



McLean Care

Enriching experiences beyond all boundaries

Our successful ingredients for 2015

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McLean Care Annual Report

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McLean Care

We are on a journey,
working with one
person at a time: the
final destination is
delivering services
to people that truly
are their choice.

Our vision is clear

Enriching experiences beyond
all boundaries!

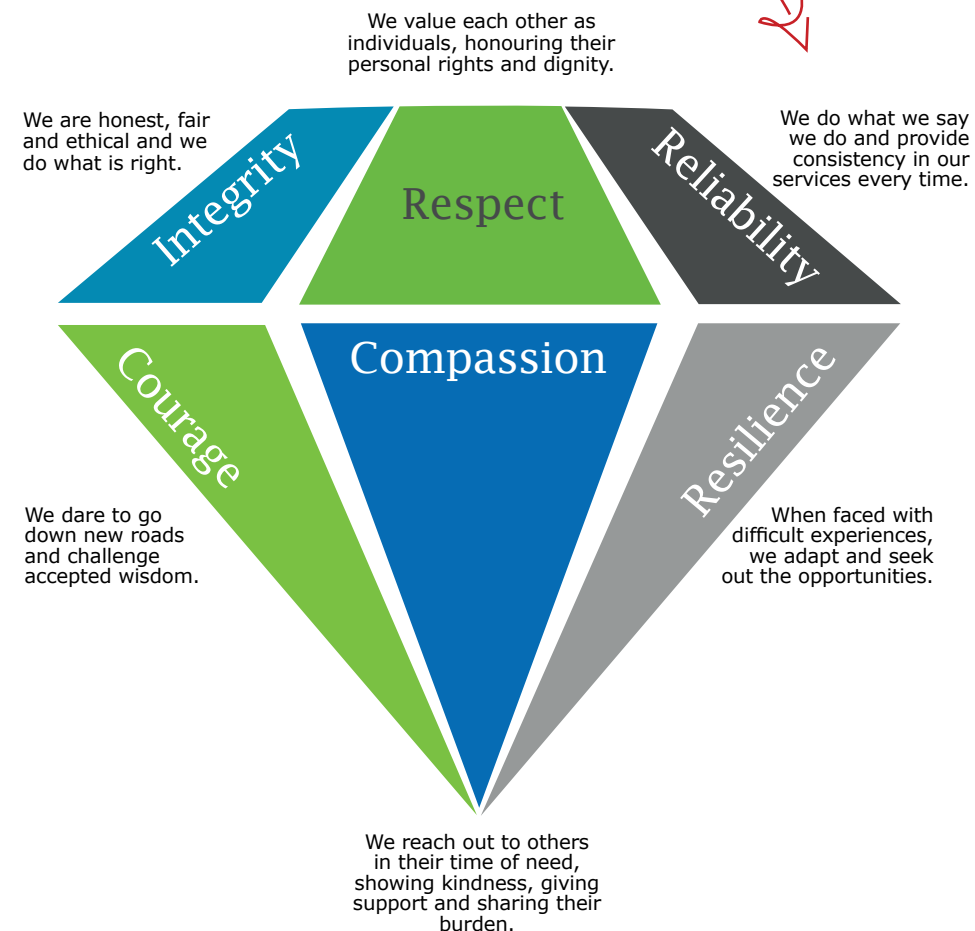
We have the capability to deliver this vision over the next five years. Our services are delivered by dedicated, innovative and committed staff, who, behind the scenes, strive to continue to develop and improve our services by working with and listening to our residents, clients, volunteers and all other stakeholders.

Our services are local and community based, serving approximately 1000 people across 100,000sq kms and our priority is to support everyone as an individual and work in partnership to provide solutions to the challenge of the ageing journey.

Our values

We are committed to engagement across all levels of the organisation and we held a series of discussions with staff and existing clients and residents. The purpose was to provide an opportunity to share ideas, thoughts and feedback on what we do, the way we do it, and be part of shaping and leading the future of McLean Care. As a result, we were able to refresh our values in order for them to more effectively guide how we will achieve our vision and face up to the challenges that lie ahead. These refreshed values link to our visual identity and put an increased focus on how we all provide support to our residents, clients, staff and volunteers. They underpin what we do and how we do it.

At McLean Care;



Provide solutions to the challenge of the ageing journey

We are on a journey, working with one person at a time: the final destination is delivering services to people that truly are their choice.

It has been an exceptionally busy year for us as we respond to significant government reform agendas. Whilst the pressure has been relentless, we've risen and continue to rise to these multiple challenges. The past 12 months has been about strengthening our teams, setting the standard of how we provide services and honouring our commitments to our residents, clients, staff and volunteers – we do what we say we do.

