklejohn AM joined the MCA Board in May 2011 to fill a casual vacancy and, in a significant post reporting period event, was elected Chairman in July 2011.

Following his career as a Chief Financial Officer and Chairman and member of a number of Boards, David is recognised as a financial expert because of his commercial and accounting experience. He was appointed a member (AM) of the Order of Australia for "services to the business sector, particularly in the field of finance and to sport through the Melbourne Cricket Club". David served on the Committee of the Melbourne Cricket Club from 1987 to February 2011 including in the positions of Treasurer, Vice President and President.

After David's election, the Board deferred further considering potential Board members to give David the opportunity to consider the skills required and the skills being offered.

The Board resolved that from 1st July 2011, there would be nine elected directors and introduced a rotation policy to encourage fresh thinking to be available to the Board.

STRATEGIC PLANNING REVIEW

Following the successful Strategic Planning Workshop on 31st July 2010, MCA began looking at options to prepare for transferring services to meet future demands. This included co-locating our staff and Council aged and disability staff in a community hub to be constructed on vacant land adjoining the Centre.

Council staff would continue to be Council's responsibility, and MCA staff, respectively MCA's. Other issues raised in discussion included:

- recognising the strategic value of the vacant land in Manningham Road adjacent to the Lodge,
- MCA's support for the concept of an Aged Care Hub,
- a vision that matches the future needs — taking into account the Grant Thornton Report (referred to above), and
- further discussion with Council as to their future plans.

SENIOR LEVEL STAFFING

MCA's Board has reviewed policies to appoint an Acting CEO when the CEO is absent. For periods of up to five weeks, the CEO will make the appointment and advise the Board. For periods beyond five weeks, the CEO will prepare a report and recommendation to the Board for consideration and decision.

As well as preparing for a new relationship with Council, MCA took several actions to maintain and further improve the quality services provided to older residents, their families and friends.

With the Board's support, the CEO reviewed the organisation's key work demands. He assessed the effectiveness of the existing organisation structure and adequacy of senior staffing to manage for success. A revised structure was subsequently approved. This included:

- establishing a new position of Manager Support Services,
- establishing a new position of Residential Service Manager over both facilities, and
- progressively moving to consolidate the management of community services.

These changes have freed the CEO to have a more strategic focus, have reduced the number of staff reporting directly to him, and have improved service management.

CARING FOR OLDER AUSTRALIANS

The long-awaited final report and recommendations of the Productivity Commission, "Caring for Older Australians", was released on 8th August 2011.

Action on the report will then be in the Australian Government's hands, and it remains to be seen how many of the recommendations they will adopt. The aged care sector throughout Australia sees this report as the foundation stone for the future of caring for older Australians. Let's hope a positive approach will be implemented.

Feedback from the earlier draft report suggests MCA will be well placed to meet many of its recommendations, although this, of course, depends on the Federal Government adopting these recommendations.

MCA's 25th ANNIVERSARY CELEBRATIONS

2010 was the 25th anniversary of MCA opening its doors for the first residents to move into what is now called "Cassia House".

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A successful anniversary celebration was held at The Pines on Saturday, 28th August 2010, which was well attended by a cross-section of those involved over MCA's 25 years and earlier years of planning.

In my comments on the night, I recalled that when I accepted the position of Chairman of the Board in December 1984, I saw a paddock, a few horses and the foundations of a building. Little did any of us know the journey that was to begin. Those foundations have expanded to what we know as MCA today — a dynamic Centre distributing over \$1 million every month in support services for the older people of Manningham, their families and friends.

Few people in government or private enterprise can claim a rate of expansion equal to that achieved by MCA in its first 25 years.

LIFE MEMBERSHIPS AWARDED

The Board presented Life Membership to the following six members of the Manningham Centre Association at our Annual Plaza Party on 30th March 2011:

Ray Smith: an inaugural Board member, MCA's first Treasurer and Chairman of the Finance Strategy Committee. Ray helped to lay the foundation of the financial strategy as MCA was created. It was a time of excitement as our planning and dreams saw 30 residents enter their new home at 371.

It was also time of challenges — particularly financial-management challenges — where the margin between success and failure relied on realistic budgeting control by both the Board and staff. Ray was a valuable Board member, with his strong accounting background and managing one of the early Bank of Melbourne branches. Today, MCA's financial strategy not only meets our current needs, but sets aside funds for future needs. As well as his involvement with MCA, Ray has been active in Manningham Community Health, Rotary and as a Director of the Thomas Trust.

Barry Mernagh, Ron Bunn, Ron Kitchingman, Cath Culbard and Joy Fletcher belong to the era from 1990 to 2010. During these two decades, our facilities and services have strongly developed.

