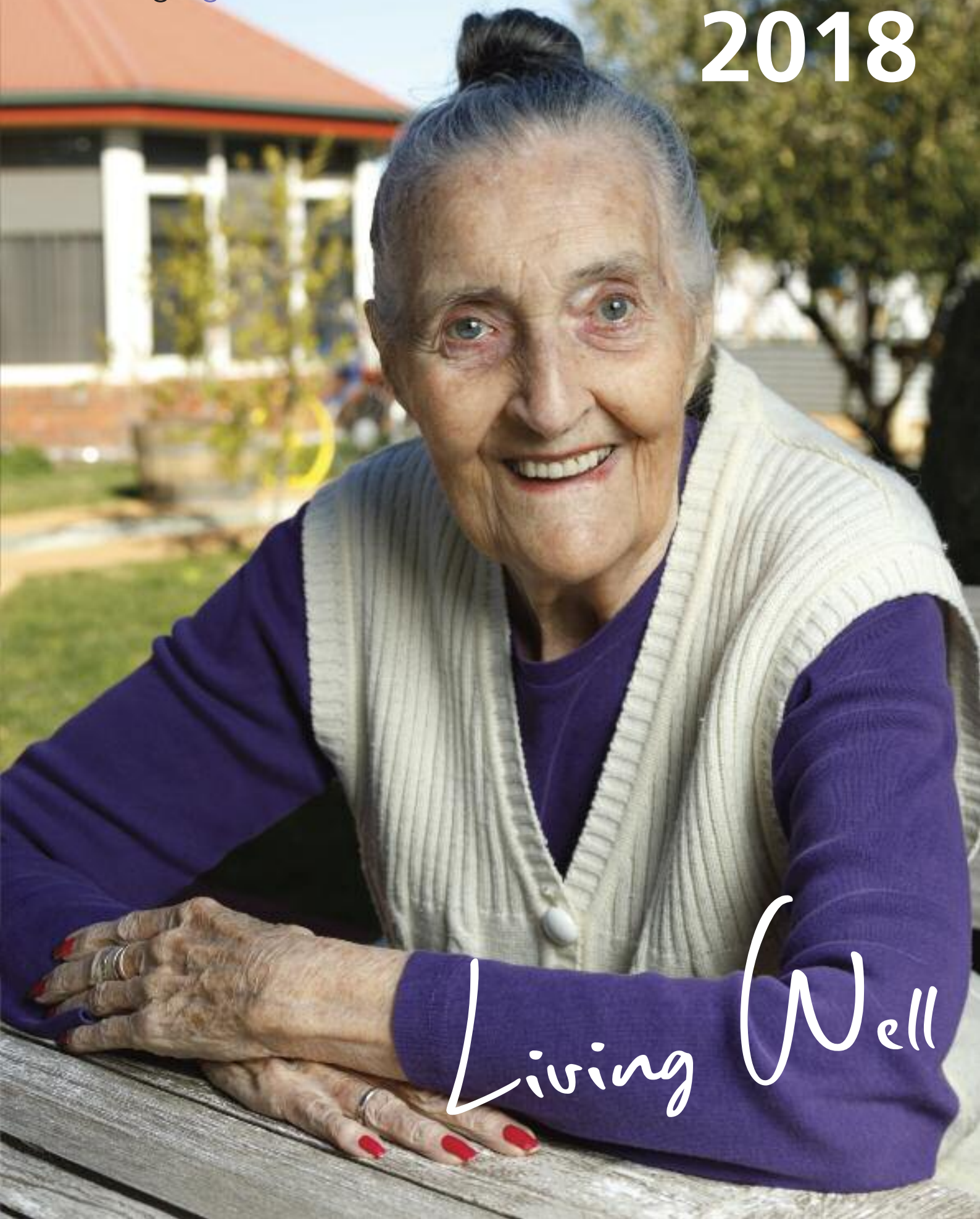


ANNUAL REPORT 2018



Living Well



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Tailored care and support to live well

Uniting AgeWell provides specialised aged care services across metropolitan and regional Victoria and Tasmania to enable older people to maximise their wellbeing and live to their potential. Along with operating residential care, the organisation offers tailored home care, allied health and therapy services, carer support and respite services, social support, transitional care and independent retirement living options so individuals can access care at any stage of their ageing journey.

An organisation of the Uniting Church in Australia, Uniting AgeWell takes a holistic

approach to care and service delivery, mindful of not only a person's physical health needs, but their social, emotional and spiritual needs. Uniting AgeWell continually invests in its facilities, services and workforce to ensure it remains a creative and innovative leader and continues to meet the expectations of the community.

This annual report outlines the many ways Uniting AgeWell is developing its services to support older people to live well with choice and peace of mind.

2,088

Residential
care clients

471

Independent
living unit
residents

4,610

Community
clients

2,522

Staff

590

Volunteers



"I've worked at Newnham Community, Aldersgate Village for 12 years. I spent 10 years working in the kitchen and moved into a care role because I wanted to spend more time working directly with residents. The best part of my job is seeing the residents happy and smiling and knowing that I've helped put the smile on their faces. The best thing about working for Uniting AgeWell is knowing the support they give residents and the activities and outings they arrange to bring joy to their lives."

– Extended Care Assistant, Danielle Brown

”

Living well with choice and peace of mind

During the year Uniting AgeWell worked with customers and staff to develop its Customer Promise and Customer Charter, reflecting the organisation's key strategic priority to ensure the quality of life and experience of our customers is at the heart of everything we do.

Underpinning our commitment to service excellence, the charter sums up what customers can expect from Uniting AgeWell and focuses the organisation on what we should be doing best – helping older people to live well with choice and peace of mind.

The charter sets out five key undertakings that will be embedded into staff practice and accountabilities:

1. You're at the heart of everything we do

We will always treat you with respect and dignity and ensure you feel valued and supported. You're in control and we're here to provide the services you require to continue living well and doing what's important to you.

2. We will support you every step of the way

Your goals and needs are our priority. We will listen, support, advise and work with you to connect you to the right services – now and into the future. We are responsive and flexible, and will be a trusted partner in your care

3. We will provide high quality, safe services

We never compromise on keeping you safe and giving you the best of care. You can have peace of mind that our services demonstrate best practice, are safe, effective and appropriate. Your wellbeing is always our primary concern.

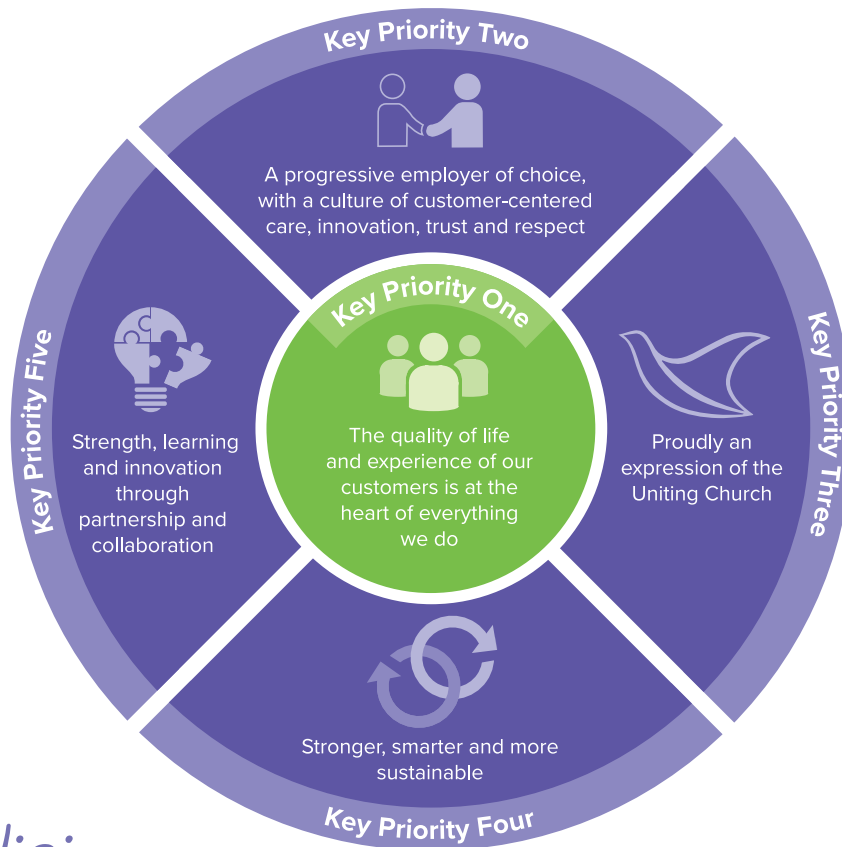
4. Our staff are friendly, skilled and reliable

We're here to help you get the most out of life. You can expect prompt, enthusiastic and professional support from our qualified and welcoming staff who share our commitment to care. When we promise to do something, we'll do it.

5. We will listen and learn

Your voice and ideas are important to us. We're constantly striving to find new and better ways of doing things. We welcome and seek your feedback, listen to your stories and concerns, keep you informed and take action when and where it is needed.

