



**2016**

Annual Report



**careoptions**



At Care Options, our mission is *to support people to live as independently as possible whilst enabling people to actively participate in their community.*

In order to deliver on our mission, we place people at the centre of everything we do, recognising wellbeing and independence is our primary concern. We achieve this by focusing on building capacity, by looking at people's abilities, rather than difficulties, by looking at what a person can do rather than what they can't do and by working collaboratively to achieve goals. We are committed to providing our best. The relationships we build are crucial to the success of people's wellbeing. It is important that our staff tenure is high and turnover is low to ensure continuity of these relationships.







## Our mission

is to support people to  
live and participate in  
their community.

## Our vision

is for Care Options to  
be the first choice in  
community care.

## We value

Respect  
Integrity  
Vibrancy  
Excellence

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# From the **Board**

This truly is an exciting time to be part of a community centered business that has so much potential in a continually growing market. The ageing demographics of Australia's population means there is an increased need for quality aged care and as a highly progressive organisation, Care Options is extremely well positioned to respond to the growing demand for aged care services.

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*"With 19 years experience, we continue to provide services that enable people to live independently and participate in their community."*

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These past 12 months have seen Care Options be true to our Mission, Vision and Values and align our business with our strategic plan. With 19 years experience, we continue to provide services that enable people to live independently and participate in their community. The increase in choice and control for people is a change we are actively preparing for and this past year has resulted in a number of initiatives implemented within our organisation.

One of the remarkable attributes of Care Options is our agility and the absolute commitment from our entire workforce towards our Vision. We have built considerable capacity, including staff and system capability, business intelligence and a positive organizational culture. We have also achieved an unprecedented end of year financial position which will allow us to re-invest in further development of our care provision programs.

We saw the recruitment of four new board members in 2015 who have contributed new knowledge and skills to the team and are going to be pivotal in continuing to grow our organization.

Our foundation for growth is strong and I look forward to the continued success of Care Options as we seek to expand our footprint and establish new services aligning to our mission, vision and values.

Thank you to everyone for another great year for Care Options.

**Barbara Powell**  
Chairperson



## From the **CEO**

Welcome to the 2016 Care Options Annual Report. In my first year as CEO of Care Options I am pleased to report on the 2015/16 financial year, a year of organisational growth and the stabilisation of our platform for further growth and change.

Older Australians want more control, choice and better access to the services they need. Most people want to remain in their own homes for as long as possible. We welcome the proposed 'Aged Care Roadmap' and the breaking down of silos of different Aged Care funding streams, allowing consumers to receive the same government contribution regardless of whether they receive support in their home or in a residential care facility. It opens up tremendous opportunity for innovation and increased flexibility in the way we can respond to clients' needs and expectations, including occasional and early intervention programs. We have seen a significant shift in the way we support clients with many of our services such as the Home Independence Program and the Reablement focused, centre based programs breaking the old paradigms of community care. We also recognise the important role that technology continues to play in our service delivery models, providing us with real time information and allowing us to respond quickly to clients changing needs.

With increased market competition, we want to be best placed to respond to clients' needs and expectations and doing so, provide excellence in all aspects of the client's journey with Care Options.

The 2015/16 federal budget announced several initiatives including establishing a single quality framework and exploring options for private market provision of accreditation services. In early 2016 we embarked on a journey to attain formally recognised accreditation through the Australian Council of Healthcare Standards (ACHS) against the Evaluation and Quality Improvement Program 6th Edition (EQulP6) Standards. Our focus is to provide evidence of the maturity of our systems and processes in regards to Clinical, Support and Corporate areas of our business.

