

# Jubilee

COMMUNITY CARE

---

## Enriching later life

Presented at the  
Annual General Meeting  
October 9, 2018

**Jubilee Community Care**  
Annual Report  
2017–2018



# Table of Contents

Welcome to Jubilee Community Care ..... 4

President’s Report ..... 6

Director’s Report ..... 13

Treasurer’s Report ..... 19

Strategic Plan 2016–2021 ..... 20



The Jubilee Wanderers activity group enjoying a day out at Viola’s Patch, Bahrs Scrub in June 2018.



# Welcome to Jubilee Community Care

## MANAGEMENT COMMITTEE 2017-2018:

<b>President</b>	Dr Judy Salecich
<b>Vice President</b>	Mark Vining
<b>Secretary</b>	Annette Wotton
<b>Treasurer</b>	Ross Beck
<b>Members</b>	
Sabina Janstrom	Joe Morris
Sue Paulsen	Dr Alexander Robertson

## LIFE MEMBERS 2017-2018:

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

## CONSULTANTS 2017-2018:

<b>Accountants</b>	Geraghty
<b>IT Network</b>	APACHE
<b>Website</b>	Absolute Media
<b>Brand Design</b>	121 Creative
<b>Newsletter and Print Distributors</b>	Lithoart
<b>Industrial Relations and Human Resources</b>	Miles Witt Partnership
<b>Staff Training:</b>	Allied Connect
	Bettens Training and Consultancy
	First Response First Aid and Fire Safety
	National Care Solutions
	RACQ

## VOLUNTEERS 2017-2018:

Peter Anderson	Melinda Porrino
Gina Fajardo	Angela Roberts
Karen Jackman	Samantha McCarron
Marjorie Jackson	Aramesh Tavakoli
Vijalakshmi Jayaram	Heather Van As
Karilyn Lau	Gwen Yonna
Jo May	

## OFFICE STAFF 2017-2018:

<b>Director</b>	Shaun Riley
<b>Client Support Manager</b>	Nicky Panagopoulos
<b>Client Support Coordinators</b>	Sandy Kelly
	Lorraine Kiss
	Kristie Reed
<b>Office Coordinator</b>	Brigid Batchelor
<b>Office Administrator</b>	Leigh Willett
<b>Scheduler</b>	Leanne Verhoef
<b>Financial Administrator</b>	Deborah Love
<b>Finance Assistant</b>	Pam Stalley
<b>Activities Officer</b>	Vicki Burden
<b>Quality &amp; Training Officer</b>	Deanne Garner
<b>Events Organiser</b>	Vidya Muthanna
<b>Communications Officer</b>	Lisa Kibsgaard

## SUPPORT WORKERS 2017-2018:

Jo Adams	Maree Galler	Elaine McLachlan	Patricia Salvatore
Linda Beck	Richard Hanson	Michelle Mould	Robyn Sealy
Dawn Bennetts	Janette Heyer	Helen Mulliss	Jasinthia Sellertorai
Shirley Berry	Rebekah Higgins	Rossana Norton	Carol Shield
Lois Bradley	Gregory How	Mary O'Connell	Sonja Shipard
Pauline Braun	Andrea Howes	Alan O'Kane	Belinda Simon
Emma Bretherton	Olympia Hunter	Gaylene O'Kane	Casey Simon
Yvette Brown	Sue-Ellen Jaensch	Kym O'Toole	Rachael Sneath
Christine Bruhl	Minky Jefferies	Marylyn Parreno	Donna Strofield
Jessica Burton	Marion Karklins	Georgina Patterson	Leonie Taifalos
Gary Cooper	Hilary Kaye	Rosie Perkins	Gabriella Veidt-Wiedmer
Pamela Cornwell	Marie Kenny	Lily Pham	Steven Warren
Jenny Cunningham	Lisa Kibsgaard	Jenna Pitcher	Mary Ann Watson
Leah Cusi	Cheryl Le Gros	Anne Price	Sue Watson
Alison Duncan	Lara Levey	Kristina Rahardjo	Tania Watts
Fran Edwards	Cassie McCarthy	Kaylene Ramsden	Renae Willams
Marjorie Evans	Amy McCulloch	Carol Riley	Eileen Williams
Cindy Franklin	Susan McDonald	Maryanne Russell	



Left to right: Client support coordinators Kristie Reed, Lorraine Kiss and Sandy Kelly with client support manager Nicky Panagopoulos.

