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2015

Thirty First  
**Annual Report**

Manningham Centre  
Association Inc

Support services 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*

*Integrity and  
adherence  
to high ethical  
standards*

*Social justice  
within the local  
community*

*Willingness to operate  
in an open and  
consultative way*

*Commitment  
to excellence  
and continuous  
improvement*

*Openness  
to innovation*

*Sustainability  
into the future*

Manningham Centre Association gratefully acknowledges financial support provided by the Doncaster East Community Bank towards the cost of this publication; we also gratefully acknowledge photographer Mike Fard for all his voluntary artistic contributions — and particularly in this annual report.

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

## Board of Governance



David Meiklejohn AM  
Chairman



Darrell Treloar  
Deputy Chairman



Sheena Kay  
Treasurer



Ray Barrington



Ron Kitchingman OAM



Nusia Krolikowski



Ray Lewis  
(to November 2014)



Erica Mounter  
(to November 2014)



John Shaw



Lyn Sowersby



Ian Waters  
(from April 2015)



Cr. Jennifer Yang

## Management

Chief Executive	Ross Dawson
Manager Corporate Services	John Farlow (to January 2015) Vanessa May (from March 2015)
Human Resources Advisor	Michelle Srnec (from November 2014)
Operations Manager – Community Services	Maree Lucas
Operations Manager – Residential Services	Kate Karrasch
Manager – Cassia House	Pat Fernandez
Manager – Doncaster Melaleuca Lodge	Shantel Innes
Quality & Risk Manager	Tanya Jewell & Narelle Osborne
Manager Support Services	Jenny Backholer (to September 2014)
Grevillea House Coordinator	Dezlie Marrison
NRCP Cassia House Coordinator	Sharon Gammon
Home Care & Rehabilitation Manager	Pauline Martin
Team Leader – Home Maintenance Service	George Kyritsis

## Associated Firms

Auditors	Saward Dawson
Bank	Westpac Banking Corporation

# Chairman's Report



It is my pleasure to report to you as Chairman during MCA's 31st year of operation.

### Bill Larkin OAM

As members are aware, the Manningham community was saddened by the death of Bill Larkin in December 2014. Long-serving Board member Ron Kitchingman, penned a tribute to Bill in a recent MCA News, outlining Bill's

substantial contribution to establishing and running what is now the Manningham Centre. I would also like to record the Board's acknowledgment of Bill's vision, enthusiasm and leadership over many, many years. He captained a team of committed people – mainly volunteers – who gave generously of their time to develop the quality facilities we have today.

I personally valued and appreciated Bill's support and advice as he transitioned the Board Chairman position to me, and I look forward to building on the legacy that Bill and his team have left for us.

### Board Membership, Staff and Volunteers

We are very fortunate at MCA to have a talented Board and management leadership team, complemented by the efforts of a dedicated and committed group of volunteers.

We had a number of changes to the Board during the year.

Long-serving Directors Ray Lewis and Erica Mounter resigned in November 2014, and we thank them both for their substantial contributions to the Board's deliberations.

We welcomed Ian Waters to the Board in April 2015. Ian has a strong background in project management and capital works, and his experience will be invaluable during this period of capital investment and re-investment at the Centre.

Regarding senior staff, John Farlow, Manager Corporate Services, resigned during the year and we were pleased to

appoint Vanessa May to fill this position. During the year the Board implemented a policy of inviting the Senior Management Group to all Board meetings and we value their input on the various operational and financial issues.

I also pay tribute to the efforts of our volunteers, who give many hours of their own time to support and help our operations and programs at MCA. We could not function as effectively as we do without their substantial contributions.

### Capital Improvements

As Ross mentions in his report, we are well advanced in investing capital funds and resources to ensure the future success of the Manningham Centre. Many projects are currently underway, and we apologise for the inconvenience that many of these projects have caused to the day-to-day running of the Centre.

We continue to negotiate our longer-term Management Agreement with the Council, and are confident that resolution of the various issues is imminent.

Once this new arrangement is in place, the Board has plans for a number of important substantial projects that will further enhance the quality of our residential facilities particularly.

### Conclusion

I again thank all Board members for their contributions to MCA matters and for their input on the important MCA governance, operational and financial matters.

I also congratulate our CEO, Ross Dawson, and his team for the great job they have done over the past year in an increasingly complex aged care environment.

I am pleased to again report that MCA is in a strong financial position, and we look forward in using this position to enhance and improve the services we provide to the aged and aging members of the Manningham Community.

David E Meiklejohn AM  
Chairman

1. Lodge residents working in the raised garden beds funded by Trustees of The William Angliss (Victoria) Charitable Fund. 2. Keith Smith's wife Joan visits with Jazz, the family pet.



## Chief Executive Report



In my report on the 2013/14 year, I reflected on four good foundations we put in place to prepare MCA for the even more challenging years ahead. These foundations were organisational realignment, building a strong leadership team, improving our physical infrastructure and long-term planning. Looking back on the 2014/15 year, one of the evident themes for MCA has been that of

investment: the commitment of a resource (time, talent, money, support) to achieve an objective. Our objective has been to build on these foundations to help meet the changing needs of those in our local community who are in the latter years of their lives, and whose physical and/or mental capabilities are in decline. The context is the profound changes in which the aged care sector is in the midst.

The first area of investment was in our services. MCA FlexiCare, which was launched in early 2014, provides practical support to older people to enable them to continue living at home. Most of its clients are on an MCA Home Care Package or receive other funding (such as through the National Respite for Carers Program). This service has continued its steady growth through the year. It has not been without challenges, but the Board is committed to underwriting its costs during the establishment phase, believing in the importance of MCA being able to offer a range of support services for older people. Giving people the choice of a local not-for-profit provider linked with a range of other services is considered to be high value.

The growth in MCA FlexiCare has been matched by the growth in MCA's Home Care Packages. The Board supported a further investment in compiling and submitting an application in the 2014/15 Aged Care Approvals Round. After several years of unsuccessful applications, we were absolutely delighted to be advised that we had been granted 30 new packages to add to our existing 40. This has given us a greater range and number of packages to offer to those needing support to remain at home.

