



# MannaCare

WIDER CHOICES FOR OLDER PEOPLE

## 2020

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## 2021

### Thirty Seventh Annual Report



# 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

## Editorial

**Anna Cairo**  
**Tracy Laethaisong**

## Assistant

**Sandy Roberts**

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This Annual Report is printed on recycled paper.

# Table of Contents

<b>Board of Directors</b>	<b>1</b>
<b>Chairman's Report</b>	<b>3</b>
<b>CEO Report</b>	<b>4</b>
<b>Leadership Team</b>	<b>5</b>
<b>Farewell Ross</b>	<b>6</b>
<b>Residential - Cassia House</b>	<b>7</b>
<b>Doncaster Melaleuca Lodge</b>	<b>8</b>
<b>Doncaster Rehabilitation Services</b>	<b>9</b>
<b>Home Maintenance</b>	<b>10</b>
<b>MCA FlexiCare</b>	<b>11</b>
<b>National Disability Insurance Scheme</b>	<b>12</b>
<b>Awards</b>	
<b>Home Care Packages</b>	<b>13</b>
<b>Leisure and Lifestyle</b>	<b>14</b>
<b>A Day in the Life</b>	<b>15</b>
<b>Volunteering</b>	<b>17</b>
<b>Treasurer's Report</b>	<b>18</b>
<b>Financials</b>	<b>19</b>
<b>Auditor's Report</b>	<b>21</b>

# Board of Directors



## David Meiklejohn AM – Chairman

David has been a Director and Chairman since 2011 and is also Chairman of the People and Governance Committee and a member of all other Board sub-committees. David is an experienced Company Director with a strong background in finance and has been a Director of a number of major Companies listed on the Australian Stock Exchange. He is currently a Director of Mirrabooka Investments Ltd and most recently was a Director of Coca-Cola Amatil Ltd and of ANZ Ltd. He holds a Bachelor of Commerce degree and is a Fellow of each of CPA Australia, the Australian Institute of Company Directors and the Australian Institute of Management.



## John Bennie PSM – Deputy Chair

John has been a Director since 2016 and is Chair of the Business Strategy Committee and a member of the Finance and Audit, People and

Governance and Council Liaison Committees. He has previously been the State and National President of Local Government Sector Associations and is currently the Chair of the Southern Melbourne Economy Working Group and a non executive Director of MAV Insurance and the Chisholm Institute. He is an active Rotarian and a Paul Harris Fellow and holds tertiary and post graduate qualifications in Civil Engineering, Municipal Engineering and Business Administration.



## John Shaw – Treasurer

John has been a Director since 2014 and is Chair of the Finance and Audit Committee and a member of the People and Governance

and Business Strategy Committees. He has extensive executive experience in both the public and private sectors including the South Australian Government's Economic Development Authority and CSIRO Minerals. He has also been a non Executive Director of a number of companies including Kambrook, McEwans and the Warrandyte Branch of the Bendigo Bank. He holds a Masters of Applied Science degree and is a member of CPA Australia and a Fellow of the Australian Institute of Company Directors.



## Ray Barrington

Ray has been a Director since 2012 and is Chair of the Promotion Advisory Committee and a member of the People and Governance, Council Liaison, Operational

Risk and Business Strategy Committees. Ray has a background in retail and ran their local family business for over 20 years. He was President of the Jackson Court Traders Association for 10 years and has been involved with a number of various clubs and organisations in the district.



## Peter Fuller

Peter has been a director since 2017 and is a member of the Finance and Audit and Operational Risk Committees. He is an experienced business executive with over

35 years with Tier 1 vendors in the ICT industry. He holds a number of Directorships and is currently Managing Director of Micro Focus Australia, the Australian arm of Micro Focus International, a major listed global Infrastructure Software provider.

# Board of Directors



## Nusia Krolkowski

Nusia has been a director since 2014 and is Chair of the Operational Risk Committee and a member of the People and Governance, Business Strategy and Promotion Advisory Committees. She is a Registered Nurse and an experienced executive with 20 years in senior management positions in the aged care industry. She is currently working as a Project Manager, Business Applications in the Aged Care sector. She holds a Diploma of Business (Health and Community Services).



## John Pappas

John joined the Board of MannaCare in 2021 and is a member of the Finance and Audit Committee. He is an experienced executive, Director and business

owner with over 25 years of corporate experience. With sound business acumen and a strategic mindset he is committed to maintaining high professional standards and work ethic. His foundational career was within the Banking and Investment Banking arena and M&A experience in various sectors across the globe. He has gained a reputation for excellence as a trusted advisor to his all key stakeholders. A graduate member of the Australian Institute of Company Directors, he holds a Masters Degree of Applied Finance.



## Selina Leung

Selina has been a Director since 2019 and is a member of the Finance and Audit, Promotion Advisory and Operational Risk Committees.

Selina has worked in the banking industry for over 30 years and has had significant experience in project management and solution delivery in large corporate environments. She holds a Bachelor of Commerce from Melbourne University, has Graduate Diplomas in Computer and in Finance and Investment from Latrobe University and the Securities Institute of Australia respectively, and has an Advanced Diploma in Project Management from the University of New England.



## Mark McNamara

Mark has been a Director since 2020 and is a member of the Finance and Audit, and Business Strategy

Committees. An experienced board member, he has over 23yrs of healthcare industry exposure spanning Africa, Asia and Australia across marketing, sales, services, IT and corporate governance. Most recently his leadership in digital and enterprise-wide transformation saw him lead the strategy, development and implementation of new consumer-centred journeys. Mark holds an MBA, Masters in Finance, Masters in eCommerce from Macquarie, a Diploma in Engineering and is a Graduate of Australian Institute of Company Directors since 2005.



## Thilaka Satha

Thilaka has been a Director since 2019 and is a member of the Business Strategy and Operational Risk Committees.

She is an executive at Sustainability Victoria and has had over 15 years of experience in the Strategy Policy and Corporate Governance area. She has a legal background and has also worked overseas in the industrial tribunal in areas of employment relations. She holds a Master of International Business degree with a major in International Business Law.

# Chairman's Report



## David Meiklejohn AM

I have the pleasure in reporting to you as Chairman of MannaCare on our 37th year of operation.

The past year has again been difficult and challenging and very frustrating for our residents and clients and their loved ones and for our staff. Sadly, these adverse conditions have continued into the current financial year and there are no immediate signs of the welcome changes we are all hoping for.

