

2016-2017

Enriching experiences beyond all boundaries



ANNUAL REPORT



McLean Care®



Stronger and better able to serve our residents and clients

The 2016-2017 year has been one of continuing change in the aged care sector. We have ended the year stronger, and better able to serve our residents and clients.

Two years ago, we set a three-year strategic course. At times we have been tested, especially with major changes in the aged care sector, but we continue to stretch beyond areas of specific responsibility to find better answers to tough challenges, and achieve the goals that we have set.

In fact, we have managed not only to meet our goals, but to accelerate the delivery of our strategy. Confidence is high that our core business is strong; there is ample evidence that we are moving forward, and are positioned to realise all our set objectives.

Strong financial results

This year, through careful planning and diligent execution, we have achieved strong financial results; results that have not been seen for years, giving us the opportunity to reinvest back into our services.

We have achieved significant growth in services, developing our robust Home and Community Care service delivery model, with a greater range and

scope of care package services we are now able to offer, and our CWA House in Oakey acquisition in June, which has opened up a new market for McLean Care®.

Recognition as a high-performing organisation

We have achieved recognition of innovative capabilities, with our successful application for seed funding to develop the Virtual Reality Driving Simulator for people aged 70-80 years. This is a very exciting project, which is now well underway; it has the potential to make a significant difference in the lives of older people, and potential for growth and replication across many communities.

It is these important steps that we take as an organisation that drive us towards becoming a high-performing organisation, delivering on our mission and vision.

Building stronger relationships

As a stronger organisation, we are better placed to serve our communities, our clients, residents, and our stakeholders, continuing to build deeper relations. We have created some great partnerships along the way this year - in Tamworth, with our Tamworth Gardens Retirement Estate partnership, and of course, with the community in Oakey.

The future is looking bright

This is a time for reflection of where we have been, and the goals we resolved to achieve, as well as setting new goals and planning for what is shaping up to be a very bright future.

I know how hard our team have all worked, and I am immensely grateful for their commitment and dedication to serving our residents and clients over a continuing period of change; it is energising and inspiring to me.

Our strategy for 2017-18 lays out the steps that we need to take to ensure our continued strengthening as an organisation, and the excitement continues to build as we now enter this final year of our strategic plan. Our focus and strategy will be on providing our residents and clients, and all other stakeholders, with the very best service, and unlocking this value to those whom we currently do not serve.

The future will continue to bring challenges, and will require us all to remain resilient and completely focused on the task in hand, and be confident that our actions today and tomorrow will shape the future of McLean Care®. Our plans are bold, yet very achievable, there is much work to do, and there will be further challenges ahead, but we will meet those challenges head-on.

We will never retreat from being a values-driven organisation with a steadfast focus on the services we provide to residents and clients.

Sue Thomson

Chief Executive Officer

VIRTUAL
REALITY

DRIVING
SIMULATOR





Home and Community Care continues to flourish

McLean Care® Home and Community Care continues to flourish and strengthen, through education, innovation, adaptation and excellence in delivery of care



Quality Review

Participation by Home and Community Care Service in the 2016 quality review process, a triennial event conducted by the Aged Care Quality Agency, confirmed McLean Care®, has a quality culture that encourages excellence with the service meeting all 18 out of 18 expected outcomes of the Home Care Standards, as set out in the Quality of Care Principles 2014.

Ready for Home Care Reform

Effective planning has positioned McLean Care® Home and Community Services to meet the challenges posed by the Increasing Choice in Home Care reforms, which commenced on 27 February 2017.

Investment in system upgrades and staff training to improve business performance saw the achievement of a key milestone with all our allocated Home Care Packages in the New England region at capacity on 27 February.

Commonwealth Home Support Programme (CHSP)

With the extension of funding arrangements until 30 June 2020, our focus will continue to be on activities that support independence and wellness

for our clients. Supporting older people and their carers to live independently in their own homes, this year McLean Care® delivered 14,888 hours of Domestic Assistance, 2,543 hours of Social Support, 5,228 hours of Allied Health and Therapy Services, and 2,368 hours of Flexible Respite care.

Response to community request

Community consultation resulted in the creation of an identified position to support the provision of culturally appropriate Home Care and CHSP services in the Tamworth region.

Community engagement

The relocation of Gunnedah office to 111 Marquis Street confirmed our commitment to local service provision, and collaborative arrangements are in place with Gunnedah TAFE to provide opportunities for their care studies students to participate in training and work experience in a real environment.

