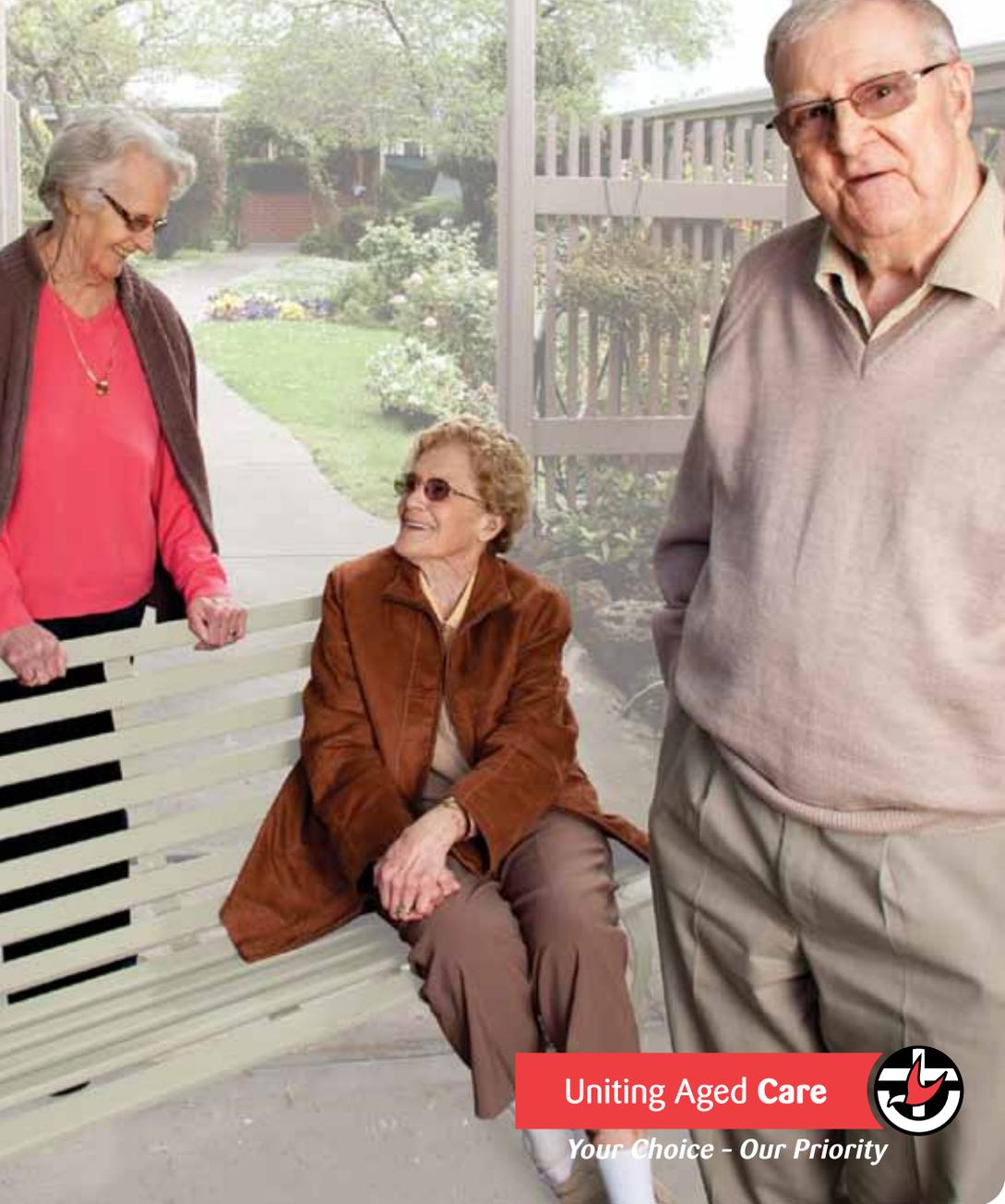


# Annual Review

2010 – 2011



**Uniting Aged Care**



*Your Choice - Our Priority*

## Our year



**'If I won Tattslotto tomorrow I would have to give it away because I would not like to move.'**

**We have achieved most planned outcomes in the second year of our Strategic Plan 2009/12 and are moving well into the development phase for the next plan.**

