



# Annual Report 2019

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## Uniting AgeWell at a glance



**1,791**

Residential care clients



**2,681**

Staff with 68 per cent in direct care roles



**471**

Independent living unit residents



**660**

Volunteers



**1,790**

Home Care Package clients



**71,615**

hours of community respite delivered



**3,827**

Commonwealth Home Support Programme clients



**1,612,440**

meals served

# Supporting people to live well



Uniting AgeWell supports thousands of older people to live well across Victoria and Tasmania in their own homes, in residential care and in retirement living communities.

An organisation of the Uniting Church in Australia, Uniting AgeWell takes a holistic approach to care and service delivery, mindful of not only a person's physical health needs but also their social, emotional and spiritual needs.

We understand that irrespective of age, people want to live satisfying and fulfilled lives of their

own choosing, where they can be active and connected members of their community.

In this Annual Report, Uniting AgeWell outlines and celebrates the work it has done, and the improvements and initiatives it has undertaken during 2018-19 to ensure it provides the highest standard of care and service to our customers each and every day.



*Our vision is to be a creative leader enabling communities to age well and individuals to live to their potential.*

# Our Vision

Uniting AgeWell: The Church at Work.  
A creative leader enabling communities  
to age well and individuals to live  
to their potential.

# Our Mission

To provide specialised services enabling  
older people to maximise their  
wellbeing and access care when  
required.

# Our Values

As part of the Uniting Church we  
live out the practical expression of  
Christian faith and values.  
Our behaviours and choices are  
guided by:

*Respect*

*Partnership*

*Wisdom*

*Fairness*

*Stewardship*

# Our Customer Promise

Uniting AgeWell's services, staff  
and way of working all focus on  
helping people to live well with  
choice and peace of mind.

- › You're at the heart  
of everything we do
- › We will support you  
every step of the way
- › We will provide high  
quality, safe services
- › Our staff are friendly,  
skilled and reliable
- › We will listen and learn



# Board Chair & CEO's report

# Board Chair & CEO's report

What drives Uniting AgeWell as an organisation of the Uniting Church, is its vision to enable communities to age well and individuals to live to their potential, ensuring older people have access to the services they need to maximise their independence and wellbeing.

In a year that has seen the aged care sector increasingly challenged, scrutinised and under pressure, Uniting AgeWell has remained committed to delivering the highest standard of care and making sure the quality of life and experience of our customers is at the heart of everything we do.

With customers front of mind, quality of care, service development and growth have been a core focus, with significant investment and progress made in line with our Strategic Plan 2017-2020 and highlighted in this Annual Report.

## A focus on quality care

An engaged and skilled workforce, with a positive culture is vital to the delivery of quality care. In November 2018, an Employee Engagement and Culture Survey was conducted by Best Practice Australia. With a 72 per cent response rate, and 860 messages to the CEO, it provided valuable insights for workforce planning and revealed a high level of employee engagement and significant good will in the culture.

The contribution and commitment of our management and staff helped ensure all Uniting AgeWell services achieved full accreditation compliance throughout the year, with staff well prepared for the introduction of the new Aged Care Quality Standards which came into effect on 1 July 2019.

Guided by our Clinical Governance Framework and Plan, as endorsed by both our Board Clinical Governance Committee and Board of Directors, we advanced and adapted to the latest service quality and clinical care protocols.

We responded to the increasing acuity of our residential care clients with increased care hours and ensured 24/7 Registered Nurse coverage at all sites; focused on areas of highest clinical risk; and invested in a new residential clinical care system. A Risk Management Framework was also introduced and a culture of transparency, reporting and open disclosure actively supported.

## A focus on growth

With demand for aged care services across Australia continuing to outstrip supply, Uniting AgeWell has successfully expanded many of its services.

Uniting AgeWell secured an additional 128 bed licences in the 2018/19 Aged Care Approvals Round (ACAR) announced in March 2019; opened a new 30-bed wing at our Strathdevon Community in Latrobe, Tasmania; and is due to bring on line another 224 residential aged care beds and 49 independent living units with the opening of the Preston and Hawthorn Communities in late 2019 and early 2020.

The most significant growth however, has been in home care.

In just four years, Uniting AgeWell has achieved 350 per cent growth in the number of Home Care Packages it provides across Victoria and Tasmania, with a 26 per cent increase this year. This is testament to the great work of our home care teams who strive to actively engage and support people living independently at home.

To support this growth and strengthen service capability, Uniting AgeWell acquired highly regarded home care provider Guardian Network in October 2018. Uniting AgeWell also signed an agreement with Hobson's Bay and Maribyrnong City Councils to provide their Community Aged Care services from 1 July 2019.

Further growth in the provision of Short-Term Restorative Care Packages was also achieved with the allocation of an additional 18 packages in the last ACAR round.

## A focus on the future

Uniting AgeWell became an incorporated entity, Uniting AgeWell Ltd, on 1 July 2019. This change required an enormous amount of administrative work by many people and we take this opportunity to thank all involved.

Uniting AgeWell Ltd remains wholly owned by the Uniting Church, with the changed structure enabling greater organisational autonomy and agility, which is essential if we are to adapt and respond to sector and market changes.

As our Strategic Plan 2017-2020 enters its final phase, preparations have commenced for shaping our next five years and beyond. Ansell Strategic was commissioned by the Uniting AgeWell Board in May 2019 to work with the Board and Executive to create a Strategic Services Plan, which will provide a framework for future service growth and investment. Over the coming months we will consider who we are as an organisation, what we look like today and how we can achieve our vision for the future.

This work marks an exciting time for Uniting AgeWell as we look at opportunities to ensure the future sustainability of our services, review potential growth areas and consider how we can use emerging technologies to deliver care and services.

System-wide funding for residential care has not kept pace with the growth in the cost of care delivery in recent years, nor has it addressed the increased acuity of our aged care residents, noting many older people are choosing to stay at home longer than they have done in the past. While it is acknowledged the shortfall in funding is only one of the problems currently faced by the aged care system, it is a very significant issue, that in our view must be addressed for the system to be sustainable.

The aged care system has seen the vast majority of providers report declining financial performance, and Uniting AgeWell has not been immune from deteriorating results. We recorded an operating surplus of \$1.826m in 2018/19, which was down from \$7.336m in 2017/18. Our Board and Executive team made a clear decision to continue investment in increased staffing levels, stronger clinical governance and more effective systems and processes. We made this decision because it was the right thing to do, and we have held firm on our direction despite difficult financial decisions.

The Uniting AgeWell Balance Sheet is very strong, with net assets increasing by \$203.6m in 2018/19, largely on the back of revaluations in land and buildings, and a particularly strong level of capital gain on funds under management with u-Ethical. The ongoing strength of the Uniting AgeWell balance sheet places our organisation in a strong position with regard to future capital projects and acquisitions at a time when many other organisations are in decline.

## The need for change

Uniting AgeWell welcomed the Royal Commission into Aged Care Quality and Safety, viewing it as an opportunity to actively engage in achieving systemic change for the sector and creating an aged care system that meets the needs of older Australians and their families – a system that we can all be proud of.

While the Commission has heard distressing accounts of failures to provide adequate care, nonetheless it has provided a platform to discuss important issues faced by older people, their families, the aged care workforce, providers and regulators; and to reflect on our own approach to care and service delivery and the actions we can take to improve and innovate.

In March, we were privileged to have the opportunity to host the late Commissioner Richard Tracey and other senior Commission stakeholders to our Strathdon Community in Forest Hill for a site tour and discussion with staff and clients. We were able to showcase our services and highlight the opportunities and challenges we face.

Over the past year, we have also worked in partnership with the Uniting Church Synod of Victoria and Tasmania in the formation of their response to the Voluntary Assisted Dying legislation in Victoria.

While affirming palliative care is the primary way we support and care for those at the end of life, including their families, we recognise that exploring or accessing voluntary assisted dying, as well as conscientiously objecting, are

all faithful Christian responses. In light of this, permission was given to Uniting Church institutions in Victoria to make voluntary assisted dying allowable within their respective services, under the specific conditions of the legislation.

## Reasons to celebrate and be thankful

As we regularly visit our residences, AgeWell Centres and community offices, we witness first-hand the high quality care our dedicated and passionate staff and volunteers deliver each and every day. And in meeting and talking with our customers about their experiences, we have found the overwhelming majority of people are very happy with the care and support they receive.

We take pride in the quality of services Uniting AgeWell provides, the professionalism of our staff and our very clear focus on becoming better at what we do.