# President's Report

On behalf of the Management Committee of Jubilee Community Care, it gives me much pleasure to deliver this year's Annual Report, my tenth as President.

**I speak on behalf of a united, talented, high-functioning team of people who, in 2017-2018, provided Jubilee Community Care the kind of executive-level stewardship and oversight members of our organisation have come to expect and rely upon. I hope my report will help you feel justly proud of our organisation, one for which many of us have dedicated years of our lives and whose personnel (staff and volunteers) we have come to love.**

The Jubilee Community Care Strategic Plan 2016-2021 was launched two years ago; it is now at its half-life. A copy of the plan is provided for your perusal. Our Director explains in his report how the Business Plan 2017-2018 aligned with the goals and objectives of the strategic plan and to what extent these were achieved in the past year. In my report, I will remind you of certain aspects of the strategic plan and draw your attention to a number of initiatives contained in the plan, which have been the focus of the work of the Management Committee and the Director in 2017-2018.

Jubilee Community Care's vision is "Older people in the community living safe, healthy, active and fulfilled lives". Commencing in 2017-2018, this statement has been placed at the top of each Management Committee meeting agenda,

to remind us what we are aiming for. We try to make every decision align with our vision. As part of our strategy and policy oversight, it is the Management Committee's role to ensure that Jubilee Community Care's vision, purpose, values and goals (as outlined in the strategic plan), and objects (listed in the Rules of the association), are achieved. At each meeting, the Director provides a monthly report. This informs the Management Committee about the operations of the organisation and how the annual business (or operational) plan is being implemented. In 2017-2018 each meeting agenda also included a section entitled "Strategic Business", giving members of the Management Committee and the Director opportunity to raise and discuss matters of strategic importance, particularly new ones.

Importantly, I want to remind you of our organisation's purpose: "Enriching later life by providing personalised services, community connections, education and support for older people and their families". Let's never forget this: It's why Jubilee Community Care exists. Everything we do is about "Enriching later life".

Next, I want to reiterate our four strategic goals. Put simply, we want Jubilee Community Care to be known as a flexible, innovative and well-managed organisation – one that older people and their families can trust and depend upon; one that provides personalised, consistent and reliable services; one that helps older people stay connected and engaged in the community; and an organisation that has caring, well-trained staff and provides education and support for older people and their families.

In the remainder of this report, I explain how the Management Committee together with the Director have worked to achieve these four strategic goals during 2017-2018. Unlike staff, the Management Committee is not involved in the day-to-day operations of Jubilee Community Care, but provides strategic oversight and direction, ensuring the organisation (1) conforms with or exceeds all legal and audit requirements (compliance) and (2) performs at the highest level, governance-wise and via its service provision (performance).

In order to show that Jubilee Community Care is a "trusted organisation", one objective in the strategic plan is: conduct in-depth monitoring and evaluation of our systems and processes and research into new possibilities, by forming partnerships with universities, government agencies, sister-organisations and industry specialists. Similarly, under "community connections", an objective is: evaluate the impact of our services and support on our clients' lives, by partnering with a research organisation or university to carry out a five-year study.

**In 2017-2018, Jubilee Community Care introduced the Australian Community Care Outcomes Measure, a tool to evaluate our service provision.**

Two years ago, in 2016, at the annual Leading Age Services Australia (LASA) conference at the Gold Coast, our Director and I heard Professor Michael Fine of Macquarie University speak on the topic: "Ageing Well at Home: Measuring the Impact of Community Care for Older People". Professor Fine described a university project called the Australian Community Care Outcomes Measure (ACCOM), which enables a provider to collect client and case manager data in order to measure the quality and outcomes of its service. After the session, I said to our Director: "I'd like Jubilee Community Care to participate in this project." He agreed, so we approached Professor Fine, asking if we could be part of the project. The result? In 2017-2018, Jubilee Community Care introduced the ACCOM to its staff and clients. In our Director's report, you will read details of how this has been achieved. I don't think there is any other aged care provider in Queensland involved in the project at this stage. We are on the cutting edge here. As a Management Committee, we are keen to discover what the data reveal about our service provision and how our staff can use the findings to help improve our client services.