I have attended various events and conferences this year and the need to reshape our staffing structures and become more customer service oriented has been a common theme. In February, we conducted an organisational structure review which resulted in changes to our service delivery models and subsequent role realignment. In addition, we engaged all leaders within Care Options, from the CEO to the frontline supervisor, to create alignment between organisational goals and the type of culture required to practically deliver these

goals in a sustainable way. Everyone within the organisation is now responsible for contributing to our culture with their individual behaviours and commitment to our core values of Respect, Integrity, Vibrancy and Excellence. The work that has been done for the culture of Care Options has been a critical factor in our organisational effectiveness, including safety performance and productivity.

To support the improvement in care and service provision we have achieved a record end of year financial position result. Together with the improvements in direct care provision, this has resulted in Care Options being in a stronger position to embrace future sector changes and will support our commitment to our Mission to support people to live and participate in their community.

I would like to acknowledge the commitment and dedication of all Care Options staff and volunteers without whom we would not be able to deliver such high value to our clients and the broader community.

**Sheilah Cummins**  
Chief Executive Officer



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*Everyone within the organisation is now responsible for contributing to our culture with their individual behaviours and commitment to our core values of Respect, Integrity, Vibrancy and Excellence.*

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# Helping people **enjoy life**

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*"Whether its everyday care and support, or help for a family member, we work to create a personalised solution that works for everyone."*

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At Care Options we provide a range of in-home support and community care services in Perth and South West metro WA. But that's not exactly what we do. What we really do is help people enjoy life.

Our support is all about the people within our community. Whether its everyday care and support, or help for a family member, we work to create a personalised solution that works for everyone.

We cover all areas of everyday life, including:

- **In-home, personal and respite care.** Practical help and in-home support with everything, from cooking, cleaning and shopping, through to washing and dressing.
- **Door-to-door transport services.** Transport and assistance to go to the shops, medical appointments, social events and visiting friends and family.
- **Social activities and day centres.** Offering a host of programs where one can meet new people, catch up with old friends for lunch, go on a day out, or take up a new hobby.

- **Housing and home support.** From practical support finding a home or maintaining an existing one, through to financial support for adapting the home and requirements.

It has been a busy, productive and rewarding 12 months in our sector and within Care Options. We have delivered over 112,000 hours of care to over 2,000 clients and conducted over 4,000 assessments in WA and the metro Adelaide region. We have built on our reputation as a provider of quality care which is translated in 96.9% of clients being very satisfied with the quality of care and services they receive which has been maintained over many years. We have consolidated our assessment services in South Australia and we are continually looking for further opportunities to peruse in that region.



## Jean and Martin

### *"How respite saved my sight"*

Martin and Jean have travelled the world. Martin devoted his life to the church and was a minister in New Guinea as well as Australia. He was also a schoolteacher for many years. In around 2002 however, Martin became ill and Jean became his primary carer.

In early 2016 Martin became palliative after a long journey of ill health. This year Jean was also diagnosed with macular degeneration and told she needed treatment at the Fremantle Hospital every four weeks. The appointments were a 45 minute drive from Martin and Jean's house, leaving her with a dilemma of how to care for Martin and get to her appointments. She didn't know how she was going to attend the treatment she so needed to save her eyesight.

Jean's daughter-in-law Jenny was the only person who had sat with Martin up until then and Jean needed Jenny to take her to the appointments. Care Options were able to provide respite care for Martin, enabling Jean (as Martin's primary carer) to attend the vital treatment appointments for her eyes. Jean had not left Martin alone for more than an hour until that point, as his condition had been deteriorating.

Jean says she can't praise Care Options staff enough, particularly Leanne and Gavin, who cared for Martin while Jean had her eye treatments. Without this respite she fears she may have lost her sight. Martin's battle ended in August. Jean is thankful for her sight, which would have added to her grief if she had lost it.

Jean is now living each day at a time and has taken on board advice not to make any big decisions in the first year after Martin's death. She has time on her hands now. She'd like to get back to the shops and in time, to reconnect with the St Nicholas church group. Care Options now supports Jean with her house and garden upkeep and James (Care Options coordinator) has been in contact to make sure Jean is coping.

