



Jubilee Community Care

Annual Report

2022 - 2023

Presented at the Annual General Meeting, November 21, 2023



Our Vision

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

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BOARD PRESIDENT AND EXECUTIVE DIRECTOR'S SUMMARY

This year transitioned to a time of rebuilding and renewal as a new chapter in the life of our organisation began.

There is no denying that the year 2022-2023 has been one of the most challenging in Jubilee Community Care's recent history.

The year divided roughly in two halves: the first half a period of loss, instability and change, the second a period of stabilisation, repair and rebuilding.

By June 30, 2022, the organisation had seen an unprecedented number of resignations, including long-term experienced and highly committed support workers, administration and coordination staff. This trend continued into the second half of 2022.

After several concerned staff met with representatives of the Board in August 2022, the Board commissioned Ms Stephanie Rascoe, of Radford HR, to conduct a survey of all staff and report her findings to the Board. Soon after Ms Rascoe delivered her report to the Board in October 2022, the then Executive Director, Mr Darren Sonter, resigned. The Business Improvement Manager resigned shortly afterwards.

In the wake of Mr Sonter's departure, the Board appointed Dr Gary Day as interim Executive Director. Dr Day was appointed for a three-month period, from October 24, 2022 until January 24, 2023, during which time the Board aimed to find a suitable candidate for the permanent position of Executive Director.

Further changes took place at the helm of Jubilee Community Care in 2022. At the Annual General Meeting on November 22, there was a complete changeover of Board membership. Of the outgoing

Board, the President and Treasurer stood for re-election, but failed to gain the support of members.

A new Board was elected. It comprised three former long-standing Jubilee Community Care Committee of Management members, including two life members of the organisation.

Three new appointees were added to the Board at its December 2022 Board meeting. Little did members of the incoming Board realise just how much work would be required in order to "turn the ship around".

The new Board's first task was to recruit a permanent Executive Director. The position was advertised in December 2022 and short-listing and interviewing took place before Christmas 2022. The successful candidate, Mr Shaun Riley, former Director at Jubilee Community Care 2009-2021, took up his new appointment as Executive Director on

January 23, 2023.

The new Board and Executive Director immediately commenced the challenge of addressing a number of significant structural, operational and compliance issues facing the organisation.

A new Finance Manager was appointed and, over the next few months, former key employees were re-employed within the administration, finance, client coordination and human resource areas. We engaged our external auditors to assist the Finance Manager to bring client accounts and Government claims up to date. We brought payroll back in-house. A Care Services Manager was appointed to oversee

the coordination of client services. We employed additional staff in our care services and client coordination areas to ensure that care plan reviews were current. We communicated with clients and acknowledged the negative issues they had experienced with their services during the past 12-18 months.

In the second half of 2022-2023, the new management reintroduced in-person attendance at education and training days. The topics covered include manual handling, safe driver awareness, medications, risks in the home, how to document effectively, awareness of professional boundaries, understanding the complaints procedures and reporting. Additional in-person education and training days have been planned for the remainder of 2023, enabling all staff to attend one of the scheduled days.

In 2021-2022 and again in 2022-2023, the outgoing Board and Executive Director increased Jubilee Community Care's allocation of funding and services under the Commonwealth Home Support Program contract with the Brisbane North Primary Health Network. However, this was at the expense of our own larger Commonwealth Home Support Program contract, which has seen an under delivery of services for the past two years. As a result, the incoming Board and Executive Director made the decision to terminate the contract with the Brisbane North Primary Health Network. This is to ensure that, in 2023-2024, Jubilee Community Care achieves the service hours and financial targets according to our own Commonwealth Home Support Program contract.

In last year's Annual Report, members were informed of the purchase of a building for use as a community-based centre. Regrettably, the purchase (in December 2021) was made without a business plan in place to govern the building's maintenance, refurbishment and future use. While the previous management made limited use of the building for staff meetings, training, etc., its intended use as an activity and respite centre for clients never materialised. The current Board is considering selling the property and reinvesting the proceeds of the sale.

At June 30, 2023, active clients numbered 394, including 106 Home Care Package clients. Compared with three years ago, the number of active clients overall is down by 24 per cent and the number of Home Care Package clients is down by 25 per cent.