A more physically obvious investment has been on our two sites, with the long-planned building program starting. For a number of years, the Board has been accumulating annual financial surpluses to fund this program of works. First was constructing a laneway — for people and goods — to link the two aged care facilities. Very importantly, the laneway also provides a safe exit for residents and staff from the Lodge in the event of a fire or other emergency in the building. Work then moved on to constructing a new entry and canopy to Cassia House. While a new entry and canopy was planned for some time, the unexpected demolition of the existing canopy by a delivery truck in August 2014 hastened the process and provided greater design flexibility. The end product is a vast improvement in amenity and space for clients and visitors entering and leaving Cassia House. Construction also began on stage one works in both facilities, including a new dementia unit at the Lodge, an extension to the lounge and dining rooms of Acacia unit, and renovating an activity room in Erica unit in Cassia House.

The second area of investment was in supporting our staff. Enhancing our support for staff has a direct bearing on our support for residents and clients. Through some internal restructuring — and within budgeted allocations — we were

able to create two new positions. One was a full-time, job-share Rosters Coordinator, covering both community and residential services. Rather than rostering being done independently for each service, this position facilitated staff working across several services, and enabled them to pick up extra shifts, reducing MCA's reliance on expensive agency staff. The second job created was a part-time Human Resources Advisor to provide generalised human resource leadership in MCA given we now employ more than 300 staff. Both new positions have been challenging for the appointees, given the volume and constant flow of work that always needs to be done and the nature of our diverse workforce.

Staff training has been another area of investment. During the year, senior staff looked at ways to improve mandatory skills training, culminating in a move from the Aged Care Channel to e3 Learning. This company is part of Open Universities Australia, owned by seven of Australia's premier universities, and a national leader in quality online tertiary education. Staff have received this change in engagement mode and delivery flexibility well.

The third area of investment was in our infrastructure — infrastructure to our fundamental facilities and systems that are necessary to support service delivery to our residents and clients. Information technology (IT) is an area of infrastructure that has become increasingly important in providing efficient and effective services. MCA has continued to invest heavily in this area, and will continue to do so into the future. Among other things, during the year we upgraded the software that enables us to roster staff and track time and attendance (RosterOn), upgraded and purchased new modules for the software that underpins providing our community services (TCM), and implemented new software to track our assets and manage care of any staff who have suffered a work-related injury. Of course our software will not operate optimally unless the hardware carrying its messages is up to date. Hence we invested in replacing our wireless network and switches to improve speeds and coverage, and upgraded our main computer servers and the fibre optic cabling to Waratah House.

Behind the scenes, the stage one building works included investment in a new centralised laundry located in Cassia House for both aged care facilities, as well as new toilets in Cassia House and a new pan room in the Lodge.

MCA will continue to invest heavily in our services, in the support of our staff, and in our infrastructure because of our commitment to our mission to assist older people in the Manningham community to sustain and reinforce their independence, social relationships, personal wellbeing and community interaction.

To all MCA's volunteers and staff, I extend my thanks for the work you do and the contribution you have made to us completing another successful year. I also warmly acknowledge the leadership and support provided by our executive leadership team comprising Kate Karrasch, Operations Managers Residential Services; Maree Lucas, Operations Manager Community Services; John Farlow, Manager Corporate Services (to January 2015); and Vanessa May, Manager Corporate Services (from March 2015).

I commend to your reading the following reports from MCA's management team, providing details on how our various services operated and on our financial performance.

**Ross Dawson**  
Chief Executive

# Community Services



Maree Lucas



Sharon Gammon



George Kyritsis



Dezie Marrison



Pauline Martin

## HIGHLIGHTS

- Training and education, managed by the Training and Orientation Coordinator, was centralised across all MCA programs. MCA implemented e3 Learning for a coordinated approach to training, and to ensure the same standard is provided to all staff.
- The Department of Health and Human Services responded to a funding request, doubling the funded hours available for Occupational Therapy assessment for MCA's **Home Maintenance Service**. This is a welcome initiative that will greatly reduce waiting times for clients needing an Occupational Therapist assessment or assistive aids advice.
- **Cassia Day Guest Respite** received 25 "Have Your Says" over the course of the year from carers praising the program for the way staff and volunteers had looked after their loved ones. Coordinator Sharon Gammon organised an ANZAC Day Service with volunteers from Doncaster Church of Christ, completely filling the Cassia House Plaza with clients and Cassia House residents.

- **UnitingCare lifeAssist** extended our service agreement to deliver additional flexible respite options until 1st November 2015. The funding facilitates a carer respite program for two Fridays a month, and allows carers to participate in social support or flexible respite programs. This partnership provides a valuable resource for carers to access.
- During the past 12 months, the **Cottage Overnight Respite Program** emergency bed was booked for 10,745 hours of emergency assistance. Emergencies mostly occurred due to carers' health issues impacting their ability to care for a loved one. Those accessing a place were grateful for the quick response to their request, and reported a high level of satisfaction with the service provided. Any eligible person in the Eastern Metropolitan Region can access the emergency bed; support ranges for a few days to several weeks.
- **Employed Carers Program** helps working carers to manage their caring role while maintaining their employment, and allows the care recipient to keep living in their community. Towards the end of the year, staff received a card from a client who wrote: "So many thanks for the opportunity of being able to participate in the [Employed] Carers Program... Your caring and compassion were always a huge part of our support and I shall always remember this and be grateful for all you have done for us. So many thanks again!"



Clients participate in friendly 'jousting' in one of our Planned Activity Groups.