Millions of dollars worth of facilities. Hundreds of hours worth of additional services. The partnership of Council and MCA is providing support services for older people at a rate that is the envy of many other local governments. All five were part of making this expansion happen — perhaps at a level never to be seen again.

Barry Mernagh: has been a valuable Board member since 1993 and Deputy Chairman for the past four years. Barry has the ability to summarise a debate and encourage it to focus on the issue at hand. His career as a teacher and the skills he has developed have helped many organisations in Manningham.

Ron Bunn: took over the role of Treasurer/Chairman of the Finance Strategy Committee from Ray Smith in 1999. He continued on the same path of developing the financial strategy for today and the future. Ron's accountancy experience enabled him to offer the Board professional financial advice. But Ron is more than "an accountant": he is widely involved in many community organisations — from football to the church.

Ron Kitchingman: a former Councillor of Manningham and of Doncaster and Templestowe — twice being Mayor of the City. Ron began on MCA's fund-raising committee, before quickly moving to the Board (he received his 25-year certificate last year). Ron's community involvements include kindergarten, schools, recreation associations and MCA. His most recent task is editor of our "MCA News" (published three times a year).



Lodge residents from left to right, Donald McLennan, Gloria Limp and Alma Grayson

Cath Culbard: has had a very valuable role in helping to link the Board, volunteers, residents and clients over many years. A Board member for 19 years, Cath was committed to fund-raising — particularly through the Auxiliary. She was ideally placed to report on the mood of the MCA community to the Board, and has been vocal in supporting a strong representation of women on the Board.

Joy Fletcher: a Board member for 15 years, has also had a very valuable role in helping to link the Board, volunteers, residents and clients for a long time. Joy's fund-raising commitment was mainly through the Auxiliary.

Like Cath, Joy was well able to report on the MCA community's mood to the Board, and has vocally supported female representation at Board level.

PROMOTION COMMITTEE

The Board has established a Promotion Committee, appointing Lyn Sowersby as Convenor. This Committee has now taken on its huge first task of establishing a new identity name for MCA. The Board is looking for a name that is attractive and creates a better description of the services we offer.

This aim is to counter the oft-expressed comments that our role, location and, indeed, our very existence, is not known.

Our Promotion Committee will have an important role to help MCA implement government-approved directions, including any recommendations from the "Caring for Older Australians" Report.

FRIENDS OF MCA

The Friends of MCA is a recently established group that supports families and friends of residents living in the Lodge and Cassia House.

This group's enthusiastic membership expresses relatives' needs and wishes; it also carries MCA's message to them and the wider community. The group organises activities for relatives (such as bus trips, monthly dine-outs, information sessions and in-house lunches and dinners with residents). Its latest project is an art show and sale in October 2011.

COMMONWEALTH KEEPS ITS CHALLENGE TO LAST... ...AND WHAT A CHALLENGE IT IS!

The deadline of 1st July 2011 for the new agreement with Council to come into effect was on schedule when the Commonwealth *demanded* Council

repay over \$1 million in capital funding provided towards the cost of constructing Doncaster Melaleuca Lodge in 1997.

The understanding is that if a not-for-profit (NFP) organisation sells to private enterprise, then a proportion of the capital grant is to be repaid to the Commonwealth.

MCA is a NFP organisation, and neither Council nor MCA considers there is responsibility to repay the capital grant from ratepayers' funds for the services provided to Manningham residents, their families and friends.

The Commonwealth did not advise this unfortunate detail earlier, and it is a most unsatisfactory trump card they've played at the last hour.

Currently, the agreement with Council is that the HACC-funded services are being transferred to MCA, while Council has appealed against the Commonwealth's decision.

It's a sad position to be in after many, many hours of committed negotiations — and after having all other challenges identified and resolved.

All we can add is *watch this space!*

ONE LAST NOTE

Finally, I want to thank everyone involved with MCA since the project was first raised with me in August 1979 — Councillors, Council Officers, Board members, staff, volunteers, residents, clients, families and the community as a whole.

I congratulate David Meiklejohn and his team of Board members on their election, knowing MCA is in very capable hands to tackle the new directions that will arise from "Caring for Older Australians."

MCA has been successfully built on a community foundation model linking residential and home-support services. This model that will continue to provide quality support services to many older Manningham residents, their families and friends into the future.

