Jubilee
COMMUNITY CARE

Enriching later life

Presented at the
Annual General Meeting
10th October 2017

Jubilee Community Care
Annual Report
2016–2017

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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 2016–2017:

President Dr Judy Salecich

Secretary Annette Wotton

Treasurer Ross Beck

Members

Mark Vining
Dorothy Gillett
Karl Manning
Sue Paulsen
Joe Morris
Dr Alexander Robertson
Todd Wilson

LIFE MEMBERS:

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

CONSULTANTS 2016–2017:

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 Karuna Palliative Care National Care Solutions RACQ

VOLUNTEERS 2016–2017:

Karen Jackman
Monica Song
Peter Anderson
Marjorie Jackson
Karilyn Lau
Jess Pretorius
Angela Roberts
Gwenyth Yonna

OFFICE STAFF 2016–2017:

Director	Shaun Riley
Client Support Manager	Nicky Panagopoulos
Client Support Coordinators	Kristie Reed Lorraine Kiss Rose Prince Sandy Kelly
Financial Administrator	Deborah Love
Financial Assistant	Pam Stalley
Quality & Training Officer	Deanne Garner
Activitites Officer	Vicki Burden
Marketing and Communications Coordinator	Nathalie Prince
Office Coordinator	Brigid Batchelor
Scheduler	Leanne Verhoef
Office Administrator	Leigh Willett

SUPPORT WORKERS 2016–2017:

Avila Martinez
Alan O'Kane
Alison Duncan
Amy McCulloch
Anne Price
Belinda Simon
Betty Struckett
Carol Shield
Carol Riley
Casey Simon
Cassie McCarthy
Christine Bruhl
Cindy Franklin
Donna Strofield
Elaine McLachlan
Fran Edwards
Gabriella Veidt-Wiedmer
Gary Cooper
Gaylene O'Kane
Georgina Patterson
Gregory How
Helen Brittan
Hilary Kaye
Jasintha Sellertorai
Jenna Pitcher
Jenny Cunningham
Jessica Burton
Jing Huang
Jo Adams
Kaylene Bate
Kristina Rahardjo
Kym O'Toole
Lara Levey
Laura Fitzgerald
Leah Cusi
Leonie Taifalos
Lily Pham
Linda Beck
Lisa Kibsgaard
Liz Gilding
Lois Bradley
Maree Galler
Margot Osborne
Marie Kenny
Marion Karklins
Marjorie Evans
Mary Moses
Mary Ann Watson
Maryanne Russell
Marylyn Parreno
Michelle Simpson
Minky Jefferies
Olympia Hunter
Pamela Cornwell
Patricia Salvatore
Pauline Braun
Renae Willams
Richard Hanson
Rossana Norton
Shauna Foote
Shirley Berry
Sonja Shipard
Steven Warren
Sue Watson
Sue-Ellen Jaensch
Susan McDonald
Susan Glen
Tammy Oram
Tania Watts
Therese Hughes
Yvette Brown

Shaun and Nicky with Monique and Tim from the Stay Standing Falls Prevention Program

President's Report

This year (2017) marks 10 years since I joined the Committee of Management of Jubilee Community Care and 9 years since I was first elected President.

I think this length of time in office gives me a unique opportunity to share with you what Jubilee Community Care is like now compared with what it was like then. But first, here's a little about the origins of Jubilee Community Care.

THE EARLY YEARS OF JUBILEE COMMUNITY CARE

In 1989 the Social Work Department of The University of Queensland initiated a Community Options Program, a pilot project funded jointly by the Australian and Queensland Governments. It was overseen by a Steering Committee under the auspices of the Aged Care Unit of the Red Hill Paddington Community Centre. The program was a great success and, in 1996, "Jubilee Community Care Association Inc" was established as a separate incorporated body.

Many individuals contributed significantly to Jubilee Community Care in those early years. I mention just four; all are life members. Mrs Judith Rodins was the first manager ("Coordinator"). She led the pilot program, then the organisation, for 14 years from 1989 to 2002. Judith was also a Board member for several years around the time I joined the Board. Mrs Joan Sherrin-Moody was one of our first care workers, a committee member and Board President. The late Mrs Kathleen Szabo, a client, was an inaugural member of the Steering Committee and Board member until 2004 (15 years). Mrs Jenny Bostock was a member of the inaugural Steering Committee and Board President from 1996 to 2004.

