

TWENTY  
NINTH  
ANNUAL  
REPORT  
2012/13

## 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

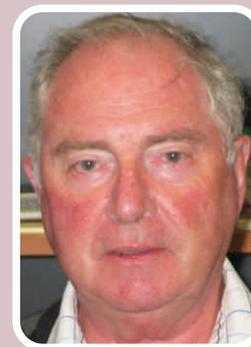
## BOARD OF GOVERNANCE

Directors donate their services on a *pro bono* basis.

Chairman	David Meiklejohn AM
Deputy Chairman	Darrell Treloar
Directors	David Alcock (to July 2013)
	Ray Barrington
	Cr Geoff Gough (to December 2012)
	Ron Kitchingman OAM
	Ray Lewis
	Terry Maher
	Cr Stephen Mayne (to October 2012)
	Erica Mounter
	Lyn Sowersby
	Sheena Kay (from February 2013)
	Cr Jennifer Yang (from February 2013)



David Meiklejohn  
Chairman



Ray Lewis



Terry Maher

## SENIOR STAFF

Chief Executive	Ross Dawson
Manager Support Services	Jenny Backholer
Manager Rehabilitation Services	Bert Brown
Quality Systems Coordinator	Shantel Farmer
Cassia House Manager	Pat Fernandez
Doncaster Melaleuca Lodge Manager	Kim Greenham
Residential Services Manager	Dianne Jones
Manager Community Support Services	Maree Lucas
Finance Manager	Helen Zhou

## ASSOCIATED FIRMS

Auditors	Saward Dawson
Bankers	Westpac
Quality Assurance Auditors ISO 9001:2008	International Standards Certifications Pty Ltd



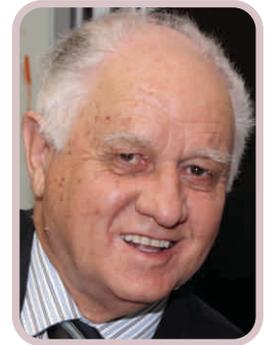
Darrell Treloar



David Alcock



Ray Barrington



Ron Kitchingman



Erica Mounter



Lyn Sowersby



Sheena Kay



Cr Jennifer Yang

## CHAIRMAN'S REPORT

I have great pleasure in presenting you with the Chairman's Report on MCA's 28th year of operation.

### Board, Staff and Association Membership

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

After a three-year term, Stephen Mayne resigned as a Director due to other significant commitments. We record our appreciation for his dedication and support for MCA during his time with us. Our Treasurer, David Alcock also resigned for personal reasons and we wish him well in the future and thank him also for his valuable contribution during his time with us.

We welcomed the Mayor, Councillor Jennifer Yang to the Board as a Council appointed representative. This appointment maintains the important connection with the Council. Early in the calendar year we also welcomed Sheena Kay to the Board. Sheena has a strong financial and commercial background and her contribution to MCA matters is valued.

I was re-elected as Chairman and Darrell Treloar was re-elected as Deputy Chairman and over the past few months I have been also acting as Treasurer. We will, however, be appointing a Treasurer in the near future.

The Board also extended the contract of our CEO, Ross Dawson for another three years. Ross's contract expired in June 2013 and we were pleased that he wished and agreed to remain as CEO. His experience and leadership at MCA is important as our organisation advances forward.

### Strategic and Business Planning

During the year we formalised our thinking on the way ahead for MCA by developing and approving a ten year strategic plan.

We were fortunate to have a consultant, Miriam O'Brien assist us by working with the staff and the Board on developing this plan. The planning

process involved workshops for the Board and management and discussions with relevant stakeholders. The Board had a number of opportunities to discuss and refine the plan and formally approved the blueprint earlier in this calendar year.

We presented the plan to a full Manningham Council meeting recently and were pleased to receive the endorsement and support of the Council to the strategic direction we propose.

Our organisation is now moving towards the next planning phase which is to prepare a very detailed ten year business plan to be presented to the Council in the first half of calendar year 2014. We have formed a sub-committee of the Board to undertake this project and will be using consultants and advisors in this process. We are keeping Council staff well informed on the process and again are pleased to have their preliminary support of the direction we plan to follow.

I will report further on this at our AGM in November.

During the year the Board has reviewed and approved a number of our important policies including our overall Governance protocols and the Whistleblower policy and the Residents Satisfaction Survey formats.