Bill Larkin OAM

Chairman



Lodge residents Donald McLennan and Doris Haberle

2011 CURRENT SERVICES AND CLIENT LIST

Service	Client List
MCA Community Aged Care Packages (low care)	30
MCA Extended Aged Care at Home Packages (high care)	5
Doncaster Rehabilitation Services	200
Manningham Home Maintenance Service	700
Grevillea House – Planned Activity Group	60
Grevillea House – National Respite for Carers Program (NRCP) Overnight Respite	57
Grevillea House – NRCP Employed Carers	41
Doncaster Melaleuca Lodge (low care)	60
Cassia House (low and high care)	90
Cassia House - NRCP Day Guest Respite	33

Awards

VOLUNTEERS

Long-Service Awards

5 years: Judith McKay, Doug Wise, Jan White, Meredith Gunn, Aileen Neubecker, Rose Tavenor, Miffy Hogan

10 years: Irma Hickey, Elizabeth Naumann

25 years: Betty Dellas

Honorary Life Membership: Ron Bunn, Ron Kitchingman, Ray Smith, Joy Fletcher, Cath Culbard, Barry Mernagh

STAFF

Staff Award: Kim Greenham

Education Awards: Sebastiana Maurizio, Louise Tingate, Christina Wblney, Helen Mathews, Christine Lacivita, Stella Christofis, Janet Adcock, Yvonne Swaney, Samantha Eather, Dianne Stevenson, Kim Hannan, Darren Craig

Long-service Awards

5 years: Louise Dal Pra, Chris Lin, Wendy Gunnoo, Anna Newman, Lisa Helliar, Sandra Phelan, Carina Johnson, Chiew Quah, Teresa Lewtas, Weiming Zhou

10 years: Bernadette Kelly, Turnina Harnett, Helen Mathews, Louise Tingate, Cathy Chiu, Helen Zhou, Julia Laurie, Mary Santos

15 years: Fiona Hart, Cindy Tse

20 years: Paul Munn

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Highlights, Challenges and Looking Ahead

Corporate



Ross Dawson
Chief Executive



Dianne Jones,
Residential Services Manager



Jenny Backholer,
Manager Support Services



Shantel Farmer,
Quality Systems Coordinator

Highlights

- We made considerable progress in establishing an effective and practical risk-management system for MCA. The Board formally adopted a risk-management principles and framework document in November, appointing consultant Andrew Higgins, from Cirk Risk Solutions, to help complete a risk-assessment and risk-treatment strategy. We put the system in place in September 2011.
- WorkSafe injury insurance measured our occupational health and safety, which saw MCA maintain a three-year performance rating above the industry average (in a positive sense). Consequently, our injury insurance rate has hardly changed. The premium increased 3.4%, with 81% of this increase accounted for by growth in our rateable remuneration.

	2009/10	2010/11
Injury insurance rate	2.1313%	2.1440%
Average Industry insurance rate	3.6871%	3.3793%
3 year performance rating	0.578029	0.634454
Comparison to industry	42.19% better than average	36.55% better than average
Premium (ex GST)	\$122,067	\$126,211

- Under the Clever Networks program, the Federal Government funded Church Resources (the largest national buying group for the not-for-profit (NFP) sector) to run a project called "ConnectCare". This was aimed at enabling small and medium-sized NFP aged care facilities — regardless of location — to access leading-edge software services in a way that is affordable, simple to understand and easy to use. Church Resources selected us as one of only two sites nationally to pilot a sophisticated accounting software package called Epicor.
- MCA was an active participant in the Productivity Commission Inquiry "Caring for Older Australians". We lodged two submissions: one by MCA in its own right and one we coordinated on behalf of the day therapy service providers.
- We also participated in Manningham Council's "Know Your Neighbour" campaign, aimed at strengthening local community networks, creating community connections, reducing isolation and helping to establish new local friendships — which echo many of our values. We invited everyone living next to the Centre to an afternoon tea and tour on Sunday 27th March 2011. While there was only a small turnout, we think participating in this campaign was worthwhile.
- After reviewing the residential care management structure and support, the Board resolved to strategically invest in creating a new position of Residential Services Manager, with overall responsibility for both residential care facilities. We appointed Dianne Jones to this position in February 2011.

Challenges:

- Corporately, the year was dominated by Manningham Council's aged care review and the subsequent negotiations on a new agreement between Council and MCA. The amount of work in this, along with the associated costs, was considerably more than either party anticipated. Of necessity, this had to be a priority, so other tasks and objectives of the CEO, in particular, suffered. Having completed all the approved actions within the allotted time frames — and at some cost — it was very disappointing to have the new agreement put on hold at the last minute due to factors beyond Council's and our control.

Looking Ahead:

- With the Productivity Commission Inquiry into aged care now completed, and most stakeholders welcoming the recommendations, we'll wait to see how many of these recommendations the Australian Government ultimately adopts. What does seem to be clear is that the sector will undergo substantial changes to meet the challenges of an ageing and demanding population. What these changes are will shape the way we cast our 10-year strategic plan.

MCA Workforce Facts: Long Serving Staff

Despite the overall workforce challenges in the aged care sector, it is comforting to know that approximately 33% of our staff have worked for MCA for 5 or more years. The extent of this stability is illustrated in the table below.

