



Enriching later life

Presented at the
Annual General Meeting
November 22, 2022

Jubilee Community Care
Annual Report
2021–2022

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Our Vision

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

CREDITS

STRATEGY
Sabina Janstrom, Lisa Kibsgaard

FINANCIALS
Chaminda Sutherland

DESIGN
121 Creative

Jubilee Wanderers

Supportive

Caring Day Centre

Community Connection

Covid-19 Holistic

Challenging Resilience

Respect Floods

Vulnerable PPE

Complex

In the spirit of reconciliation Jubilee Community Care acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

ANNUAL REPORT FROM THE PRESIDENT

This year has been marked by teamwork, determination and a vision that will leave Jubilee well placed for the years ahead.

"Gosh, has another year gone by already?" I'm sure I'm not the only person to say this as I sit down to write a summary for our 2021-2022 Annual Report. But it has passed particularly quickly for me as this was my first year as the President of the Jubilee Board. So many firsts! First AGM, first annual report, first budget, first constitutional review. What I have learned is that with a good team anything is possible. So, my first paragraph in this summary must thank Jubilee executive director Darren Sonter and the management team of Jubilee Community Care for all of their help this year.

My second paragraph must thank the amazing, dedicated team of support workers and office-based staff at Jubilee. The past year has presented many new challenges for our industry. First and foremost, in January 2022 COVID-19 finally came to Queensland and the impact was instantaneous. Until then our workforce had been relatively healthy and the disruption to our services largely contained. No longer. And it was a long six to nine months before the peaks of illness and isolation started to taper off. Now, at the time of writing this report, we are finally looking forward to all being able to gather for an in-person Christmas party and boy, are we going to enjoy that!

My third big thank you goes to the rest of the Jubilee Board. The Board consists of six dedicated volunteers with expertise in ageing, medicine, human resources, law, accounting, corporate governance, marketing and IT. Together, we are definitely greater than the sum of our parts. We have supported the management team with advice from our pooled years of experience, we have conducted a full review of the Constitution to update it to comply with current legislation and, most of all, we have rallied to help out whenever needed. To the board - I can't thank you enough!

So what of the past financial year? More detail is provided in the later sections of this report but, in summary, the financials were good. Given the number of services impacted

and activities cancelled, we were delighted to finish the year slightly in the black. We have unfortunately had some significant staff turnover and we said farewell to some long-term staff. But the Jubilee spirit has stayed strong and those of us who remain are determined to bring Jubilee back to full strength. We are looking forward to returning our staff numbers to pre-COVID levels and offering more services than ever to our clients. So a big Jubilee welcome to our new starters.

Speaking of offering more services, in February of 2022 we were able to purchase a pre-configured building that had previously been used as an aged care respite centre in Sherwood. This purchase has been a long time coming, as the desire for a community-based centre where we can host events and meet with our clients face to face has been on the agenda since even before I joined the Board. It was fantastic to be able to finally see it happen and, when the building has been brought up to standard and the resources hired, I look forward to welcoming everyone to the most marvelous housewarming party!

Change is always hard and unfortunately, I am going to have to say a few goodbyes. The first of those is to our dedicated executive director Darren Sonter. Darren joined Jubilee in 2021 to help us deliver on our strategic plan of growth and to bring Jubilee's people, processes and technology on a journey to best practice. We thank Darren for his enthusiasm for that vision and for helping secure the Thallon St property which will go a long way towards making that vision a reality. We also farewell a few of our Board members - Helen Sotiriadis, Dr Jack Lam and Dr Bernadette Nixon. All three have given very generously of their time during their tenure and we thank them from the bottom of our hearts for their contribution. Lastly, to the Jubilee staff who have left in the past year, we wish you all the best for the future.

Sabina Janstrom
PRESIDENT

Our People



JUBILEE BOARD

Sabina Janstrom	Michael Harvey
Tania Harman	Dr Jack Lam
Greg Power	Helen Sotiriadis
Dr Bernadette Nixon	Darren Sonter

LIFE MEMBERS

Denise Bolland	Lionel Neal
Jenny Bostock	Judy Salecich
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