In these difficult and challenging conditions I again pay tribute to the outstanding commitment of all the people who work at MannaCare in keeping all of our residents and clients safe and COVID-19 free. Congratulations to them also for maintaining the high level of care and support that the people we look after expect and have enjoyed for many, many years. Sadly our much valued dedicated volunteers have been unable to work alongside our staff and we look forward to them being able to return to us, hopefully in the near future.

The adverse conditions have continued to have a negative impact on our residential occupancy levels and costs and this has led to another substantial overall accounting loss for the year. The Treasurer's report comments on these results but I would again point out that this accounting loss reflects the substantial depreciation and amortization charges we now have to bear. On the positive side, our Balance Sheet and overall operating cash flow remains strong. We have no debt and do have substantial cash funds invested but do need to reverse the negative trends in our residential results to make financial headway. In this regard I acknowledge the valuable financial support we received during the year from the Manningham City Council and thank them for their positive input into our activities.

As I announced at our AGM last year, our long serving Chief Executive Officer, Ross Dawson, had elected to step down and retired from that position in March 2021. At his retirement we congratulated Ross on his substantial achievements during his time as CEO and thanked him particularly for his leadership and guidance during the challenging pandemic period.

We were delighted to welcome Tracy Laethaisong as our new CEO. Tracy has a strong background in Aged Care and was a member of the MannaCare Board for the three years prior to her appointment. Tracy has taken the reins in a challenging social and economic environment in Aged Care and is working closely with the Board to guide us through these difficult times.

On the staff front, two senior managers, Sherry-Ann Bailey and Vanessa May have left MannaCare and I thank them both for their contributions during their time with us. There have been no changes to the Board during the financial year but since year end John Pappas has joined us. We look forward to John's advice and contributions to our deliberations in the years ahead.

It is again difficult to predict when we will see a meaningful change to the negative headwinds currently being experienced by MannaCare. Tracy and her team are working hard to improve our occupancy rates in our Residential facilities but this is difficult during the lockdowns we continue to experience. However, all of our stakeholders should be reassured that we are aiming to maintain our high standards of care in all of our operations and to ensure that this quality of care continues irrespective of the negative and difficult conditions and environment we have to operate under.

# CEO Report



## Tracy Laethaisong

As we welcomed the 2020 financial year there was a collective sigh of relief as it seemed we had escaped the worst of the COVID-19 pandemic in comparison to the rest of the world's surging cases.

Little did we know that Victoria was about to enter months of harsh restrictions and lockdown, curfew and work permits. It was a very difficult, fluid and extraordinary time, even more so for the aged care sector.

Although MannaCare operated 'business as usual' it did so in very different circumstances. The primary concern of management was (and still is) to ensure as much as we can, to protect our residents, clients and our staff from becoming infected with this virus.

Personal Protective Equipment (PPE) became the standard practice and we constantly assessed how we could improve 'best practice' infection control. Additional training was implemented especially around the donning and doffing of PPE. The appointment of Turina Harnett to the new role of Infection and Prevention Control Leader supports our commitment for continuous improvement as well as providing a safe workplace. New motion sensor hand sanitisers were installed in response to 'best practice' infection control guidelines, with motion sensor soap dispensers also installed in all residents' bathrooms.

All of our services were COVID-19 impacted in some way. Community services in particular were challenged especially during lockdowns which severely limited what services were provided as indicated below.

- Doncaster Rehabilitation Services on-site programs were suspended during lockdowns and had density ratio limits applied during most other times. This provided the opportunity to adapt and tele-health services increased.
- Home Maintenance Services only provided emergency and safety repairs when in lockdown.
- Overnight and day respite programs were suspended commencing again in November 2020 but closed during subsequent lockdowns in 2021.
- Clients were hesitant to have carers in their home which resulted in Home Care Packages and MCA Flexi-Care services being impacted.
- Both residential care facilities had levels of restrictions including on visitors, volunteers and third party contractors which remained on and off for the majority of the financial year.
- Corporate and community staff continued to work from home transitioning back into the workplace as the Victorian Government decreased density requirements.
- The single site residential aged care employer rule stretched our roster and staff to the limit.

Regardless, staff adapted and continued to support residents and clients to meet their needs. Volunteers also continued to support MannaCare. They worked from home if their volunteering work was suitable to do so, they wrote letters and cards of support to the residents and made telephone and FaceTime calls. These were greatly appreciated by residents.

On the back of the Royal Commission into Aged Care Quality and Safety, the pandemic added extra strain to an already overburdened sector. The Final Report was delivered on 26 February 2021 and made 148 wide-ranging recommendations for fundamental reform to the aged care system. In particular, a new system underpinned by a rights-based Act, funding based on need, and much stronger regulation and transparency. These recommendations as well as the pandemic will define aged care for many years to come.

I am pleased to report that COVID-19 vaccination clinics were held at both Cassia House and Doncaster Melaleuca Lodge for residents which started in May. This was facilitated by the Public Health Network and enabled the majority of residents to be fully vaccinated by the end of the financial year. Clinics for staff also commenced in June and initiated the process of vaccination. Mandatory COVID-19 vaccination of all residential aged care workers was agreed to by National Cabinet in late June.

In June 2021, Cassia House successfully passed the re-accreditation audit process. This re-accreditation is for an additional three years until July 2024. Thank you to the team who worked with the Aged Care Quality and Safety Commission assessors over two days for the unannounced re-accreditation visit.

As we drew towards the end of the financial year in June 2021, Melbourne completed lockdown four, reminding us, yet again, that this pandemic has not finished.

MannaCare continues to exist to serve people in the local community. Despite the challenges this year, we have continued to deliver, to improve and to build our community. This would not have been possible without the support of our fantastic team who worked on the frontline, but also team members who worked behind the scenes working from home along with volunteers. All supported the residents in some way.

In the annual report which follows you will find more detail of the challenges and achievements of service areas along with an account of our financial performance. I commend this for your reading.

# Leadership Team



**Tracy  
Laethaisong**

Chief Executive Officer



**Jeremy  
Jones**

Chief Financial Officer



**Michelle  
Murphy**

Human Resources  
Manager



**Priya  
Salandy**

Quality Manager



**Dharani  
Nagarajan**

Doncaster  
Rehabilitation  
Services Team Leader



**Andrew  
Munro**

Maintenance Manager



**Imke  
Malone**

Manager Community  
Services – MCA Flexicare/  
Home Care Packages



**Zana  
Basic**

Manager Community  
Services - Respite



**Joanna  
Frona**

Facility Manager -  
Doncaster Melaleuca  
Lodge



**Marivien  
Ciceron**

Facility Manager  
– Cassia House



# Farewell Ross



## Retirement of Ross Dawson

Our long serving Chief Executive Officer, Ross Dawson retired as CEO in March 2021 after 17 years at the helm. Ross will retire as an employee of MannaCare in June 2022.