Years of Service	No. of Staff
5 – 9	42
10-14	27
15-19	11
20-24	3
25+	2
Total	85

Grevillea House

(Planned Activity Group, NRCP Overnight Respite, NRCP Employed Carers Respite, NRCP Day Guest Respite)

Highlights:

- MCA has three services funded by the National Respite for Carers Program (NRCP) — overnight respite, employed carers respite and day guest demonstration project. In July 2010, the Department of Health and Ageing conducted a Quality Reporting site audit for these three services. The audit went very well, with the programs being commended at the highest level and no areas mentioned for improvement.
- Funding agreements for these three NRCP-funded services were due to expire at the end of June 2011. We were thrilled when the Australian Government announced that the funding would be extended to June 30th 2012. It means these services can continue to support carers and care recipients for a further 12 months and has, at least temporarily, relieved carer and staff anxiety.
- We've had wonderful feedback from our expanded intergenerational program for the Planned Activity Group. Some clients have begun regularly volunteering at two local primary schools to help with reading; they really feel they make a difference to the children, and enjoy giving back to the community. Comments from the schools are extremely positive, and they believe it has fostered a better understanding of dementia for the children and staff.
- During summer, we ran a swimming program to enhance clients' independence and fitness. It was popular with all, but particularly fulfilled one client's identified program goal of rediscovering the feeling of freedom that swimming gives.
- With the support of Manningham City Council, the State Government agreed to transfer responsibility to us for the two Home and Community Care (HACC) funded services, Planned Activity Group and Home Maintenance, effective from 1st July 2011. We have managed these services under contract to Council for many years, but will now contract directly with the State Government.

Challenges:

- Directly providing the HACC-funded services has resulted in a large amount of extra administrative tasks — and taken much time. This will continue to stretch our administrative resources and increase costs for the HACC programs. We will have to carefully control these costs because there will be no net increase in the funding provided.
- Carers continue to be challenged, with many regularly needing advice and counselling support. While the services offered by our respite programs help with stress, the intensity of the carer's role and its day-to-day demands is often overwhelming.
- Devising relevant programs for younger people diagnosed with dementia continue to be a challenge. While a group program was established, it has been hard to maintain attendance numbers due to the fact that the disease progresses rapidly, with many needing to access permanent care quickly.



Maree Lucas
Manager

- The Cassia House NRCP Day Guest Respite program struggles to meet the contracted hours for which it is funded. This is mostly because the physical frailty of the target group results in absenteeism and a high client turnover. This is not helped by a low referral rate — despite constantly marketing the service.

Looking Ahead:

- The uncertainty of ongoing funding for the three NRCP services means clients and staff are unsure of the services' future beyond June 2012. This uncertainty impacts on forward planning and carer wellbeing.
- Cassia Day Guest Respite program will trial an additional service day each month. Our aim is to allow prospective clients to try it out, plus offer additional respite to those who require more support.

MCA Aged Care Packages

(Community Aged Care Packages, Extended Aged Care at Home Packages)

Highlights:

- We provided 3,042 more hours of help to those in the community who needed it. In 2010/11, we provided 17,508 hours of direct support via our 35 packages, compared with 14,466 hours in 2009/10. The table below gives further details for the two package types.

	2009/10	2010/11	Increase
CACP	Days of service	6,281	9,646
	Hours of service	11,785	12,745
EACH	Days of service	1,334	1,520
	Hours of service	2,681	4,763

- We continued the Social Support Program that clients had asked for — it's particularly helpful to those who are socially isolated. We developed a social calendar where clients chose their monthly outings, such as going to Heide and Mia Mia Art Galleries, Blue Lotus Garden, the Tulip Farm and scenic drives to the hills and beaches. Client feedback has been excellent.
- A fresh new staffing team evolved during the year. The Coordinator, Jenny Thompson, resigned in October 2010, taking on a promotion position with another package provider; while the Case Manager, Teresa De Propertis, resigned in February 2011. Given a general shortage of Case Managers, we recruited three new people from within MCA. Prue Ryan began full time in October 2010, having previously worked in direct care and administrative roles in Cassia House. Maureen Oluigbo successfully completed her student social work placement at the end of 2010, after evaluating our aged care package services. We then appointed her as a part-time Case Manager in February 2011. Sajani Varghese, a qualified social worker and personal carer, began working as a volunteer in the service in April, and was subsequently employed as a part-time Case Manager in June. Dee Oscari continued in an administrative support role. Client feedback, regarding the support this new team provides has been very positive.



Bert Brown
Manager

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- Following Jenny Thompson's resignation, the service was consolidated under Bert Brown's management. Bert also remains responsible for Doncaster Rehabilitation Services. This consolidation has proved to be very beneficial for clients and staff.

