



McLean Care®

2018 Annual Report



The past year has brought us many new great experiences and opportunities to continue to enrich experiences beyond boundaries.

Chairman's Report



Manuel Meszaros
Chairperson

It has again been a successful year, a year full of great care, a year of great change, growth and expansion, technology and innovation, team building, and of course some challenges along the way.

I have had the honour of serving as Chair of the McLean Care® Board for a second term. It is an office I am committed to and I carry the responsibility with pride and dedication.

I am delighted to report on the Board's achievements for this Financial Year. As individuals and as an entity, the McLean Care® Board has an enormous amount of skill and life experience to support the longevity of McLean Care®.

The Board is grateful for the drive and enthusiasm of Mrs Sue Thomson, McLean Care®'s Chief Executive Officer and Company Secretary. Mrs Thomson leads a team of determined Executives, all striving on behalf of our community to ensure the sustainability of McLean Care®.

The Board of McLean Care® can say with great confidence that we have a strong foundation; and, we have a talented and innovative Team, thereby enabling the successful future of McLean Care® - we will continue to grow from strength to strength in the regions we serve.

During the past year the McLean Care® Board has focused on our Governance commitments to guarantee that McLean Care® fulfills its mission and purpose. The Board will always build on its Board Governance skills, ensuring we have the right skill sets and experience, so that as McLean Care® grows and adapts, we also do. We are continuing to challenge ourselves, ensuring we add value and demonstrate the character, quality and professional reputation McLean Care® enjoys.

This year we welcomed Debora Jackson, who brings to our Board extensive Director; Board and Governance skills. We did also, however, have a Director resign his Directorship during the Financial Year. Mr Tim Russell brought a unique perspective to the McLean Care® Board and I wish to thank him for his services and contributions. I know you all join me in wishing only the very best for Tim and his family.

Whilst the Board is totally committed to the successful implementation of our Strategic Plan, we also have the tenacity and flexibility to anticipate change and to be able to adapt to all challenges.

McLean Care® is in a position of financial strength as we continue to invest in McLean Care® and our Team.

Highlights from the Financial Year I would like to share with you are:

- A successful integration of McLean Care® CWA House Oakey, and a turnaround in the financial operating results of this facility;
- The taking over of the Kolora Aged Care facility in Guyra;
- Continued enriching experiences in care which includes the development of HectorRV Driving Simulator;
- Continued successful financial performance during turbulent time, and during time of growth; and
- Continued McLean Care® brand building, as a leader of aged care provision in the industry.

The next 12 months and beyond will see more changes and challenges. We welcome, with great interest, the Royal Commission Into Aged Care. We strongly support this Royal Commission as we believe it will provide opportunity to engage in a much needed constructive national discussion about the future of Aged Care, and how this future will be sustainably funded.

And, during the next 12 months we will seek out more opportunities to expand and grow our services in regional rural and remote areas.

On behalf of the Board, I would like to take this opportunity to acknowledge and thank, not only Mrs Thomson and her Executive Team, but the entire McLean Care® staff. To each and every member of staff, I would like to say that the Board and I recognise your commitment and pro-active attitude; we are thankful for your loyalty and willingness to go beyond to provide the best quality care to the Residents and Clients entrusted to McLean Care®.

The Board and I are prepared for the challenges ahead. We look forward to continuing to represent the communities serviced by McLean Care®.

CEO Statement



Sue Thomson
CEO & Company Secretary

We continue to thrive, thanks to the passion and energy of all our staff, volunteers, residents and clients.

The aged care industry is continuing to experience change at a frantic pace – a pace that will continue for at least the next 5 years. Our culture here at McLean Care® is to meet these challenges head on and look for the opportunities to improve our strength.

The journey over the last 12 months has not been without its challenges, but McLean Care® continues to thrive, thanks to the passion and energy of all our staff, volunteers, residents and clients.