The Board has also approved a number of important projects for MCA and we are working with the Council on scoping, funding and implementing these projects.

### Rules Review

The Associations Incorporation Reform Act 2012 means that MCA needs to change its Rules. To do that, we need approval from both the Members of the Association and Council. Our legal advice was that changes would also be needed because of the Australian Charities and Not-for-profits Commission Act 2012.

We formed a Rules Working Group to help with the process. Our legal advisors have now reviewed our Rules, and we have the amendments in place for approval by our Members at the Annual General Meeting.

### Conclusion

I again thank my Board colleagues for their dedication and commitment to MCA and for the time they put in at the many meetings we hold.

I also pay tribute to Ross Dawson and his leadership team and to all of our staff and volunteers who continue to drive the success of MCA. Without your support and commitment we would not be able to be the successful organisation we are today.

I am looking forward to another positive year ahead for our organisation as we serve the aged and ageing members of the Manningham community and do all that we can to help improve their lifestyles.

David Meiklejohn AM



John Treanor and Mika at Doncaster Melaleuca Lodge

## CHIEF EXECUTIVE'S REPORT

On the front page of this annual report, on our website and in several of our publications the values of Manningham Centre are given prominence. They include RESPECT and COMPASSION for the individual, WILLINGNESS to operate in an open and consultative way and INTEGRITY and adherence to high ethical standards. These represent the ethical ideals of the organisation and are meant to guide and underpin the attitudes, behaviour and decisions of all those in positions of authority and indeed of all other staff while working at or for the Centre.



Ross Dawson

So, in a practical sense, have the values of the organisation been reflected in my performance as the Chief Executive and in the performance of the Board and our executive team? Without hesitation I can respond that I believe they have! This annual report contains many examples of our values in action ranging from the initiation of a weekly news bulletin, purchase of new equipment to improve residents' care and lifestyle, commencement of a Parkinson's Disease Support Group for residents of the local area, moving from a client dependency to a client enablement model in home care packages through to providing staff who had literacy and numeracy difficulties with access to a special training program at no cost to them.

The clear message here is that our values are important — and so are our staff. Without the commitment and care our staff practically demonstrate year in and year out, our services to Manningham community's older people would be nothing. As an employer, MCA will always look after its staff, ensuring their full entitlements, in all its forms, are both protected and received, as well as them being treated with respect. In turn, this should be — and is — reflected in the way our staff discharge their duties.

Having dedicated, caring staff is all the more important given the aged care reforms the Federal Government is putting in place. At its core, these reforms give the consumer (client, resident, carer) much greater power exercised through choice. Aged care services face a much more competitive environment as a consequence. Organisations that excel in providing first-rate care will do well.

Over the year, MCA staff have delivered services in excess of funded target hours to more people, they have explored new ways of meeting needs, they have considered and adopted new practices and procedures to improve service quality, obtained new equipment to facilitate safer or more comfortable care, and planned and executed improvements to enhance resident and client accommodation.

The quality of services provided by MCA is immeasurably improved through the wonderful and willing involvement of our many volunteers. We are a community-owned organisation, and the presence of so many volunteers is tangible evidence of that ownership. Our volunteers provide that extra element which transcends the limits of government funding, and touches the lives of older people in, and from, our local area who now need special support.

No matter what position, be it back-room or front-of-house, I'd like to thank all staff and our many volunteers for contributing to another successful year of operations.

Ross Dawson

## HIGHLIGHTS, CHALLENGES AND LOOKING AHEAD

### CORPORATE



**Dianne Jones**  
Residential Services Manager



**Jenny Backholer**  
Manager Support Services

#### Highlights

- Following a successful funding application to the Workplace English Language and Literacy (WELL) Program, we received funding of \$21,240 via Northern Melbourne Institute of TAFE to support staff who had literacy or numeracy difficulties. At least 10 staff were able to access this program and be better equipped with oral communication skills, computer literacy and writing documentation skills.
- Recognizing the need for providing adequate space for existing and projected growth in community services and administrative staff, in May 2013 the Board approved expenditure of \$185,000 ex GST on purchasing, installing and fitting out another two modules to the portable office building opposite the entrance to Cassia House.
- A 5 year external painting program was scoped, established and commenced for all the buildings managed by MCA under the Lease and Sub-Lease with Council.