Jean's story demonstrates the importance of respite for carers. It can be a full-time role and emotionally demanding to care for a loved one. Carers sometimes need a break to continue doing what they do and in Jean's case, to look after their own health needs.

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*Jean says she can't praise Care Options staff enough, particularly Leanne and Gavin, who cared for Martin while Jean had her eye treatments.*

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## Connie and Pierini

### *Home is where the heart is*

Connie and Pierini moved to Australia from Italy when they were very young. With a family of five girls and three boys, there wasn't much space growing up and Connie reminisces of topping and tailing and sharing beds with their siblings. With such a big family, they were taught the importance of helping one another out from a young age and everyone had their own jobs around the house.

Fast forward 80 years and sisters Connie and Pierini now live together again. Connie moved into Pierini's house after her husband passed away and her health started to deteriorate with Alzheimer's. Pierini is now her sister's main carer and supports her with most everyday tasks.

Connie and Pierini both attend Care Options day centre programs at Kennedy House where they socialise and participate in various activities and outings. Pierini receives respite from her full-time caring role, Connie has support with her morning shower and personal needs and they both receive assistance with transport. This vital support enables the sisters to remain living at home, something Pierini promised Connie they would do for as long as they could. Having connections to the wider community reduced the isolation both had felt before becoming part of the ladies group, and the dementia program at Kennedy House. Pierini's stress level has really reduced, she has formed friendships and delights others with her sense of humour. Connie's participation in the

dementia program has reignited the spark that had wavered after her health declined. Talking to Pierini, Connie says "I don't know what I'd do without you", then to us, "I love her, she's my sister".

Connie loves Italian tenor singers Tito Schipa, Luigi Infantino and Beniamino Gigli. She also loves the classics from Al Martino, Connie Francis and Engelbert Humperdinck. Connie's eyes light up when she talks about the tenors and the music she loves. Pierini puts music on for her each night and she feels a sense of freedom and release from the Alzheimer's that often confuses her during the day.

Both Connie and Pierini are grateful not only to receive support but also to have people who really care in their lives, some of whom volunteer their time. "You couldn't wish to be with better people", Pierini says. The sisters are also grateful for each other, and the love Pierini's daughter Tina shows them both. "She loves us both the same",

Connie says, showing just how important family is to them all. It's wonderful to hear Connie and Pierini feel like Kennedy House is like family too. The importance of family, community and home is at the heart of Connie and Pierini's story, and at the heart of why Care Options exists.





## Clients at the **centre of everything we do**

Excellence in care can only occur when there is true choice for clients and this year we have been working to deepen our understanding of what is important to people in their partnership with Care Options.

- We have established a Client and Carer Reference Group as a means for us to consult, test ideas, learn and work together to collaborate on our services.
- We have learnt it is often the little things that make the biggest difference and it is the relationship between clients and direct care providers that's valued most. This has led to us empowering staff to respond to clients' needs and preferences at the point of care, without the need to call the office or seek approval.
- We know people want simplicity wherever possible and we have been working to streamline our back of office processes to ensure contact with clients is consistently client-centric, rather than system driven.
- In December, we surveyed clients to find what they value in our communication. This led to more tailored content in our Caring Times Newsletter and a growing online presence through social media.