Amazingly, the organisation obtained two capital grants through Queensland Health's Home and Community Care (HACC) Program to purchase first the property at Jubilee Terrace, Paddington, then later our current property at 87 Central Avenue, Indooroopilly. In 2002 Jubilee Community Care moved from Paddington to temporary premises at Toowong and, in 2003, to our current premises. Owning our premises has proved to be a great asset for the organisation and I commend the hard work and foresight of those who made this possible (twice over).

So, what is Jubilee Community Care like now, compared with 9-10 years ago?
The organisation's undergone a couple of name changes – from Jubilee Community Care Association Inc to Jubilee Community Care Incorporated (2009) and to Jubilee Community Care Inc (2013). Up until 2016, it was called "JCC" for short. Today we prefer to call it "Jubilee Community Care" to make sure people know what the organisation is about (caring for people in the community). But these are cosmetic changes. What are the main differences?

THE LAST 9-10 YEARS: NOW AND THEN

Most people associated with Jubilee Community Care today are newcomers. People define an organisation, so Jubilee Community Care in 2016-2017 reflects the character, commitment, capabilities and aspirations of the current Committee of Management, Director, staff, volunteers and members. We are the ones who make Jubilee Community Care what it is today.

The Committee of Management in 2016-2017 is quite different from what it was when I joined in 2007. In fact, I am the only one remaining on the Committee from that time. By 2009-2010, all but two members of the Committee were new. The composition of the Committee of Management that year reflected a "changing of the guard". This was not a bad thing. Then, as now, new members bring renewed energy and vision to the group, and question or challenge previously accepted norms and ideas. In 2016-2017, sadly we farewelled Mr Karl Manning, a member of the Committee of Management since April 2009, but we also welcomed new members Mr Todd Wilson, Mr Joseph Morris and Dr Alex Robinson.

	2007-2008	2016-2017
Staff Numbers		
Total staff numbers	41	74
Management & administration staff	8	13
Carers / Support Workers	33	61
Client Numbers		
Total client numbers	287	502
Packages	67	90
HACC (Over 65s)	70	286
DVA	150	79
Community Care (Under 65s)	N/A	22
Private	N/A	25
Finances		
Total income	$1,768,750.01	$3,341,673.74
Total expenditure	$1,601,060.08	$3,326,948.76
Net profit	$167,689.93	$14,724.98
Net assets	$1,235,865.03	$3,997,157.06

Source: Jubilee Community Care Inc Annual Reports 2007-2008, 2008-2009, 2016-2017.

Most employees of Jubilee Community Care today, including the Director, have been appointed in the last 10 years. The majority of our volunteers are new. At least 90% of our current clients were not clients 10 years ago.

Since the appointment of our current Director (Mr Shaun Riley) in February 2009, Jubilee Community Care has grown steadily. This growth can be attributed to a joint effort of the Committee of Management and the staff under Shaun's leadership. To keep up with changes to the industry, and society generally, Jubilee Community Care has reinvented itself over the last 9-10 years. Our values have not changed (we are still ***"constantly caring"*** for clients and families), but the organisation today is not the same as it was 9-10 years ago.

Jubilee Community Care has roughly doubled in size over the last 9-10 years. Staff and client numbers and finances at the end of the financial year 2016-2017, compared with those of 2007-2008, depict this growth.

We have outgrown our current premises, office space is at a premium, and many activities including staff training have to be conducted "off-site". In 2016-2017 we began looking for new premises to relieve this pressure and to seek to fulfil our vision of establishing a Jubilee Community Centre.

Today Jubilee Community Care has a clear vision and plan for its future growth and development. *The Jubilee Community Care Strategic Plan 2016-2021*, launched at the Annual General Meeting (AGM) last year, is our current over-arching plan. It's the blueprint for all other organisational plans and a guide for all major decisions. This was not so 9-10 years ago. When I joined the Committee of Management (or "Board", as it was called then), in November 2007, there was no strategic plan.

Jubilee Community Care has roughly doubled in size over the last 9-10 years.