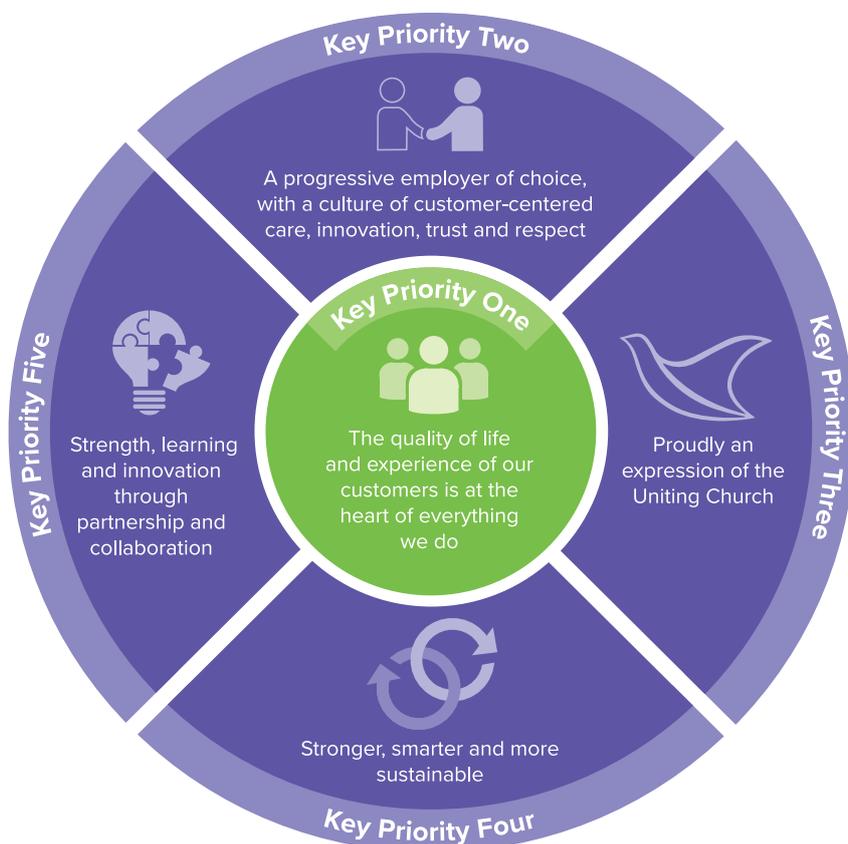
We will continue to actively engage with our customers and our staff to ensure that Uniting AgeWell continues to thrive and delivers the care and services that enable people to live well with choice and peace of mind.

We are excited about the future of aged care and supporting people as they age.

**Raelene Thompson**  
Board Chair

**Andrew Kinnersly**  
Chief Executive Officer

# Uniting AgeWell Strategic Plan 2017 – 2020



Uniting AgeWell launched its 2017-2020 Strategic Plan in July 2017. It provides a blueprint for how Uniting AgeWell will grow, develop and strengthen its services to meet the needs of older Australians today and in the future and clearly sets out the organisation's five key priorities

# A year of highlights

**26 per cent growth** in home care packages and **350 per cent growth** over the past four years

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Your Experience Survey reveals 95 per cent of community and 92 per cent of residential clients reported good to **excellent service experiences**

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**Guardian Network acquisition** strengthens home care service delivery and geographic reach

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**Full accreditation compliance** achieved across all residential and community services

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**New 30-bed wing** at Latrobe Community, Strathdevon opens, providing much-needed residential care in Tasmania's north-west

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72 per cent of staff respond to the Employee Engagement and Culture Survey, revealing a high level of engagement and **a Culture of Ambition**

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Agreement signed with Hobsons Bay and Maribyrnong City Councils to provide **in-home care services to 2,600 clients** from 1 July 2019, which sees 123 council staff transition to Uniting AgeWell

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Uniting AgeWell's Masterclass initiative recognised, winning the 2018 **ACSA Aged Care Award Victoria** for Innovation in Service or Design

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Visit to Strathdon Community by the late Commissioner Richard Tracey and staff from the **Royal Commission into Aged Care Quality and Safety** provides a unique opportunity to showcase Uniting AgeWell services

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Manningtree Hawthorn retirement living apartments **98 per cent sold**, eight months ahead of project completion

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**128 additional bed licences** secured in the 2018/19 Aged Care Approvals Round – 98 in Tasmania and 30 in Victoria

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RiskMan online risk management system creates a culture of reporting, transparency and improvement, resulting in **improved safety** for residents, clients and staff



# Living and ageing well

# Living and ageing well

At the heart of Uniting AgeWell is a desire to honour the unique spirit of love, life and aliveness in every person. This way of seeing the world drives the way we plan, resource and provide services and empower people to choose and access the care and supports they need to live and age well.

## People at the heart of services

Along with operating residential care at 19 locations across Victoria and Tasmania, Uniting AgeWell offers tailored home care, health and therapy services, carer support and respite services, social support, transitional care and independent retirement living options so people can access appropriate care at any stage of their ageing journey.

A not-for-profit organisation, Uniting AgeWell provides specialised aged care services across regional and metropolitan locations. The organisational focus is on creating both a good life and quality outcomes for older people. This informs not only the work done every day, but is at the heart of our organisational decision-making.

## Creating caring communities

Uniting AgeWell's reason for being is to create caring communities where every older person feels welcome and supported in ways that matter to them.

Working alongside many other people and organisations, Uniting AgeWell helps create a world where older people are visible in society and treated with dignity and respect.

Both our residential services and community programs strive to support our clients to maintain their community connections,

interests and involvement. Whether that's through participation in community gardening, choirs or Men's Shed programs; being involved in art exhibitions or fundraising initiatives to help others; attending concert recitals through our partnerships with the Tasmanian Symphony Orchestra and the Melbourne Recital Centre; or participating in events of significance like the Anzac Day march, the focus is on supporting clients to achieve their individual goals.

## Building meaningful relationships

Uniting AgeWell continues to facilitate connections between clients, particularly those in isolated areas, and their local Uniting Church congregations, ministers or pastoral care teams, actively promoting the spiritual and social benefits of connecting with congregations, along with the ability to connect with peers through interest groups, social clubs and outings.

Uniting AgeWell Chaplains are on hand to support residents and their families no matter the issue. There are often discussions about spirituality, in its many expressions, or religiously sensitive or confidential discussions as people approach end-of-life.

Building these meaningful relationships would not be possible without the enthusiastic and dedicated support of our Pastoral Care Volunteers, all of whom receive specialised training in spiritual care.



*The quality of life and experience of our customers is at the heart of everything we do.*

*Uniting AgeWell Strategic Plan 2017-2020*



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## *Supportive environment keeps Doris going*

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Advancing years don't seem to slow Doris Thackery one bit. The Mornington Community, Lillian Martin resident leads a happy and productive life, and has each year raised money in the fight against cancer.

It's an issue close to Doris' heart. Sadly, her daughter passed away from lung cancer in March 2019. "I am a firm believer in helping cancer survivors as much as I can...I need to do anything I can do, in my capacity."

She's not shy about it, either. After shaving her head for the cause in 2018, Doris stepped things up a notch and this year got a tattoo – at 101 years old. She had a breast cancer ribbon etched on her shoulder as a permanent pledge of support to people with cancer. "I can't do a lot, because I've got to be wheeled about, so I do all of these little silly things," Doris said. "I've always been a bit

adventurous, so nothing's changed. I'm still a daredevil."

A daredevil who loves to laugh with those around her. "Doris is so funny at times," says Lifestyle Coordinator Vickie Pearce. "You can't help but laugh."

After 11 years as a resident, Doris finds the team at Lillian Martin as supportive as ever. "I love how the staff go the extra mile to make everyone happy, not just me," Doris says. Residential Services Manager Vicki Mills said her team was happy to support Doris to achieve her goals – big and small. "Doris is an inspiration to everyone here at Lillian Martin and we are all so proud of her," she said.

"I've always been a positive person and determined to have people around me be positive back. That's how the people are here," Doris says. "I'd like to thank everybody for their support, especially the Lillian Martin Community because they have been wonderful."

A mother of four, Doris is awaiting the arrival of her first great, great grandchild. What inspires her these days? Every new day is a bonus, she says: "At least I know I'm still here."

## Customers voice their opinion

Listening to the experiences and needs of our customers is vital to continuously improving services. Uniting AgeWell conducted its annual "YES" (Your Experience of Service) Survey to gain valuable feedback about its facilities and services, including areas where the organisation is doing well, and areas in need of improvement.

More than 1,400 community and residential clients (787 and 632 respectively) took part in the 2018 survey which explores attitudes, rights and responsibilities, safety, individuality, choice and information sharing.

Feedback from the survey led to the expansion of online reporting through the RiskMan

system, with comments and complaints by clients and their families now included. Instant feedback buttons have been introduced at many residences, together with promotional "You said, We did" posters noting improvements. Increased communication with community clients, along with transparent pricing and budget information, has also been implemented.



## Overall YES results

**Care and services experience:** 95 per cent of community and 92 per cent of residential clients reported good to excellent experiences

**Individuality:** 81 per cent of community and 85 per cent of residential clients felt the care and service provided acknowledged individuality

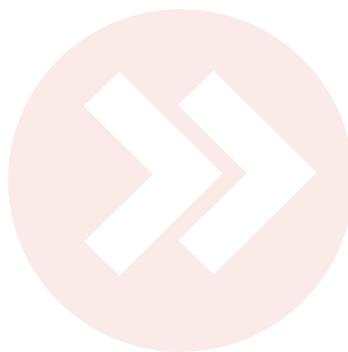
**Safety:** 95 per cent of community and 90 per cent of residential clients felt safe when receiving care and services

**Attitudes, rights and responsibilities:** 95 per cent of community and 91 per cent of residential clients reported staff respected feelings and were supportive in maintaining their rights while meeting their responsibilities

**Information sharing:** 92 per cent of community and 80 per cent of residential clients rated information sharing as good to excellent

**Choice:** 92 per cent of community and 83 per cent of residential clients said they were provided choices

*You said*



*We did*

## Residential

Where are the results of the YES survey?