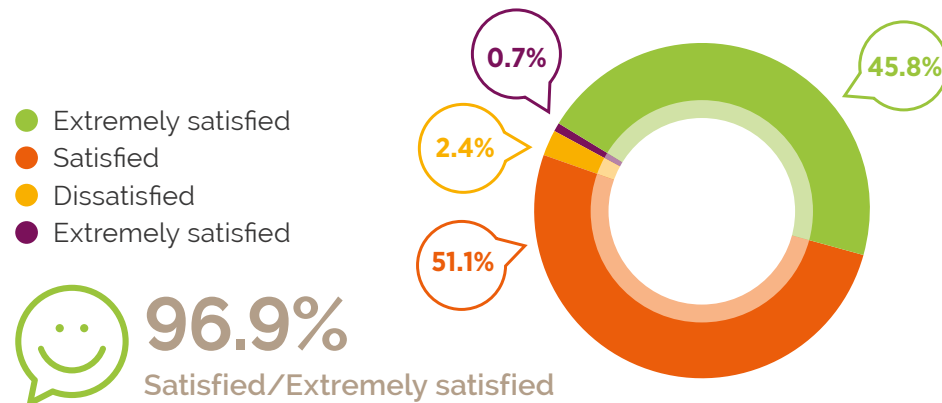
**96.9%**

overall client  
satisfaction

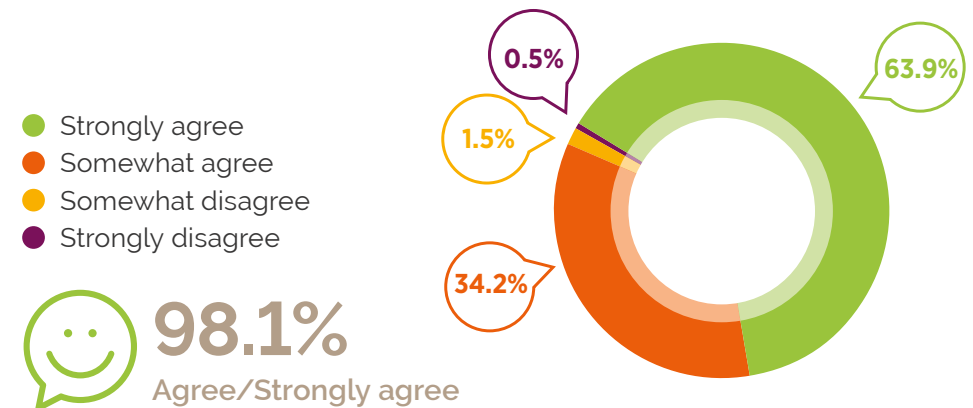


## 2016 Annual Client Satisfaction Survey Results

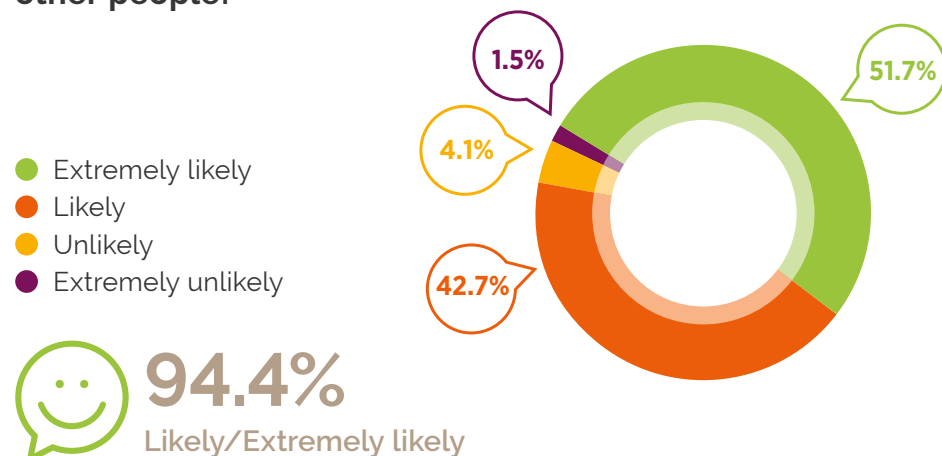
Overall, how satisfied are you with the service you receive from Care Options?