Our Seniors Festival Expo in Inverell received good feedback from those who attended, guests and exhibitors and good media coverage from newspaper and radio interviews.

NEVER TOO OLD TO BE A CHAMPION

Keeping up with the latest news and trends in our industry - Community Care Business Transformation and Innovation Conference

The Community Care Business Transformation and Innovation Conference brought together local and international innovation, change and technology experts across the fields of community care, government policy, business, assistive technologies and offsite information systems delivery. The conference was designed to expand the community care sector's thinking regarding the way that technology, disruption and innovation can uniquely benefit outcomes for the future.

Informative and inspirational speakers included Dr Malcolm Fisk Telehealth Care Quality Group UK and European Quality Projects who spoke about The Future and Beyond for Community Care: International Perspectives on Quality and Ethics and Dr Karl Kruszelnicki Science Communicator and Populariser who presented on Improving your Life: One Digital Step at a Time.

Never too old to be a World Champion - just "for the love of sport"

April 2017 saw over 25,000 athletes converge on Auckland for the event of a lifetime – the 9th Annual World Masters Games. Boasting more athletes than the Olympics, the games are regarded as the largest multi-sport event in the world.

Local swimming legend, and member of the McLean Care® Wellness Group, Joy Cutler, set off for New Zealand to experience this Olympic-type competition, celebrate and enjoy sport with like-minded people, and perhaps bring home the gold.

"To say that we are very proud of Joy Cutler would be an understatement... Joy is a super fish, who joined our exercise group to improve her strength and fitness." said Jacqui Flood, McLean Care® Physiotherapist.

Joy returned from the Games with not one medal, but three. Joy competed in the 65-69 years age group, bringing home Bronze in the 100 metres Freestyle, Silver in the 200 metres Individual Medley ... and... drum roll please... GOLD in the 50 metres Backstroke!

McLean Care® would like to extend hearty congratulations to Joy, who continues to inspire all around her with her enthusiasm for life, boundless energy, and "never too old" attitude.

Jeannine Harrington

General Manager Home and Community Services



Dr Karl Kruszelnicki, Jeannine, Elizabeth Dodd Community Care Smart AT collaborative and Aaron Wood Deputy Lord Mayor of the City of Melbourne



McLean Care®
Residential Services
strengthens its
commitment to
enhancing resident
experiences, and
enabling residents to
live lives of enjoyment
and fulfillment



Cook Dionne Gallagher and Assistant Cook
Courtney Jones with Maggi Beer

Food and dining experiences we're passionate about getting it right!

We are always looking for ways to enhance the services we provide for our residents, which will enrich their lives. We believe the environment of care and support needs to be continually developed to provide the opportunities, services and infrastructure to support individual resident needs.

This year, we implemented new technologies and services to further enhance our Residents' experiences, including:

- Implementation of new technology to support service delivery such as portable PCs on care-specific trolleys to allow for up-to-the-minute bedside assessment.
- Implementation of dementia-specific Leisure & Lifestyle models of service delivery in Hector Wing and Arrawatta Lodge.
- Introduction of state-of-the-art manual handling equipment, such as swivel chairs, to increase resident comfort and dignity.
- iCareHealth upgrade and implementation to support more efficient service delivery, improve access to resident documentation, and streamline medication management.

- Implementation of Zunos, an electronic documentation platform, into the Property and Hotel Services department to facilitate superior accommodation and hotel services.
- Introduction of microfibre equipment into Property and Hotel Services department. The equipment is environmentally-friendly, and delivers faster, more efficient results.
- Our exciting expansion into the Darling Downs region when McLean Care become the official custodians of CWA house in Oakey

Residential Services strives to deliver care and services of the highest quality. Announced and unannounced visits by the Australian Aged Care Quality Agency and Aged Care Funding Instrument (ACFI) reviews this year have once again highlighted that the McLean Care® model and delivery of care, and the systems and processes that support that, are outstanding, and we continue to achieve consistently excellent results.

The 2016-2017 financial year has seen McLean Care® achieve outstanding financial results, with all three income streams consistently contributing to the organisation's overall excellent results; results that have not been seen for some years, giving us the opportunity to reinvest back into our services.



MAGGI BEER

Enriching the experiences of Residents, and making their lives more comfortable, more enjoyable and more fulfilled, is a hallmark of the McLean Care® model of service and care delivery.