Survey results posted on noticeboards, published in newsletters, tabled at resident and relative meetings and more widely distributed.

It's hard to know everything that's going on.



Monthly LiveWell meetings for residents to share information about events and what's happening.

I've just been changed to a minced diet and would like more choices.



Trial underway to enhance look, taste and appeal of food options for modified diets.

The laundry service needs improvement. Clothes (often) end up with wrong residents



New system being trialled to improve this.

## Community

Could we have more clinical support



We now employ Registered Nurses to provide clinical assessment, referral and treatment for people with a Level 3 or 4 Home Care Package.

Could staff show more respect for how you're feeling.



Many of our Client Advisors and managers have undergone training in Mental Health First Aid.

We want more information about the services.



Newsletters are sent out with updates on staff, services and how to provide feedback. Client information packs were updated to make them easier to understand.

It would be better if I knew who my Home Care contact person is.



We developed a process where the person who completes your service plan remains your contact person.

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## *Continuity smooths transitions*

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Robert and his wife Christine have been active and social throughout their married life. Their long partnership has yielded family, adventure and travel, and an unabiding commitment and loyalty to each other.

These days, Robert has Parkinson's disease and a form of dementia. Going for a walk together, or going out for lunch, continues to be a treasured shared experience. Supporting Robert and Christine to maintain these important rituals has been a focus for their Uniting AgeWell support team.

Long partnerships endure with patience and flexibility. As Christine's role has required an increasing focus on caring and advocating for Robert, Uniting AgeWell has been able to flex and adapt as Robert's needs have changed. Christine was able to take regular breaks from her caring role, receiving in-home respite services provided by Uniting AgeWell under the Commonwealth Home Support Programme (CHSP).

This year, Robert and Christine were among the many Uniting AgeWell clients who transitioned from the CHSP to a Home Care Package (HCP). The couple made a smooth transition into new services provided under a Level 4 HCP with the understanding and guidance of Uniting AgeWell's Client Advisors.

Christine firmly says, "I want to keep caring for Robert at home as long as possible." So, a regular contact person, who knows their situation, was able to smooth challenges and assist them to navigate the complex aged care system, all the while respecting their right to choose where and how they receive support services.



The outcome has meant increased hours of support, ultimately providing benefit to both Robert and Christine.

"We liked the idea we could have the same personal carers, as it's important Robert continues to feel comfortable and happy with the relationships he has formed," Christine says.

Christine reports that getting the day off to a good start makes a huge difference. Mornings would be quite a different story without the care and assistance of the "bright and cheerful" Uniting AgeWell Personal Care Workers. "The nights can be difficult on my own," says Christine. "It is lovely to have these people come in and help. They don't make a chore of it... they are great. With luck, the morning starts out smoothly and we take it from there."

## Wellness focus drives service options

To ensure clients have greater choice, independence and optimum quality of life, Uniting AgeWell this year changed the way it delivers allied health and exercise services. A new “Wellness Model”, developed in consultation with clients, heralded improvements to the range of services offered.

Along with tai chi, physiotherapy, podiatry, exercise therapy, yoga, stretch classes and Pilates, other wellness courses were introduced. Most significantly, clients now have greater flexibility when seeking access to health professionals and can package the services they choose through both gym and wellness streams. This enables clients to maintain their physical health and their independence for longer and maintain optimal quality of life.

Three AgeWell Centres – Forest Hill, Noble Park and Oakleigh in Melbourne – have state-of-the-art HUR exercise equipment that uses air resistance technology to provide targeted exercises, all programmed to the individual using a smart-card system. Uniting AgeWell also offers activity groups and outings at their AgeWell Centres, including specialist groups for people with conditions including dementia and Parkinson’s disease.



1,673  
AgeWell Centre allied  
health and exercise  
clients



38,753  
Hours of use

## Muscles matter

Loss of muscle mass and strength is an unfortunate yet reversible side effect of growing older. This process of wasting is clinically known as sarcopenia and in severe cases leads to falls, frailty and loss of independence. Sarcopenia has been poorly diagnosed and was only this year recognised as a disease in Australia, which should bring increased awareness, diagnosis and improved treatments for people living with the condition.

Uniting AgeWell is supporting Victoria University researchers to investigate the incidence of sarcopenia along with the impact of diet and exercise on the disease’s progress. As part of the “Your Muscles Matter” study, more than 100 Uniting AgeWell gym clients jumped at the opportunity to work through individual exercise programs under the supervision of exercise physiologists, along with physiotherapists and dietitians, and to be regularly assessed.

A simple grip strength test is the most commonly used tool to identify sarcopenia, while DEXA scans can detect muscle mass.

One third of older Australians have the disease and researchers will examine the benefits of therapeutic interventions, particularly resistance training, for improved health and quality of life in people with, or at risk of, sarcopenia. Participants are regularly checked, and their muscle mass monitored with body scans.

Throughout the study, researchers are evaluating food intake, quality of life, sarcopenia risk and physical ability including strength, balance and other functions.



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## *Pam's going from strength to strength*

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After being in hospital 18 months ago, Pam Keating's muscle strength was at its lowest. Arthritis in one knee and an undiagnosed, lingering deep vein thrombosis in her other leg, meant she found it difficult to walk, let alone get on with everyday life. "When you're laid up in hospital, it's quite the motivator to want to get going again," Pam says.

And motivated she has been. The road back to health was helped enormously with an assessment, a set of exercises and support from therapists at the Hawthorn AgeWell Centre. Since treatment to remove the clot, Pam has

turned many of her health problems around through a tailored exercise plan.

She has also joined the "Your Muscles Matter" study and every six months undergoes a body density scan. "I was happy to get involved in the study because I might help others and learn something myself," she says. "I do the exercises at the centre and at home and I'm swimming twice a week. I've lost weight and I'm almost back to normal. Being able to move again is incredible. I'd really recommend this (health) program to anyone," Pam says.

Speaking of the experience of sharing the gym journey with people with similar challenges, and the ability to have a chat while exercising, Pam says, "It's the supportive group nature of the hourly exercise programs I find so valuable and so very different from just seeing a physio for 20 minutes in a clinic."

## Improving support for people with dementia

Supporting the increasing number of people who are experiencing dementia and providing flexible, responsive care and living environments that empower and engage, is more important than ever before.

Dementia is the second leading cause of death in Australia and its incidence has risen by more than 100,000 people within 10 years, to 550,000.

Uniting AgeWell provides services to many people experiencing dementia, and support to their broader family networks. Tangibly, this includes social support groups, centre-based and in home respite services and specialist residential care. Responding proactively, Uniting AgeWell has this year:

- Launched the 'You're Not Alone' carer support group in Bendigo, the first group of its kind in the region, and established through a \$10,000 grant from the State Trustees Foundation of Australia. The group is aimed at reducing stress and providing carers with practical strategies and the networks they need to maintain their emotional health and wellbeing.
- Invited Dementia Australia to conduct an environmental audit of its Memory Support Units, ensuring they are fit for purpose and meet latest standards. These units are designed for residents who need a calm and secure environment.

The audit looked at aspects of design including signage, furniture arrangement and hazard reduction, improving helpful stimulation, lighting and the availability of social spaces. Simple changes identified and already undertaken include rearranging some furniture, painting doorways in contrasting colours and having signs at lower heights. Other identified structural improvements are scheduled to follow.

- Established a Dementia Working Group with multi-disciplinary, organisation-wide representation including experts in clinical care, lifestyle services, hotel services and home care staff, to ensure the organisation keeps pace with advances, solves any issues, and embeds learnings across the organisation.
- Held a two-day International Design School workshop. This experience provided maintenance, lifestyle and hotel service workers, along with clinical care staff and site managers, an opportunity to hear about the importance of building design and interior decoration for people living with dementia.
- Continued its participation in a landmark study into dementia and wellbeing in partnership with Dementia Australia and Swinburne University of Technology. The Dementia Tri-Focal Approach to emotional wellbeing and mental health study is evaluating the impact of an intervention program on depression and anxiety levels in older residents. The study involves residential participants, a nominated family member or carer, and staff members.
- Provided cutting edge training to a group of key staff members by Dementia Australia's Centre for Dementia Learning. The smaller group workshop provided an overview of dementia, including signs and symptoms, causes, and an understanding of how dementia affects the brain and behaviour. Uniting AgeWell staff also undertake mandatory Dementia Essentials training and ongoing learning opportunities.



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## *Making the move*

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Those closest see the little things first. Derek Clapton recalls those early signs of dementia for his mum June, "Mum wasn't looking after herself and had been losing weight." Then, a heart attack forced his hand and after her recovery, Derek made the difficult decision to move June into the Uniting AgeWell Box Hill Community.