Over the last few years we have worked tirelessly to transform McLean Care®. We are committed to serving our customers well, in order to continue to build a strong, sustainable and diverse business that makes a positive contribution to our communities, and for which people can be proud to work. Of course, there will always be more to do.

A testament to the goodwill and belief in our direction has been the visible courage, integrity and commitment shown by all of the staff at McLean Care® and I believe that our high standards of professionalism and commitment to do what we say we do, sets us apart from all others.

Key milestones during the year:

- We are now the custodians of CWA House, and we thank the community of Oakey and the Darling Downs for their heartfelt welcome.
- Our partnership with Deakin University to develop a HectorVR Driving Simulator for Older Drivers.
- All our service divisions have received excellent results during announced & unannounced visits by Australian Aged Care Quality Agency.
- We continue to focus on understanding our current and future residents and clients better and what it is they want from us now and in the future.



Taking challenges head on and looking for the opportunities to improve our strengths

We know that we can do this better. We see that in the coming months and years, this time will be one where we will be intent on listening and empowering our residents and clients. We know that the future has to be a partnership – one that encourages self-determination to an unparalleled extent.

Our People

We understand that knowledge is an expensive investment, and we also know that ignorance is unaffordable. This is why we will continue to invest in our staff and volunteers, attracting, retaining and developing the best and brightest to ensure we provide the best possible care and services. We will also continue to invest in leadership development to nurture our management team and to develop our future leaders. We also know that great leadership attracts and inspires our people and improves our success in navigating change.

Innovation

It is important that we also continue to invest in innovation and we have learnt many lessons from our commitment to date. We have and will

continue to actively seek out innovation opportunities as we know that we cannot continue to work in the same way. I pay tribute to the senior leadership team who have demonstrated their commitment to innovation in so many ways and you will hear their stories in this report.

Our Reputation and Brand

Our McLean Care® reputation and brand is highly regarded in regional NSW and the QLD Darling Downs area. The organisation prides itself on a strong leadership and is well represented throughout the aged care industry. We have a seat on a number of specific state and national committees to contribute, influence and drive the current changes that are happening across the industry.

With a solid online presence we continue to work hard on our communication strategies to ensure we engage, share and interact with members of our communities and the families of our residents and clients as much as possible.

The secret to future success lies in careful planning and we are well positioned for growth.

The McLean Care® Board and the Executive Leadership Team have recently developed a new set of strategic directions which involve McLean Care® becoming stronger in the areas of communication, diversification, leadership and innovation.

I am looking forward to leading McLean Care® into a new phase that includes everything we are already doing, but which also sees us extend ourselves in our areas of expertise and strength.

We are committed to servicing our residents and clients and our communities well, in order to continue to make a positive contribution to society and for which our people are proud to work.

I am sincerely grateful to the McLean Care® Board of Directors for their stewardship, commitment and guidance and I also acknowledge the amazing work of our very capable and hardworking executive team.

To our wonderful staff and volunteers, I thank you. For your ongoing commitment to the provision of dignified, quality care and support of our communities.

Human Resources Statement



Rose Wild
Human Resources Manager

We continue to focus on the use of technology and improved aged care services that benefit our clients, communities and our people. Delivering what matters and to provide the best value

The past year has brought us many new great experiences and opportunities to continue to enrich experiences beyond boundaries.

We welcomed over 50 new staff that joined the McLean Care® team at CWA House in Oakey.

With this wonderful group of people came opportunities to expand upon our current systems to better support staff working in this challenging industry. It has provided us with insight within our Human Resource team on how we can improve as a corporate entity causing us to look within at our systems and processes so that transitioning people in various locations is seamless and smooth.

Our employees within NSW have also enjoyed the success of a renegotiated Enterprise Agreement which provides wages and conditions over and above the Modern Award for the industry.

This is another great outcome for securing our skilled workforce now and into the future and we will continue to seek out ways to provide attractive benefits and working conditions for our valued staff.

The safety and health of our employees has also continued to be a focus with a review of our staff immunisation program.