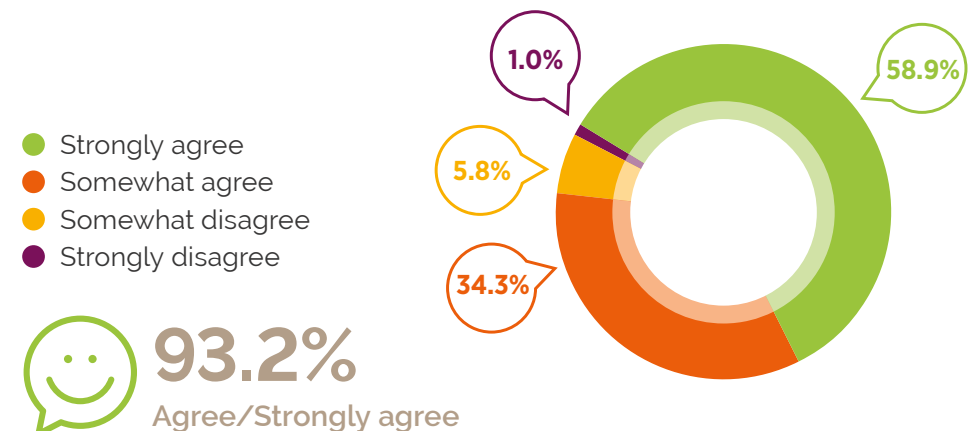
Do you believe Care Options services give you a better quality of life?



How likely are you to recommend Care Options to other people?



I am actively involved in all decisions about my care and believe my services are tailored to my needs.







# Quality & **safety focus**

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*In February, 2016 the Australian Aged Care Quality Agency found that Care Options meets 18 out of 18 expected outcomes of the Home Care Standards.*

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This year we appointed a dedicated Quality and Risk Coordinator who brings a wealth of experience in Quality and Accreditation.

This role is pivotal in engaging, educating and supporting our staff to recognise opportunities for improvement, consult with internal stakeholders to make changes and implement and evaluate these to close the continual improvement loop.

Since the review of our continual improvement processes, we have seen a dramatic decrease in the turnaround time for actioning feedback and a significant increase in the number of staff raising continual improvements as our staff began to see the benefits of their contribution and the positive outcomes for key stakeholders

In February we participated in the National Aged Care Quality Indicator Home Care Program Pilot which will inform the development of National Quality Indicators for Aged Care. We participated in the Client Goal Attainment stream where we measured the achievement of client set goals over the pilot period.

## **Home Care Common Standards, Australian Aged Care Quality Agency (AACQA)**

In February, 2016 the Australian Aged Care Quality Agency found that Care Options meets 18 out of 18 expected outcomes of the Home Care Standards.

In March Zurich Financial Services Australia Ltd conducted an audit of Care Options. The purpose of the audit was to review safety and injury management for the purpose of assessing workers compensation exposures and controls. Zurich were pleased with Care Options proactive approach to the audit recommendations.

# Key projects

## Culture Development

In early 2015 we identified the need to strengthen our foundations and embrace change to enable the organisation to achieve its three year strategic goals. In addition, a review of our Mission, Vision and Values was commissioned to ensure they remain valid and consistent with today's consumer driven market.

As a result of this realisation to strengthen our foundations and refresh our Mission, Vision and Values we conducted an organisation wide culture survey. The survey gave us a clearly defined current and preferred culture and a number of ways to achieve our preferred culture.

One of the strategies was the creation of a Culture Optimisation Group (COG) with rotating membership from staff in the organisation. It is a cross-functional group of representatives who are tasked with the responsibility to create initiatives, activities and events to transform our culture. A key initiative from this culture development program has been the creation of Care Options eight key behaviours that align with our core values. We are now into our second COG with new members of staff taking on the challenge every three months.

## As staff members of Care Options, we will:

- 1 Actively listen and respect the opinions of others
- 2 Treat all people as I wish to be treated, being considerate to others at all times
- 3 Always honour any commitments I have made
- 4 Be open and honest in everything I do
- 5 Work enthusiastically as part of a happy, fun-loving team
- 6 Acknowledge the efforts of others and celebrate success
- 7 Provide outstanding leadership with a positive 'can do' attitude
- 8 Do my best to deliver high quality care and service





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I found it to be one of the most rewarding, inspiring and informative groups I have been a member of.”

