

Uniting Aged Care Victoria and Tasmania

2010 calendar

09 annual review



Uniting Aged Care



Your Choice - Our Priority

Your choice, our priority

Who we are

Uniting Aged Care Victoria and Tasmania (UACVT) is a leading provider of aged care services in Victoria and Tasmania. Our services include residential aged care, independent retirement accommodation, community day programs and community aged care packages.

UACVT is a not-for-profit organisation of the Uniting Church in Australia that continues the Church's long tradition of providing support services for older people.

Volunteers and auxiliaries provide a range of support services to residents and clients. Pastoral care is provided within each residential facility.

Our Year

This year, 2008-2009, is one which was marked by the laying of strong foundations for the future. Many of the plans that have been laid down this year will come to fruition under the new Strategic Plan 2009-2012.

We have a major building program underway. We officially opened new developments at Queenborough Rise and Kangerong. The new developments at Kingsville and Noble Park were announced.

With these developments, we are providing new models of care that meet our older population's strong desire to age well and within their own communities.

The Uniting Church in Bendigo's new strategy endorses the Neale Street Uniting Church's plan to establish a worship centre on the same site as Strath-Haven. The Balnarring Uniting Church congregation approached UACVT about providing a facility on their land so the aged could stay in their community. Discussions are proceeding on the basis of a new approach that involves the community from the beginning in shaping the project.

Professor Yvonne Wells is co-funded by UACVT and La Trobe University, to be the Chair in Aged Care Research and Development. This appointment provides the opportunity for our future work to be underpinned by the rigour of academic research.

Quality standards continue to be maintained and delivered with full compliance. The 15 residential facilities audited achieved 100% compliance. For the first time, community care programs were audited and the three considered were fully compliant with all relevant standards.

Quality delivery will be assisted by the investment we have made in training. UACVT now coordinates and undertakes its own mandatory training. By the end of the financial year over 1000 of the staff in Victoria and Tasmania had undertaken their annual training. This initial training will be complete by the end of 2009. Mandatory training is an ongoing process to ensure staff skills are up-to-date with best practice.

We restructured the organisation into five regions and appointed four new regional managers, again laying strong foundations for our future development.

The new Internet site is clear and accessible for current and potential service users.

The unified business system which was completed for both Victoria and Tasmania in September 2009 streamlines the administration of finance and payroll.

It has been a year of change and development. We acknowledge the contributions and commitment of both staff and volunteers who have worked so hard to ensure that UACVT continues to be a leader in the provision of relevant, accessible services for older people.

Dr Alan Wilkinson
Chair of UACVT Board

Robyn Batten
Executive Director



Significant outcomes 08/09



By the end of June 2009, we completed our work with UACVT Strategic Plan 2007-2010 and began a new planning phase under UACVT Strategic Plan 2009-2012. The following are significant outcomes achieved this year under the 2007-2010 strategic directions.

Client and Community Focus

- > Uniting Aged Care (generously supported by the Miller Foundation) and La Trobe University co-fund the appointment of Professor Yvonne Wells to the Chair in Aged Care Research and Development
- Several research projects commenced
- > Successful funding submissions for community care packages and affordable housing for older people
- > UAC - Aldersgate celebrates 50th anniversary

Quality Improvement and Innovation

- > Accreditations – 15 Residential facilities achieved 100% compliance
- Three community programs were fully compliant with all relevant standards
- > Better Practice Award from Aged Care Standards and Accreditation Agency to Ningana
- > UACVT appointed by Department of Health and Ageing to manage Bridgewater Aged Care Facility and ensure quality standards for interim period
- > One business system for whole organisation

People and Workforce Development

- > Casual bank established
- > Establishment of training program for mandatory training and other training opportunities

Success and Sustainability

- > Official opening of new development at Queenborough Rise with 30 retirement living units and 60 places for residents with support needs
- > Official opening of new Kangerong Day Centre
- > Gwennap closed when the planning for new Kingsville development was announced

- > Redevelopment of Noble Park planned
- > Series of workshops to gain staff input into design for new developments
- > Advocated to government for increased funding for aged care

Strategic leadership

- > Development of Strategic Plan 2009 to 2012
- > Two-day workshop for all UACVT managers focusing on leadership, organisational change, strategic initiatives and future trends in ageing
- > Restructuring of UACVT into five regions – Central, East and West Victoria, North and South Tasmania to provide integrated residential and community care services
- > Appointment of three new regional managers in Victoria and one in Tasmania
- > Development of new Internet site as part of *Communication Strategy* to position UACVT as a preferred provider