Table 1: **Home and Community Care (HACC) STATISTICS**

SERVICE	Annual Target (in hours)	Actual (in hours)	% of Target
HACC Occupational Therapy Assessment	638	619	97%
Planned Activity Group High	19,366	21,836	113%
Planned Activity Group Core	996	1,563	157%
Property Maintenance	6,598	6,241	95%

Table 2: National Respite for Carers Program (NRCP) Statistics

SERVICE	Number of Carers Funded	Number of Carers Serviced	Funded Service Hours	Hours Delivered
Centre based extended hours	10	27	4,640	5,806
In-Home Respite	16	26	7,148	5,286
Overnight Respite	40	60	21,764	26,258
Residential Day Respite	48	48	7,416	6,178
TOTAL			40,968	43,528

- A successful application in the 2014/15 Aged Care Approvals Round saw **Home Care Packages** receive an additional 30 packages, apportioned as follows:
  - Level 2: 10 packages (with five for people with financial or social disadvantages)
  - Level 3: 10 packages
  - Level 4: 10 packages
- **Home Care Packages** manages a combined total of 70 packages. The additional Level 3 and 4 packages can facilitate seven to 10 hours of care per week. These packages were filled quickly, as many on the waiting list had high-care needs.
- **Home Care Packages** has worked with all clients to develop an individual service plan and agreement under the Consumer Directed Care (CDC) model. With the help of new software, all new and existing package holders are now able to choose to self-deliver their package, where they receive a monthly statement outlining their expenditure from their individual budgets, plus the remaining funds available. Clients welcomed the ability to monitor spending this way, but uptake has been very small, with most requesting MCA to continue organising services for them.
- A staff restructure at **Doncaster Rehabilitation Services** to ensure both ongoing compliance with the Home Care Standards and meet funding agreement targets also allowed additional physiotherapists to be recruited and new programs to be developed. In the current enabling model, clients are supported to direct their therapy goals. A new flexible payment system was introduced so clients can purchase the number of sessions they require, rather than being locked into term payments. New, donated state-of-the-art exercise equipment has also improved client experience.
- Over the past 12 months MCA FlexiCare has continued to steadily grow in hours of service provided, service options for clients, and in the number of staff employed. Maintaining hours is a constant challenge, as both service hours and staff hours are impacted by, and dependent on, referrals from internal and external referral agencies being maintained. Client feedback has been positive, with a high level of consumer satisfaction expressed. The team is easily recognised in their orange t-shirts.

One of the important highlights of the year was Grevillea House being chosen to participate in a project with Alzheimer's Australia Vic and La Trobe University to implement the Montessori Method of dementia care in HACC Planned Activity Group Programs. The evaluation found that clients' sense of worth and feeling of wellbeing had increased, and that generally all stakeholders involved in the project reported improved feelings of wellbeing while at the Planned Activity Group or at home.

The project's aim was to demonstrate that with support, people with dementia can be engaged meaningfully in activities that provide purpose, pleasure and self-worth, and improve their quality of life. The program was delivered over six months, and all stakeholders received six hours of training from Alzheimer's Australia Vic. Stakeholders included clients, carers, staff and volunteers.

The project culminated in the release of the video called "Purposeful Activities for Dementia", an educational video resource to engage people with dementia in Planned Activity Groups and at home. The video resource can be downloaded at: [vic.fightdementia.org.au/purposeful-activities](http://vic.fightdementia.org.au/purposeful-activities).

#### CHALLENGES

- Recruiting staff with appropriate personal and professional qualities has been very competitive, and presented a real challenge for our community programs. Several initiatives were implemented, including partnering with training organisations to train staff on-site.
- Filling Level 2 Home Care Packages has been testing. A Level 2 package equates to approximately 2.5 hours of service a week and attracts a client fee of \$9.77 a day, so for many potential clients it is cheaper to access HACC-funded services. This will continue to be a problem until HACC services are integrated under the Commonwealth Home Support Program.
- Implementing the CDC model in Home Care Packages has been a huge undertaking, requiring new support systems to be established and extensive staff training. While implementation was achieved well before the government-mandated deadline of 1st July 2015, it will still take some time for clients to fully understand and embrace its advantages.

Table 3: Day Therapy Centre - Doncaster Rehabilitation Service

SERVICE	GROUP		INDIVIDUAL	
	Funded Hours	Delivered Hours	Funded Hours	Delivered Hours
Physiotherapy	748	4,987	621	685
Podiatry	-	-	50	52
Occupational Therapy	525	1,698	168	158
Strength/Balance	257	3,567	400	405
Pilates	240	201	-	-
Stroke Group	10	10	-	-
Counselling Social Work	-	-	50	50

Staff member Heidi Street and client Jess Brown dancing in Grevillea House.



### LOOKING AHEAD

- The past 12 months has seen an enormous amount of change in the aged care sector. Further changes are underway, including transition to the new Commonwealth Home Support Programme (CHSP), which began from 1st July 2015. The CHSP will provide entry-level support for older people who need assistance to keep living independently at home and in their community. It brings together 4 programs: the HACC Program, planned respite from the National Respite for Carers Program (NRCP), Day Therapy Centres (DTC) Program and Assistance with Care and Housing for the Aged (ACHA) Program. MCA's services will be affected as we currently receive funding from three of these four programs.
- MCA will continue to transform its approach in Home Care Packages in readiness for February 2017, the date from which Home Care Packages clients will be able to choose and change their approved provider. Additionally, from July 2018 the government intends to integrate Home Care Packages and the Commonwealth Home Support Programme into a single care-at-home program.

## MCA in the News

MANNINGHAM

# Community stalwart farewelled

## OBITUARY

Anna Chisholm

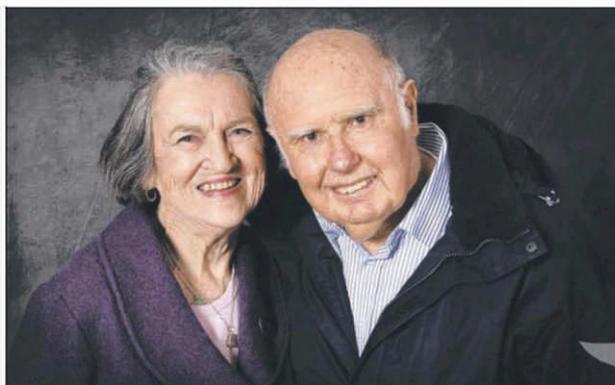
BILL Larkin won't just be remembered as a man who dedicated more than 46 years to Manningham.

The former mayor and councillor – who died on December 7, aged 81 – was also a husband to Helen, a father and grandfather.