VOLUNTEERS

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

131
Staff

6
Volunteers

ADMINISTRATION STAFF

Executive Director	Darren Sonter
Director	Shaun Riley (to July 11 2021)
Client Support Managers	Nicky Panagopoulos Courtney Webber
Client Support Coordinators	Kristie Reed Lorraine Kiss Nicole Weaver Deborah Hinton
Office Coordinator	Brigid Batchelor
Business Improvement Managers	Alexandra Hetherington Ethan Macleod
Finance & Administration Manager	Michael Harvey
Finance & Decision Support Manager	Chaminda Sutherland
Finance Assistants	Pam Stalley Ronelle Coltham Mary Menelaws
People & Culture Manager	Kate Stephens
Systems Support Officer	Leigh Willett
Scheduler	Adele O'Halloran
Activities Officer	Vicki Burden
Quality & Training Officer	Deanne Garner
Marketing & Communications Manager	Anushka Goonetilleke
Communications Officer	Lisa Kibsgaard
Community Engagement Officer	Vidya Muthanna
Reception/ Rostering	Mary Menelaws Emily Menelaws Eileen Williams

SUPPORT WORKERS

Karen Abbott	Mala Halimonson	Barbara McKeown	Maryanne Russell
Peter Anderson	Joanna Hall	Mary Menelaws	Michelle Shaw
Maria Baylon	Jason Harper	Emily Menelaws	Sonja Shipard
Linda Beck	Lisa Hetherington	Pezhman Molana	Belinda Simon
Dawn Bennetts	Kim Heycott	Casey Morn	Jeanette Simpson
Danielle Berto	Jenette Heyer	Natalie Murray	Yvette Slater
Sophie Blencowe	Rebekah Higgins	Courtney McAllister	Sandra Smith
Amy Bond	Thi Kim Lien Ho	Annette McNicol	Rachael Sneath
Christine Bruhl	Bronwyn Horn	Thao Nguyen	Donna Strofield
Lauren Brunckhorst	Greg How	Mary O'Connell	Elsie Sutton
Jessica Burton	Andrea Howes	Gaylene O'Kane	Leonie Taifalos
Deborah Coates	Jing Huang	Alan O'Kane	Jacinta Taifalos
Gary Cooper	Briana Jenkins	Kym O'Toole	Justine Tarplett
Fran Cox	Katrina Jones	Kelsang Palmo	Leanne Thompson
Liela Crowley	Elsie Kanda	Marylyn Parreno	Annette Thwaites
Leah-Joy Cusi	Michelle Kelly	Tayla Parsons	Meg Tomczyk
Cornelia Davelaar	Kiera Kelsall	Surendra Pathak	Gabriella Veidt-Wiedmer
Isabelle Djordjevic	Marie Kenny	Georgina Patterson	Amanda Ward
Ian Dobbs	Lisa Kibsgaard	Lily Pham	Sue Watson
Yasmin Dyer	Sopheakday Kong	Andrea Pratt	Tania Watts
Fran Edwards	Cheryl Le Gros	Anne Price	Eileen Williams
Marjorie Evans	Mellisa Leong	Kristina Rahardjo	Amy Winner
Emily Fisher	Annemaree Loof	Kaylene Ramsden	Amanda Woodhouse
Shauna Foote	Lola Marsdon	Ekaterina Razmakhova	Joanne Yeadon
Cindy Franklin	Amy McCulloch	Zahra Motahar	Faride Zahed
Maree Galler	Sue McDonald	Madison Richardson	Suzana Zivanovic
Grace Garner	Loretta McGahan	Carol Riley	



Our support workers like Fran assist our clients like Roma, both above, to live the lives they want and to maintain independence in the home.



Jubilee staff provide our clients with an engaging calendar of activities to boost friendships, wellbeing and connection. These include trips around South-East Queensland to places like Coochiemudlo Island, which client Denise, above, enjoyed thoroughly.

Care in the Chaos

JUBILEE SPIRIT

In a year where Jubilee Community Care, its staff and its clients faced a barrage of growing challenges the organisation continued to roll with the punches and adapt to changing needs.

COVID-19 continued to wreak havoc, with Queensland bearing the brunt of the pandemic in early 2022 when the state's borders opened to interstate visitors.

At the same time 177 suburbs across Brisbane were flooded after a record rain event in late February. The initial impact was to last weeks and the clean-up of some properties much longer.

But from those trying times the Jubilee spirit shone through, guided by the Jubilee Board and executive director Darren Sonter.

The Board, led by president Sabina Janstrom, and Darren continued to work tirelessly, putting Jubilee in a strategic and financial position to weather the storm while minimising disruptions to staff and clients' services.

