

*‘Our challenge is to make sure that as we live longer, we continue to lead happy, healthy, productive and connected lives.’*

Our response is *Uniting AgeWell*:  
A different approach to growing old that focuses on well-being and independence, driven by dignity, respect and choice.

We are advocates for an aged care system that encourages older people to stay connected with their local community, where their contribution is valued and actively encouraged.



This year, 2011/2012, was Sharon Donovan's first as Executive Director.

She has made her mark on Uniting Aged Care (UAC) through the development and introduction of the new Strategic Plan and the *Uniting AgeWell* system.

## 2011-12 at a glance

New strategic plan for 2012-17

Development of the *Uniting AgeWell* system, to make the experience of ageing more positive

UAC Board visits Launceston and meets clients, staff and the community

Restructure of Uniting Aged Care to meet the needs of the new developments

New directorships: Director of Mission and Director of Fundraising

## Our year

### Accreditation

It has been, as ever, a busy year for UAC. We completed and officially opened our major new sites at Noble Park and Kingsville. These sites were also successfully accredited for the first time.

Residential and community program auditing has been a major and successful focus. All of the 13 residential sites audited were accredited for the full three years. All of the five community programs audited met the Common Community Standards.

We have had a planned program of refurbishment of indoor and outdoor areas at many of our older sites. This has brought considerable enjoyment to many clients and families. Fundraising by sites and bequests have contributed to these improvements.

### Closer ties to the Church

Under the new strategic plan, we will develop a closer relationship with the Church; continue to provide consistently high quality services; develop and transition to the *Uniting AgeWell* system while developing more flexible and diverse funding.

### Site visits

This year, the Executive and some Board members have participated in walk-arounds at sites. Over 12 months, we will visit all sites.

The Board held one of its monthly meetings away from head office. We were made very welcome in Launceston and took the opportunity to introduce the community to the *Uniting AgeWell* system. We had a lively session with the community offering their views on where they think UAC is travelling well and where we need to improve.

These opportunities to be on site, to be closer to clients, staff and the community, provide valuable insight into the experiences of clients and families, the strengths of the organisation, the initiatives that staff take, and the areas where we need to support and improve our services.

### Government

The Government produced its Productivity Commission report in April this year. Its recommendations were generally in align with our work on *Uniting AgeWell*.

### New directorships

We have re-structured the organisation to be ready for the implementation of the new strategic plan. We have established two important new directorships.

The Director of Mission will provide a direct link between UAC and Uniting Church presbyteries, congregations and the Synod. The Director will provide advice to ensure that decision-making reflects our guiding values.

The Director of Fundraising will seek philanthropic funding for projects and rejuvenate our bequest and gift-giving programs.

### Farewell

We said goodbye to Peter Folliot who has been on the executive since the beginning of UAC. Peter made a great contribution to UAC including the development of our finance and IT systems and strategies. We wish Peter well at Blue Care Queensland, another Uniting Church organisation.

### Uniting AgeWell

In line with the recommendations of the Productivity Commission's report, our aim under the *Uniting AgeWell* system is to make the experience of ageing more positive as Australians live longer.

'Our challenge is to make sure that as we live longer, we continue to lead happy, healthy, productive and connected lives.'

We believe that through the *Uniting AgeWell* system we can offer support to older people that is straightforward and accessible and can meet their need to lead such lives. Connection to a *Uniting AgeWell* service early provides the chance to stay in community with the supports that produce good health and wellbeing.

Dr Alan Wilkinson  
Chair, UAC Board

Sharon Donovan  
Executive Director and  
Chief Executive, UAC



2012

*Saw the completion of new  
state-of-the-art sites at  
Kingsville and Noble Park*





## Significant outcomes 2011/12

In 2011/12, we developed our new Strategic Plan 2012 to 2017 while successfully completing the remaining outcomes for the previous plan.

### *Property portfolio development*

- > UAC Noble Park and Kingsville completed and officially opened
- > Successful transfer of 25 Trewint residents to new UAC Noble Park
- > Indoor and outdoor major upgrades and refurbishments at many sites
- > Roll-out of maintenance logging system to all sites
- > Review of clinical equipment and establishment of database
- > Essential service and passive fire inspection audits at all Tasmanian sites

### *Existing services performance*

- > Successful negotiation of three-year Enterprise Bargaining Agreement in Tasmania
- > Roll-out of staff kiosks to all sites, allocation of email addresses to all staff, organisation-wide distribution of payslips electronically
- > Commenced 24 month Uniting e Access project, a software system to deliver electronic client records and standardise administration processes across UAC
- > Clinical Governance Committee established to monitor and manage client clinical safety and quality care



# Uniting AgeWell

*A system that offers straightforward and accessible support to older people.*

## *Functional review and organisational arrangements*

- > Organisational re-structure to prepare for service requirements under new Strategic Plan
- > New positions created – Director of Mission and Director of Fundraising
- > New portfolio for General Manager – Compliance & Hotel Services
- > Directors of Communities (East, West, Tasmania) given organisation-wide portfolios
- > All thirteen residential sites audited, successfully achieved full three-year accreditation
- > All five of our community programs audited, successfully reviewed against the Community Common Standards