Mr Larkin was as a councillor in the Doncaster and Templestowe municipalities between 1979-89, donning the mayoral robes between 1983-84, 1988-89, 2004-05 and was a Manningham councillor between 1997-2008.

Mayor Paul McLeish said Mr Larkin was a driving force behind infrastructure projects after he and Helen moved to Doncaster East in 1959.

When they arrived, there were few constructed roads, no kindergartens or aged care facilities and limited



Former Manningham councillor and mayor Bill Larkin with wife Helen.

shopping and sporting facilities, Mr McLeish said.

He said the rapidly growing community soon adopted the motto "We want, we lobby, we build".

"Bill has played a vital role in the development of this community as a volunteer, councillor, lobbyist, resident, friend and loving parent," Cr McLeish said.

"His input, dedication and

energy will be sadly missed but his enormous legacy will live on for many decades."

Mr Larkin was involved in a campaign to lobby the State Government to extend the Eastern Freeway to Springvale Rd and played an important part in the creation of the Doncaster Hill strategy.

He was behind the Kevin Heinze Garden Centre, the

Pines Learning Centre, Doncare, Manningham Recreation Centre Association, Doncaster East U3A and the Manningham Centre Association.

His youngest daughter Andrea Buckland said her father was genuinely dedicated to both the community and family life and always combined the two.

"In his first term as mayor, he appeared at my brother's cricket final in full mayoral regalia in between official engagements," Ms Buckland said. "He instilled in us all a strong sense and belief in family and community values."

Mr Larkin was awarded the Freeman of the City in 2011, in recognition of his service and contribution.

He was awarded a Medal (OAM) of the Order of Australia, the Centenary Medal and a Rotary Paul Harris Fellowship. He died peacefully at home on December 7.

DONCASTER



Malhe Amini is a volunteer at the Manningham Centre.

Picture: STUART HILLIGAN

## Lawyer finds a new path

EVEN though she was a practising lawyer in her home country Iran, Malhe Amini has decided to ditch the bar in favour of the rewarding work in aged care.

The mother of two is one of three staff working at the Manningham Centre.

Ms Amini started out working two days a week, one day as a beautician and one day in the coffee shop, before working in the kitchen.

"I was doing people's hair

at the beauty shop and putting on their nail polish," Ms Amini said.

"After the fourth or fifth visit they got to know me."

The 36-year-old also volunteers at the Doncaster centre, translating documents from English to Farsi.

Ms Amini arrived in Australia on a student visa and began studying a short course so she could continue her legal career, but decided to pursue aged care.

She approached Manning-

ham Council and asked them for a volunteering job, and the council recommended she contact the centre.

"I like working at the Manningham Centre because everyone here is patient and kind," she said.

She will begin studying English this month and hopes to study aged care.

"All my family are in Iran but my two boys, 13 and 11, go to Serpell Primary School and East Doncaster Secondary College," she said.

BULLEEN

THE pink begonias in the Manningham Centre's courtyard garden are looking wonderful thanks to the charity of Paul Crowe.

Mr Crowe, a Bulleen horticulturist, volunteers his time to ensure the residents of the aged-care provider have somewhere to enjoy the beauty of nature.

When Mr Crowe's wife, Margaret, became a resident of the centre in 2010, the couple would often spend their time nestled among the flowers.

Margaret died in 2012, but Mr Crowe has continued to watch over the garden and its needs.

To find out how you can volunteer your time at the Manningham Centre, go to [manninghamcentre.com.au/mca-home-page/support-us/volunteering](http://manninghamcentre.com.au/mca-home-page/support-us/volunteering)



Paul Crowe volunteers in the gardens at the Manningham Centre.

Picture: DAVID SMITH

## Bloomin' good effort

Source: Manningham Leader

## Thank You

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

### Our major sponsors are:

- Doncaster East Community Bank – Bendigo Bank
- The Freemasons Public Charitable Foundation – Victoria Ltd
- Friends of Manningham Centre
- Manningham City Council
- The Manningham Community via the Manningham Monster
- Community Raffle 2014
- The Marian & E.H. Flack Trust
- The Pratt Foundation
- The William Angliss (Victoria) Charitable Fund



Two members of the Doncaster and Templestowe Arts Society come to the Lodge every fortnight to give art classes.

The Arts Society teaches residents various art techniques to improve their drawing and painting, but mainly to help them to enjoy the process of creating art.

### Donations of time

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. Volunteer roles include helping staff with leisure and lifestyle activities, assisting in the café, administration aid, light gardening duties, pantry assistant, mealtime assistant and all the work of the Friends of Manningham.

Table 4: **Volunteer details as at 30th June 2015**

Number of volunteers	109
Male	21 (19%)
Female	88 (81%)
Average	62 years
Age range	18-89 years
Hours of service in 2014	approximately 9,000
Volunteers living in Manningham Local Governance Area	90 (83%)
Number who speak at least one language other than English	46 (42%)
Languages spoken (in order)	Mandarin, Italian, Farsi, Hindi, Cantonese

## Community Partnerships

A number of community organisations partner with us by contributing specific skills and volunteers. We are grateful for the contributions and partnerships from these organisations:

- Alzheimer's Australia Vic
- Australian Greek Welfare Society
- Beyond Words
- Catholic Ladies' College – Eltham
- The Catholic Parish of Saint Gregory the Great
- Doncare
- Doncaster Church of Christ
- Doncaster Templestowe Arts Society
- Greek Orthodox Parish of St Haralambos
- Holy Trinity Anglican Church
- Lort Smith Animal Hospital
- Manningham Community Health Services Limited
- Manningham Uniting Church
- Manningham YMCA
- National Multiple Sclerosis Society
- Onemda
- Our Lady of Sion College – Box Hill
- Templestowe College
- Templestowe Uniting Church
- UnitingCare lifeAssist
- Volunteering in Manningham

## Awards

### STAFF EDUCATION AWARDS

Manpreet Gill
Sukhbir Gill
Turina Harnett
Ramli Haryanto
George Kyritsis
Grace Lai
Padmini Lee
Yichen Liu
Sharyn McCullum
Michelle Timms
Sajani Varghese
Francs Villa Mendez
Stacey Xia