**Shantel Farmer**  
Quality Systems Coordinator

- MCA launched its new website in September 2012. Amongst other things, it is designed to be both accessible and informative for those not familiar with aged care or MCA. Administrative staff are able to keep the site contents up to date without having to rely on external parties. Google Analytics are used to analyse traffic to the site which has given staff a greater understanding of our market.
- Continued growth in services and staff numbers has been matched by the growing size and complexity of our computer network. MCA reached a threshold where a full time on-site Systems Administrator was justified to keep the network operating smoothly and provide staff with support. Allister Wade was employed in March to fill this role.
- During the year we identified that resourcing our many valued volunteers using a Volunteer Coordinator for one day per week was just not sufficient for the amount of work involved. Consequently we increased the role to 3 days per week to enable a catch-up on a backlog of work reduced to 2 days a week later in the year. Tanya Warms now fills this dedicated role.
- Occupational health and safety as measured by WorkSafe injury insurance saw MCA maintain a 5 year performance rating better than the industry average. Consequently our injury insurance rate has moved only marginally over this period. During the last year the premium increased by less than 4.0% with most of this increase accounted for by growth in staff numbers and hence our rateable remuneration.

#### Challenges:

- MCA's last Enterprise Agreement expired in March 2013. Negotiating a new agreement is a prolonged, complex and industrially sensitive process that won't be resolved until late in the year. Achieving a balance between making sure our staff are looked after while making sure the outcomes are financially sustainable for MCA into the uncertain future is challenging.
- Hand in hand with the growth in services, we continue to struggle with providing adequate parking on both sites. Ten new car parking spaces were constructed adjacent to the main entrance driveway with the financial and project management support of Council. Despite this extra space, at peak times during the week some clients and visitors to the Centre are having to resort to informal parking on patches of grass and the like.

#### Looking Ahead:

- With the Commonwealth Governments aged care reforms now set in legislation, the implementation phase has commenced. This promises to be a very busy and challenging time for MCA and all other aged care providers as we adapt to a new model of aged care firmly centred on the consumer.

#### WorkSafe Performance table

	2009/10	2010/11	2011/12	2012/13	2013/14
MCA Injury insurance rate	2.1313%	2.1440%	1.9973%	2.0357%	2.0048%
Average Industry insurance rate	3.6871%	3.3793%	3.3676%	3.0948%	3.0600%
3 year performance rating	0.578029	0.634454	0.593094	0.657772	0.655159
Comparison with industry	42.19% better than average	36.55% better than average	40.69% better than average	34.22% better than average	40.69% better than average

## MCA Workplace Gender Profile 2012/13

	Women		Men		Women	Men	Total	%	
	Full Time	Part Time	Full Time	Part Time	Casual	Casual		Women	Men
Board		4		7			11	36.4%	63.6%
Senior Executives			1				1	0.0%	100.0%
Senior Managers	2	1					3	100.0%	0.0%
Managers	3	1	1				5	80.0%	20.0%
Admin Staff	4	8	1				13	92.3%	7.7%
Client Service Staff	5	184	4	34	47	16	290	81.4%	18.6%
Total Staff	14	194	7	34	47	16	312	87.7%	18.3%

**HOME AND COMMUNITY CARE (HACC) PROGRAM<sup>1</sup>**  
(Planned Activity Group, Home Maintenance Service)

**NATIONAL RESPITE FOR CARERS PROGRAM (NRCP)<sup>2</sup>**  
(Overnight Respite, Employed Carers Respite, Day Guest Respite)

### MCA HOME CARE PACKAGES

#### Highlights

- In line with the Living Longer Living Better (LLLBB) aged care reforms and the introduction of Community Care Common Standards, the consolidation of MCA's community services has continued with Home Care Packages being included under the Community Services Support Manager responsibilities. This has streamlined processes and has allowed a more coordinated community quality system to be implemented.
- As part of the Council of Australian Governments (COAG) reforms, the quality review process (the equivalent of accreditation in residential aged care) for Planned Activity Group, Home Maintenance (both HACC-funded), Overnight, Employed Carers, Day Guest Respite (all NRCP-funded) and Aged Care Packages, was combined into one assessment against the new Community Care Common Standards. Staff put in a considerable effort to ensure a consistent and comprehensive quality system underpinned these services, ready for the audit expected in late July 2013.