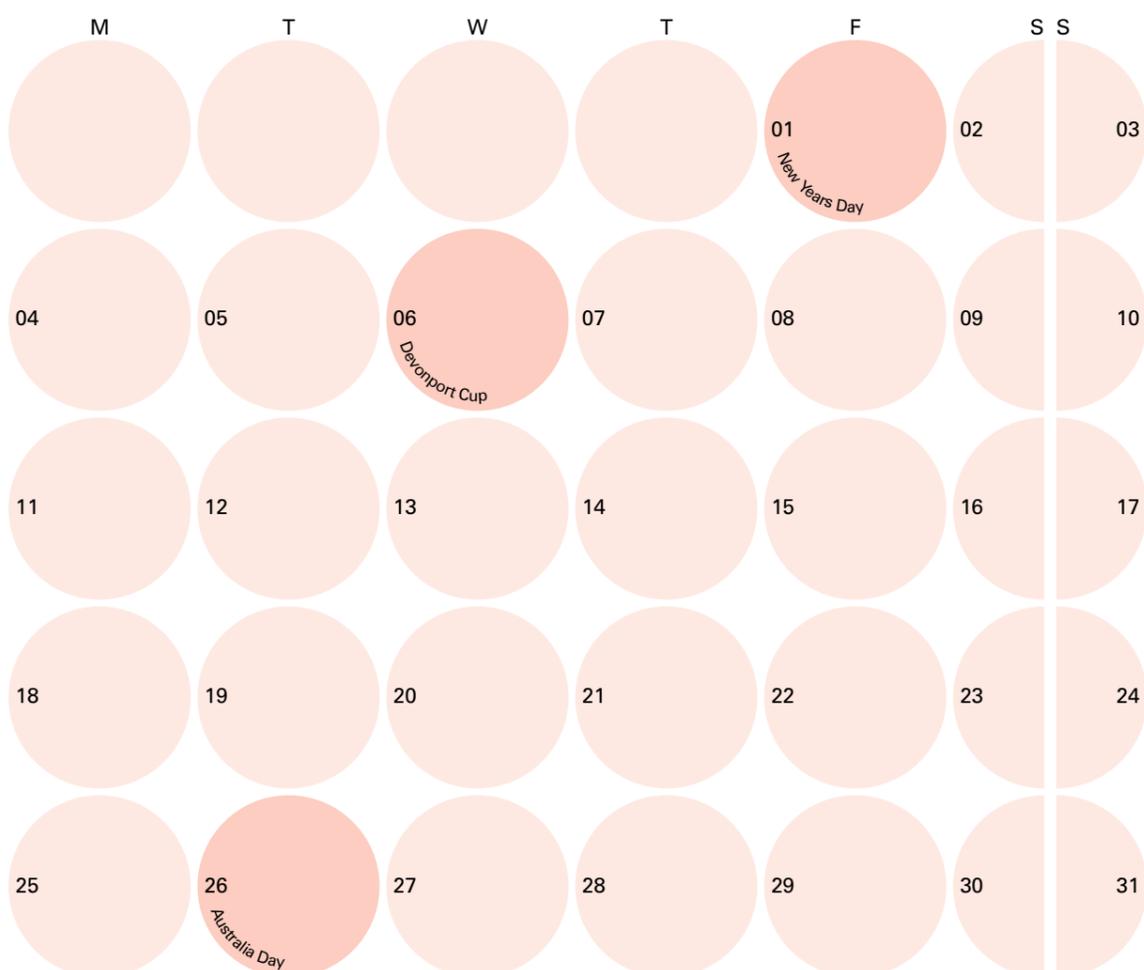


Our vision

Uniting Aged Care aspires to transform the experiences of ageing. We will:



January



Creating our future

UACVT is a young organisation formed from a number of Uniting Church aged care services that have provided care in Victoria and Tasmania for many years. We came together with one Board and a five-year plan in 2004. Under our first Strategic Plan 2007-2010, we created one organisation with unified systems and processes.

Soon after I became Chair of the UACVT Board in 2007 the journey towards the next Strategic Plan 2009-2012 began. This was a time of change driven by the need to ensure high quality care, meet accreditation requirements, and to be financially sustainable.

Over this period, the Board had many spirited conversations about how, as a Uniting Church organisation, we should work with communities to provide the best and most appropriate services for older people.

UACVT's *System of Care* document that was disseminated in August 2008 summarised extensive research into the needs and expectations of current and future generations of older people. Our future directions were focused by this research.

It recommended that older people want care in their own communities. For our services this means the separation of care from the supply of accommodation. We now believe that care should be taken to where people are, rather than moving people to where the services are located.

This was a major change in our thinking, opening up new possibilities as well as challenging current operations. This work also highlighted the substantial differences in aged care needs and expectations in local communities. One size does not fit all.

Amongst our services for example, what people ask for in the City of Launceston and the City of Maribyrnong is substantially different. Within these cities there are also differences in cultural groups, income levels, and service use.

Australia faces a significant growth in our older population, longer life spans, and increases in the number of people with chronic illnesses. This means that our services must change to meet these needs.

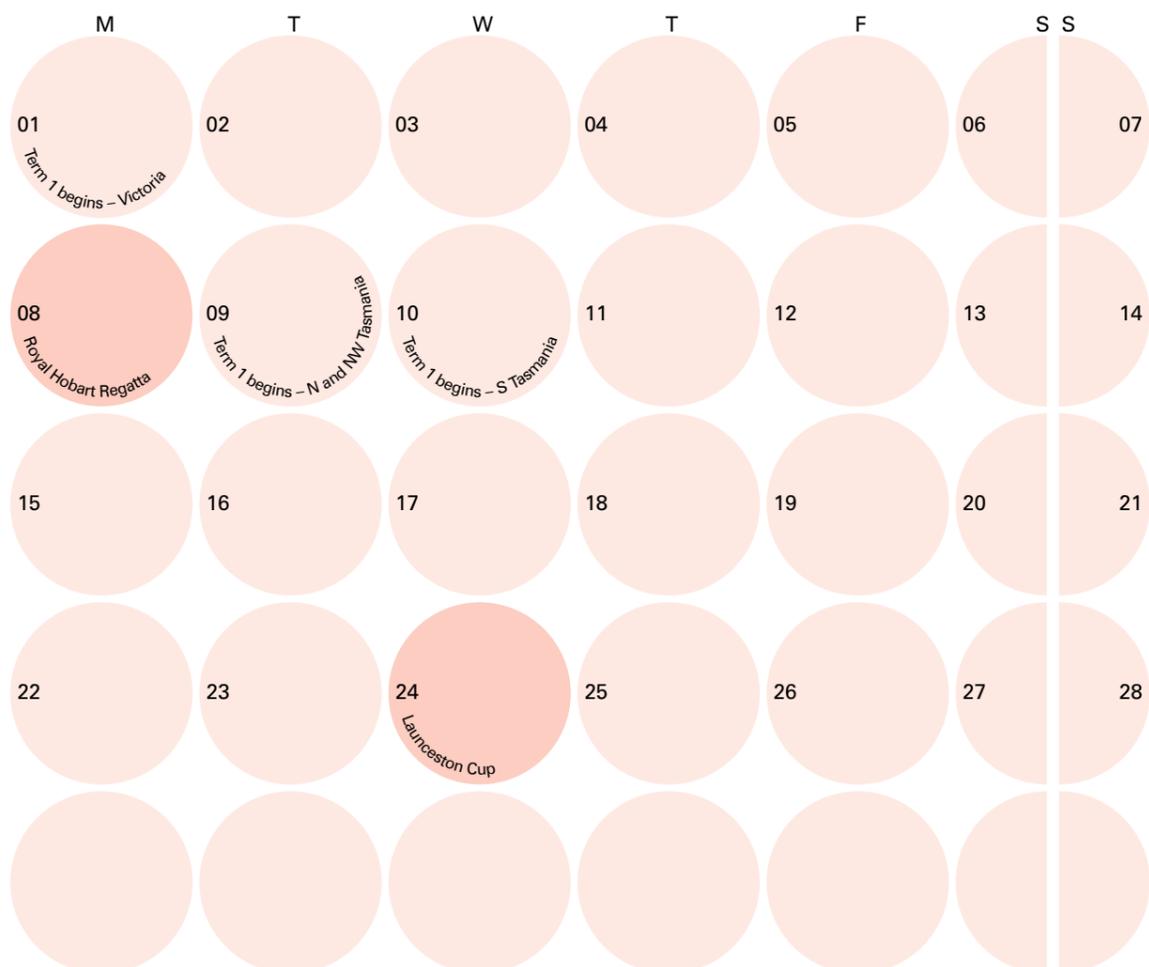
In October 2008 a Board workshop set six strategic directions and requested management to work out how these could be put into day-to-day practice.