*By implementing the ACCOM Jubilee Community Care is at the cutting edge.*

**Throughout 2017-2018, the Management Committee and Director have relentlessly pursued our vision to establish a Jubilee Community Care Centre.**

This initiative, to establish and operate a Jubilee Community Care Centre, is listed under "community connections" and "education and support" in the Strategic Plan 2016-2021. The objective is to work with industry, business and allied health specialists to provide activities and education and support to older people and their families and carers – in a venue of our own! Over several years, the Management Committee has investigated and considered various property locations and options, but none have been suitable. In the past year, over many months, we have been in negotiations with the Indooroopilly Senior Citizens' Association, over their building in Stamford Road, Indooroopilly. Unfortunately, despite our best efforts, these negotiations have been unsuccessful. Our objective to establish a Jubilee Community Care Centre remains, so we will continue to work towards this goal in 2018-2019.

**Two initiatives in the area of quality assurance and risk management continued to be a focus for the Management Committee and Director in 2017-2018.**

One is Jubilee Community Care's aim to achieve ISO 9001:2015 Certification; the other is to have a Critical Incident Management Plan.

First, ISO 9001:2015 Certification. Why is this important? you might ask. It's an international standard that organisations can use to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements. Applying the ISO standard will help Jubilee Community Care better organise its processes, improve efficiency and continually improve. It will help us achieve our strategic goal of providing personalised, consistent and reliable services.



Second, a Critical Incident Management Plan. Given recent examples in Queensland of organisations not responding well to critical incidents, it was clear that Jubilee Community Care needs a plan so everyone in the organisation is well prepared to deal with such incidents. We hired Sequel PR, an agency specialising in strategic communications, to prepare a Critical Incident Management Plan. A draft plan was received in July 2017. Further to the plan, in 2017-2018 Sequel PR provided general staff training in how to deal with critical incidents and media training for senior staff and the Management Committee.

**A major project overseen by the Management Committee in 2017-2018 was the review and update of Jubilee Community Care's corporate governance documents.**

This project supported our strategic goal of being a "trusted organisation". It's about good governance and the Management Committee fulfilling its legal and financial obligations. The aim of the review was to examine the Management Committee's Charter, Jubilee Community Care's Corporate Governance Policy and Corporate Calendar, Risk Management Policy and Finance Policy, in accord with the Rules of the association. This was a significant task so, given its scope, we hired Superannuation Compliance Services (SCR) to facilitate the process and provide a report with recommendations to the Management Committee. We received the SCR report at the end of February 2018, after which a number of committee members and the Director met to consider and implement the suggested changes. The result: By the end of the financial year all documents, bar the Finance Policy, have been updated and approved by the Management Committee. The updated Finance Policy is currently under review.

**An ongoing challenge for the Management Committee and Director is how to raise Jubilee Community Care's public profile.**

This is particularly important given the increasingly competitive nature of community aged care service provision. One initiative in the Strategic Plan 2016-2021 under "community connections" is to engage ambassadors that are passionate about our cause and to represent

us in the community. In view of this, in March 2018, we invited Emeritus Professor Stella O'Donnell (our 2017 AGM guest speaker) to address the Management Committee, to share with us her ideas for raising the public profile of our organisation. She is passionate about this, and made many helpful suggestions about how to improve our website and increase membership. To follow up her suggestions, a special meeting comprising three representatives of the Management Committee, Director and two staff was held in May 2018. The group's recommendations were tabled at the June 2018 meeting of the Management Committee. I am happy to report that staff have since implemented a number of these recommendations, with positive results. Other recommendations are pending. This is a work in progress.

**The Management Committee continued to support education and training of our personnel at all levels of the organisation.**

As outlined in our strategic plan, staff education is essential to our overall goal of providing "education and support" for our clients, their families and carers. Details of staff training activities in 2017-2018 are included in the Director's report. Volunteers who work with clients and in the office also undergo induction and training. Similarly, it is essential that members of the Management Committee are appropriately inducted and have ongoing professional development. In 2017-2018, members of the Management Committee participated in the following activities:

- ✂ In July 2017, four committee members and the Director attended the Better Boards Conference, an annual Australia-wide conference for leaders in the not-for-profit sector, held in Brisbane in 2017.
- ✂ In September 2017 all but two members of the Management Committee, along with the Director and senior staff, attended a critical incident media training exercise. It was a half-day event conducted by staff of Sequel PR. Its aim was to give us awareness and practice in how to deal with the media in the wake of a critical incident affecting our organisation (whether client, staff or general public).