Ross oversaw significant changes and developments during his time at MannaCare providing solid leadership and guiding MannaCare through renovations, aged care reform and more recently a pandemic.

Ross reflected recently, “I’ve had the privilege of leading MannaCare’s operations for nearly 17 years and it was time to move on. MannaCare will always have a special place in my heart and I am grateful to have been able to complete my career in such a wonderful organisation.”

As you’d expect the enormous changes at MannaCare were reflective of the development shift in aged care. Ross oversaw growth in the number of services we provide adding Home Care Packages, MCA FlexiCare and the expansion of the quantity and range of respite programs funded under the Commonwealth Home Support Program. As a result, MannaCare now supports well over 1,000 older people to remain living the community which is the preference of the majority of older people.

To provide the quality of care for our clients and residents, considerable building expansions were undertaken with Ross in charge. Extensions were added to Grevillea House and Doncaster Melaleuca Lodge, and more recently Cassia House underwent a major building program including the demolition and rebuilding of Banksia unit. Waratah House was also “imported” to accommodate staff supporting our services.



2013 - Ross trekking



Substantial improvements were additionally made to our information technology to facilitate our services including moving to care management software for residential and community services, introducing a time and attendance system for staff and adding mobile capacity.

When all is said and done though, it is the relationships with people that stand out the most. After many years at MannaCare, Ross was well known to staff and always had an ‘open door’ with many staff dropping by.

However, as Ross embarks on a new path so too does MannaCare. Chairman, David Meiklejohn, articulates the thoughts of many.

“We congratulate Ross on his leadership throughout the past 17 years. Ross leaves MannaCare in a strong position having overseen many changes during his time and we thank him for his service and outstanding efforts in leading the MannaCare Team. We wish him well in his retirement.”

# Residential

## Cassia House

It has been an eventful 12 months and most pleasing of all is that Cassia House remained COVID-free in the midst of four lockdowns and ongoing restrictions. In addition, there were no influenza or gastro outbreaks. This really was a wonderful achievement.

Furthermore, Cassia House successfully passed the re-accreditation audit process. The unannounced re-accreditation visit by the Aged Care Quality and Safety Commission assessors occurred on 22 - 24 June 2021. This re-accreditation is for a further three years to July 2024.

The firm commitment by Mannacare to ensure that the environment supports the health and safety of the residents, visitors, and staff saw the implementation of several Infection and Prevention Control (IPC) measures including the new digital Check-In system (LoopLearn).

After some delay, Webstercare's MedSig online medication system was finally implemented in March 2021. This resulted in an enhanced communication process between staff and pharmacy and has helped minimise medication challenges.

Ongoing education was provided to staff about donning and doffing of Personal Protective Equipment (PPE), Infection Control, and Outbreak Management in general. The new Infection and Prevention Control Leader, Turina Harnett, continued to monitor Mannacare's PPE stockpile. Vaccination Clinics were held at Cassia House and were facilitated by the Public Health Network which achieved above satisfactory compliance rates for both residents and staff.

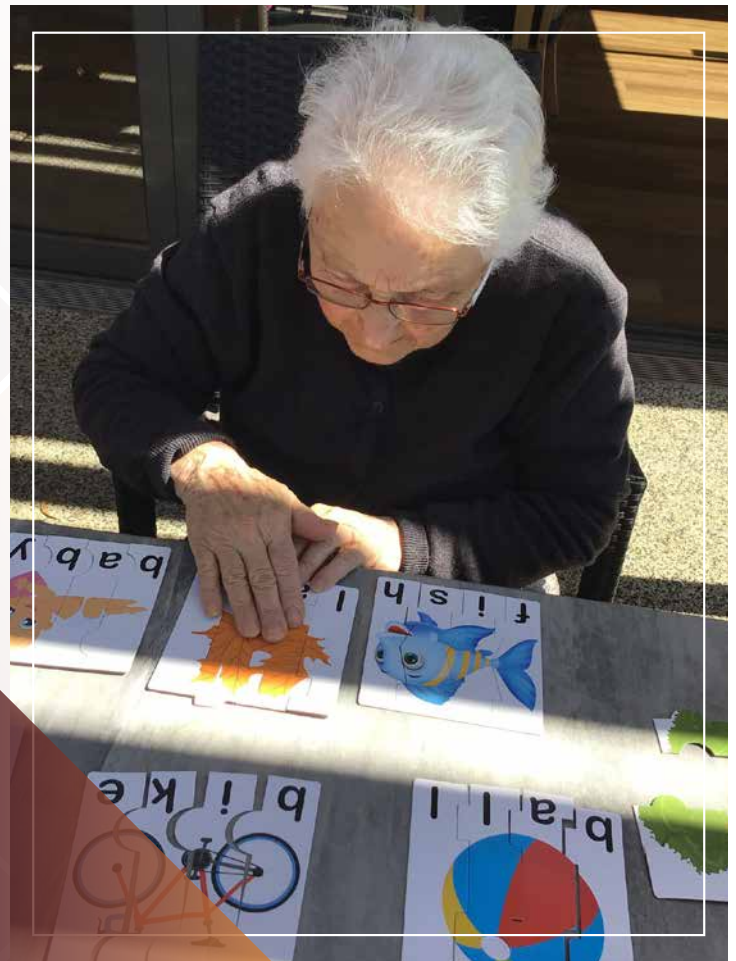
To optimise the residents' well-being during the lockdowns, visitation restrictions were managed in a way to maintain as much connection between the residents and their loved ones through social media and/or face-to-face. Flexicare staff were deployed to facilitate the activities and provide extra emotional support to the residents. The Lifestyle Team headed by the new Leisure and Lifestyle Coordinator, Saskia Hannink, also ran their various programs according to the Lifestyle Calendar.

Regular resident and relative meetings were also conducted and provided the opportunity for them to discuss their concerns or express their preferences regarding food, their environment or preferred lifestyle activities.

The Serious Incident Response Scheme (SIRS), an initiative by the Aged Care Quality and Safety Commission to prevent or minimise harm or neglect to the resident, was also discussed in these meetings.

Cassia House commenced reporting Priority 1 serious incidents to the Commission as from 1 April 2021. The well-being of staff was also monitored during the single site employment arrangements. Staff were provided with free meals during this period with good effect.