**Maree Lucas**  
Manager, Community Support Services

- Community Programs have continued to meet funded hours, and, for the first time, the Home Maintenance Service (HMS) exceeded its annual target hours. This was a great team effort lead by the HMS Team Leader, George Kyritsis, which ensured that client waiting time was reduced and more HACC clients received services.
- Ceasing gutter cleaning from the roof is a major change that impacted many HMS clients. It's been unpopular with clients, but necessary to eliminate a very real risk to staff safety. We offer a revised service from ground level to clients who live in bushfire-prone areas only. We also investigated suitable machinery to effectively clean gutters from ground level.
- We have new funding from the Victorian Department of Health under the Home and Community Care (HACC) Program to help younger clients living with a dementia. A small group program will run fortnightly from August 2013, aimed at reconnecting clients back to age-specific community activities they previously participated in.
- We initiated focus groups for HACC clients, so both clients and carers had the opportunity to give direct feedback and participate in program direction. Feedback was overwhelmingly positive and has influenced program planning.
- The annual home care packages client survey revealed that client satisfaction with services remained high.
- We bought several capital items to help in HMS delivery. Demolishing an old storage shed adjacent to Grevillea House and replacing it with a new, expanded shed has given not only additional material and equipment storage space, but will also allow for a dedicated handrail spray-painting area. A new carport outside the workshop protects HMS vehicles and provides all-weather protection for staff who are loading and unloading these vehicles.
- The Victorian Department of Health allocated a HACC Minor Capital Grant of \$50,000 in March 2013. This can be used to buy furniture and equipment, or for minor building renovations or vehicle replacement costs. We used some of the funds to buy a new vehicle for HMS use.
- Darlene James was employed as a Business Development Manager on a fixed-term contract to establish MCA's capacity to deliver home care services to clients living in the community. The aim was to reduce our reliance on having these services delivered by a third party, as well as to improve risk management and quality control. The project was put on hold after reaching a key milestone, so attention could be focused on preparing for the Community Care Common Standards audit.

<sup>1</sup>A Joint Commonwealth and State/Territory Program providing funding and assistance for Australians in need. <sup>2</sup>An Australian Government Initiative.

**National Respite For Carers Program**

	2011/12	2012/13
Delivered hours of service over the year	44,120	54,355
Primary carers who received support over the year	136	129
Carers from a CALD* background	47	66
Care recipients who left the service during the year	52	51
Care recipients admitted to full-time residential aged care	33	36
Percentage of male carers	-	25.6%
Percentage of female carers	-	74.4%
Percentage of male care recipients	-	34.1%
Percentage of female care recipients	-	65.9%

\*culturally and linguistically diverse

**Aged Care Packages Performance**

	2010/11	2011/12	2012/13
<b>CACP Days of service</b>	9,646	10,161	11,512
Personal care/ Respite/home-care (hours provided)	3,681	3,049	3,447
Gardening/Maintenance (hours provided)	248.5	202	450
Transport provided by taxis (number of trips)	778	838	906
Meals delivered to homes	1,744	2,481	1,724
<b>EACH Days of service</b>	1,520	1,579	1,867
Personal care/Respite/Home care (hours provided)	1,834	1,532	1,589
Gardening/Maintenance (hours provided)	57.5	79	26
Transport provided by taxis (number of trips)	235	290	384

**Challenges:**

- The Home Care Packages service underwent a restructure to, among other things, ensure that the new Consumer Directed Care model is implemented within the prescribed time frames. This needed a cultural change in the way packages are managed and the Case Manager's role. The model requires packages to be offered so that consumers have greater control over their lives by allowing more choice about the type of care and services they wish to access. For staff, this means a thinking change from "client dependency" to "client enablement". The time frames allow the changes to be introduced gradually, ensuring full collaboration with clients will occur.
- Funding and wage parity continue to present challenges to MCA community services. HACC services have been affected by a 2% adjustment, which required staff hours to be reviewed and reduced to meet the adjusted funding.
- MCA applied for more Home Care Packages (level 1 and level 2) in the 2012/13 Aged Care Approvals Round. Regretfully, once again we were unsuccessful in this highly competitive process. Many of the packages in the eastern metropolitan region were allocated to interstate providers.

**Looking Ahead:**

- Implementing the Living Longer Living Better aged care reforms will see many changes to the way the community aged care sector operates. Changes will ensure that more choice is available for people to remain living in their home in their community. The challenge for MCA is to ensure that the process is one of cooperation and shared understanding, which ensures a client's identified goals are met.