The resulting Vision and Strategic Plan 2009-2012, accepted by the Board in July 2009, now guides UACVT's planning, decision-making and daily work.

Dr Alan Wilkinson
Chair of UACVT Board



February



Living with Mr P

Angela Carter corrected Mark Silver, when he suggested in front of a group that she lived alone. 'No' she said, 'I live with Mr P'. Angela has been diagnosed with Parkinson's and this was her way of describing her condition, as something she lives with and deals with.

Angela talked about the 'tricks' Mr P plays on her mind and body and about how she is learning to understand the ways 'he' is impacting on her life and in turn how to manage 'him'.

Mark Silver and the team at Elgin Street Centre have taken up Angela's way of objectifying Parkinson's, finding it very helpful. It's a way of separating the condition from the person. It has the potential to unite all available resources; be they, people or attitudes to lessen the impact the condition is having on the person and those family and carers around them.

Mr P can be hard going but there are strategies to learn which can make managing the condition a shared effort.

Angela's concept has been incorporated in the approach undertaken in a research project looking at home-based rehabilitation programs to prevent falls for those with Parkinson's. The project with the University of Melbourne Physiotherapy Department was funded by the National Health and Medical Research Council. A training program booklet has been produced to assist with the training of health professionals.

Angela's contribution to the project has been invaluable in providing the lived experience that makes all the difference. Angela is a regular client of the Oakleigh Rehabilitation Centre; she enjoyed her involvement with the special research project at the Elgin Street Centre.





(left to right) Brian O'Meara, Neil Davies

March

M	T	W	T	F	S	S
01	02	03	04	05	06	07
08 Labour Day - Victoria	09	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26 Term 1 ends - Victoria	27	28
29	30	31				



A good night's rest

Diane Newman was at 'her wit's end' and could not sleep. She thought she would resign from her job before her mother, Helen moved into Strathaven.

However it was still not an easy decision for her mother to make that move. Diane says, 'It's traumatic to move someone into residential care'.

She knew that her mother would not have chosen to go into residential care if she had suffered from the physical limitations of age only. However Helen has dementia and it is important to recognise that this is now the major reason why people enter residential care.

Diane found that this difficult time was eased by being shared. The Family Support Group at Strathaven is a place where families share their concerns, the stresses they go through and just give the support that only those who 'know what it's like' can give.

It is also a forum where concerns about what is happening to family members in care can be raised and will then be acted upon. Diane thought that Helen was missing out on outings. The staff thought she didn't want to go out. Diane's mother is now included in all outings and is stimulated by them. Diane knew and could help staff understand that the initial resistance her mother expressed was a little hump to be gotten over rather than a final decision.

Diane sees that Helen has benefited from the company and stimulation of being at Strathaven. Her own visits, generally five times per week, can focus on conversation and activities rather than everyday care. This helps Diane 'to sleep peacefully' not worrying all the time about whether her mother is safe.

She has seen other members of the Family Support Group go through those same initial high levels of stress that she experienced. She feels the group plays a great role in helping members through that time in particular.





April

M	T	W	T	F	S	S
			01	02 Good Friday	03 Easter Saturday	04 Easter Sunday
05 Easter Monday	06	07	08	09	10	11
12 Term 2 begins - Victoria	13	14	15	16	17	18
19	20	21	22	23	24	25 Anzac Day
26	27	28	29	30		

Life beneath the jetty

There's nothing like a creative project to get people stimulated, ideas bubbling up, conversation going and just those creative juices flowing that makes everyone feel excited about life.

The Ningana, Strathaven, Strathglen and Lillian Martin communities all contributed to the installation *Beneath the Jetty* over a four month period.

The six by three metre installation depicts an underwater scene created through a range of media including silk painting, tissue collage, laminating and the more traditional skills of knitting and crocheting. There was even a production line creating intricately patterned fish scales.

Over 100 people contributed in various ways during the creative process. Some just made a colour choice; a visitor might work for an hour or two. Others put in enormous amounts of time and wonderful artistic endeavour; it was a very accommodating enterprise.

Residents worked alongside people from the community, including artists and high school students, both teaching and learning a variety of skills. Residents and visitors were stimulated and excited by the time they spent working together on the project.

There is a great sense of pride in what was achieved and the Ningana residents who now display the installation plan to keep it up for a long time.

The installation was viewed by 3500 visitors when it was on public display during the City of Glenorchy Community Arts Festival. The project won a Better Practice Award from the Aged Care Standards and Accreditation Agency.





May



M	T	W	T	F	S	S
31					01	02
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Term 1 ends - Tasmania

Quality first

The Australian government has established an accreditation process to ensure that quality care and services are provided in residential aged care. Part of this process is a comprehensive independent two-day audit every three years of every residential aged care facility by the Aged Care Standards and Accreditation Agency.

For UACVT this has meant a total of 22 audits within a 15 month period. At each audit we have successfully demonstrated 100% compliance with all quality standards.

What does this busy schedule mean for the General Manager, Quality and Compliance, Pat Riley and how does she feel on the morning of a new audit? 'Well that is a time that I feel pretty relaxed' says Pat. 'I tend to reflect on all of the work that has gone into preparation and I look forward to completing a process that has commenced many months earlier.'

'There is a recipe for success' says Pat. 'It includes lots of hard work by the staff and manager of the relevant facility and the Quality Team. Patience, persistence, a sense of humour, and lots of coffee help too. It's a time when you recognise the advantages of being part of a larger organisation as we draw on the expertise of our central support services staff including OHS, Human Resources and maintenance.