One reason I was invited to join the Board was to assist in developing a strategic plan. Mrs Denise Bolland, a Board member at the time, knew me and was aware that I had managed projects in strategic planning and governance at Department level for the Queensland Government. She persuaded me to join the Board. Soon after I joined, I was invited by the then President (Mr Lionel Neal) to lead the development of Jubilee Community Care's first strategic plan. The process, a collaborative effort of the entire staff and Board, took about 6 months. *The Jubilee Community Care Strategic Plan 2008-2012* was launched at the AGM in 2008. It was a major achievement for the Board and staff at that time.

Today, planning is an integral part of all we do at Jubilee Community Care. At all levels of the organisation, planning is ongoing and involves regular monitoring and evaluation. At a corporate level I'm referring to strategic, business and financial planning. We have an up-to-date corporate calendar, marketing plan and disaster management plan. In 2016-2017, we sought expert assistance to develop a crisis management plan. In 2016-2017, our Treasurer (Mr Ross Beck) worked with Shaun and our Finance Officer (Mrs Deb Love) to produce a 5-year Budget. At an operational level, Shaun produces an annual staff training calendar and there is a detailed calendar of events for the client activities program (these are just two of many operational plans).

In 2016-2017, Jubilee Community Care proved itself to be a stable "healthy" organisation, one that is well-managed and well-led. This is one of the organisation's current strengths. The culture of Jubilee Community Care is such that our staff enjoy coming to work, find their work satisfying and rewarding, and feel supported and appreciated.

It was not so 9-10 years ago. From late 2007, after the manager of 3 years resigned suddenly, Jubilee Community Care had no permanent manager for 9 months. When a permanent manager was appointed in July 2008, she resigned after just 3 months. It was a very unsettling time for staff at all levels. This lack of stable management seriously affected the "inner health" of the organisation. In September 2008 an Acting Manager was appointed until a permanent appointment could be made. This was the situation I faced when I was elected President in 2008.

As the new President, my primary goal was to stabilise the organisation, improve communication between the "Board" and staff, and support staff. I devoted a lot of time and effort to achieve this goal, and I think it paid off. I met with staff, listened to them, and kept them informed of changes the "Board" was making. I believe one of the main functions of the Committee of Management is to look after staff. We do not work with clients; we delegate that privilege and responsibility to our staff. If we treat our staff well, staff in turn will treat our clients well.

Today, in contrast to 9-10 years ago, almost all of our staff, from Director to Support Workers, are employed on a permanent basis. They have job security. Our staff are remunerated well. The latest Enterprise Bargaining Agreement (EBA), completed in 2016-2017, reflects the good relationship that exists between the Committee of Management and our staff.

A second goal I set for myself and the "Board" in 2008-2009 was to oversee the implementation of the new *Jubilee Community Care Strategic Plan 2008-2012*. One outcome was an organisational restructure. Three new senior positions, including Executive Manager, were proposed. The "Board" agreed (after much deliberation) to make the manager's role an executive position, in keeping with the organisation's strategic vision and foreseeable growth. The Executive Manager's position was advertised in November 2008 and Shaun was the successful applicant.

Without doubt, the most important decision of the "Board" in 2008-2009 was Shaun's appointment as Executive Manager. From the outset, Shaun contributed significantly to stabilizing the organisation. His leadership and management style and capabilities, coupled with his interpersonal and communication skills, made an immediate impact for good.

At a conference I attended recently, I heard it said "It's not finding CEOs that is hard; it is finding the ***right*** CEO." Well, we found the right CEO. The "Board" couldn't have chosen a more suitable person to develop the kind of culture we sought for the organisation and to take it to the next level. Over the past 9 years, Shaun has successfully steered the organisation through what has turned out to be a period of significant change in the aged care industry. It is much to our benefit that Shaun has chosen to stay with Jubilee Community Care for the past 9 years.

Staff member Chris and client Sam at one of the Jubilee Wanderers' outings

Over the last 9-10 years, we have made significant improvements to the governance of Jubilee Community Care. When I took over as President in 2008, there was a constitution, but no governance policies and no "Board" charter. One of my first tasks was to develop a charter which sets out the purpose, roles, responsibilities, membership, meeting procedures and culture of the Committee of Management. This document has guided the Committee's operation since 2009. Its last update was in 2016-2017. In addition to the charter, the Committee of Management now has a clear set of governance policies and procedures that align with the constitution. The constitution is reviewed regularly. Karl Manning led a review and update of the constitution in 2009 and a subsequent review and update in 2013. The constitution is due for a review this coming year.