**DONCASTER REHABILITATION SERVICES (DRS)**

**Highlights**

- Doncaster Rehabilitation Services (DRS) continued to support the elderly population of Manningham, with over 30 exercise/balance and strength-enhancement programs each week and a total client base over the year of 483. The service operated at full capacity, with all staff kept very busy. About 220 clients a week were provided with physiotherapy, occupational therapy, podiatry, exercise programs, counselling and physical aids information and education. The waiting list for referred clients was approximately three weeks.
- Program evaluations showed a high level of client satisfaction, and staff received very positive feedback from clients in all their programs.
- As a broader contribution to the future of aged care services, DRS staff supervised successful student placements from the disciplines of allied health (Certificate 3 and 4) and occupational therapy (Latrobe University).
- Staff identified a gap in service provision in the Manningham area with clients and community members who have been diagnosed with Parkinson's Disease. We held a workshop in May, with 46 people attending. From that initial meeting we established the Doncaster Parkinson's Support Group, which meets on the first Friday of each month. Parkinson's Victoria has endorsed and supports the group. Funding to promote it further has been submitted to Manningham Council.



**Burt Brown**  
Manager,  
Rehabilitation Services



Maria Salvo, Masako Take, Leanne Lewis and Wendy Reid at Doncaster Melaleuca Lodge

- Staff composition remained very stable over the past 12 months, with no turnover — despite a national trend highlighting the difficulties in maintaining workers in aged care and smaller, not-for profit organisations.
- DRS has had an increasing number of complex referrals, particularly from hospitals, where longer-term rehabilitation and maintenance is needed. We've responded to this by increasing the number of students and volunteers within the programs. The latter help clients to and from their vehicles and taxis, engage with them while in their programs and assist the health professionals wherever possible.

#### Challenges:

- DRS is now preparing to comply to the Department of Health and Ageing's Community Care Common Standards, which are expected to place an increasing demand on staff to provide more intensive quality and case reviews for every client registered in our programs. The challenge will be to ensure that the extra reporting and administrative requirements do not detract from the number of clients that, up to now, we have been able to help.
- DRS managed to balance its budget without increasing client fees this year. DRS waives fees in exceptional circumstances, to ensure our community members are not financially discriminated against. The funding increase provided by the Department for the next financial year is less than expected, and places extra burdens on meeting our budgetary requirements.

#### Looking Ahead:

- DRS is confident that it will continue to provide a cost-effective and valuable rehabilitation service to the Manningham community as we progress towards 2014.

Age Range of Clients attending DRS 2012-13	Total	%
Less than 50 years of age	1	0.2%
50-59 years	7	1.5%
60-64 years	12	2.5%
65-69 years	45	9.3%
70-79 years	196	40.6%
80-89 years	203	42.0%
90 years and over	19	3.9%
<b>Total</b>	<b>483</b>	<b>100.0%</b>

	2011/12	2012/13
<b>Male</b>	174 (40.9%)	204 (42.2%)
<b>Female</b>	251 (59.1%)	279 (57.8%)
<b>Total</b>	<b>425</b>	<b>483</b>

## DONCASTER MELALEUCA LODGE

#### Highlights

- The Lodge was re-accredited for a further three years following a successful triennial site audit by The Aged Care Standards and Accreditation Agency on 16th and 17th April 2013.
- The kitchen received a Five Star Food Safety Award following an audit by Manningham Council Environment Health Services in February.
- Environmental improvements completed during the year included re-painting and carpeting the main connecting corridor. This cost \$11,364 ex GST and \$20,900 ex GST, respectively.
- Given various shortcomings with the existing nurse-call system, after a methodical scoping and tender process, in May the Board approved engaging Merlon Technologies to supply and install a state-of-the-art nurse call system at a cost of \$129,000 ex GST. A further \$10,000 ex GST was also approved for upgrading the DECT telephone network to integrate with the new nurse-call system.
- Some very generous grants and donations have allowed us to buy much-needed equipment to improve our residents' care and lifestyle. Items purchased included state-of-the-art air mattresses, a syringe driver to improve medication management during palliative care, a palliative care trolley, musical instruments, bed-safety monitoring alarms, electric beds and outdoor furniture settings.



**Kim Greenham**  
Manager

#### Challenges:

- Maintaining stable government income can be difficult with residents' fluctuating health conditions. Regular Aged Care Funding Instrument (ACFI) reviews have to be undertaken and staffing allocations/levels continuously reassessed to ensure we achieve the best possible care.