Cassia House survived the challenges of the last 12 months and will continue moving forward with its firm commitment to optimise the health and well-being outcomes for residents.



Puzzle time at Cassia House

## Doncaster Melaleuca Lodge

Doncaster Melaleuca Lodge Focused on delivering ongoing improvements to quality care, maintained an extensive Leisure and Lifestyle program for residents and capital works improvements continued. This highlights our commitment to better outcomes for residents.

The Lifestyle and Leisure Team played an integral role in ensuring residents were engaged during COVID-19. Due to restrictions on visiting and outings, in-house activities were increased. Additional staff was redeployed from other areas of MannaCare to support residents during this time. A variety of activities and functions were offered as was daily exercise classes and games. Significant days such as Anzac Day, Queens Birthday, Mother's and Father's Day, were respected. Residents also stayed connected with family and friends via Skype and Zoom and were assisted with phone calls and window visits.

Additional training around 'best practice' infection control was implemented in response to the changing environment related to COVID-19, as was training regarding donning and doffing of Personal Protective Equipment. This was led by Turina Harnett, Infection and Prevention Control Leader.

March 2021 saw the successful implementation of MedSig, the electronic medication management system. Cleo Simmons (Cassia House Manager) took a lead role in the roll-out, supported by senior staff and IT. MedSig has drastically reduced the risk of medication incidents, improved time management and enabled a streamlined ordering system.



Thanks Santa

Facilitated by the Public Health Network, vaccination clinics were held in May and June which resulted in all residents being vaccinated, a great achievement.

The Capital Works Program continued led by MannaCare's Home Maintenance Team and was supported by external tradesmen when permitted. This included an extensive painting schedule. The main lounge, common areas and all residents' bedroom doors were painted. There was also systemic patching and painting of resident rooms and repairing of small scratches and scrapes. This has improved the general appearance of the facility with a more modernised look.

A regular carpet and upholstery cleaning program was commenced. This provided the opportunity for professionally steam cleaning of the carpeted areas in resident bedrooms as well as common areas, chairs in the lounge rooms and in the resident rooms.

Additionally, new and more modern curtains replaced the older style curtains in the resident rooms. The library area at the east end of the dining room was refurbished with new couches and lounge chairs. Outside, all external and internal windows and doors were cleaned. A new gardener was employed and focused on the internal courtyards for enjoyment of the residents.

DML said goodbye to some long standing staff members. Shantel Innes with nearly 22 years of service, the last seven years as Facility Manager DML. Margaret Holland, DML Lifestyle Coordinator retired after 17 years. We welcomed Saskia Hannink as the new Leisure and Lifestyle Coordinator for both DML and Cassia House and Spiros Spirou, a very experienced chef.

On a final note, The Lodge had incredible support, throughout an unpredictable year. We thank our team, residents, family and friends for their understanding and support throughout this past year.



Craft activities

# Doncaster Rehabilitation Services

The pandemic continued to affect Doncaster Rehabilitation Services (DRS). As such, DRS in-centre services were closed at the start of this financial year, and its service delivery further changed within COVID guidelines to continue to provide clients with allied health services. High priority in-home services continued during lockdown along with tele-health services.

Beginning mid-November 2020, in-centre services gradually re-commenced and tele-health services also remained in place. Due to the increased demand for allied health services and density ratio restrictions, DRS maintained a waiting list for services and introduced time-limited group sessions. By February 2021 DRS was providing 16 in-centre groups per week, seven tele-health groups, and individual allied health services both in-centre and in-home. In-centre services were paused again for a snap lockdown in late May 2021 where only essential allied health services were delivered.

GymActive remained closed due to the density requirements of in-centre services, though some members returned to Commonwealth Home Support Programme (CHSP) services at DRS.

Provision of the Exercise Physiology service was ceased, and the counselling service through our partnership with Monash University's Master of Counselling course was offered to CHSP clients with a good uptake.

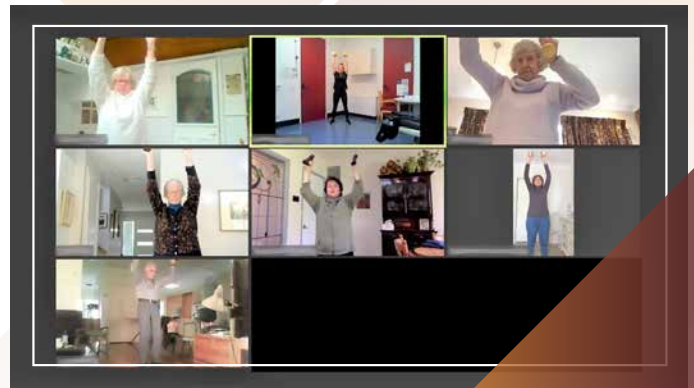
Two PD Warrior courses were successfully hosted by DRS in March and April 2021 within COVID-safe guidelines. This professional development course for the treatment and management of Parkinson's disease was well attended as DRS is the only site within Victoria to host this course.

## Power

POWER had a steady year. In-centre services were allowed to recommence within COVID-safe guidelines. Some participants were keen to return whilst others were more reluctant. Those who were not as confident to attend in-centre engaged in weekly supervised individual and group exercise sessions, free individual counselling and fortnightly wellness sessions through POWER tele-health services. In-centre individual sessions and exercise groups were well attended.

The fortnightly wellness sessions enabled participants and their friends and family to learn from health professionals about looking after their mental wellbeing. POWER's individual counselling service delivered through our partnership with Monash University also provided valuable emotional support for participants.

In April 2021, staff Germaine Tan and Dharani Nagarajan completed the Cancer Education Program facilitator training course by Cancer Council Victoria which will enable POWER



Tele-health exercise class

DRS Clients got into the Melbourne Cup spirit



to present on a more comprehensive range of topics during the wellness sessions to a broader audience. Dharani also completed PINC&STEEL International's PINC Cancer Rehab Certification in December 2020.

We thank Community Bank Doncaster East and Templestowe Village for their continuing generous support which enabled MannaCare to support the community, especially clients experiencing financial hardship.

"Susan and I very much appreciate the supporting services Mannacare provides for post care of cancer patients. We would like to thank and praise the dedicated, friendly and professional POWER team and the invited wellness presenters for their help and advice to help us cope and keep our fitness, in particular during these difficult COVID-19 times. The ZOOM sessions are a wonderful way to exercise and socialise with the other participants."

**Theo (patient) and Susan Graze**

# Home Maintenance

Meet the Home Maintenance Team



Home maintenance had a solid year as assistance continued to be needed by the community throughout the COVID-19 lockdowns and restrictions.

