



Uniting Aged Care

Your Choice - Our Priority



Uniting Aged Care is an organisation
of the Uniting Church in Australia

For detailed information about each site
and program visit www.uacvt.org.au

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Annual review
09/10

Uniting Aged Care

Your Choice - Our Priority



At Uniting Aged Care (UAC)
your choices are our priority
now and as you get older

- you can choose to have services
in your own home
- you may want day activities or
day therapy
- you can choose a residential
option: independent retirement
living or residential care

Melbourne | Geelong | Bendigo | Tasmania

Our year

This year, 2009-2010, was marked
by a sense of achievement as we
implemented the first year of our
new Strategic Plan 2009 to 2012.

We have begun major capital works developing
our sites at Kingsville and Noble Park. These
developments demonstrate the way we will deliver
services in the future. Community and residential
services are brought together and apartments are
provided as 'apartments for life'. People will not
have to move if their support needs increase.

Service integration is the way we want to deliver
all services in the future, taking services of choice
to the people and not moving people so they can
access services.

We are proud to be providing 50 units of affordable
housing in Tasmania with funding provided under
the Nation Building Stimulus Package. This is in
line with our charter to provide quality housing for
those who cannot afford to own it.

Our inaugural Foundation Week in October 2009
was a resounding success. Many of the sites and
programs found imaginative and innovative ways
to celebrate. Senior management and Board
members attended many of these functions taking
the opportunity to get to know more clients,
residents and staff.

The Innovation Fund gave the opportunity for staff
to develop our services based on their ideas and
initiatives. We celebrated our Employees of the
Year, our Volunteers, older residents and long-term
employees.

We have embarked on an environmental audit
that will reduce our impact on global warming
and be an exemplar in aged care practice.

The Intranet has proved a valuable tool of
communication and is an efficient resource for staff
seeking contacts, policies, procedures and forms.

We are now working with common business
systems across the organisation improving our
capacity for effective financial analysis.

Underfunding of the sector by the Federal
Government remains our major challenge.
Together with colleagues from other Uniting
Church aged care agencies from across
Australia we made submissions to the Senate
Enquiry into Aged Care, the National Health
and Hospital Reform Commission and the
Productivity Commission Enquiry into Aged
Care. Our submissions focussed on how we
can achieve a more sustainable aged care
sector which can meet the increased demand
of the future. This increased demand will rise
sharply in the next five years as the baby
boomer generation ages.

We wish to thank and acknowledge the staff
and volunteers who have worked so hard to
ensure that we provide the highest quality
services to our residents and clients at all times.

Alan Wilkinson Chair
Robyn Batten Executive Director

Significant outcomes 09/10



This year we began work under a new Strategic Plan 2009/2012. Our work is organised on a project-by-project basis under six strategy areas. In 2009/10, we achieved the following significant outcomes.

Functional review and organisational arrangements

- > Implementation of new Strategic Plan and new tag, *Your Choice, Our Priority* through staff training in all regions by senior management
- > Collective enterprise agreement for Victorian staff finalised
- > Establishment of integrated services structures in three of five regions
- > Matched job design to services within new structures

Environmentally sustainable and affordable infrastructure

- > Environmental audit of Strathdon completed as first step in organisational audit
- > New developments (Noble Park and Kingsville) incorporate high environmental and waste management standards
- > All building contracts assessed for environmental credentials

Workforce development

- > Career pathways developed with promotion opportunities to Team Leader, Care Manager, and Manager Integrated Services level
- > New rostering policies implemented to achieve more effective use of personnel
- > Achievement of Workcover cost reduction of more than 10% on previous year and 5% reduction in claims
- > Training manager appointed for development of Registered Training Organisation

Property portfolio development

- > Fifty units of affordable housing for older Tasmanians funded by the Commonwealth Government's Nation Building Economic Stimulus Package over five existing sites – building commenced
- > Noble Park and Kingsville developments commenced
- > Kingsville display unit on show to market Amarco apartments
- > Finalisation of closure of outdated facilities, Bodalla and Marivale, to subsidise modern developments in other areas

Services for the future

- > Consultation with communities in the development of aged care services have continued in Balnarring and Bendigo and begun in Preston following the principles of community development
- > Development of Service Integration to assist residents and clients to access the services that meet their individual needs in their own communities
- > Development of model of person-centred care, multi-disciplinary approach for people with dementia
- > Thirteen projects were funded under new Innovation Funding to encourage staff initiative and development of services
- > Strategic projects initiated to develop our models of dementia services, end of life care and housing services



Existing services performances

- > Scheduled accreditations
 - All (five) residential facilities achieved 100% compliance
 - All (seven) community programs demonstrated full compliance with all relevant standards
- > Separation of marketing and ongoing management for housing services
- > Ongoing increase in ACFI funding achieved through local project plans, staff support and training
- > Intranet site established for better internal staff communication
- > Roll-out of corporate business system for Victoria and Tasmania complete
- > Partnership with Parkinson's Victoria to establish local support groups and education sessions
- > Partnership with Uniting Care Community Options (UCCO) and Deakin University has resulted in the development and trial of a model of Consumer Directed Care.
- > Improved financial performance resulting in a small surplus for the year

The Board of Uniting Aged Care

Dr Alan Wilkinson Chair

Rev Rob Brown General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (ex officio)

Dr Cathy Balding

(appointed Mar 2010)

Mr Joe Dicks

Mr Victor Harcourt (interim appointment during leave of absence of Ms Libby Pallot)

Ms Beth Horsfield (resigned Oct 2009)

Ms Karen Janiszewski

Ms Jill Linklater (appointed Mar 2010)

Dr Gerry Naughtin (resigned Nov 2009)

Ms Libby Pallot (maternity leave from Sept 2009 to Aug 2010)

Mr Richard Price

Mr Ken Tabart

Mr Allan Thompson

Rev Dr Peter Blackwood Associate General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (alternate member)

Governance

The Board undertakes its governance responsibilities to the UCA Synod of Victoria and Tasmania, residents, clients, family members, employees and external providers with transparency and a commitment to excellence. The Board maintains the highest standards of ethical conduct and proper practice.

