



# RangeCare

BLACKALL RANGE CARE GROUP LTD



## Annual Report 2017

## **ANNUAL GENERAL MEETING AGENDA**

**Flaxton Cottage Social Centre**

**Tuesday 12 September 2017 10am**

**Meeting opening:** Pat Habner, Chair of the Board

**Present:** As per Attendance Sheets.

**Apologies:** As per Apologies List.

### **Minutes of Annual General Meeting of 13th September 2016**

**Chairperson's Report:** Pat Habner

**Chief Executive Officer's Report:** Jenny McCafferty

**Treasurer's Report:** Phillip Holmes

### **Speaker/s to the Reports:**

Appointment of Auditor: The Board recommends the appointment of BDO.

### **Election of Office Bearers 2017 - 2018**

The Board recommends the appointment of the following Directors:

Glennis Barber

Sue Cotterell

Pat Habner

Wendy Lonie

Phillip Holmes

Mandy McCosker

Leigh Watkins

### **General Business**

### **Meeting Closure**

## CHAIRPERSON'S REPORT

Welcome and thank you for supporting Blackall Range Care Group Ltd.

In preparation for today I read through last year's President's report and reflected on our plans at that time. The last sentence read "the year ahead looks interesting, busy and challenging". Well I can confirm that it was all of those things.

During the year we have changed significantly. BRCG moved to consumer directed care, as a result of a change to the Government system of funding, the organisation moved from an Incorporated Association to a Company Structure Limited by guarantee of the members, BRCG said goodbye to its CEO, we moved to offering private services, and started to prepare for the introduction of the National Disability Insurance System, NDIS.

As a result of the company structure we now have a board of directors to govern and set the strategic direction. The process of changing the organisation's structure has only been completed in the last six weeks. I wish to thank everyone involved, especially our Company Secretary Kaye Gardner and the Steering Group in rewriting the Constitution. The whole Board is now adapting to the difference between working as a Board rather than a Committee.

The Government's Consumer Directed Care with changed funding rules has been a major change for our managers. This has happened relatively seamlessly from our clients' point of view with most not noticing any difference in the care that they receive. We were fortunate that we already offered a consumer involved service.

Our employees have been particularly impacted by our drive to improve our processes in our attempts to still deliver an excellent quality service with increasingly less money.

Both the aged care reform and the NDIS changes are not easy to grasp for some of the most vulnerable of our clients and the move to NDIS this year will impact just over 10% of our clients. The facts are that only 1164 organisations are registered to deliver NDIS and of those more than half are inactive and a quarter are sole traders. Of the small number remaining 1 in 4 have reported losses in 2016. NDIS will come here on the Range in 2018 and we hope to be fully registered before then to deliver services but we will have to tread very carefully in considering how much resource we can commit.

There are many organisations coming into the area to compete for our client base. Whilst there have always been other Not For Profits such as Blue Care and Anglicare, we now have a number of competitors from the For Profit sector who are able to promote themselves more vigorously.

The community as a whole are becoming more aware how precious a local organisation like ourselves is to the community. Every dollar that comes to us stays in the Blackall Range economy. The headquarters is here, the jobs are here and every dollar that comes in to BRCG goes back into the Range Community.

We have introduced a private client or fee for service offering for clients who want to top up their funded provision or who do not have funding. Anyone taking advantage of that service adds to our discretionary funding to help those with unexpected short term needs for our assistance.

We have set up Community Engagement Groups at both ends of the range so that we can keep the Community informed, get their feedback and hear their ideas for services that we could provide. Both groups have already provided a wealth of opportunities for us to speak at events and to help us acquire grant funding, etc. as well as spreading the word about the changes.

All Home Care organisations in our industry are impacted by the reform of aged care and all are facing major challenges. I don't expect the coming year to be any less "interesting" but we do know what steps we need to take in order to transform to a sustainable future for BRCG.

I want to say a huge thank you to the Managers, Staff and Volunteers who always go the extra mile to maintain our reputation. We have had a big increase in volunteers during the year and we are always pleased to welcome more.

I also want to thank the Board members for their many hours of voluntary work during the year. Particularly Kaye Gardner and Peter Jensen who have decided not to stand for re-election this year. Peter after two years of chairing sub-committees and last year as Vice President and Kaye after 5 years as Secretary. The work involved in moving to a CLG was intensive and Kaye will now be having a well-earned rest with her family. The role of Company Secretary will be transferred to a full time employee as there is a great deal to do in the job for a volunteer. Amie Macintyre will be taking over that role and we look forward to working more closely with her.

# CEO'S REPORT

## A TIME OF CHANGE

The recent Aged Care Reforms have meant significant changes to service providers. These changes have impacted funding arrangements as well as the way we attract and retain clients.

## CHALLENGES AND OPPORTUNITIES

The two major challenges facing RangeCare are:

- client expectations
- increased competition.

