



Jubilee
COMMUNITY CARE

Enriching later life

Jubilee Community Care

Annual Report 2019–2020

Presented at the Annual General Meeting November 10, 2020

CONTENTS

President’s and Director’s Summary 5

The Year in Review: Our People 6

The Year in Review: 2019 Our 30th anniversary year..... 8

The Year in Review: 2020 The year of COVID-19 10

The Year in Review: Strong committee, dedicated staff 12

Strategic Plan 2019-2024..... 13

Strategy: Goal 1..... 14

Strategy: Goal 2..... 16

Strategy: Goal 3..... 18

Strategy: Goal 4 20

Financials..... 22

CREDITS

STRATEGY
Judy Salecich, Shaun Riley

FINANCIALS
Ross Beck

PHOTOGRAPHS
Lisa Kibsgaard, Kait Barker, Jo May

DESIGN
121 Creative

FRONT PAGE PHOTO
Our Stay Connected Project, launched in early 2020, included a food and nutrition program.

PAGE 2-3 PHOTO
Former staff Denise, Michelle, Susie and Val, joined current staff to celebrate Jubilee’s 30th anniversary in August 2019.

Our Vision

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

Resilience
Aged Care Quality Standards
COVID-19
Innovation Stay Connected
Telstra Business Awards
Billboard advertising Employee excellence
30th anniversary celebrations
Strategic Partnerships
Community Connections Stay Standing
Online Services
Volunteers
Brisbane North PHN

PRESIDENT'S AND DIRECTOR'S SUMMARY

30 Years Strong

The year 2019-2020 revealed Jubilee's strength and resilience, triumphing through both good times and bad.

For Jubilee Community Care the year 2019-2020 divided roughly into two: 2019, our 30th anniversary year, was a year of celebration; 2020, due to the COVID-19 pandemic, was (and continues to be) a year of uncertainty and change and yet one in which Jubilee Community Care showed its strength and resilience.

In 2019-2020 we were successful in our funding submission to the Department of Social Services to provide a range of innovative services (such as cooking classes, mindfulness, driver awareness training) under the Commonwealth Home Support Program.

To top off a great year, our Client Support Coordination Team was a finalist in the team category of Leading Age Services Australia's Excellence in Age Services National Awards and Jubilee Community Care was one of five finalists in the Telstra Business Awards (Qld) under the category Social Change Maker.

At 30 June 2020, our staff numbers (90) were marginally higher than at the same time the previous year (88). This is quite amazing, given that many businesses and organisations had to release staff in the first half of 2020 due to the COVID-19 restrictions. Staff Satisfaction Survey results indicate ongoing high levels of staff satisfaction. We continue to have Volunteer Engagement Agreements with our 10 volunteers.

At 30 June 2020, active clients numbered 516 and Home Care Package clients 141, the latter an increase of 23% on 2018-2019.

This year we began implementing the Jubilee Community Care Strategic Plan 2019-2024, which was launched at last year's Annual General Meeting. The four strategic goals in the plan have directed our business planning and operations in 2019-2020, with excellent results, as this report shows.

At the end of 2019-2020 Jubilee Community Care's financial position remains strong. Although the year resulted in a deficit of \$52,000, this was due primarily to a staffing restructure and consequent redundancy payout. Despite the COVID-19 restrictions in 2020 we continued to grow our customer base and maintain services to our clients.

On a personal note, Mark Vining, Vice-President, is not re-nominating for membership of the management committee in 2020-2021. Mark's human resources experience and knowledge has been a great asset to the committee since he joined in March 2016 and his contribution will be greatly missed.



