



Uniting AgeWell

Annual Review

2013-14

10
years
working
together



Our year

2013–14 at a glance

- *Launch of Uniting AgeWell*
- *Aged Care Reform*
- *Infrastructure development*
- *Strategic Plan 2015-2017*
- *Welcome and farewell*



Dr Alan Wilkinson
Chair, Uniting AgeWell Board



Graeme Barnes
Acting Executive Director
Uniting AgeWell

Launch of Uniting AgeWell

This has been an exciting and significant year for Uniting AgeWell. The introduction of our new name was the culmination of work begun with the development of the Strategic Plan 2012 – 2017 to introduce the age well culture to the organisation.

We learned through those consultations for the strategic plan that people want to enjoy independence and choice in their older years. It is on that basis that we now plan our services and have chosen a name to reflect that view.

Uniting AgeWell is a name that signifies the importance of our connection to the Uniting Church in Australia and that old age is a time to be celebrated and enjoyed, by ageing as well as we can. Many people live a fulfilling and rewarding old age. Some will grow frail in older age and will need support but all people should be given the opportunity to maximise their pleasure in life at every stage.

We advocate for changes in society's attitude to ageing so that older people are valued for their contribution and not perceived primarily as a drain on the health budget.

*Members of the Glenorchy
Reconciliation Group, Frying
Pan Island, Uniting AgeWell
Rosetta Community*



Aged Care Reform

The *Living Longer, Living Better* aged care reform legislation was passed in June 2013. Following that there was a general election and a new Liberal Coalition government. The new government has largely preserved the reforms with the exception of the workforce supplement, with allocated funds returned to the general aged care funding pool. All new home care packages from 1 July 2013 are consumer directed with the conversion of existing packages to consumer directed care from 1 July 2015.

This year has been largely one of laying the groundwork for the introduction of reforms that came into effect from 1 July 2014. Major changes are: new accommodation payment arrangements in residential care; removal of residential high and low care distinction; both residential care and home care packages are means tested; all fees and charges are capped. This year has been one of systems preparation and staff education so that we are ready for the new reporting requirements and to be truly consumer directed in our service delivery.



Infrastructure development

A *Ten Year Property Strategy* has been approved by the Board. The major priorities for the plan are for developments at Hawthorn and Preston. A major renovation was successfully completed for the Strath-Haven Community, Bendigo. More effective communal spaces like a hotel-style dining room, the café, updated mini mart and hairdressers are already impacting positively on people's lives. The café is a successful drawcard for a busier social life for many residents and their families.



Strategic Plan 2015-2017

We have developed a refreshed strategic plan that is financially strategic and customer focussed. The impetus for this has been the pace of change, our progress in implementing AgeWell services, the implementation of the aged care reforms and the need for a more dynamic business model in light of the reforms. The plan did not require a complete overhaul. Our commitment to 'Be an expression of the Church' remains unchanged but other strategic imperatives have been updated.



Welcome and farewell

Welcome to new Board members Fiona Campbell and Julia Langdon who commenced with the Board in October 2013. Sharon Donovan, Executive Director, resigned effective from August 2014. We thank her for her contribution to Uniting AgeWell as we have introduced our new name and continued to implement practices consistent with a new wellness philosophy. Sharon has had oversight of some major infrastructure developments in her time with us including Noble Park, Kingsville and Bendigo. She leaves Uniting AgeWell a strong, sustainable organisation, with good governance in place. We wish Sharon well in her new role as Executive Director Clinical Services for the Epworth Healthcare Group.



This is the second year of our Strategic Plan 2012 to 2017. Due to the rapid pace of change in the aged services sector, a refreshed strategic plan has been developed this year, for 2015 to 2017.