Today, Jubilee Community Care has to actively promote its services and make them known. This was not so 9-10 years ago. Due to changes in Government funding arrangements, aged care service providers today operate in a competitive market-driven environment. Since February 2017, Home Care Packages are allocated to a client and not the service provider which means clients can choose their service provider and, since July 2015, clients can choose the services they want. Thus, we have to employ a variety of methods, media and venues to make our services known, and convince prospective clients and families that Jubilee Community Care is the best service provider for them. In Shaun's report that follows, you will discover how this was achieved in 2016-2017.

According to the Jubilee Community Care Client Satisfaction Survey 2017, the two most common reasons why clients (and families) choose Jubilee Community Care as their service provider are (1) word of mouth (or reputation) and (2) referral by a medical professional or hospital. I would like to emphasise the importance of these findings, with a personal story.

When my husband and I moved to Brisbane in 2003, my 87-year-old mother, a widow, came to live with us. At the time, she was in good health. In November 2006, life suddenly changed for her (and my husband and me). At 90, she had major surgery. She spent a couple of weeks in one hospital followed by rehabilitation in another. Medical professionals at each facility recommended in-home care services for my mother and respite services for her and us. We followed up one of the recommended service providers, which turned out to be a God-send for her and us.

But it was not Jubilee Community Care. Even though we lived within its service area, Jubilee Community Care was not mentioned by any of these referrers. The first time I heard about Jubilee Community Care was in 2007 when I met Denise Bolland at church and she told me about her role on the "Board".

By March 2007, my mother's circumstances had changed and she needed full-time care. I chose to resign from my position with the Queensland public service to care for her. I'm aware now that my situation, of an elderly woman living with her daughter (and family) and the daughter in full-time employment, is a common Jubilee Community Care client-family profile. Indeed, in 2017, the majority of our clients were women (75%) and most were 85 years of age or more. My mother could have been a client of Jubilee Community Care, but wasn't. Why hadn't someone told me?

Over the past 9-10 years, Jubilee Community Care has developed new programs and services. Two examples are the Stay Standing Falls Prevention Program and the Activities Program, both of which have been operating with much success for a number of years under Shaun's watch. In 2016-2017, we had 25 private (full fee-paying) clients; we had no private clients 9-10 years ago. Other initiatives in 2016-2017 included information sessions, workshops and forums for the general public, clients and families, especially in relation to changes in the aged care industry.

In the last few years, Jubilee Community Care has made many systems improvements and capitalised on advances in information technology. This trend continued in 2016-2017. For example, there is now full integration of systems for staff rostering, client billing and payments, client assessment and staff payroll. The Jubilee Community Care website was rejuvenated and updated during 2016-2017 and the organisation is on Facebook and Instagram. All our support workers have tablets (iPads) which they use daily to log on and off with clients and communicate with administration staff in the office via the internet. In 2016-2017, we have been investigating ways clients can better use technology and the internet to enhance their lives and our services. Shaun elaborates on some of these enhancements in his report.

ACKNOWLEDGEMENTS

There is much more I could say about the growth and development of Jubilee Community Care during the last 9-10 years. It's both amazing and humbling. As President of the Committee of Management during most of this period, it's very encouraging to look back on what has been achieved. I know for sure that it has been a collaborative effort of many wonderful people.

I acknowledge the hard work and dedication of members of the various Committees of Management during the past 9-10 years. In particular, I thank members of our 2016-2017 "team". We have worked well together. While all of our members give generously of their time and expertise, in the past year some have gone the extra mile by their work on sub-committees or by assisting staff in a variety of ways. I know that the staff are most grateful for all that you have done.

I have already outlined the significant contribution made by our Director, Shaun Riley, since his appointment in February 2009. For me personally, working with Shaun over the past 9 years has been a great privilege and it gives me much joy and satisfaction. It's a great working relationship. We understand and respect each other's role and responsibilities, and maintain appropriate boundaries. We communicate openly and regularly and as needs be.

Last, but not least, I acknowledge the contribution of the rest of our staff and the volunteers who assist them. It's often said that our support workers are the hands and feet of the organisation. Sure, they are our main point of contact with clients. But our coordinators and receptionist have contact with clients too. And we mustn't forget the staff and volunteers who run the Activities Program and those who "man" our displays at shopping centres. Each and every person who works for Jubilee Community Care is important and much valued.