Seven years on, Derek says he feels reassured his mother, now 93, is being properly cared for, and supported through the ongoing changes.

He had a good feeling about the place and the staff from the outset. "It had a nice atmosphere and the staff seemed caring," he said. The transition was not easy for his mother. "It took her a few months to settle in. The staff were great, and I've come to appreciate their expertise. They've made a real difference to Mum's life.

"She has put on weight and is looking better than ever. I'm absolutely reassured she is being well cared for. Mum seems happy and that is what it's all about."



**Providing the best  
care possible**

# Providing the best care possible

Customer wellbeing is our primary concern. Uniting AgeWell is committed to providing care and services that are responsive, safe, effective and demonstrate best practice.

## Clinical governance

Uniting AgeWell continues to focus on strengthening our clinical governance systems with the aim of improving customer outcomes, and to ensure alignment with the requirements of the Aged Care Quality and Safety Commission's Clinical Governance Framework.

There has been continued investment in enhancing care and service delivery and minimising harm from the known areas of clinical risk, through the development of an integrated Risk Management Framework along with intensive staff education and technology improvements.

Tangible actions over the past year brought to life the intent of the Clinical Governance Framework and Plan, developed by the Uniting AgeWell Board Clinical Governance Committee. This Plan identifies the key improvement opportunities and drives the implementation of systems which support safe, effective, person-centred care.

In 2018-19, this focus has delivered quantifiable improvements across the organisation:

- Continued strengthening of Uniting AgeWell's outbreak management guidelines and practices including the introduction of antimicrobial stewardship across the organisation.
- Additional clinical care hours rostered across many Uniting AgeWell services.
- Improved service delivery monitoring against the Aged Care Quality Standards and Principles, including peer auditing. Benchmarking was introduced, and the Quality and Safety Scorecard (which provides trended data for high-risk clinical care and workforce) was refined to provide additional key performance indicators and improved targets for monitoring and analysis.
- The Clinical Harm Minimisation Working Groups have focussed on the areas of highest clinical risk: falls minimisation, skin integrity, infection prevention and control, clinical deterioration, nutrition and palliative care.



*Continue to develop processes, systems and models of learning and education to ensure all service provision is safe, of the highest quality and consistent with the AgeWell model.*

*Uniting AgeWell Strategic Plan 2017-2020*

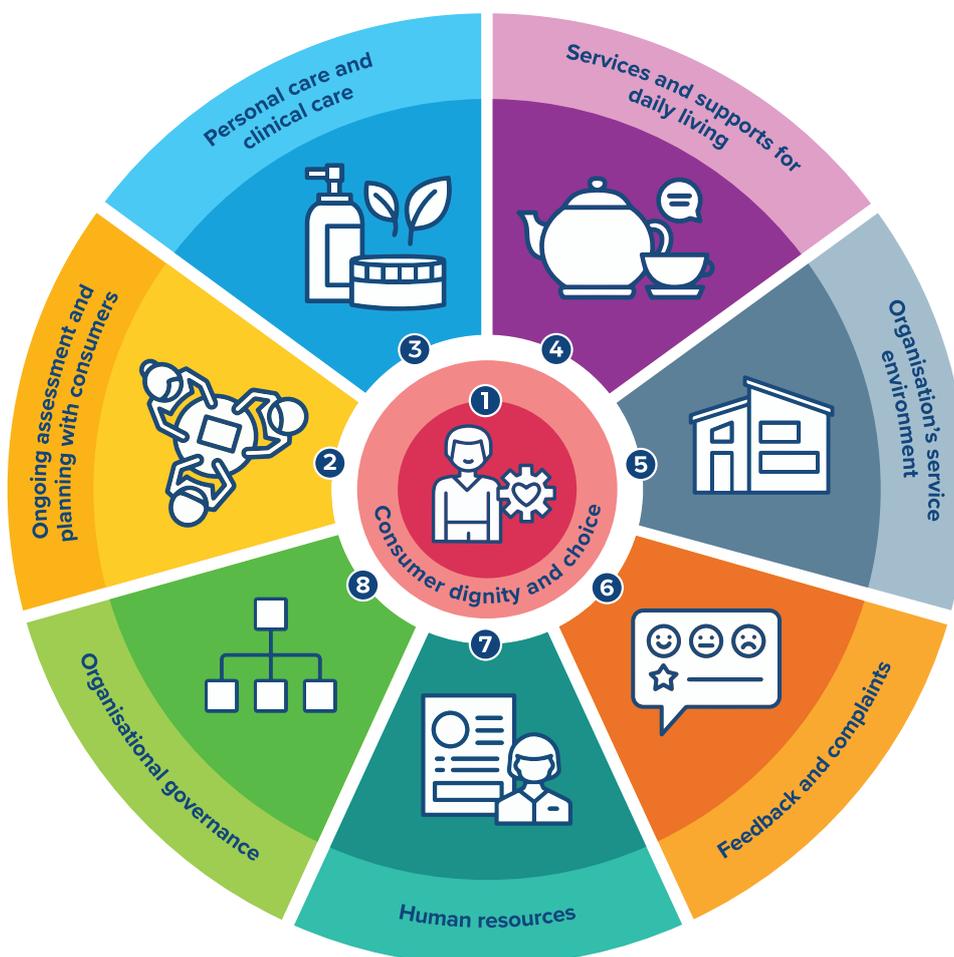
- Medication Advisory Committees (MACs) have shown leadership in all areas of medication management. A particular focus has been in the reporting and benchmarking of psychotropic medication usage resulting in increased monitoring and a reduction in the use of these medications across residential facilities. The MACs comprise senior management and clinical staff, a geriatrician, a medical research scientist, consultant pharmacist and General Practitioner. The Committees are actively engaged in evaluating medication management policies and procedures to assist Uniting AgeWell's residential care facilities in the safe and quality use of medicines.
- Introduction of a process for undertaking Root Cause Analysis and in-depth clinical reviews which supports understanding of possible system failures in adverse events and provides actions for improvement.

- Contribution to the National Quality Indicators Program where every residential care facility provides data for benchmarking in relation to physical restraint, pressure injuries and unplanned weight loss.
- Development of the Open Disclosure Policy, supported by training for managers.

## A paradigm shift, shifts mindsets

In a major undertaking to prepare for new Federal Aged Care Quality Standards from July, 2019, Uniting AgeWell mounted an 18 month education program to implement a paradigm shift and to inform staff, consumers and families.

The eight new standards touch all areas of Uniting AgeWell's residential, home and flexible care services along with services provided under the Commonwealth Home Support Programme. They centre on quality outcomes for consumers, rather than provider processes.



To prepare for the new standards, Uniting AgeWell:

- established working groups to develop a gap analysis and improvement action plan for each standard;
- reviewed policy and practice standard documents in line with the new requirements;
- ran an eight-month long education campaign; and
- facilitated training workshops for staff to ensure the organisation was fully prepared.

Uniting AgeWell has improved monitoring of service delivery against the new Aged Care Standards and Principles, through introduction of a peer audit approach, annual audits of services and programs by its specialist Quality Team and in 2019, the introduction of a benchmarking program.

## Understanding and monitoring risk

Knowing that analysis of detailed data can provide valuable insights to improve outcomes, has fuelled the full implementation of Uniting AgeWell's online risk management system,

RiskMan. Introduced in 2018, and fully implemented in 2019, RiskMan is an accessible online system to record and manage incidents and enable rigorous identification, analysis and improvement to areas of concern.

The information is collected and reported at the highest levels of the organisation, with trend data escalated to the Executive and Board for consideration, and to take appropriate action as needed.

The system is contributing to a culture of safety and improvement that has resulted in enhanced wellbeing of customers and staff.

This year, RiskMan data was expanded to include feedback from residents and family members along with a legislative compliance module which provides monitoring and reporting of compliance with Uniting AgeWell's regulatory obligations.

### From analysis to action

Analysis of RiskMan data is providing numerous benefits to the organisation, exemplified by a recent study of falls across Uniting AgeWell aged care residences. Not all falls result in injury, but they account for a substantial number of incident reports, or 32 per cent, among residents.

A study of data from August 2018 and February 2019 showed some residents had greater difficulty and fell more often than others, irrespective of where they lived. Just five per cent of residents accounted for 36 per cent of falls.

From this data, staff were better able to identify those people at high risk of falling, increase observation and take steps to lower their individual risk of it happening again. Simple interventions by attentive staff contributed to lowering risk. For example, moving the photos of loved ones in a resident's bedroom reduced her distraction when walking in the nearby courtyard, lowering her potential to fall.

## Pressure injury prevention

When an older person experiences a pressure injury it can have catastrophic consequences and many are avoidable or can be effectively minimised through effective prevention practices and strategies. Reducing the risk of pressure injuries has been a core priority for Uniting AgeWell in 2018-19, and the focus has delivered immediate results.

