



Jubilee Community Care Annual Report 2015–2016

Presented at the
Annual General Meeting
4 October 2016

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Mrs Quinn
102 years young and has received 24 years of support from Jubilee

Nicky Panagopoulos
Client Support Manager employed by Jubilee since 2007

Welcome to Jubilee Community Care

MANAGEMENT COMMITTEE 2015-2016:

President	Judy Salecich
Secretary	Annette Ganter
Treasurer	Ross Beck
Members	Mark Vining Dorothy Gillett Karl Manning Sue Paulsen

LIFE MEMBERS:

Denise Bolland	Lionel Neal
Jenny Bostock	Joan Sherrin-Moody
Sue Colen	Judith Rodins

CONSULTANTS 2015-2016:

Accountant and Auditor	Geraghty Accountants
IT Network	Apache
Website & SEO	Absolute Media Solutions
Brand Design	121 Creative
Newsletter Print & Distribution	Mylestones Printing
Industrial Relations / Human Resources	Miles Witt Partnership
Staff Training	Allied Connect Alzheimers Queensland Bettens Training and Consultancy Council on the Ageing First Response First Aid and Fire Safety RACQ

VOLUNTEERS 2015-2016:

Anna Brandt	Karilyn Lau
Maddi Ford	Jess Pretorius
Emily Greer	Angela Roberts
Georgie Ho	Stephen Simpson
Marjorie Jackson	Gwenyth Yonna

OFFICE STAFF 2015-2016:

Director	Shaun Riley
Client Support Manager	Nicky Panagopoulos
Client Support Coordinators	Rose Prince Sharon Forbes Sandy Kelly
Financial Administrator	Deborah Love
Financial Assistant	Pam Stalley
Quality & Training Officer	Deanne Garner
Activities Officer	Vicki Burden
Marketing and Communications Coordinator	Nathalie Prince
Office Coordinator	Brigid Batchelor
Scheduler	Leanne Verhoef
Office Administrator	Leigh Willett
Scheduling Coordinator	Tracy Burton
Deputy Executive Manager	Elisabeth Schaller
Marketing	Liz Upham

SPECIAL THANKS TO:

Sci Fleet Toyota

SUPPORT WORKERS 2015-2016:

Maria Avilva Martinez	Taleesha Long	Laura Fitzgerald	Victoria Pickard
Linda Beck	Alice Mason	Shauna Foote	Jenna Pitcher
Kaylene Bate	Cassie McCarthy	Maree Galler	Elizabeth Price
Shirley Berry	Sue McDonald	Elizabeth Gilding	Kristina Rahardjo
Lois Bradley	Elaine McLachlan	Susan Glen	Maryanne Russell
Pauline Braun	Mary Moses	Richard Hanson	Jasinthia Sellertorai
Helen Brittan	Melissa Murray	Claudia Harford Love	Sonja Shipard
Yvette Brown	Rossana Norton	Gregory How	Michelle Simpson
Christine Bruhl	Gaylene O'Kane	Jing Huang	Donna Strofield
Jessica Burton	Alan O'Kane	Sue-Ellen Jaensch	Betty Struckett
Jenny Cunningham	Tammy Oram	Sandy Jaensch	Christine Sullivan
Leah-Joy Cusi	Margot Osborne	Lynette Jefferies	Leonie Taifalos
Alison Duncan	Kym O'Toole	Ann Jones	Steven Warren
Frances Edwards	Marylyn Parreno	Hilary Kaye	Sue Watson
Marjorie Evans	Georgina Patterson	Marie Kenny	Mary Ann Watson
Jacinta Exeter	Lily Pham	Lisa Kibsgaard	Tania Watts





Judy Salecich

Jubilee Community Care's President
since 2008

Bev Hollindale

Client and Jubilee Wanderer
since 2013

President's Report

It is with much pleasure and pride that I present this Annual Report, my 8th as President of the Management Committee of Jubilee Community Care.

During the past 8 years, I have witnessed many changes in the aged care industry and the community aged care sector in particular.

Over this time the Management Committee, Director and senior staff have successfully steered our organisation through the minefield of changes and maintained a steady course.

In particular, over the last couple of years Jubilee Community Care has systematically updated its systems and processes and fully prepared its staff for current and future reforms of the aged care industry.

In so doing, Jubilee Community Care has strategically positioned itself to be a leader in the new world of community aged care provision - a trusted organisation and provider of choice with a proven track-record.