Sometimes we bring seasoned accreditation staff from another site too. This can be invaluable in mentoring employees who are new to the process. Everyone is united by the same purpose and we pull together as a team.'

'Continuous improvement is a vital part of delivering quality care and so there will always be system and process changes. Asking for change is not a criticism of staff but of an outdated practice,' says Pat.

The introduction of a similar accreditation system for aged care community programs poses similar challenges but Pat is confident that UACVT will achieve excellent outcomes in this area too. The three community programs assessed so far have demonstrated compliance with all relevant standards.

Accreditation is an important guarantee for anyone using or considering using residential aged care. The accreditation status of any facility can be checked through the Aged Care Standards and Accreditation Agency at www.accreditation.org.au



(left to right) Gail Taylor, Innavi Arcot Sambanthamoorthy

June

M	T	W	T	F	S	S
	01	02	03	04	05	06
07	08	09	10	11	12	13
14 <i>Queen's Birthday</i>	15 <i>Term 2 begins - Tasmania</i>	16	17	18	19	20
21	22	23	24	25 <i>Term 2 ends - Victoria</i>	26	27
28	29	30				



A bright future

Innavil Arcot Sambanthamoorthy, usually known as Inny has a dream that one day she will open a modern and well-equipped aged care facility in Chennai, her home city in India. She developed this dream as a school girl when she worked with the junior Red Cross in aged care facilities.

However there is another string to her bow. She is studying for her Masters in International Business at Swinburne University. At 21, Inny has plenty of time to pursue her dreams and change careers more than once.

While she is studying in Melbourne, she is building her experience of working with older people too. It is work she loves and just has a natural inclination towards.

Inny is a qualified Personal Care Worker who works casually with UACVT. As a condition of her international student visa she can work up to 20 hours per week during term time and 35 hours per week at holiday time. She gets all the work she wants.

Her study, work and home are all close to each other so she can manage the demands of the various parts of her life well.

Inny enjoys living in Melbourne but will return to Chennai in a couple of years. She feels a sense of belonging here partly because she enjoys her work so much.

She applied to work for UACVT online through the Casual Bank. The bank was set up in August 2008 to provide people with an easy way to register for casual work. For information, visit www.uacvt.org.au/jobs





July



M	T	W	T	F	S	S
			01	02	03	04
05	06	07	08	09	10	11
12 <i>Term 3 begins - Victoria</i>	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Training for quality

UACVT established its own training centre in 2009 and started delivering mandatory staff training as a one-day session. This new model has been revolutionary in its impact.

Mandatory training in aged care is an important part of ensuring that all staff are using best practice in caring for residents and clients. 'We are now delivering the training in an effective and efficient way,' says Sue Philpott, UACVT Training and Development Coordinator. 'Each of the eight mandatory topics is critical to the provision of quality care and for the safety of staff, residents and clients. Improvements in systems and processes occur regularly in each of the areas of infection control, safe food handling, fire and evacuation, bullying and harassment, elder abuse, manual handling, duty of care and absconder management so it is important that staff knowledge is current.'

Managers had previously arranged multiple sessions on each of the topics at various times sprinkled throughout the year and struggled with the burden of booking different educators and ensuring staff attendance.

The old way of outsourcing training was extremely time consuming and required constant reconciliation of staff training needs against completed training. Now managers simply book each staff member in for one day's training to keep them up-to-date. 'We run the mandatory training day several times per month throughout the year and this means that managers can systematically roster their staff for a training day with minimal disruption to the facility or program,' says Sue.

It is not possible to deliver all programs at UACVT's training centre in Hawthorn but the majority of Victorian staff have attended the centre. 'I enjoy seeing the dynamic interaction between staff when attendance is from a variety of sites and programs' said Sue. 'It is refreshing for staff to have the opportunity of mixing with their peers and to do their training in an environment which is dedicated to education.'

The same model of training is being used in Tasmania. UACVT staff will have completed their mandatory training once by the end of 2009.

A new approach to mandatory training is only the first step in UACVT's skills enhancement program. 'Further opportunities will be available to staff as we continue to roll out a comprehensive professional development program.'



(left to right) Thanh La, Nghi Tran, Xuong Ta, Song Nguyen

August

M	T	W	T	F	S	S
30	31					01
02	03	04	05	06	07	08
09	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29



Listening locally

You cannot know what a community wants unless you seriously invest time and money in finding out.

UACVT has been through a two year planning process and invested \$1 million to plan a new development at Kingsville that will meet the needs of older people in the western suburbs of Melbourne.

There are many stakeholders in a major development like this including local church and community groups, aged care groups, staff, service providers and local government, so their input was sought. This area is distinguished by its multi-ethnic population, particularly Vietnamese and Chinese, so we ensured that their views were known.

The result of this careful planning and consultation will be a \$36.2 million development that gives priority to older people having choice about their own lives and the services they receive.

Our research informs us that people are increasingly choosing to remain in the community and be cared for within their own homes as long as possible.

To support older people's choice to remain at home, our priority must be to develop services and facilities that enable older people to remain at home safely and in connection with their community.

People living in their own homes will come to the facility for rehabilitation services. Others will receive the services they choose while living in one of the 49 modern apartments or receiving a high level of care in the 68 place aged care facility.

Our emphasis is on supporting older people's control over their own lives and maintaining their participation in the community.



(left to right) Graeme Summers, Elizabeth McKenzie, Max Burley, Valerie Burley, John McKenzie, Sandra Summers

September



M	T	W	T	F	S	S
		01	02	03 <i>Term 2 ends - Tasmania</i>	04	05
06	07	08	09	10	11	12
13	14	15	16	17 <i>Term 3 ends - Victoria</i>	18	19
20 <i>Term 3 begins - Tasmania</i>	21	22	23	24	25	26
27	28	29	30			

Caring congregations

Balnarring Uniting Church

The Balnarring Uniting Church congregation decided they wanted a facility so that older people would not need to leave the community as their needs increased.

The congregation has a large parcel of land adjacent to their church. They approached UACVT with their idea for a new facility. UACVT was keen to work with a congregation and a community to create a development that had community input right from the start.

The Balnarring congregation liked the idea of really listening to their community. They were ready not only to give their land but to involve the community in the development of the guidelines for the proposal.