## Long Service Awards

### 5 YEARS STAFF

Kenneth Campbell
Navneet Kaur Dhaliwal
Hardip Kaur Dhillon
Philip Evered
Neale Formston
Vicki Gostray
Tracey Huan
Annie Liong
Yedan Luo
Theivayani Makindan
Shereen Michael
Kusum Pandya
Kulaia Parker
Megan Therese Pratt
Lorna Rudd
Alyce Street

### 5 YEARS VOLUNTEER

Gabby Biviano
Delma Blessley
Maria Beisner
Di DiCioccio
Melissa Purdy
Duyen Le
Bhavna Tailor
<b>10 YEARS STAFF</b>
Ross Dawson
Sylvia Edwards
Sheila Galagher
Sharon Gammon
Anglia Lee
Leanne Lewis
Michelle Shomos
Yvonne Swaney

### 10 YEARS VOLUNTEER

Marina Lee
<b>15 YEARS STAFF</b>
Diane Crowley
Denise Freeman
Shantel Innes
Sebastiana Maurizio
Diane Stevenson

### 20 YEARS VOLUNTEER

Carole Mernagh
----------------

### 30 YEARS STAFF

Maria Cutrera
Felice Malvaso

### 30 YEARS VOLUNTEER

Ron Kitchingman
-----------------

## Residential Services



Kate Karrasch



Pat Fernandez



Shantel Innes

### HIGHLIGHTS

- In February, the Australian Aged Care Quality Agency made an unannounced visit to both Cassia House and the Lodge. Both facilities did well, with positive feedback in all areas audited — including stakeholder feedback. We were pleased to achieve compliance with all assessed outcomes.
- In June, MCA centralised the rostering system as a joint initiative across residential and community services. While the centralised system is in its infancy, this change is expected to result in a reduction in Agency staff use and an increase to MCA staff retention through improved opportunities to offer staff a variety of work locations and additional hours.
- The Assistant Manager role was restructured to one full-time position overseeing clinical management across both aged care facilities. The restructured role has contributed to increased consistency of clinical practice across residential services.
- CirCon Constructions was appointed, and works began in April on various improvements in the Lodge and Cassia House, costing in excess of \$1.96 million. Areas to be improved include a new dementia-specific living wing, staff room, nurses' station, front entry, utilities and office space in the Lodge, with a centralised laundry, new and extended lounge/dining rooms and toilets in Cassia House.
- Over \$100,000 was spent: replacing floor coverings where needed, fitting safety film on identified at-risk windows, the next stage of our five-year external painting program, upgrading smoke detectors and perimeter fencing improvements.

### Doncaster Melaleuca Lodge

- Shantel Innes was appointed Facility Manager in August, after four months as Acting Facility Manager.
- A new role of Care Coordinator was created, with Kim Hannan appointed in September. The Care Coordinator is

responsible for completing funding documentation, resident admissions, assessment and care planning and to support the Clinical Care Coordinator in overseeing day-to-day care delivery. This full-time (Monday to Friday) position gives continuity to care and consistency in funding applications.

- The Training and Orientation Coordinator role was increased an additional day per week in September 2014. This extra resource has been of great benefit to staff, and has ultimately improved resident outcomes through increased upskilling.
- Fercon Civil Constructions completed building a laneway, linking the two sites MCA manages. This laneway has improved access to the Lodge for emergency vehicles and internal traffic as well as being a safe evacuation route for residents and staff in the event of a fire.
- In January, the Lodge began a trial of an additional Night Duty Personal Care Worker to ensure residents' changing needs were met. After several months' trial and review, this increase was made permanent.



Residents, relatives, visitors and staff at the Lodge all played a part in fundraising in late 2014 for a new flagpole. The Honorary Kevin Andrews MP, Federal Member for Menzies, then gifted the Lodge a flag.

Residents were involved in planning our ANZAC day service, including readings, and making rosemary pins and collages. Lodge resident Vida Megna hand-made a beautiful wreath. Veteran resident Len Free raised the flag during the service.

Many attended this special service.

#### Cassia House

- Our triennial Accreditation visit occurred in September and after a thorough review, Cassia was granted a further three-year accreditation period.
- Lifestyle staff undertook education on the Montessori Method in Banksia unit to provide a framework for realising a vision of greater independence, higher self-esteem and a promising future for people living with dementia. This innovative method of working with residents living with cognitive and/or physical impairment, has enhanced their

lives by providing activities relating to their daily lives.

- Personalised iPod music therapy for residents was introduced with the Dementia and Music Program. Music has been shown to often have a dramatic positive emotional effect, so this program is a way of helping care for, and support, people with dementia. Since this program was introduced, staff have seen changes in residents, including reduced agitation and fewer behavioural issues.
- The main entrance foyer and canopy of Cassia House was redesigned and reconstructed at a cost of just over \$200,000, ex GST, after being destroyed when a large delivery truck collided with it in August. The end product is a substantial improvement over the original, providing greatly enhanced weather protection for drop-offs and pick-ups, and an enclosed waiting area.

#### CHALLENGES

- The 1st July 2014 Aged Care Reforms created significant confusion and change for prospective residents, with increased means-testing fees charged to residents, resulting in many of them paying higher fees. With many prospective families alarmed and confused by the changes, Cassia House and the Lodge experienced a decrease in occupancy rate, which in turn affected financial performance.
- The increased availability of home-based services continues to impact on residential services, as more older people choose to remain living at home as long as they can. This impacts on residential care occupancy rates and funding levels, and will be an ongoing challenge for all providers.

#### Doncaster Melaleuca Lodge

- With an ageing workforce, health and safety management remains a high priority. In 2015 the Lodge invested \$10,000 in new equipment following recommendations from staff Health and Safety Representatives. The purchases included a portable plate warmer, four new lightweight service trolleys and a portable cutlery trolley.

#### Cassia House

- With annual government funding increases remaining well below the annual wage increase levels, managing expenditure remains an ongoing challenge. In addition, this year we suffered the loss of both the Dementia and Severe Behaviour Supplement and Payroll Tax Supplement, as well as having Pre-Entry Leave funding reduced by 70%. As a result, we restructured Cassia's staffing, effective December 2014.

