

Jubilee

COMMUNITY CARE

Enriching later life

Jubilee Community Care

**Annual Report
2020–2021**



Presented at the
Annual General Meeting
November 16, 2021

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Our Vision

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

Partnerships

Jubilee Chit Chat Online **COVID-19**

Community Connection

New Beginnings

Stay Connected **PPE**

Strength

Stability **'Ekka' Showbags**

Volunteers

ANNUAL REPORT FROM THE PRESIDENT

The year 2020-2021 marked a year of new beginnings at Jubilee, all the while maintaining care and compassion for our valued clients.

PRESIDENT'S SUMMARY

Jubilee Community Care has undergone many changes over its 31 year history. Therefore this year, when both the President of the Management Committee, Judy Salecich and Director Shaun Riley decided to move on, the business had the history and stability to take it in our stride.

Judy and Shaun have been well thanked for their tireless service to Jubilee by staff, clients and the Management Committee. Judy joined the committee in 2007 and took on the role of president in 2008. Under her governance, Jubilee's management and support workers have been enabled to deliver the best possible services to our clients. Shaun Riley started with Jubilee shortly after Judy and over more than a decade, they have complemented one another for Jubilee's benefit.

I would like to introduce myself as the new President of Jubilee's Management Committee. I have been a member of the Committee since 2018 and have held both the Secretary and Vice-President roles. In that time, I have enjoyed getting to know Jubilee and its wonderful staff. When Judy asked me if I would take her place as President starting in FY21, I was honoured to accept. Judy and I began working together from late 2020 to ensure a seamless transition for myself and also for Shaun Riley and his replacement.

I would also like to introduce you to our new Executive Director Darren Sonter. Darren joined Jubilee Community Care in February 2021 arriving from the retirement & aged care sector having enjoyed a long and successful stint in both private & public acute care. The Management Committee feel confident we have an executive director who

will take good care of our clients and staff while navigating with us into the future.

I thank the whole Management Committee for their time & expertise and recognise retired members Joe Morris, Alex Robinson and Ross Beck, for their invaluable contribution. Joe, Ross & Alex were a mainstay of the committee when I first started, playing significant roles in the stability & governance of Jubilee during their tenure. I welcome our new Management Committee members Helen Sotiriadis, Greg Power and Bernadette Nixon who will bring new skills and enthusiasm to Jubilee.

I look forward to seizing FY22 with both hands and stewarding Jubilee to bigger & better things. Thank you to all staff, volunteers, clients and committee members who make this friendly and welcoming organisation the successful company and essential community service provider it is.

Sabina Janstrom
PRESIDENT



Maintaining care and compassion for our valued clients

ANNUAL REPORT FROM THE EXECUTIVE DIRECTOR

COVID will be forever linked to 2020-2021 yet we have maintained client satisfaction and loyalty despite difficult circumstances whilst remaining focused on keeping our staff safe.

EXECUTIVE DIRECTOR'S SUMMARY

Only the lens of history will properly reflect the impact of COVID-19 on all our lives. This is not the first time world events have interrupted the lives of a generation and catapulted its occupants into a new normal.

It is against this dramatic backdrop that I recognise the strength & resilience of our Jubilee staff who have been magnificent day after day amidst numerous virus alerts and regulation changes. Jubilee clients have constantly reported feeling supported during the pandemic and have expressed their satisfaction with and gratitude for our Jubilee staff.

Jubilee staff have been continually vigilant, communicating to clients and staff, ensuring personal protective equipment and staff are always available via constant roster tweaking, often at a moment's notice. Our support workers have been Jubilee's front-line moving from house to house, mindful always of the welfare of our clients and themselves.

The Management Committee and the Jubilee leadership team are to be congratulated for their stewardship during this pandemic. COVID will continue to feature into FY21/22 and Jubilee's constant challenge will be to find ways to push on and to continue to enable older people in our community live safe, healthy, active & fulfilled lives.