Our approach will continue to encourage staff to undergo recommended vaccinations for those in our industry and provide clinics where it is convenient to attend, ultimately improving the uptake of the immunisation resulting in increased protection to themselves and our clients and residents.



Engage, Develop and Retain the Best People!

The launch of the Leadership Success program has seen 10 employees at various stages of their leadership journey take part in a competency based program involving eLearning and on the job coaching including areas such as time management, change management, innovation, operational planning and budget and financial analysis.

Participants have gained insight into their own capabilities and were given opportunity to apply their new knowledge on the job allowing them to learn in a real capacity. Through the program we are nurturing the leaders of tomorrow and look forward to the next round of participants.

Our online learning system (Bridge) has been launched with great success with over 700 hours of learning having been undertaken in the past 6 months. While the system is used to deliver introductory and compulsory learning, staff have also been given the opportunity to access learning at their fingertips and on-demand using tablet, PC or Smart phone.



Residential Statement



Sarah Wade
General Manager
Residential Services

Understanding the communities we work in

A major milestone of the 2017-2018 year in the residential services operation was the completion and delivery of the Killean Street Feasibility Analysis and Report.

This year we focused on what our Inverell Community needs, what our residential facility and independent living units need to look like to ensure we continue offering superior services now and into the future. Interestingly, the following conclusions were drawn;

- Consideration be given to site total bed numbers between 120-130.
- Consideration be given to a total ageing in place model and the removal of segmented care buildings and structures.
- Consideration be given to a total service suite facility to provide service to individuals with multiple chronic diseases and dementia.

Now we have the ground work to start designing our facility to meet the future needs of the Inverell Community – stay tuned as we start this very exciting journey together.

We have very recently celebrated 12 months of being the very privileged custodians of CWA House in Oakey.

What a monumental 12 months it has been. We have been delighted to:

- Commence Registered Nurse 24 hour coverage at CWA House.
- Support the local show society through being the major sponsor of the Show Ball.
- Celebrate grandparents day with St Monicas school.
- Participate in and sponsor the Oakey Wellness Expo.
- Participate in and sponsor the Santa Fair.



Residential Statement Cont'd.