- With residents' changing conditions, we continuously train staff to aid their up-skilling in transitioning to care for more residents with high care needs.

**Looking Ahead:**

- The Lodge is now accepting residents with higher care needs, and we anticipate demand will continue to grow for high level care.
- Plans area in place for a major refurbishment of the Lodge to help in providing high level care. This includes establishing a dementia-specific area, relocating the main nurses' station and constructing an additional pan room.

**CASSIA HOUSE**

**Highlights**

- Several hospitality-service improvements benefited residents both directly and indirectly. We adopted the OSCAR hospitality system to facilitate menu planning and identify individual resident food preferences. We also instigated a process to track labelling of residents' clothes, which reduced the incidence of misplaced and lost clothing.
- A weekly newsletter 'This week @ MCA' gave staff and residents an overview of the latest happenings around the facility, and the Centre more broadly.
- Environmental improvements completed during the year include redecorating respite rooms; fire-safety enhancements; external painting; replacing carpets in the passageways, lounge and sitting rooms in the Acacia unit; and repainting 12 bedrooms in a new colour scheme.



**Pat Fernandez**  
Manager

**Challenges:**

- A major challenge for Cassia House and residential aged care in general is the ongoing recruitment and retention of suitably qualified staff.
- With all the latest changes in the Aged Care Funding Instrument (ACFI) brought in by the Federal Government as a budget measure, applying for a high classification for residents — and hence the associated funding — has become much more difficult, with an increased volume of documentation needed daily. This will ultimately reduce our overall funding and put increased pressure on care staff.



Doncaster Rehabilitation Services exercise group

- The numbers of increasingly frail residents seeking admission is a challenge for staff because of the high level of clinical care required. Because of their frailty, the length of stay can sometimes be very short. This impacts on occupancy rates where it has been difficult, on occasions, to fill vacancies that occur in quick succession from a depleted waiting list.

**Looking Ahead:**

- The impending upgrade of various areas in the facility is expected to improve resident amenity and care, and will also help in attracting new residents in an increasingly competitive aged care market.
- Our attention is on person-centred care: we make it a priority to give Cassia House residents choice and control over their lives, where possible.

**Residential Care Statistics for 2011/12**

	Lodge		Cassia House	
	2011/12	2012/13	2011/12	2012/13
Average number on immediate waiting list at month end	5.25	7.6	10.2	8.3
Discharges of residents over the year	17	31	44	49
Turnover (permanent places)	28.8%	52.5%	50.0%	55.7%
Number of vacant unfunded place days	211	373	147	247
Occupancy rate (permanent places)	99.02%	98.27%	99.54%	99.23%



Banksia exercise group

## FUNDRAISING

MCA relies upon the generosity of our supporters for many of the lifestyle programs, such as the Music Therapy Program, and capital purchases not funded by government. This financial contribution is very important as it allows us to further expand our services and helps to alleviate the strain of future capital-improvements challenges in and around the Centre. The primary way we raise funds from the community to support residents' and clients' special needs is via our one-day-per-week Fundraising Coordinator, Angelia Lee.



**Angie Lee**  
Coordinator

Over the year, we received over \$119,000 in grants and donations: 74% was from philanthropic organisations, 14% from bequests, 8% from private individuals and businesses, 1% from community groups and 3% from Manningham Monster Community Raffle 2013 and sales of goods.

Donors included:

- Manningham City Council
- Selwyn Henry Langston Estate, managed by ANZ Trustees
- The Lynne Quayle Charitable Trust Fund, managed by Equity Trustees
- Lord Mayor's Charitable Fund
- The Freemasons Public Charitable Foundation
- The William Angliss (Vic) Charitable Fund
- Doncaster Bowling Club Inc.
- Friends of Manningham Centre
- The Manningham community via the Manningham Monster Community Raffle 2013 and MCA News
- Doncaster East Community Bank – Bendigo Bank continued to provide sponsorship support for our publications.

MCA is grateful for a number of people who remembered us in their Wills, and those who gave special gifts in memory of their loved ones. These bequests are very important in allowing us to enhance the standard of care we provide for older people in the community.

To all our benefactors, we say a heart-felt thank you.