Challenges:

- MCA was unsuccessful once again in its bid for further Community Aged Care Packages. This was very disappointing as we are well aware of the demand for such services from eligible people within the Manningham community. The process remains highly competitive for the few packages that the Australian Government makes available in the region. We'll keep trying, and have applied for further packages in 2011.
- It's always a challenge to find ways to involve qualified nursing staff from our residential services in community-based service delivery, such as wound-care, medication management and assessments. This would reduce our reliance on contractors to provide these direct care services, and would be more cost effective, freeing up funds to further enhance the services.

Looking Ahead:

- We will continue to integrate Aged Care Packages with Doncaster Rehabilitation Services, Grevillea House Planned Activity Group, Home Maintenance Service, National Respite for Carers Program and other allied health services — both within and external to MCA. This integration is a significant way of improving outcomes for clients. By strengthening relationships with other organisations in the City of Manningham, we can offer a comprehensive range of quality services.

Doncaster Rehabilitation Services

Highlights:

- Doncaster Rehabilitation Services has consistently provided therapy services to some 200 clients in 33 group programs a week. In terms of gender, around 40% of clients are male and 60% female. The three largest therapy types, in respect of hours of service, were: physiotherapy, fitness and occupational therapy. The service averaged five referral requests a week from other agencies, general practitioners and hospitals — and these are increasing.
- DRS has become more closely linked with MCA's CACP and EACH services as a result of the Manager (Bert Brown) being responsible for both programs. This has benefited both clients and health workers — particularly where we can help clients more comprehensively by providing aged care packages as well as day therapy services.
- Staff composition was relatively stable in the past 12 months, and we have been helped with highly competent casual staff relieving permanent staff on leave. Joan Magalang began work as an Occupational Therapist in August 2010, and Sara Yim Shing as an Allied Health Worker in February 2011. We really commend our staff for their valuable rehabilitative commitment. They continue to receive very positive feedback from clients in all of their programs, and evaluations show a high level of client satisfaction.



Bert Brown
Manager

- Bert Brown actively supported the Day Therapy Centre (DTC) network where all DTCs now meet quarterly with representatives from the Department of Health and Ageing. The network has provided the Department and the Productivity Commission with valuable input about the services provided, the important role of DTCs and recommendations to promote the health reform agenda.

Challenges:

- The ageing demographics (especially those over 80), and the increasing culturally and linguistically diverse (CALD) elderly needing interpreters, are placing increased demand on all existing health, aged and community services. DRS is fortunate to have multi-lingual workers who can speak in Cantonese, Mandarin, Indian and Filipino.
- It is sometimes difficult attracting appropriately qualified Allied Health Professionals to aged care services. While DRS is unable to offer salaries that are comparable with other public and private health services due to funding limitations, we have been fortunate to retain caring and qualified staff.
- Funding during the past seven years has been at less than the annual CPI increases. This puts more pressure on DRS to reduce services — despite increasing demand from an ageing population. The Department of Health and Ageing is aware of this predicament, and appears to appreciate the need for the funding to be reviewed. Despite this, DRS managed to balance its budget without increasing client fees.

Looking Ahead:

- DRS will strive to strengthen the continuum of care services Manningham Centre provides to the broader community. The new management connection between DRS and Community Aged Care Packages will also help service integration and delivery, with staff from both programs working more closely as a team with each other.

Manningham Home Maintenance Service

Highlights:

- Our Home Maintenance Service (HMS) has helped more people in the community this year, with 1,733 jobs completed compared with 1,278 jobs in 2009/10. The main tasks were: cleaning gutters; installing hand rails, ramps and steps; servicing taps and smoke detectors; external window washing and spring cleaning.
- Hours wise, it broke down to 5,387 hours of service for this Home and Community Care-funded program. This was significantly more than for previous years, and was within 5% of the total target hours for which we are funded.



Chris Kimonides
Coordinator

Challenges:

- Our main challenge has been keeping up with the high and growing demand for services. This was exacerbated by inclement weather, which restricted outside jobs such as gutter cleaning. On the plus side, we have been fortunate to have stable staffing, with three full-time staff and three part-time spring-cleaning staff.



Lodge residents Alma and Leonard Grayson

Looking Ahead:

- As also noted under the Grevillea House section, from 1st July 2011, MCA began contracting directly with the Victorian Department of Health to provide home maintenance, rather than do it indirectly through Council. While we expect this to have a negligible impact on our service delivery to clients, we have much work to do to replace the support that Council previously provided under the long-standing management contract.