- ✎ A special meeting was held in October 2017 at the business premises of one of our Management Committee members, for the purpose of inducting new committee members. Along with the Director, a number of key staff attended, and committee members were able to ask the staff any questions regarding the organisation's operations and administration.
- ✎ One member of the Management Committee joined the Director and senior staff in attending the LASA Annual Conference at the Gold Coast in March 2018.
- ✎ Mr Peter Mihailovski, of Gow Gates Insurance Brokers, addressed the May 2018 Management Committee meeting. He explained the scope of Jubilee Community Care's current insurance cover and advised that it is well covered. He informed us of the type of claims that are presently most common in the areas of employment practices liability, cyber risk, and directors' and officers' liability.

#### **Finally, a few words about our personnel.**

Without doubt, Jubilee Community Care's reputation is dependent upon the work of our dedicated volunteers and staff. "People are our priority" is one of our value statements. This is demonstrated at every level in the organisation by how we treat our peers, supervisors, clients, stakeholders and the public. Members of the Management Committee are volunteers; a number of volunteers assist with the Activities Program; a volunteer is helping our Director with the ISO 9001:2015 certification process. These are just three examples of people freely contributing their time, abilities and experience to the organisation.

With respect to staff (all of whom give so much), our current Director is an excellent role model. He communicates well, with clarity, warmth and openness. He fosters teamwork, forms partnerships and establishes networks. His work is always of the highest standard. He loves his job. In 2017-2018, the Management Committee agreed to trial a continuous appraisal approach to evaluate the Director's performance. In lieu of conducting a one-off annual performance review, this year we have asked the Director to report to the Management Committee every three months. He tendered his first appraisal report in May. The report was well received and the Director

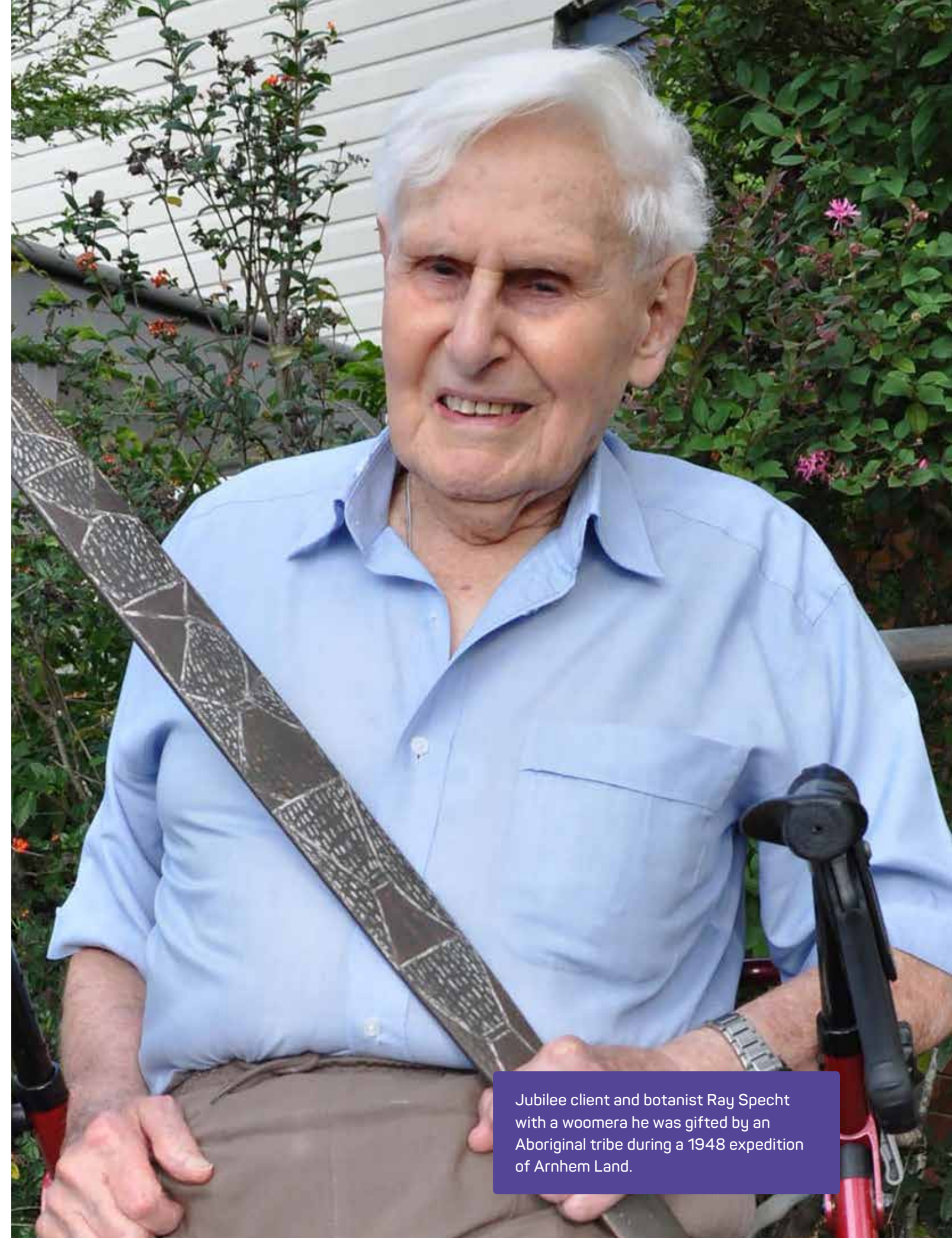
applauded for achieving all his performance objectives.