Also, during this time Jubilee kept its eye on the prize - its purpose to enrich later life by providing personalised services, community connections, education and support for older people and their families.

Aligning with this purpose included a long-held desire to purchase a property to use as a respite centre. It finally came to fruition in late 2021 when a former aged care day centre in Sherwood became available for purchase. The transaction, finalised in the February, will allow Jubilee to expand its services and meet a growing need amongst clients for respite and other support services.



Jubilee Board president
Sabina Janstrom.



Executive director
Darren Sonter.



The purchase of a second Jubilee property at Sherwood was a major milestone during the financial year. Image courtesy Ray White Commercial.

PANDEMIC RESPONSE

The COVID-19 pandemic continued to heavily impact the aged care industry and Jubilee Community Care was not immune to its force.

We did however rise to the challenges it presented, with the policies and practices implemented the previous financial year serving us well.

After many months of closed borders the Queensland Government opened up to interstate visitors in mid-December just prior to the peak Omicron wave in January and February 2022. Finally, after many months of restrictions and warding off early variants of the coronavirus, it hit Queensland with a punch.

The impact at Jubilee was substantial although the organisation did everything it could to continue providing best-practice care.

While Jubilee's staffing levels were affected by COVID-19 in 2021 the number of staff taking leave from work due to the pandemic rose dramatically in the early part of 2022. This affected staff availability and Jubilee, like other aged care providers around the nation, put the call out for new staff to meet the service demands of clients.

Our clients also were cautious of having visitors, including our support workers, to their homes. Some suspended services for a time or pulled back on service types to receive only essential care.

Of course, during this time Jubilee maintained contact with all of its clients, conducting telephone wellness checks to ensure our clients' needs and health continued to remain stable.

The practices surrounding PPE continued with masks, hand sanitiser, gowns, gloves,

booties and goggles continuing to be a part of a support worker's daily kit.

Policies such as support workers and clients socially isolating where possible in the home or during transport services continued. Our support workers and clients all have embraced the need to maintain heightened infection control practices in a disciplined but empathetic way.

Also, COVID-19 vaccinations continued to be mandatory for staff in the aged care sector with two boosters becoming available to complement the first two required vaccinations. We are pleased to report a majority of our staff and clients chose to have at least one booster when they became available.

Other pandemic actions included staffing at Jubilee's Central Ave office being restricted to a maximum of one person per office room. Staff alternated between working from home and in the office according to their needs.



Care in the Chaos

FLOODS CRISIS

Queensland's devastating floods again took their toll on Brisbane, Jubilee staff and our clients in February 2022.

The floods, across South-East Queensland and northern New South Wales, were one of the nation's worst recorded flood disasters and led to almost 1000 schools closing, hundreds of evacuations, and food shortages. More than 20,000 Brisbane homes were inundated while power outages affected more than 51,000 homes.

Some of our staff and clients felt the brunt of the disaster with their homes being flooded or inaccessible due to water over the roads.

Jubilee was in contact with clients in flooded streets, or their families, to ensure they had the necessary assistance to help them through the worst of the crisis. A handful required evacuation or food drops via boats, organised by Jubilee, while dozens of others were without power for days.

Some clients moved in with their families or were able to stay in their housing with the assistance of neighbours, family, friends and Jubilee.

But again, in the face of hardship the Jubilee spirit shone bright. Some staff whose homes were inundated refused to let the rising tide defeat them, continuing to work and support Jubilee clients in the days when floodwaters were at their highest. Others put their spare time and energies into helping others recover from the floods, volunteering for the State Emergency Service or helping locally with clean-ups in their neighbourhoods.

And clients, whose homes were affected, continued to receive our care at their alternative housing with family, friends or other loved ones.



Nanette, a support worker, volunteered her time with the State Emergency Service during the height of the flooding.



Support worker Andrea continued to support our clients with services despite her own property flooding.



The banks of the Brisbane River overflowed in February 2022 to cause chaos in 177 suburbs across the city.

ACTIVITIES

Jubilee's much-loved Wanderers activities program continued to be affected by the COVID-19 regulations and restrictions during the financial year.

Weekly outings to venues across South-East Queensland continued to be suspended in the early months of the financial year because our buses could no longer be used to transport clients with the strict social distancing requirements in place.

However, our move in early 2021 to launch online activities continued to give our clients a chance to remain connected and engaged.