Sharon Donovan took up her appointment as Executive Director in May 2011 and UAC's strong leadership has been maintained through a period of change. Robyn Batten (former Executive Director) was seconded to Blue Care, Queensland, in November and then took up a permanent position. Gary Henry acted for an interim period until Sharon's arrival.

We will implement a new Strategic Plan in 2012 for several reasons. Through an extensive consultation process, we have developed a new model of service – *Uniting AgeWell* (see pages 4–5) – that has significant implications for our future directions. The Prime Minister committed the Government to reforming the aged care sector upon release of the Productivity Commission's Report *Caring for Older Australians*. And with Sharon Donovan's appointment as Executive Director, she can now put her stamp on the future of UAC.

Capital works continued to be a large part of our agenda this year. The new facilities at Noble Park and Kingsville will both be operational before the end of 2011. The new facilities will provide integrated services, that is, residential, rehabilitation and community programs from the one site. The Amarco Apartments at Kingsville will be developed in line with the *Uniting AgeWell* philosophy.

Under the Australian Government's Economic Stimulus Plan, 50 units of social housing were completed in Tasmania on five existing sites, thus building more diverse UAC communities and providing housing security to older people who are economically disadvantaged.

We are building staff capacity through leadership training for managers and the development of induction training to be implemented initially for staff at the new sites, Noble Park and Kingsville.

Our second UAC Foundation Week was another successful celebration. Our Employee of the Year was outstanding. Robyn Carney and her extraordinary Knitting Room installation has involved more than 500 participants and been seen by over 15,000 visitors. Robyn's work was also recognised with an excellence award from Arts and Health Australia.

The innovation projects which are announced during Foundation Week are the chance for employees' initiatives to have impact in the organisation. Projects funded this year include health and wellness, community and home meal services, and education programs.

UAC's 11 year relationship with Toosey ended when we were the unsuccessful tenderer for the management contract. We regret the loss of our relationship with residents, clients, families and staff. A few of the staff chose to remain with UAC at other sites. The changeover was finalised in August 2011.

UAC received the Employer of Choice for Women Award for a second year. This is an annual award that requires UAC to demonstrate that we have built a positive workplace in which women can work and grow.

We acknowledge and thank the work of staff and volunteers who have worked so hard to ensure that we provide a respectful and person-centred environment for our clients.

We acknowledge Robyn Batten's leadership which has left us a strong legacy. And we look forward to the future with *Uniting AgeWell* shaping our services and a different approach to growing old.

**Alan Wilkinson**  
Chair

**Sharon Donovan**  
Executive Director

# Significant outcomes 2010/11

This year, we continued to build on the work of the Strategic Plan 2009/12. Our work is organised under six strategy areas. In 2010/11, we achieved the following outcomes:

## Property portfolio development

- > Major capital works at Noble Park and Kingsville progressing to completion
- > Significant upgrade at Box Hill completed
- > Former Bodalla site sold and proceeds used to expand service delivery in Noble Park
- > Fifty units of social housing built within five existing UAC communities in Tasmania (funded by Australian Government's Nation-building Economic Stimulus Plan)

## Functional review and organisational arrangements

- > Completion of structural reform to establish integrated service system in all regions
- > Regional ACFI Coordinators appointed to ensure accuracy of assessments for services

## Workforce development

- > New workforce model implemented at Strathdon
- > Recruitment and training of staff for Noble Park
- > Twenty-four managers undertaking leadership development program through UAC's Education and Training Centre
- > Successful pilot of staff training to upgrade computer skills through internet kiosks at Manor Lakes and Box Hill