I have no doubt that, over the next few years, together we will achieve our vision for Jubilee Community Care: ***Older people in the community living safe, healthy, active and fulfilled lives.*** Put simply, it's about "enriching later life". This is what motivates us.

Dr Judy Salecich
President
July 2017

Participants in the Stay Standing Falls Prevention Program

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 implemented in previous years continued in 2016-17 with further changes occurring in the Home Care Package program. Home Care Packages are now allocated to the client and not the service provider. Clients are able to direct funding for their home care package to the provider of their choice. This change gives clients a greater degree of choice in their preferred provider, as well as the type of care they receive.

The reforms have and will change the mix of our Home Care Packages clients. As of 30th June we had: 15 Level Four Clients (11), 3 Level Three Clients (0) and 67 Level Two Clients (75). *Figures in brackets are pre February 2017*

Our Stay Standing Falls Prevention Team were recognised in the "Excellence in Care Awards" by Leading Aged Services Australia. This was a magnificent achievement and wonderful recognition for those involved with the program.

Jubilee Community Care entered the 2016-17 Year with a new Strategic Plan 2016-2021 that 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 roadside billboards, school newsletters and local cinema advertising

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

Our contract with the Department of Veterans Affairs for the provision of Veterans Home Care services expires in November 2017. We submitted a tender to the Department of Veterans Affairs for a new contract until November 2019. The outcome of our submission will be known in September 2017.

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 fixed term full time position of Marketing and Communications Coordinator concluded at the end of June. We will recruit two part time positions of Communications Officer and Events Organiser to promote our service within the communities we serve.

"Our falls prevention team were recognised in the "Excellence in Care Awards" by Leading Aged Services Australia. Well done."

Our Strategic Plan 2016-2021 directed our business planning, budgeting and operations.

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

Facts and Figures:

- Our care workers and coordinators provided over **50,000 hours of direct care** services.
- We had **762 referrals** including existing clients transferring in house to a different level of care.
- **706** clients were either a **new admission** or moved between funded programs within Jubilee Community Care.
- **591** clients were **discharged**.
- We had a total of **492 clients** as of 30th June 2017 compared with 450 clients at the start of the financial year.

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 financial requirements of the aged care reforms post February 2017.

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

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 time-scales.

IT systems work on a Telstra cloud based platform with daily support services provided by APACHE a Telstra business partner.

The use of IT tablets by Support Workers introduced in the previous year has been a great success. Support Workers access their rosters on the tablet and services are conformed in real time by administration personnel thereby semi-automating client billing and payroll processes.

Policies were updated to incorporate aged care reform and regulatory compliance changes.

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.

OUR SECOND GOAL IS:
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 five programs:

- Home Care Packages
- Community Home Support Program
- Community Home Support Program with Primary Health Network Metro North
- Veterans Home Care
- Queensland Community Care

During May 2017 we conducted a Client Satisfaction Survey and received 165 replies. Data from the survey that supports our work in achieving this goal include:

- **84%** of respondents were Female
- **51%** are aged 85 and over
- **52%** have been a client of Jubilee Community Care for between 1 and 5 years
- **42%** were recommended by someone to choose Jubilee Community Care as their service provider
- **27%** were referred to Jubilee Community Care by their GP/Healthcare Professional/Hospital
- **97%** receive care that reflects their needs, goals and preferences
- 93% stated that their Support Worker completes tasks in the way the client would like them done
- 96% informed that their services are arranged at the time that suits the client
- 95% told us that their Support Worker arrives on time
- 99% informed that staff treat them with dignity and respect

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.

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.

THE THIRD GOAL IS:
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 worked with Council on the Ageing to holding a number of community forums covering;

- Switched on Seniors: how to understand energy bills
- Your Well-being, 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 have organised education on "Dementia and its prognosis" for Jubilee Community Care clients and the general public.

Data from the survey that supports our work in achieving this goal include:

- **97%** of clients stated that Jubilee Community Care has provided information to enable clients to choose the services they want
- **97%** of clients informed that they are supported by Jubilee Community Care to make their choice of care and support services
- **94%** told us that Jubilee Community Care encourages and supports their independence.

OUR FOURTH GOAL IS:
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 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 2016-17 delivered over two full consecutive days covered:

- Manual handling
- Workplace health and safety
- Infection control
- Medication management
- Fire safety
- Palliation by Karuna Care Services
- Mental Health in Older People by Aged and Disability Advocacy

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

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.