Although many of our clients were reluctant to have members of the team in their homes during the lockdowns, we were still able to carry out emergency maintenance which included: smoke alarms, door lock repairs and other safety issues.

Keeping staff fully employed during these times was an extremely difficult task, however, the focus on home modification jobs as well as the home maintenance team working well together meant that only limited days of annual leave was required to be taken by staff.

As restrictions eased the phone started ringing again as clients were in need of support. As such all areas were busy, and having the occupational therapist back in the field meant that plans for home modifications were extremely strong. Further, requests for gardening particularly during the spring period (which is always a strong time of year) meant that the team exceeded their capability.

The beginning of 2021 saw the sustained increased demand of requests stretching the team's resources to the limit. During this time saw a back log of requests with a wait time on both home modifications and maintenance work. The priority necessitated that we complete smoke alarms and other such safety related work first. Most clients were very understanding and accepting of the situation.

Staff were understanding about the positive situation and worked hard to help reduce the back log. It was very pleasing to receive feedback from clients complementing the team on their attitude and behaviour. With plenty of quotes in the system the financial year ended on a very strong note.

The home maintenance team worked very well together throughout the year, and with some changes in the office staff as well as the procedures, the efficiency level was very high as to was the moral of staff.

The back log of requests provided the opportunity for the recruitment of additional staff for both maintenance work and gardening. These new team members as well the retirement of Home Maintenance Manager, Neil Dugdale and the departure of Linda Palmieri, Administration saw some alterations within the Home Maintenance team. We welcomed Andrew Munro as the new Maintenance Leader.

Although the instability of COVID-19 challenged the team, we are pleased to have a relatively strong and growing service area. We thank all our clients for their consideration, thoughtfulness and patience throughout the year.

# MCA Flexi-Care

The COVID-19 pandemic delivered many opportunities to MCA FlexiCare despite the past financial year being a challenging one. Our commitment was to the health and wellbeing of all our staff and clients with consistent messaging around 'best practice' hygiene procedures.

One of the team's ongoing challenges was the hesitation from clients to having staff in their homes. This was not aided by the steady number of restrictions and the snap lockdowns. As a result there was a decline in client numbers and related service hours throughout the pandemic. That being the case, staff were utilised in other service areas particularly residential care, supporting and assisting residents.

This hesitancy ebbed and waned depending on the restrictions. Encouragingly, as time passed some clients became more comfortable and at ease seeing staff in personal protective equipment and welcomed staff back into their homes.

The MCA FlexiCare team worked from home throughout the year as mandated by the Victorian Government. Although, feedback from staff suggested that they understandably preferred to work onsite for a number of reasons, the team did a wonderful job to support clients as did all MannaCare staff who worked from home.

January saw the departure of long-term MCA FlexiCare Manager, Adam Dougherty. With this came the opportunity for a detailed analysis of MCA FlexiCare to be undertaken. The aim being to build a stronger future for the service area with a key focus on recruitment of quality staff.



NDIS/HACC Group with a guest speaker

Gaining and holding onto enough capable workers to service this space is a future hurdle. This is an aged care sector-wide challenge which will become harder as the Australian population ages and individuals want to stay in their homes for longer.

This competitive market space has impacted both community support workers and administration staff. To ensure that we are able to keep developing the team, key personnel are working with HR to ensure there is enough quality staff to meet the demand and growth within Home Care Packages and the broader community.

MCA FlexiCare also worked more closely with other service areas, particularly relevant to FlexiCare as they service CHSP, DRS and Home Care clients. This will support the team to work towards improving consistency and capacity of support workers.

“Since joining the MannaCare team, I have found the experience rewarding in a number of ways. The staff and management have been friendly, helpful and supportive, and all have a high level of knowledge and expertise. Working for MannaCare makes me feel like I add value and support to the community. They also have made me feel welcomed and like I am a part of the MannaCare family.” **Suzanne, Community Support Worker – MCA FlexiCare**

Despite these challenges to service delivery, it was a solid achievement for our team and community who remained connected throughout the lockdowns and restrictions. This dedicated team of hard-working support workers and clinicians ensured compliance with infection control thus establishing a confident and loyal customer base. As such, MCA FlexiCare adapted to the demands and constraints of this pandemic and weathered the storm thus far.

# National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) has seen a slight growth in the service area despite its many challenges over the past 12 months. With COVID-19 as the main challenge, the NDIS team was restricted in its ability to market and promote the service area. The slight increase of participants was therefore a welcome achievement.

The pandemic restrictions were challenging as our community workers weren't able to take our participants into the community and engage with the things they love to do the most. On a positive note, we were able to bring their community workers into their home and provide some support and companionship to them.

Staff working with NDIS clients are now required to have a screening completed which is in addition to the police check. This adds another layer of protection for NDIS participants to ensure that people who work with them do not present an unacceptable risk. This will now need to be part of a requirement for recruitment moving forward.

The last six months of the financial year was the most pleasing as the NDIS service area slowly progressed forward. Mannacare saw a slight increase in participants and extended the amount of service hours for our NDIS participants across the FlexiCare, Doncaster Rehabilitation Services and Home Maintenance areas.

The NDIS can be a complex service to deliver and it is continuously changing due to its recent introduction to the community. Therefore, as a provider it can be a challenge to keep up with these changes (including COVID-19 on top of this).

The current focus in the NDIS program is to ensure that all documentation and operational requirements are up to date. As a result, we were able to acquire some helpful external resources to assist with the operational side of the NDIS program. This also provided the opportunity to receive valuable overall feedback on how to ensure success and sustainability for the service area.

Moving forward, we hope to continue to further grow the program with a collaborative approach from all Mannacare service areas to ensure a high quality of customer service is achieved for NDIS participants.



Clive

## Awards

This year we once again acknowledged the contributions and achievements of our dedicated staff.



Gabriel Aguila  
Leora Bell  
Gabiella Biviano  
Yanping Chu  
Maria Della Rocca  
Juliet Dobrochowski

Darren Hain  
Kellie Leach  
Jehan Mayor  
Abigail Munene  
Michelle Murphy  
Esther Muu

Dharani Nagarajan  
Gaurav Singh  
Sanita Subedi  
Zahra Zeighami



Padmini Lee  
Ping Lin  
Joan Magalong  
Harnsa Maisuria  
Bothwell Mashaa  
Gurinder Singh  
Xiao Ling Xie



Chun-Ming Lin



Darlene Balloch  
Amalia Bloom  
Kim Hannan  
Turina Harnett  
Julia Laurie  
Satya Narayan  
Vesna Trikilis



Cindy Tse

# Home Care Packages

It is pleasing to report that it was another growth year for Home Care Packages (HCP) as the number of packages managed by MannaCare continued to increase. There was roughly a 50% increase from 2019/2020 to 2020/2021. This was a fantastic effort by the team.