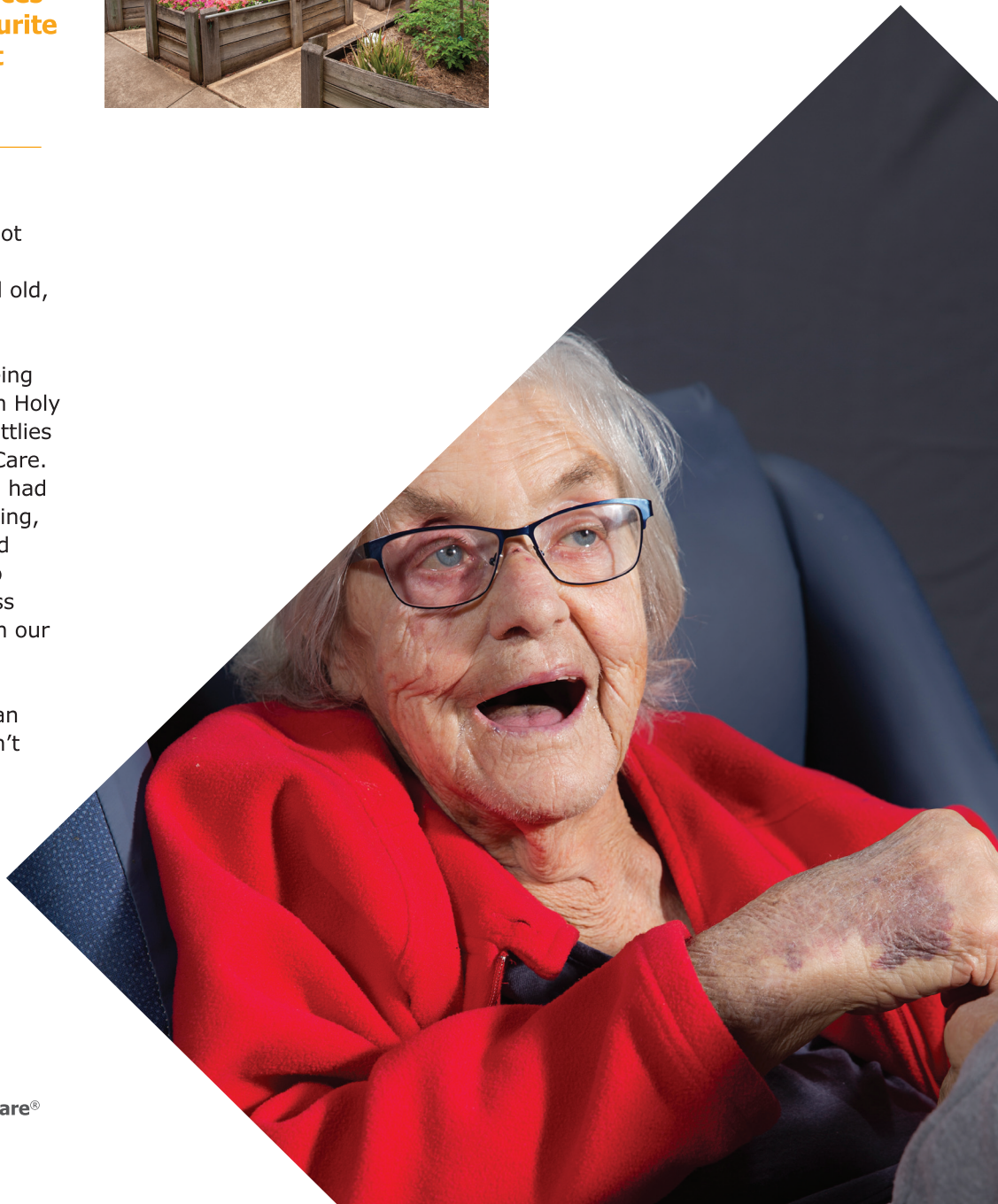
Our CWA House Residents are also enjoying having a McLean Care® bus. Many trips have been taken and memories made.

The Residential Services team has a new favourite day of the year and it isn't Christmas. It's Grandparents Day!

We had kids, cookies and cuddly bears. More than anything we had a whole lot of fun and enriched some experiences, of young and old, along the way.

We had the pleasure of being visited by 90 children from Holy Trinity in Inverell and 11 littlies from Inverell Family Day Care. We had it all going on. We had Happy Harry's, cookie baking, dream catcher crafting and Christmas tree making. To top it all off, these priceless moments were captured in our very own photo booth.

2019 is shaping up to be an even bigger event. We can't wait to share it with you!



Home and Community Care Statement



Jeannine Harrington
General Manager Home and
Community Services

As a result of a submission to a Request for Tender, McLean Care® Home and Community Service was selected as a preferred tenderer to deliver VHC services for DVA

This year presented McLean Care® Home and Community Services with challenges and opportunities with the progression of the aged care reform agenda and the impact of significant changes on consumers and providers regarding access, choice and funding for age services in Australia.

As part of our ongoing commitment to ensure that staff have the leadership and management skills needed to achieve our goal of delivering exceptional care services in the new paradigm of aged care a number of staff actively participated in Leadership Training with Di Adamson and the KSAC™ Leadership Success Development Solution.

A successful internal recruitment program provided us with the opportunity to offer a number of existing Home Care staff to access training and gain additional skills and progress in their careers.

A new Home and Community Services Operational Structure was implemented to minimise the impact of a highly competitive business environment which has resulted from the significant policy, funding, legislation, regulation, systems and process changes which have been made across the aged care sector.

Strengthening our New England regional hub and taking the opportunity to share resources we have centralised our rostering and intake functions and appointed a Regional Community Care Manager to manage the established New England business operations.



Home and Community Care cont'd.



An internal review of our Commonwealth Home Support Program was undertaken to update and streamline processes and support the introduction of the operational model.