Uniting AgeWell Strategic Plan 2017 - 2020



Our Vision

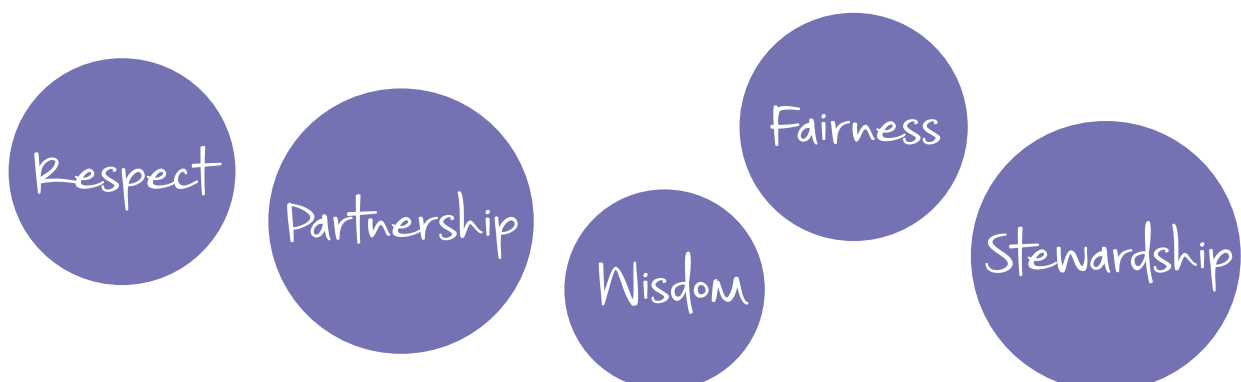
Uniting AgeWell: The Church at Work. A creative leader enabling communities to age well and individuals to live to their potential.

Our Mission

To provide specialised services enabling older people to maximise their wellbeing and access care when required.

Our Values

As part of the Uniting Church we live out the practical expression of Christian faith and values. Our behaviours and choices are guided by:





Board Chair and CEO report

During the 2017-18 financial year, Uniting AgeWell worked to firmly establish itself for the future, by strengthening services, identifying opportunities for growth and ensuring our customers are at the heart of everything we do.

Uniting AgeWell launched its 2017-2020 Strategic Plan at Synod 2017, providing a blueprint for how Uniting AgeWell will grow and develop, sets expectations and how we will work to fulfil our vision to be a 'creative leader enabling communities to age well and individuals to live to their potential'.

The Plan sets out five key priorities:

1. The quality of life and experience of our customers is at the heart of everything we do
2. A progressive employer of choice, with a culture of customer-centered care, innovation, trust and respect
3. Proudly an expression of the Uniting Church
4. Stronger, smarter and more sustainable
5. Strength, learning and innovation through partnership and collaboration

Enacting our first key priority, the Board engaged Deakin University to assist us in understanding what community means to our customers, their families, staff and volunteers. The study formed the basis of our Community Engagement and Participation Framework and Plan, which outlines how we will partner with customers, families, carers and community in decision-making at all levels of the organisation. This articulates the key actions we will take, including providing staff and volunteers with training to undertake customer-centred care planning and service delivery, and expanding the Consumer Directed Care Model trialled in Tasmania.

Working with customers and staff, we also developed our Customer Promise and Customer Charter. The charter illustrates what's important to our customers, from being in control of their services to ensuring their ideas and concerns are heard, and sets out what they can expect from our staff and services. It demonstrates how our services, our staff and our way of working will help older people to live well with choice and peace of mind.

Board Chair and CEO report (cont.)

To ensure we offer tailored care and services with more choice for our customers, we also invested in customer experience education for staff, consumer-directed care trials in residential care, and an organisation-wide review of our lifestyle programs to create engaging, meaningful and fun social opportunities for our customers.

With more than 100,000 people waiting for Home Care Packages in Australia, and an estimated 49,000 more residential aged care beds needed in the next three years, demand for aged care services has never been greater.

Uniting AgeWell's home care services grew 23 per cent between December 2017 and July 2018, and an incredible 81 per cent since June 2016. We now provide home care packages to more than 1,000 people in their homes, and we are committed to expanding this even further. This is wonderful confirmation of the positive services we provide to people living independently at home.

To ensure we are prepared to meet the huge demand for aged care, we are always looking at ways to expand our services. We are actively seeking acquisition opportunities in residential care and community services, and have submitted several applications for more bed licences as part of the 2019 Aged Care Approvals Round.

Our new developments at Hawthorn and Preston currently under construction, along with expansions at Latrobe Community, Strathdevon and Newnham Community, Aldersgate Village, will enable us to provide residential care to 284 additional people.

Manningtree Hawthorn, our independent retirement living development also under construction, is drawing a lot of interest from the community, with more than 70 per cent of the 49 apartments already contracted at the time of writing this report. This is a real vote of confidence from the community.

We are also planning to provide enhanced aged care services to seniors in the Brighton region. Following the decision to close the existing Girrawheen Community aged care residence in June 2018, planning is now underway to develop the site into a more comprehensive and modern facility that better meets community demand and

expectation. The closure was a particularly difficult and emotional time for staff, residents and families, however we were pleased to receive the support of everyone involved at Girrawheen, and were thrilled the majority of staff and residents chose to be relocated to other Uniting AgeWell residences.

The high prevalence of influenza among the wider community and the severity of the 2017 strain of influenza placed immense pressure on Uniting AgeWell. The challenges were most severely felt at our Latrobe Community, Strathdevon in North Tasmania, with the Australian Aged Care Quality Agency making recommendations for improvement following an influenza outbreak. All of those recommendations were fully implemented, with an Agency review in December 2017 confirming the residence had returned to full compliance.

Uniting AgeWell has increased its focus on clinical governance with a range of organisation-wide enhancements implemented. We enhanced our outbreak management guidelines, introduced a new incident reporting system, invested heavily in enhancing staff education and rostered additional care hours at several facilities. We are now tendering for a new clinical information system for residential care.

In addition, our Board Clinical Governance Committee developed a Clinical Governance Framework and Plan, which outlines the key tasks to be implemented over the coming three years and how we will ensure the highest standard of care for our customers all day, every day.

All of this work is being done as we prepare for more regulatory change. In July 2019, new Aged Care Quality Standards (ACQS) will be introduced by the Federal Government. These new single standards will enable consumers to better make informed decisions about their care and ensure customer outcomes are central to providers' business models.

The standards are a reminder to us all that our customer is at the heart of everything we do. With the skills and experience of our colleagues on the Board and the great workforce at Uniting AgeWell, we are confident we are prepared for the new standards.

The closure of Girrawheen, the incredibly severe 2017 influenza season, occupancy challenges at some of our older facilities, the freeze on CPI indexation on residential care funding and the impact of Federal Government changes to the allocation of aged care funding, together with widespread investment in improved clinical governance and reduced clinical risk, all impacted our financial performance during the financial year.

Despite this, Uniting AgeWell continues to be in a strong financial position, enabling the organisation to embrace further growth opportunities over coming years. We experienced an increase in operating revenue of six per cent due to higher government subsidy payments for residential care (resident acuity) and home care package growth. The net cash inflow was \$13.324 million, while the net surplus after investment gains was \$8.296 million.

In February 2018, we farewelled our Board Chair Rev Allan Thompson when he retired from the Board. We would like to thank Allan for his commitment to the organisation during his nine-year term on the Board, with three as Chair. Under Allan's leadership, Uniting AgeWell grew bigger and smarter as an organisation, and he has been at the forefront of a culture of strong and effective Board Governance.

Raelene Thompson became Chair after joining the Uniting AgeWell Board in October 2017. Raelene has extensive experience in aged care governance, and she is thrilled to be leading the Board during a period of enormous opportunity, challenge and change. Raelene has expressed heartfelt gratitude for the wonderful welcome she has received.

During the year, we also farewelled Fiona Campbell after a long association with the organisation and four years as a Board Member, and welcomed Jan Begg, Kate Andrews and Kathy Campbell to the Board in February 2018.

Helen Baker, General Manager People Services, retired from Uniting AgeWell in July 2018. Helen held the role since the organisation was first created in 2004 as Uniting Aged Care, and provided wonderful leadership, professionalism and guidance over the years. We are a much stronger organisation for her contribution.

The introduction of several new highly experienced people at a governance and senior executive level presents many exciting opportunities for us. Their skills will be critical in the years ahead, as Uniting AgeWell prepares to become an incorporated entity. We were thrilled to gain the support of the Synod Standing Committee to become a Company Limited by Guarantee this year, which is an important step for our organisation as it matures and grows.

As an agency of the Uniting Church in Australia Synod of Victoria and Tasmania, the support of the Synod Standing Committee and our fellow Uniting Church entities is extremely important. Strengthening these relationships has been an important focus. This has seen active collaboration with Uniting Vic.Tas, Uniting Care Australia and the eastern seaboard Uniting Church agencies, to identify opportunities to share ideas and implement initiatives aimed at creating more efficient and effective organisations.

The Mission Committee plays an integral role in developing these relationships and putting the Uniting AgeWell Identity Statement into practice. This important statement, also launched at Synod 2017, outlines who we are, our reason for being, and what we stand for as an organisation of the Uniting Church.

Of course, none of the great care and support we provide would be possible without the contributions of all the wonderful staff and volunteers across Victoria and Tasmania. We are constantly inspired by their commitment and passion and their willingness to live out Uniting AgeWell's values of respect, partnership, wisdom, fairness and stewardship. We look forward to working with our dedicated workforce, Senior Executive Team and Board as we lead this great organisation into the future and ensure all our customers can live well with choice and peace of mind.

Raelene Thompson
Board Chair

Andrew Kinnersly
Chief Executive Officer

Putting the customer first

“The quality of life and experience of our customers is at the heart of everything we do” is Uniting AgeWell’s Key Priority One, designed to ensure the customer is always front of mind in decision making and service delivery.

Constantly striving to ensure all clients can live well with choice and peace of mind, the organisation implemented a number of projects to strengthen the customer experience and support the development of services that place customers in control of the services they receive as they age.