UACVT has provided some resources and tools for bringing the community into the process that is now underway. This is the first opportunity UACVT has had to work with a congregation from the 'ground up'.

The congregation of Balnarring has shown great generosity and foresight in inviting the local community to participate in the development of guidelines that will assist in deciding what services and facilities will be offered to older people in their community.

This is a 'ground-breaking' development.

Neale Street Uniting Church, Bendigo

Neale Street Uniting Church approached UACVT with the idea of incorporating a new worship centre into the redevelopment of Strath-Haven.

This was an idea with mutual benefit. The Neale Street congregation felt their church was rather 'tucked away' in the back streets of Bendigo and moving to the Strath-Haven site would put them in the centre of their mission focus, with schools, the university and aged care.

For Strath-Haven, it would mean we would become more fully integrated into the community by providing a facility we regularly share with others in the community.

A partnership already exists between the Neale Street congregation and Strath-Haven. This bringing together of the two communities physically will strengthen the partnership.

The Uniting Church in Bendigo is going through a profound process of change and has created a new strategy, the Bendigo Vision. That Vision supports the proposal for a worship centre at Strath-Haven and will provide ongoing support and encouragement for the partnership between Neale Street and Strath-Haven.



October



M	T	W	T	F	S	S
				01	02	03
04 <i>Term 4 begins - Victoria</i>	05	06	07 <i>Royal Launceston Show</i>	08	09	10
11	12	13	14	15	16	17
18	19	20	21 <i>Royal Hobart Show</i>	22 <i>Foundation Week begins</i>	23	24
25	26	27	28	29 <i>Foundation Week ends</i>	30	31

Surfing seniors

UACVT has responded to a new generation of technically-savvy consumers with a total re-design of our website. More and more people turn to the internet as a first source of information and we are seeing a growing number of older Australians 'surfing the net'.

Our new website is a vital link in providing current and future clients and their families with the most up-to-date information about our organisation, and the services and supports we provide.

We were determined to make the website relevant and easy to use so we worked closely with a wide range of user groups in the development and testing of the final design.

As an organisation we are committed to supporting the independence of older people so we wanted to be sure there were no barriers to their use of the site. We did a 'roadtest' with a carers' group at the Elgin Street Centre before the site went live at the beginning of July 2009.

Barbara Manning said, 'It's easy to read and easy to find what you're looking for.'

The people in the photos look comfortable and relaxed.'

Dawn Trainor recommended the UACVT site to a friend in Geelong as the best place to start looking for services in their area for herself and her husband.

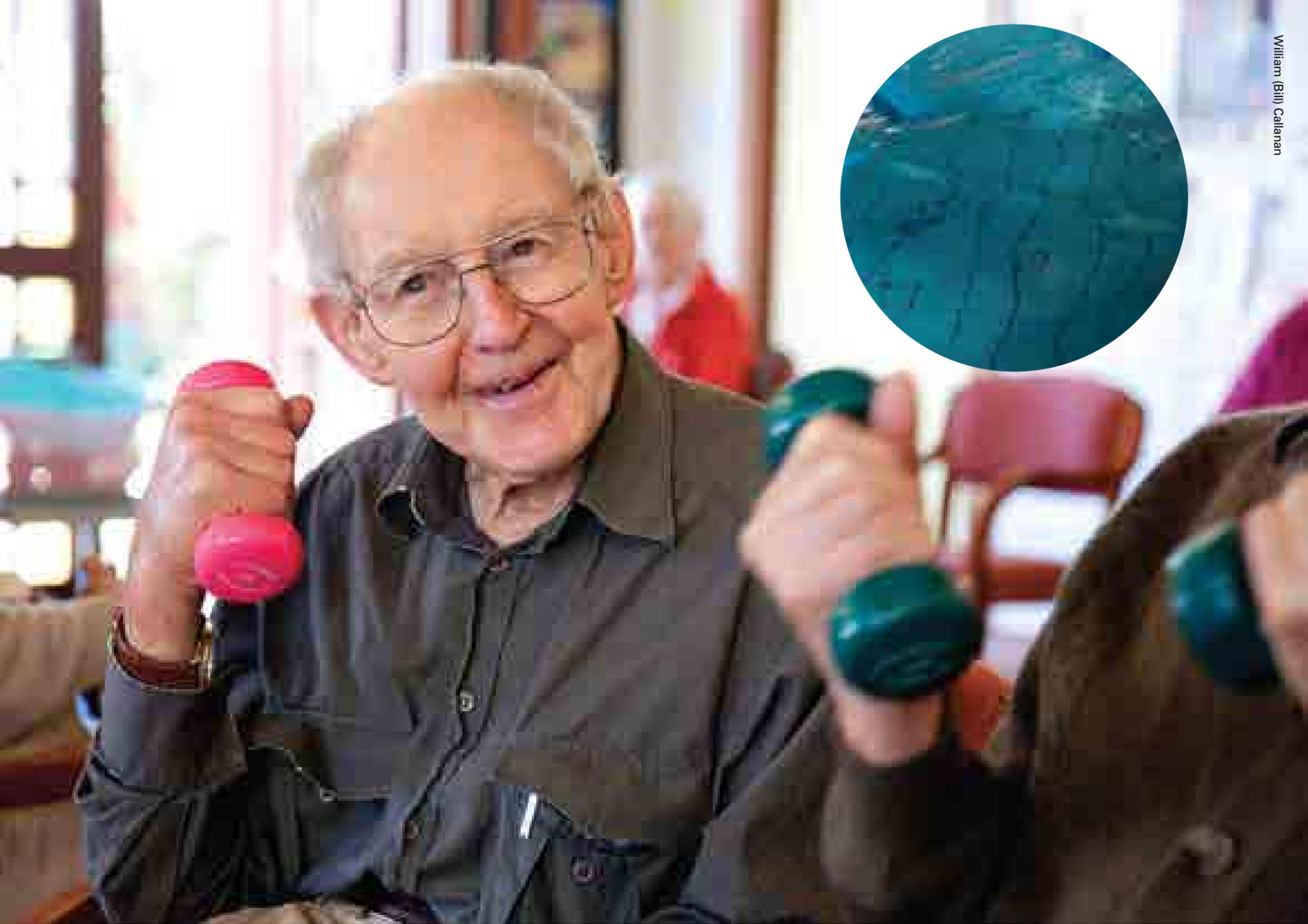
Marge McMahon, who is a regular web-user, said she enjoyed checking out the health resources and had picked up a few useful tips about diabetes management.