"Jubilee Community Care has strategically positioned itself to be a leader in the new world of community aged care provision."

PLANNING THE JOURNEY

A major project of the Management Committee, Director and senior staff of Jubilee Community Care in 2015-16 was the planning, development and production of our strategic plan for the next 5 years.

The result, the **Jubilee Community Care Strategic Plan 2016-2021**, is our map and compass that will navigate our journey to the future.

Many people contributed to this project and many person-hours went into the process of planning, developing and producing the plan.

- ➔ The Director, senior staff and members of the administration team contributed their ideas via a SWOT analysis conducted at their Staff Retreat in July 2015. Brad Lewis, an external consultant, was the facilitator.
- ➔ Sophy Edmonds, from Edmonds Marketing, analysed and reported on the 2015-16 client and staff satisfaction survey results.
- ➔ Members of the Management Committee, the Director, senior and administration team staff, met for a **Strategic Planning Day**, on Tuesday 13th October 2015, from 9.00 am to 5.00 pm. The day's program was capably facilitated by Brad Lewis. Prior to the day, Shaun Riley and I met several times with Brad to determine the purpose, focus, process and desired outcomes for the day.
- ➔ Nathalie Prince, Marketing and Communications Coordinator, sorted through the material from the Strategic Planning Day and compiled it into a draft document for the sub-committee to work on. This was a significant step forward in the process of developing the new plan.
- ➔ Next, a **Strategic Planning Sub-committee**, comprising representatives of the Management Committee and senior staff, was set up to complete the project and to decide on the details of the plan (vision, purpose, values, goal statements, and strategies). The sub-committee met on several occasions commencing in February 2016, for a half day at a time, to develop the new strategic plan. The process involved much drafting and redrafting.

- ➔ A proposed plan, comprising vision, purpose, values, goal statements and strategies, was sent to graphic designers for their input. We also invited the designers to produce a new logo for the organisation.
- ➔ Several designs for a new logo were put forward, with staff and members of the Management Committee invited to vote on which one they preferred. A final draft **Jubilee Community Care Strategic Plan 2016–2021** was presented at the June 2016 meeting of the Management Committee for the committee's consideration. The draft plan, with a few minor amendments to be made, was approved. The new Jubilee Community Care logo was also approved.
- ➔ Shaun Riley and I presented the new strategic plan to staff at a Staff Meeting on 16th June 2016. It was well received.
- ➔ The formal launch of the **Jubilee Community Care Strategic Plan 2016–2021** has been reserved for the Annual General Meeting tonight. Shaun and I will take much pleasure in presenting it to you and explaining its various elements after we have delivered our reports.

FURTHER PREPARATION FOR THE FUTURE

Two other significant projects that commenced in 2015–16 involved members of the Management Committee and senior staff, as together we plan for the next 5 years.

One was the development of a **5-year budget**, spanning the years 2016–2021 in accord with our new strategic plan. This 5-year budget is the ongoing work of our Treasurer Ross Beck, Director Shaun Riley and Finance Officer Deb Love. Its aim is to ensure the financial viability and sustainable growth of Jubilee Community Care over the next 5 years. Importantly, it will assist the Management Committee to make informed and wise decisions during this time of change and uncertainty in the aged care industry.

A second project that is future-focused is the re-establishment of the **Marketing Sub-committee**, under the leadership of Nathalie Prince (Marketing and Communications

Coordinator). Three members of the Management Committee (Annette Ganter, Sue Paulsen and I) and 3–4 staff members have been working with Nathalie since April 2016 to devise a marketing plan that aligns with our new strategic plan. Its primary aim is to raise awareness and the profile of Jubilee Community Care, its services and activities, in the community generally and amongst industry and business partners and sponsors.

THE MANAGEMENT COMMITTEE AND ITS CHARTER

One other project for which the Management Committee was responsible in 2015–2016 was the review of its own Charter.

The Charter must be reviewed every 2 years to ensure it is up-to-date and relevant. The committee conducted the review at a special meeting in June 2016. As a result, a few minor changes were made to the Charter.

The revised updated version is available for perusal on the Jubilee Community Care website.

According to the Charter, the main function of the Management Committee is to provide executive-level stewardship and oversight of the organisation, to ensure that the objects listed in our constitution are achieved.