A Customer Promise, Customer Charter was developed following extensive stakeholder consultation and sets out how Uniting AgeWell will deliver services to customers and the outcomes they can expect.

The organisation’s AgeWell Community Advisory Committee (ACAC) also created a Customer and Community Engagement and Participation Framework and Plan. This outlines how Uniting AgeWell will involve customers, families, carers and community in decision making at all levels of the organisation and across all service areas.

Developed using the results of a Deakin University study commissioned by ACAC, the plan sets out

four standards of participation and the key actions Uniting AgeWell will take to meet those standards, for example how customers and community members will be provided with the information and support required to build their capacity to fully and effectively contribute to a whole of organisation approach.

With the imminent introduction of Consumer Directed Care (CDC) into residential care, Uniting AgeWell conducted a two-phase trial of CDC at its Sorell Community, Ningana, in Tasmania. The first phase of the CDC trial in 2016 determined what CDC would look like in a residential setting and how it would work in relation to staffing, care and funding, while phase two of the trial in 2017 further developed the service model giving residents more control over the discretionary spending of their funding.

Services were directed by the resident or their families so their goals and needs were met in accordance with their wishes. Monthly monitoring ensured each resident’s goals were matched to the funds available to them.

Results showed a significant improvement in the health and wellbeing of residents involved in the trial.

“I really missed home cooking and wanted to do more of it, so we implemented a weekly home-cooked meal for eight people. The staff would take me shopping, then they’d help me cook the meal and it was always done to my standard. We would all sit down and have the meal just like I had at home. I felt more content and independent under the CDC model, and the social side was important.”

– CDC trial resident, Sorell Community, Ningana

”

Dementia program empowers residents

The simple act of waking up naturally or making your own breakfast can be enough to boost feelings of self-worth and satisfaction in aged care residents.

But the demonstrable benefits of a new Improvement in Dementia Care initiative at Rosetta Community, Strathglen stretch beyond improving residents' wellbeing.

Following an environmental review and consultation with families and health professionals, the residence introduced measures to enhance the standard of dementia care provided.

The doors of the previously locked Banksia dementia care area were opened to enable residents to interact freely with the rest of Strathglen Community; contrasting blue seats were installed in ensuites to reduce the chance of falls; and the lifestyle program was adjusted to a holistic and individualised model with a focus on choice and decision making.

But mornings at Strathglen changed the most. Residents are now encouraged to wake in their own time and head to the home-style kitchen to make their own breakfast, just like they did at home. Staff are on-hand to support residents, and they are encouraged to eat with them.

The breakfast program demonstrates Uniting AgeWell's commitment to supporting residents, clients and families to be active partners in their care by ensuring choice, as well as promoting engagement and independence.

Care Manager Tracy Harvison said the program was hugely popular among residents, staff and families.

"We wanted to move away from the traditional task-focussed and risk-averse aged care model, to an environment that gave clients purpose, life choices and wellbeing," she said.

"This is their home and whatever they're capable of doing we want to support them to do."



The results of the Improvement in Dementia Care initiative were astounding. Residents appeared brighter and more engaged. There was a 74 per cent reduction in falls across the residence, particularly in bathrooms where the blue seats were installed, an 83 per cent reduction in urinary tract infections due to improved hydration and a significant reduction in weight loss among residents due to improved nutrition.

Uniting AgeWell is now looking to implement similar projects at its other residences.

Clients provide valuable feedback

Understanding clients' experiences and needs is critical to continuously improving the services Uniting AgeWell provides.

In 2017, Uniting AgeWell conducted its annual YES Survey to gain valuable feedback about its facilities and services, including areas where the organisation is doing well, and those for improvement.

More than 1,300 residential and community clients took part in the survey about attitudes, rights and responsibilities, safety, individuality, choice, and information sharing.

The feedback led to a number of enhancements, including the introduction of feedback posters across all residences, 'You said, We did' posters about local site issues, increased communication with community clients, including transparent funding and budget information, and financial education sessions for families and clients.

YES

Overall care and services experience

91 per cent of community and 87 per cent of residential clients reported good to excellent experiences.



YES

Survey responses
688 Community clients
635 Residential clients

YES

Safety

94 per cent of community and 86 per cent of residential clients felt safe when receiving care and services

YES

Individuality

85 per cent of community and 79 per cent of residential clients felt the care and service provided acknowledged individuality

YES

Attitudes, rights and responsibilities

96 per cent of community and 88 per cent of residential clients said staff attitudes in supporting clients to maintain their rights and responsibilities was evident

YES

Information sharing

88 per cent of community and 74 per cent of residential customers said information sharing was good to excellent

YES

Choice

92 per cent of community and 79 per cent of residential clients said they were provided choices

You said

We did

Temperature of food was variable at point of service

Introduced bain-maries at all of our residences to ensure meals were served hot

Taste and presentation of texture-modified food was unappetising

Trialling a new product where texture-modified foods are plated and presented in a way that looks like the original product

More access to a variety of drinks, particularly in the hot weather

Introduced hydration stations across all residences, enabling residents and visitors to serve their own drinks

Staff wanted quick access to policy and clinical documents

Implemented a new online policy system, PROMPT, to improve access for staff

Raised concerns about the level of understanding among care staff

Introduced customer experience training for all residential care staff

Want to make more decisions and be informed about care

Increased staff consultation with residents on their care needs and any changes of service provision

Lack of understanding about Commonwealth Government funding changes

Hosted financial education sessions for families and residents

Share the results of the YES survey

Results and 'You said, We did' published in newsletters, tabled at resident and relative meetings and other means of local communication

"I have found the staff to be friendly, professional, open and available for my father and I around his medical and personal issues. My father and I have met each month with his Care Manager and we find her to be most respectful and responsive to my father and his needs, and also to my needs as the family contact."

– Strath-Haven Community resident

”

Quality agency reveals client satisfaction

Uniting AgeWell is an industry frontrunner when it comes to meeting customer expectations, Australian Aged Care Quality Agency (AACQA) surveys indicate.

In 2018, the agency introduced Consumer Experience Reports (CER) as part of its residential aged care auditing process. During seven audits, it surveyed residents about the care they received and the environment they lived in.

The results indicate 97 per cent satisfaction across Uniting AgeWell's residences. The organisation also scored above the 'benchmark average' of 87 other aged care residences across Victoria and Tasmania.

Enhancing risk management efforts

Uniting AgeWell has adopted a new online risk management system to enhance the quality of service provision.

RiskMan documents incidents, hazards and feedback in a central location, enabling Uniting AgeWell to track incidents across the organisation, better understand and manage those incidents and undertake improvements to reduce harm and recurrence.

The system is contributing to a culture of safety and improvement that will result in a safer home and workplace for residents, clients and staff.

Consumer experience: how we rated

Staff treat me with respect



I feel safe here



Staff meet my healthcare needs



Staff follow up when I raise things with them



Staff explain things to me



Staff know what they are doing



I like the food here



If I'm feeling a bit sad or worried, there are staff here who I can talk to



This place is well run



I am encouraged to do as much as possible for myself



Consumer experience: Uniting AgeWell overall average **97%**

Cooking up success

An initiative that led to a reduction in food-related complaints earned Uniting AgeWell the ACSA Victoria Aged Care Award for Innovation in Service or Design.

Masterclass 2017 received the award, which recognises an original initiative to improve the lives of older Australians.

Masterclass was developed to educate and inspire chefs to cook nutritious and tasty meals that made dining a pleasurable experience for residents.

It saw Uniting AgeWell chefs battle it out MasterChef-style to create a main and dessert dish in 90 minutes. They were judged on presentation, creativity, cleanliness of workstations, taste and adherence to aged care dietary guidelines.

The two-day Masterclass also included a workshop with Unilever Chef Mark Baylis, who demonstrated cooking aged-care appropriate meals using fresh produce.

Camberwell Community, Condare Court Chef David Edwards (pictured) said the initiative was a great networking opportunity and a chance to expand their skills.

"Masterclass has brought much to the chefs and the residents that we're cooking for by creating a lot of excitement and sparking passions and enjoyment in what we do," he said.

While some meals were added to site menus, the training initiative helped reduce food-related complaints across the organisation by 26 per cent, and staff said they had increased knowledge of cooking in aged care as a result.



1,466,232
Meals served in
residences

157,040
Meals on Wheels
prepared

Residents shape dining improvements

Uniting AgeWell introduced feedback postcards across its residential site dining rooms, enabling residents to provide instant feedback on their dining experience. The responses have led to several local improvements, including the ordering of different cuts of meats, providing individual choice regarding sandwich fillings and changes to serving times.

Looking after our workforce

Uniting AgeWell understands its workforce is its greatest asset. The organisation employs more than 2,500 people, of which 71 per cent directly support clients in care roles.

Key Priority Two of the 2017-2020 Strategic Plan positions Uniting AgeWell as a progressive employer of choice, with a culture of customer-centred care, innovation, trust and respect.

This year, the organisation invested heavily in staff training, continued to develop Occupational Health and Safety programs and initiatives to reduce workplace injuries and assist people in returning to work, and recognised and rewarded outstanding staff.

The employment of a dedicated Nurse Educator in Tasmania enabled Uniting AgeWell to more easily deliver clinical training to staff and ensure the highest standard of care for residents and clients across the state.

Uniting AgeWell this year provided on-the-job experience to 260 students studying nursing, speech therapy, dietetics, and various other professions, at placements across Victoria and Tasmania.

The organisation enhanced its Leadership Development Program, with the introduction of Care and Program Manager workshops. The workshops aimed to assist staff in developing their leadership and management skills and provide the opportunity to network with peers.