At June 30, 2023, staff numbers totalled 93, a decrease of 29 per cent compared with 2021-2022, but approximately the same number as three years ago. One of the most important ongoing issues for management is ensuring we have the capacity and right balance of personnel versus client numbers to fulfill our obligations to Government and our clients.

In conclusion, we acknowledge the resilience, dedication and hard work of our current Board members, employees and volunteers. We are so grateful for what we have been able to achieve collectively in the second half of 2022-2023 - rebuilding and rejuvenating Jubilee Community Care, reconnecting with and regaining the trust of our clients, and re-establishing a positive workplace culture. It's been nothing short of a miracle. Together, we have begun the difficult (but not impossible) task of restoring Jubilee Community Care's reputation as a "Service Provider of Choice" and "Employer of Choice".



Dr Judy Salecich
PRESIDENT



Mr Shaun Riley
EXECUTIVE DIRECTOR

We acknowledge the resilience, dedication and hard work of our current Board members, employees and volunteers.

OUR PEOPLE

Our staff and volunteers work together to provide high-quality services to support clients to live the lives they choose.

OUTGOING BOARD

President	Sabina Janstrom
Treasurer	Tania Harman
Members	Dr Bernadette Nixon Dr Jack Lam Greg Power Helen Sotiriadis

INCOMING BOARD

President	Dr Judy Salecich
Vice President	Sue Paulsen
Treasurer	Michael Harvey
Secretary	Christopher Cox
Members	Dr Sue Colen Neale Menelaws

LIFE MEMBERS

Dr Denise Bolland	Lionel Neal
Jenny Bostock	Judith Rodins
Dr Sue Colen	Dr Judy Salecich

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 HR Tactics Radford HR

VOLUNTEERS

Peter Andersen	Karilyn Lau
Jo Andersen	Errol Raiser
Sophia Edwards	Heather Van As

EXECUTIVE LEADERSHIP

Executive Director	Darren Sonter (to Oct 2022)
Business Improvement Manager	Ethan Macleod (to Oct 2022)
Finance Manager	Chaminda Sutherland (to Mar 2023)
Acting Executive Director	Dr Gary Day (Oct 2022 - Jan 2023)
Executive Director	Shaun Riley (from Jan 2023)
Care Services Manager	Sharon Forbes (from Apr 2023)
Finance Manager	Mardy Abeydeera (from Jan 2023)

ADMINISTRATION STAFF

Client Support Manager	Nicky Panagopoulos
Client Support Coordinators	Tracy Burton Catherine Hall Deborah Hinton Lorraine Kiss Kristie Reed Nicole Weaver Leigh Willett Andrea Wilson Jean Yan
Finance Assistants	Abby Coltham Ronelle Coltham Joanne Gilbert Dorothy Gillett Mary Menelaws Pam Stalley
Human Resources Assistant	Deanne Garner
Office Coordinator	Eileen Williams

Systems Support Officer	Leigh Willett
Schedulers	Vicki Phillips Adele O'Halloran
Activities Officers	Vicki Burden Fran Cox
Quality & Training Officers	Deanne Garner Donna Weis
Reception & Rostering	Angel Barton Emily Menelaws Katrina Penhall Eileen Williams
Communications Officer	Lisa Kibsgaard
Community Engagement Officer	Vidya Muthanna
Support Worker Team Leader	Michelle Pratt