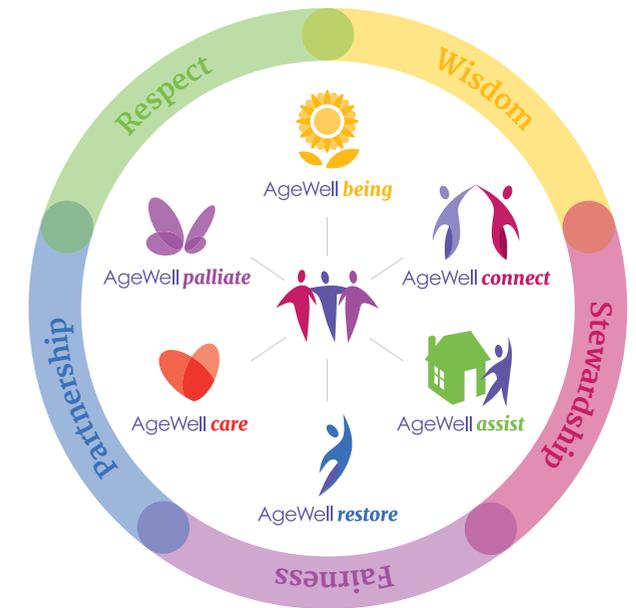
Significant outcomes

Be an expression of the Church

- An average of 42% residents are supported compared with an industry average of 18% which demonstrates our mission to support the vulnerable and disadvantaged in our community
- Production of *A Uniting Church Understanding of Ageing* by the Mission Committee to guide the organisation's vision, values and practice
- The Director of Mission worked with the Synod Placements Committee to update *Guidelines for Appointing a Chaplain* to meet the requirements of both UCA and Uniting AgeWell
- A number of congregations have responded positively to using *A Study Guide, A New Conversation about Ageing*, produced last year by Uniting AgeWell with the assistance of the Centre for Theology and Ministry
- Position descriptions and performance appraisal tools now include values
- Code of conduct for staff re-written in a framework of the values of the organisation
- Resource for site-based reinforcement of Uniting AgeWell values produced and piloted at Elgin Street
- Founding congregations of aged services acknowledged and thanked at events at 15 sites as part of 10th anniversary celebrations for Uniting Aged Care/Uniting AgeWell
- Uniting AgeWell is working with the Glenorchy Reconciliation Group on an improvement program for a significant Aboriginal site, Frying Pan Island, at Rosetta Community
- In Tasmania, Uniting AgeWell assumed responsibility for Six Rivers Aboriginal Home Care Service and their Indigenous staff, providing services for eight clients

Develop the Uniting AgeWell system

- Organisation-wide programs have commenced to demonstrate the meaning of ageing well in all services. The programs include: AgeWell Values, AgeWell Leadership Program, AgeWell ListenWell, AgeWell Dementia, AgeWell DineWell, AgeWell LifeStyle, AgeWell Palliate, AgeWell Wellness Restore; AgeWell Connect
- DineWell project Noble Park and AgeWell Palliate project Carnsworth evaluated



Transition to the Uniting AgeWell system

- Launch of Uniting AgeWell (change of name from Uniting Aged Care) 1 October 2013 at Strathaven, Tasmania followed by a similar event at Noble Park, Victoria
- The name change signifying a culture change was celebrated at many sites during Foundation Week in October 2013
- Leadership program developed and implemented for care managers and team leaders in all regions
- AgeWell Palliate training delivered in Victoria and Tasmania



Major renovation brings lifestyle changes at Strath-Haven Community, Bendigo



Plan and develop appropriate, sustainable infrastructure

- Development of *Ten Year Property Strategy* with major priorities to develop the Hawthorn and Preston sites
- Successful major renovation at Strath-Haven Community achieved on time and on budget
- Scheduled maintenance system reviewed
- Major renovation at Condare Court and renovation plus extension to Manor Lakes approved by UCA Property Board
- Town planning approval for major development at Hawthorn

Develop flexible and diverse financing

- Appointment of Director Community Relations with responsibility for fundraising
- Fundraising strategy developed and implemented
- Charity Golf Day held and Wishing Well project implemented
- Feasibility study completed into non-government and user pay options. Fee for service introduced at Queenborough Rise
- Improved financial performance due to increased government funding, improved occupancy, and the containment of care and administration costs



Margaret Glover and Kaye Gough at Sherwood Hall, an historic site, Latrobe Tasmania. Kaye Gough is a descendant of Dolly Dalrymple, an Indigenous Tasmanian and her husband Thomas Johnson, who built Sherwood Hall, circa 1848. Margaret was formerly a staff member and Kaye was a client with Six Rivers before they transferred to Uniting AgeWell.



Provide consistently high quality services

- Clinical indicator tool developed with quarterly reports to Board, Executive and Managers
- Customer service training for all front of house staff at residential sites
- Sefton Lodge was closed. The Board took this difficult decision because the high care needs of residents could no longer be met in a building designed for low care needs
- Completed negotiation of Enterprise Agreement in Victoria to attract and retain staff
- A staff satisfaction survey demonstrated that staff generally enjoy their work and feel appreciated. A greater focus on communication was identified as their highest priority
- Three residential services successfully accredited for maximum three years and six community programs reviewed and received maximum three years accreditation



We are thankful to over 700 volunteers for their generous and giving spirit. They offer their skills and services for the benefit of our clients and residents.