The Director's Annual Report follows. I commend it to you. It provides details of the operational aspects of Jubilee Community Care in 2017-2018 and the Director's specific objectives for the coming year, 2018-2019.

#### **Dr Judy Salecich**

**President**

September 2018



Jubilee client and botanist Ray Specht with a woomera he was gifted by an Aboriginal tribe during a 1948 expedition of Arnhem Land.





Stay Standing facilitator Minky Jefferies with participant Murielle.

# 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.

The Government reforms of the aged care industry have made a significant impact on the mix of our Home Care Package clients. Compared with numbers at the June 30, 2017 (figures in brackets), at June 30, 2018 we had:

31 Level 4 clients (15)

12 Level 3 clients (3)

58 Level 2 clients (67)

1 Level 1 client (0)

Total number of HCP clients 102 (85)

We removed the basic daily care fee and reduced the administration/case management fee charged to Home Care Package clients. Whilst these actions have challenged the budget of Jubilee Community Care, I believe we have positioned the organisation to compete commercially with other service providers to retain and attract Home Care Package clients.

The year commenced with the three-yearly audit of our service by the Australian Aged Care Quality Agency. I am delighted to report that we were compliant in meeting the 18 Quality Indicators. Assessors from the agency conducted in-depth analyses of our policies and procedures, they observed our processes and interviewed clients and staff. The assessors were very complimentary about our service.

I held meetings with State Politicians from the local area to inform them of the work of Jubilee Community Care and the current issues facing aged care providers.

Jubilee Community Care worked with Professor Michael Fine and Dr Beatriz Cardona from Macquarie University to introduce a client assessment process called the Australian Community Care Outcomes Measurement (ACCOM). The ACCOM assesses and measures quality of life for clients on an ongoing basis and will assist to ensure that clients of Jubilee Community Care get the assistance and services important to them.

The Jubilee Community Care Strategic Plan 2016-2021 directed our Business and Marketing planning. We have continued to promote the services of Jubilee Community Care at local shopping centres and to various clubs such as the Probus Club and local senior citizen organisations. We routinely liaised with hospital discharge personnel, medical centres and community centres. Marketing campaigns included social media campaigns, community forums, shopping centres, local cinema advertising and electronic school noticeboards.

*We have positioned (Jubilee) to compete commercially ... to retain and attract Home Care Package clients.*

We have engaged an advertising agency to display Jubilee Community Care brochures informing the public of our services at 73 medical centres within the communities we serve.

We updated our website, collateral and regularly produced the Client/Staff Newsletter.

Jubilee Community Care is represented on the Leading Age Care Services Australia Community Care Committee. Senior staff regularly contribute to network meetings of service providers across our industry.

The contract with the Department of Veterans' Affairs for the provision of Veterans Home Care services expired in November 2017. We received many well wishes from clients leaving our service and I am pleased to say that a number of these clients have found their way back to Jubilee Community Care on different Government-funded programs, and on private fee for services.