On a personal note, thank you to the entire Jubilee community for their warm welcome.

I am pleased to report that the business is achieving growth & remains financially stable. Our financial result shows a better than expected end to the year. This reflects a sound underlying business that has managed to weather the current COVID environment.

Importantly, our clients report themselves to be happy with and remain loyal to Jubilee.

Our Jubilee head count has increased by 10% since June 2020 reflecting as a 2.6% increase in full-time equivalents (FTE) to 46.2 FTE.

Jubilee client numbers increased by 11.3% over the period.

Finally, within the operational team, Nicky Panagopoulos has been delaying stepping away from her incumbent role as Jubilee's most senior clinician for well over a year. Nicky has performed in her job for nearly a decade and has been a champion for Jubilee's values & clients over this period. I thank her for her invaluable contribution to the business and our clients. Her willingness to stay-on while I settled into my role has been very much appreciated and I wish her well in her next role.

Darren Sonter
EXECUTIVE DIRECTOR



Clients Gloria and Marie enjoying a Jubilee organised outing



Wrapped in love. Staff Nicky Panagopoulos and Lorraine Kiss showcasing exquisite quilts crafted with love by The Monday Quilters and donated to Jubilee for fundraising efforts

Our People

MANAGEMENT COMMITTEE

President	Dr Judy Salecich
Vice-president	Mark Vining (to October 2020) Sabina Janstrom (from November 2020)
Secretary	Sabina Janstrom
Treasurer	Ross Beck (to October 2020) Tania Harman (from February 2021)
Members	Joe Morris (to October 2020)
Dr Alexander Robinson (to November 2020)	Dr Jack Lam
Greg Power (from December 2020)	Helen Sotiriadis
Darren Sonter (from February 2021)	Dr Bernadette Nixon (from June 2020)

LIFE MEMBERS

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

CONSULTANTS

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

ADMINISTRATION STAFF

Director	Shaun Riley (to February 2021)
Executive Director	Darren Sonter (from February 2021)
Client Support Manager	Nicky Panagopoulos
Client Support Coordinators	Kristie Reed Lorraine Kiss Nicole Weaver
Office Coordinator	Brigid Batchelor
System Support Officer	Leigh Willett
Scheduler	Adele O'Halloran
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

VOLUNTEERS

Peter Andersen	Pauline Braun
Sophia Edwards	Karilyn Lau
Errol Raiser	Heather Van As

104
Staff

6
Volunteers

SUPPORT WORKERS

Karen Abbott	Mala Halimonson	Gaylene O'Kane	Gabriella Veidt-Wiedmer
Peter Andersen	Joanna Hall	Alan O'Kane	Sue Watson
Lorene Ashford	Lisa Hetherington	Kym O'Toole	Tania Watts
Kaitlyn Barker	Kim Heycott	Marylyn Parreno	Eileen Williams
Maria Baylon	Jenette Heyer	Tayla Parsons	Michelle Willis
Linda Beck	Rebekah Higgins	Georgina Patterson	Amy Winner
Dawn Bennetts	Bronwyn Horn	Lily Pham	Amanda Woodhouse
Shirley Berry	Gregory How	Kristina Rahardjo	Joanne Yeadon
Danielle Berto	Andrea Howes	Kaylene Ramsden	Faride Zahed
Amy Bond	Jing Huang	Ekaterina Razmakhova	
Emma Bretherton	Briana Jenkins	Madison Richardson	
Christine Bruhl	Elsie Kanda	Carol Riley	
Jessica Burton	Marie Kenny	Maryanne Russell	
Gary Cooper	Lisa Kibsgaard	Michelle Shaw	
Frances Cox	Sopheakdey Kong	Sonja Shipard	
Leah-Joy Cusi	Cheryl Le Gros	Michelle Shore	
Cornelia Davelaar	Thi Kim Lien Ho	Belinda Simon	
Shahrzad Diakomanolis	Annemaree Loof	Yvette Slater	
Ian Dobbs	Kim Luu	Sandra Smith	
Yasmin Dyer	Lola Marsdon	Rachael Sneath	
Fran Edwards	Amy McCulloch	Donna Strofield	
Marjorie Evans	Sue McDonald	Elise Sutton	
Shauna Foote	Loretta McGahan	Leonie Taifalos	
Cindy Franklin	Annette McNicol	Jacinta Taifalos	
Maree Galler	Emily Menelaws	Justine Tarplett	
Grace Garner	Mary O'Connell	Annette Thwaites	