Congratulations to Ruth Hosking, who received the Excellence Award in Volunteering from Leading Aged Care Australia (LASA) Victoria, recognising her 26 years of service to Strath-Haven, Bendigo.

We are grateful to those who remembered Uniting AgeWell in their wills. We are thankful in particular for a significant bequest from the estate of Ruth Doig.

'The trick to good ripening is to keep the heart warm. This appears to be the great task of old age and rather than closing the doors as we do in winter to keep the house warm, we must open our hearts as wide as possible. That's what keeps you warm. Perhaps this is a lifetime's work and it is better to start earlier than later.'

The Warm Heart in Winter, Michael Leunig



The Board Financial Report 2013–14

The Board

- > Dr Alan Wilkinson, Chair
- > Rev Allan Thompson, Deputy Chair
- > Dr Cathy Balding
- > Ms Fiona Campbell
- > Ms Karen Janiszewski
- > Ms Julia Langdon
- > Ms Jill Linklater
- > Ms Libby Pallot
- > Ms Wendy Quinn
- > Mr Ian Sanders

Rev Dr Mark Lawrence
UCA Synod General Secretary – ex officio

The Board has continued to provide strategic guidance and good governance to Uniting AgeWell over the past year. The Board is supported by a series of committees which advise on key aspects of governance.

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

Financial Performance

Uniting AgeWell derived a net operating surplus of \$7.306 million for the financial year ending 30 June 2014. This compares to the prior year net operating surplus of \$1.716 million.

The improved operating result was due to a 9% increase in revenue to \$152.917 million compared with a 5% increase in expenditure.

The net surplus after investment gains was \$10.536 million.

Financial Position

The value of net assets increased during 2013-14 by \$10.536 million to \$206.222 million, due to trading surplus of \$7.306 million and a net gain of \$3.230 million on investments held for resale.

Cash and investments increased by \$13.788 million.

Resident ingoings increased by \$1.518 million to \$122.071 million.

Cash Flow

There was a net cash inflow of \$1.088 million for 2013-14. This result comprised cash inflows from operating activities of \$18.168 million and financial activities of \$1.241 million, offset by a cash outflow from investing activities of \$18.321 million.

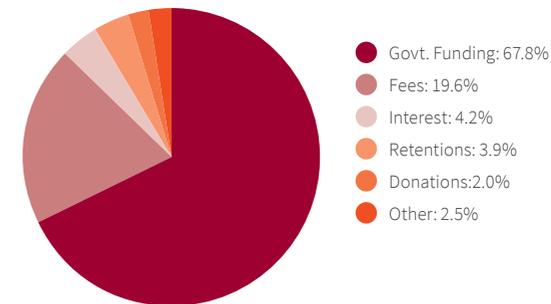
The cash outflow from investing activities principally reflects investment in cash deposits and capital development expenditure undertaken during the year.

Internal control

Uniting AgeWell 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.

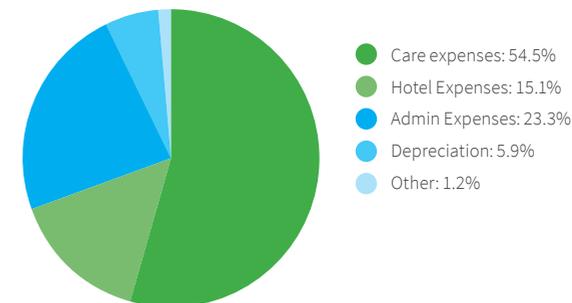
Sources of revenue 2013–2014

Operating activities	
Govt. Funding	103,731,556
Fees	30,001,270
Interest	6,402,840
Retentions	5,982,117
Donations	3,017,365
Other	3,782,298
Total Revenue	152,917,446



Expenditure categories 2013–2014

Care Expenses	79,393,493
Hotel Expenses	21,994,920
Admin Expenses	33,913,202
Depreciation	8,609,881
Other	1,699,604
Total Expenditure	145,611,100



Corporate office

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Bendigo
Geelong
Melbourne
Northern Tasmania
Southern Tasmania



Uniting AgeWell

Uniting AgeWell is an organisation of the Uniting Church in Australia