## LONG SERVICE AWARDS

### 5 YEARS

#### Staff

Sandeep Kaur  
Kiet Chua  
Leanne Reid  
Niranjan Saunders  
Anne McMahon  
Jade Zhang  
Mei Li  
Rosetta Care  
Greg Williams  
Patricia Gregory  
Vikas Sharma  
Karen Martonhelyi  
Barbara Cameron  
Melissa Martin

#### Volunteers

Sue Collier  
Verlie Greig  
Patricia Wheeler  
Anthony Temple  
Harold Fletcher  
Gwenda Tymms  
Lyn Sowersby  
Darrell Treloar  
Ray Lewis

### 10 YEARS

#### Staff

Sara Dargavel  
Stella Christofis  
Kim Greenham  
Julie Beaumont  
Pamela Power  
Jenny Moody  
Heather Sirianni  
Dale Gibson

### 15 YEARS

#### Staff

Mary Timperio  
Colin Spilman

#### Volunteers

Delma Haack  
Graham Haack

### 20 YEARS

#### Staff

Suzanne Cormack  
Maree Lucas  
Yew-Lian Choong

#### Volunteers

Patti Hall  
Lorna Johnson  
Joy Fletcher

### EDUCATION

Jane Watson, Jackie Matthews, Kit Sheung, Evriklia Zayat, Connie Lau, Joyce Marchingo

### STAFF SERVICE AWARD

Susan Vincent

## FINANCIAL REPORT

The Statements of Comprehensive Income, Financial Position, Changes in Equity and Cash Flows for and at the year ended 30th June, 2013 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 \$806,786 was recorded for the year compared with a surplus of \$688,298 in 2011/12. This was largely driven by a 9% increase in income, with the most important contributors being a substantial increase in investment income relating to the transfer of accommodation bonds from Council and a 4.6% increase in Government funding. State Government funding for HACC services increased by 30% associated with an expansion in services. Community support services from Federal and State sources now contribute a quarter of total income. Expenses rose by 8.6%, with the biggest contributors being a rise in employee costs of 6.2% and the payment of rent to Council for the two residential care facilities.

This result increased our net assets from \$5,604,118 to \$6,368,190, improving our financial position and cash reserves. Through prudent management, MCA is well placed to meet its obligations under the new agreement with Manningham Council to maintain and improve the buildings and grounds it manages and to extend the services it provides to support older people in the Manningham community.

Many challenges lie ahead for MCA, and the aged care sector generally, given the Federal Government's aged care reforms, but MCA has entered this period of change in a sound financial position.



**Helen Zhou**  
Finance Manager



Lodge mealttime

# STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30th June 2013

	2012/13 \$	2011/12 \$
<b>Continuing Operations</b>		
<b>REVENUE</b>		
Residents' and Clients' Fees	3,125,276	2,950,100
Investment Income	1,049,951	325,829
Federal Government Grants	10,606,536	10,284,715
State Government Grants	760,561	582,757
Accommodation Charges	654,433	637,759
Donations and Subscriptions	120,981	54,617
Other Revenue	86,199	211,845
<b>TOTAL REVENUE</b>	<b>16,403,937</b>	<b>15,047,621</b>
<b>EXPENSES</b>		
Employee Benefits Expense	11,635,924	10,956,473
Rent Expense	593,190	-
Depreciation and Amortisation Expense	432,959	756,838
Administration Expense	337,714	353,873
Catering Expense	527,492	506,233
Cleaning and Laundry Expense	530,649	497,320
Client Supplies and Service Expense	318,679	315,305
Energy and Utilities Expense	195,569	165,809
Fundraising Expense	16,724	16,613
Repairs and Maintenance Expense	467,800	427,884
Finance Expense	-	18,385
Other Expenses	540,451	344,590
<b>TOTAL EXPENSES</b>	<b>15,597,151</b>	<b>14,359,323</b>
<b>NET SURPLUS FOR THE YEAR</b>	<b>806,786</b>	<b>688,298</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
Other comprehensive income	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>806,786</b>	<b>688,298</b>