Jubilee Staff Roadshow 2021 – a rare break between COVID restrictions

THE YEAR IN REVIEW

Rising To New Challenges

A FRESH CHAPTER

In early 2021 Jubilee Community Care bade farewell to both its long-time President Judy Salecich and Director Shaun Riley.

Judy joined the Management Committee in 2007 and was subsequently appointed to the position of President in 2008.

In 2009, Shaun joined Jubilee.

Together, Judy & Shaun worked tirelessly and with great professionalism to manage, grow and position the business for the future.

Both Judy and Shaun were farewelled in a manner befitting their service with a party to say goodbye to our wonderful clients and a dinner with staff, volunteers and members of the Management Committee.



Sabina Janstrom, left, has replaced Judy Salecich, right, as President

JUBILEE MANAGEMENT COMMITTEE CHANGES

Over the course of the year there were a number of changes to the Management Committee arising from the retirement of several members.

Vice-President Mark Vining, Treasurer Ross Beck, and members Joe Morris and Dr Alexander Robinson all stepped down after many years of service.

Each of these people contributed to the Management Committee with passion, helping guide Jubilee's direction and success. We wish each of them well in their future endeavours.

Judy Salecich has been replaced as President by Vice-President & Secretary Sabina Janstrom.

Working with Sabina are new Committee members including PricewaterhouseCoopers' director Tania Harman, Drayton's Workplace Consulting owner Greg Power, General Practitioner Dr Bernadette Nixon as well as Jubilee's Finance & Administration Manager Michael Harvey. We look forward to Jubilee's continued prosperity under their stewardship.

JUBILEE LEADERSHIP CHANGES

Executive Director Darren Sonter replaces Shaun Riley as the head of Jubilee.



Darren Sonter, left, has replaced Shaun Riley, right, at the helm of Jubilee

Darren has had a long and successful career in various health sector areas covering public & private acute care as well as commercial retirement & aged care. He has certainly made a positive impact at Jubilee since his appointment in February.

Nicky Panagopoulos, Jubilee's senior clinician for eight years stepped down from her role in early 2021. Courtney Webber was appointed as the new Client Care & Coordination Manager having worked in residential aged care, transition care and community care over the past five years.

Towards the end of FY21 saw the appointment of a People & Culture Manager (Kate Stephens), Business Improvement Manager (Alex Hetherington) and Marketing & Communications Manager (Anushka Goonetilleke).



It was the end of a Jubilee era when long-time director Shaun Riley said goodbye to the organisation in June 2021. Shaun's departure was heralded by beautiful speeches and warm goodbyes at functions involving both clients and the staff.



Rising To New Challenges

PANDEMIC ACTIONS

This year proved yet again Jubilee's resilience as we met the challenges presented by the COVID-19 pandemic.

In early 2020, Jubilee's leadership team worked tirelessly to address the changing health and government demands raised by the pandemic. New norms were created in relation to masks, hand sanitiser, social distancing and wellness checks. We learnt that "cough etiquette" is a thing!

Jubilee staff have continued to implement & adjust with necessary policies and practices since that time. Every effort is made to follow best-practice processes while work from home is now normalised and indeed now the preference of many.

Jubilee continues to telephone clients when required to screen for COVID-19 risks and client reviews are conducted over the phone when necessary, rather than face-to-face.

Jubilee's much publicised activities program was greatly impacted by the pandemic and the accompanying government restrictions. For much of the year we arranged activities, but then needed to cancel outings and celebrations because our buses could no



Wearing masks became the "new normal" at work

longer be used to transport clients or social distancing requirements were too stringent.