Every year we ask our wonderful and valued staff to complete a survey that measures their job satisfaction and opinions across a number of important areas of the work of Jubilee Community Care. The survey is voluntary, confidential and staff are not individually identified. We received 65 replies, a 92% response rate. Later in my report, I provide detailed results of the survey. There were three questions where staff were asked for their thoughts, these being:

**Q: What are the reasons why you like working at JCC?** Responses received included:

- 📌 Clients; relationships, assisting and helping
- 📌 Staff; great, friendly, JCC value staff
- 📌 Support Team are very approachable, feel supported, great support
- 📌 Organisation; strong, good leadership, moralistic, motivated, caring
- 📌 Great team and great team environment

**Q: What three words would you use to describe the culture at JCC?** Staff stated the following:

- 📌 Caring
- 📌 Supportive
- 📌 Friendly

**Q: Is there any other feedback you would like to give to Management and the Management Committee of Jubilee Community Care?**

We received the following comments:

- 📌 You are doing a great job
- 📌 Keep up the good work
- 📌 I love what I do partly because of how JCC operates and its values
- 📌 Staff work as a TEAM

The response rate and responses underline the highly motivated staff employed at Jubilee Community Care.

### THE GOALS OF THE STRATEGIC PLAN 2016-2021 INCLUDE:

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

A business planning day titled "2020 Vision" was organised for office-based staff in August. We discussed the 2017-18 Business Plan and Budget, targets for Home Care Package client numbers and the utilisation of service hours, were informed of marketing and communication plans and brainstormed ideas to reduce or eliminate work tasks, and determine future staff training requirements.

Our support workers and client support coordinators provided nearly 50,000 hours of direct care and support services.

We had 827 referrals including existing clients transferring in-house to a different level of care.

808 clients were either a new admission or moved between funded programs within Jubilee Community Care.

811 clients were discharged, this figure includes 78 DVA clients at the expiry of this contract in November 2017.

We had a total of 457 clients as of June 30, 2018.

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

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 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 support workers, office-based staff and clients to ensure we meet regulatory compliance.

We updated our policies to align with the new Aged Care Quality Standards that were introduced in July 2018.

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

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

- 📌 Home Care Packages
- 📌 Community Home Support Program
- 📌 Community Home Support Program with Primary Health Network Metro North
- 📌 Queensland Community Care for people under the age of 65 years.

Clients of Jubilee Community Care have a care plan individual to their care and support needs, which are provided on a day and at the time(s) of their choosing.

We introduced the Australian Community Care Outcomes Measurement (ACCOM). The ACCOM assesses and measures quality of life for clients on an ongoing basis and will assist to ensure that clients of Jubilee Community Care get the assistance and services important to them.

Our falls prevention program "Stay Standing" was well attended throughout the period. 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.

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 centre 24/7.

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

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

Telstra personnel volunteered their time in facilitating a series of workshops with clients to familiarise them on the use of mobile telephones and tablets.

We have continued our work from previous years with Council on the Ageing to holding a number of community forums covering;

- 📌 Switched on Seniors: how to understand energy bills
- 📌 Your Wellbeing, Your Plan; active ageing, wellness and person-centred care
- 📌 Planning Ahead: how to ensure that a client's financial, health and personal wishes are respected



We held a number of client forums within the community throughout the year. Guest presenters included Lifepath (financial planners), Lifetec (specialist information, advice, support and consultation services for older people), The Public Trustee Queensland, Council on The Ageing and a dietician who provided advice on nutrition for older people, vitamins and the importance of hydration.

We organised a meeting for seniors at the Broncos Leagues Club supported by the Council on the Ageing as part of Seniors Week celebrations. Radio personality Spencer Howson and former rugby league player Wally Fullerton Smith shared their career stories and Queensland Police Service representatives spoke on personal safety.

**Employing and retaining staff who are caring, well-trained and able to provide older people and their families with the education and support they need or are seeking.**

We have continued to develop and support our workforce by investing in staff education and training, enabling employees to obtain industry qualifications.