#### LOOKING AHEAD

##### Doncaster Melaleuca Lodge

- In the next 12 months, the Lodge will have its triennial accreditation audit.
- We will continue to build and grow staff at the Lodge as we invest in upskilling and providing the right education, resources and supervision to ensure residents' physical, emotional and social needs are met.
- With the completion of the current building improvements, we look forward to developing and staffing the dementia-specific unit to ensure residents' engagement in daily life activities.



1 Music therapist Vannie encouraging residents in Cassia House to participate in music by playing the djembe. 2 Family celebration with three generations Sam and Margaret Grasso with their daughter Trudy and granddaughter Millie. 3 Judith and Ian enjoying listening to the same music through a linked mp3 player. 4 Bulls eye! Lodge resident playing ten-pin bowling.

### Cassia House

- The refurbished areas of Acacia and Erica units will be completed. In Acacia unit, the new extension will more than double the size of the dining room, and also includes a new outdoor covered deck with louvered roof to provide all-weather outside access. The Erica living and dining space will be much more open, and provide more flexibility for activities and day-to-day living.
- The new enlarged laundry in Cassia House will open, providing centralised laundry services for both aged care facilities.
- Improvement works at a cost of \$88,000 will be undertaken in Banksia unit during 2015/16. These will enhance the unit's aesthetics as an interim measure, until a major renovation is undertaken in 2016/17 to eliminate all shared rooms. The interim works will focus on using dementia-design principles and will include using colour, paint and decorations.

# Corporate



John Farlow



Vanessa May



Jennifer Backholer



Tanya Jewell



Narelle Osborne



Michelle Srnec



## HIGHLIGHTS

- In line with our strategic plan's goal of building workforce capability, the new position of Human Resources Advisor (reporting to the Manager Corporate Services) was created to provide generalised human resource leadership. Michelle Srnec was appointed to this position, and has made a positive contribution to streamlining our human resource processes and supporting managers.
- Another element in our strategic plan relates to supportive information technology (IT) and systems, with a strategy to upgrade our information systems to cater for expected growth and fundamental changes in the aged care sector. To this end, MCA spent over \$100,000 putting in place new and/or improved software and hardware in all service areas.
- After the completion of a successful ISO 9001:2008 triennial quality management system audit last year, MCA underwent an annual surveillance audit in April to check that our systems and processes were being maintained to the standard required by Certification. The auditor and auditing body subsequently confirmed we remained fully compliant.
- Following an assessment process, in June the MCA Board resolved to move from receiving hardcopy meeting papers to softcopy papers using a Board Portal solution, Pervasive Board Papers. Apart from being cost effective, this solution will reduce paper use and waste, provide better source-control of documents and information security, allow for quickly distributing reports, and give Directors ready access to archived governance materials.

## CHALLENGES

- With 75% of our expenses relating to staff employment, keeping our payroll function operating efficiently and effectively is vital. During the year we undertook a major

upgrade of our staff rostering time and attendance software, RosterOn. Unfortunately, the full functionality of the upgrade did not immediately materialise, and has been the subject of ongoing work. We also faced a risk exposure when one of our job-share payroll officers, Jaclyn Palmer, left to pursue a teaching career, leaving just one part-time person, Brooke Jeffery, to manage the entire payroll for over 300 staff. Finding a replacement with the requisite payroll software and sector experience was not easy but with persistence an excellent person, Yang Yang, was found and appointed.

- MCA attaches high importance to providing staff with both a safe workplace and safe work practices, spending a considerable sum over the past 10 years to underpin this commitment. However, we've experienced a rash of staff injuries and consequent WorkCover claims over the past 12 months. Most of these injuries were not due to poor staff practices or inadequate equipment, but the impact on our WorkCover premiums has been significant. Returning injured staff to full duties and minimising further injuries will be an ongoing challenge.

## LOOKING AHEAD

- MCA's Board spent considerable time over the year working with senior Council officers and Councillors on a new Services Agreement to govern MCA's management of the two aged care facilities beyond the current agreement's expiry at the end of June 2015. While nothing was signed, agreement on a framework was reached along, with an extension to the end of October 2015 to enable negotiations and legalities to be completed. Apart from long-term security of tenure for MCA — and hence continued service provision — the new agreement will result in diminished Council involvement in monitoring compliance, and greater flexibility in service management.



1 Volunteer Lena Dagher brings the native garden indoors and works with residents to create floral arrangements in Erica unit of Cassia House. 2 Katrina and Baby William interacting with grandpa Chris in Banksia unit of Cassia House. 3 Margaret and her husband Ken celebrate their joint 94th birthday party.

Table 5: MCA workplace gender profile as at 31st March 2015, as reported to the Workplace Gender Equality Agency

	Women		Men		Women	Men	Total	%	
	Full Time	Part Time	Full Time	Part Time	Casual	Casual		Women	Men
Board		5		6			11	45.5%	54.5%
Senior Executive	1	1	1				3	66.7%	33.3%
Managers	4	9		1			14	92.9%	7.1%
Admin Staff	2	14	1	1	2		20	90.0%	10.0%
Client Service Staff	0	178	4	27	31	11	251	83.3%	16.7%
Total Staff	7	202	6	29	33	11	288	84.0%	16.0%



## 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 2015 that follow are extracted from MCA's audited Financial Statements. The full Financial Statements are available on request from MCA's central office or can be downloaded from the website.

An overall surplus of \$612,261 was recorded for the year compared to a surplus of \$1,029,060 in 2014. Growth in State and Federal Government funding over 2014 (4.6%) declined in comparison to the prior year (6.3%). This is expected to reduce further and our budget for 2016 forecasts an increase of only 1.3 percent. At MCA our accumulated funds and residential bonds are invested in term deposits with approved deposit institutions. Investment income declined by 16.4 percent which is reflective of the overall reduction in term deposit rates that have been offered by financial institutions in the past financial year. This low interest environment is expected to continue to impact on MCA's revenue in 2016.