The website has a new look and feel. It is designed for easy access to information about:

- > UACVT's locations and services for older people and their families
- > Information about aged care issues
- > Links to other aged care organisations
- > Health and wellness resources

www.uacvt.org.au





November

M	T	W	T	F	S	S
01 Recreation Day	02 Melbourne Cup Day	03	04	05	06	07
08	09	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26 Devonport Show	27	28
29	30					



Strong foundations

A sense of vulnerability can increase with age and certainly increases if you experience some age-related disability. It is at this point in your life that you want to deal with people, services and organisations you can trust.

If you are asked to invest your money in a new home or to receive services from new people then you need to know with complete certainty that your home and/or the investment you make will be safe. You need to know that any future services you receive will be right for you and provided by staff who are professionally trained and will treat you well. You want relationships that you can trust.

The Board understands its responsibility to older Australians. As the Board members worked to develop the Strategic Plan 2009-2012, they looked first to UACVT's philosophical foundations as an organisation of the Uniting Church in Australia.

The Uniting Church finds its lived expression in a variety of environments where older members of the community can experience a quality of service that is inclusive, compassionate and respectful of individual needs.

While UACVT's philosophy of service is founded in the Christian tradition, we provide services to older Australians from different cultures and faiths and to non-believers. We have a policy of non-discrimination.

From this philosophical basis UACVT's values were formed. We will demonstrate these values in our everyday behaviours and actions.

- > Faith
- > Choice
- > Responsiveness
- > Participation
- > Respect
- > Social inclusion
- > Social justice and equity
- > Stewardship

When you choose to receive services from Uniting Aged Care Victoria and Tasmania you can know that you are dealing with an organisation that is backed by sound tradition, philosophy and values.



December



M	T	W	T	F	S	S
		01	02	03	04	05
06	07	08	09	10	11	12
13	14	15	16 <i>Term 3 ends - Tasmania</i>	17 <i>Term 4 ends - Victoria</i>	18	19
20	21	22	23	24	25 <i>Christmas Day</i>	26 <i>Boxing Day</i>
27	28	29	30	31		

Your choice, our priority

UACVT believes that every community is enriched by the wisdom and experience of its older members. It is also enriched by the opportunity to give service to those who need it.

Strong communities have a diversity of residents; they do not segregate some members from the rest.

We are committed to following a community development process for the future development of our services. We do not want to make decisions on behalf of communities but rather we will ask each community what they want.

Communities are made up of a range of groups, interests and individuals like residents, local associations, businesses, government and non-government organisations.

It is a complex task to bring this range of stakeholders together to make decisions. However we believe that the time taken to do this is time well spent. We believe we will provide better services that preserve the place of older people in their communities if we follow this way of working.

In planning our services and facilities we are committed to working with the local communities to determine what older people in these communities want and how these services should be provided.

Our new developments at Kingsville, Balnarring, Bendigo, Preston, Hawthorn and Coburg will all involve congregations, residents and community leaders.

We have also used this model to review and develop a new Food Service Model that will commence in Tasmania and then be considered for use across the organisation following a consultation process.

The progress on all our new developments can be followed by visiting www.uacvt.org.au



The Board of Uniting Aged Care Victoria and Tasmania

Your choice, our priority

Dr Alan Wilkinson, Chair

Ms Phillipa Davey (alternate member until January 2009)

Mr Joe Dicks

Mrs Beth Horsfield

Ms Karen Janiszewski

Dr Gerry Naughtin

Ms Libby Pallot

Mr Richard Price

Mr Ken Tabart

Rev Allan Thompson, appointed December 2008

Rev Rob Brown, General Secretary of the Uniting Church in Australia

Rev Dr Peter Blackwood, Associate General Secretary of the Uniting Church in Australia (alternate member)

Rev Allan Thompson, Associate General Secretary of the Uniting Church in Australia (alternate member until December 2008)

The Board of UACVT is committed to excellence in governance and stewardship and to the highest standards of ethical conduct and proper practice.

Our Board members volunteer their time to provide leadership and good governance to the organisation. They work for the benefit of our residents and family members, clients, employees and external providers.

Our Thanks

We thank all those who have generously donated their time, donations and goodwill in support of the work of UACVT.

Thanks to all those who contributed to the making of this calendar, particularly our photo models.

Finance report 2008/09

Despite the deficit reported for 2008/09, the financial position of Uniting Aged Care remains exceptionally strong with net assets in excess of \$185 million. The value of resident ingoings continued to increase strongly during 2008/09.

The effect of the Global Financial Crisis impacted upon the organisation through a reduction in the value of market-based investments and reduced interest earnings. Uniting Aged Care expects the value of these investments to improve as the general economic conditions recover during 2009/10.

The result for the 2008/09 financial year for Uniting Aged Care was a net deficit of \$6.827 million. This was a significant deficit however it reflects fundamental restructuring that is occurring within the organisation.

During the year three facilities closed – Gwennap at Kingsville, Bodalla at Kew and Marivale at Ascot Vale. The closure of these facilities reflects the age of the buildings and the fact that they no longer met the needs or expectations of residents or their families. It had become increasingly difficult to attract new residents to these facilities and consequently occupancy levels had been declining significantly over recent years. Whilst all residents were successfully relocated into suitable alternative accommodation, the costs of these closures resulted in a significant impact upon the organisation. The total cost of closure, including the write-off of remaining assets, amounted to \$4.501 million.

Offsetting the closure of the above facilities was the opening of Queenborough Rise, a new facility located in Hobart. This is an exciting development that will provide great benefit to the Hobart community. However initial start-up costs of \$0.750 million further impacted upon the bottom line.

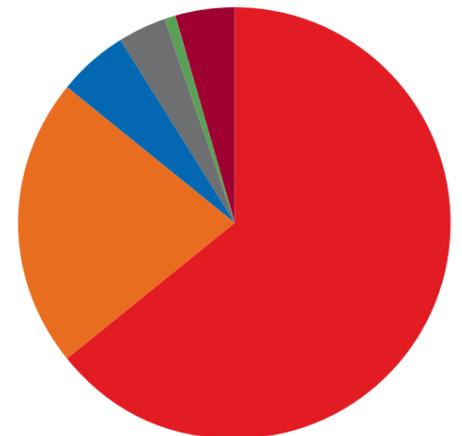
Apart from the costs associated with the start-up and closure of facilities, the cost of providing residential care, that is low care and high care, continues to be a major challenge to the organisation. Like most providers of residential aged care, Uniting Aged Care is experiencing increasing difficulty in maintaining financial viability of these services.