As a result of a submission to a Request for Tender McLean Care® Home and Community Service was selected as a preferred tenderer to deliver VHC services for DVA and contracted to continue to deliver services until 30 November 2019.

The opportunity to realise synergies (and savings) between Home and Community and Residential business units with the development of a Home and Community Service in Oakey that is aligned with McLean Care® CWA House has been realised.



Staff have been appointed and an extensive marketing campaign undertaken to announce our presence in this new market.

Our Veterans Home Care service grew significantly when VHC consumers were successfully transitioned to our Inverell service site when another organisation did not tender for a continuation of their contract.

Delivering high quality care services that meet the goals and objectives of our consumers is a key component of our Sapphire Model of Care, that was developed to ensure that we deliver what we say we will.

Consumer Experience Surveys were undertaken in June this year and results showed that 96.12% of Commonwealth Home Support Program consumers were happy with the services they received from McLean Care® and 96.55% of Home Care Package Consumers were also happy with the services they received.

McLean Care® is committed to contributing to our local communities and we had the opportunity to support a number of local initiatives this year.

The Oakey Health and Wellbeing Expo promotes health and wellbeing and we were there

adding to the fun and making information available on the many options available for aged care services.

In January we had the opportunity to strengthen our ties to the local community by participating in the Country Music Cavalcade (street parade) – an iconic event of the Tamworth Country Music Festival. This event is viewed by thousands of people both local and out of town visitors. Our entrant, a Ford Ranger bearing eye catching McLean Care® signage and a local country music artist was a crowd favourite.

We are privileged to deliver services to many war service veterans and were delighted our staff were able to assist veterans to participate in Anzac Day commemorations in our regions.

Seniors Festival NSW 2018 was a two day event held at Tamworth Gardens who partnered with McLean Care® to provide an opportunity for seniors to access vital information sessions and also participate in fun activities.



Information Technology and Communications



Nikole Fletcher
IT & Communications
Manager

Bringing technology and security to you. We are 100% committed to ensuring that the information you entrust us with remains secure

One of the first projects that we undertook this year was to give our website a new look.

We've re-built our McLean Care® site from the ground up, focusing on providing our consumers with the information they actually want and need in a modern design supported by pictures and 360 degree videos of our facilities. We've included pictures of our Care teams so you can easily put a face to a name and also included a brief bio on some of our Carers.

The Fee for Service Calculator is one of the first in Australia that will provide you with an estimated 'cost of care' based on:

- A weekly budget that you set AND
- The type of services you wish to receive.

We've also dedicated a section of our page to Technology and Innovation, focusing on how we use technology to protect independence, reconnect with the world and enable our staff to enrich experiences beyond all boundaries.

The Cloud has been gaining in popularity over the past several years for organisations wishing to take advantage of the latest technology platforms without the need to constantly purchase new hardware.