Management initiatives to reduce expenditure have resulted in significant reductions compared to 2014 for catering (2.4%) and administrative costs (7%). The repeal of the carbon tax, together with changing to an energy supplier with more competitive rates during the year, has contributed to the \$43,504 (18.8%) reduction in energy and utilities expenditure.

MCA's continued commitment to maintaining and improving the buildings and grounds has resulted in increased

expenditure on repairs and maintenance of 22 percent over the prior year. Other expense items contributing to the 7.8 percent increase in total expenditure include salaries and wages (increased by 3.7%), and prior period adjustments for overpayments from Medicare and adjustments to superannuation. The increase of \$258,015 for expenditure on client supplies and services is accounted for by the reclassification of professional and clinical services, totalling \$266,252. These costs had been included with salaries and wages in prior years.

This result increased our net assets from \$7,397,250 to \$8,009,511, improving our financial position and cash reserves. MCA is committed to maintaining and improving the buildings and grounds it manages and to extend the services it provides to support older people in the Manningham community. The MCA 10 Year Business Plan identified areas that would benefit from capital investment and allocated substantial amounts from its reserves to fund future developments to enhance and improve the living and caring environment for the residents. Much of this work has already commenced and considerable improvements will be visible over the coming months. This will greatly assist MCA to meet the challenges ahead in an increasingly competitive industry.

**Sheena Kay**  
Treasurer

**STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME**

for the Year Ended 30 June 2015

	2015 \$	2014 \$
<b>Continuing Operations</b>		
Residents' and Clients' Fees	3,569,727	3,293,032
Investment Income	866,626	1,037,196
Federal Government Grants	11,268,700	11,317,317
State Government Grants	1,372,902	769,516
Accommodation Charges	868,910	719,804
Donations and Subscriptions	48,372	25,089
Other Revenue	91,448	76,678
	<b>18,086,685</b>	<b>17,238,632</b>
Employee Benefits Expense	(12,719,834)	(12,262,531)
Rent Expense	(625,254)	(608,035)
Catering Expense	(569,717)	(583,704)
Cleaning and Laundry Expense	(510,687)	(513,314)
Depreciation and Amortisation Expense	(446,346)	(454,466)
Administration Expense	(367,759)	(395,501)
Repairs and Maintenance Expense	(469,698)	(384,834)
Client Supplies and Service Expense	(565,690)	(307,675)
Energy and Utilities Expense	(187,890)	(231,394)
Fundraising Expense	(20,605)	(16,188)
Other Expenses	(990,944)	(451,930)
<b>NET SURPLUS FOR THE YEAR</b>	<b>612,261</b>	<b>1,029,060</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
Other comprehensive income		-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>612,261</b>	<b>1,029,060</b>

**STATEMENT OF CASH FLOWS**

for the Year Ended 30 June 2015

	2015 \$	2014 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Operating grants receipts	12,734,108	12,545,195
Receipts from customers	4,513,735	3,878,926
Donations and fundraising received	27,767	25,089
Sundry receipts	213,892	76,678
Payments to suppliers and employees	(17,227,921)	(15,740,884)
Interest received	868,497	1,111,629
<b>Net cash provided by operating activities</b>	<b>1,130,078</b>	<b>1,896,633</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Cash from sale of asset	200	
Purchase of property, plant and equipment	(117,161)	(456,677)
Redemption (placement) of term deposits	(1,641,908)	338,374
<b>Net cash provided by (used in) investing activities</b>	<b>(1,758,869)</b>	<b>(118,303)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Borrowings procured (repaid)	(11,989)	(6,158)
Bond receipts transferred to the Association and from new residents	516,000	1,743,988
Bond refunds to residents	(3,539,131)	(2,421,995)
RAD/RAC receipts from new residents	3,570,000	-
RAD/RAC refunds to residents	(170,004)	-
<b>Net cash provided by (used in) financing activities</b>	<b>364,876</b>	<b>(684,165)</b>
Net increase (decrease) in cash held	(263,915)	1,094,165
Cash and cash equivalents at beginning of financial year	2,837,200	1,743,035
<b>Cash and cash equivalents at end of financial year</b>	<b>2,573,285</b>	<b>2,837,200</b>

## STATEMENT OF FINANCIAL POSITION

as at 30th June 2015

	2015 \$	2014 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	2,573,285	2,837,200
Trade and Other Receivables	645,547	802,288
Financial Assets	21,247,082	19,605,175
Inventories	-	19,060
Other Assets	90,422	128,800
<b>TOTAL CURRENT ASSETS</b>	<b>24,556,336</b>	<b>23,392,523</b>
<b>NON-CURRENT ASSETS</b>		
Property, Plant and Equipment	991,156	1,326,438
<b>TOTAL NON-CURRENT ASSETS</b>	<b>991,156</b>	<b>1,326,438</b>
<b>TOTAL ASSETS</b>	<b>25,547,492</b>	<b>24,718,961</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	2,146,497	1,475,204
Borrowings	-	6,158
Provisions	1,771,107	1,673,923
Bond Liabilities	8,180,352	11,322,539
RAD & RAC Liabilities	3,400,000	
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,497,956</b>	<b>14,477,824</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	-	5,831
Provisions	2,040,025	2,838,056
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,040,025</b>	<b>2,843,887</b>
<b>TOTAL LIABILITIES</b>	<b>17,537,981</b>	<b>17,321,711</b>
<b>NET ASSETS</b>	<b>8,009,511</b>	<b>7,397,250</b>
<b>EQUITY</b>		
Reserves	2,572,035	2,572,035
Retained earnings	5,437,476	4,825,215
<b>TOTAL EQUITY</b>	<b>8,009,511</b>	<b>7,397,250</b>

## STATEMENT OF CHANGES IN EQUITY

for the Year Ended 30 June 2015

2015	Reserves \$	Retained Earnings \$	Total \$
Balance at 1 July 2014	2,572,035	4,825,215	7,397,250
Total comprehensive income for the year		612,261	612,261
Transfers (to)/from other reserves			
<b>Balance at 30 June 2015</b>	<b>2,572,035</b>	<b>5,437,476</b>	<b>8,009,511</b>
2014	Reserves \$	Retained Earnings \$	Total \$
Balance at 1 July 2013	2,016,858	4,351,332	6,368,190
Total comprehensive income for the year		1,029,060	1,029,060
Transfers (to)/from other reserves	555,177	(555,177)	
<b>Balance at 30 June 2014</b>	<b>2,572,035</b>	<b>4,825,215</b>	<b>7,397,250</b>



1



2



3



4

1. "Celebrating Life" exhibit to honour a recent deceased resident. 2. Residents Brian and Dulcie with lifestyle staff Louise paint boomerangs in art class for Australia Day. 3. Clients making Christmas boomerangs in Grevillea House. 4. Relative, Eva Apostole, hosts Greek high tea in appreciation of staff and volunteers.