Dr Judy Salecich
PRESIDENT



Shaun Riley
DIRECTOR

Our People

MANAGEMENT COMMITTEE

President	Dr Judy Salecich
Vice-president	Mark Vining
Secretary	Annette Wotton (to 8 Oct 2019) Sabina Janstrom
Treasurer	Ross Beck

Members

Sue Paulsen (to 8 Oct 2019)	Joe Morris
Dr Alexander Robinson	Dr Jack Lam
Helen Sotiriadis (from May 2020)	

LIFE MEMBERS

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

VOLUNTEERS

Peter Andersen	Jo May
Sophia Edwards	Melinda Porrino
Marjorie Jackson	Angela Roberts
Vijayalakshmi Jayaram	Heather Van As
Karilyn Lau	Gwen Yonna

CONSULTANTS

Accountant	William Buck
IT Network	APACHE
Website	Absolute Media
Brand Design	121 Creative
Newsletter & Print Distributors	Litho Art
Industrial Relations & Human Resources	Miles Witt Partnership
Staff Training	
AMC Training and Consulting	Australian Government Dept of Health
Dementia Training Australia	First Response First Aid and Fire Safety
Fleet Driver Training	Increment 3
LifeTec	Mobile Rehab Australia
Queensland Aids Council	

ADMINISTRATION STAFF

Director	Shaun Riley
Client Support Manager	Nicky Panagopoulos
Client Support Coordinators	Sandy Kelly Lorraine Kiss

Office Coordinator	Kristie Reed
Office Administrator	Brigid Batchelor Leigh Willett
Scheduler	Leanne Verhoef Adele O'Halloran

Financial Administrator	Deborah Love
Finance & Administration Manager	Michael Harvey
Finance Assistants	Pam Stalley Ronelle Coltham Mary Menelaws

Activities Officer	Vicki Burden
Quality & Training Officer	Deanne Garner
Community Engagement Officer	Vidya Muthanna
Communications Officer	Lisa Kibsgaard
Reception/ Rostering	Mary Menelaws Emily Menelaws Eileen Williams Sonja Shipard Michelle Shaw

90
Staff

10
Volunteers

SUPPORT WORKERS

Jennifer Allum	Cindy Franklin	Amy Mcculloch	Belinda Simon
Peter Andersen	Maree Galler	Sue Mcdonald	Kelly Simon
Sophia Andreatidis	Grace Garner	Loretta McGahan	Andrea Slabbert
Kaitlyn Barker	Donna Geddes	Helen Mulliss	Yvette Slater
Caron Barrett	Joanna Hall	Lois Nicholls	Sandra Smith
Katrina Basham	Leonie Henderson	Rossana Norton	Rachael Sneath
Linda Beck	Lisa Hetherington	Mary O'Connell	Donna Strofield
Dawn Bennetts	Jenette Heyer	Gaylene O'Kane	Elise Sutton
Shirley Berry	Rebekah Higgins	Alan O'Kane	Leonie Taifalos
Lois Bradley	Bronwyn Horn	Kym O'Toole	Jacinta Taifalos
Pauline Braun	Gregory How	Marylyn Parreno	Justine Tarplett
Yvette Brown	Andrea Howes	Georgina Patterson	Karlee Thomas
Christine Bruhl	Jing Huang	Lily Pham	Annette Thwaites
Jessica Burton	Olympia Hunter	Anne Price	Patricia Tomkins
Gary Cooper	Lynette Jefferies	Kristina Rahardjo	Gabriella Veidt-Wiedmer
Frances Cox	Elsie Kanda	Kaylene Ramsden	Sue Watson
Leah-Joy Cusi	Marion Karklins	Ekaterina Razmakhova	Tania Watts
Shery Diakomanolis	Marie Kenny	Madison Richardson	Leigh Willett
Alison Duncan	Lisa Kibsgaard	Carol Riley	Eileen Williams
Frances Edwards	Louisa Lambkin	Alice Robinson	Michelle Willis
Marjorie Evans	Cheryl Le Gros	Maryanne Russell	Amy Winner
Ellen Fletcher	Lara Levey	Michelle Shaw	Joanne Yeadon
Shauna Foote	Annemaree Loof	Sonja Shipard	



Quality and Training Officer Deanne Garner and Client Support Coordinator Lorraine Kiss attend the LASA National Awards Dinner in October 2019.

30 Years Strong

2019: OUR 30TH ANNIVERSARY YEAR

Jubilee Community Care opened its doors to the elderly in the western suburbs 30 years ago. In August 2019 we celebrated our pearl anniversary with our clients, and current and former staff.