- A skin care consultant was appointed to review pressure injury prevention practices at five residential care sites across Victoria and Tasmania, with a report released in August 2018 identifying opportunities for improvement which could be applied across all sites.
- A working group was established and an action plan developed which included further education and training for nursing and care staff, improved use of skin care products, skin care audits and a mattress replacement program.
- To help residents and their families better understand the causes and risks of pressure injury, an information brochure, "Caring for your skin together", was produced. This has led to a significant improvement in the skin condition of clients, as well as a reduction in reports of skin tear incidents and improved reporting of pressure injuries through RiskMan.
- Follow-up skin care audits revealed notable outcomes as a result of improvement in practices including air mattresses are set with correct weight; mattress protector use has fallen; and layers of sheets, slings, and the like, between skin and offloading devices, such as mattress and princess chairs, have also reduced. A follow-up review by the skin care consultant has shown an overall improvement in Uniting AgeWell's pressure injury prevention and skin care practices.

## Antimicrobial stewardship

Uniting AgeWell supports strategies that aim to minimise the need for antibiotics and foster their proper use. In clinical settings, good antimicrobial stewardship preserves the effectiveness of antibiotics and antimicrobials. Antimicrobials are medications classified as antibiotics, antifungals, anti-parasitic and antivirals. They are often over-prescribed, which can reduce their effectiveness.

The Uniting AgeWell Antimicrobial Stewardship Program was commenced with the establishment of an Infection Control and Prevention Committee reviewing all antimicrobial prescribing across Uniting AgeWell sites.

Infection control initiatives undertaken include:

- Ongoing provision of annual flu vaccinations for staff and residents;
- Developing a control framework;
- Delivery of antibiotic education for staff, residents and GPs; and
- Implementation of the "Rub in, Rub out" campaign to increase hand hygiene.

## Improving end-of-life experience

A defining feature of palliative care is that it involves teamwork as medical and nursing staff work alongside clients and their families. Supporting families can make a lasting difference to their memories of an end-of-life experience for a loved one. The Palliative Comfort Care Working Group led by Uniting AgeWell's Palliative Care Specialist, has undertaken significant work to improve the services offered in this most vital area. This includes: embedding Advance Care Planning; reviewing pain management assessment and tools along with family conferencing; and development of referrals for specialist services when required.

As part of a program to enhance palliative care, the organisation engaged with the End of Life Directions for Aged Care - Improving Palliative Care Services project at two Tasmanian sites. The next step is to tailor a Working Together toolkit, with potential implementation at other residential sites.

## Providing spiritual guidance resources

Uniting AgeWell, through Director of Mission Rev John Broughton, helped pioneer a new training resource to support the incorporation of spirituality into end-of-life care across a range of sectors. The Spirituality of Dying Workshop was developed in partnership with Meaningful Ageing Australia and Uniting Vic.Tas and unveiled in May, ahead of Palliative Care Week.

The resource recognises that spiritual care is not confined to Chaplains, and that many other staff members and volunteers are involved. The 60-minute introductory workshop and resources will support employers in the health, aged care and community services sectors to train staff and volunteers on

the importance of spirituality for human living and dying. It also provides information about making meaningful connections with people who are coming to the end of their life, along with their families and care team. Uniting AgeWell Chaplains will be among the first in Australia to learn how to facilitate the Spirituality of Dying Workshop.

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### *A better way to say goodbye*

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An initiative launched at Uniting AgeWell's Sorell Community, Ningana in southern Tasmania earned special attention with a presentation at the Palliative Care Nursing Association Conference in May 2019 and a Tasmanian Palliative Care Award.

The 72-bed residence, which introduced a suite of efforts to open conversations about death and dying, was awarded the "Outstanding Palliative Care Organisation" award at a ceremony in October.

To enable residents and staff to pay their final respects to their friend when a resident passes away, a Guard of Honour was implemented. The process attracted widespread attention from the sector, with Registered Nurse Corina



McKenzie being awarded a scholarship to present details of the initiative at the biennial conference in Queensland, where she discussed the importance of the community farewell.

The initiative also enabled care staff to develop tailored advance care plans with many residents, ensuring they remain in control of the care and support they receive and that their wishes are met.



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## *When days really matter*

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After a series of health setbacks, Uniting AgeWell resident, Graeme Pfundt decided to stop the kidney dialysis that was keeping him alive. His daughter Andrea Tiffin recalls: "It was in October 2018, while in hospital, that my father realised he was never going to achieve the level of independence he was striving for; so, he decided to cease dialysis. It was his final wish to be able to die in the home he had shared with my mother, Glenyce at their Aldersgate Village independent living unit in Newnham."

It was a trying time for the Pfundt family, when Aldersgate Village Senior Care Manager Audette Groenewald stepped in to help. To manage the transition, Mr Pfundt was resettled into Uniting AgeWell's Aldersgate residential care service while preparations were made for him at their independent living unit.

"Audette deserves acknowledgement for her compassion, flexibility and willingness to go above and beyond to treat my father with dignity and respect. We worked as a team to get things in place for Dad to get home for his final days. Within 24 hours Audette had organised the necessary equipment (bed, hoist, and more) to set up the bedroom to cater for his needs and arranged medical care.

"During my father's residency at the home, the team of carers, under the leadership of Audette, could not have done any more to empower my father and enable him to live to his potential – truly reflecting the vision of Uniting AgeWell.

"Audette worked with my father and our family, particularly in his final days, to ensure his experience was positive to the end. Despite at first being a reluctant resident, Dad became a huge advocate for the place. We will be forever grateful for the care given and approach of Audette and the staff during my father's time as a resident."

# People and culture



# Our people

At Uniting AgeWell we care about our people. We know that to deliver excellent, customer-focussed care requires skilled, passionate and engaged staff who want to deliver their best every day.

## Bringing together the best people

Uniting AgeWell's workforce is its greatest asset, with 72 per cent of its 2,681 staff directly supporting clients in care roles, including Registered Nurse coverage 24 hours a day, seven days a week at every residential care facility.

Their level of engagement, at 58.9 per cent, was 13.9 per cent higher than the industry average; and 65 per cent of staff already consider Uniting AgeWell to be a truly great place to work. It's a strong foundation for the future.

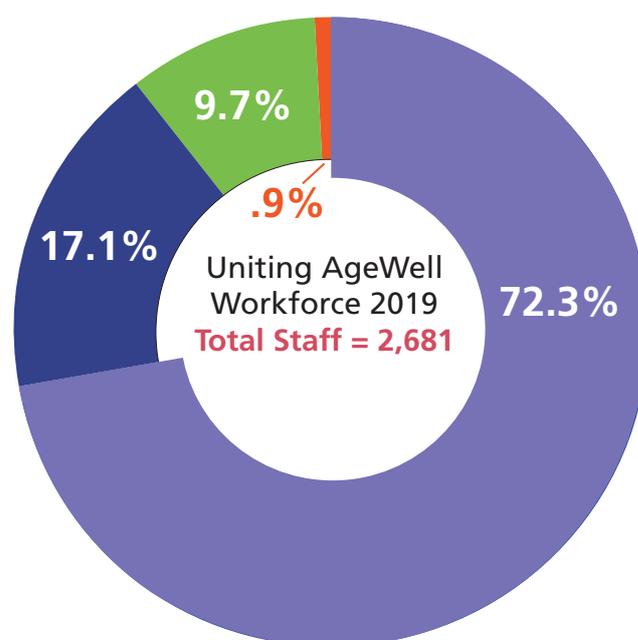
## Employee engagement

One of the promises in Uniting AgeWell's Customer Charter is that our staff will be friendly, skilled and reliable. To deliver on this promise, we must ensure Uniting AgeWell is truly a great place to work.

In November 2018, we undertook an organisation-wide Employee Engagement and Culture Survey to hear directly from our staff about the issues that matter to them – their expectations, likes, frustrations and suggestions for improvement.

Pleasingly, 72 per cent of staff responded, providing us with rich information about our staff culture and how we can better support them to achieve their best.

What the survey revealed is a staff 'Culture of Ambition' where staff are innovative and ambitious for new and better ways of moving ahead.



- Nursing and Care
- Hotel Services
- Administration
- Maintenance



*Uniting AgeWell strives to be an Employer of Choice – a great place to work and a place that attracts and retains the best staff.*

*Uniting AgeWell Strategic Plan 2017-2020*

## Diversity and inclusion

Fostering safe, respectful and inclusive services, workplaces and living environments is a fundamental value and key focus at Uniting AgeWell.

Across the year, we continued to revise and update our training protocols and operating procedures to ensure alignment with the National Aged Care Diversity Framework and to strengthen our LGBTIQ+ inclusive practice.

Uniting AgeWell again participated in the Midsumma festival in January as a way of engaging with and better understanding the aged care needs and preferences of the LGBTIQ+ community.

Harmony Day, held on 21 March 2019, was celebrated across Uniting AgeWell to highlight the importance of cultural respect, diversity and inclusion and to promote a sense of belonging for everyone. It coincided with the launch of

our annual Diversity in the Workplace training and diversity survey, which assists our organisation to gain a better understanding of the diversity of our workforce.