Our core reason for being is to provide solutions to the challenge of the ageing journey. Central to this is to place residents and clients at the centre of what we do. We have crafted our Sapphire Model of Care which will help us understand what it really means to provide truly person-centred services, and our model will continue to permeate all levels of the organisation throughout the coming year.

Service Excellence

Our successful pursuit of excellence is demonstrated by a range of internal and external surveys that show McLean Care as an industry leader in service excellence. Indeed, in June 2015 McLean Care was awarded the Aged and Community Services NSW and ACT Organisational Excellence Award and residential care was awarded 3 years accreditation.

Our People

I am humbled by our staff whose skills and unwavering commitment has been fundamental in achieving service excellence. Over the coming year we will be investing in our staff so that we are continuously developing capability and competence. We have a resilient desire to retain, and attract people who are passionate about McLean Cares vision of "enriching experiences beyond all boundaries".

Volunteers

At this point in time it is not possible to quantify in money terms how much McLean Care gains from the assistance of volunteers. We can put a sum for fund-raising and donations into our accounts, but that does not really reflect the full value we get from the kindness and commitment of individuals and groups. The involvement and time given by many volunteers directly adds value and increases the opportunities of many people who use our services.

I would also like to acknowledge the fact that McLean Care is very fortunate to have a Board comprising of talented and experienced individuals, who give their time, and who are strongly committed to our Mission and Vision and to governing the organisation in a responsible and professional manner.

Enriching experiences beyond all boundaries

Sue Thomson

Chief Executive Officer

Chairman's report

It has been personally rewarding to be the Chairman of McLean Care Ltd over the past twelve months. The Board and I are proud of not only the achievements of McLean Care as a leading provider of aged care services, but of the individual achievements of all the staff and volunteers.

Our main focus, driven with enthusiasm and dedication from our Chief Executive Officer, was to embed a strategic plan for the next three years. We now have a clear direction. The challenges are ahead of us, but with the encouragement of the Board and the full support of the Leadership Team we are forging ahead.

Governance and Risk Management has also been at the forefront of our energies. We now have more robust governance and compliance policies and procedures, along with strengthened Risk Management Strategies, including an Investment Strategy, aimed at reinforcing McLean Care's sustainability.

Longevity is our goal.

Directors Renee Rafferty and Greg McNeil resigned from the Board during the year. Many thanks to Renee and Greg for their valuable contributions.

On behalf of the Board, I wish to convey sincere appreciation to the McLean Care "Team" for their continuing commitment and efforts.

Finally I would like to thank my fellow Directors for the time and effort they generously give to ensure the effective governance of McLean Care Ltd.

Phil Girdle

Chairperson

2015 Home Care Highlights

Home Care Services

One of the most exciting events for McLean Care has been the purchase of 94 Byron Street, Inverell. This has given our Home Care operations a street frontage and a beautiful work environment for our staff.



We have seen the successful implementation of **The Bush Compass Program** which is an innovative pilot programme developed by McLean Care as a result of a grant from the Foundation of Rural and Regional Renewal. The programme enables older people residing in small, sometimes isolated rural communities in the New England and North West NSW to have access to physiotherapy, exercise prescription, chronic disease education, goal setting and motivation, all from the comfort of their own homes. This occurs through skype technology, installed on client's television and to date has been successful for clients located in the Glen Innes, Tingha, Delungra, Bundarra and Mungindi areas.

Our Wellness group have had a very successful year with activities in Mobility and Stability, Tai Chi, Water Therapy, Mens Exercises and Social outings. This number of participants has increased by 30% over the past 18 months.

We have also seen the finalisation of the Carelink Mobile Project which allows our staff to have access to their rosters in "real" time. This then produces electronic time sheets and alleviates the need for staff to be calling into the office to pick up updated rosters on a continuous basis.



Another project that has been successfully implemented is "Aris". All of our Lifestyle Facilitators have been provided with ipads with "Aris" which enables staff to have instant access to Policies and Procedures and relevant Legislation. The staff are able to complete all documentation for the client in their own home and also it provides the ability for staff to be able to skype with their clients.

One of our biggest achievements this year has been the successful transition of our Home Care packages. It has been an amazing experience getting to know our clients on a new level, hearing what their dreams and aspirations are and what their fears and nightmares may be and what our clients want to achieve, and helping them to achieve these goals. Our Lifestyle Facilitators have been very creative in helping clients to realise dreams and to assist them in making every day a good day.

Meet Chris:

An avid motorcyclist until a stroke took away the use of his right side.

What was Chris's aspiration:

To be able to continue to enjoy the pleasure and freedom of motorcycle riding and the comradery that goes with it.