In the past, RangeCare was able to retain excess funds from home care packages and other sources to deliver additional services within the community. From February 2017, any excess funds were required to be returned to the government. This impacted RangeCare's ability to deliver additional services.

In addition, clients are now being able to choose their service provider. This means more and more not-for-profit and for-profit providers are moving into the region.

## PLANNING FOR THE FUTURE

By addressing these challenges, RangeCare is capitalising on the unlimited potential to attract home care package clients, build its clientele and increase its market share.

RangeCare has four key areas of focus to achieve these goals, as set by its Board of Directors:

- Effective management
- Service excellence
- Growth potential
- Community engagement

### Effective management

RangeCare is establishing strong leadership so it can navigate the changing aged care landscape.

RangeCare has recently introduced a new organisational structure that will better align its people, procedures and processes with client needs.

Two new management systems are being roll out throughout the organisation: Procura, our new client management system and EXO, our new financial management system. These new systems will mean enhanced efficiencies for RangeCare that will benefit all areas of service delivery.

RangeCare also has a renewed focus on financial management and is committed to:

- establishing detailed unit costings for every single one of our services
- better monitoring expenditure
- better tracking its service delivery.

An increased investment in marketing and communications is also critical given the dramatic increase in competition that RangeCare is experiencing.

### Service excellence

RangeCare remains passionate about delivering kind, compassionate and responsive service to its clients. With this in mind, RangeCare is:

- building upon its existing policies and procedures to ensure its service delivery continues at a high standard
- applying its new management systems – Procura and EXO – to improve rostering and scheduling for client care, as well as enhance internal communication and improve billing and invoicing.

RangeCare is also tracking its service provision to ensure services are allocated to those in the community that are in greatest need of support.

### Growth potential

RangeCare has three areas of growth potential:

#### **Home care packages**

RangeCare has unlimited potential to attract and retain home care package recipients.

#### **Private services**

As the government tightens funding allocations for care, more and more people will be looking to pay for support services through a privately funded arrangement.

RangeCare is establishing services and procedures to meet this growing demand.

#### **National Disability Insurance Scheme (NDIS)**

The NDIS is scheduled to roll out across the Sunshine Coast in January 2019; however an early rollout is expected and RangeCare is preparing accordingly.

### Community engagement

RangeCare is committed to maintaining and restoring its strong reputation within the community with the following initiatives:

#### **Community engagement groups**

Key community representatives are meeting regularly with RangeCare's management to raise issues of concern and suggest marketing and fundraising opportunities.

#### **Community reference and working groups**

RangeCare is an active member on a number of reference and working groups. It is also regularly invited to attend consultation sessions as an advocate for the frail and elderly.

#### **Community-based education campaign**

RangeCare is committed to educating the community on the changes to the aged care landscape.

#### **Sponsorships, donations, and grants**

Changes to funding means that RangeCare needs to explore new funding sources so it can continue to deliver additional services.

## **THE FUTURE**

I am excited about the future for RangeCare. The challenges that we have faced have been great, but they are also bringing forward a new, more resilient organisation that I am proud to lead. I look forward to continuing to work with clients, our stakeholders, our Board of Directors, and with our amazing team of care support workers, domestic assistants, nurses, volunteers, and administrative staff. We are a great organisation and I am proud of our team.

Services	Instances	2016 - 2017 Hours
Domestic Assistance	11,527	11,957
Social Support	8,754	6,026
Personal Care	5,118	2,796
Respite Care	1,377	2,467
Home Maintenance	5,154	5,432
Home Modifications	549	-
Counselling/ Information/ Advocacy	185	81
Nursing Care	4,718	1,847
Allied Health	1,025	521
Cottage Social Centre	4,398	16,400
Meals	4,253	-
Transport	8,465	-
Level 2 Package Care	3,081	2,844
Level 4 Package Care	5,295	5,451
Private Services	1,210	1,586
Brokerage	1,214	1,602

## TREASURER'S REPORT

I would like to present this report on behalf of our Treasurer Ms Mandy McCosker who is currently on six months leave of absence due to health reasons. As you have heard we are not yet in a position to present the finalised financial statements. The following figures are based on the current interim financial statements which we believe gives an accurate indication of the situation.

It has been an extremely challenging year for both the new board and management of BRCG.

The changes to Government funding rules and the introduction of Consumer Directed Care have meant that our old IT systems were no longer suitable for the job and we have introduced both a new client service management system and a new finance management system. This work has created the need to increase casual working hours with subsequent costs. The good news is that when the systems go live in the next two weeks there will be significant efficiencies.

We are in the third year of our funding contract with exactly the same income each year for three years. Whilst consumables, petrol and salaries in particular have increased enormously over the three year period, the government funding has remained exactly the same. We have applied for extra funding but all of the extra funding went to large providers whilst the smaller more rural organisations such as Glasshouse, Nambour, Woombye and ourselves received no extra funding. The move to the Kawana hospital instead of Nambour has increased our travel costs three- fold whilst we have not increased our client contributions.