To ensure staff were working in safe conditions, Uniting AgeWell conducted 61 internal safety inspections of Victorian residences, 23 inspections of Community Services Centres and 14 across its Tasmanian residences this financial year.

Senior Workers' Compensation Coordinator Nathier Kamalie's work in supporting injured people return to work was recognised when he was named a finalist in the WorkSafe 2017 Return to Work Coordinator Excellence Award.



2,522

Total staff

451

Hotel
Services
staff

1,801

Nursing and
direct care
staff

248

Admin
staff

22

Maintenance
staff

260

Students on
placement

"I became a nurse because I cared about others and wanted to make a difference to people's lives as they aged. Every day I just come to work and try to be the best that I can on the day. My team nominated me for Employee of the Year because they think I've been a good support to them. I feel really good about what I do for the residents and the support I can offer my team."

– Employee of the Year 2017, Nancy Carganilla

”





Promotions

Uniting AgeWell promoted 137 employees to more senior roles across its service areas this financial year.

Commitment to gender equality

The organisation continues to support the Workplace Gender Equality Act 2012 (Act) and contributes to the improvement of gender equality outcomes in Australian workplaces.

Celebrating diversity

Uniting AgeWell proudly fosters a safe, respectful and inclusive workplace for all staff and volunteers that come from a variety of cultures, religions and sexualities.

The LGBTI Working Group introduced Celebrating LGBTI Week in August 2017. Victorian Gender Equality Commissioner Ro Allen presented at the event and acknowledged the great work Uniting AgeWell was doing to support LGBTI clients and staff.

Uniting AgeWell also had a stand at the Midsumma Festival in January 2018 and introduced rainbow dove signs at the entrances of all its buildings to promote its support of the LGBTI community.



Upskilling staff for better outcomes

Sixteen years into her career in aged care, Care Worker Clare Alsford took the opportunity to broaden her skills under a new Uniting AgeWell program.

Uniting AgeWell introduced a unique training program to upskill care workers with allied health skills by supporting them to complete a Certificate IV in Allied Health Assistance.

“I thought it was an opportunity to expand my knowledge and add another feather in my cap, as far as my abilities to work across the broader spectrum of aged care,” Clare said.

New Allied Health Assistant roles were created at Lillian Martin, Queenborough Rise and Sorrell Community, Ningana. The Assistants support residents with pain management through heat pack therapy or gentle massage and coordinate preventative and social activities like walking and exercise groups, and a hydrotherapy program.

“The training has certainly made me more aware of changes in residents’ physical and mental conditions and given me a lot more scope to think outside the box about their needs,” Clare said.

A number of care staff were also trained in basic foot care, so they can manage minor issues and free up podiatrists to see residents with more complex needs.

The upskilling of staff has seen several positive outcomes for residents, including reductions in falls with injuries and referrals to the physiotherapist for pain and mobility assessments.

Following the successful trial, the Allied Health Assistant position is being rolled out at other Uniting AgeWell residences in Tasmania.

Learning management system

In March 2018, Uniting AgeWell rolled out a new online learning management system, UA Learning, and began creating specific and high-quality education programs to enhance its workforce capability.

UA Learning contains mandatory training programs and additional packages staff can undertake to enhance their skills and knowledge.

11,557
Learning
activities
completed

49
Activities on
the training
catalogue

First Infection Control Month

This year Uniting AgeWell introduced its inaugural 'Infection Control Month' – a new initiative designed to boost staff knowledge of infection control and outbreak management procedures and ensure the organisation maintains the highest standard of care for its clients.

Infection Control Month was among a raft of measures Uniting AgeWell introduced following Australia's worst recorded influenza season in 2017. It invested heavily in enhanced staff education, rostered additional care hours at several facilities and enhanced its outbreak management guidelines and vaccination program.

During Infection Control Month in April, staff were required to complete a practical hand hygiene competency and online training in infection control and outbreak management, while supervisory staff attended outbreak coordination training.

An enhanced influenza vaccination program was rolled out during Infection Control Month with all staff expected to attend clinics to receive their vaccination unless medically unable. This expectation is now incorporated into new staff recruitment processes.

Infection Control Month is one way Uniting AgeWell is equipping its staff with the skills and knowledge required to provide the best possible protection for its clients.

Army of volunteers

Philip Bezemer runs a weekly indoor bowls activity at Box Hill Community and often spends time visiting residents one-on-one.

As a retiree, doing something meaningful each day is highly important to Philip. On days when he volunteers, Philip always feels like he has made a worthwhile contribution.

Phillip is one of 590 volunteers that support and enhance Uniting AgeWell's programs and services by providing friendship, contributing to events, gardening, supporting lifestyle activities, and carrying out office administration, transport assistance, home visits and entertainment.

Uniting AgeWell greatly values and recognises the contributions of its volunteers through National Volunteer Week celebrations and annual Volunteer of the Year Awards for Victoria and Tasmania.

590

Volunteers

18,982

Volunteer
hours



Stepping into the customer's shoes

Placing the customer at the heart of everything we do is a key focus for Uniting AgeWell. Ensuring staff understand the impact of their actions on customers is extremely important, as it helps them provide the best possible person-centred care.

Uniting AgeWell developed and delivered innovative Customer Experience workshops that brought into full focus the lived experience of many customers in aged care by putting staff directly in their shoes. Staff were asked to participate in a number of practical exercises, including:

- Putting on someone else's clothes
- Being offered cordial at morning tea, despite wanting coffee or tea
- Sitting in a princess chair facing a wall for 20 minutes
- Wearing sunglasses to convey lack of sight
- Sitting in a cold room with the heating low
- Wearing headphones playing 'white noise' to illustrate the impact of dementia

The exercises were taken from real situations experienced in aged care and involved discussions about how it felt to be put in those scenarios and how they could be prevented.

More than 700 staff received the training, saying it would have a tangible impact on the way they went about their roles.



Recognising staff

Each year, Uniting AgeWell recognises employees, teams or volunteers who encapsulate the values of the organisation and inspire others in the course of their duties.

The AgeWell Awards were presented at an official ceremony at Melbourne Town Hall in December 2017. Awards included Employee of the Year, Victoria and Tasmania, AgeWell Award, Team Innovation, Customer Experience and Volunteer of the Year, Victoria and Tasmania.

The overall Employee of the Year was awarded to the Care Manager of Noble Park Community Nancy Carganilla, pictured on page 17, for her tremendous clinical skills and unwavering support of staff, residents and families.

Uniting AgeWell also recognises staff making an outstanding contribution to their own team, or site through the Employee of the Month program, as well as through nominations for industry awards.

Creating caring communities

Developing resources for congregations

As an agency of the Uniting Church, Uniting AgeWell's relationships with congregations and its fellow Uniting Church agencies are extremely important.

During the year, Uniting AgeWell worked with other Uniting Church organisations to develop a series of targeted resources to provide important information for congregations about the work it does.

This included a presentation about the services available across Victoria and Tasmania, and the infrastructure developments now underway. In partnership with Uniting, the organisation also developed worship resources for a celebration of volunteers, coinciding with National Volunteer Week in May.

Uniting AgeWell will continue to provide resources for congregations to incorporate into their annual worship planning, together with Uniting and the Synod's equipping Leadership for Mission (eLM) unit. In October, Uniting AgeWell will provide a package celebrating older people as part of the annual UA Sunday, which coincides with Seniors Weeks in Victoria and Tasmania.

Sharing knowledge with the community

Uniting AgeWell has introduced a series called the Planning Ahead Information Sessions, to help older people make informed decisions about complex or emotional topics, such as mental health, advance care planning and legally protecting assets.

The initiative originated from a Chaplain who knew older people in the community were struggling to navigate the confusing aged care system and wanted to help.

The program was developed and implemented at five Uniting AgeWell sites across Victoria and Tasmania in 2017. Following positive feedback from attendees, it was expanded to nine sites in 2018.

Uniting AgeWell engages external presenters, local community partners and its own experts to deliver the sessions. Drawing on their own experience, Chaplains presented on several topics, including advance care planning, managing anxiety and depression, and grief and loss.

Successfully planning ahead

9

sites
involved

45

sessions
held

574

people
attended

"The values Uniting AgeWell has, and the standards they uphold, have an important role to play for people from all sorts of backgrounds. We're very comfortable here and the staff are very good; we have made some very close friendships. It really stands out as being first-class, and I'm really proud that it holds a high standard."

- Retired Rev John Haysey, Carnsworth Community

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Defining identity

At the heart of Uniting AgeWell's work is a desire to honour the unique spirit of love, life and aliveness in every person. This way of seeing the world drives the way it plans, resources and provides the services it offers. Uniting AgeWell continued to roll out its Identity Statement that was developed by the Mission Committee and launched at Synod 2017. The statement acknowledges the strong connection between Uniting AgeWell and the Uniting Church in Australia and the importance of aged care as a mission of the Church.

Training our chaplains

New Annual Training Days are being introduced in 2018 to allow Chaplains to learn in a team environment. With 'Understanding the ageing journey' the central theme, the training days will complement the organisation's long-running Annual Chaplains Conference, in which Chaplains gather together to network, provide ideas, expand their knowledge and support each other.

Supporting residents and families during palliative care

Chaplains build strong relationships with residents and their families during their stay at Uniting AgeWell and are often a valued presence during end-of-life care.

Chaplains ensure residents' spiritual needs and preferences, along with their choices around death and dying, are documented, supported and respected during their time at Uniting AgeWell.

Connecting clients with congregations

Uniting AgeWell facilitates connections between clients, particularly those in isolated areas, and their local Uniting Church congregations, ministers or pastoral care teams.