Jubilee's celebrations were marked with two events - a luncheon for clients at West Toowong Bowls Club and an evening function for staff, former staff and other invited guests. Both functions had about 75 people attend and were a great success.

The client luncheon on August 21, 2019 featured entertainment by the Queensland Police Pipes and Drums and a very interesting talk by local author Caylie Jeffery. Mrs Jeffery wrote *Under the Lino*, a book written on the back of a community research project. It revolved around three 1940/50s bankbooks and money that Mrs Jeffery found underneath the lino flooring of her 1912 Queenslander in Milton and her search for its owners. Local dignitaries also attended and a cake cutting was held late morning.



Clients look through Caylie Jeffery's book *Under the Lino* at Jubilee's 30th anniversary celebrations.

The following evening a formal event was held at the Hillstone St Lucia Library Bar. The event gave staff, former staff, local politicians and representatives of Jubilee's industry connections the chance to reflect and celebrate 30 years of life-changing services provided by Jubilee. Among those attending was former coordinator Susie Green, former carer Val Campbell, former coordinator Michele Wilkinson and former carer Denise Bolland, all part of Jubilee in its early days.

Jubilee Director Shaun Riley said the 2019 milestone marked 30 years of delivering personalised and exceptional services to elderly people.

"I am privileged and honoured to have provided operational direction to Jubilee Community Care for 10 of its 30 years," he said. "The history and future of Jubilee Community Care is the exceptional talent of our staff and the quality of services they provide for clients. "We are truly blessed to have the opportunity of supporting clients to maintain their independence and links with their local communities. "I would like to acknowledge the work of staff past and present who have made Jubilee Community Care a respected provider of home care services for older people."



Jubilee Community Care's anniversary celebrations in August 2019 were a great success.

30 Years Strong

2020: THE YEAR OF COVID-19

To future generations 2020 will be reviewed by historians as the year COVID-19 was at the front and centre of society. COVID-19 presented challenges for our clients, staff, the financial viability of industry, including the aged care sector in which Jubilee Community Care operates.

Throughout the year a number of our aged care clients placed their services on hold because of their concerns on the possible transmission of the COVID virus due to people entering their home.

We implemented our Infection Disease Outbreak Plan to enhance the safety and wellbeing of staff and clients and to meet the operational challenges presented by COVID-19.

Staff and volunteers were asked to check their temperature before leaving home for work and not to attend work if their temperature was 37.5+C along with any of the symptoms of fever, coughing, sore throat, headache or tiredness.

Other measures taken included:

- ➔ support workers screening clients with several health-related questions by telephoning prior to their scheduled service
- ➔ we cancelled group-based activities
- ➔ staff critical to our operation were instructed to work from home
- ➔ we developed service delivery processes including the use of personal protective equipment
- ➔ staff accessed Government COVID Infection Control training

- ➔ we changed our process of face to face client reviews and to conduct reviews by telephone
- ➔ rosters for office-based staff were redesigned for staff to work 50% of their time in the office and 50% of their time at home. This measure assisted with Government Health Directives for physical distancing