Overall our costs for the 2016/ 17 Financial Year have increased by 10% to \$4,130,000. Income for this financial year was some \$3,603,330 up just 0.005%. The majority of the increase in costs was in Personnel Expenses which increased by 10% from \$2,719,361 in the 2015/2016 financial year to \$3,134,194 in the 2016/2017 year. We have not reduced the quality of our services in any way during this period which has taken a high toll on our profit and loss culminating in a deficit for the year of \$527,000.

BRCG has invested in establishing its Private Services by putting on extra staff. This service has been slow to get established but is expected to make additional income in the coming year. As Pat has mentioned in her Chairperson's report we have done extensive investigation into the NDIS funding and whether or not this service is an area that BRCG should seek further growth. Our capital investment into these two potential additional income services was some \$100,000 over the year.

The Board has been proactive in addressing the increased cost in staff and overall management by changing senior management and decreasing administration staff levels beginning March this year. The Board has engaged an external accountant and our auditors to assist us in identifying areas where costs can be reduced coming into the next financial year. The Board and management are on a plan to reduce salaries for the coming year by over \$440,000. These reductions are already showing in the July figures of the current financial year.



In the past BRCG have been able to provide service levels beyond our income stream which, whilst being to the great benefit of clients, is not affordable under the new Government funding systems. This has prompted a review of service levels to contain costs. Whilst unfortunate, this is very necessary.

The Board, through Community Engagement Groups, talks and information spreading across the Range has begun to build discretionary funds by other means.

The budget for 2017/ 18 is showing a break-even budget and the Board and management will be working hard to turn this into a profit by both reducing costs and implementing plans for higher income streams. We will continue to provide a high quality service across the Range despite a very difficult financial climate.

BRCG's current reserves exceed \$1.152 million. Donations from our generous community for this last Financial Year totalled some \$83,394.00. I would like to take the opportunity to thank and acknowledge those who donated funds to the organisation over the last Financial Year.

- Aura Light and Illume
- Charles Wilson
- CWA Maleny
- Dr Susan Cotterell
- Estate of P.R. Stanley
- I & E Adams
- Lions Club of Maleny Blackall Range
- Maleny District Senior Citizens Club
- Maleny Garden Club
- Mapleton Bowels Club
- Mapleton RSL
- Ross and Sonia Anketell
- Rotary Club of Maleny
- S.M. Robinson
- Estate of Thady Ryan
- The Zonta Club of Blackall Range

## **2016/ 2017 Management Committee/ Board of Directors**

Glennis Barber	Patricia Habner	Wendy Lonie
Sue Cotterell	Phillip Holmes	Mandy McCosker
Kaye Gardner	Peter Jensen	Leigh Watkins

### **RangeCare: an abbreviated history**

In **1986** the Montville Care Group was formed. The principal objectives of the Group were to assist elderly people in Flaxton and Montville to maintain their independence, and to help their families in times of crisis. In **1991** the group became the Blackall Range Care Group and spread its services along the length of the Blackall Range from Mapleton to Maleny. In **1992** the old Flaxton school site was transferred to the Group's control, the land was cleared of scrub and the building renovated. Then in 1995 the Group received a HACC grant to build a Day Respite Centre (The Care Cottage), and Mrs Patricia Rowe was appointed as the first full time paid Co-ordinator.

On **March 21st, 1996** "The Range Care Cottage" was officially opened by Dr John Menzies, Regional Director, Queensland Health. Later that year the Group took delivery of a 22 seater Toyota Coaster bus funded by HACC which was specially modified with a hydraulic lift to cater for wheelchair clients. In **1998** the first BRCG Maleny Office opened in a room at the Maleny Hospital. This was followed by 2 other leased offices before a return to the Hospital grounds in 2011.

By 2000 the Group had grown to 8 staff members assisted by 70 volunteers to look after more than 100 clients across the Range from Mapleton to Maleny. Over the next 5 years, an Administration extension was built, the verandah was enclosed to make an extra activity room, the kitchen was upgraded, and air-conditioning was installed in the Cottage. In **2007** Tricia Rowe retired, and Thea Caffin was appointed as the new Manager. Federal, State and Local governments provided funding for a new administration block and overnight respite facility. In **2010** a public meeting in Maleny about the expansion of services and facilities received overwhelming local support. Maleny Hospital & Qld Health agreed to a lease in the hospital grounds, and a transportable building was installed as a base for Maleny staff and clients in **June 2011**.

In **2016**, the group began trading as RangeCare and started to prepare for the introduction of the NDIS in the region. **Today, RangeCare employs more than 90 staff, has more than 170 volunteers and provides care services to more than 1,200 clients.**