Uniting AgeWell is also involved in research to support cross-cultural communication and meaningful engagement between staff and clients. "The Little Things" research project, in partnership with Meaningful Ageing Australia and Farnham St Neighbourhood Learning Centre, aims to develop a cross-cultural language training program for Personal Care Assistants from culturally and linguistically diverse backgrounds.

Uniting AgeWell is increasingly gathering data on the diversity of our employees, volunteers and customers to enhance programs and services and ensure we are supporting culturally appropriate, safe care and working environments.

## Diverse employee profile



**42%**

born overseas



**34.6%**

where English is not first language



**2.1%**

identify as ATSI



**4.1%**

identify as LGBTIQ+



**58%** | **42%**

aged 25-50 | aged 51-60+



**46%**

worked for UA for 6+ years

## Celebrating dedication and achievement

Length of tenure is one measure of staff satisfaction. This year, 376 staff were recognised for length of service, from five years' service, up to an astonishing 40 years of service at events held across the organisation as part of the Celebration of Ageing Well in October. Collectively their service totalled 3,675 years, an average of 9.78 years each.

The 2018 AgeWell Awards, held in December, provided another opportunity for the organisation to reward, recognise and celebrate those among our staff and volunteers who have led by example, inspired through their commitment to supporting people to live and age well and consistently demonstrated Uniting AgeWell's values in their work.

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### *Recognition for all night duty staff*

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Uniting AgeWell Employee of the Year Judith Merrick was "really surprised" to be presented with her award at a celebration at Melbourne Museum in December 2018, along with the winners of 10 other AgeWell Awards.

She said her award was acknowledgement for not only her own hard work, but the efforts of night duty staff everywhere.

The personal care workers at Carnsworth nominated Judith, who is a Registered Nurse and Night Duty Supervisor, for the 2018 Employee of the Year Award, citing her excellent individual care and willingness to give extra time and support when needed. They described Judith as "hard-working, passionate, caring, understanding and compassionate" and praised her for listening to residents' needs and demonstrating great empathy.

She said working overnight enabled staff to deliver individual care and share special, quiet moments with residents. "A lot of people will wake of a night time and get hungry," she said. "You can make such a difference by sitting and talking with them, having something to eat, and making sure they receive really good care – not just clinical care but whole-person care."



By working closely as a team, Judith said night duty staff can also make a great difference to residents who were at the end of life, and their families. "When a person is dying, the care you deliver is not just about the person who is dying, it's about the whole family unit," she said. "I impress upon our personal carers, 'This is their last memory of their family member'. People forever remember what was done for them during this time and how their family member physically looked, so it's really important to pay attention to meaningful details."

"It's not just about pain relief for the resident, it's about making sure the family is supported and has nourishment during what is often a very difficult time."

# AgeWell Awards 2018

## Team of the Year

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Eastern Community Services  
Home Care Packages Team

## Employee of the Year

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Judith Merrick  
RN (night shift supervisor) – Carnsworth Community

## Employee of the Year Victoria

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Siobhan Jackman  
PCW – Camberwell Community, Tanderra

## Employee of the Year Tasmania

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Suzie Stanley  
ECA/Lifestyle – Mornington Community,  
Lillian Martin

## Customer Experience Award

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Katina Clements  
Chef – Queenborough Rise Community

## Environment and Sustainability Award

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Rosalind Anketell  
Administration Coordinator – Carnsworth  
Community

## Safety Award

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Jenny Delpero  
Allied Health Assistant – Sorell Community, Ningana



## Embracing Diversity

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Noble Park Community  
Residential Services Team

## Team Innovation

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North West Tasmania Community Services  
Transitional Care Program Team

## Volunteer of the Year Victoria

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Lou Bonnici  
Kingsville Community

## Volunteer of the Year Tasmania

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Mervyn Stanton  
Queenborough Rise Community



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*We are fortunate to have the support of 660 volunteers who this year contributed 24,595 hours of their time to enhance the lives of others.*

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Uniting AgeWell's 2018 Volunteer of the Year Victoria, Lou Bonnici, has become an invaluable support to the Kingsville Community team over the past four years. Volunteering three days a week, Lou provides friendship and support to the residents, along with helping the on-site hairdresser, setting up activities and attending outings with the lifestyle team.

"There are times when I'll do one-on-one and go for a walk with a resident who enjoys walking, or I might take a group outside to sit in the sun, go to the coffee shop, run the bingo or if we've got a concert on, I'll bring residents from their rooms into the lounge.

"And there are times when I'll just pop in and say hello to residents because some of them don't get a lot of visitors," Lou says of her role at Kingsville.

According to Lou, her unpaid work is far more rewarding than any paid job she ever had, and we are very grateful to Lou and all our volunteers for the contribution they make. We couldn't deliver quality care without them.

## Keeping skills updated

UA Learning, the online learning management system introduced in March 2018 to enhance workforce capability, continued to enable the delivery of specific, competency-based education.

Mandatory modules for 2019 included fire safety, manual handling, dementia essentials, infection control, compulsory reporting, aged care quality standards, diversity in the workplace, grief and loss and preventing occupational aggression. Clinical staff also completed modules covering medication and pressure injury management, together with hands-on training.

While digital learning provides more flexibility for staff to complete their learning, face-to-face learning continues to be an important facet of all staff training and education. For example, a two-day workshop on Older Person's Mental Health, part of Uniting AgeWell's Mental Health and Suicide Prevention framework, was rolled out to Community Services staff and Chaplains, while many Uniting AgeWell Client Advisors and managers undertook training in Mental Health First Aid.

## Health, safety and wellbeing

Across the year, the People Services Team has sought to increase staff engagement through a range of initiatives and the participation in events such as Aged Care Worker Day, R U OK? Day and Safety Month.

The Safety Team piloted the "Respect, Relationships and Resilience" training program at several residential and community services sites. The focus was to educate and build staff resilience in the face of the challenges frontline aged care workers regularly experience and to build and enhance co-worker relationships. As a result, many staff are now, for the first time, more mindful of the need for 'self-care' and the importance of maintaining positive mental health and more aware of the supports that are available to them.

April is Infection Control Month. It was first introduced in 2018 to enhance the organisation's flu vaccination program and boost staff knowledge and community awareness of infection control and outbreak management procedures.

With free influenza vaccination clinics held across the organisation, together with mandatory online training, and a communications campaign led by the CEO, the rate of staff immunisation achieved was 89 per cent – a 41 per cent increase in just two years. This excellent result is well above the industry average.

And to ensure staff are working in safe conditions, Uniting AgeWell conducted 110 internal safety inspections across its Victorian and Tasmanian residential care and community services sites.





Hawthorn Community aged care residence

Manningtree Hawthorn

# Growth and innovation

# Growth and innovation

The unprecedented size of the market for aged care services in Australia, overlaid with the unique generational mindset of the ageing baby boomers, presents both challenges and unique opportunities for organisations like Uniting AgeWell.

## Investing now for tomorrow

While demand for aged care services across Australia continues to outstrip supply, Uniting AgeWell has actively sought to expand its services both in home care and in residential care through targeted new capital developments, acquisitions, government tenders and organic growth.

To do this, it is imperative Uniting AgeWell has the right people and resources to sustain its activities. This means investment in future growth to achieve its strategic aims. Key to

delivering on this promise is a healthy and robust organisation. Uniting AgeWell is looking to the future, continuing a multi-million-dollar program of infrastructure development and improvement to meet the latest standards and community expectations of care.

In the 2018-19 Aged Care Approvals Round, Uniting AgeWell secured an additional 128 bed licences, including 98 out of an available 171 places in Tasmania and a further 30 places in Bendigo, Victoria.

## More, expanded and refreshed residential sites

Latrobe Community Strathdevon Tasmania	Renovation + new wing 30  \$ 10 million	Opened May 2019
Preston Victoria	104  \$ 28.91 million	Opening November 2019
Hawthorn Victoria Manningtree Hawthorn	120  \$ 66.89 million 49 	Opening March 2020 Opening February 2020
Newnham Community Aldersgate Village Tasmania	Additional beds + community centre 30  \$ 10.96 million	Completion November 2020



*Target opportunities for revenue growth and invest in research, innovation and new technologies that will improve the customer experience.*

*Uniting AgeWell Strategic Plan 2017-2020*



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## *Strathdevon Community spreads its wings*

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When Uniting AgeWell was established by the Uniting Church in 2004, it inherited some residential sites with building stock of considerable age and indicative of a time when aged care residents were of lower acuity. This has created challenges in terms of meeting community expectations and providing the financial investment required to ensure the delivery of contemporary, quality services, without undue disruption to service delivery or the needs of the local community.

As part of a refurbishment and infrastructure building program, in May 2019 Uniting AgeWell opened a new 30-bed wing at the Latrobe Community, Strathdevon, in north-west Tasmania.

Designed for modern living, it has a new community café, chapel, gym, hair salon, a state-of-the-art cook fresh kitchen, multipurpose room with cinema-like capabilities and activity areas for residents to spend time with family and friends.