What was Chris's fear:

To never be able again to enjoy this awesome pleasure and thrill and to be with his mates, doing what they all love most. McLean Care held Chris's dream and now his fears are no more.



Meet Mr Smith:

An active man in his younger days, engaging with his family and his community. As his dementia progressed so did his support needs. Conversations had been had about moving into residential care, this was a scary and sad time for Mrs Smith. Mr and Mrs Smith had not spent more than 10 nights away from each other in their 55 years of married life.

What was Mr Smith's aspiration:

to be able to care for his own vegetable garden and to be able to walk around his neighbourhood. We raised his garden bed which now looks like this:



Mr Smith now walks 3 times a week in the company of McLean Care staff.

What was Mr Smith's fear or nightmare:

drowning following a near death experience in the water. Now look at Mr Smith.





2015 Residential Care Highlights

Residential Services

The previous 12 months have seen monumental change and evolution in the Residential Facility. There has been a strong focus on the people that are McLean Care – our Residents, our Staff, our Stakeholders. We thank them and pay tribute to every individual who has joined us on this journey. We also thank those who entrust themselves to McLean Care Residential – this is by far the greatest gift, the highest honour and will always be a part of our most rewarding achievements.

The last twelve months at McLean Care Residential has seen the following projects and dreams come to fruition.

The Clinical Realignment:

This project involved injecting Clinicians and teams led by Clinicians into everyday operations at McLean Care Residential. This project was conceptualised to achieve the following:

- Bringing fewer delays in Resident clinical reviews and decision making;
- Bringing better clinical supervision and care;
- Bringing more direct communication between Residents, families and all stakeholders participating in care;
- Bringing greater role clarity for staff;
- Bringing clearer performance expectations for staff.
- Ultimately, this would improve Resident focused outcomes.

This project was completed in December 2014 with astonishing results. We wanted Resident focused outcomes, we worked for Resident focused outcomes, we are achieving Resident focused outcomes.


The Sprinkler Retrofit:

Following the tragic events of Quakers Hill and the subsequent change to legislation regarding the retrofitting of sprinklers in nursing homes, McLean Care completed its retrofit program in February 2015. The retrofit fit took six months to complete. Over 4 kilometres of pipe was fitted across the Residential site and the safety of our Residents and staff is now assured.

Best Garden Food Project

For the past year McLean residents have had the privilege of being a part of the BEST Food Garden project. This enterprise now has over 25 groups involved and provides fresh vegies and eggs to over 100 people in the community. As part of the venture McLean residents have had the absolute delight of visiting the garden with our now 'best friends', the KCL kids.

Whenever the two groups come together hearts warm at the sight of the intergenerational joy that is experienced by these two very diverse age groups. Together we plant, pick, water and nurture our garden. Chook egg collection is big on the list and then we may read stories together, which at times can become extremely animated with much laughter.



The kids from KCL have educated us in the importance of wearing hats in the sun and very kindly given each of our participating residents their own sun hat. We try to take some residents out once a week because we know the benefits of being out in the open air and enjoying nature. This is especially true for our residents who have lived on properties and woken to their rooster 'a crowin' and their crops 'a growin'.

Local residents have generously opened their gardens to us for morning tea and maybe a bit of poetry reading (Banjo Patterson always a hit) and singing (Roy Orbison takes us back to days past).



Our day out always ends with a trip to McDonald's to relive the treasured memory of an ice cream in a cone!



Our people

The last 12 months has been all about getting the right people on board with the organisation. We have taken stock of where our organisation is heading and have been working on the culture of our people to ensure that as an organisation we can achieve what we say we want to achieve.

To do this we have consulted with staff about what’s important to them and then put some actions around this. Improving supervision and accountability was a priority to create hard working teams of people that demonstrate a passion for delivering care whilst valuing each other for the important role each individual plays.

Improving communication across the board has also been a focus area where we have embraced the technology era and utilised email addresses and text messaging to ensure that staff are aware of the important events/occurences going on in the workplace.

Our staff value having a good day when they are at work, so establishing a corporate calendar to plan some celebratory events and to support some important fundraising causes has worked well. This has also given the staff some opportunity to have some fun along the way.

Safety is always a priority for McLean Care. We have embraced the Mindful Employer mental health at work program by Sane Australia and provided education for our Managers to help support staff with mental health illnesses in the workplace. Staff are also participating in a series of online learning packages that provides information regarding mental illnesses and tips on how to support fellow co-workers.

Our aim is to raise awareness of the mental health issues and create an environment of support and understanding in the workplace.