SUPPORT WORKERS

Karen Abbott	Kim Heycott	Thao Nguyen	Annette Thwaites
Peter Andersen	Heather Heyen	Jessica Nitschki	Meg Tomczyk
Danielle Berto	Rebekah Higgins	Mary O'Connell	Leanne Thompson
Kabi Bhatta	Lien Ho	Alan O'Kane	Dylan Tovey
Sophie Blencowe	Greg How	Gaylene O'Kane	Mylan Tri
Nicole Bristow	Andrea Howes	Kelsang Palmo	Tania Watts
Christine Bruhl	Sadaf Javidialsaadi	Marylyn Parreno	Aaliyah Williams
Lauren Brunckhorst	Soheila Javidialsaadi	Georgina Patterson	Jan Williams
Jessica Burton	Yun-Chia Juan	Lily Pham	Michelle Wong
Rebecka Chivers	Sejal Karki	Steven Pratt	Joanne Yeadon
Deborah Coates	Michelle Kelly	Anne Price	Faride Zahed
Gary Cooper	Kiera Kelsall	Kristina Rahardjo	Rachelle Zimmerman
Fran Cox	Tiana Kennedy	Ekaterina Razmakhova	Suzana Zivanovic
Shirin Dakhteh	Marie Kenny	Melissa Reynolds	
Cornelia Davelaar	Lisa Kibsgaard	Zahra Rezaee-Motahar	
Isabelle Djordjevic	Sophie Kong	Carol Riley	
Ian Dobbs	R Leeman	Courtney Rowsell	
Melissa Escott	Lu Xin	Sue Ryan	
Marjorie Evans	Lola Marsdon	Michelle Shaw	
Emily Fisher	Courtney McAllister	Jing Juan Sim	
Shauna Foote	Amy McCulloch	Jeanette Simpson	
Cindy Franklin	Sue McDonald	Yvette Slater	
Maree Galler	Loretta McGahan	Sandra Smith	
Grace Garner	Jackie McKeown	Donna Strofield	
Joanna Hall	Jake Menelaws	Karina Szombathy	
Carol Hanright	Amanda Milton	Jacinta Taifalos	
Jason Harper	Pezhman Molana	Leonie Taifalos	
Lisa Hetherington	Natalie Murray	Nikolai Taylor	



Service excellence ... Jubilee support worker Danielle supports client Gert in her weekly activities.



A milestone celebration ...
Jubilee client Joy celebrated
her 100th birthday in May.

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.

During 2022-2023, Jubilee Community Care continued to offer services to eligible clients of the Home Care Package scheme and Commonwealth Home Support Program.

Unfortunately, client numbers decreased, a reflection of the operational challenges within the service during the first six to eight months of the financial year.

On a very positive note by June 30, 2023, client care plans and reviews were up to date. Clients of

Jubilee 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.

Early in the year we welcomed back some previous valued employees to assist with rebuilding our valuable reputation within the community. By June 2023, our strong new (old) team had successfully revitalised our culture and we continue to now grow bigger, better and stronger for the future. In turn, client numbers are growing, as is our positive reputation within the community.

Bronwyn finds support, respect with Jubilee

Jubilee client Bronwyn and her late husband Ralph have had a long and life-changing relationship with Jubilee. Bronwyn tells their story here.

My late husband Ralph and I have been associated with Jubilee since the early 1990s, a few years after its inception. Together we have had 30 years of growing, learning and supporting each other with mutual respect and regard; a long and fruitful journey.

In late 1992 at the age of 53, Ralph had a profound stroke that affected his mobility and speech. Losing the ability to talk was the cruelest thing of all. His career WAS his voice. He was a radio announcer with the ABC and other radio stations for many years, involved in all types of media, promotion and fundraising.

Ralph was a dapper and charismatic man and remained so even after the stroke. He spent three to four months doing rehabilitation at the Geriatric



Assessment and Rehabilitation Unit (GARU), aka Rosemount Hospital at Windsor. Intense rehab saw Ralph walk out of GARU under his own steam. A foot/leg splint and a walking stick was all that he needed. Only occasionally did he need a wheelchair.

At the time I was 40 years old and working for a very busy advertising agency. It was no 9-5 job. I had no

clue of what to do to not only look after Ralph, but to keep on working. We weren't eligible for pensions etc due to our age and my work. Thankfully someone told me of a service attached to Community Options Program at the Red Hill Paddington Community Centre. It was Jubilee in its infancy and it was such a relief.

After I visited the organisation and told them our story Jubilee quickly became a big part of our lives in March 1993. First it was just welfare checks and helping Ralph with lunch. Part of the effects of the stroke was extreme tiredness, so he would sleep a lot. Back then I had to pay for services. It was a difficult time.

Then along came Bryan, a Jubilee carer who just "clicked" with Ralph. Apart from both being Poms they had so many other interests in common. Things evolved into a good relationship with Bryan. He took Ralph out of the four horrible claustrophobic walls (at home) and out into the real world where Ralph belonged.

Trips to get rental VHS tapes, to do supermarket shopping, attend appointments and much, much more became part of the support Ralph received. Ralph really enjoyed those outings. His speech improved, he laughed and started to accept and appreciate the life he now lived.