Despite COVID-19 restrictions, there was considerable demand for the service. Even though some services were cancelled due to the second lockdown, by September 2020 most services were back in place with only a small handful of clients holding off a little longer.

The HCP team adapted well to working remotely. Care Advisors only attended the office periodically to pick up supplies when required. Care plan reviews were conducted over the phone, Facetime, Skype or Zoom, and towards mid-September, face-to-face visits recommenced.

Although staff worked predominantly from home, when restrictions were eased the HCP team worked on a rotating roster for office attendance due to density limit requirements. This offered staff the opportunity to maintain connection with the team and assisted with administration tasks, and proved to be a very beneficial overall team structure. When in the office, staff streamlined paper based operations, printed documents for Care Advisors, prepared HCP packs and assisted Cassia House reception with visitations.

Regular email updates were sent by the HCP Manager as well as the CEO to clients and their families regarding the COVID-19 situation, and maintained communication during the lockdown period.

The rapid growth of the HCP service along with the lockdowns made maintaining staffing levels very challenging. Although staff were stretched at times, it was an incredible effort by the HCP team.



Walking Exercise Group

“I have been a MannaCare client for over five years. I am immensely satisfied and happy with the services I receive, which support my physical, mental, and emotional health. Though, I am sometimes overcome with loneliness during this lockdown period, I feel I am able to live happily thanks to the wonderful carers and case managers. I look forward to my carers arriving each day. I would like to pass on my praise to MannaCare, from the senior administration to the carers. My carers are family to me, especially during lockdown when my daughter and granddaughter cannot visit me. Emma and Malihe are a great inspiration to me and a source of joy in my life. Thank you to all at MannaCare for the support you provide to people like me.” **Jeya, HCP Client**

With sustained growth, additional recruitment was required. We welcomed three new Care Advisors, as well as an additional part-time administration position. We also said goodbye to long-term HCP Manager, Lauren Richey and welcomed Imke Malone as her replacement.

With a new team in place and fresh ideas, HCP welcomed the opportunity to restructure key elements of the management of the team - developing and updating processes, clarifying roles and responsibilities and working closely with other service areas.

**We would like to thank all our clients for their incredible patience and understanding throughout the past year.**



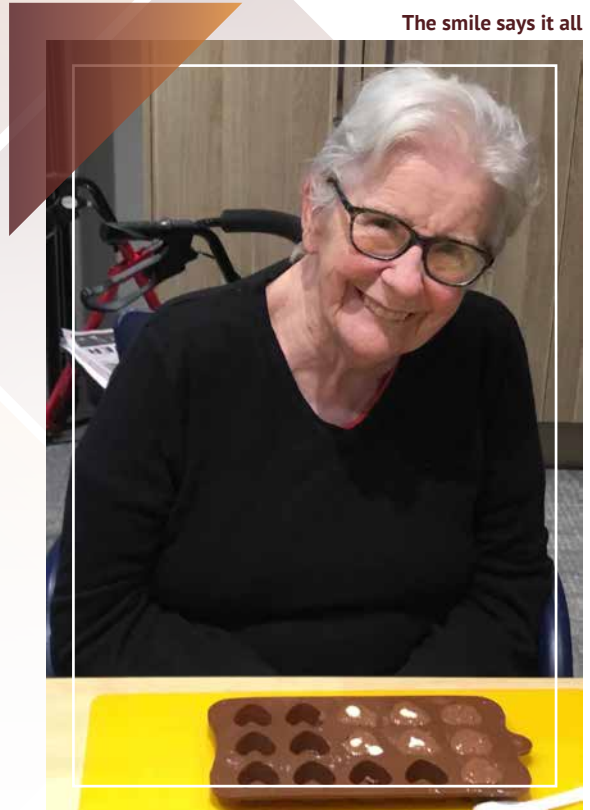
Planting time in the garden



# Leisure and Lifestyle



Deep concentration to finish



The smile says it all

The Leisure and Lifestyle Program is a vibrant mix of activities, exercise, music and celebratory events. Throughout the year, residents at MannaCare experienced a range of multicultural, person-centred programs which focused on individual choice and engaging experiences.

MannaCare promotes personalised programs, including Montessori based activities in our Memory Support Unit within Cassia House. Therefore, our programs encompassed the social, physical, emotional, intellectual and spiritual aspects of our residents' lives.

During the year we celebrated iconic Australian occasions such as Australia Day, ANZAC Day commemorations, St Patrick's Day, Mother's Day and Father's Day, Queen's Birthday, Christmas in July luncheon, AFL/NRL celebrations, Melbourne Cup, and Christmas festivities.

Additionally, Chinese New Year, Greek Easter, Greek Independence Day, Italian National Day, Bastille Day, NAIDOC Week were cultural event highlights for residents within Cassia House DML.

Special occasions also included the Music Concert program at DML, and the soon to be reintroduced 'Sunday Concerts' in the Cassia House Plaza, restrictions permitting.

Physical, social and community activities included strength training exercises, walking groups, quizzes and brain games, in-house Church services (as well as via online streaming), sensory cooking, tea tasting, bus outings into the community, Art/Craft, Manningham Library Services, Karaoke Sing-a-longs, Melaleuca Café, Happy Hours, kiosk mobile trolley, concerts and more.

In addition to these, residents enjoy reminiscing sessions, carpet bowls, Men's Group, skittles, a 'Knit and Natter' group, our Cassia House chickens as well as the outdoor gardening program.

In February 2021 we warmly welcomed back MannaCare volunteers face-to-face, after many months of remote support. This included volunteers who fulfilled many valued roles, internally and externally for MannaCare residents. Musicians, pet therapists, Parish volunteers, students, and our much-loved long-term activity volunteers returned.

We are very grateful to have received iPads donated by the Rotary Club of Templestowe and our own 'Friends of MannaCare' group. These iPads were used for interactive games and for much needed communication with loved ones throughout lockdowns and restrictions.

Residents continued to receive Facetime calls remotely, from volunteers for social and emotional support, and bilingual engagement at Cassia House and DML.

COVID-19 restrictions required us to be even more innovative, and rely further upon tele-support from families and volunteers. Staff and volunteers worked diligently to ensure that each resident was involved in a person-centred and engaging activity every day.