Activities officer Vicki continued her online chat sessions with the number of participants with a passion to regularly meet online growing. This initiative has born new friendships and reassured clients there will always be someone to talk to.

During the later part of 2021 Jubilee began running some informal activities with clients by invitation only. Clients who were longtime members of the Wanderers program and who were less susceptible to public exposure were invited to outings in which Jubilee could meet COVID-19 restrictions. This proved popular and ran until our program could open up fully.

December became a month of dual celebrations with one short-term and one long-term project being fulfilled on the activity front.

The short-term project saw several clients become published authors with their short stories and poems included in an anthology. The book, *Have I Got a Story!*, was the result of months of writing and refining by five Jubilee clients who took part in our creative writing courses. The courses were led by author and therapist Fiona Ware.



Activities coordinator Vicki and executive director Darren celebrate the book launch with Kerry, Jill, Fiona, Jamie, Candy, Denise and Tim.

The 65-page book, published by Jamie from Rise Within Creations, included stories of childhoods in Fiji and country towns, life in regional Queensland, stories about the homes of inspiring writers, and of alien life forms, all intertwined with introductions about each author.

Jubilee also was thrilled to realise a long-held desire during the financial year - the purchase of a second property at Thallon St, Sherwood, in December 2021.

The former aged care respite centre was purchased after its previous owners went into receivership. The property was in need of a good repair, repaint and other modifications. This is an ongoing project with work stalled due to a lack of available tradespeople.

It is envisaged the centre, when open, will be home to several Jubilee staff and will be used for respite services and other activities.

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

Goals 1 & 2

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 despite challenges rarely seen in its 32-year history. COVID-19 and flooding severely interrupted our ability to provide consistency of services however our staff strived to work with the same commitment, passion and dedication they have always shown, all evidence of their care and connection with Jubilee's clients.

With a focus on holistic wellbeing, Jubilee reached out to clients early in the financial year to offer the new Active@Home program in partnership with the Brisbane North PHN. The program provides support workers with skills and knowledge to assist clients to undertake basic movement activities at home.

Also, early in the year Jubilee explored the use of local community facilities to undertake new activities designed to engage more clients. These proved somewhat successful although the suspension of our activities program due to COVID-19 stifled its progress.

This financial year Jubilee began measuring and tracking how our clients perceived the company by utilising the Net Promoter Score metric. The tool, used by businesses globally, asks "How likely is it that you would recommend Jubilee to a friend or colleague".

Throughout the first six months of tracking Jubilee consistently scored Excellent or World Class scores. In the second half of the year Jubilee's client satisfaction tracked downwards slightly. This result was driven by the necessity for Jubilee to cancel services due to staff in administration and support worker roles taking extended leave, COVID-19 stand downs and sick leave, as well as leave due to flooding.

In response, Jubilee has worked hard to attract and retain new staff to meet the

operational requirements of servicing our clients. Also, letters were distributed to all clients acknowledging and apologising for the impact of recent staff changes and absenteeism on services, and informing them we were doing everything possible to address the situation.

Despite the challenges positive feedback continues to flow into Jubilee about the respect and dignity our staff show when visiting clients' homes and the positive difference they make day to day.

Goal 2: Be an employer of choice by continuing to attract, develop, reward and retain a highly professional workforce.

This year Jubilee made a concerted effort to recruit into key administration roles to meet an expected growth in client numbers and to help navigate the challenging workforce environment. These roles included a client care and coordination manager, a business improvement manager and a marketing and communications manager. As well as these roles Jubilee continued to recruit both administration and support workers to combat the shortfall in staff, an experience mirrored across the industry nationwide.

In the previous financial year Jubilee worked towards providing our casual employees with the opportunity to convert to permanent positions. This was later mandated via a decision by the Fair Work Commission. This financial year all of Jubilee's casual staff were provided with the opportunity to be employed on a permanent contract and associated rosters were implemented.

Despite COVID-19 putting a temporary end to larger staff meetings and training sessions our support workers were able to continue refresher training online with Altura Training. Courses in infection control, musculo-skeletal care, assisting with medication and manual handling were undertaken as well as our regular first aid and CPR training.

Goals 3 & 4

Goal 3: Raise its public profile, increase referrals and extend its geographic footprint through a well-planned targeted marketing strategy.

Jubilee has maintained communication with clients and their families through several channels this year. The quarterly newsletter was distributed widely to clients, doctors, politicians, allied health providers and other interested parties and was always well received. We maintained a social media presence on Facebook and Instagram.