Specific governance functions of the Management Committee are:

- ➔ Legal and financial accountability
- ➔ Strategy and policy oversight and leadership
- ➔ Monitoring and evaluation
- ➔ Public relations
- ➔ Risk Management

Details of these collective functions, their accompanying roles and responsibilities, and the roles and responsibilities of individual members of the Management Committee, are set out in the Charter.

ABOUT OUR “DRIVERS AND CREW”

One specific role of the Management Committee in its strategic oversight function of Jubilee Community Care is appointment of the Director.

Following on from this, the Management Committee is responsible for conducting the annual performance review of the Director (a monitoring and evaluation function of the committee).

Thus, Karl Manning and I met with **Shaun Riley** in February 2016 to conduct Shaun's annual performance review (his 7th). As in previous years, Shaun's performance and achievements in the past year were of the highest standard. His leadership and management style and skills are exemplary. Notably, an outcome of Shaun's review this year is a revised and updated Position Description for his position, and renaming the position “Director”.

Another outcome has been the writing of a formal contract of employment for the permanent position of Director, the terms and conditions of which are to be reviewed every 3 years.

At Jubilee Community Care we highly value and appreciate all our staff. As President of the Management Committee, I strongly believe that if we look after and provide well for our staff, and volunteers, and reward them appropriately, in turn they will provide the highest quality service to our clients. It's like a chain reaction.

One of the goals in the **Jubilee Community Care Strategic Plan 2013–2018** is: “To develop and train the people of our organisation”. Thus, in 2015–16 we continued to place great importance on induction, training and further education of our staff and volunteers. This included all personnel connected with Jubilee Community Care: Director, senior and administration staff, support workers, volunteer helpers, and members of the Management Committee. We all need appropriate induction and inservice training to enable us to perform our roles well and to keep abreast of changes in expectations, policies and legislation that affect the workplace and our industry. The Director's report that follows provides details of staff education and training conducted in 2015–2016.

Along with staff and volunteer helpers, it is essential that members of the Management Committee have professional development and training. In March 2016, five members of the

Management Committee joined the Director and four senior staff in attending the **Annual LASA Q State Conference** at the Gold Coast. Held over 3 days, this was an opportunity for members of the Management Committee to gain a better understanding of trends, issues and concerns facing the aged care industry and community-based organisations such as ours.

There were two changes to the Management Committee in 2015–2016:

- ➔ **Kevin Stewart**, a financial planner by profession, joined the committee for a brief stint in 2015. He attended the August 2015 meeting but, for personal reasons, did not re-nominate in 2015–2016.
- ➔ **Mark Vining**, an experienced Human Resources professional, attended his first committee meeting in March 2016 and subsequently was appointed as a member.

Mark's skills were immediately put to use when he offered to be the Management Committee's representative on the **Jubilee Community Care Enterprise Bargaining Agreement (EBA) Planning Group**. The EBA group met several times between April and June 2016. Mark also contributed significantly to the writing of the new formal contract for the position of Director (referred to above). Throughout 2015–2016, the Management Committee and the Director alike have been seeking to find one or two new members for the Management Committee who have experience and expertise in any of the following areas: medicine, allied health, aged care, marketing or IT, but without success.

Dorothy Gillett, a long-term and much-valued member of the Management Committee, will not be seeking re-nomination in 2016–17. Dorothy joined the Management Committee in 2008, and from December 2008 until September 2009 she held the position of Treasurer. Dorothy has freely and generously offered her expertise, time and energy to Jubilee Community Care, particularly in the area of finance and bookkeeping. We acknowledge her significant contribution with much appreciation and a parting gift, which will be presented at tonight's meeting.

Judy Salecich
President
July 2016



Shaun Riley

Jubilee Community Care's Director
for 8 years

Peggy Hegvold

100 years young Client and Jubilee
Wanderer for 5 years

Director's Report

I would like to thank the valued staff and volunteers for their commitment to the clients and work of Jubilee Community Care and the support provided to me during the past 12 months.

During 2015-16, we implemented the outcomes from our planning processes conducted in the previous financial year to meet the aged care reforms with the introduction the Home Care Packages, Consumer Directed Care, Community Home Support Program and My Aged Care.

The changes required services providers to devise and offer individual budgets, issue updated Client Agreements and produce monthly itemised financial statements for clients receiving their care and support services under a Home Care Package.