1... 2... 3 o'clock... 4 o'clock ROCK!

We came third!!!

For the past six decades, the tireless volunteers of the Gunnedah Eisteddfod Society committee have organised the Eisteddfod, which continues to showcase generations of local talent in song, dance, verse and music.

This year, McLean Care® submitted a very unique, and very clever entry into the eisteddfod. Not to be deterred by their immobility, and harnessing the power of McLean Care® technologies, our Inverell residents and their care staff had an absolute blast creating their award-winning piece 'Rock Around the Clock' - a music video style entry that saw them take out third place.

Maggie Beer brings her workshops to the New England North West

In 1929 Virginia Woolf declared in her proclaimed book-length essay, *A Room of One's Own*, "one cannot think well, love well, sleep well, if one has not dined well".

In 2017, McLean Care® couldn't agree more! Food and dining experiences are such an important part of everyday life at McLean Care® and we are passionate about getting it right!

So, when the opportunity came along to participate in a Maggie Beer Foundation programme, 'Creating an appetite for Life', we couldn't resist. Maggie Beer declares "my aim is to inspire and challenge chefs and cooks from regional aged care homes to create wholesome, memorable, low cost meals, every day in their kitchens".

Independent Living Units

Our Inverell Independent Living Units reporting came under our residential flagship in 2017 and continues to be in demand, offering an independent lifestyle within a rural setting. All units are at capacity – with wait list established.

Sarah Wade

General Manager
Residential Services





Continuing education is an essential part of our philosophy

McLean Care® staff continue to embrace the ongoing changes aged care, and show a great willingness to evolve in their roles to better serve the communities in our care



Sue (RN), Meg (Physio Aide), Tracy (Residential Care Worker) and Kerry (Receptionist) enjoying an education session.

McLean Care® has always valued the wonderful staff and volunteers throughout the organisation, who contribute to enriching the experiences of those we care for.

This year we continued to build on the capabilities of the workforce by embarking on an overhaul of our Learning and Development system.

Setting the framework for the future, we have begun the process of standardising a robust approach across all aspects of the business by introducing a corporate role of 'Learning and Development Coordinator'. This will pave the way for building on the capabilities of staff, and responding to the changing needs of our consumers.

The implementation of the online recruitment system, Expr3ss! has improved our application process, and enables us to reach more potential applicants. It has also decreased the time taken by Managers and Human Resources staff to complete the recruitment and selection process, improving starting timeframes for new staff.

To continue the ongoing improvement in the efficiency of our Human Resource Management systems, we have adopted electronic filing and

archiving systems, which has streamlined the administrative process associated with managing over 300 staff, and makes information more readily accessible. It also improves our carbon footprint in an environmentally-wise world.

Work Health and Safety continues to play a starring role of our organisation with a thorough review of our fire and emergency response systems over the past year. This has seen an improvement in the education delivered to our staff, with positive feedback received regarding the more hands-on approach to Residential emergency response education.

As always, a comprehensive maintenance and review programme has been strengthened to ensure that we remain at the forefront of fire safety and awareness.

Community Care – it's a family thing

McLean Care® Community is very fortunate to have the services of mother and daughter duo, Darlene and Sally Motum. Darlene has been employed with McLean Care® for over two years in the dual role of Intake Officer/Receptionist, whilst her daughter Sally is employed as a Home Care Employee and has been with McLean Care® since September 2015.

Both are highly valued and contribute to the Inverell team with a lot of fun and laughter (no arguments are yet to be witnessed).

Continuing education is an essential part of the McLean Care® philosophy

McLean Care's mandatory Education Days are a fantastic opportunity to share thoughts and learn new perspectives, and our team gets very enthusiastic about putting forward their ideas!

Continuing education is essential to develop the skills of our team members to be the very best they can be... and that's why they are!

McLean Care® continues to be a foundation member of the Aged Care Channel's Home Care Stream. This has enabled our Community Care staff to have access to online education that is specific to the needs of staff who work directly in the homes of clients. Every 6 weeks community staff are assigned a Learning Plan on a different topic, and are required to view an online program and complete an assessment.

Staff are given a small incentive to complete the required tasks within the allotted timeframe, having their names entered into a drawer to win a gift voucher.