The new residential wing includes premium rooms, each with an ensuite bathroom and view of the gardens, and several rooms designed to meet the needs of members of the indigenous community.

## Growth of Home Care services

As people age, and increasingly express their wish to 'age in place', Home Care services are an important area of growth for the organisation.

Home Care services support those aged 65 and older to remain living independently and include personal care, domestic assistance, clinical care, garden maintenance, transport and assistive technology.

2018-19 highlights include:

- A 26 per cent increase in the number of Home Care Package clients supported.
- Successfully tendered to provide Hobsons Bay and Maribyrnong City Councils' in-home care services. Both councils worked in partnership with Uniting AgeWell to transfer 2,600 home care clients on 1 July 2019 and strengthen services in Melbourne's inner north west.
- 120 staff onboarded to Uniting AgeWell, from Hobsons Bay and Maribyrnong City Councils, to ensure continuity of care for transferring clients.
- Acquisition of highly regarded home care service provider Guardian Network in October 2018. Prior to the acquisition, Uniting AgeWell was a long-standing customer of Guardian Network who delivered home care and support services across Victoria and Tasmania. Guardian Network continues to operate with the same name, customer care and service delivery.
- Introduced a new pricing model for Home Care services. Taking effect on 1 July 2019, the model provides clients with greater transparency, as well as reflecting the true cost of service provision.
- Awarded an additional 18 Short Term Restorative Care Packages (STRCPs) for the northern metro, and eastern metro regions, taking the Uniting AgeWell total to 10 per cent of all STRCP's issued in Victoria.

## Innovative thinking transforming futures

Uniting AgeWell is dedicated to working with partners and local communities to better support older people. The organisation is open to new ideas and continuous improvement as well as sharing its expertise. As part of this, the organisation's research and innovation initiatives are exploring how to improve services for customers, helping them remain active, healthy and independent for as long as possible.

Uniting AgeWell is investing in strategic partnerships and collaborations with universities and industry groups, particularly in co-design of research projects. The initiatives explore the organisation's six service development priority areas of Consumer Directed Care, wellness and rehabilitation, mental health and social wellbeing, technology, palliative care and dementia support.

These priority areas are complemented by an innovation agenda, which kicked off in late 2018 and seeks to embed the customer voice in co-design efforts, as well as undertaking a comprehensive review of innovative services being offered nationally and internationally. The co-design nature of these projects means we are also attracting fresh talent and new thinking to the aged care sector.

## Improving mental health

Mental health is an important issue in aged care and for Uniting AgeWell. Having a comprehensive strategy for providing emotional wellbeing to customers and families is a priority.

Uniting AgeWell commenced the development of its Mental Health Framework, with an initial outline and action plan due for completion before the end of 2019. This framework will be unique in the sector as it outlines an organisation-wide approach to the mental health and wellbeing of clients, staff and residents and will include a specific section on suicide prevention.

## Community action plan for suicide prevention

Tasmania has the second highest suicide rate in Australia. Reported attempts of, and deaths by, suicide among those living and working in aged care is an issue that must be acknowledged and addressed with a coherent, evidence-based approach.

Employing a social worker at residential facilities in southern Tasmania, Uniting AgeWell is pro-actively supporting the mental health of clients and more effectively supporting their families.

Working in collaboration with Relationships Australia in Tasmania, and following wide consultation with Uniting AgeWell clients and staff, a Suicide Prevention Community Action Plan was developed to holistically address mental health and suicide prevention.

### What is A Good Life?

Shaping an aged care sector for the future requires that we comprehensively understand what is important to older people and their quality of life, that we measure it, and monitor for changes.

The Caring Futures project is mandated to provide this insight, and as part of this, Uniting AgeWell is partnering with Flinders University to deliver “A Good Life Research Project”.

To develop a measurement tool to assess quality of life, researchers have been interviewing Uniting AgeWell clients living in the Victorian community, and residential care clients in Tasmania. The measurement tool will be ready for consumer testing in 2021. The project is led by a team from Flinders University with research partners at the University of Sydney and Australian National University, and consumer partner, Dementia Alliance International.

## Improving choice and quality of life

Uniting AgeWell this year partnered with Swinburne University of Technology to deliver the “Residents at Centre Care Research Project”. This is helping embed the Consumer Directed Care approach at three Victorian residential facilities, through a 10-week program delivered to staff members including management, carers, clinicians, chefs and hospitality workers.

Participants receive support sessions and work with residents to develop their preferences and goals, and to implement them. It is expected the implementation of the program will improve the level of customer choice and their quality of life, lead to organisational change and improve staff perceptions of their work.

### Advancing technology for real life benefit

Uniting AgeWell is a founding partner of the “Digitally Enhanced Living Research Hub”, in partnership with the Artificial Intelligence Institute at Deakin University. It is a collaboration of national and international research institutions, health, mental health and aged care providers, as well as technology and assisted living companies.

The Hub tests existing and emerging technologies in the context of home and residential aged care.

The first major project as part of this Research Hub commenced in 2018-19: “The Digital Living Assistant - Smart Home Technology Project”. Uniting AgeWell home care clients are trialling a smart home device, a Digital Living Assistant, for 12 weeks. The device has a range of features and can provide information about the weather, news and maps. It can play music and support the user to make phone calls and provide important reminders.



# Governance and financial performance

# Governance

Uniting AgeWell's Board of Governance is made up of 12 people who bring years of experience in various government, academic, health and private sectors to the organisation.

Working with the CEO and Senior Executive Team, the directors help shape the direction of the organisation through governance and stewardship, and provide the highest standards of ethical conduct and practice.

Board directors sit on various sub-committees that advise on key governance areas. They include:

- › Audit and Risk
- › Finance
- › Mission
- › Property and Development
- › Clinical Governance
- › Governance
- › AgeWell Community Advisory Committee

Uniting AgeWell appreciates the support of all present and past Board and committee members.

## Ms Raelene Thompson

Board director since 31 October 2017  
Board Chairperson since February 2018  
Governance Committee Chairperson from February 2018 to September 2018  
Qualifications – Master of Business Administration, Graduate Diploma of Management, Graduate Certificate of Business MAICD

## Ms Kate Andrews

Board director since February 2018  
Property and Development Committee member since February 2017  
Qualifications – Diploma of Financial Services (Superannuation), Graduate Diploma of Marketing (Major: Marketing Strategy), Bachelor of Commerce / Bachelor of Arts, Graduate AICD

## Ms Jan Begg

Board director since February 2018  
Finance Committee member since March 2018  
Qualifications – MBA, B.Sc. (Hons), Fellow AICD

## Mr Simon Brewin

Board director since May 2016  
Board Deputy Chairperson since February 2018  
Property and Development Committee Chairperson since May 2016  
Governance Committee Chairperson since September 2018  
Finance Committee Member since August 2017  
Qualifications – MBL, GradDip Health Service Management BBus Post Grad Cert Health Economics FCHSM, Graduate AICD

## Ms Kathy Campbell

Board director since February 2018  
Mission Committee member since March 2018  
Audit and Risk Committee member since January 2019  
Qualifications – Bachelor of Economics, Fellow CPA Australia, Fellow AICD, Fellow CAANZ

### **Prof Alison Hutchinson**

Board director since December 2015  
Clinical Governance Committee Chairperson since February 2016  
AgeWell Advisory Committee member since June 2017  
Qualifications – RN, Certificate of Midwifery, Bachelor Applied Science (Advanced Nursing), Masters of Bioethics, PhD, Member AICD

### **Ms Julia Langdon**

Board director since October 2013  
Audit and Risk Committee Chairperson since November 2013  
Property and Development Committee member from June 2017 to December 2018.  
Qualifications – Bachelor of Science and a Bachelor of Commerce from the University of Melbourne

### **Rev Dr Mark Lawrence**

Synod General Secretary  
Ex-officio Board director from November 2012 to June 2019  
Mission Committee Member since November 2012  
Qualifications – BA, Grad DipEd, BTheol, MLitt, PhD, MEd(Lead)

### **Ms Jill Linklater**

Board director since March 2010  
Uniting AgeWell Community Advisory Committee Chairperson since July 2016  
Clinical Governance Committee member since May 2010  
Governance Committee member since September 2010  
Qualifications – Graduate Diploma Health and Medical Law, Master of Health Administration, Emergency Community (Health) Planning Certificate Canada, Bachelor of Science in Nursing, Graduate AICD

### **Ms Sabine Phillips**

Board director since March 2015  
Audit and Risk Committee Member since April 2015  
Clinical Governance Committee Member since February 2017  
Qualifications – Master of Laws, Master of Business, Bachelor of Applied Science, Registered Nurse, Certificate in Mediation and Conciliation, Fellow AICD

### **Mrs Wendy Quinn**

Board director since December 2012  
Deputy Board Chairperson since July 2015 – October 2017  
Mission Committee Chairperson since February 2015  
Uniting AgeWell Community Advisory Committee Member since April 2016  
Clinical Governance Committee member May 2013 to November 2015  
AgeWell Advisory Committee member since April 2016  
Qualifications – Master of Health Science, Developmental Disabilities, Post Graduate Certificate; Australian Competent Manager Program, Bachelor of Applied Science OT (degree completion), Diploma of Occupational Therapy, Graduate AICD

### **Mr Ian Sanders**

Board director since August 2012  
Finance Committee Chairperson since April 2013  
Audit and Risk Committee member since September 2012  
Property and Development Committee Member since November 2016  
Qualifications – Bachelor of Science (London), Master of Business Administration, Graduate AICD

# Financial performance

Uniting AgeWell recorded a net deficit before investment gains of \$4.498 million for the financial year ending 30 June 2019. This compares to the prior year net surplus of \$1.654 million.