– CEO,  
*Sheilah Cummins*

“

Being on COG has given me a whole new perspective on the organisation. I now have a better understanding of other areas and have got to know people in the office.”

– *Joanne Piachniarski*

“

The contact with the CEO has been awesome, I have a much more positive and balanced view of Care Options.”

– *Carole Jones*

Running parallel with COG, the senior leadership team undertook a series of coaching sessions to create alignment of the preferred culture across our leadership to maximise their effectiveness as change agents.

To support the organisation to increase staff tenure and lower turnover, a new position was created to design and deliver people and organisational development strategies. The new Organisational Development Manager position acts as a liaison and advisor to the organisation's executive and leads our workforce initiatives.

## Care Options Brand Refresh

Care Options is entering a new marketplace, one where people can choose to use or not to use our services and one where organisations are actively marketing themselves to gain greater brand recognition. We identified a need for strong brand awareness to ensure future growth and therefore recognised a need to look at the brand and work out exactly what we stand for and what key pillars are the driving force behind the brand.

After consultation with staff, volunteers, clients, family and members of our community we sought to get a deeper understanding on the overall perception of Care Options. This helped us determine what is critical for our future. We wanted to reinvigorate the brand by building on existing strengths, clearly defining who we are and develop an optimal brand and marketing strategy.



## Financial/fleet operational efficiencies

Over the past financial year, the corporate services team conducted a review of the fleet management to determine its efficiencies. It was decided that a fresh approach was needed to streamline the administration of the fleet and in doing so, minimise the disruption to drivers.

This involved establishing a new fleet procurement process with Holden and changing management of our fleet to Summit Fleet. At the same time, new policies and processes have been developed to support these changes and provide a better experience (at the same or less cost) to our employees, particularly those who package a vehicle. These changes have been done with cost in mind as well as ensuring the Fleet is both modern and adheres to the highest safety standards.



## ComCare & Transport Functionality

Care Options has been working hard over the last 12 months to implement different aspects of our client management system, ComCare, to assist in ensuring high quality services as well as efficiencies in the community.

- We transferred our Day Centre programs across to ComCare Mobile, meaning we no longer use paper based attendance sheets and our Day Centre providers are now able to work with 'live' information which means that it is more up to date and accurate.
- We implemented our new transport model using mobiles for our Drivers and Volunteer Drivers to complete their runs. This will mean Schedulers no longer have to complete multiple manual processes to create driver runs and means we will be able to do more advanced scheduling and accommodate a larger number of visits to assist a greater number of people.

The appointment of a new Executive Manager for Operational Excellence and a Business Analyst Project Manager means we now have positions dedicated to maintaining ComCare and implementing new features. Further developments in this tool, such as Route Optimisation and Visit Allocation and a new



ComCare Transport Module Launch

Home Care Packages module means will ensure we are well equipped to continue to move forward and achieve excellence with our client management system.

## ITC Refresh

Following an audit in 2015, a number of risks and opportunities were identified with our systems and we've begun work on addressing those. After consideration, the approach we decided on is a comprehensive refresh of our underlying hardware and associated software. This includes revising our Microsoft products but not our key applications which were upgraded to best of breed only a few years ago.

A scoping process kicked off in January and requests for quotes put out to a number of vendors. Following an evaluation process of the tenders received, we decided to project manage the upgrade ourselves – utilising specialist 3rd party support where needed. The first stage of the project has now commenced and we anticipate a migration to Office 365 by November.

In the meantime, we have reshaped how the IT function supports the organisation and begun a number of improvement and risk management strategies.

Together these changes will position us to better support our increasingly mobile workforce and take advantage of new technologies and funding models as they arise.