Doncaster Melaleuca Lodge (low care)



Karen Blaszak
Manager (to February 2011)



Kay Plymin
Manager (from April 2011)

Highlights

- The ageing-in-place model of care we adopted at the Lodge has seen 42 out of our 60 residents assessed as having high-level care needs. This means that as residents have become frailer and their care needs increased, we have been able to continue to meet their needs at the Lodge. Staff can also provide end-of-life care for residents.
- We now have contact with the Austin and Box Hill Hospitals' Outreach Programs. They provide both telephone and visiting support for sick residents, with the aim of reducing the number of hospital admissions. They also provide a fast-track x-ray service to reduce residents' waiting time.
- The amount of physiotherapy provided for residents was increased to 16 hours per week spread over four days. The increase was to support residents' increased care needs. The physiotherapist is also part of the Falls Management team, who has implemented four exercise groups focusing on strength and balance to help prevent falls.
- We've had some capital works and purchases to improve our amenities. We installed: air conditioning in houses three and seven; a new larger washing machine to manage the increased washing loads; a Sarah 3000

lifting machine; 20 over-bed tables; new furniture for the entrance foyer; five electric high-low beds; a tilt chair; a new telephone system; extra hand basins for staff in two corridors and a new pan room.

Challenges:

- A gastroenteritis outbreak linked to the Norovirus infection made its presence felt at the Lodge over Christmas-New Year. This was a significant challenge for staff to manage, but they did very well — with no serious outcomes for residents. All staff have been trained in infection control and attend mandatory refresher training annually.
- Staff struggled on a couple of occasions during the year to fill vacant rooms in the Lodge. This is an issue for most low-care facilities, and is largely attributable to the increased availability and success of aged care packages in supporting people at home. Nevertheless, we achieved an occupancy rate of approximately 99.5% compared with the Victorian average occupancy rate of about 91%.

Looking Ahead:

- A major goal for the next financial year is to further enhance our person-centred care model. Care plans at the Lodge focus on the individual assessed needs of our residents, and we want to implement training to improve the depth and extent of this model of care.
- We employed new staff during the year to ensure the roster is filled with permanent staff. We are now aiming to return the Lodge to a "no agency staff facility" so we can provide continuity of care for our residents.

Cassia House (low and high care)

Highlights:

- A review of the Aged Care Funding Instrument (ACFI) submissions for all Cassia House residents has ensured us an increase in government funding. This means we can increase care and housekeeping staff hours, plus look at ways we can further improve care for our residents.
- We did a major refurbishment during the year, which involved replacing the wall plaster in the public areas of Erica and Acacia units with a much tougher material, installing handrails and then repainting these areas in a new colour scheme. This has not only significantly improved the appearance of these units for residents and visitors, but has enhanced residents' safety when they move around. Two other benefits are that the walls are more damage resistant and more easily repaired.
- In the 2010/11 financial year, Cassia House had five support visits from the Accreditation Agency — with helpful and positive feedback each time. These meant we looked ahead with quiet confidence to our three-year accreditation, which will happen on the 8th and 9th September 2011.
- Following a thorough assessment by two Council health inspectors, Cassia House's kitchen was given a five-star Food Safety Award. We're delighted, as getting this Award means achieving a score of 95% or higher, so is a fantastic achievement.



Pat Fernandez
Manager

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Challenges:

- A major challenge for Cassia House — and residential aged care in general — is recruiting and retaining suitably qualified staff. Maintaining a stable workforce and significantly reducing the use of agency staff are important priorities for us.
- Training staff on our software system, Manad, has been an ongoing challenge. We've tried several different ways of delivering this training, and are planning to focus on individual training.

Looking Ahead:

- Cassia House's management will focus on providing person-centred care to our residents. Our priority is to ensure residents have choice and control over their lives where possible.

MCA Workforce Facts: Residential Care Nurses

Much has been written over the years about workforce issues such as an ageing workforce and nurse shortages in the aged care sector. The Productivity Commission has conducted two enquiries in the past decade that touched on aged care workforce issues ("Australia's Health Workforce" in 2005 and "Trends in Aged Care Services" in 2008). MCA's own nurse workforce reflects the challenge facing most providers:

- We have an ageing nurse workforce (42% of our Division One nurses and 51% of our Division Two nurses are over 50 years of age).
- The ageing of the workforce is more pronounced in the ranks of Division Two nurses.
- Only 27% of our Division One nurses and 19% of our Division Two nurses are under 40 years of age.
- The average working week was 18 hours for Division One nurses and 23 hours for Division Two nurses. This demonstrates the part-time nature of our workforce.
- Only 15% of Division One and 11% of Division Two nurses work more than 35 hours per week.