MannaCare is delighted to provide a rich and diverse Leisure and Lifestyle Program for our residents with a range of activities and events.

The financial year was a very challenging time for residents, clients, staff and volunteers with lockdowns and ongoing restrictions. However, we all still managed to laugh and have some fun!

We thank everyone, but particularly our staff, who have been working on the frontline for months and months. They deserve our thanks, praise and appreciation.



Colourful activities at DML



Colour time at Cassia House



COVID-19 Vaccination Rollout



Staff Receiving COVID-19 Jab



Afternoon tea celebrating with champagne

Baking cookies is always fun



Exercise Program at DML



Acrylic Pour Painting



Mandatory mask wearing was not in place for the entire reporting period, which explains the inconsistency of mask wearing in the photos.

# Volunteering

Despite ongoing COVID-19 restrictions, volunteers contributed to MannaCare in many wonderful ways.

The past 12 months has seen volunteers coming and going in a 'see-saw' arrangement due to lockdowns and restrictions. The main challenge continued to be to keep our volunteers engaged, connected to MannaCare and to maintain use of their skills, whether they were on-site or not.

As well as their usual roles, volunteers contributed in a number of different ways as well. They wrote letters and cards to residents and clients, compiled residents' biographies, knitted, crocheted poppies for ANZAC Day, called or Facetimed our seniors, provided virtual poetry sessions, assisted to refurbish furniture, repaired residents' clothes and stayed connected with carers via Zoom in our Carers Writing groups.

Online training via Zoom was also offered to volunteers and provided them the opportunity to stay in touch with developments. These information sessions included The Royal Commission into Aged Care Quality and Safety findings as well as Communication with Those in Times of Crises which was facilitated by Samantha Rennie, Communication Education Manager, Tobin Brothers Funerals.

Other activities to maintain volunteer engagement included virtual and at-home competitions relating to their roles at MannaCare.

As we could not offer volunteers our usual face-to-face end of year Christmas Party in 2020, we provided all volunteers with a voucher to enjoy at a local Café. This gift was appreciated with many lovely comments received. Volunteers were also offered the opportunity to be vaccinated for COVID-19 at the same time staff were being vaccinated.

Volunteer Biography Program



We were sad to see some of our long-standing volunteers retire during the past year including Geoff Chandler, Patti Hall and James Large. Margaret Bethune also retired after over 30 years in a pastoral care role with MannaCare. We recognised these and other volunteers during National Volunteer Week in May 2021. We celebrated all volunteers with a Breakfast in Grevillea House just before the May lockdown. Our guest was Cr Andrew Conlon, Mayor of Manningham who took the time to thank our volunteers. The breakfast also presented the opportunity for volunteers to meet MannaCare's new CEO, Tracy Laethaisong, for the first time.

In their 2021 Annual Volunteer Satisfaction Survey, volunteers provided some wonderful feedback regarding what they liked about volunteering with MannaCare.

Christmas decorations by Bhavana



'[Volunteering at MannaCare is the] best thing I have ever done'

- Jann Ernest

"MannaCare is a happy place to be involved and a part of."

- Pat Wheeler

"It is very satisfying to make a...contribution..."

- Liz and Don Haylock

**We thank all our volunteers for their commitment and time especially during these unpredictable COVID-19 challenges.**

**We look forward to seeing more of them in person and on-site during the coming year.**

# Treasurer's Report

## Treasurer's Report

We are pleased to present the summary financial statements for the year ended 30 June 2021, summarising the very challenging operating conditions over the past 12 months. As with previous years, the financial information provided in the annual report has been extracted from MannaCare's audited financial statements, with the complete set of financial information available either through download from our website, or through management upon request.

Whilst MannaCare has reported an annual net deficit of \$1,750k (\$2,045k in 2020), this result has been achieved through 12 months of the very difficult COVID-19 period in Melbourne, where focus has been on maintaining the health and well-being of residents, staff and volunteers. To that end, additional revenue was received through Government COVID-19 funding of \$596k (2020; \$163k) to help maintain the same quality of services. However, this was more than offset by additional staffing costs (\$587k), and significantly higher costs in the areas of protective clothing, cleaning and laundry, waste disposal, client supplies and services, and proactive infection prevention. Partially offsetting these higher costs was a reduction in bad debts expense of \$150k from FY20, which assisted in the overall reduction in administration expenses incurred.

Whilst the overall results noted above were unsatisfactory, we highlight the net surplus of \$211k (FY20 net deficit of \$375k) recorded before recognising the impact of the depreciation and amortisation cost of \$1,961k (2020 \$1,670k) incurred the year.

Whereas the FY20 financial results included two key changes in (a) significantly higher amortisation expense for the first time, following the completion of major capital works (as referred to above), and (b) the significant impact on financial presentation following the introduction of the new Accounting Standard AASB 16 Leases, both changes have flowed through the financial statements in FY21 with comparative data now available as context.

Similar to the final months of FY20, the financial impact of COVID-19 was seen most clearly in the results of the two residential facilities, with Cassia House and Doncaster Melaleuca Lodge recording FY21 EBITDA deficits of \$1,556k (FY20 \$1,785k deficit) and \$899k (FY20 \$708k deficit) respectively. As noted above, the two main lockdown periods resulting from the COVID-19 pandemic caused an increase in wages, personal protective equipment, waste and cleaning costs, as well as a negative impact on revenue through reduced occupancy levels.

While the financial results from residential services were disappointing, our community services operations have shown promising signs of growth during FY21, despite the impact from the inconsistent nature of COVID-19. The combined results from the community services operations (covering Home Care Packages, MCA Flexicare, respite care, social support group, rehabilitation services and NDIS) recorded a net surplus of \$705k as compared to \$448k in FY20. We expect continued growth in this space as service capability is enhanced further across each service area.

At MannaCare our accumulated funds and residential bonds are invested in term deposits with approved deposit institutions. Investment income has declined over the year, from \$299k in FY20 to \$257k in FY21, mirroring the broader market decline in fixed-income investments. We note the increased levels of RAD and Bond balances from \$15,857k at the start of the year, as compared to \$19,553k at year-end. This trend has had the direct impact of increasing our cash and other financial asset balances by \$5,409k to \$22,331k at year-end.

The overall FY21 net deficit of \$1,750k decreased our net assets from \$6,715k to \$4,965k, reflected in lower revenues, the full year impact of higher depreciation and amortisation, and the adverse impact of higher COVID-19 related operating costs. However, strong fiscal management over many years continues to provide a strong financial platform, with no debt held in the balance sheet.