## Existing services performance

- > All five residential services assessed achieved full accreditation compliance
- > Healthcare Australia (HCA) appointed sole provider of agency nursing and care staff to residential sites in Victoria resulting in a better use of management time
- > Internet kiosks for Seniors established at 10 sites through Australian Government program
- > Successful five-year partnership between Hawthorn Secondary College and Elgin Street Centre was awarded the National Australia Bank Schools First Award for its Positive Ageing Digital Storytelling Project

- > Training sessions in each region on new falls prevention approach
- > Low-cost counselling service offered to older people and families through partnership between UAC and Swinburne University
- > Computerised works management system being rolled out to assist better management of resources and compliance with aged care regulations
- > Preliminary work undertaken towards integrated resident/client information system

## Environmentally sustainable and affordable infrastructure

- > Each region has developed improvements which will contribute to reduction of UAC's carbon footprint

## Services for the future

- > The *Uniting AgeWell* model of service, developed through extensive external and internal consultation, is endorsed by the Board
- > New service to prepare Meals on Wheels for South Tasmania
- > Six further Innovation Projects funded during annual Foundation Week to encourage staff initiative and development of services
- > Two Australian Research Council grants: to evaluate new service at Kingsville and research the effectiveness of development of services
- > *People at Centre Stage* – Research partnership between Deakin University, Strathdon Community Aged Care Packages and a number of other agencies

'UAC Noble Park has a welcoming entry, social spaces with outward-looking views, a connection with nature that permeates the design. For residents, it will be a beautiful home for the future.'

Alison Withers, Thomson Adsett architects

# Uniting AgeWell



**‘A better mix of neighbours you could not find.  
I feel I’ve had a new lease on life.’**

As we grow older we all want to live vibrant, independent lives in our home, in our local community. If we do need a high level of care, we don’t want to be overwhelmed by complex decisions at a time of transition, stress and vulnerability.

The issues and challenges facing the aged care industry have been widely reported and recently highlighted in the

Productivity Commission. After considered analysis the Uniting Aged Care Board concluded that more of the same, even if funded differently, is not what we want, nor what we can afford. Nor can it accommodate predicted increases in demand. We face systemic issues that are not solved by simply providing more – more nursing home beds, funding or staff. We need a different response.

We listened to current and future consumers, congregations, communities and our staff to understand all of your hopes and aspirations for the future. We also researched the evidence of what works and what is possible. Our staff contributed to our knowledge base through strategic, innovation or research projects. Together, we explored

possibilities and avoided problem-centred solutions that only addressed current issues, or the imbalances in funding. This involvement in our strategic journey has been valuable. From this we have the design of a new system to deliver what people need and want. This system is built on mutual responsibility to each other, person-centred and consumer-led approaches, and services

with a stronger emphasis on wellbeing and the ongoing participation of older people in the society in which they live. Our Board has endorsed this new vision of how we could Age Well in the future. We have started translating this vision into realistic and achievable plans and actions.

**Alan Wilkinson Chair**



**‘Visitors to The Knitting Room exhibition were delighted by the sense of fun and humour. They reminisced, laughed and some were moved to tears.’**

**Robyn Carney, UAC Employee of the Year**



#### **The Board**

- > Dr Alan Wilkinson  
Chair
- > Reverend Rob Brown  
General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (ex officio)
- > Dr Cathy Balding
- > Mr Joe Dicks
- > Mr Victor Harcourt  
(until July 2010 during absence of Libby Pallot)
- > Ms Karen Janiszewski
- > Ms Jill Linklater
- > Ms Libby Pallot  
(returned from family leave August 2010)
- > Mr Richard Price
- > Mr Allan Thompson
- > Reverend Dr Peter Blackwood  
Associate General Secretary of the Uniting Church in Australia Synod of Victoria and Tasmania (alternate member)

#### **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 all people who have generously donated 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 a significant bequest from the estate of Mimi Lucas.