The negative impact on popular client outings has inspired new thinking so Jubilee can continue to engage with our clients.

Several online courses were made available to clients to combat isolation and boost wellbeing. These included a creative writing program, weekly group conversations along with exercise and mindfulness courses.

The office staff have also weathered the effects of the pandemic with flexibility, a can-do attitude and patience.

Scheduling rosters has been a challenge due to COVID caution requirements, at times causing ad hoc staff shortages. Short notice government lock-downs, movement and social distancing restrictions have posed additional challenges but our staff rallied together and handled things well.

Over the last quarter of this year, Jubilee has encouraged both clients and staff members to hasten efforts to become vaccinated for COVID-19 and it is pleasing that the majority of staff and clients have willingly chosen to do so.

Staff training has also been affected with much of our efforts in this space moving online. Jubilee support workers undertook training with ALTURA Learning in early June 2020.

Mobile Rehab Australia supported Jubilee for manual handling training and Increment 3 did the same for online medication and infection control training. Several staff undertook Infection Control Skillset training via ARC Training.

In relation to PPE, Jubilee had to source new providers as stock from our regular suppliers could not be guaranteed at times.

BRINGING JOY AT A TIME OF LOSS

A trip to the Royal Queensland Show (i.e. Ekka) is never complete without the purchase of a showbag or two. While many Jubilee clients may not get to the Ekka as regularly now, their memories of the "sample" bag delights still linger close to their hearts.

The cancellation of the 2020 Ekka prompted our staff to find a way to restore that Ekka joy to our clients. The Jubilee team ensured "Ekka showbags" were hand delivered to more than 500 clients by staff during August 2020.

The showbags contained a mug, a magnifying bookmark, coffee, tea, biscuits, a puzzle book, a Reader's Digest edition, a magnetic notepad, body lotion, stamps, a magazine, and a shopping bag. Our bags also included a roll of toilet paper (a hit during the pandemic!) and what would the Ekka Showbag be without an iconic Bertie Beetle chocolate!

A touching item in each bag was a personal message or artwork from the pupils at Holy Family School Indooroopilly, located opposite Jubilee Community Care's office.

The pupils enthusiastically embraced the initiative including assisting in filling the showbags with the lovely goodies.

The showbags brought special Ekka cheer to clients at a time when many felt vulnerable and socially isolated.

Jubilee are grateful for the donations received from Reader's Digest Australia,



Holy Family School students assisting with Ekka bags for Jubilee clients

Hearing Australia, Woolworths, Coles, Dilmah and Food Solutions and a very generous \$5,000 donation from Bunnings was also used to help purchase goodies.

And the response from clients was overwhelming with many phone calls, emails and letters expressing their gratitude. Some clients have even written letters back to the children whose message or artwork was in their showbags. The letters included messages of thanks but also their memories of their own school days during the war when the Ekka was last cancelled.

102-year-old Nancy, who featured in a Channel 10 News segment about the project, was delighted with her showbag. *"The first pavilion I would make a line for was the Showbag pavilion," she said, recalling memories of her visits to the Ekka. "It doesn't matter how old you are, you want to see what's in your showbag."*



Nancy, long-time Jubilee client being interviewed by Channel 10 about the Ekka showbags

Clients Jean, Alice and Liz were excited at the wonderful assortment of treats too. *"There are some amazing goodies in there," Liz said. "Thank you to the children of Holy Family School for the beautiful drawing and Bunnings for their contribution. It makes me feel like I have been to the Show."*

And Esme said it was a great surprise to receive the showbag. *"It really cheered me up at these difficult times to know someone cares," she said.*

Rising To New Challenges

PROJECT TO COMBAT ISOLATION

In early 2021 Jubilee Community Care coordinated a Federally funded project called *Stay Connected*. The Project sought to measure the benefits of older adults undertaking various community activities. Each program consisted of a group activity run weekly for eight to ten weeks.