Jubilee also featured in several editions of the Your Time Magazine – a glossy Brisbane magazine aimed at people aged 55+. Both editorial and advertising proved worthwhile in the publication.

During the year Jubilee’s communications and marketing manager undertook a branding review which will assist Jubilee in its marketing strategy moving forward.

Jubilee also was provided with opportunities to speak to external parties about its operations during the year. One of these included the chance to speak at a senior’s morning tea organised by Dr Christian Rowan MP and Brisbane City Councillor Greg Adermann. Executive director Darren was able to share about Jubilee and the various activities we undertake to enrich the lives of our clients.

Goal 4: Grow its business based on a sustainable financial model that includes exploring new customer segments to diversify income streams and increase revenue.

Early in the financial year Jubilee welcomed new clients on Home Care Packages which saw a 15.5% increase in package numbers over the 12-month period from August 2020. It must be noted though that most of the increase has occurred since April 2021 and the early part of this reporting year.

While this growth led to our Home Care Package numbers being at their highest level ever the Management Committee and executive director Darren Sonter could not ignore the burden COVID-19 was continuing to place on Jubilee’s operations. Therefore, continued growth was put on the backburner. In doing so the committee wanted to ensure consistent services went to loyal and existing clients rather than diluting our ability to meet client needs by taking on more.

The organisation’s revenues continue to be underpinned by the Commonwealth Home Support Program (CHSP). Our person-centred services put a strong emphasis on empowering clients, building on their strengths, and assisting them in the decision-making and planning processes.

While growth in client numbers was put on hold Jubilee did expand its property footprint with the purchase of a respite centre at Thallon St, Sherwood. The funds to purchase the property were long earmarked for investment and its settlement in early 2022 was cause for celebration. This will open new income streams for Jubilee in the years to come.



Jubilee partnered with many different groups this year, including children like Oliver and William at Gan Gani Community Kindergarten who packed and delivered some goodie bags to give to Jubilee clients last Christmas.

Financials

Jubilee’s performance this year holds it in good stead.

The year under review was deeply challenging, but it was also a time for us to pause, reflect on the “new normal” and adapt to support the national efforts to mitigate the COVID-19 pandemic’s adverse effects.

We are delighted to report that Jubilee’s performance increased in the 2022 fiscal year. Despite the challenges posed by the pandemic, Jubilee recorded a consolidated income of \$5,539,211. As a result, the combined effort of the Jubilee operation recorded a healthy \$46,632 surplus for the 2022 financial year.

INCOME

Income for the year was \$5.56 million, which is 10.33% more than last financial year. Revenue from Home Care Packages remains our main source of income and is 80% of the total income. However, due to a staffing shortfall in the aged care sector, Commonwealth Home Support Program activities completed the year with 38% less revenue.

EXPENDITURE

Expenditure for the year was \$5.51 million, with a similar growth (8.80%) as the income. Evidently, a sizable portion of Jubilee’s expenses is related to employment costs. For the financial year that ended on June 30, 2022, all employee-related expenses accounted for 72% of total expenditure. A close to 18% contribution to the entire expenses is made by client services.

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	2021-2022	2020-2021
Revenue	\$5.560M	\$5.039M
Expenditure	\$5.513M	\$5.068M
Assets	\$5.952M	\$6.189M
Liabilities	\$1.914M	\$2.198M
Accumulated funds	\$4.038M	\$3.992M
Current Ratio	2.00	2.61
Return on assets	0.78%	-0.47%

THE FUTURE

Jubilee continues to grow. However, Jubilee’s strategic planning has identified the need for further investment to ensure the organisation has the right partnerships, structure and capacity to continue growing services and meet increasing compliance requirements.

Jubilee has consequently bought a property in Sherwood to operate its respite activities and other services beginning in 2024. We also ensure that our IT infrastructure and financial systems can provide correct information to our clients and deliver efficient and effective service.

The financial year has been challenging for the broader aged care industry, with the impact of the Aged Care Royal Commission, COVID-19 and the very thin margins recorded through insufficient funding and rising operating costs. Jubilee, on the whole, has managed its financial position very carefully throughout the year. Jubilee will build on this success going forward to ensure the necessary balance between quality health, wellbeing, and safety for all of our clients, staff, and volunteers, as well as improved financial results from both government-funded and Home Care Package programmes, ensuring a strong outlook for Jubilee in the years to come.



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