Ralph was not alone anymore. Seeing him grow into this new life and interact with new people was very heartening. The guilt I felt in having to leave him at home alone was overwhelming until Jubilee stepped in to rescue us.

Time passed. More people came to help Ralph (and I). I remember each one of them and what they did. Jubilee moved address a few times and so did we. We were both still growing and getting better at what we did.

We moved to our current abode in 1997 into a ground floor unit specifically designed for Ralph's needs then and in the future. AND, joy of all joys, I no longer had to shower Ralph. Wonderful, trained carers from Jubilee took over that important role.

I was made redundant in 1999 and quickly headed to Centrelink to apply for the pensions we were eligible for.

2016 saw Ralph move into a residential aged care facility. It was heartbreaking for both of us. Through



no fault of our own I could no longer look after him. I felt I had let him down. Sadly, Ralph passed away on July 30 last year (2022), aged 82. We'd been together for 50 years and married for 44 years. Where did all that time go? I will always miss him.

Afterwards, Jubilee helped me get my own aged care package which has allowed me to continue growing and learning; still meeting new people and doing new things. There are so many Jubilee people I would like to thank for my progress in this unwelcome ageing process and I hope you know who you are.

There are three people I would like to mention: Lorraine, Vicki and Lisa. I'm truly blessed and I know I'm not alone anymore.

Thank you Jubilee. May the journey we share continue.

Client activities

In being a service provider of choice Jubilee continued its ever-popular Jubilee Wanderers activities and exercise programs for clients throughout the 2022-2023 year.

Activities included visits to restaurants, historic homes and villages, museums, environmental centres, garden nurseries, animal welfare centres, antique centres and craft markets. Visit to the bayside on a sunny day for some lunch also was a popular option, as was being chauffeured around New Farm Park in trishaws as part of the Cycling Without Age program.

Distilleries, wineries, and a tour of the Brisbane Magistrate's Court also added some variety to the year's activities.



Jubilee services support client and longtime sailor Ken to continue enjoying his time on the water.

STRATEGY: GOAL 2

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

In 2023, Jubilee Community Care reintroduced in-person education and training for staff to complement the online training that took place during the COVID-19 pandemic.

The training covered the following programs:

- ☐ Manual handling
- ☐ Safe driver awareness
- ☐ Medications
- ☐ Risks in the home
- ☐ How to document effectively
- ☐ Awareness of professional boundaries
- ☐ Understanding the complaints procedures and reporting

Employees also attended Applying First Aid and CPR training courses.

Monthly meetings were held with office-based staff.

Jubilee's training providers for the year included:

- ☐ Educare
- ☐ Mobile Rehab Australia
- ☐ Altura Learning
- ☐ Cobby Vines First Aid Training
- ☐ Taylor Made FirstAid Solutions



Support worker Sophie loves her Jubilee role

Sophie is one of Jubilee's full-time permanent support workers who started with the organisation in June 2021. Here she tells us why she loves her job and working for Jubilee.

Hi, my name is Sophie. I was born and raised in Cambodia and immigrated to Australia with my husband in 2011. We have a young daughter.

In addition to English, I am fluent in Khmer which is the national language of Cambodia.

I have a Bachelor of Business in International Tourism and Hotel Management from Griffith University. I also have an English Literature degree from Cambodian University for Specialties.

Growing up in a family-oriented home and having watched my parents caring for my grandparents and providing support to some of the most vulnerable elderly in my village, inspired me to work in the aged care sector.

Now, working at Jubilee, I support clients across a range of areas including medication assistance, personal care like showering and dressing, and we go on outings or attend appointments. There is a lot of variety in the role so I also help clients prepare meals and do some cleaning too.

Working full-time provides me the opportunity to meet the same clients every week which allows me to build rapport and provide consistency of care. I love that!

And why do I love working for Jubilee?

I love that as a team we can help people to stay in their own homes by providing tailored services to suit each client's needs.

Jubilee was recommended by one of my classmates who used its services to care for her mum and she praised Jubilee. So I looked up the organisation online and I was attracted by Jubilee's goals and vision.

I feel safe and supported whenever I need something from the team. Jubilee would never send staff to an unsafe environment with potential risk of harm. The care team is also willing to listen to staff feedback and take it into consideration.



The organisation provides a culturally-friendly environment and training to ensure compliance with the Aged Care Standards and a safe working condition. The management cares about staff wellbeing and provides me flexibility and accommodates my needs to succeed with my study.