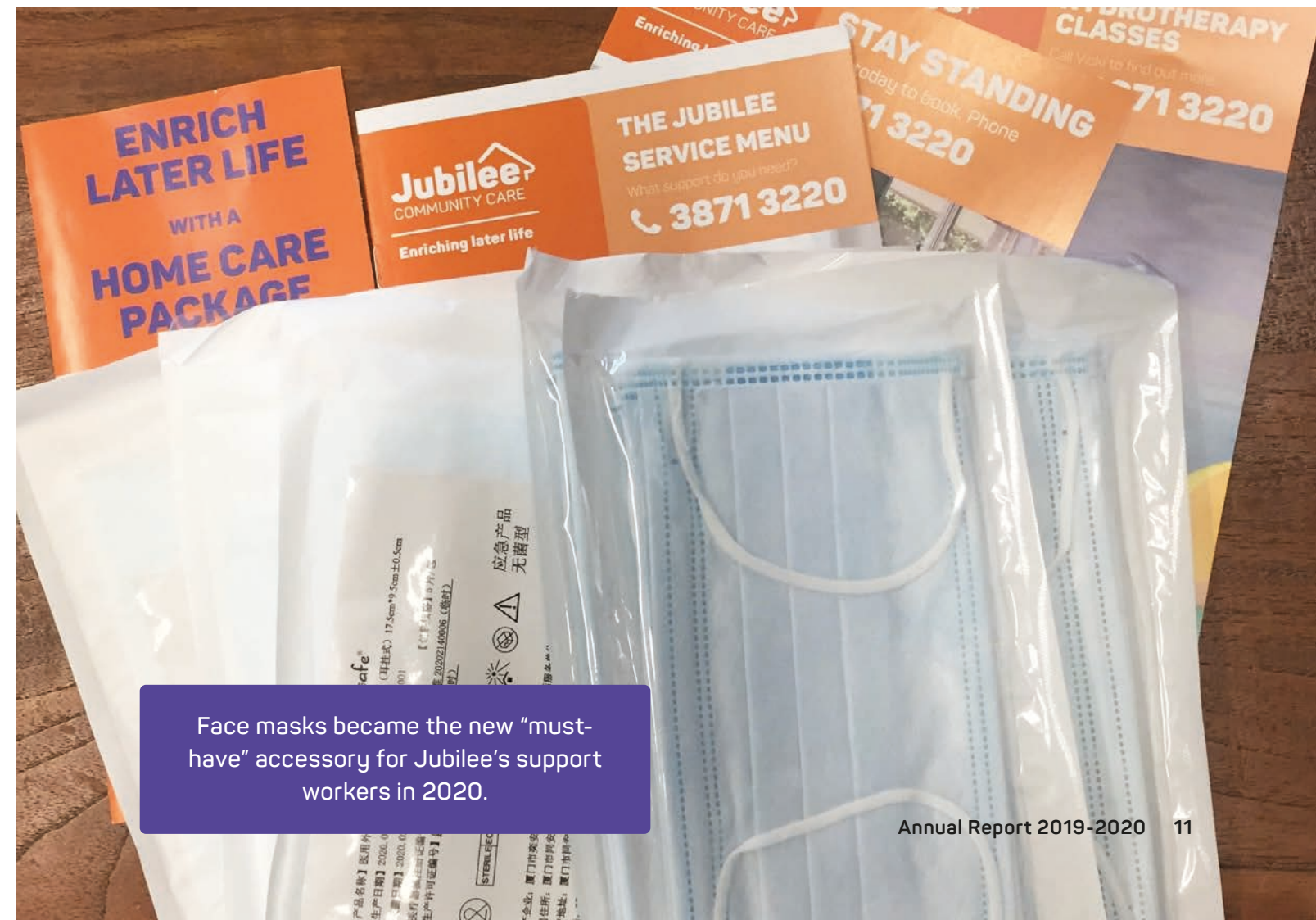
Throughout this period, we continually communicated with clients and their families offering reassurance of our preparedness to provide a continuity of service.

We introduced a weekly welfare telephone call to clients who had put their services on hold.

We developed online services for clients with weekly exercise classes, education on nutrition and hydration and a mindfulness program.

516
Active clients

141
Home care package clients



30 Years Strong

STRONG COMMITTEE, DEDICATED STAFF

Two long-serving management committee members, Sue Paulsen and Annette Wotton didn't renominate for election at last year's AGM.

Sue joined the management committee in 2009. From 2009-2012 she was the committee treasurer. During her time as a member, Sue participated in staff and client activities, was a great encourager and made a significant contribution to the committee's decision-making.

Annette joined the management committee in 2011, and from 2011-2019, Annette served as the committee secretary. Annette