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 2017-2018 delivered over two full consecutive days covered:

- Manual handling
- Workplace health and safety
- Infection control
- Medication management
- Fire safety
- Elder Abuse
- Safe Food Handling, and,
- Safe Driving Essentials with RACQ

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

**We conducted a staff satisfaction survey and received 65 replies, a 92% response rate.** Listed below are a number of statements from the survey and the responses measured in percentages of staff agreeing with the statement.

- Q:** My work gives me a feeling of personal accomplishment, 98%
- Q:** I am satisfied with my involvement in decisions that affect my work, 84%
- Q:** I have the appropriate amount of information to make correct decisions about my work, 95%
- Q:** I feel valued by the JCC leadership team (administrators, coordinators and management), 92%
- Q:** I am satisfied with the information I receive from management on what is going on in JCC, 95%
- Q:** I would have no hesitation in referring someone to work at JCC, 98%
- Q:** How motivated are you to see JCC succeed? 100%

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 and including 2020-21.

We recruited a Communications Officer working part time and a fixed-term role of an Events Coordinator to develop and implement marketing campaigns in promoting our service within the communities we serve.

Over the year we increased our staffing level by 13% with a net increase of nine employees to a total of 80, and we had 10 volunteers.

**IN LAST YEAR'S ANNUAL REPORT**  
**I outlined the following operational objectives:**

- Reducing the administration/case management fee and removing the basic fee charged to Home Care Package clients (HCP). *This was achieved with the result that we have retained and attracted new HCP clients.*
- Provide staff with ongoing professional development. *Our staff education program continues to meet and enhance the skills and experience of new and existing staff.*
- Expand our volunteer program. *Our volunteers assist with activities, events, shopping centre promotions, newsletters and writing individual birthday cards to clients.*
- Organise meetings of healthcare professionals and community meetings to raise awareness of our service and further develop referrals. *A number of community meetings were organised.*
- Establish client and service hour targets to meet budget requirements. *This has been achieved, our budgeting process clearly defines targets for Home Care Package clients and service hours.*
- Achieve ISO 9001:2015 Certification. *A lot of work has been completed; updated and reformatted policies, forms, policies being aligned to the new Australian Aged Care Quality Standards, attendance by relevant personnel on ISO courses, communication to staff. It is planned to make a submission to the ISO assessing agency late 2018.*

**THE BUSINESS PLAN FOR 2018-2019**

Jubilee Community Care is committed to the best practice in Human Resources Management offering permanent employment, first-class training and education opportunities and being guided by our Enterprise Bargaining Agreement. With the explosion of aged care providers entering the industry it is never more true than now to recognise that an organisation's greatest asset is its employees, and volunteers.

During the first quarter of 2018-2019, we will further reduce the fee charged to Home Care Package clients for case management and administration. The reasoning is to strengthen the commercial appeal to attract new Home Care Package clients to our service.

We will continue our work to attain ISO 9001:2015 Certification.

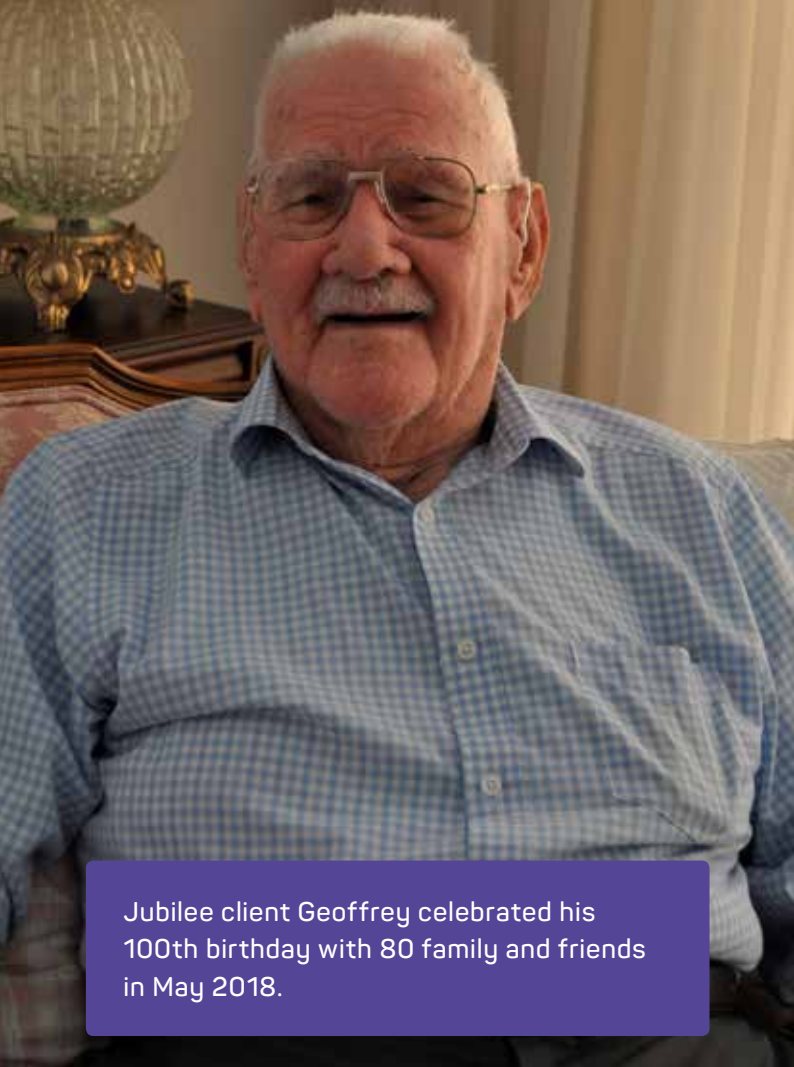
Objectives for 2018-2019 include:

- Introduce Volunteer Engagement Agreements
- Benchmark key financial and operational data with aged care service providers
- Develop an IT Roadmap for future requirements

In summary, the challenge ahead is to retain the skills and experience of our staff, the awareness of Jubilee Community Care within the communities we serve, benchmark our financial and operational results and develop an IT Strategy.

**Shaun Riley**  
**Director**  
September 2018





Jubilee client Geoffrey celebrated his 100th birthday with 80 family and friends in May 2018.



Nancy, a Jubilee client who turned 100 last June, puts her longevity down to an active life and good genes.



Participants in the Stay Standing programs always enjoy morning tea and a catch-up afterwards.

# Treasurer's Report

From February 2017 the market we operate in became almost totally contestable under Consumer Directed Care.

A lot of effort was therefore focused on costing and pricing our services as well as marketing in a competitive environment.

To this end we were very successful in growing our customer base during 2017-2018. The number of Level 4 Home Care Packages doubled to 31 at year end with more modest growth in other areas. We did this without growing overheads – in fact they came in under budget for the year. Loss of the Department of Veterans' Affairs contract in November 2017 for domestic assistance invariably impacted our bottom line but gave us some capacity to meet the growing Home Care Package business.

The major marketing program we undertook in 2016-2017 contributed to this growth.

2017-2018 resulted in a small deficit of \$31,000 which was always expected. We continue to be in a sound financial position, notwithstanding the lower than usual return and look forward to further growth in 2018-2019.

## INCOME

Total revenue grew by 7% during the year to \$3.585M and was derived from a combination of government grants and fee-for-service income.

## EXPENDITURE

Total Expenditure grew by 9% during the year to \$3.616M, but came in under budget at a time when package numbers have grown – a good result and testament to the effort that went into controlling overheads during the year.

Salaries, wages and associated costs continue to be our largest expense and include 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 \$4.968M and exceed total liabilities of \$1.002M by five times.

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

## THE FUTURE

The aged care industry has changed significantly over the past three years and will continue to do so. The changes have been good for clients, and providers that can respond to the challenges and are in touch with their business. Providers are now more customer centric and looking to meet clients' changing needs more than ever before. Retirees are seeking to remain independent and engaged with the community more than ever before, stay in their homes longer and be more in charge of their care needs. All of this will continue to change the face of our industry over the next 10 years.

The introduction of consumer directed care has not been without its teething problems which have been recognised by industry, providers and government. This was always to be expected and offers us further opportunities to improve and grow.

**Ross Beck**

Treasurer

September 2018



### 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.





Jubilee director Shaun Riley and client support manager Nicky Panagopoulos visited St Aidan's Anglican Girls School in 2018 to help the students develop an app about dementia.





 87 Central Avenue, Indooroopilly, Qld, 4068

 07 3871 3220

 [admin@jccagedcare.org.au](mailto:admin@jccagedcare.org.au)

 [www.jccagedcare.org.au](http://www.jccagedcare.org.au)