I have been learning a lot through different training programs provided by Jubilee such as workplace health and safety, the Active at Home program, and even road safety which enables me to provide various quality supports with confidence to my clients. I am also able to use the skills that I learn at work and put them into practice at home which I value the most.

The core practice of Jubilee is providing exceptional services for clients but at the same time staff wellbeing is also prioritised. I always feel safe, valued, and cared for. I felt like I belonged to Jubilee's family right from my first day.

STRATEGY: GOAL 3

Raise Jubilee's public profile, increase referrals and extend its geographic footprint through a well-planned, targeted marketing strategy.

One highlight of the marketing calendar this year was the creation of a new 30-second advertisement to showcase in local cinemas. Jubilee Community Care, not immune to worker shortages across the aged care industry, used the advertisement to attract new support workers to the organisation.

The advertisement featured two of our clients, Gert and Art, as well as support workers Alan and Danielle. It was screened across seven cinemas in the April 2023 school holidays, reaching viewers who may be looking for a new job, a change of career or some work to fit in around their families' lifestyles.

Shot over a few hours one day at a client's house, the advertisement was also cutdown for use on social media and other digital platforms, allowing Jubilee to creatively continue its recruitment campaign long after the cinema advertising period ceased. The advertisement was produced by the team at Paramount Video Productions.

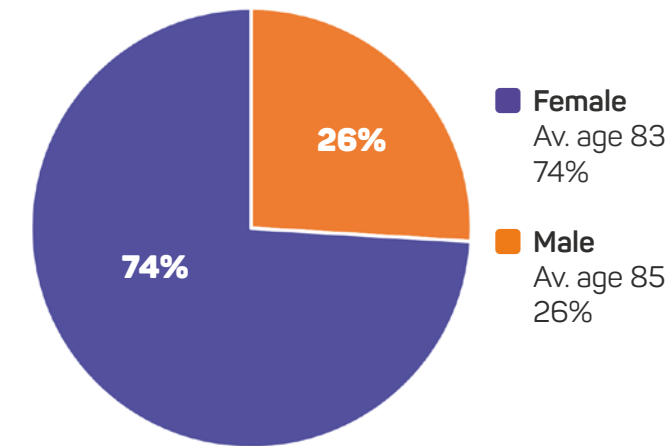
Engagement with Jubilee has climbed over the past year through social media, particularly the use of Facebook and Instagram.

Our quarterly newsletters, called The Jubilee, have continued to be popular and receive positive feedback from clients and their families.



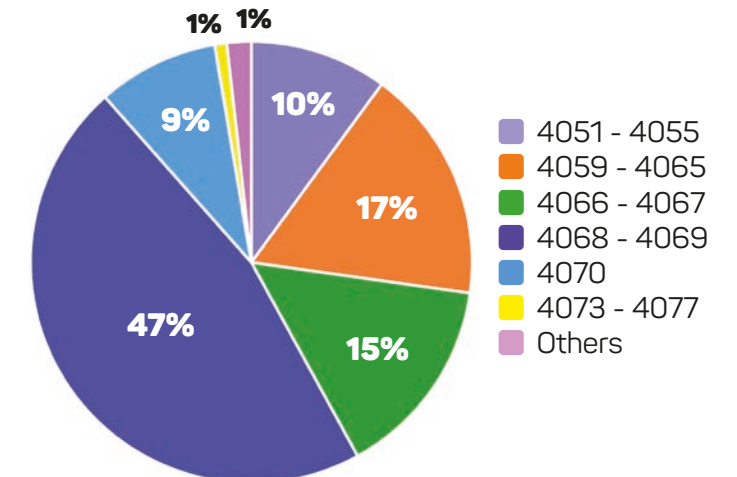
Our clients

GENDER AND AVERAGE AGE OF OUR CLIENTS



The demographic of a typical Jubilee Community Care client has remained fairly steady over the past few years - being a female in her early 80s. Our female clients outnumbered male clients 3:1.

CLIENT LOCALITY BY POSTCODE



Almost one half of Jubilee's clients live in Indooroopilly, Taringa, Chapel Hill, Kenmore, Brookfield or Pullenvale.

Our next highest number of clients draw from the suburbs of Red Hill, Ashgrove, The Gap, Milton, Paddington, and Bardon.