The introduction of the My Aged Care process for client assessments and the income testing of potential Home Care Package clients resulted in a bottleneck of people waiting for assessment or refusing a package when informed of payments they had to make following their income test. Occupancy within the industry declined and Jubilee Community Care was not immune to this situation. Whilst the Level 4 high care packages have always been fully occupied our Level 2 packages were down from 76 clients to 62 in August. We adopted various strategies to work with potential clients and I am delighted to report full occupancy at the end of the financial year

which compares more than favourably with a national vacancy level averaging 20 -25%.

We have developed our management and coordination structure in response to the aged care reforms and staff movements. My position title of Executive Manager changed to "Director", we have introduced the following titles to current positions and post holders;

- Client Support Manager,
- Client Support Coordinator,
- Support Worker (instead of Care Worker),
- Office Coordinator,
- Office Administrator,
- Scheduler,
- and we have introduced the new position of Marketing Coordinator.

The role of Director is balanced across the whole of organisation. The Client Support Manager has responsibility for client clinical care and support services, Office Coordinator ensures scheduling of clients and staff and general administration. The role of Marketing Coordinator is to communicate Jubilee Community Care's mission, vision and service provision into the community and support my role with Business Development.

Our Strategic Plan 2013-2018 continued to guide our business planning, budgeting and operations.

"I am delighted to report full occupancy at the end of the financial year, which compares more than favourably with a national vacancy level."

OUR FIRST GOAL IS:
Provide a full range of home care and community support services.

We provided care and support services to clients across five programs:

- ➔ Home Care Packages
- ➔ Community Home Support Program
- ➔ Community Home Support Program with Primary Health Network Metro North (formerly Medicare Local Metro North)
- ➔ Veterans Home Care
- ➔ Queensland Community Care

Facts and Figures:

- ➔ Our care workers and coordinators provided over **52,000 hours of direct care** services, similar to 2014–15.
- ➔ We had **320 referrals** including existing clients transferring in house to a different level of care.
- ➔ **244** clients were either a **new admission** or moved between funded programs within Jubilee Community Care.
- ➔ **53** clients were **discharged**.

The figures for referrals and admissions were 50% lower than 2014–15 which is a reflection on the My Aged Care process that now determine a client’s assessment and eligibility to access services.

Our falls prevention program “Stay Standing” was well attended throughout the year. The program is an integral part of our service and provides a valuable incentive for client participation to reduce their risk of falling. Clients attend a weekly session for eight weeks and are informed of balance and strength exercises and presentations are provided from allied health professionals covering the management of continence, chronic pain, bone health, vision, footwear, medication and sleep.

The activities program continues to offer a wide variety of activities, events, classes and outings that provide the opportunity for clients to socialise and often re-engage with their community.

OUR SECOND GOAL IS:
Develop and train the people of our organisation.

We have continued to develop and support our workforce by investing in staff education and training enabling employees to obtain industry qualifications. We have accessed training for medication management and partnered with Alzheimer’s Queensland for dementia education.

We engage employees in the development of our annual training program through the completion of a training needs analysis. The information gained enables us to identify education of choice for inclusion in the annual mandatory education program.

Our education program in 2015–2016 delivered over two full consecutive days covered:

- ➔ Manual handling
- ➔ Workplace health and safety
- ➔ Infection control
- ➔ Medication management
- ➔ Fire safety
- ➔ Policies and procedures

And included education delivered by representatives from:

- ➔ Heart Foundation
- ➔ Arthritis
- ➔ Diabetes
- ➔ Safe Food Handling

Employees also attend the Applying First Aid and CPR training courses.

We maintained a similar staffing level at the end of the financial year as we did at the start.

Elisabeth Schaller, Deputy Executive Manager, moved on from Jubilee Community Care. Elisabeth served the clients of Jubilee Community Care for over 6 years and was a valued colleague and employee.

We farewellled Tracy Burton, Scheduling Coordinator, who emigrated to Canada. Tracy made a positive contribution to our work in many areas and in particular we are thankful to Tracy for project managing the IT tablets used by Support Workers introduced in 2016.

We also farewellled Liz Upham who coordinated our promotional activities over the last four years. Liz moved to academia and we wish her all the best.

Nathalie Prince joined us as our Marketing Coordinator with the remit amongst other things to raise the profile of Jubilee Community Care within the community we serve.

Towards the end of the financial year we had a restructure that resulted in the appointment of Nicky Panagopoulos to the role of Client Support Manager. Nicky who is a Registered Nurse has been employed by Jubilee Community Care since 2007.