Uniting AgeWell actively promotes the spiritual and social benefits of connecting with congregations, along with the ability to connect with peers through interest groups, social clubs and outings. In turn, this supports the organisation's goal to provide more services to the most socially and economically vulnerable people in the community.



Caring for residents' spiritual needs

Uniting AgeWell is proudly an expression of the Uniting Church. Key Priority Three of Uniting AgeWell's 2017-2020 Strategic Plan focusses on ensuring everything the organisation does recognises and respects its history and affiliation with the Church and is infused with the Christian faith tradition. In all of its projects and programs Uniting AgeWell seeks community, compassion and justice for all people.



13

Chaplains
employed

23

Pastoral Care
volunteers

A trustworthy confidant, a great listener, compassionate and non-judgmental, always present and ready to provide support. This is who Uniting AgeWell's Chaplains, including Rev Peter Beale (pictured), strive to be.

Stationed across the organisation's aged care residences, Chaplains and pastoral care volunteers assist Uniting AgeWell to create caring communities where everyone feels supported in the ways that matter to them.

The work of the Director of Mission and Chaplains is supported by Uniting AgeWell's Mission Committee. The committee supports Uniting AgeWell in its commitment to offer spiritual support through professional chaplaincy services and practical and prayerful links with Uniting Church congregations. It focuses specifically on the delivery of pastoral care and spiritual support to clients.

"Chaplains have the incredible privilege of making connections with residents and spending time listening to their stories, where other staff may not be able to do that," said Peter, who is also a Uniting Church Minister and Chaplain at Condare Court and Tanderra Communities in Camberwell.

"It's our job to get to know everyone and ensure they feel a valued member of the community."

When a new resident moves in, the Chaplain is available to support them and their family through the transition.

Supporting Uniting AgeWell to enact its commitment to 'translate gospel values into quality, person-centred care initiatives', the Chaplains run pastoral care activities, worship services and other group programs catering to the residents' needs and interests.

"I run a weekly activity and the theme varies but it always has a chaplaincy element," he said. "It might be Bible trivia, an interfaith talk, Bible study, armchair travel or a current affairs discussion."

To support Chaplains, Uniting AgeWell provides them with resources and training, with an emphasis on dementia and end-of-life care.

The Chaplaincy program will be further strengthened next year with the addition of extra chaplaincy hours across a number of residential care sites.

Becoming stronger, smarter and more sustainable

Catering to growing demand

Uniting AgeWell is positioning itself for the future by making smart and sustainable decisions that ensure it can respond to the increasing demand for aged care services, and continue providing high-quality care and support.

Key Priority Four outlines how the organisation will continue to build on its strengths, boost efficiencies, embrace new technologies and reduce its impact on the environment.

During the financial year Uniting AgeWell targeted opportunities for revenue growth through new capital developments, acquisitions, government tenders, and organic growth.

It is actively seeking acquisition opportunities in residential care and community services, and applying for more bed licences in the annual Aged Care Approvals Round (ACAR). Successful ACAR applications from previous years have paved the way for the current major works at Latrobe Community, Strathdevon and a planned extension of Newnham Community, Aldersgate Village.

Throughout the year, Uniting AgeWell expanded its allied health and therapy services, including opening two new Helsinki University Research (HUR) seniors' gyms. A new Wellness Model was developed to make it easier for all clients to access allied health and therapy services, and enable more people in the community and residential care to maintain or regain their physical health and independence. This model will be rolled out throughout 2018-19.

Uniting AgeWell began delivering Short Term Restorative Care packages in northern metropolitan Melbourne in July 2017. The new eight-week program, which supports people to regain their health and wellbeing, has proved so popular it has a waiting list.

New funding from the Commonwealth Home Support Programme Growth Funding Round, announced in May 2017, enabled Uniting AgeWell to provide domestic, personal care, and allied health services to meet the needs of people from culturally and linguistically diverse (CALD) backgrounds throughout the year.

Another successful Growth Funding Round application saw Uniting AgeWell expand the domestic, personal and respite care it provides to financially and socially disadvantaged people in Tasmania.

Caring for our environment

Uniting AgeWell ensures it makes responsible business decisions and assists its staff, volunteers, suppliers and community to improve their responses to environmental issues.

The organisation is investing in the development and implementation of a robust Environmental Strategy to reduce its impact on the environment.

The organisation employed an Environmental Sustainability Lead to drive its commitment to the strategy, through the implementation of a range of initiatives. The Board also approved a contingency fund of up to \$1 million for sustainable infrastructure works in 2017-18.

Key environmental sustainability achievements



Enhance environmental responsibility

- › Developed Environmental Sustainability Strategic and Operational Plan
- › Established senior executive committee to establish environmental initiatives



Reduce landfill emissions

- › Preparing to install the organisation's first bio-digester at Strathdon Community, which will reduce site emissions by 64 per cent annually



Increase comfort for clients

- › Commenced energy audits across residential and independent living sites



Establish environmental procurement policy

- › All contracts now incorporate environmental sustainability elements



Raise staff awareness

- › Increased internal communications regarding environmental issues
- › Introduced Environmental Champions campaign and Environmental Sustainability annual award



Incorporate sustainable options in construction

- › Improved Environmentally Sustainable Design Principles
- › Electric car charging outlets incorporated into Manningtree Hawthorn development



Reduce energy usage

- › Reserved \$1 million in the 2018-19 budget for energy reduction strategies
- › Replaced halogen globes to LED lighting across residences



Collaborate with Uniting Church organisations

- › Worked with Uniting Vic.Tas on environmental strategies

Sweeping changes aid the planet

Uniting AgeWell is making a conscious effort to reduce the amount of waste it sends to landfill. A waste reduction trial introduced at Kingsville and Strathaven communities in 2018 has seen plastic and polystyrene replaced by recyclable, biodegradable or compostable products, sourced locally wherever possible.

Under the trial, recyclable or biodegradable cups and spoons are used for administering medications and stocking drink stations, while drinks are served with paper straws. During outbreaks, the sites serve meals on plates, bowls and cutlery made from sugarcane pulp or woodchips. If successful, the program will be expanded to other sites.



Helping more people at home

The number of Home Care Packages delivered by Uniting AgeWell significantly increased this financial year, despite Federal Government reforms to home care funding placing immense pressure on all aged care providers and creating intense market competition

The number of home care providers rose 62 per cent across Australia between 31 December 2016 and 31 March 2018, with the government anticipating huge increases in demand for home care. However, the number of government-approved Home Care Packages did not keep pace with this demand.

Through targeted campaigns and the work of dedicated local staff, Uniting AgeWell supported 1,383 people through its Home Care Packages.

This reflects a 23 per cent growth in people supported between December 2017 and July 2018 and a massive 81 per cent increase since June 2016. This is a positive endorsement of the quality of tailored care and support the organisation provides to people in their own homes.

Uniting AgeWell is also investing in research, innovation and new technologies that will improve the customer experience, delivering efficiencies and enhanced financial and environmental sustainability.

Direct care workers were provided with smart phones to enable them to receive care plans remotely and deliver tailored care to clients. The devices are integrated with rostering and payroll, reducing staff administration time so they can focus on care delivery.

Keeping Fred on the Land

Living on the land means everything to Echuca's Fred Bridgewater.

He was born on a farm in western Victoria and spent his life in shearing sheds, driving across the countryside as a seed grader and representing his rural council.

But a severe stroke seven years ago almost stripped him of the rural life he loved. Fred and his wife Shirley would have left their property by now, if not for the ongoing support Uniting AgeWell has provided.

As well as arranging a bathroom renovation, the organisation provides domestic cleaning and daily personal care for Fred and supports the couple to remain active members of the community.

"Every week they provide respite so I can have a night out, and they help with Fred's social group and exercise classes," she said.

That support means Fred, now aged 81, is able to continue enjoying "the freedom of the country" in the home he bought more than 40 years ago.

"Fred is fantastic," Shirley said. "He has always had a veggie garden and he still loves it. He hops across on his wheelchair and sees the neighbour with the horses and cattle, he watches television and reads the newspaper."

Thanks to Uniting AgeWell's support, the farm is the first thing Fred sees in the morning and the last thing he sees at night.

266,092

Hours of care

18,950

Hours of respite

78,926

Number of outings

1,463

Connections to social groups

A trial of a new tablet device for community clients, UA Buddy, also began. Clients use the tablet to access and plan their calendar of care services, and can access other services and information such as websites, games and entertainment. The service is now being assessed for full implementation with all Home Care Package clients.

During the year Uniting AgeWell fully implemented its client management software system Procura, which provides better recording of community client data.

Uniting AgeWell will continue to invest in new systems and staff development to enable people to live well with choice and independence in their own homes for as long as possible.

Building for the future

The quality of our surroundings can have a tangible impact on our happiness and wellbeing. Research shows that buildings, gardens and community spaces can all impact our senses, emotions, sense of community and general wellbeing.

Uniting AgeWell has set out a 10-Year Property Plan to ensure its infrastructure goals and priorities focus on providing modern, sustainable and welcoming facilities that meet the needs of the growing older demographic, including their ongoing wellbeing.

A key part of the Plan is the development of new aged care residences at Preston and Hawthorn, along with an independent retirement living complex at Hawthorn. These major projects, which began construction in 2018 and are on track for completion at the end of 2019, have been designed with a focus on wellbeing and providing state-of-the-art comfort and support to clients.

A major extension and renovation of Latrobe Community, Strathdevon, also began during the financial year and is due for completion in 2019. This includes a new 30-bed residential wing, hairdressing salon, chapel, kitchen and dementia-garden.