The operating result for 2018-19 was a surplus of \$1.826 million (2018: \$7.336 million). Operating revenue increased 6% to \$198.093 million (2018 \$186.852 million) due to higher resident acuity, government subsidy payments and home care package growth. Operating expenditure increased 8% due to the investment in additional care and higher administration compliance costs.

Occupancy of the residential aged care facilities improved to 95% (2018: 94%).

The net surplus after investment gains and asset revaluations was \$203.612 million (2018: \$8.296 million).

## Financial position

The value of net assets increased during 2018-19 by \$203.612 million to \$441.852 million, due to asset revaluations of \$205.273 million plus \$6.154 million gain on investments held for resale, less the net deficit of \$4.498 million.

Cash and investments decreased by \$28.571 million.

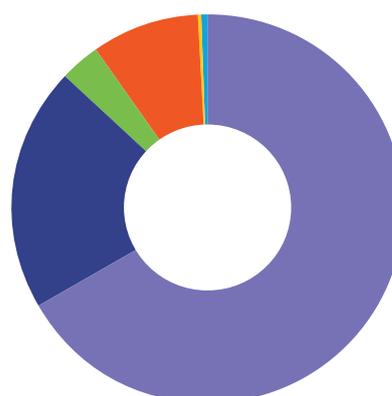
Resident ingoings increased by \$20.650 million to \$250.901 million.

## Cash flow

There was a net cash outflow of \$4.370 million for 2018-19. This result comprised cash inflows from operating activities of \$7.361 million and financing activities of \$20.643 million, offset by a cash outflow from capital development expenditure of \$65.944 million. The capital expenditure primarily related to the

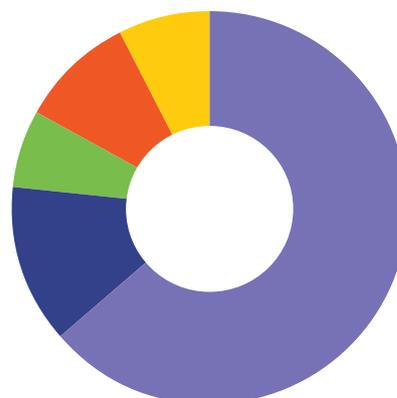
development of Hawthorn and Preston aged care facilities and Manningtree independent living apartments.

## Sources of Revenue 2018/19



<span style="color: #666699;">●</span> Govt Funding	<b>66.7%</b>
<span style="color: #19275c;">●</span> Fees	<b>20.4%</b>
<span style="color: #55a868;">●</span> Interest	<b>3.4%</b>
<span style="color: #e67e22;">●</span> Accommodation	<b>8.8%</b>
<span style="color: #f1c40f;">●</span> Donations	<b>0.4%</b>
<span style="color: #3498db;">●</span> Other	<b>0.3%</b>

## Expenditure Categories 2018/19



<span style="color: #666699;">●</span> Employee Benefit Expense	<b>63.8%</b>
<span style="color: #19275c;">●</span> Care and Hotel Services	<b>12.9%</b>
<span style="color: #55a868;">●</span> Infrastructure Services	<b>6.4%</b>
<span style="color: #e67e22;">●</span> Depreciation	<b>9.4%</b>
<span style="color: #f1c40f;">●</span> Administration Expenses	<b>7.5%</b>

# Acknowledgements

Uniting AgeWell is grateful to the individuals, community groups and organisations that supported its service delivery throughout the year. From financial donations, regular fundraising events, sponsorships and volunteers, to bequests and donated gifts in-kind, we truly value the support and assistance of all our sponsors, supporters and volunteers.

Funds donated by community supporters enhances the ongoing financial support we receive from Federal, State and Local Governments, for which we are very thankful.

## Trusts and Foundations

Dimmick Charitable Trust  
Dora and Trevor Nixon Fund  
Gregory Joseph and Zig Dickson Trust  
Harold and Cora Brennen Benevolent Trust  
Pethard Tarax Charitable Trust  
Strathdon Community Perpetual Fund  
The Erica Cromwell Trust  
The Isabel & John Gilbertson Charitable Trust  
The Ray and Annie Nancarrow Memorial Trust

## Bequests

Estate of Bertha Lucy Elizabeth Rimmington  
Estate of Dulcie Grace Rayment  
Estate of Ernest L Brown  
Estate of Frank Selwyn Horn  
Estate of Florence Jean Barber  
Estate of Gregory John Markey  
Estate of Mildred Tonks  
Estate of Nathalie Phoebe Little  
Estate of Neil Dolan  
Estate of Stanley Gordon Green  
The Grant Bequest

## Community groups

Burwood Heights Uniting Church  
Davis Street Kindergarten  
Friends of Music for David  
Kalkee Op Shop

## 2018 Annual Charity Golf Day

### Platinum Sponsors

PayWise Salary Packaging  
Blue Apache

### Gold Sponsors

Ascot Group  
Cura Pharmacy  
SJ Higgins

### Silver Sponsors

CH2 Clifford Hallam Healthcare  
Dominant (Australia)  
Grant Thornton  
Laundry Solutions Australia  
Procura  
Registered Electrical Contractors  
Reward Hospitality  
Solutions Three  
SP & R Air Conditioning  
Stella Renovations and Maintenance Service  
Thomson Adsett

### Bronze Sponsor

Asaleo Care (Tena)

### Hole-in-One Sponsor

Maxi-Care Promotions

### Drinks Cart Sponsor

Lion Dairy & Drinks

### Major Raffle Sponsor

VRC Landscapes

# Service directory

With a diverse range of services, Uniting AgeWell offers continuity of care and peace of mind, supporting you to experience a sense of wellbeing, choice and independence at every age and stage of your life.

## Central office

130 Little Collins Street  
Melbourne VIC 3000  
1300 783 435

## Victorian office

130 Little Collins Street  
Melbourne VIC 3000  
(03) 9133 5021

## Tasmanian office

9 Strathaven Drive  
Rosetta TAS 7010  
(03) 6208 3208

## Help at home

### Melbourne

- › North West Home Care
- › Southern Home Care
- › Eastern Home Care

### Loddon Mallee

- › Loddon Mallee South Home Care
- › Loddon Mallee North Home Care

### Barwon

- › Barwon Home Care

### Gippsland

- › Gippsland Home Care

### Northern Tasmania

- › Northern Tasmania Home Care
- › North Western Tasmania Home Care

### Southern Tasmania

- › Southern Tasmania Home Care

## AgeWell Centres (Allied Health and Therapy Services)

- › Forest Hill
- › Hawthorn
- › Noble Park
- › Northcote
- › Oakleigh

## AgeWell Centres (Social Support)

### Melbourne

- › Box Hill
- › Brighton
- › Forest Hill
- › Hawthorn
- › Kingsville
- › Noble Park
- › Northcote
- › Oakleigh

### Geelong

- › Belmont

### Northern Tasmania

- › Latrobe
- › Launceston

### Southern Tasmania

- › Hobart

## Community Respite Services

- › Melbourne
- › Geelong
- › Bendigo
- › Hobart
- › Latrobe
- › Launceston

## Independent Living

### Melbourne

- › Bentleigh
- › Burwood
- › Camberwell
- › Forest Hill
- › Hawthorn
- › Kingsville
- › Mt Waverley

### Bendigo

- › White Hills Haven

### Geelong

- › Belmont

### Northern Tasmania

- › Latrobe
- › Perth
- › Sth Launceston
- › Georgetown
- › Newnham

### Southern Tasmania

- › Berriedale
- › Kingston
- › Montrose
- › Mornington
- › New Town
- › Sorell
- › Sandy Bay

## Residential care

### Melbourne

- › Box Hill
- › Camberwell
- › Forest Hill
- › Hawthorn
- › Kingsville
- › Noble Park
- › Preston
- › Wyndham Vale

### Bendigo

- › Bendigo

### Geelong

- › Belmont

### Northern Tasmania

- › Kings Meadows
- › Latrobe
- › Newnham

### Southern Tasmania

- › Berriedale
- › Mornington
- › Rosetta
- › Sandy Bay
- › Sorell

*For more information, contact the Uniting AgeWell team on 1300 783 435, or visit [unitingagewell.org](http://unitingagewell.org)*

## **Uniting AgeWell**

130 Little Collins Street  
Melbourne Victoria 3000  
ABN: 43 887 911 651

 **1300 783 435**

 **[unitingagewell.org](https://unitingagewell.org)**

Uniting AgeWell is an organisation of the Uniting Church in Australia