THE THIRD GOAL IS:
Promote and communicate the organisation’s care and support services.

We have continued to promote the services of Jubilee Community Care at local shopping centres and to various clubs such as the Probus Club, local senior citizen organisations and retirement villages. We routinely liaise with hospital discharge personnel, medical centres and community centres.

Publication of our client newsletter was changed to monthly, and has undergone a digital makeover and is now accessible online.

Jubilee Community Care continues to be represented on the Leading Age Care Services Australia Community Care Committee.

Senior staff regularly contribute to network meetings of service providers across our industry.

We developed a new Marketing Plan 2016–2021.

OUR FOURTH GOAL IS:
Provide excellence in leadership and organisational management.

Our administrative and financial processes are compliant with the guidelines of our funding bodies and Australian Accounting Standards.

TABS accounting software is fully integrated with TRACCS; our time and attendance software to run our general ledger, creditor and debtor processes, and the new financial requirements

of the aged care reforms for Consumer Directed Care.

Staff payroll, salary sacrificing, superannuation, PAYG, BAS and Government Reports were compiled and delivered within prescribed timescales.

A full set of financial reports are regularly distributed to committee members.

Periodic financial and operational reports are compiled and sent to funding bodies within prescribed timescales.

We moved our external service provision for IT systems to a Telstra cloud based platform with daily support services provided by APACHE, a Telstra business partner. We introduced IT tablets for Support Workers, which provide access to their rosters and real time confirmation of service enabling automated client billing and payroll processes.

Policies and procedures have been updated to incorporate changes implemented at a national level under the aged care reforms.

We work to a Continuous Quality Improvement calendar that ensures all aspects of our service are monitored on a regular basis and we have a planned preventative maintenance program for equipment used by care workers, office based staff and clients to ensure we meet regulatory compliance.

We received 178 replies from the 2015–2016 Client Satisfaction Survey, notable results were:

- ➔ **96.5%** of clients stated that they were satisfied with the range of support services provided.
- ➔ **77%** of respondents rated the quality of care provided by their Support Workers as excellent.
- ➔ **96%** stated that services are organised at the time of their choice.
- ➔ **90%** of clients were over the age of 75 years.

Monthly meetings were held with the office staff and full staff meetings occurred on a regular basis.

We continue to apply pay rates for administration and coordination employees in line with the Equal Remuneration Order made by Fair Work Australia. The increases will continue to apply until 2020.

THE FIFTH GOAL IS:

Respond to changing social and care needs.

We have promoted and facilitated access to assistive technology for our clients to enhance their support services particularly with use of security alarms and fall detectors. The alarms and detectors are linked back to a monitoring center 24/7.

Jubilee Community Care worked with representatives from Community West, a Perth based service provider, the Council on the Ageing and an advisory group comprising clients and members of the local community on the development of service types. We have introduced a new service of "De-cluttering" to assist people who need help to reorganise their home.

OUR SIXTH GOAL IS:

Respond and manage industry changes.

Our staff have successfully met the challenges of the aged care reforms, successfully navigated the introduction of My Aged Care, Consumer Directed Care and Income Tested Care Fees and the transition of the Home and Community Care clients to the new Home Care Support Program.

In last year's Annual Report, I commented that one of the challenges ahead will be for service providers to maintain occupancy levels due to the introduction of the My Aged Care intake process and income tested fees. Service providers including Jubilee Community Care did indeed report higher levels of vacancies within the programs. I am delighted to report that at the end of the financial year our packages are 100% occupied compared with an average vacancy level of 15% within the industry.

BUSINESS PLAN

The Business Plan for 2016/17 contains the following operational objectives:

- ➔ Assist clients, potential clients and their families to navigate the aged care system and make them aware of support services available in the community.
- ➔ Provide staff with ongoing professional development on topics such as dementia, falls prevention, aged care initiatives, chronic illness management, medication management, wellness and enablement.
- ➔ Conduct in-depth monitoring and evaluation of our systems and processes, and research into new possibilities.
- ➔ Work towards the transition of existing Commonwealth Home Support Program Clients to the new Home Care Support Program in line with the Aged Care Reforms 01/07/2018.
- ➔ Connect with industry and business specialists to work with us. Provide clients, prospective clients and families with advice on topics such as advanced care planning, chronic illness prevention and management, wellness, enablement, legal and financial planning.

I remain committed to the following thoughts that I have included in previous Annual Reports.