These projects alone represent a total infrastructure investment of more than \$103 million.

Together with a planned 30-bed expansion of Newnham Community, Aldersgate Village, in Launceston, these infrastructure initiatives will enable the organisation to provide residential care to 284 additional people once complete.

To ensure any new development meets the needs and expectations of the community, Uniting AgeWell seeks feedback from user groups, including Uniting Church congregations, clients and family members.

Uniting AgeWell wants to ensure all its residences feel like home. Minor infrastructure works have focussed on upgrading a number of sites by creating more intimate and comfortable living areas and private bedrooms and bathrooms.

Uniting AgeWell also updated security and outdoor spaces at several sites to ensure the safety and wellbeing of clients, through CCTV installations, a new nurse call system at Box Hill Community and several new gardens.



Construction projects under way

Preston	104 	\$ 28.91 million	<i>Expected completion: October 2019</i>
Hawthorn	120 	\$ 64.68 million	<i>Expected completion: End 2019</i>
Manningtree Hawthorn	49 		
Latrobe Community Strathdevon	30  New wing and renovation	\$ 10 million	<i>Expected completion: February 2019</i>
Newnham Community Aldersgate Village	30  New wing and community centre		<i>Expected start: 2019</i>

A place where friendship blossoms



When Karia Wicks moved into a Uniting AgeWell independent living unit in Launceston a decade ago, she was unaware how much the community would enrich her life.

Nestled on a hill behind Kings Meadows Community, Aldersgate, Wesley Court retirement village houses a thriving community.

“The people here are just marvellous,” Karia said.

“Everyone goes out of their way to welcome new people, they visit those who are unwell, and they call in to check on people if they aren’t out and about at their usual time.”

Over the years, Karia has involved herself in the community, attending regular barbecues and outings with fellow residents, like Wayne Radford (pictured with Karia), and volunteering at the aged care residence.

More than 470 people lived in Uniting AgeWell’s independent retirement living units across Victoria and Tasmania this financial year. The organisation fosters environments at all its independent living communities that boost wellbeing by ensuring everyone feels valued and makes a contribution, through volunteering or social activities.

Girrawheen Community redevelopment

Following the difficult decision to close the existing Girrawheen Community aged care residence in June 2018, planning is now underway to develop the site into a more comprehensive and modern facility that better meets community demand and expectation.



5

Allied health
centres

1,520

Clients

61,474

Hours of
use

Supporting clients' physical health and wellbeing

Uniting AgeWell is committed to supporting older people to remain independent and well for as long as possible. Throughout 2017-18, the organisation invested more than \$300,000 in new seniors' gyms at Noble Park and Oakleigh.

Officially launched in November 2017, the gyms are designed to enable older people to restore and maintain their physical health, independence and wellbeing through specially-designed equipment and support from on-site allied health and therapy professionals.

The new gyms contain state-of-the-art Helsinki University Research (HUR) air-resistance equipment, designed to accommodate varying degrees of ability and physical conditioning. They use a smart

card system that automatically sets the correct resistance for clients.

Uniting AgeWell will continue to strengthen the way it delivers allied health and therapy services, through the implementation of a new Wellness Model.

Scheduled to be rolled out in 2018-19, the Model broadens the focus of Uniting AgeWell's wellbeing strategy to encompass programs both in the community and its residential services, including renaming the allied health centres to AgeWell Centres.

It will ensure all older people can regain or maintain good physical, social and emotional health, and achieve their individual goals, wherever they are on their ageing journey.

Getting back on the dance floor



Kathy Bacsa came to Uniting AgeWell's Seniors' Gym at Noble Park earlier this year in chronic pain, only able to lift her leg three inches off the ground.

"I went in for a total knee replacement in October 2017 and they accidentally cut my artery," she said. "I had half a litre of blood left and they put me in an induced coma on life support."

When she finally left hospital, the rock 'n' roll and swing dancer visited specialists, was prescribed medications and visited other gyms to try to manage the pain and lack of mobility in her leg, but had little success until she found Uniting AgeWell.

"When I started at Uniting AgeWell, I couldn't stand on my right leg and had no strength in it," she said.

"They strengthened me up very, very well and what has been set out for me is just right."

While the Helsinki University Research (HUR) equipment works wonders for her leg and she's now able to walk independently, Kathy said it was the staff who made her feel comfortable. She arrived at Uniting AgeWell "a little bit lost" and in need of "sympathy", which was exactly what she got.

"They are all so lovely here and they don't push me, they encourage me," she said.

With the support of Uniting AgeWell's allied health professionals, Kathy is working towards getting back into dancing.

Professionals employed to assist clients at allied health centres

12

Physio
Therapists

4

Occupational
Therapists

6

Exercise
Physiologists

11

Allied Health
Assistants

Working together to advance aged care

As a leader in aged care, Uniting AgeWell is always looking at ways it can improve the care and support provided to older Australians. One of the best ways to do this is through research and development that leads to innovations within the sector.

Throughout the year, Uniting AgeWell invested in a number of collaborative partnerships aimed at developing cutting-edge integrated solutions to improve the way the sector delivers care and services.

The focus of Key Priority Five of the Strategic Plan is strength, learning and innovation through partnership and collaboration. This includes working with other organisations – including those within the Uniting Church – to advocate for better results for older Australians.

To support this goal, Uniting AgeWell employed a Manager of Research, Innovation and Advocacy to actively seek out partnership opportunities that strengthen the organisation's workforce and improve customer outcomes.

It also established a Service Development, Research and Innovation Committee to embed the beneficial outcomes and learnings from research and development projects and initiatives into ongoing Uniting AgeWell business and service models, with the committee finalising a five-year strategy for research and innovation.

Uniting AgeWell also takes every opportunity to advocate on behalf of seniors, through peak industry bodies, government groups and other organisations.

Setting the agenda

Uniting AgeWell actively engages government, industry and corporate partners to influence the policy agenda for the benefit of all Australian seniors, including its own clients.

This financial year, a representative from Uniting AgeWell Chaired the Uniting Church in Australia Home Care Committee, which advocated to the Federal Government on equity and fairness in relation to Home Care Packages.

The organisation represents the Uniting Church in Australia and its agencies on the National Aged Care Alliance – a peak body of national organisations collaborating to improve aged care. Through its position, Uniting AgeWell was able to advocate for better funding and industry-wide benchmarks of care.

It also has representatives on Leading Age Services Australia's (LASA) Victorian State and National Advisory Groups – Home Care. The committee provides advice to the LASA Board on policy issues and positions, so the peak body can actively advocate on its members' behalf.

Uniting AgeWell's position on key industry committees enables the organisation to collaborate with other industry bodies and shape government policy, ensuring 'access to high-quality aged care for all' is on the agenda.



Connecting through UA Buddy

Michael Haralambous may have left Cyprus more than four decades ago, but when the Uniting AgeWell client logs onto his UA Buddy tablet, he is transported right back to the Mediterranean.

The device is equipped with simple apps, large icons and valuable applications to assist older clients to remain socially connected and in control of their own care.

Michael reads and watches the Cypriot news daily and he and his wife, Ann, communicate with friends and family using the Greek keyboard installed on the UA Buddy.

"We send them a message or call them on the Skype whenever we want," Ann said.

"We haven't been back for 15 years but we feel closer to them."

Michael received the UA Buddy as part of phase one of a Uniting AgeWell trial in which home care clients were introduced to the entertainment functions of the device and given access to their service plans. Uniting AgeWell aims to expand the program to enable clients to access real-time data about their package spending budget.

Supporting International Women's Day

Uniting AgeWell proudly sponsored an International Women's Day event in March, partnering with UCA Funds Management and Uniting Vic.Tas.

The Inspiring Women in the Workplace event – hosted by Uniting Church in Australia Synod of Victoria and Tasmania's Gender Equality Committee – brought together staff from all Uniting Church agencies for a high tea celebration.

Uniting AgeWell Board Chair Raelene Thompson was keynote speaker at the event, praising Australian women who had fought throughout generations to create a better life for women.

Committed to collaboration

In December 2017 Uniting AgeWell and Uniting Vic.Tas officially committed to collaborating on a

range of areas by signing a Memorandum of Understanding (MoU).

The two organisations, with the support of the Synod Standing Committee, committed to cooperate and partner in the further development of the Uniting Church's mission to older Victorians and Tasmanians and their carers.

The MoU outlines the agreed areas of collaboration, including business growth opportunities, improving productivity and sustainability, sharing resources, exchanging and sharing relevant information, and exploring joint ventures and funding opportunities.

They also agreed to create a committee comprising representatives from both Boards to pursue cooperation and collaboration opportunities, and an Aged Care Standing Group to meet regularly with a view to achieving the MoU commitments.

Research partnerships

Uniting AgeWell is investing in strategic research partnerships and collaborations with universities and industry groups. The partnerships involve initiatives that will strengthen Uniting AgeWell's workforce, support the adoption of new technologies in aged care, and enhance current practices to improve client outcomes, particularly relating to wellbeing and increased independence.

A snapshot of the projects Uniting AgeWell led or supported in 2017-18:

Research Hub for Digital Enhanced Living

Lead organisation: Deakin University

Partners: Australian Government Australian Research Council (ARC), Monash University, Flinders University, University of NSW, University of Sydney, Technical University of Denmark, Auckland University of Technology, University of Auckland, Friedrich Alexander University of Erlangen, Nuremberg, University of Copenhagen, Dublin City University, Unisono (SofiHub), iCetana, Black Dog Institute, ACH Group, goAct, Suped, C-Born Software

Project timeline: July 2017 – June 2022

The ARC Research Hub for Digital Enhanced Living aims to support and enhance mental and physical health, wellbeing and quality of life for older people as they age.