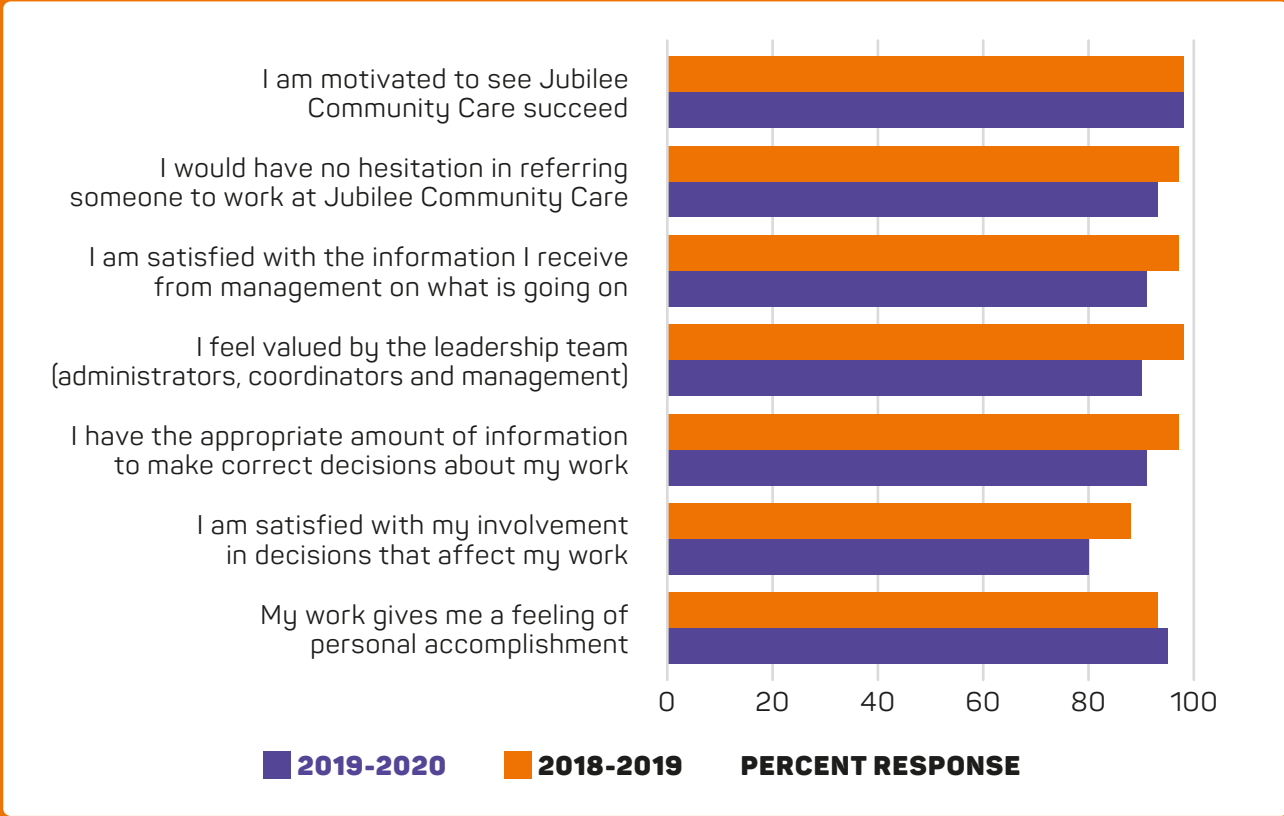
came to us after years of experience as secretary to the Wesley Research Centre. She brought her experience and skills to the role at Jubilee Community Care. Both Sue and Annette have been greatly missed.

A long-serving staff member, Deborah (Deb) Love, our organisation's Financial Administrator for 8 years, left Jubilee Community Care in November 2019. We are very grateful for Deb's dedicated work and valued contribution in the finance area during her tenure.

These are just three examples of the fine people who serve voluntarily or are employed at Jubilee Community Care.

STAFF SATISFACTION SURVEY RESULTS 2019-2020

The following results are based on 56 replies (2019-2020), a 64% response rate and 62 replies (2018-2019), a 78% response rate.



Enriching later life
STRATEGIC PLAN 2019-2024



OUR PURPOSE

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

STRATEGIC GOALS

Jubilee Community Care will:

1

Be a service provider of choice by providing in-home services and community connections that enrich peoples' lives and empower them to live the life of their choice.

SERVICE PROVIDER OF CHOICE

2

Be an employer of choice by continuing to attract, develop, reward and retain a highly professional workforce.

EMPLOYER OF CHOICE

3

Raise its public profile, increase referrals and extend its geographical footprint through a well-planned targeted marketing strategy.