Client numbers in Brisbane's north-western and south-western outskirts continue to grow in number. These clients come from suburbs such as Oxley, Corinda, Jindalee, Bellbowrie, Anstead, Arana Hills, Upper Kedron and Ferny Grove.

394

Active clients

106

Home Care Package clients



STRATEGY: GOAL 4

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

The financial results for 2022-2023 have been impacted by the decrease in client numbers in both the Commonwealth Home Support Program (CHSP) and Home Care Package scheme.

We also made the decision to withdraw from the Brisbane North PHN contract for the provision of its CHSP services. This was due to the under delivery of Jubilee's CHSP contract. This decision will see our service meet our contractual obligations and delivery in the 2023-2024 year.

The challenges ahead are to increase client numbers, recruit personnel and adopt aged care reforms under the Government's "Strengthening Provider Governance in Aged Care" amendments in The Aged Care Act and the Aged Care Quality and Safety Commission Act.

Mardy is a champion leader of finance team

Finance manager Mardy Abeydeera has been with Jubilee since January 2023, originally in the role of finance officer before stepping up to her current position. Mardy has more than 20 years' experience in all aspects of finance in both small and large organisations. She shares about her time at Jubilee this financial year.

In my role I need to ensure accurate and compliant financial accounts in reporting to Government and regulatory bodies in a timely manner. I provide and prepare financial assessments, month-end reporting, budget forecasting and other financial information to enable the Board and Executive Director to make informed business decisions. I also manage the finance staff to ensure we work as a team to administer client statements and invoices, payment of creditors and employee payroll.

It has been professionally rewarding for me and my team to address the finance administration challenges Jubilee experienced last year and earlier this year. There were several critical issues that had to be addressed to ensure timely distribution of monthly statements, government reports and bringing payroll back in-house. Each of these areas were challenging, including recruitment and training of staff in real time with the need to ensure payroll and reporting met prescribed timelines.

As challenging as it has been, it is also rewarding to work for Jubilee in serving vulnerable clients. This aligns with my life mission of helping and caring for the vulnerable. I thank Executive Director Shaun Riley and the Jubilee Board for their endless support and encouragement. Jubilee is an amazing organisation to work for.



Financials

The year 2022-2023 has been one of the most challenging years for Jubilee Community Care.

The new management team have been in place for less than nine months with most senior employees in place for less than six months. We have made significant progress to address finance, quality and compliance issues that were evident within the service at the beginning of the year.

The financial year resulted in a deficit of \$723,126.

Income:

Jubilee's total revenue for 2022-2023 FY decreased by 11.29% when compared to the 2021-2022 FY. This was attributed to the decline in the number of clients in both the Home Care Package scheme and Commonwealth Home Support Program.

Expenditure:

Due to the many adverse changes during this fiscal year, the total expenditure increased by 2.58%. The wages and salary costs made up 65% of this expenditure as Jubilee engaged additional personnel to address service and compliance issues.

There was a significant increase in the use of external consultants and fees throughout the year to address operational and Government reporting obligations.

Balance Sheet:

Jubilee continues to benefit from a strong balance sheet, where the total assets exceed total liabilities by almost three times.

Jubilee Community Care financial statements for 2022-2023 were subjected to the annual audit conducted by an external professional accounting firm and were subjected to regular government reporting requirements as well as monthly independent committee meetings.

The Future:

As we look to 2023-2024, we will set realistic financial targets to develop the service, ensuring we adhere to the quality of service that Jubilee Community Care is known for.

The aged care reforms in 2023-2024 will play a significant part of directing the business of Jubilee. These include the increase in Government subsidies

for Home Care Package clients requiring service providers to review their charges to finance the aged care review.

SUMMARY	2022-2023	2021-2022
Revenue	\$4.932M	\$5.560M
Other Comprehensive Income (relating to the revaluation of land and buildings)	\$1.026M	-
Expenditure	\$5.655M	\$5.513M
Assets	\$6.601M	\$5.952M
Liabilities	\$2.259M	\$1.914M
Accumulated funds	\$4.342M	\$4.038M
Current Ratio (Current Assets/ Current Liabilities)	1.53	2.00
Return on assets	-11.52%	0.78%
Return on equity	-17.26%	1.16%



Enriching later life

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