In 2009/10, as an organisation of the Uniting Church, the Board of Uniting Aged Care produced a Theological Statement on Ageing. That statement outlines the basis of the Church's commitment to aged care and enunciates Uniting Aged Care's responsibilities towards older people in our society.



Uniting Aged Care

- > advocates for older people
- > stands against their marginalisation
- > affirms their integrity and worth
- > celebrates their unique gifts and wisdom
- > speaks out against injustice, oppression and all things that diminish their value
- > recognises that irrespective of age we all need to live in communities of compassion and interdependence
- > embraces a spirit of reform and renewal in our understanding of older people and in the services UAC offers

The work of the Board is ably supported by a number of sub-committees.

Our thanks

We thank the members of the Board and the sub-committees who volunteer their time and expertise to provide leadership and good governance to Uniting Aged Care.

We thank all those people who have generously donated gifts, their time and goodwill in support of the work of Uniting Aged Care.

Finance report 09/10

Operating results

The financial result for 2010 was a surplus of \$5.890 million which was very pleasing particularly given the significant deficit reported in the previous financial year.

Whilst this represents a turnaround of \$13.025 million between the two years the result for 2009 was adversely impacted by significant restructuring costs within the organisation associated with the strategic realignment of services to better meet the future needs of clients, residents and families.

The financial results for 2010 reflect the improved operations across the organisation arising from a number of initiatives including increased focus upon ACFI generated revenue levels, expansion of community-based services, improved management of labour related expenditure and improved procurement and contractual negotiation processes.

Balance sheet

The overall financial position of Uniting Aged Care continues to remain strong with an increase in the net asset balance during 2009/10 of \$7 million to \$192.652 million.

The value of property, plant and equipment increased over the year by \$10.755 million principally due to the commencement of new major infrastructure projects at Kingsville and Noble Park. Uniting Aged Care is fortunate to be able to finance this development work through internal funding sources. The value of resident ingoings also continued to increase over the year by \$2.747 million.

Cash flow

The operating cash flow for the organisation improved by 21% or \$0.830 million during 2009/10 compared to the previous financial year.

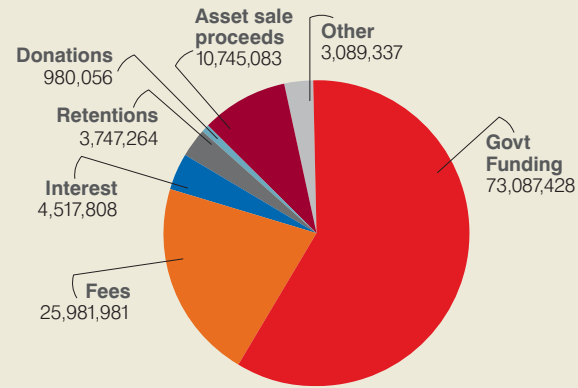
Proceeds from the sale of property, plant and equipment and sale of bed licences also contributed \$10.509 million and \$1.705 million respectively to the cash flow. Capital expenditure, particularly on the two new major projects noted above, was \$17.357 million reflecting our strategic direction of upgrading infrastructure to better meet the needs of our clients in the future.

Internal control

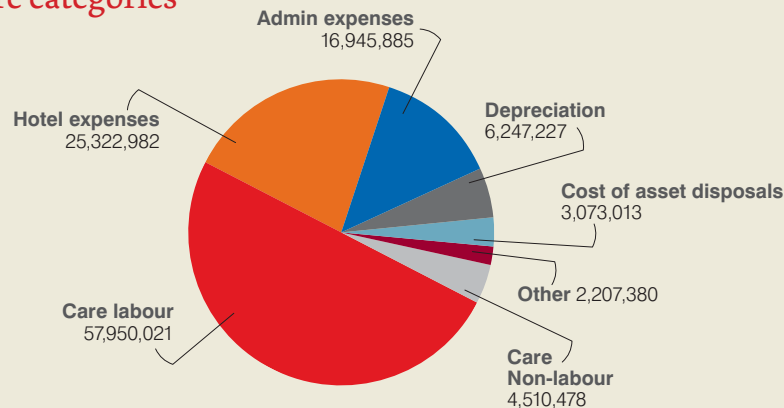
Uniting Aged Care implemented an internal audit function during the year that is fully independent of normal business operations to monitor and provide assurance to the Board as to the effectiveness of risk management systems and internal controls.

An internal audit plan was approved by the Board and is structured on a risk-based identification of key controls.

Sources of revenue



Expenditure categories



Visit www.uacvt.org.au for the full financial report