The challenge for service providers is to adapt to the aged care reforms, provide services that meet the needs of clients and develop efficient processes through the greater use of technology to control costs.

Shaun Riley

Director

July 2016



Continuous Training

We strive to keep up to date with the latest technologies, trends and skills in order to provide our clients with care of the highest standard from basic right through to high level with an emphasis on chronic illness management. Our staff are permanent, dedicated and highly skilled.



Our Step Forward - Together™ Project Coproduction Group

This was a Community West initiative that we were asked to be part of. We put together a mix of staff, clients and supporters and developed the very successful de-cluttering service. Special thank you to Deanne Garner, Margaret Cryan, Sharon Forbes, Ann Robertson, Kaylene Bates, Lorraine Smolenski, Gay Layt and Gordon (Ric) Richardson pictured above who were an integral part of this initiative.

Treasurer's Report

2015–2016 was the first full year of operations under Consumer Directed Care (CDC), which was introduced from 1 July 2015.

It represented an entirely new model for the provision of aged care services and the single biggest change in the provision of aged care services in Australia in many years. We started preparing for these changes as early as 2013–2014 when it became apparent the future would see us delivering a bigger variety of services to more people in a much more commercial environment.

To support these changes we have enhanced and developed our business and governance practices as well as invested significantly in IT to ensure we continue on a strong footing. We have a risk management framework in place to protect our assets, and systems that meet all regulatory requirements and accounting standards.

For the year 2015–2016, we achieved a surplus of \$0.2M, which represents a return on assets of 4.8% and we continue to be in a sound financial position.

INCOME

Total revenue grew by 2% during the year to \$3.3M and was derived from a combination of government grants and fees for service.

JCC is conservative in managing its funds reflecting the nature of the organisation but at the same time actively seeks the best returns available.

EXPENDITURE

Total Expenditure grew by 8% with further investment in IT including tablets for all care staff

and improved systems to support clients, as well as increased marketing which will be essential in the new aged care environment.

Salaries, Wages and associated costs continue to be our largest expense and grew by 6% over the year to \$2.4M which includes significant outlays on staff training and development which we see as crucial to maintaining the high standards of care that we take pride in.

BALANCE SHEET

We have a strong balance sheet and good reserves to meet future obligations including all staff entitlements.

Total assets amount to \$4.5M and exceed total liabilities of \$0.6M by nearly 8 times.

Our full financial statements are independently audited and we report regularly to government and funding bodies.

CHALLENGES FOR THE FUTURE

There can be no doubt the future of aged and community care in Australia will continue to change as the population ages and our health care system keeps people fit, healthy and active longer. Government has for some time been embarking on extensive reforms in our sector to meet the changing demographics, and these present both challenges and opportunities to organisations like ours.