Fundraising

The primary mode by which MCA raises funds from the community to support residents' and clients' special needs is via our part-time Fundraising Coordinator, Angie Lee. Over the year, we received \$53,552 in grants and donations. Donors included:

- Hilton White Bequest to purchase art supplies for an Art Therapy Program in Cassia House;
- The Joe White Bequest to purchase electric high-low beds and mattresses for the Lodge;
- Manningham Charitable Trust to purchase tub chairs for residents to use in Cassia House;
- The Jack Brockhoff Foundation to fund the playgroup in Cassia House for three years (2011-2013);
- Doncaster East Community Bank Branch of the Bendigo Bank for sponsoring MCA News for two years;
- The Lord Mayor's Charitable Foundation to purchase electric high-low beds and mattresses for the Lodge;
- Henry Berry Estate and Trust to purchase an electric high-low bed and mattress for the Lodge;
- Philip Webb to purchase an electric high-low bed for the Lodge;
- The William Angliss (Victoria) Charitable Fund, which has gone towards the cost of running grief, loss and guilt workshops for residents and relatives;
- Manningham City Council Community Development Minor Grant, which has also gone towards the cost of running grief, loss and guilt workshops for residents and relatives; and
- A number of private individuals who have contributed to grief, loss and guilt workshops for residents and relatives.



Angie Lee
Coordinator

To all our benefactors, we say a heartfelt thank you.



Lodge resident, Carmel Cole



Lodge residents Doris Haberle, Donald McLennan and Gloria Limp



MCA's 25th anniversary celebration dinner

Financial Report



Erica Mounter
Treasurer



Helen Zhou
Finance Manager

The Statements of Comprehensive Income, Financial Position, Changes in Equity and Cash Flows for and at the year ended 30th June, 2010 that follow, are extracted from MCA's audited Financial Statements. Detailed Financial Statements are available on request from MCA's central office.

This financial year has seen a continuation of the improvement seen in 2009/10, recording an overall surplus of \$529,139 representing an increase of approximately 128% on the 2009/10 result. Revenue increased by \$1.6 million while expenses rose by \$1.3 million resulting in the positive net surplus for the year. The single largest contributor to revenue growth was Federal Government Grants for residential aged care which increased by 22% reflecting improved claims by staff for resident care using the Aged Care Funding Instrument. Other significant contributors were Accommodation Charges and Investment Income which increased by 25% and 122% respectively.

As a not-for-profit organisation, our surplus is used to improve and extend services for older people in the Manningham community. Capital improvements over the year included the installation of air conditioning in another two wings and a new telephone system at Doncaster Melaleuca Lodge, gardens and grounds improvement works, wall strengthening and the installation of hand rails in the Acacia and Erica units of Cassia House and the purchase of beds, chairs, pan flushers, lifting machines and the like. MCA gratefully acknowledges the assistance of various philanthropic trusts and individuals in facilitating some of these latter purchases.

Our net assets increased from \$4,159,644 to \$4,915,820 leaving us in a strong financial position with ample cash reserves to meet the many challenges which are expected to arise from the Productivity Commission Inquiry Report "Caring for Older Australians".

Erica Mounter
Treasurer

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Statement of Comprehensive Income for the Year Ended 30th June 2011

	2010/11 \$	2009/10 \$
Continuing Operations		
REVENUE		
Residents' and Clients' Fees	2,431,028	2,281,727
Investment Income	307,550	138,487
Federal Government Grants	9,345,831	8,190,265
State Government Grants (Home and Community Care)	542,978	507,851
Accommodation Charges	602,983	482,512
Donations and Subscriptions	45,845	51,501
Other Revenue	197,810	181,600
TOTAL REVENUE	13,474,025	11,833,943
EXPENSES		
Employee Benefits Expense	9,903,321	8,818,841
Depreciation and Amortisation Expense	387,007	378,441
Administration Expense	335,287	315,213
Catering Expense	459,363	419,958
Cleaning and Laundry Expense	449,766	437,109
Client Supplies and Service Expense	328,999	249,293
Energy and Utilities Expense	179,022	156,397
Fundraising Expense	15,852	13,486
Repairs and Maintenance Expense	360,650	364,968
Other Expenses	315,770	378,027
Loss on Sale of Shares	152,082	-
Finance Expense	57,767	70,979
TOTAL EXPENSES	12,944,886	11,602,712
NET SURPLUS FOR THE YEAR	529,139	231,231
OTHER COMPREHENSIVE INCOME		
Net Asset Revaluation Increment	42,714	-
Financial Assets Available-For-Sale Reserve:	-	
Gain/(Loss) Taken to Equity	147,585	
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	571,853	378,816