## STATEMENT OF FINANCIAL POSITION

as at 30th June 2013

	2012/13 \$	2011/12 \$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	1,743,035	1,139,712
Financial Assets	19,943,549	7,509,735
Trade and Other Receivables	929,327	268,429
Inventories	19,060	18,910
Other Assets	67,521	54,370
<b>TOTAL CURRENT ASSETS</b>	<b>22,702,492</b>	<b>8,991,156</b>
<b>NON-CURRENT ASSETS</b>		
Property, Plant and Equipment	1,324,228	1,553,292
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,324,228</b>	<b>1,553,292</b>
<b>TOTAL ASSETS</b>	<b>24,026,720</b>	<b>10,544,448</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	1,250,739	1,190,545
Borrowings	6,158	6,158
Provisions	1,656,404	1,386,986
Bond Liabilities	12,179,888	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,093,189</b>	<b>2,583,689</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	11,989	18,147
Provisions	2,553,352	2,338,494
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,565,341</b>	<b>2,356,641</b>
<b>TOTAL LIABILITIES</b>	<b>17,658,530</b>	<b>4,940,330</b>
<b>NET ASSETS</b>	<b>6,368,190</b>	<b>5,604,118</b>
<b>MEMBERS' FUNDS</b>		
Reserves	2,016,858	2,557,746
Accumulated Surplus	4,351,332	3,046,372
<b>TOTAL MEMBERS' FUNDS</b>	<b>6,368,190</b>	<b>5,604,118</b>

# STATEMENT OF CHANGES IN EQUITY

for the year ended 30th June 2013

2013	RESERVES \$	ACCUMULATED SURPLUS \$	TOTAL \$
<b>Balance at 1st July 2012</b>	<b>2,557,746</b>	<b>3,046,372</b>	<b>5,604,118</b>
Total comprehensive income for the year	-	806,786	806,786
Reverse prior year assets revaluation increments	(42,714)	-	(42,714)
Transfers (to)/from other reserves	(498,174)	498,174	-
<b>Balance at 30th June 2013</b>	<b>2,016,858</b>	<b>4,351,332</b>	<b>6,368,190</b>
<b>2012</b>			
<b>Balance at 1st July 2011</b>	<b>2,865,988</b>	<b>2,049,832</b>	<b>4,915,820</b>
Total comprehensive income for the year	-	688,298	688,298
Transfers (to)/from other reserves	(308,242)	308,242	-
<b>Balance at 30th June 2012</b>	<b>2,557,746</b>	<b>3,046,372</b>	<b>5,604,118</b>

## STATEMENT OF CASH FLOWS

for the year ended 30th June 2013

	2013 \$	2012 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Operating grants receipts	11,645,178	11,113,534
Receipts from customers	3,648,044	3,694,455
Donations and fundraising received	120,981	54,617
Sundry receipts	133,825	211,844
Payments to suppliers and employees	(15,116,886)	13,027,939
Interest received	537,233	429,478
Interest paid	-	(18,385)
<b>Net cash provided by operating activities</b>	<b>968,375</b>	<b>2,457,604</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(251,264)	(167,315)
Redemption (placement) of term deposits	(12,433,814)	(1,336,214)
<b>Net cash provided by (used in) investing activities</b>	<b>(12,685,078)</b>	<b>(1,503,529)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Borrowings procured (repaid)	(6,158)	(734,115)
Bond receipts transferred to the Association and from new residents	16,405,850	-
Bond refunds to residents	(4,079,666)	-
<b>Net cash provided by (used in) financing activities</b>	<b>12,320,026</b>	<b>(734,115)</b>
Net increase (decrease) in cash held	603,323	219,960
Cash and cash equivalents at beginning of financial year	1,139,712	919,752
<b>Cash and cash equivalents at end of financial year</b>	<b>1,743,035</b>	<b>1,139,712</b>



Volunteers Brenda Hurley and Sanjita Sebastian – Plaza Kiosk



Lee Phillips at Grevillia House exercise group



Volunteer Duyen Le and Volunteer Coordinator Tanya Warms packing chocolates



Marie Fitzgerald enjoying Elvo Frankie Show at the Lodge



Ian Trewavas at Doncaster Melaleuca Lodge



Doncaster Rehabilitation Services exercise group



Christmas in July at Doncaster Melaleuca Lodge – Margaret Holland, Tony Temple and Bernadette Kelly



Fiona White – Reception, Cassia House



John Lake at Grevilla House exercise group



Christmas in July at Doncaster Melaleuca Lodge



Lodge mealtime



Elvo Frankie Show at the Lodge



Herbert Family at Doncaster Melaleuca Lodge



## 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**

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

### **Doncaster Melaleuca Lodge**

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

### **Cassia House**

371 Manningham Road  
DONCASTER VIC 3108  
Phone 9856 1200  
Fax 9856 1233

### **Central Administration**

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



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