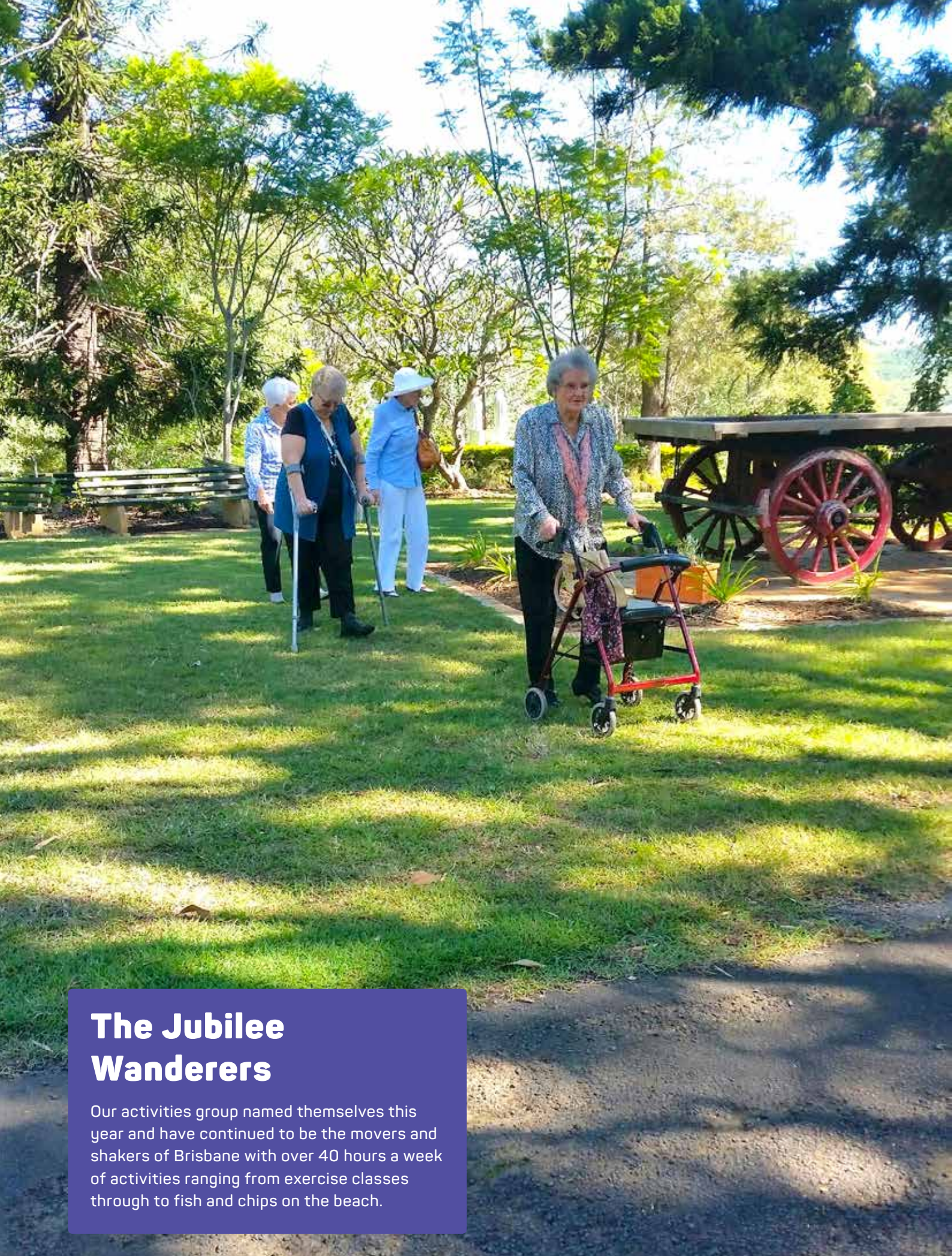
More people will be living in their own homes longer and enjoying the independence that this brings, providing an opportunity for us to offer a wider range of services and activities as well as support. As an organisation we must continue to grow and meet changing community needs and do so in an efficient manner – it means being business like without losing sight of who and what we are – a caring organisation.

To this end, a high priority in 2015–2016 was strategic and business planning to ensure we can meet these challenges.

Ross Beck

Treasurer

July 2016



The Jubilee Wanderers

Our activities group named themselves this year and have continued to be the movers and shakers of Brisbane with over 40 hours a week of activities ranging from exercise classes through to fish and chips on the beach.



Jubilee Community Care

Strategic Plan 2013–2018

MISSION:

To provide home care and community support services to older people enabling them to maintain their independence.

VISION:

To be recognised as a leading provider of innovative and flexible home care and community support services.

VALUES:

People are our priority. Good relationships are important to us. We treat all people equally, with dignity and respect. Our communication is open and transparent. We foster teamwork, partnerships and a sense of community. We seek social justice for all.

We aim for the highest standards of service, performance and accountability. By being responsive, flexible and through continuous improvement, we seek excellence in all that we do.

We revere our history and our past, but we look to the future. We embrace change through effective planning and innovation.

STRATEGIC GOALS:

1. Provide a full range of home care and community support services.
2. Develop and train the people of our organisation.
3. Promote and communicate the organisation's care and support services.
4. Provide excellence in leadership and organisational management.
5. Respond to changing social and care needs.
6. Respond to and manage industry changes.

"Stay independent... Stay at home."

OUR VISION

Older people in the community living safe, healthy, active and fulfilled lives.

OUR PURPOSE

Enriching later life by providing personalised services, community connections, education and support for older people and their families.

STRATEGIC GOALS

We want Jubilee Community Care to be known as:

1

A flexible, innovative and well-managed organisation - one that older people and their families can trust and depend on.

TRUSTED ORGANISATION

2

Providing personalised, consistent and reliable services to clients who choose the timing and nature of support they want.

PERSONALISED SERVICES

3

Supporting older people to live at home or with their families, helping them to stay connected and engaged in the community.

