



# Annual Review

2012 – 13



*Uniting AgeWell promotes a life-enhancing approach to growing older and supportive care when needed.*



our year

## 2012–13 at a glance

- > Aged care reform package
- > Strategic Plan 2012 to 2017
- > Leadership appointments
- > Leadership development
- > The Synod approves name change to Uniting AgeWell



Dr Alan Wilkinson  
Chair, Uniting AgeWell Board



Sharon Donovan  
Executive Director and Chief Executive,  
Uniting AgeWell

## Aged care reform

The *Living Longer, Living Better* legislation enabling the aged care reform package was passed in the closing hours of the June 2013 parliamentary session. In this legislation the Federal Government adopted a number of elements of the Productivity Commission's 2011 report *Caring for Older Australians*. The purpose of the new legislation is to offer a better future for our ageing population.

The concept of these reforms is consistent with our strategic directions. We value the wisdom and experience of older people and we see the later years of life as an important phase of the journey for each individual.

Older Australians should have the opportunity—health permitting—to enjoy themselves and maintain a sense of wellbeing throughout the 'third age' of their life. People in their 'fourth age' who are frail and those who have cognitive impairment or other health conditions must have the support they need to achieve the best quality of life possible, either in their own homes or in residential care.



## Strategic Plan 2012 to 2017

This, the first year of our new Strategic Plan 2012 to 2017, has seen many important changes.

### Leadership appointments

Three significant new appointments have been made to the leadership team. Allison Patchett is General Manager – Innovation and Development. Her role includes the carriage of AgeWell projects, clinical governance, quality resource and marketing.

Rev Alistair Macrae was our first Director of Mission who came to us on a temporary basis for nine months to establish this new position. We thank Alistair very much for the fine work he has done in fulfilling the purpose of this role to form closer links between the Uniting Church and its agency, Uniting Aged Care. Rev John Clarke is Director of Mission since July 2013.

Ralph Roath was our first Director of Fundraising, another new position. Ralph developed our fundraising and bequest program. Ralph has decided to move into consultancy work and we thank him for his contribution to the organisation.

### Leadership development

Leadership and change have been a focus this year. The Executive, Managers of Integrated Services, and corporate managers all undertook intensive two-day professional development courses with Blanchard, a US-based program for developing leadership for change.

Leading change training will be further disseminated to care managers and team leaders.

## Uniting AgeWell

In March 2013, the UCA Synod Standing Committee agreed that Uniting Aged Care Victoria and Tasmania would change its name to Uniting AgeWell. We sought this change to reflect our future directions, as an organisation whose service approach is now based on ageing well principles. The new name will be launched in October 2013.

The introduction of an electronic integrated care planning and record keeping system is a vital and exciting part of our future. The Uniting eAccess pilot is currently running at Strathdon. Following evaluation, the program will be rolled out across the organisation.

A major re-development has commenced at Strath-Haven, Bendigo, which will enhance our capacity to provide an AgeWell environment in that community.

A number of pilot AgeWell projects are underway – DineWell, an AgeWell Wellbeing project at Strathaven and AgeWell Palliate at Carnsworth. These projects will be evaluated and rolled out across the organisation to progressively embed AgeWell in all that we do.

### Farewells

Joe Dicks and Ken Tabart both completed the maximum Board term of nine years in June 2013. The Board expresses its deepest appreciation for the significant contributions made by Joe and Ken, who were foundation members of the Board.



## significant outcomes

2012 – 2013

*This is the first year of our Strategic Plan 2012 to 2017. During the period of this plan, the organisation will undergo a name change to Uniting AgeWell and Uniting AgeWell system will be implemented.*

*Uniting Aged Care will be Uniting AgeWell from October 2013.*

### Be an expression of the Church

- > A study guide, *A New Conversation about Ageing*, produced with assistance from the Centre for Theology and Ministry and made available to congregations
- > Establishment of a new Board committee, the Mission Committee
- > Appointment to newly created Director of Mission role
- > On-site chaplains placed in every residential site
- > Organisational values training included in staff mandatory training, and values workshops conducted with the Executive and regional managers
- > Each Director of Communities has responsibility to develop relationships with local congregations

### Develop the Uniting AgeWell system

- > Change of name to Uniting AgeWell approved by Standing Committee for launch in October 2013
- > Uniting AgeWell pilot programs established – AgeWell Dine Well at Strathaven, AgeWell Connect, Active Service Model projects at ten services, AgeWell Palliate at Carnsworth
- > DineWell guidelines developed for organisation
- > Bereavement survey for staff developed
- > General Manager Innovation and Development facilitated Uniting AgeWell workshops with regional managers and corporate office staff



### Transition to the Uniting AgeWell system

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- > Leading people through change program undertaken by Executive, Managers of Integrated Services and corporate managers
- > Education Project Coordinator appointed to provide training for change for team leaders
- > Quarterly senior staff forums implemented

### Plan and develop appropriate, sustainable infrastructure

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- > Commencement of works for major redevelopment at Bendigo enhancing capacity for delivery of AgeWell services
- > Interim Property Plan identified priority projects – Bendigo, Hawthorn, Manor Lakes, Strathaven
- > Computerised asset system implemented
- > Scheduled maintenance system implemented across all residential sites to meet accreditation requirements
- > Environmental Sustainability policy developed
- > Training of staff and pilot of Uniting eAccess at Strathdon
- > Telehealth projects at Bendigo, Box Hill and Strathdon – Strathdon partnered with Medicare Local