Across the three programs, 53 participants completed the baseline surveys and of these clients 46 then completed the follow-up survey at the end of the program.

Program delivery was variously modified, delayed and cancelled due to COVID-19 restrictions, whilst concerns over COVID-19 risk also reduced attendance.

Exercise classes were facilitated by *Bodytrack Exercise Physiology*.

Mindfulness classes were delivered by *Conscious Beginnings*.

Cooking & nutrition activities were delivered via *Food Solutions*.

Data was collected via paper surveys, administered at the first & last sessions of each program and analysed by Dr Jack Lam at the University of Queensland's Institute for Social Science Research.

The surveys assessed a measure of loneliness and a set of validated measures related to the outcomes of the specific programs.

Due to the small study numbers the results can only provide an indication of the impact of the programs.

RESULTS

The *Bodytrack* program increased from 60% to 100% the number of participants that attained the range of 'minimal limitations' on the *Short Physical Performance Battery*.

Across other exercises, participants recorded substantial improvements in certain areas but a decrease in others.

Participants in the *Conscious Beginnings* program reported substantial improvements across the domains of mindfulness, self-reflection on negative emotions, and in the ability to accept negative emotions and engage in meaningful activities.

Mean improvements in self-rated health, and in cooking confidence resulted from the cooking & nutrition activities delivered by *Food Solutions*. On average, they also reported positive changes in their diet.

THE SOCIAL IMPACT

The social impacts of the programs were assessed using a three item, *UCLA Loneliness Scale*. It prompts respondents to indicate how frequently (often, sometimes or hardly ever) they feel a lack of companionship, isolated, and left out. The *Conscious Beginnings* program recorded decreases across all three loneliness factors.

The *Bodytrack* program recorded decreases in feeling isolated and left out, and stability in lack of companionship whilst participants in the *Food Solutions* program reported decreases in lack of companionship, stability in feeling isolated, and felt less left out.



Jubilee client Anne and Kylie from *Food Solutions* in the Cooking for 1 and 2 class



Enriching later life STRATEGIC PLAN 2019-2024

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

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.

Jubilee has continued to provide services and support which our clients tell us have exceeded their expectations against the backdrop of a difficult operating environment characterised by constant COVID interruptions. The persistence of Jubilee staff in the face of obstacles has been our business highlight this year.

In April 2021, Jubilee commenced measuring client satisfaction monthly using the Net Promoter Score (NPS) methodology. We were delighted that our monthly client samples have consistently rated Jubilee's client loyalty as **Excellent**.

Our staff and clients have been magnificent working together and making the best of things given COVID constraints. Jubilee's Activities Officer Vicki Burden has facilitated outings to a variety of places for clients.

These included a Creative Writing course by Fiona Ware, attending Brisbane City Council's "Ceramic Pinch Point Animals" and a banquet at the Greek Club.



Jubilee's Activities Officer, Vicki Burden, hard at work creating memorable experiences for our clients

Vicki also introduced on-line chit-chat sessions designed to help break the COVID isolation. Chit-chats covers a range of subjects of the client's choosing. At times, the discussions also feature a special guest. We've learnt so much about our clients lives and their character. We can also confirm our chit-chat group all have a wicked sense of humour too!

This was a real and meaningful way that Vicki (& technology) helped Jubilee's clients combat COVID.

Jubilee were fortunate to provide clients with the opportunity to participate in several unique programs notably:

Bodytrack - effectively a home assessment and exercise program seeking to improve muscle strength, balance, and the quality of life of clients living at home. It aimed to reduced physical limitations and improved functional capacity.

Food Solutions - aimed to support the quality of life for our clients by providing lessons in basic cooking skills, nutrition, and healthy ageing in an environment of positive social engagement.

The Mindfulness program sought to empower and support older people to improve their wellbeing, resilience, mental health & self-care. This program was largely delivered on-line.