FY21 has been challenging for the broader aged care industry, with the impact of the Aged Care Royal Commission, COVID-19 and the very thin margins recorded through insufficient funding and increasing costs of operations. However, MannaCare has on the whole managed its financial position very carefully during the year, and will take the positive outcomes from the current year forward to ensure the necessary balance between quality health, well-being and safety of all our clients, staff and volunteers, as well as improved financial outcomes from both residential and community-based programmes, thereby ensuring a strong outlook for MannaCare in future years.

John Shaw, Treasurer

## Statement of Income and Expenditure and Other Comprehensive Income

For the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>Revenue</b>	<b>20,896,979</b>	<b>19,944,491</b>
Employee Benefits Expense	(16,204,211)	(15,351,885)
Catering Expense	(574,621)	(570,661)
Cleaning and Laundry Expense	(726,122)	(637,099)
Depreciation and Amortisation Expense	(2,102,843)	(1,798,543)
Finance Costs	(1,158,675)	(1,207,196)
Administration Expense	(620,646)	(802,900)
Repairs and Maintenance Expense	(317,753)	(338,001)
Client Supplies and Service Expense	(960,289)	(866,028)
Energy and Utilities Expense	(273,023)	(290,462)
Fundraising Expense	-	(114)
Rent Relief (Net Benefit)	279,444	-
Other Expenses	11,860	(126,588)
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>(1,749,900)</b>	<b>(2,044,986)</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
Other Comprehensive Income	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>(1,749,900)</b>	<b>(2,044,986)</b>

## Statement of Cash Flows

For the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from Government Grants	12,724,466	12,709,809
Receipts from Residents & Clients	8,212,781	7,811,011
Donations and fundraising received	1,009	65
Sundry receipts	298,277	315,643
Payments to suppliers and employees	(18,449,176)	(19,604,245)
Interest received	116,619	534,766
Interest and other finance costs paid	(495,135)	(523,476)
<b>Net cash provided by (used in) operating activities</b>	<b>2,408,841</b>	<b>1,243,573</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of property, plant and equipment	(327,185)	(571,019)
Redemption (placement) of term deposits	1,700,000	(700,000)
Redemption (placement) of funds in other investments	(8,550,812)	-
<b>Net cash provided by (used in) investing activities</b>	<b>(7,177,997)</b>	<b>(1,271,019)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Bond receipts from new residents	-	211,000
Bond refunds to residents	(174,070)	(649,260)
RAD/RAC receipts from new residents	8,322,032	6,869,200
RAD/RAC refunds to residents	(4,452,198)	(5,944,241)
Repayment of leasing liabilities	(425,411)	(383,751)
<b>Net cash provided by (used in) financing activities</b>	<b>3,270,353</b>	<b>102,948</b>
Net increase (decrease) in cash held	(1,498,803)	75,502
Cash and cash equivalents at beginning of financial year	4,422,454	4,346,952
<b>Cash and cash equivalents at end of financial year</b>	<b>2,923,651</b>	<b>4,422,454</b>

## Statement of Financial Position

As at 30 June 2021

	2021 \$	2020 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	3,130,561	4,422,454
Trade and Other Receivables	1,292,715	679,865
Financial Assets	19,407,666	12,500,000
Other Assets	218,890	154,144
<b>TOTAL CURRENT ASSETS</b>	<b>24,049,832</b>	<b>17,756,463</b>
<b>NON-CURRENT ASSETS</b>		
Property, Plant and Equipment	9,947,286	10,883,711
Right-of-use Assets	9,336,877	9,971,610
<b>TOTAL NON-CURRENT ASSETS</b>	<b>19,284,163</b>	<b>20,855,321</b>
<b>TOTAL ASSETS</b>	<b>43,333,995</b>	<b>38,611,784</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	5,392,956	2,514,649
Borrowings	206,910	-
Provisions	3,116,591	2,967,113
Bond Liabilities	858,190	1,412,880
RAD & RAC Liabilities	18,694,940	14,444,485
Lease Liability	619,761	425,411
<b>TOTAL CURRENT LIABILITIES</b>	<b>28,889,348</b>	<b>21,764,538</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	87,916	120,853
Lease Liability	9,391,334	10,011,096
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>9,479,250</b>	<b>10,131,949</b>
<b>TOTAL LIABILITIES</b>	<b>38,368,598</b>	<b>31,896,487</b>
<b>NET ASSETS</b>	<b>4,965,397</b>	<b>6,715,297</b>
<b>EQUITY</b>		
Retained earnings	4,965,397	6,715,297
<b>TOTAL EQUITY</b>	<b>4,965,397</b>	<b>6,715,297</b>

## Statement of Changes in Equity

For the Year Ended 30 June 2021

2021	Retained Earnings \$
<b>Balance at 1 July 2020</b>	<b>6,715,297</b>
Total comprehensive income for the year	(1,749,900)
<b>Balance at 30 June 2021</b>	<b>4,965,397</b>

2020	Retained Earnings \$
<b>Balance at 1 July 2019</b>	<b>8,760,283</b>
Total comprehensive income for the year	(2,044,986)
<b>Balance at 30 June 2020</b>	<b>6,715,297</b>

# Auditor's Report



## MannaCare Inc

ABN: 15 698 364 348

### Independent Audit Report to the members of MannaCare Inc

#### Report on the Audit of the Financial Report

##### Opinion

We have audited the financial report of MannaCare Inc (the Association), which comprises the statement of financial position as at 30 June 2021, the statement of income and expenditure and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the board of governance.

In our opinion, the accompanying financial report presents fairly, in all material respects, including:

- (i) giving a true and fair view of the Association's financial position as at 30 June 2021 and of its financial performance for the year ended; and
- (ii) complying with Accounting Standards - Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

##### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

26

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# Auditor's Report



## MannaCare Inc

ABN: 15 698 364 348

### Independent Audit Report to the members of MannaCare Inc

#### Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members of the board.

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# Auditor's Report



## MannaCare Inc

ABN: 15 698 364 348

### Independent Audit Report to the members of MannaCare Inc

- Conclude on the appropriateness of the members of the boards' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members of the board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

  
Saward Dawson

Saward Dawson



Peter Shields  
Partner

Blackburn

Dated: 4 November 2021

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28

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# MannaCare


WIDER CHOICES FOR OLDER PEOPLE

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 MannaCare

 MannaCare Inc

**Assisting the Manningham community for 35 years:**  
Residential Care | Respite | NDIS | Home Care Packages  
In-Home Services | Allied Health | Home Maintenance