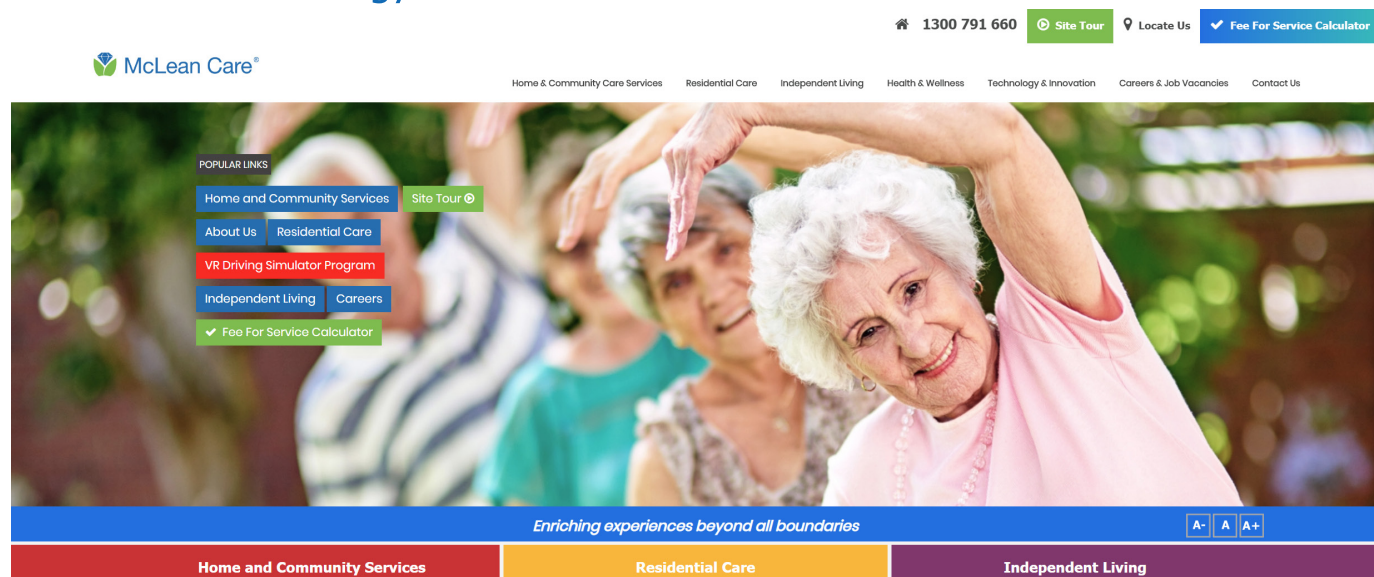
The decision to move to the Cloud was made in late 2017 by McLean

Care®, with the move being finalised at the beginning of 2018. The move to the Cloud gives our staff access to the best hardware platforms and provides the IT and Communications Department with extensive flexibility in terms of changing and adding additional resources at any given time.

Since our move to the Cloud our systems are faster, more secure, easier to access and more reliable. We've completely re-built our email and database systems as well as our operating environment. Our backup and disaster recovery processes have been greatly improved and our overall IT environment is much more modern and user friendly.



Information Technology and Communications cont'd.



Information security is a number one priority We've focused heavily on information and cyber security during the year, and we don't plan on stopping.

Cyber risks are increasing each day across the globe and at McLean Care® we are 100% committed to ensuring that the information you entrust us with remains secure.

We've introduced new security platforms in our virus protection technology and completely changed the way our email security platforms operate, as well as taking our technology to the Cloud which has enabled us to take advantage of the latest system released by companies such as Microsoft.

We've partnered with an external security company to ensure we remain up to date with the best practice security solutions available today and we will continue to build this relationship in the future.

Bringing Technology to you early in the financial year.

We undertook a project at our Killean Residential Aged Care Facility to enhance care service delivery by removing the computers out of the nurse's stations and equipping our carers with portable devices that are lightweight and easy to use. These devices make use of our Wi-Fi throughout the facility and provide the opportunity for Resident documentation to be completed from the bedside or anywhere that is comfortable. By having access to devices that travel with the carer, residents can have their information updated simultaneously whilst sitting with the carer.

To further maximise the use of our portable technology we've invested in the PainChek application and we're very proud and excited to be one of the world's first users of PainChek at our Killean Residential Aged Care Facility.

PainChek is the world's first smart phone pain assessment and monitoring device that has regulatory clearance in Australia and Europe. It uses cutting edge technology to automatically detect and score pain levels through facial recognition

technology, empowering all caregivers to accurately assess and manage pain. We trialled PainChek at our Killean facility for 2 months and found the technology easy to use and reliable in detecting pain levels. Since the success of this trial we have now rolled PainChek out across the full facility. The staff at our Killean site use PainChek on our iPad Pro fleet which enables them to complete their electronic care documentation from the resident's bedside.



One of the main benefits of PainChek is that it uses smartphone technology and artificial intelligence (AI) to measure pain in people who cannot verbalise their pain. These assessments can be done from as far away as 3 metres, meaning that the system is not intrusive to our care recipients.