## *Workforce development*

- > Team building for Senior Executive Team
- > Manual handling training for residential staff
- > Planning of emergency response training

## *Environmentally sustainable and affordable infrastructure*

- > The new sites at UAC Kingsville and Noble Park feature environmentally efficient and sustainable design
- > UAC joined the Synod's Energy Reduction Management Committee
- > Commenced program of data collection for fuel and power consumption, water usage and wastage
- > Reductions in air/car travel through use of video conferencing

## *Services for the future*

- > Development of the Strategic Plan 2012 to 2017 through a broad consultation process with clients, families staff, community and industry
- > Forums conducted in each of UAC's Communities (East and West Victoria, Tasmania) to introduce the strategic plan and the *Uniting AgeWell* model
- > Introduced the *Uniting AgeWell* system to the Launceston community during Board visit
- > Pilot of *Uniting AgeWell* model at UAC Girrawheen



# Our aspiration

*To achieve a deep understanding  
of the ageing experience and how  
it can be improved.*

## Strategic plan

*2012 to 2017*

Uniting Aged Care's strategic plan was developed by a consultation process involving our staff, clients, their families, friends and communities, congregations, partner organisations and colleagues. This approach, of working with others to deeply understand how the ageing experience might be improved, is reflected in the plan's aspirations and directions.

*Uniting AgeWell*

Integral to all that we do in the future is the *Uniting AgeWell* system. This is an evolution of services for older people that gives greater focus to wellbeing, independence and keeping people connected to their local communities, information and the services they need.







## The Board

- > Dr Alan Wilkinson Chair
- > Rev Rob Brown General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (ex officio) resigned March 2012
- > Dr Cathy Balding
- > Mr Joe Dicks
- > Ms Karen Janiszewski
- > Ms Jill Linklater
- > Ms Libby Pallot
- > Mr Richard Price
- > Rev Allan Thompson
- > Rev Dr Peter Blackwood Associate General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (alternate member until March 2012) General Secretary and member from March 2012

## Our thanks

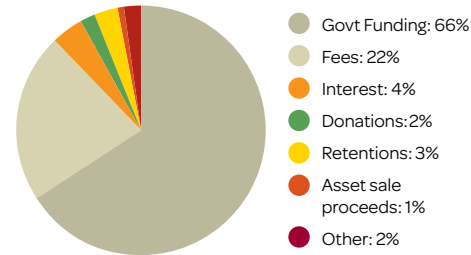
We thank the members of the Board and the sub-committees who volunteer their expertise and time to provide leadership and good governance to Uniting Aged Care.

We thank the many people who generously donate their goodwill, time and support to the work of Uniting Aged Care.

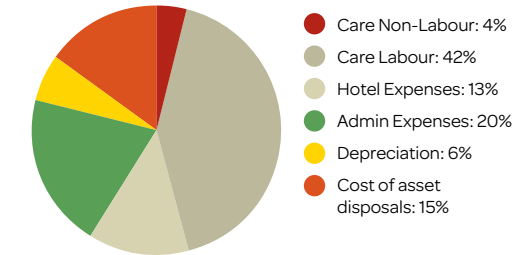
UAC is grateful to a number of people who remembered us in their wills. These bequests are very important in allowing us to further develop our services.

We are thankful in particular for significant bequests from the estates of Judith Balding, Noelene Berryman and Evelyn Daley.

### Sources of revenue 2011 – 2012



### Expenditure categories 2011 – 2012



## Financial statement

### Financial Performance

Uniting Aged Care incurred a net deficit of \$20.165 million for the financial year ending 30 June 2012. This compares to the prior year net surplus of \$20.423 million which included non-recurring net income of \$16.380 million.

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

The operating surplus excluding non-recurring items deteriorated by \$2.264 million. The reduced surplus was primarily due to establishment costs on commissioning new facilities at Kingsville and Noble Park.

Operating revenue improved by 9% to \$134.4 million due to higher government subsidies, fees and donations.

### Internal Control

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

### Financial Position

The value of net assets decreased during 2011/12 by \$25.089 million to \$191.247 million, principally due to the write-down of bed licences and a loss incurred on investments held for resale.

The financial position of Uniting Aged Care is very strong as the organisation continues to develop and expand operations without incurring debt.

Cash and investments increased by \$11.204 million.

The value of resident ingoings continued to grow by 14% during the year contributing an additional \$14.268 million.

### Cash Flow

There was a net cash inflow of \$0.410 million for 2011/12. This result comprised cash inflows from operating activities of \$12.844 million and financial activities of \$14.268 million, offset by a cash outflow from investing activities of \$26.702 million.

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



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

*For details of all UAC services visit [uacvt.org.au](http://uacvt.org.au)*

*UAC Head Office*

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*UAC regional offices*

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West Communities	(03) 5243 9566

TASMANIA

Tasmania Communities	(03) 6208 3208
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