Nutrition Facts

2014-2015 McLean Care Comparison to the overall aged care industry

Performance Indicators		Occupancy Rate	
Experience Rate			
McLean Residential Care:	97.25%	McLean Care Residential:	94%
Industry:	85.1%	Industry	93%
McLean Residential Support	91%	McLean Care Home Care:	
Industry	86.1%	Level 2:	96%
McLean Home Care:	96.9%	Level 4:	98%
Industry	94.7%	Consolidated Industry (2014):	88.4%
Client support person:	96.4%	Independent Living:	98%
Industry:	95.2%		
McLean Independent Living:	95.11%		
Industry:	n/a		



McLean Care is a high performing organisation

McLean Care is a high performing organisation with an excellent reputation in providing high quality residential and home care services to older people in the New England and North West of NSW. We have a growing track record of innovation and flexibility, responding to the changing external environment and needs of the local population. Demand for our services is strong and we have plans in place to ensure the key business opportunities and risks facing the organisation are well managed.

The business environment

The environment in which we operate has seen significant change in recent years. We continue to build on already strong and productive relationships with governments, other providers and stakeholders. Resident and Client expectations for the quality and accessibility of services are rising; the population we serve is changing and all while financial pressures continue to grow.

Our strategy

June this year we set our strategic plan that is now our road map to take us forward into the future – a future that will not be without challenge, but an exciting one nonetheless.

Our strategy for 2015-2018 is built on six strategic themes which are supported by strategic objectives or actions, founded on a clear appreciation of our current and future external environments. Our response to those environments and the achievement of our vision, mission and desired future will be delivered through the achievement of six strategic themes.

Number visits to clients in our service area

2014	2015	
116,570	124,504	6.3% increase

Kilometres travelled delivering our care in our region

2014	2015	
434,170	443,296	2.05% increase

Number of Clients and Resident who received our care

2013	2014	2015
926	1,049	1,143

8.96% increase

2014/15 Financial Reports

Revenue from Operating (Contributions and Government Subsidies)

2013	2014	2015
\$17,872,662	\$17,899,031	\$17,690,105

Remuneration to our staff (members of our community)

2013	2014	2015
\$13,197,623	\$14,213,625	\$13,487,679

Business conducted with local services and industry in our region

2013	2014	2015
\$1,720,526	\$2,182,707	\$2,297,262

Capital Reinvestment to improve our service delivery standards

2013	2014	2015
\$380,389	\$782,350	\$2,581,461

Training expenses to deliver the best care

2013	2014	2015
\$175,000	\$155,680	\$230,895

Total Surplus

2013	2014	2015
\$13,348	\$875,007	\$251,637

Net Assets

2013	2014	2015
\$21,324,528	\$22,199,534	\$22,451,172

We are proud of not only the achievements of McLean Care as a leading provider of aged care services, but of the individual achievements of all the staff and volunteers.

Phil Girle

McLean Care six strategic objectives

Facility Development - Inverell

Rigorous application of contemporary project management practises will ensure building renovations and/or re-purposing projects are delivered on time, within budget and to required specifications.

Regional Governance and Leadership

Our governance and organisational structures are the framework for our Board to govern and our Managers to manage.

Winning Workforce Supported by Technology

Continued investment in the development of our workforce, management, staff and volunteers will ensure McLean Care is '1st Choice' for its people and will secure significant advantage in a competitive marketplace.

Future Investments/Financial Sustainability

McLean Care will continually return on its investments through the implementation of financial plans, budgets, disciplines and targets that ensures the organisation's ability to fund its future.

Customer Focused and Care Models

McLean Care will be a customer focused provider with a unique model of care (Sapphire Model) and a 'menu of services' that meets current and future residents and clients (our customers) needs and wants.

Regional Growth and Expansion

McLean Care will expand its aged care services in key towns of the New England Region.

McLean Care board of directors



Phil Girdle
Chairperson since 2009
Appointed 2007



Manuel Meszaros
Vice Chair since 2015
Appointed 2014



Reverend Jean Bell
Director
Appointed 2007



Robin Archer
Director
Appointed 2010



Bruce Peasley
Director
Appointed 2010



Colin Swanbrough
Director
Appointed 2014

The McLean Care Board of Directors plays a critical role in our organisation achieving its outcomes, giving up their time to bring a wide range of skills and experience to oversight, management, fundraising and day-to-day operations.

McLean Care senior leadership team



Sue Thomson
CEO & Company Secretary



Gail Ting
Community Care Manager - Northern



Kelli Smith
Community Care Manager - Tamworth



Robyn Dixon
Retirement Services Manager - Inverell



Sarah Wade
Residential Manager - Inverell



Rose Wild
Human Resources Manager - Inverell



Nikole Fletcher
IT & Communications Manager - Inverell



Shayne Bernard
Finance Manager - Inverell