We're looking forward to bringing this technology to CWA House and Kolora in the future.

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

Board of Directors



Manuel Meszaros
Chairperson



Debora Jackson
Vice Chairperson



Reverend Jean Bell
Director



Bruce Peasley
Director



Colin Swanbrough
Director



Tim Russell
Director

2017-2018 Highlights

Remuneration to staff members



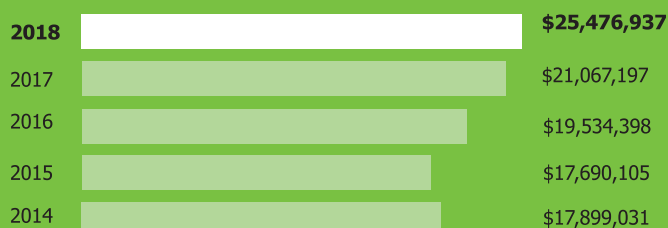
\$17mil+



Revenue from operations



\$25mil+



Training delivering the best care



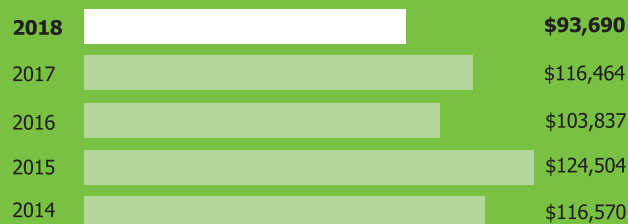
\$299k+



Total Services incl phone and reviews



\$93k+

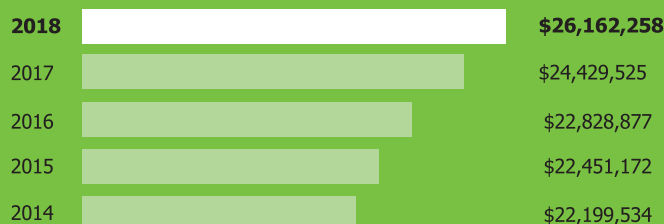


2017-2018 Highlights

Net Assets buildings & equipment



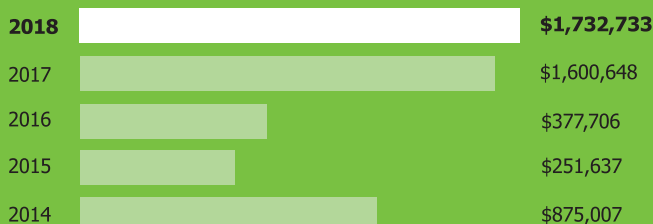
\$26mil+



Total Surplus



\$1.7mil+



km's Travelled Delivering care in our region



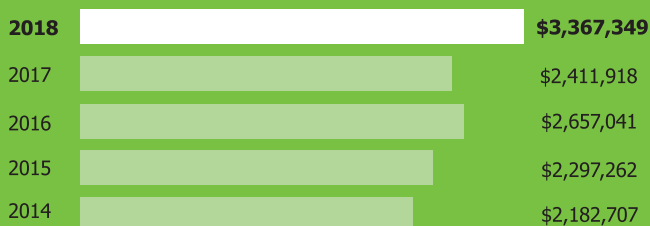
269km+



Business Using local services & industry in our region



\$3.3mil+

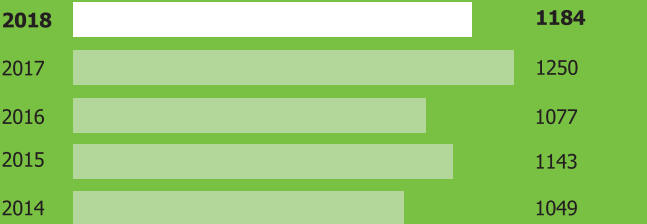


2017-2018 Highlights

Residents & Clients who we care for



1 100+



Capital Reinvestment



\$1.1mil+





McLean Care®

Enriching experiences beyond boundaries.

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