Stringent government control over funding sources combined with increasing labour costs and lack of flexibility in the operation of the aged care industry as recently identified in reports published by the Productivity Commission and National Health and Hospitals Reform Commission, greatly impact upon the delivery of these important services.

Operating activities

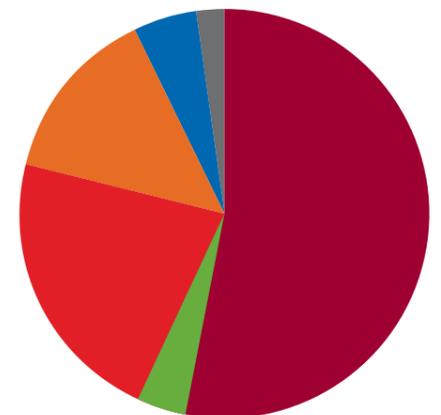
Sources of Revenue

Govt Funding	74,435,144
Fees	25,260,138
Interest	6,107,201
Retentions	3,879,105
Donations	1,172,176
Other	4,937,413
Total Revenue	115,791,178



Sources of Expenditure

Care Labour	63,466,589
Care Non-Labour	4,472,259
Hotel Expenses	26,149,058
Admin Expenses	17,445,893
Depreciation	6,555,038
Other	2,644,558
Total Expenditure	120,733,395



UACVT Locations

Victoria

Melbourne Office

Central Services
130 Little Collins St
Melbourne VIC 3000
(03) 9251 5990
unitingagedcare@uacvt.org.au

Central Victoria Regional Office

10 A'Beckett St
Kew VIC 3101
(03) 9853 1900
centralvictoria@uacvt.org.au

Auburn Centre
93-95 Elgin St
Hawthorn VIC 3122
(03) 9818 4484
auburncentre@uacvt.org.au

Carnsworth
10 A'Beckett St
Kew VIC 3101
(03) 9862 0000
carnsworth@uacvt.org.au

Condare Court
8 Joffre St
Camberwell VIC 3124
(03) 9809 1558
condarecourt@uacvt.org.au

Condare Court ILUs
8 Joffre St
Camberwell VIC 3124
(03) 9809 1558
condarecourt@uacvt.org.au

Elgin Street Centre
93-95 Elgin St
Hawthorn VIC 3122
(03) 9815 0155
elginstreetcentre@uacvt.org.au

Girrawheen
453 New St
Brighton VIC 3188
(03) 9596 2914
girrawheen@uacvt.org.au

Girrawheen Centre
3 Murphy St
Brighton VIC 3188
(03) 9596 0347
girrawheencentre@uacvt.org.au

Leighmoor Centre
185 Wickham Rd
Moorabbin VIC 3189
(03) 9532 1094
leighmoorcentre@uacvt.org.au

Moorfields ILUs
20-26 Manningtree Rd
Hawthorn VIC 3122
(03) 9818 4156
centralvictoria@uacvt.org.au

Sefton Club
111a Denham St
Hawthorn VIC 3122
(03) 9818 1829
seftonclub@uacvt.org.au

Sefton Lodge
111 Denham St
Hawthorn VIC 3122
(03) 9818 7519
seftonlodge@uacvt.org.au

Tanderra
141 Highfield Rd
Camberwell VIC 3124
(03) 9836 1565
tanderra@uacvt.org.au

Valkstone ILUs
576 Centre Rd
Bentleigh VIC 3204
(03) 9853 1900
centralvictoria@uacvt.org.au

East Victoria Regional Office

17 Jolimont Rd
Forest Hill VIC 3131
(03) 9877 5144
eastvictoria@uacvt.org.au

Box Hill
75 Thames St
Box Hill VIC 3128
(03) 9843 2200
boxhill@uacvt.org.au

Community Respite Eastern Metro
20-26 Manningtree Rd
Hawthorn VIC 3122
(03) 9818 0738
eastvictoria@uacvt.org.au

Community Respite Southern Metro
Suite 3, 16-18 Windsor Ave
Springvale VIC 3171
(03) 9574 0401
eastvictoria@uacvt.org.au

Kangerong Centre
79 Thames St
Box Hill VIC 3128
(03) 9898 7405
kangerongcentre@uacvt.org.au

Nangare ILUs
1 Ireland St
Burwood VIC 3125
(03) 9845 3126
eastvictoria@uacvt.org.au

Oakleigh MOGGS
68-72 Atherton Rd
Oakleigh VIC 3166
(03) 9568 0466
healthservices@uacvt.org.au

Oakleigh Rehabilitation Programs
68-72 Atherton Rd
Oakleigh VIC 3166
(03) 9568 0466
healthservices@uacvt.org.au

Scott Club
St Columba's Uniting Church,
cnr Allan St and Joy Pde
Noble Park VIC 3174
(03) 9548 5077
scottclub@uacvt.org.au

Strathdon
17 Jolimont Rd
Forest Hill VIC 3131
(03) 9845 3111
eastvictoria@uacvt.org.au

Strathdon Community ILUs
17 Jolimont Rd
Forest Hill VIC 3131
(03) 9845 3139
eastvictoria@uacvt.org.au

Strathdon Community Programs
9 Jolimont Rd
Forest Hill VIC 3131
(03) 9845 3110
eastvictoria@uacvt.org.au

Strathdon Day Therapy Centre
9 Jolimont Rd
Forest Hill VIC 3131
(03) 9845 3114
eastvictoria@uacvt.org.au

Strathdon Mingara Day Activity Centre
9 Jolimont Rd
Forest Hill VIC 3131
(03) 9845 3113
eastvictoria@uacvt.org.au

Trewint
1312 Heatherton Rd
Noble Park VIC 3174
(03) 9793 3799
trewint@uacvt.org.au

Trewint Community Programs
Suite 1, 90-92 Victor Cres
Narre Warren VIC 3805
(03) 8790 5177
trewintpackagedcare@uacvt.org.au