Drawing on expertise from health, mental health, aged care, technology and assisted living organisations, the Hub will develop effective, affordable, scalable and safe technology solutions to assist older people and those caring for them at home and in residential care.

Uniting AgeWell is the lead aged care partner in the study.

Dementia Tri-Focal Approach to emotional wellbeing and mental health

Lead organisation: Swinburne University

Partners: Dementia Australia

Funding: Australian Government's Dementia and Aged Care Services Fund

Project timeline: September 2017 – June 2019

The Dementia Tri-Focal Approach study will evaluate the impact of an intervention program on depression and anxiety levels for older residents. The study involves residential care participants, a nominated family member or carer, and staff member.

Residents receive counselling, family members and carers receive training and support, and staff receive training, with the aim of reducing feelings of anxiety and depression in the residents.

Uniting AgeWell will partner with Swinburne University in a further study, Elders at Ease (ELATE), that will extend the tri-focal approach to residents without a diagnosis of dementia.

Outcomes Measures for Older People

Lead organisation: University of South Australia

Partners: Australian National University, University of Sydney, Flinders University, University of Newcastle, ECH Inc, Uniting NSW.ACT, Helping Hand Aged Care, Presbyterian Aged Care, Dementia Alliance International

Project timeline: January 2018 – December 2020

A range of generic quality of life outcome measure frameworks have been developed internationally, but none have been specifically developed and validated for older people.

This unique University of South Australia study will develop Quality of Life Measures specifically for older people that will be applicable across the health and aged care sectors.

Remini-Sing therapeutic singing study

Lead organisation: Melbourne University
Project timeline: August 2017 – June 2019

Remini-Sing is studying the effects of therapeutic singing groups on people with dementia living at home and their family members or carers. The experimental group is meeting weekly over 20 weeks to sing and learn how to use music therapy at home.

Following the results of an earlier pilot study, researchers expect the project will significantly benefit the wellbeing of both the people with dementia and their family members or carers.

Consumer Directed Care in Residential Aged Care

Lead organisation: Swinburne University
Partners: Doutta Galla Aged Services, Jewish Care Victoria, Ozcare, IRT Care
Project timeline: March 2018 – November 2020

With the expectation that consumer-directed care (CDC) will be mandated across residential aged care in the future, Swinburne University aims to assist providers in transitioning to the new model.

The study involves implementing and evaluating a six-week staff training program called the Resident at the Centre of Care (RCC) Program, to facilitate the transition to CDC practice in participating aged care providers' residences.

The 39 participating residences will be separated into one of three conditions – those implementing the RCC program and receiving additional organisational support, those implementing the RCC program and not receiving additional support, and the 'care as usual' group.

It is expected the implementation of the RCC program will improve the level of consumer choice and their quality of life, lead to organisational change and improve staff perceptions of their work environment.

This study builds on Uniting AgeWell's CDC trial at Sorell Community, Ningana, featured earlier in this report.

UA Buddy

Lead organisation: Ethan Group, Checked In Care
Project timeline: November 2017 – May 2018 (phase one)

Uniting AgeWell invited 20 home care clients to trial UA Buddy – a customised tablet designed to aid older people in managing their own care and remain socially connected.

During phase one of the project, clients were introduced to the device's entertainment and connectedness functions, enabling them to watch TV shows and movies, and call friends and family.

Later stages of the trial will involve the introduction of scheduling capability for clients to keep track of medications and appointments, along with real-time access to their package budget.

Community Engagement and Participation in Aged Care

Lead organisation: Deakin University
Project timeline: February 2017 – May 2018

Initiated by the AgeWell Community Advisory Committee, this study aimed to understand the status of community engagement and participation activities and initiatives at Uniting AgeWell.

Working with Deakin University, it explored the beliefs, perceptions and understandings of customers, staff, and volunteers regarding community engagement and participation at Uniting AgeWell, through demographic questionnaires, face-to-face individual or focus group interviews.

The results of this study formed the basis of Uniting AgeWell's Community Engagement and Participation Framework and Action Plan.



Remaining connected to the community is important for older people. Uniting AgeWell supports clients to remain socially connected and engage in meaningful activities through leisure and lifestyle programs at residential sites, or community programs including social support and carer respite.



Financial performance

Financial performance

Uniting AgeWell derived a net surplus before investment gains of \$1.654 million for the financial year ending 30 June 2018. This compares to the prior year net surplus of \$7.618 million.

The operating result for 2017/18 was \$7.336 million (2017: \$12.346 million).

Operating revenue increased 6 per cent to \$186.852 million due to higher government subsidy payments for residential care (resident acuity) and Home Care Package growth.

Occupancy of the residential aged care facilities remained stable at 93 per cent.

The net surplus after investment gains was \$8.296 million (2017: \$11.908 million).

Financial position

The value of net assets increased during 2017/18 by \$8.296 million to \$238.240 million, due to net surplus of \$1.654 million, plus the net gain of \$6.642 million on investments held for resale.

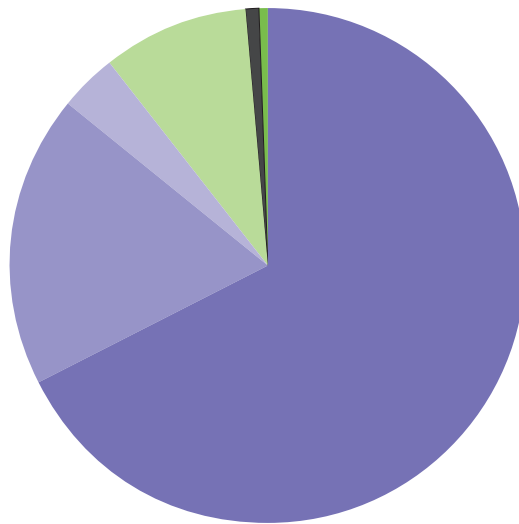
Cash and investments increased by \$17.787 million.

Resident ingoings increased by \$26.422 million to \$230.251 million, as a result of the changes to resident accommodation payments under the 2014 aged care reforms.

Cash flow

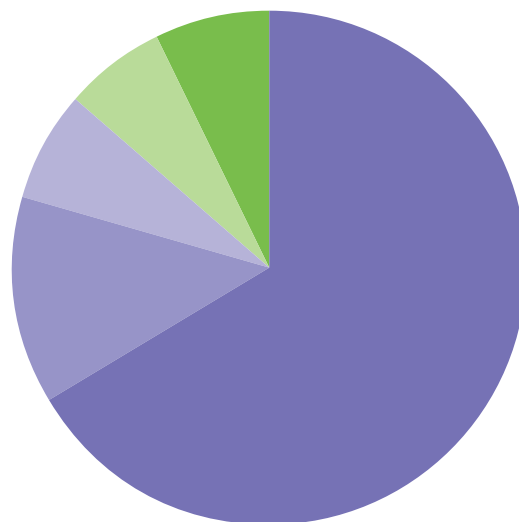
There was a net cash inflow of \$13.324 million for 2017/18. This result comprised cash inflows from operating activities of \$20.019 million and financing activities of \$26.408 million, offset by a cash outflow from capital development expenditure of \$33.103 million.

Sources of Revenue 2017/18



Govt Funding	67.7%
Fees	18.3%
Interest	3.6%
Accommodation	9.2%
Donations	0.7%
Other	0.5%

Expenditure Categories 2017/18



Employee Benefit Expense	66.5%
Care and Hotel Services	13.0%
Infrastructure Services	7.0%
Depreciation	6.4%
Administration Expenses	7.1%

Governance

Uniting AgeWell's Board of Governance is made up of 12 people who bring years of experience in various government, academic, health and private sectors to the organisation.

Working with the CEO and senior executive team, the members help shape the direction of the organisation through governance and stewardship, and provide the highest standards of ethical conduct and practice.

Board members sit on various sub-committees that advise on key governance areas. They include:

- Audit and Risk
- Finance
- Mission
- Property and Development
- Clinical Governance (previously Quality and Safety)
- Governance (previously Remunerations and Nominations)
- AgeWell Community Advisory Committee

Allan Thompson retired from the Uniting AgeWell Board in January 2018 after nine years on the Board, with three as Chairperson. The organisation benefited enormously from Allan's attention to detail, energy and enthusiasm during his tenure.

Also leaving the Board was Fiona Campbell, who resigned in December 2017, after four years on the Board and a long association with Uniting AgeWell. Fiona was inaugural Chairperson of the Audit and Risk Committee from 2005 to 2012, and a member of the Finance Committee from 2014 to 2017.