In March 2017, Sue Watters, from Glen Innes, was the recipient of a voucher for on-time completion of the programme 'Activities of Daily Living: Hydration and Nutrition'. Sue is pictured receiving her prize from her Coordinator, Megan Walters.

Our staff enjoy the variety of the programmes offered by the Aged Care Channel, and look forward to the opportunity to win a voucher. Since the inception of Aged Care Channel online learning, McLean Care® has given away around 30 vouchers to community staff.

Rose Wild

Human Resources Manager



Coordinator Megan Walters and Sue Watters



Mother and daughter duo Darlene and Sally Motum

MOTHER & DAUGHTER DUO



The McLean Care® culture of excellence through innovation and technology continues to grow to support rural and remote communities in ease and equity of service access

Embrace technologies for clients to access more diverse range of services

The 2016-2017 year has been a very busy and exciting one in IT and Communications, as we continue to embrace contemporary technologies to streamline internal processes, and give our clients greater access to a more diverse range of services.

Our achievements this year include:

- Establishment of the IT Support Officer position to provide assistance on the daily IT issues and improve response times for IT requests
- Implementation of the IT Helpdesk System to capture and manage IT requests within the organisation
- Implementation of a communication system for McLean Care® Directors and Executive Leadership Team to manage meeting documentation and relevant resource files
- Implementation of a new Nurse Call system (Killean Street) to overcome challenges associated with the previous nurse call system
- Implementation of Video Conferencing facilities throughout the organisation
- Implementation of electronic documentation system for Maintenance to streamline communication and reduce manual paperwork (Killean Street)
- Implementation of an electronic contract management system, which includes automated reminders and escalations
- Implementation of an enquiries management solution, to capture and improve insight into enquiries made to Home and Community Services
- Rollout of email accounts for Home Care Employees for improved access to corporate information and communication channels
- Rollout of additional apps on the Home Care Employees iPads to support staff and clients
- Implementation of a disaster recovery solution to protect corporate data and electronic systems against the risk of a natural or human-induced disaster as a key component of the risk management system for McLean Care®
- Implementation of wireless tablet technology into the Residential Care facility for use in the Leisure & Lifestyle programmes, including the implementation of music and entertainment via portable devices
- Development of the Telstra business case study based on the implementation of iPads and electronic documentation systems in Home and Community Services.