Trewint Day Therapy Centre
Suite 3, 16-18 Windsor Ave
Springvale VIC 3171
(03) 9574 0401
trewintdaytherapy@uacvt.org.au

Yernga ILUs
32-42 Larch Cres
Mount Waverley VIC 3149
(03) 9845 3139
eastvictoria@uacvt.org.au

West Victoria Regional Office

130 Little Collins St
Melbourne VIC 3000
(03) 9251 5955
westvictoria@uacvt.org.au

Gwennap Day Centre
The Manse, 11 Paringa Rd
Altona North VIC 3025
(03) 9314 8277
westvictoria@uacvt.org.au

Kalkee Community Care Programs
93 Francis St
Belmont VIC 3216
(03) 5243 9566
westvictoria@uacvt.org.au

Kalkee Costa Court Serviced Apartments
48 Settlement Rd
Belmont VIC 3216
(03) 5243 9566
westvictoria@uacvt.org.au

Kalkee Day Respite
46 Thomson St
Belmont VIC 3216
(03) 5243 1746
kalkeedayrespite@uacvt.org.au

Kalkee ILUs
Cnr Francis/Spring Sts
Belmont VIC 3216
(03) 5243 9566
westvictoria@uacvt.org.au

Kalkee Murray
9 Spring St
Belmont VIC 3216
(03) 5243 9566
westvictoria@uacvt.org.au

Kalkee Nangatta
206 High St
Belmont VIC 3216
(03) 5243 6688
westvictoria@uacvt.org.au

Kalkee Support Office
95 Francis St
Belmont VIC 3216
(03) 5243 9566
kalkee@uacvt.org.au

Kingsville Units (under development)
319 Geelong Rd
Kingsville VIC 3012
(03) 9251 5487
westvictoria@uacvt.org.au

Kingsville (under development)
319 Geelong Rd
Kingsville VIC 3012
(03) 9251 5487
westvictoria@uacvt.org.au

Lumeah Day Therapy
78 Bruce St
Preston VIC 3072
(03) 9416 8433
lumeah@uacvt.org.au

Manor Lakes
15 Buffalo Cres
Wyndham Vale VIC 3024
(03) 9742 7201
manorlakes@uacvt.org.au

North West Community Programs
30-32 East Espanade
St Albans VIC 3021
(03) 9367 2007
westvictoria@uacvt.org.au

Seven Hills Respite Cottage
25 Dundas St
White Hills VIC 3550
(03) 5434 3000 or
(03) 5434 3030
westvictoria@uacvt.org.au

Strath-Haven
131-149 Condon St
Bendigo VIC 3550
(03) 5434 3000
strath-haven@uacvt.org.au

Strath-Haven Community Programs
131-149 Condon St
Bendigo VIC 3550
(03) 5434 3030
westvictoria@uacvt.org.au

White Hills Haven ILUs
510 Napier St
White Hills VIC 3550
(03) 5434 3000
westvictoria@uacvt.org.au

Tasmania

North Tasmania Regional Office

12-22 Hobart Rd
Kings Meadows TAS 7249
(03) 6341 1400
northtasmania@uacvt.org.au

Aldersgate Kings Meadows
12-22 Hobart Rd
Kings Meadows TAS 7249
(03) 6341 1400
northtasmania@uacvt.org.au

Aldersgate Community Programs
5 Normanstone Rd
South Launceston TAS 7049
(03) 6343 3933
northtasmania@uacvt.org.au

Aldersgate Village
3 Tallentire Rd
Newnham TAS 7248
(03) 6323 8200
northtasmania@uacvt.org.au

Aldersgate Village ILUs
3 Tallentire Rd
Newnham TAS 7248
(03) 6341 1400
northtasmania@uacvt.org.au

Denison Court ILUs
59 Goulburn St
George Town TAS 7253
(03) 6341 1400
northtasmania@uacvt.org.au

Glenrowan Village ILUs
64-68 Drummond St
Perth TAS 7300
(03) 6341 1400
northtasmania@uacvt.org.au

Strathdevon
37 Moriarty Rd
Latrobe TAS 7307
(03) 6426 2844
northtasmania@uacvt.org.au

Strathdevon Community Programs
37 Moriarty Rd
Latrobe TAS 7307
(03) 6426 2844
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Toosey Aged and Community Care*
10 Archer St
Longford TAS 7307
(03) 6391 1202
northtasmania@uacvt.org.au
*Managed by UACVT

Wesley Court ILUs
11 Normanstone Rd
South Launceston TAS 7249
(03) 6341 1400
northtasmania@uacvt.org.au

South Tasmania Regional Office

9 Strathaven Dr
Rosetta TAS 7010
(03) 6208 3208
southtasmania@uacvt.org.au

Kingston ILUs
57-59 Channel Highway
Kingston TAS 7050
(03) 6208 3208
southtasmania@uacvt.org.au

Lillian Martin
281 Cambridge Rd
Mornington TAS 7018
(03) 6282 1111
southtasmania@uacvt.org.au

Lillian Martin The Cottage Club
281 Cambridge Rd
Mornington TAS 7018
(03) 6283 1150
southtasmania@uacvt.org.au

Montrose ILUs
10 Montrose Rd
Montrose TAS 7010
(03) 6208 3208
southtasmania@uacvt.org.au

Mornington ILUs
281 Cambridge Rd
Mornington TAS 7108
(03) 6208 3208
southtasmania@uacvt.org.au

New Town ILUs
51 Cross St
New Town TAS 7008
(03) 6208 3208
southtasmania@uacvt.org.au

Ningana
1 The Circle
Sorell TAS 7172
(03) 6269 1000
southtasmania@uacvt.org.au

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1 The Circle
Sorell TAS 7172
(03) 6208 3208
southtasmania@uacvt.org.au

Queenborough Rise
1 Peel St
Sandy Bay TAS 7005
(03) 6283 4000
southtasmania@uacvt.org.au

Queenborough Rise ILUs
1 Peel St
Sandy Bay TAS 7005
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281 Cambridge Rd
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(03) 6282 1180
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Strathaven
9 Strathaven Dr
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(03) 6208 3208
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Strathglen
2b Chardonay Dr
Berriedale TAS 7011
(03) 6249 8766
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Strathglen Mews Units
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Berriedale TAS 7011
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