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

Ms Raelene Thompson

Board member since 31 October 2017
Board Chairperson since February 2018
Governance Committee Chairperson since February 2018
Qualifications – Master of Business Administration, Graduate Diploma of Management, Graduate Certificate of Business MAICD

Ms Kate Andrews

Board member since February 2018
Property and Development Committee member since February 2017
Qualifications – Diploma of Financial Services (Superannuation), Graduate Diploma of Marketing (Major: Marketing Strategy), Bachelor of Commerce / Bachelor of Arts, Graduate AICD

Ms Jan Begg

Board member since February 2018
Finance Committee member since March 2018
Qualifications – MBA, B.Sc. (Hons), Fellow AICD

Mr Simon Brewin

Board member since May 2016
Board Deputy Chairperson since February 2018
Property and Development Committee Chairperson since May 2016
Finance Committee Member since August 2017
Qualifications – MBL, GradDip Health Service Management BBus Post Grad Cert Health Economics FCHSM, Graduate AICD

Ms Fiona Campbell

Board member October 2013 – December 2017
Finance Committee member November 2013 – December 2017
Qualifications – Bachelor of Commerce (Accounting, Law and Information Technology), Deakin University, Graduate AICD

Ms Kathy Campbell

Board member since February 2018
Mission Committee member since March 2018
Qualifications – Bachelor of Economics, Fellow CPA Australia, Fellow AICD, Fellow CAANZ

Prof Alison Hutchinson

Board member since December 2015
Clinical Governance Committee Chairperson since February 2016
Qualifications – RN, Certificate of Midwifery, Bachelor Applied Science (Advanced Nursing), Masters of Bioethics, PhD, Member AICD

Ms Julia Langdon

Board Member since October 2013
Audit and Risk Committee Chairperson since November 2013
Property and Development Committee Member since June 2017
Qualifications – Bachelor of Science and a Bachelor of Commerce from the University of Melbourne

Rev Dr Mark Lawrence

Synod General Secretary
Ex Officio Board Member since November 2012
Governance Committee Member since November 2012
Mission Committee Member since November 2012
Qualifications – BA, Grad DipEd, BTheol, MLitt, PhD, MEd(Lead)

Ms Jill Linklater

Board member since March 2010
Uniting AgeWell Community Advisory Committee Chairperson since July 2016
Clinical Governance Committee member since May 2010
Governance Committee member since September 2010
Qualifications – Graduate Diploma Health and Medical Law, Master of Health Administration, Emergency Community (Health) Planning Certificate Canada, Bachelor of Science in Nursing, Graduate AICD

Ms Sabine Phillips

Board member since March 2015
Audit and Risk Committee Member since April 2015
Clinical Governance Committee Member since February 2017
Qualifications – Master of Laws, Master of Business, Bachelor of Applied Science, Registered Nurse, Certificate in Mediation and Conciliation, Fellow AICD

Mrs Wendy Quinn

Board member since December 2012
Deputy Board Chairperson since July 2015 – October 2017
Mission Committee Chairperson since February 2015
Uniting AgeWell Community Advisory Committee Member since April 2016
Clinical Governance Committee member May 2013 to November 2015
Qualifications – Master of Health Science, Developmental Disabilities, Post Graduate Certificate; Australian Competent Manager Program, Bachelor of Applied Science OT (degree completion), Diploma of Occupational Therapy, Graduate AICD

Mr Ian Sanders

Board member since August 2012
Finance Committee Chairperson since April 2013
Audit and Risk Committee member since September 2012
Property and Development Committee Member since November 2016
Qualifications – Bachelor of Science (London), Master of Business Administration, Graduate AICD

Rev Allan Thompson

Board member December 2008 – January 2018
Board Chairperson 28 October 2014 – 31 January 2018
Governance Committee Chairperson March 2015 – January 2018
Ex officio member of all Board Committees
Qualifications – Bachelor of Arts, Bachelor of Divinity, Graduate AICD

Acknowledgements

Silver service for our veterans

More than four decades after the end of the war, Vietnam veteran Robert Filmer attended his first Anzac Day march in 2018, thanks to a joint initiative between RSL Victoria, RACV Victoria and Uniting AgeWell's Wishing Well program.

The Noble Park Community resident was among nine Uniting AgeWell clients from Geelong, Bendigo and Melbourne who led the Anzac Day march to the Shrine of Remembrance in vehicles driven by RACV Victoria volunteers.

The silver service experience included overnight accommodation in the city and a dinner for those who travelled from outside

Melbourne, and a place in the VIP marquee for the commemorative service.

Robert, 75, had rarely spoken about his time in the war, before being offered the opportunity to attend the Anzac Day Wishing Well. Joined by his wife, Pam, Robert proudly wore a new suit and his medals for the occasion.

The Anzac Day wish and those of other Uniting AgeWell clients through the Wishing Well program are made possible through generous donations and funds raised at the Annual Uniting AgeWell Charity Golf Day.

In 2017, the Golf Day raised more than \$50,000 towards the Wishing Well, helping Uniting AgeWell grant wishes to 27 clients in the financial year.



2017 Annual Charity Golf Day

Platinum Sponsor

Paywise Salary Packaging

Gold Sponsors

Ascot Group
Cura Pharmacy
SJ Higgins

Silver Sponsors

Asaleo Care (Tena)
Blue Apache
CH2 Clifford Hallam Healthcare

Dominant (Australia)
Grant Thornton
Jeff Williams Building Services
Laundry Solutions Australia
PFD Food Services
Registered Electrical Contractors
Reward Hospitality
Russell Kennedy
Solutions Three
Stella Renovations and
Maintenance Service
Thomson Adsett

Bronze Sponsor

Flexiplumb

Hole-in-One Sponsor

Maxi-Care Promotions

Drinks Cart Sponsor

Lion Dairy & Drinks

Hospitality Sponsor

Gemini Catering
VRC Landscapes

Major Raffle Sponsor

SP&R Air Conditioning

Uniting AgeWell is grateful to the individuals, community groups and organisations that supported its service delivery throughout the year.

From financial donations, regular fundraising events, sponsorships and volunteers, to bequests and donated gifts in-kind, we truly value the support and assistance of all our sponsors, supporters and volunteers.

All the funds donated by community supporters enhances the ongoing financial support we receive from Federal, State and Local Governments, for which we are very thankful.

Trusts and Foundations

Dora and Trevor Nixon Fund
Gregory Joseph and Zig Dickson Trust
Harold and Cora Brennen Benevolent Trust
Pethard Tarax Charitable Trust
State Trustees Australia Foundation
Strathdon Community Perpetual Fund
The Erica Cromwell Trust
The Isabel & John Gilbertson Charitable Trust
The Ray and Annie Nancarrow Memorial Trust

Bequests

Estate of Ernest L Brown
Estate of Mary Elizabeth Faulkner
Estate of Ronald William Grylls
Estate of Frank Selwyn Horn

Estate of Nathalie Phoebe Little
Estate of Gregory John Markey
Estate of Thomas McKenzie
Estate of Bertha Lucy Elizabeth Rimmington
Estate of Betty Catherine Terrell
Estate of Mildred Tonks

Community groups

Belmont Uniting Tennis Club
BICCYs Op Shop Supporters
Burwood Heights Uniting Church
Davis Street Kindergarten
Friends of Music for David
Kalkee Op Shop
Sandringham Uniting Church
St David's Uniting Church Balkara
Strathdon Quilters
UCAF Stamps Fund
Uniting Church Heathmont Women's Fellowship

Corporate volunteers

Australian Red Cross
City of Boroondara
City of Whitehorse
Community Visitors Scheme
CVGT Australia
Delta Dogs
Eastern Volunteers
South East Volunteers
Victoria University V4U Day
William Angliss Institute

Services directory

With a diverse range of services, Uniting AgeWell offers continuity of care and peace of mind, supporting you to experience a sense of wellbeing, choice and independence at every age and stage of your life.

Central office

130 Little Collins Street
Melbourne VIC 3000
1300 783 435

Victorian office

130 Little Collins Street
Melbourne VIC 3000
(03) 9133 5021

Tasmanian office

9 Strathaven Drive
Rosetta TAS 7010
(03) 6208 3208

Help at home

Melbourne

- › North West Community Services
- › Southern Community Services
- › Eastern Community Services

Loddon Mallee

- › Loddon Mallee South Community Services
- › Loddon Mallee North Community Services

Barwon

- › Barwon Community Services

Gippsland

- › Gippsland Community Services

Northern Tasmania

- › Northern Tasmania Community Services
- › North Western Tasmania Community Services

Southern Tasmania

- › Southern Tasmania Community Services

Allied health and therapy services (AgeWell Centres)

- › Forest Hill
- › Hawthorn
- › Noble Park
- › Oakleigh
- › Preston

Social support

Melbourne

- › Box Hill
- › Brighton
- › Forest Hill
- › Hawthorn
- › Kingsville
- › Noble Park
- › Oakleigh
- › Preston

Geelong

- › Belmont

Northern Tasmania

- › Latrobe
- › Launceston

Southern Tasmania

- › Mornington

Community respite services

- › Melbourne
- › Geelong
- › Bendigo
- › Mornington
- › Launceston

Independent living

Melbourne

- › Bentleigh
- › Burwood
- › Camberwell
- › Forest Hill
- › Hawthorn (*under construction*)
- › Mt Waverley
- › Kingsville

Bendigo

- › White Hills Haven

Geelong

- › Belmont

Northern Tasmania

- › Latrobe
- › Perth
- › Sth Launceston
- › Georgetown
- › Newnham

Southern Tasmania

- › Berriedale
- › Kingston
- › Montrose
- › Mornington
- › New Town
- › Sorell
- › Sandy Bay

Residential care

Melbourne

- › Box Hill
- › Girrawheen (*closed for redevelopment*)
- › Camberwell
- › Forest hill
- › Hawthorn (*under construction*)
- › Kew
- › Kingsville
- › Noble Park
- › Preston (*under construction*)
- › Wyndham Vale

Bendigo

- › Bendigo

Geelong

- › Belmont

Northern Tasmania

- › Kings Meadows
- › Latrobe
- › Newnham

Southern Tasmania

- › Berriedale
- › Mornington
- › Rosetta
- › Sandy Bay
- › Sorell

For more information, contact the Uniting AgeWell team on 1300 783 435
or visit unitingagewell.org



Uniting AgeWell

130 Little Collins Street
Melbourne Victoria 3000
ABN: 43 887 911 651

Living Well



1300 783 435



unitingagewell.org

Uniting AgeWell is an organisation of the Uniting Church in Australia



Uniting AgeWell