Nikole Fletcher

IT and Communications Manager

Implementation of music & entertainment via portable devices



MCLEAN CARE EXECUTIVE LEADERSHIP TEAM



Sue Thomson
CEO & Company Secretary



Rose Wild
Human Resources Manager



Sarah Wade
General Manager
Residential Services



Nikole Fletcher
IT & Communications
Manager



Adrian Robinson
Chief Financial Officer



Jeannine Harrington
General Manager Home and
Community Services

2016/2017 FINANCIAL SNAPSHOT



Remuneration to staff members



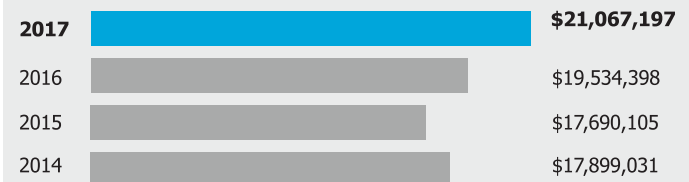
\$15mil+



Revenue across all services



\$21mil+



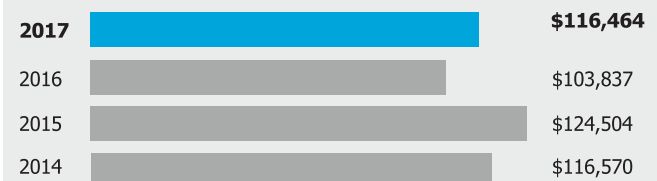
Training delivering the best care

\$300k+



Total Services incl phone and reviews

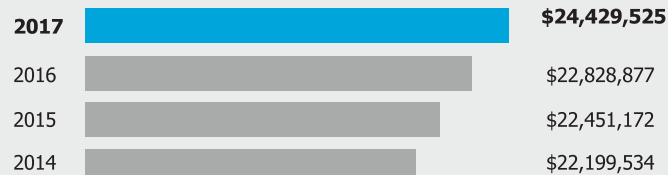
\$115k+



Net Assets

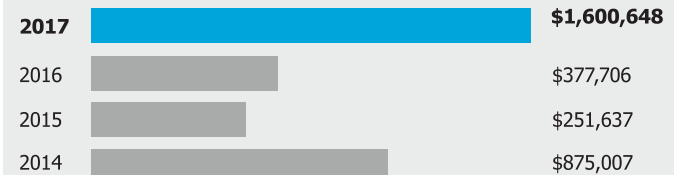
buildings & equipment

\$24mil+



Total Surplus

\$1.6mil+



Business

Using local services & industry in our region

\$2mil+



km's Travelled

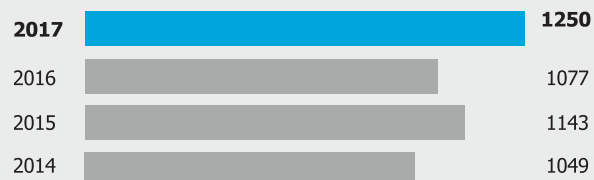
Delivering care in our region

300k+



Residents & Clients who we care for

1200+



Capital Reinvestment

\$900k+





EMBRACING NEW TERRITORIES, QLD



McLean Care

CWA House



CHAIRMAN'S REPORT

Being the market leader in our industry through excellence in service delivery, and supporting the provision of aged care services to regional communities, will assure a strong and successful future for McLean Care®

I feel privileged to have been appointed the Chair of McLean Care® at this time of significant change and opportunity.

The Board and I are committed to ensuring the successful implementation of our Strategic Plan, which is focussed on ensuring that McLean Care® not only survives these turbulent times of dramatic change, but thrives on the opportunities that change creates. I am proud to say that McLean Care® is growing into a position of great strength.

Survival is not our goal. Our targets are: to be the market leader in our industry by being the leading aged care service provider through our service delivery; and, to support the provision of aged care services to regional communities.

It has been a year of change and a year of great success.

Our successes for the last 12 months include:

- A turnaround in our financial performance, giving us the ability to continually invest in our future;
- Our entry into the Darling Downs Region of Queensland with the purchase of CWA House, Oakey and
- The successful formation of the NIACC Alliance.

All of which adds up to ensuring a strong successful future for McLean Care®.

Such success does not just happen; it takes much hard work, dedication and a collaborative culture from the Chief Executive Officer, the management, the staff, the volunteers and the Board.

Financial performance success can be attributed to making some hard, but exciting, investment decisions. Decisions made in prior years are now showing financial benefits and this has significantly contributed to the turnaround in our surplus for the year. I thank the Board for supporting these decisions and taking a risk to ensure we have the funds to keep investing into our secured future, the successful future of McLean Care®, but more importantly the future of the communities that we serve.

The Board have again worked hard at providing excellence in governance, continuing to challenge the way we work as a Board and how we add value to McLean Care®. The Board is committed to leading the organisation in excellent governance and leading an organisation where behaviour is as important as results.

In order to support our growth the Board needs to ensure it has the right capabilities and experience. In the past year we have seen both Board and Senior Management renewal, bringing an added depth of experience and diversity to our organisation. We welcome our recent Director appointment, Tim Russell, who has extensive experience and skills that will add great value to the Board.

MCLEAN CARE BOARD OF DIRECTORS

We have also had two Directors leave the Board during the last 12 months, former Chair Philip Girle and Director Robin Archer. I would like to thank them both for their significant contributions to the Board over the years. Their wealth of experience will be truly missed. Both Directors have given tirelessly to the Board. Mr Philip Girle, in particular, has a long, proud history with McLean Care® over 10 years and was the former Chair. Mr Girle has left a great legacy and I would like to personally congratulate and thank Mr Girle for his tireless effort and support.

I would also like to thank the Chief Executive Officer of McLean Care® Ltd, Mrs Sue Thomson, and her Executive Leadership Team for their efforts and support over the last 12 months. They are all highly skilled and compassionate individuals who have a great collaborative attitude that drives McLean Care® towards common goals to ensure the vision of “person centred care” is delivered with passionate commitment and a ‘can do’ attitude.

The Board is very much looking forward to the next 12 months.

Manuel Meszaros
Chairperson



Manuel Meszaros
Chairperson



Phil Girle
Vice Chair



Reverend Jean Bell
Director



Robin Archer
Director



Bruce Peasley
Director



Colin Swanbrough
Director



Tim Russell
Director



McLean Care®

Enriching experiences beyond all boundaries

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