COMMUNITY CONNECTIONS

4

Employing and retaining staff who are caring, well-trained and provide older people and their families with education and support.

EDUCATION AND SUPPORT

OUR VALUES

➔ **People are our priority.** Good relationships are important to us. We treat all people equally, with dignity and respect. Our communication is open and transparent. We foster teamwork, partnerships and a sense of community. We seek social justice for all.

➔ **We aim for the highest standards** of service, performance and accountability. By being responsive, flexible and through continuous improvement, we seek excellence in all that we do.

➔ **We revere our history and our past**, but we look to the future. We embrace change through effective planning and innovation.

TRUSTED ORGANISATION

➔ TRANSPARENT, CLEAR, CONSISTENT COMMUNICATION

Objective: Make older people and their families aware of where they can go for help and support.

Initiative: Ensure all our communication channels provide the same transparent, clear and consistent message(s). Use stories, case studies and testimonials as examples.

➔ PLANNING

Objective: Plan well and in turn help older people and their families plan well.

Initiative: Adopt technologies, systems and processes that are easy-to-use, cost-effective, meet needs and keep ahead of changes and trends in the aged care industry; assist older people and their families to understand and adapt to their use.

➔ FOCUS GROUP

Objective: Road test new initiatives to make sure that they are easy-to-use, engaging and meet needs.

Initiative: Bring together clients, carers and staff on a regular basis

➔ RESEARCH AND EVALUATION

Objective: Conduct in-depth monitoring and evaluation of our systems and process, and research into new possibilities.

Initiative: Form partnerships with universities, government agencies, sister-organisations and industry specialists.

PERSONALISED SERVICES

➔ SPECIFIC AND TAILORED SERVICES

Objective: Support the needs of older people in our community.

Initiative: Provide the services asked of us or we will make it happen!

Examples include decluttering, chronic illness management, social outings, falls prevention, hairdressing, respite, gardening, podiatry and dog walking

➔ GIVING BACK TO OUR COMMUNITY

Objective: Support older people in our community to stay safe, healthy, active and engaged.

Initiative: Provide and subsidise activities that are non-government funded. Examples include the Activities Program, exercise classes such as hydrotherapy, gym workouts, Stay Standing falls prevention program, and online support.

➔ SERVICE TRANSPARENCY

Objective: Communicate all service options, fees and costs.

Initiative: Offer a simple 3-step process:

1. Identify needs
2. Explain costs
3. Plan for the future

COMMUNITY CONNECTIONS

➔ AGED CARE STATISTICS

Objective: Evaluate the impact of our services and support on our clients' lives.

Initiative: Partner with a research organisation or university to carry out a 5-year study

➔ CARER SUPPORT GROUP

Objective: Provide carers in our community with support.

Initiative: Form online and offline groups, organise regular meetings with guest speakers and facilitate networking.

➔ PROGRAM PARTNERS

Objective: Connect with industry and business specialists to work with us.

Initiative: Provide clients, prospective clients and families with advice on topics such as advanced care planning, chronic illness prevention and management, wellness, enablement, legal and financial planning.

Establish the Jubilee Community Care Centre.

➔ AMBASSADORS

Objective: Increase our public profile.

Initiative: Engage ambassadors that are passionate about our cause and to represent us in the community.

➔ VOLUNTEERS

Objective: Expand our volunteer program to engage more members of the community in supporting older people.

Initiative: Engage suitable individuals and allocate specific tasks to them.

EDUCATION AND SUPPORT

➔ LATER LIFE EDUCATION

Objective: Assist clients, potential clients and their families to navigate the aged care system and make them aware of support services available in the community.

Initiative: Offer an ongoing program of practical support services through the Jubilee Community Centre including an annual planned program of public and small group meetings and forums, covering a range of topics such as: My Aged Care, advanced care planning, legal and financial planning.

➔ LATER LIFE SUPPORT

Objective: Provide practical support for older people and their families to stay living in and connected to their community.

Initiative: Invite people to join our Activities Program, Stay Standing falls prevention program, yoga and exercise programs. Refer them to specialist services that are non government funded, as appropriate. Provide information freely online and at events as well as the Jubilee Community Centre coffee shop.

➔ STAFF EDUCATION

Objective: Ensure all our staff are well trained and able to respond to client needs and queries.

Initiative: Provide staff with ongoing professional development on topics such as dementia, falls prevention, aged care initiatives, chronic illness management, medication management, wellness and enablement.





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