Over the course the year Jubilee has been required to come "off-the-road" for many weeks and yet despite the set-backs Jubilee still managed to meet its activity targets. Of course, Jubilee typically likes to exceed our targets to ensure our wonderful clients can be out & about all week long.



Clients Gwen and Esme catching up with their Jubilee friends

Goal 2

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

Jubilee is incredibly proud of our staff who have displayed flexibility and resilience as we continued to navigate this past year.

81% of our staff are employed as support workers and 92% of all of Jubilee’s workforce is female. We are proud that 69% of our workforce are over 45 years of age.

We enjoy tremendous retention highlighted by the fact that 50% of our staff have been with Jubilee for more than three years and almost 13% greater than 10 years.

We thank you all.

This year and by necessity, much of our staff training has had to be moved to an on-line environment using the ALTURA platform. This approach has proven effective albeit somewhat less than ideal when compared to Jubilee’s preference for in-person education. During a break from COVID enforced restrictions, we did find



Staff training conducted online

time to conduct an all-staff roadshow which proved a hit.

We also used *Mobile Rehab Australia* for our manual handling training and Increment 3 for online medication and infection control training.

Many staff also undertook Infection Control Skillset via *RTO ARC* Training.

Our personal protective equipment (PPE) stock remains strong, and we have also installed hand sanitiser stations throughout the office.

A staff pulse survey was conducted by telephone during the year.

The survey reflected Jubilee’s concern for its staff and enabled Jubilee to proactively encourage staff to progress their vaccination.

Key findings were:

- ➔ Staff reported feeling supported by Jubilee.
- ➔ Almost all had read information provided about the COVID outbreak and understood the content.
- ➔ Several staff indicated they had actioned or were actioning their vaccination.
- ➔ A very small number of staff were cautious about being vaccinated.
- ➔ Staff had PPE at the time of the call and were aware they could access more as needed.

During the year, Jubilee’s Management Committee expressed a desire to have addressed the level of casualisation (71%) within our Support Worker workforce. The Management Committee requested that efforts be directed toward increasing the percentage of tenured staff as a desired goal of the business. Ironically, this request was then mandated when a decision by the Fair Work Commission effectively ensured long term casual staff must be provided with the opportunity to convert from casual to permanent. The change in the mix between tenured and casual staff is expected to feature into the next year.

Jubilee has complied with the introduction of QLeave – Portable Long Service leave provisions - which enable staff in this

sector to accumulate long service leave entitlements regardless of the employee’s movements between employers.

Jubilee staff received a pay rise of 3% this year.

Jubilee concluded the financial year welcoming our first ever People & Culture Manager as we continue to grow, navigate and further prioritise a challenging workforce environment.

For Jubilee, our staff remain the highest business priority.



Staff vaccinations

STRATEGY

Goal 3

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

Throughout the year, Jubilee has proactively maintained contact with its clients ensuring a friendly voice was on the phone at least at some stage during lockdowns. We augmented our calls with client correspondence when required.

We maintained our social media presence on Facebook, Instagram and Twitter. Our quarterly newsletter (digital and print versions) was distributed widely and well beyond just our clients to encompass doctors' surgeries and friends of Jubilee.

Additionally, Jubilee also featured in *The Everton Echo* and *The Hills Echo* run by independent publisher Katie Maclean; *The Western Echo* run by independent publisher Philippa Wightman; *The Local Bulletin* run by independent publisher Barry Searle.

Jubilee also featured in several community papers online including the *Westside News*.

Seniors (65+) newspapers/magazines include *Your Time Magazine* by independent

publisher Michelle Austin of The Publishing Media Company, and *The Senior Queensland* by Australian Community Media.

There also is Leading Age Services Australia's (LASA) quarterly magazine *Fusion*. LASA is the aged care industry peak body in Australia.



Some of Jubilee's printed marketing material

Late in the year, a decision was made to appoint a part-time Marketing & Communications Manager which prompted a review of our brand and marketing strategy and set the scene for a growth agenda – the fruits of which we will look forward to seeing over the coming years.