MARKETING AND PROFILE

4

Grow its business based on a sustainable financial model that includes exploring new customer segments to diversify income streams and increase revenue.

GROWTH AND SUSTAINABILITY

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.

STRATEGY

Goal 1

Be a service provider of choice by providing in-home services and community connections that enrich people's lives and empower them to live the life of their choice.

We provided care and support services to clients across the following programs:

- ➔ Home Care Packages
- ➔ Commonwealth Home Support Program
- ➔ Commonwealth Home Support Program with Brisbane North Primary Health Network (PHN)

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 use the Australian Community Care Outcomes Measurement (ACCOM) to assess and measure client quality of life.

Our eight-week falls prevention program Stay Standing was well attended



Client Jean celebrated her 100th birthday in February 2020.

throughout the year. The exercise program is an integral part of our service encouraging client participation and to reduce their risk of falls. Presentations are provided by allied health professionals covering continence, chronic pain, bone health, vision, footwear, medication and sleep. On completion of Stay Standing clients are encouraged to attend our weekly exercise program Keep Standing.

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.

Until COVID-19 our activities program continued to offer a wide variety of activities, events, classes and outings that provided opportunity for clients to socialise and often re-engage with their community.

Hydrotherapy continued until COVID-19 restrictions while exercise classes continued throughout the year with new clients joining.

COVID-19 PANDEMIC ACTIONS:

All staff completed online COVID-19 infection control training provided by the Australian Government.

Support workers telephoned clients ahead of their scheduled service to check the client's health status in relation to COVID-19. If a client had any symptoms alternative safe service provisions were arranged.



Jubilee's activities program gives clients the opportunity to connect with old friends and make new ones while exploring South-East Queensland.

Goal 2

Be an employer of choice by continuing to attract, develop, reward and retain a highly professional workforce.

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 staff education program in 2019-20 delivered over two full consecutive days covered:

- ➔ Manual handling
- ➔ Workplace health and safety
- ➔ Infection control
- ➔ Medication management
- ➔ Fire safety
- ➔ Safe food handling
- ➔ Nutrition
- ➔ Safe driving

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 increase pay rates for administration and coordination employees in line with the Equal Remuneration Order made by Fair Work Australia (FWA). These increases are in addition to the annual CPI increases as directed by FWA and will continue to apply annually in December until and including December 2020.

COVID-19 PANDEMIC ACTIONS:

All staff completed online COVID-19 infection control training provided by the Australian Government.

All staff were directed to check their temperature before leaving home for work and not to attend work if their temperature is 37.5+C or they feel unwell.

We introduced a "Quarantine Payment" for permanent and casually employed staff. If accessed, this covered staff wages for up to 2 weeks (also applied to casual employees who would otherwise not receive payment) if they needed to self-isolate.

Jubilee Community Care was able to offer full and continued employment for our staff. The demand for services from Jubilee Community Care increased to above levels pre COVID-19. To meet this increase in demand we have recruited additional support workers.



Jubilee continues to offer best-practice care with its staff education and training.

STRATEGY

Goal 3

Raise its public profile, increase referrals and extend its geographical footprint through a well-planned targeted marketing strategy.

We promoted our service using Jubilee Community Care clients and support workers in an advert screened at local cinemas during the Christmas and New Year period.

Jubilee Community Care was selected as one of five finalists in the Telstra Business Awards (Qld) under the category Social Change Maker.

We had editorials and full-page promotions in local print media within the communities we serve.

The Jubilee Community Care website and Facebook page have continually been updated.

Medical practices and other key community providers and representatives received monthly communications and our quarterly Newsletter.

COVID-19 PANDEMIC ACTIONS:

We have maintained regular contact with clients through individual letters and welfare telephone calls.

We provided reassurance of the procedures and measures implemented at Jubilee Community Care to enhance the safety and wellbeing of clients.

**"On a scale of 1 to 10,
each of my present
careworkers is a 10."**

— Gay, client since 2012

**"I feel very happy and
blessed that I have
Jubilee to assist me.
Jubilee are so nice and
lovely when I call the
office."**

— Gloria, client since 2009

**"We very much
appreciate those who
call on us from Jubilee.
What comfort we have
received in the time we
have been associated
with Jubilee."**

**— Rob and Gwen, clients
since 2014**



Billboards in prominent locations formed part of our marketing strategy in 2019-2020.