## Services

### Home Maintenance Service

Telephone 9856 1252  
Fax 9856 1242  
Email [hms@mcentre.asn.au](mailto:hms@mcentre.asn.au)

### Doncaster Rehabilitation Services

Telephone 9856 1210  
Fax 9856 1233  
Email [rehab@mcentre.asn.au](mailto:rehab@mcentre.asn.au)

### Cassia Day Guest Respite

Telephone 9856 1236  
After Hours 0458 379 377  
Email [nrcpcassia@mcentre.asn.au](mailto:nrcpcassia@mcentre.asn.au)

### Grevillea House

(Planned Activity Group, National Respite for Carers Program)  
Telephone 9856 1224  
Fax 9856 1284

### MCA FlexiCare

Telephone 9856 1212  
Fax 9856 1293  
Email [flexicare@mcentre.asn.au](mailto:flexicare@mcentre.asn.au)

### Home Care Packages

Telephone 9856 1218  
Fax 9856 1293  
Email [homecare@mcentre.asn.au](mailto:homecare@mcentre.asn.au)

### Doncaster Melaleuca Lodge

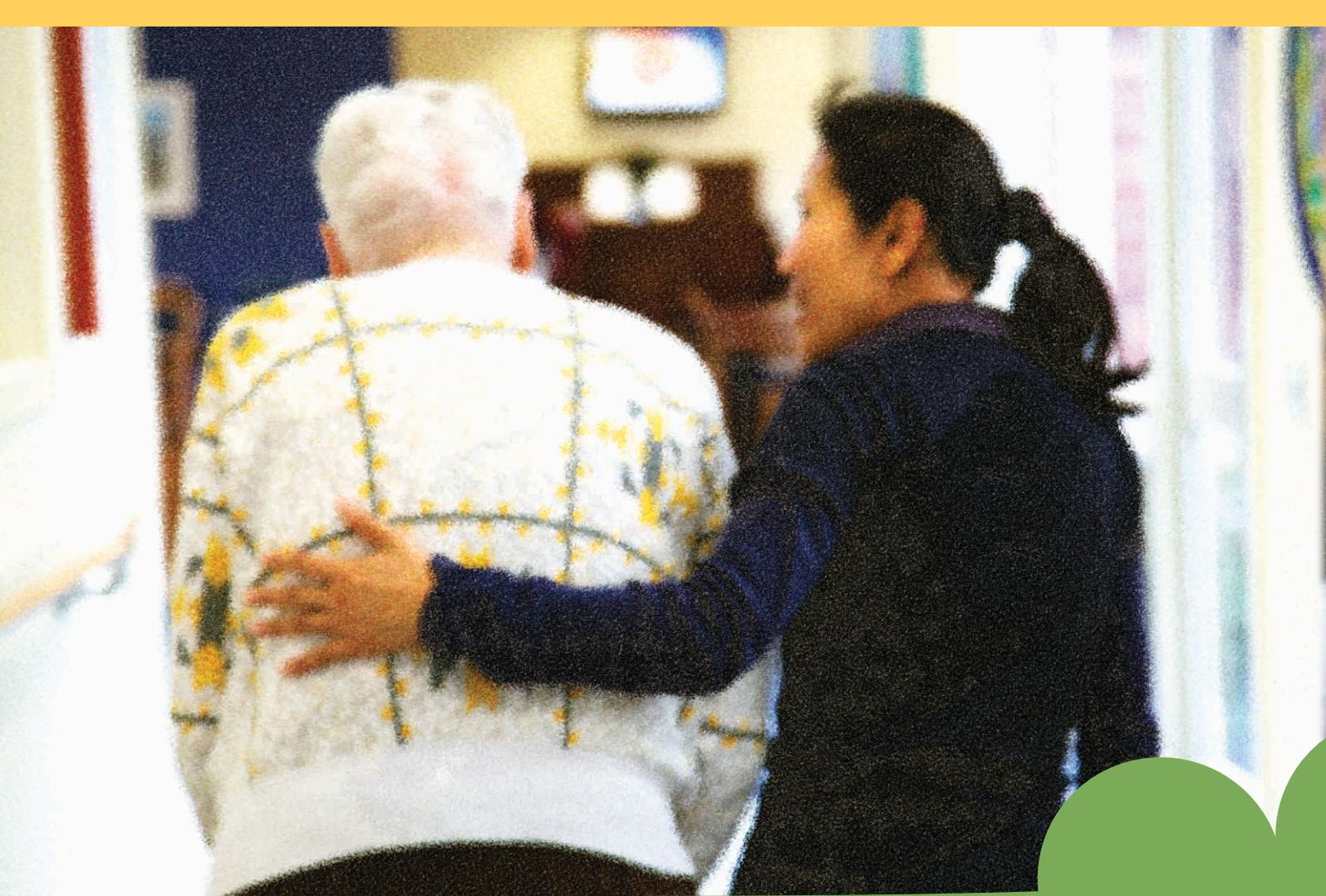
Telephone 9856 1244  
Fax 9856 1255  
Email [dml@mcentre.asn.au](mailto:dml@mcentre.asn.au)

### Cassia House

Telephone 9856 1201  
Fax 9856 1233  
Email [cassiahouse@mcentre.asn.au](mailto:cassiahouse@mcentre.asn.au)

### Administration

Telephone 9856 1201  
Fax 9856 1233  
Email [manningham@mcentre.asn.au](mailto:manningham@mcentre.asn.au)



**MANNINGHAM CENTRE**

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