Statement of Financial Position as at 30th June 2011

	2010/11 \$	2009/10 \$
CURRENT ASSETS		
Cash and Cash Equivalents	919,753	1,002,656
Financial Assets	6,173,521	4,730,927
Trade and Other Receivables	375,026	265,062
Inventories	18,510	18,810
Other Assets	272,526	257,039
TOTAL CURRENT ASSETS	7,759,336	6,274,494
NON-CURRENT ASSETS		
Available-For-Sale Financial Assets	-	401,174
Property, Plant and Equipment	1,414,856	1,394,404
Other Assets	500,650	727,956
TOTAL NON-CURRENT ASSETS	1,915,506	2,523,534
TOTAL ASSETS	9,674,842	8,798,028
CURRENT LIABILITIES		
Trade and Other Payables	905,858	923,066
Interest-Bearing Liabilities	232,459	213,222
Provisions	1,156,244	880,353
TOTAL CURRENT LIABILITIES	2,294,561	2,016,641
NON-CURRENT LIABILITIES		
Interest-Bearing Liabilities	525,961	727,956
Provisions	1,938,500	1,893,787
TOTAL NON-CURRENT LIABILITIES	2,464,461	2,621,743
TOTAL LIABILITIES	4,759,022	4,638,384
NET ASSETS	4,915,820	4,159,644
MEMBERS' FUNDS		
Reserves	2,865,988	2,496,683
Accumulated Surplus	2,049,832	1,662,961
TOTAL MEMBERS' FUNDS	4,915,820	4,159,644

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Statement of Changes in Equity for the Year Ended 30th June 2011

	RESERVES \$	ACCUMULATED SURPLUS \$	TOTAL \$
Balance at 1st July 2009	2,214,674	1,566,154	3,780,828
Total comprehensive income for the year	147,585	231,231	378,816
Transfers (to)/from other reserves	(399,587)	399,587	-
Transfers (to)/from other reserves	534,011	(534,011)	-
Balance at 30th June 2010	2,496,683	1,662,961	4,159,644
Change in equity for the financial year	282,009	96,807	378,816
Balance at 1st July 2010	2,496,683	1,662,961	4,159,644
Total comprehensive income for the year	-	529,139	529,139
Net asset revaluation increment/(decrement)	42,714	-	42,714
Increment/(decrement) financial assets - shares	184,323	-	184,323
Transfers (to)/from other reserves	(478,222)	478,222	-
Transfers (to)/from other reserves	620,490	(620,490)	-
Balance at 30th June 2011	2,865,988	2,049,832	4,915,820
Change in equity for the financial year	369,305	386,871	756,176

Statement of Cash Flows for the Year Ended 30th June 2011

	2011	2010
	\$	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from government grants (inclusive of GST)	9,888,809	8,698,116
Receipts from fees (inclusive of GST)	3,001,607	2,694,636
Sundry receipts	243,655	233,101
Payments to suppliers and employees (inclusive of GST)	(12,544,169)	(11,382,026)
Interest received	307,550	215,628
Net cash provided by operating activities	897,452	459,455
CASH FLOW FROM INVESTING ACTIVITIES		
Payment for property, plant and equipment	(151,523)	(133,088)
Proceeds from investments	433,415	282,608
Payment for term deposits	(1,442,595)	(349,604)
Net cash (used in) investing activities	(1,160,703)	(200,084)
CASH FLOW FROM FINANCING ACTIVITIES		
Increase in Council refurbishment fund	180,348	220,339
Net cash (used in) financing activities	180,348	220,339
Net increase in cash and cash equivalents held	(82,903)	479,710
Cash and cash equivalents at beginning of financial year	1,002,656	522,946
Cash and cash equivalents at end of financial year	919,753	1,002,656

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1. 25th anniversary dinner 2. Doncaster Melaleuca Lodge 3. Carpet bowls at the Lodge 4. Grevillea House entrance 5. Presentation to Bill Larkin by Mayor, Cr Geoff Gough



6. Eddie Callaghan & Phyllis Pimmer of Cassia House 7. Tony Temple with Lodge residents 8. DML Courtyard 9. Clients at entrance of Cassia House
10. Meal time at the Lodge 11. Kiet Chua – DRS staff member

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Services

Manningham Home Maintenance Service

371 Manningham Road
DONCASTER VIC 3108
Phone 9856 1222
Fax 9856 1242

Doncaster Rehabilitation Services

371 Manningham Road
DONCASTER VIC 3108
Phone 9856 1210
Fax 9856 1233

Grevillea House

(Planned Activity Group, National Respite for Carers Programs)

371 Manningham Road
DONCASTER VIC 3108
Phone 9856 1224
Fax 9856 1284

MCA Aged Care Packages

(Community Aged Care Packages, Extended Aged Care at Home Packages)

371 Manningham Road
DONCASTER VIC 3108
Phone 9856 1218
Fax 9856 1293

Doncaster Melaleuca Lodge

395 Manningham Road
DONCASTER VIC 3108
Phone 9856 1244
Fax 9856 1255

Cassia House

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Phone 9856 1200
Fax 9856 1233

Central Administration

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Doncaster East **Community Bank** Branch  **Bendigo Bank**



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