Goal 4

Grow its business based on a sustainable financial model that includes exploring new customer segments to diversify income streams and increase revenue.

The Commonwealth Government's COVID-19 pandemic response from March 2020 onwards impacted on our operations that resulted in a 30% decrease of referrals compared to the previous financial year.

We had 669 referrals including existing clients transferring internally to a different level of care within Jubilee Community Care.

There were 651 client movements between funded programs, which also included new admissions.

We had a total of 516 active clients as of 30 June 2020, a similar figure to the start of the financial year of 511.

Home Care Package client numbers within the total clients of 516 have continued to increase. At the end of June 2020 we provided weekly services to 141 clients compared to 115 at the beginning of July 2019, a 22.5% increase.

Our Support Workers and Client Support Coordinators provided nearly 50,000 hours of direct care and support services, a similar figure to 2018-19.

We were successful with a funding submission to the Department of Social Services for a grant to fund our innovative Stay Connected project under the Commonwealth Home Support Program.

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 maintained our ISO 9001:2015 Certification.

To ensure our service continues to innovate, meet the needs of clients and the challenges of the continued Government reforms of the aged care sector, we have developed a new Strategic Plan that will direct our service 2019 – 2024. The Plan was developed with the input of senior staff and members of the Jubilee Community Care Management Committee.



30 Years Strong

The year 2019-2020 has been a challenging one for Jubilee Community Care, like many others that have faced the uncertainties and difficulties presented by the COVID-19 crisis.

But it's also shown how good people, good management and sound systems were able to see us through.

The year resulted in a deficit of \$52,000. Even through a difficult year, we continued to grow our customer base and maintain services to our clients. This came at a cost but one that we were able to bear due to our good reserves.

INCOME

Total revenue grew by 11% during the year to \$4.290M and was derived from a combination of government grants, fee for service income, donations and investments.

EXPENDITURE

Total expenditure grew by 17% during the year to \$4.384M. Taking into account revenue and customer growth, as well as the unexpected costs of managing a care business during a pandemic, this can be considered a reasonable result.

Salaries, wages and associated costs continue to be our largest expense at \$3.232M and include significant outlays on staff training and development which is crucial to maintaining the high standards of care that we take pride in.

During 2019-2020, we also expended significantly on IT services and equipment to allow for continued growth into the future but also to maintain the levels of service our clients have come to expect.

Of course, the COVID-19 pandemic resulted in greater than expected expenditure on personal protective equipment and hygiene supplies.

BALANCE SHEET

Our strong balance sheet and good reserves continue to place us in a good position to grow and meet the challenges of the future. Total assets amount to \$5.893M and exceed total liabilities of \$1.872M by a bit over 3 times.

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

Summary	2019-2020	2018-2019
Revenue	\$4.290M	\$3.567M
Expenditure	\$4.384M	\$3.752M
Assets	\$5.893M	\$5.423M
Liabilities	\$1.872M	\$1.342M
Accumulated funds	\$4.021M	\$4.081M
Return on assets	-0.9%	
Return on equity	-1.3%	