# Finance report 10/11

## Financial Performance

Uniting Aged Care achieved a net surplus for the financial year ending 30 June 2011 of \$20.423 million. This compares to a net surplus of \$5.890 million achieved in the previous year. Whilst \$9.633 million was attributable to a one-off capital grant to construct 50 Social Housing units as part of the Federal Government's Nation Building Economic Stimulus Plan program, the financial result does highlight the financial improvement that has resulted from a range of initiatives undertaken over the past two years to improve the organisation's financial performance. These initiatives have included an emphasis upon revenue generation, particularly in regard to ACFI assessments, and management of the incurrence of expenditure through improved procurement procedures and ongoing review of organisational costs.

## Cash Flow

There was a net cash outflow of \$0.769 million for 2010/11. This result comprised a cash inflow from operating activities of \$18.839 million, which reflects the ongoing strengthening of the organisation's trading result, offset by cash outflows from investing activities of \$18.532 million and financial activities of \$1.076 million. The cash outflow from investing activities principally reflects the significant capital development being undertaken during the year.

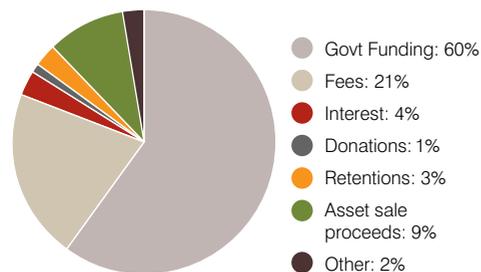
## Financial Position

The value of net assets increased during 2010/11 by \$23.685 million to a total of \$216.337 million. The significant component was the value of property, plant and equipment assets that increased by \$37.034 million principally reflecting the major redevelopment of two sites at Noble Park and Kingsville, both of which are due to be commissioned in early 2011/12. The financial position of Uniting Aged Care is very strong as the organisation continues to develop and expand operations without the incurrence of debt. The value of resident ingoings also continued to grow during the year despite a reduction in the number of low care residents seeking permanent residential care.

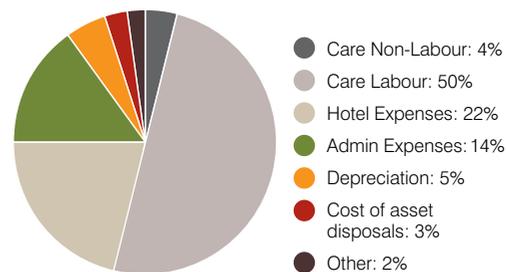
## Internal Control

Uniting Aged Care continued to maintain an active 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 updated internal audit plan was approved by the Board during 2010/11 and is structured on a risk-based identification of key controls.

## Sources of revenue 2010 – 2011



## Expenditure categories 2010 – 2011



# Max Angus



Max Angus (1914 – ) at work in his studio

Max Angus is a renowned artist, best-known for his water colours particularly his Tasmanian landscapes. He has exhibited constantly since 1946 and is represented in Australian gallery collections and overseas.

Aside from painting, Max has written monographs of Olegas Truchanas and

Simpkinson de Wesselow, played trumpet at Hobart's Belvedere Ballroom and produced distinctive graphic art. He is a social activist who fought to save Lake Pedder and is currently on the committee to fight for its restoration.

Max and his wife Thedda have a unit at UAC Queenborough Rise.

## 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

### UAC Head Office

Level 6, 130 Little Collins St,  
Melbourne, Victoria 3000  
(03) 9251 5990  
unitingagedcare@uacvt.org.au

### UAC Regional Offices – Victoria

Central	(03) 9853 1900
East	(03) 9845 3126
West	(03) 5243 9566

### UAC Regional Offices – Tasmania

North	(03) 6341 1400
South	(03) 6208 3208

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

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

**Uniting Aged Care**



*Your Choice - Our Priority*

Melbourne | Geelong | Bendigo | Tasmania