### Develop flexible and diverse financing

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- > Appointment of Director of Fundraising and fundraising strategy developed
- > New community fee policy implemented
- > Tasmanian Community Fund grant of \$80,000 to enhance home dining experience, for 1500 Meals on Wheels recipients and 250 housing clients, by use of new packaging machines to provide more varied meals with easier access
- > Provide consistently high quality services
- > Service standards defined after consultation with clients and staff, and monitoring system developed
- > Three residential sites successfully accredited and two community programs successfully reviewed
- > UAC Hotel Services finalist in 2013 Employer of the Year – Skills Tasmania





*Dining well nourishes mind, body and soul through good company, good food, and community.*

*In 2012–13 Uniting Aged Care established AgeWell pilot projects that will be rolled out across the organisation.*

*The first of these projects are DineWell AgeWell at Strathaven and AgeWell Palliate at Carnsworth.*



*Heaven's morning breaks,  
and earth's vain shadows flee;  
In life, in death, O Lord, abide  
with me.*



*The Palliate team provides pain management, support and spiritual guidance at the end of life.*



*Food is the heart of our home... and most often one of life's daily pleasures.*

## The Board

- > Dr Alan Wilkinson, Chair
- > Rev Allan Thompson, Deputy Chair
- > Ms Cathy Balding
- > Mr Joe Dicks, resigned 30 June 2013
- > Ms Karen Janiszewski
- > Ms Jill Linklater
- > Ms Libby Pallot
- > Mr Ian Sanders, appointed 31 July 2012
- > Mr Ken Tabart, resigned 30 June 2013
- > Ms Wendy Quinn, appointed 12 December 2012
- > Mr Richard Price, resigned 30 August 2012
- > Ex Officio – UCA Synod General Secretary, Rev Dr Mark Lawrence from 27 November 2012 following retirement of Rev Dr Peter Blackwood, UCA Synod General Secretary, 30 October 2012.

We thank all members of the Board for the important work they undertake in providing guidance and good governance. We welcome new Board members, Ian Sanders and Wendy Quinn.

Three Board members: Mr Joe Dicks, Mr Ken Tabart and Mr Richard Price and the ex officio member Rev Dr Peter Blackwood resigned. We thank them all for their contribution and note with gratitude that Mr Dicks and Mr Tabart served the maximum nine years permitted as Board members.

The Board is supported by a series of committees which cover aspects of governance. We wish to extend particular thanks to Ms Fiona Campbell who has resigned as Chair of the Audit and Risk Committee having served the maximum nine years with that committee.

## Our thanks

We are grateful to over 600 volunteers who generously provide their time, skills, knowledge and experience to enhance the services we offer to clients.

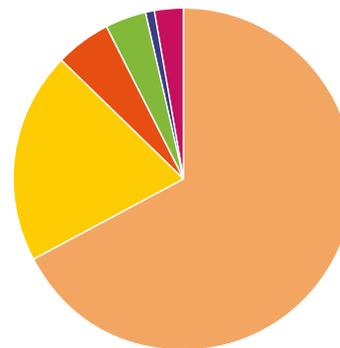
Volunteers work in a great range of capacities from serving on the Board to working more directly with clients. One of the most valuable services volunteers offer is to sit and listen. Sometimes our young volunteers from the schools programs prove to be very good at this when they get fascinated by the world of previous generations.

Our volunteers range from school age to retirees. Many of our volunteers are also members of Uniting Church congregations and volunteer as part of their Christian service.

We are also grateful to a number of people who remember us in their wills. These bequests are very important so we can further develop services or provide a service or piece of equipment that is specified by the person who includes us in their will.

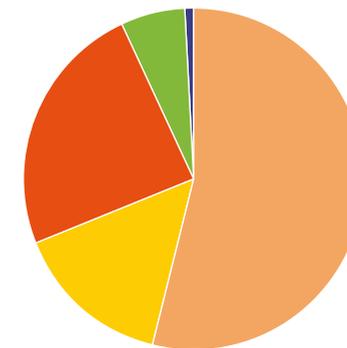


## Sources of revenue 2012–2013



Govt Funding: 67.9%
Fees: 20.1%
Interest: 5.2%
Retentions: 3.8%
Donations: 0.4%
Other: 2.6%

## Expenditure categories 2012–2013



Care expenses: 54%
Hotel Expenses: 15.1%
Admin Expenses: 24.1%
Depreciation: 6.2%
Other: 0.6%

# financial statement

## Financial Performance

Uniting Aged Care (now Uniting AgeWell) incurred a net surplus of \$1.716 million for the financial year ending 30 June 2013. This compares to the prior year net deficit of \$20.165 million.

The previous year net deficit was due to write-down of bed licences of \$21.943 million to fair market value and new facilities establishment expenditure.

Operating revenue improved by 4% to \$140.4 million due to higher government subsidies, client retentions and donations received.

## Internal Control

Uniting Aged Care (now Uniting AgeWell) maintained an internal audit function during the year that is independent of normal business operations to monitor and provide assurance to the Board as to the effectiveness of risk management systems and internal controls.

## Financial Position

The value of net assets increased during 2012–13 by \$4.4 million to \$195.686 million, principally due to a net gain of \$2.7 million on investments held for resale.

Cash and investments increased by \$13.8 million.

Resident ingoings increased by \$1.093 million to \$120.55 million.

## Cash Flow

There was a net cash outflow of \$0.250 million for 2012–13. This result comprised cash inflows from operating activities of \$16.478 million and financial activities of \$1.093 million, offset by a cash outflow from investing activities of \$17.771 million.

The cash outflow from investing activities principally reflects investment in cash deposits and capital development expenditure undertaken during the year.

*Uniting AgeWell is an organisation  
of the Uniting Church in Australia*



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Geelong  
Melbourne  
Northern Tasmania  
Southern Tasmania



Uniting Church in Australia  
SYNOD OF VICTORIA AND TASMANIA