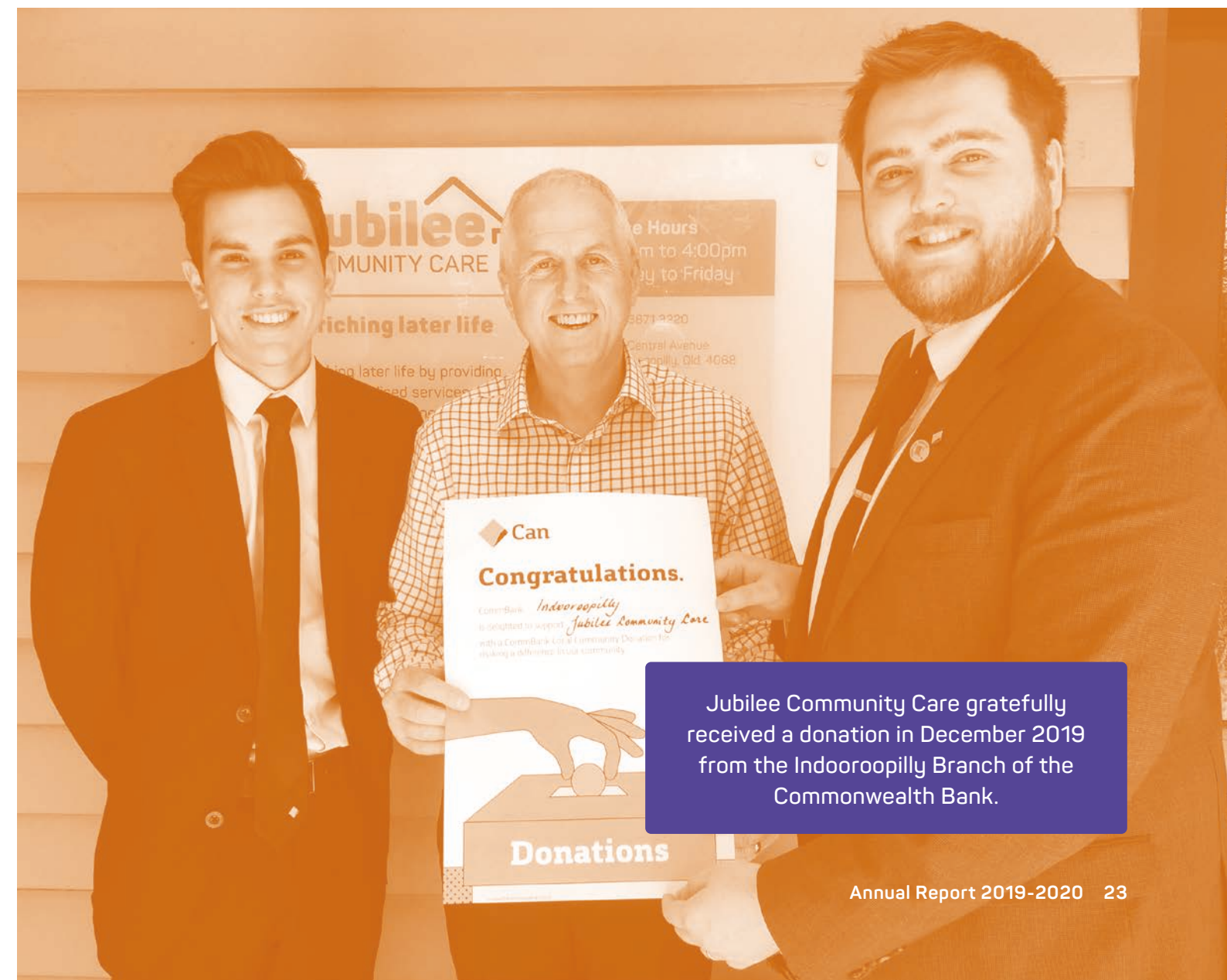
THE FUTURE

Aged care in Australia is a huge and growing industry. Not only will the number of people being cared for grow but they will represent a greater proportion of the population. Also, the type and range of services they require will change into the future.

Our business is growing year by year. We see increased demand for in-home care as the cost of residential care grows with increasing demand for beds pushing costs up. Smaller family sizes, often geographically disbursed, see them requiring assistance to care for loved ones. Improved health care is seeing people stay active longer and able to remain independent, plus of course a growing perception that mum and dad are better off in their own home.

Technology is going to be a big part of this, both in care and monitoring, improving service delivery, and in recreation. All our clients have seen and lived through huge technological change and are more comfortable than ever before with this change.

All of this creates opportunities for in-home care providers like Jubilee Community Care to prosper and continue to provide a valuable service to the community.



Jubilee Community Care gratefully received a donation in December 2019 from the Indooroopilly Branch of the Commonwealth Bank.



87 Central Avenue, Indooroopilly, Qld, 4068



07 3871 3220



admin@jccagedcare.org.au



www.jccagedcare.org.au