Other marketing channels adopted included billboard signage, a cinema advertisement, flyers and brochures.



Jubilee featured in a variety of publications (also available online) throughout the year

STRATEGY

Goal 4

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

Jubilee enjoyed a solid 11% growth in total client numbers over the financial year which drove revenue beyond forecasts. Revenue was further enhanced because the value of the average home care packages increased mainly on the back of a growth in Levels 3 & 4 packages of 27% over the course of the year.

Our amazing support workers provided over 52,000 hours of direct care and support services.

However, Jubilee struggled to meet its Commonwealth Home Support Programme (CHSP) obligations finishing below target due entirely to COVID interruptions throughout the year. These hours will need to be made up for in the following financial year as Jubilee rounds out its grant at the end of FY22.

Overall, Jubilee has performed materially better than budget which reflects top-down stewardship, an increase in revenue while at the same time costs were either delayed, managed or not required.

It is anticipated Jubilee will see revenue growth from existing business going into the new financial year whilst growth in home care packages is reasonably predictable given Federal Government announcements arising from the Aged Care Royal Commission. On the cost side, upward pressure is expected arising from growth in demand and the infrastructure needs of the business.

The Jubilee Management Committee continues to strive for growth. The Committee and the operational leadership of Jubilee are aware that with proposed changes to the CHSP likely in the near future that a substantial client pipeline will potentially cease to be exclusively

available to Jubilee from the local area. CHSP provides a material number of clients to Jubilee who eventually become home care package clients. An enhanced presence in the home care package space competing with all other providers for consumer directed home care package management opportunities is increasingly an imperative for Jubilee.

Jubilee remains compliant with the guidelines of our funding bodies and Australian accounting standards. Staff payroll, salary sacrifice & superannuation, PAYG, BAS and government reports were compiled with and delivered within prescribed timescales.

Jubilee has maintained its ISO 9001:2015 Certification.



Client Denise participating in the Pinch Point Animals Ceramics class

Financials

2020/21 has been challenging due to the continued impact of the COVID-19 crisis.

Jubilee finished \$60,000 favourable to budget yet still ended the year with a deficit of \$29,000.

INCOME

Jubilee's total income improved by 17.45% when compared to 2019-20 driven by continued growth in home care packages and with a continuation of the CHSP grant.

EXPENDITURE

Despite finishing the year with a deficit, total expenditure growth (15.6%) grew slower than income.

Wages and salary costs make up the majority of expenses. Management changes along with the continuation of Jubilee's practise of paying up to three days special leave for all staff whenever they require a COVID-19 test all contributed to the increase.

The increased cost of PPE (e.g. face masks and other health-related items) which were purchased specifically due to the COVID-19 situation have also impacted business expenditure.

BALANCE SHEET

Jubilee continues to benefit from a strong balance sheet and good cash reserves. Total assets exceed liabilities by almost three times.

Our financial statements are subject to annual audits conducted by an external professional accounting firm, and we are subject to regular government reporting requirements as well as monthly independent committee meetings.

Summary	2020-2021	2019-2020
Revenue	\$5.039M	\$4.290M
Expenditure	\$5.068M	\$4.386M
Assets	\$6.189M	\$5.893M
Liabilities	\$2.198M	\$1.872M
Accumulated funds	\$3.992M	\$4.021M
Return on assets	-0.50%	
Return on equity	-0.70%	

THE FUTURE

The aged care industry continues to navigate through major change and will do so for a substantial period into the future.

The Home Care Package environment is about to undergo a major change in the funding and payment process and CHSP is also looking at changes to its fundamentals. These changes plus a raft of compliance changes increase the expectation that providers not only have robust processes in place but also have strong financial reserves and discipline.

To date, Jubilee has met the past challenges and remain confident that we can succeed and excel in the current and near-future environment.



Clients Alan & Marj enjoying a delicious meal during a Jubilee event



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