Over the year we increased our staffing level by 6 to a total of 71 employees, and we had 10 volunteers.

In last year's Annual Report I outlined 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.*
- Jubilee Community Care Coordination and Administration staff have and continue to provide information to enquiries and we have communicated this information to healthcare professions within the communities we serve.
- *Provide staff with ongoing professional development on topics such as dementia, falls prevention, aged care initiatives, chronic illness management, medication management, wellness and enablement.*
- We have achieved this objective through our Mandatory Education program.
- *Conduct in-depth monitoring and evaluation of our systems and processes, and research into new possibilities.*
- We have streamlined rostering, billing, payroll and client assessment system and processes. Work is in progress to determine future IT requirements for systems and client access.
- *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*

The transition has been put back by Government to 2020.

- *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.*

We have worked with:

- *Council on the Ageing to promote education for older people in the community covering; de-regulation of the energy market, wellness and reablement, care planning*
- Dementia specialists in establishing a support group for client. Families and the general public.

We are discussing Advanced Healthcare Directives with clients and families on their assessment/review.

THE BUSINESS PLAN FOR 2017–2018.

The aged care reforms have introduced a commercial market within the industry. Jubilee Community Care has evaluated its business and service models to best retain and attract clients and employees. We are 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.

During the first quarter of 2017-2018 we will make fundamental changes for Home Care Package clients by reducing indirect fees and removing the basic fee. The result of these changes and the continuing financial impact of the Equal Remuneration Order places the budget in a projected deficit.

Objectives for 2017-18 include:

- Provide staff with ongoing professional development on topics such as dementia, chronic illness management, medication management, wellness and enablement.
- Expand our volunteer program to:
- support clients with activities and events
- provide service information to the general public at appropriate venues
- Organise meetings of healthcare professionals and community forums to raise awareness of our service and further develop referrals
- Establish client and service hour targets to meet budget requirements
- Achieve ISO 9001/2015 Certification

The challenge ahead is to retain the skills and experience of our staff, expand our volunteer base and increased the awareness of Jubilee Community Care within the communities we serve.

Shaun Riley
Director
July 2017

Jubilee Community Care :
Charting a course to the future

Clients receiving training and advice about mobile tablet devices

Treasurer's Report

2016/17 was our second year operating under Consumer Directed Care which was introduced from 1 July 2015.

It has continued to focus our attention on the commercial aspects of running our business. In particular, the importance of costing and pricing our services as well as marketing in a competitive environment.

For the year 2016/17, we achieved a surplus of $0.015M which represents a return on assets of 0.32%. We continue to be in a sound financial position notwithstanding the lower than usual return.

INCOME

Total revenue grew by 1.4% during the year to $3.342M and was derived from a combination of government grants and fee for service income.

EXPENDITURE

Total Expenditure grew by 8% during the year to $3.327M, largely due to the significantly increased marketing effort during 2016/17.

Salaries, Wages and associated costs continue to be our largest expense and grew by 6.5% over the year to $2.588M 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. In addition, a full time marketing coordinator was employed for a year to review our marketing collateral and improve client and stakeholder engagement.

BALANCE SHEET

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

Total assets amount to $4.659M and exceed total liabilities of $.662M by 7 times.

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

CHALLENGES FOR THE FUTURE

The government wants aged care to be sustainable and affordable, offer greater choice and flexibility as well as support people to stay in their homes longer and be part of their community.

From 27 February 2017 the market became almost totally contestable which has presented many challenges to providers of in home care. Clients can now choose their preferred care provider and move between providers as they wish.

As an organisation we must continue to stand out from the crowd and be engaged with our clients at all levels as well as a provider of excellent care. To do this we will need to be innovative and offer a wide range of services at a competitive price as well as grow and meet changing community needs.

Ross Beck
Treasurer
July 2017

Jubilee
COMMUNITY CARE

Enriching later life

STRATEGIC PLAN 2016–2021

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.

Jubilee Community Care Inc. A not for profit in home aged care service provider supporting our community since 1989.

STRATEGIC PLAN 2016–2021

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 arepassionate 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 Community Care
Wanderers Seniors' Week Flash Mob in the Brisbane City Mall, August 17, 2016

Jubilee
COMMUNITY CARE

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