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careoptions.org.au

Our team, which includes  
**26 volunteer drivers,**  
provided more than  
**32,000 trips** over the last  
12 months to more than  
**700 people** in the Perth  
metropolitan region.





# In focus

## Home Independence Program

Our Home Independence (HIP) Program wrapped up in June 2016. This was a two year program which Care Options ran as a pilot with the WA Department of Health. The purpose of the program was to maximise people's independence and quality of life, by:

- assisting people to achieve their maximum level of independence
- helping people regain their confidence
- removing or reducing the need for ongoing care
- preventing or delaying loss of personal functionality
- promoting healthy ageing.

We supported 68 people to access the program for up to 13 weeks, during which time we worked to help them live as independently and healthy as possible in the comfort and security of their own home.

The approach taken in the Home Independence Program is now being transitioned into our everyday assessments and client support in the Home and Community Care Program.

## Seniors Assistance Fund

The Seniors Assistance Fund (SAF) is an initiative of the City of Melville managed by Care Options. The program is designed to address the unmet needs of seniors living in the Local Government Area of Melville. We assist people with a wide variety of needs, all with the aim of seniors maintaining their safety and independence.

The service is for one-off or short-term assistance. During the financial year, the fund paid out \$73,203 for 130 clients. Examples of how the funding has been spent include home modifications, installation of ramps and rails and gutter clean ups.

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*"We supported 68 people to access the program for up to 13 weeks, during which time we worked to help them live as independently and healthy as possible in the comfort and security of their own home."*

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*We provide assessment services for people in the community and their carers, linking them to a range of services to meet their needs.*

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## Regional Assessment Services

Care Options is one of two Home and Community Care Regional Assessment Services for the South West Metropolitan Health Area of Perth and the Metropolitan area of Adelaide. We provide assessment services for people in the community and their carers, linking them to a range of services to meet their needs.

We have a team of 20 assessors with significant industry experience in human services and community care. Over the 2015/16 financial year we completed more than 4,000 assessments. Assessors have a significant community impact, by facilitating appropriate support for people to remain independent in their homes.

We have a new Executive Manager for Business Development, Louise Forster who oversees the assessment department. Louise brings a wealth of knowledge and expertise to this division and has hit the ground running since starting in June 2016.

## Transport


Care Options' team of transport drivers continued to ensure people in the local community were able to get out and about and on the road in 2015/16. Our Home and Community Care Transport service assists people to attend medical appointments, local shops and regional locations and enables them to interact fully in the wider community.

Our team, which includes 26 volunteer drivers, provided more than 32,000 trips over the last 12 months to more than 700 different people throughout the Perth metropolitan region.

## Centre Based Services

Care Options has three day centres providing social and recreational activities in a warm, friendly environment designed to maintain health and independence for seniors and people with a disability. They also provide carers with respite from their caring responsibilities in a home-like environment.





Meet our Western  
Australian regional  
assessment team



# Executive Team



**Sheilah Cummins**

**CEO**

Sheilah joined Care Options as Chief Executive Officer in April 2015. She has over 30 years of experience working in the health, aged and community care fields, 20 of which have been in the capacity of Senior Executive and Deputy CEO roles.

Sheilah has a passion and focus on building organisational capability through investment in the development of its people. She has helped build sustainable teams through her commitment to a values based leadership style and ensuring people feel their contribution is recognised and making a difference to the lives of the people they serve.

Sheilah holds a Bachelor of Science (Nursing); Master of Business Administration and a Master of Human Resource Management.

She is also a graduate of the Australian Institute of Company Directors.

For Sheilah, the best part of working with Care Options is "having the opportunity to provide innovative, contemporary models of care which make a difference to clients, staff and volunteers."



**Fiona Duncan**

**Executive Manager Operational Excellence**

Fiona joined Care Options in August 2007 and has held several roles within the organisation including Community Services Manager, Executive Manager Operations, Project Manager and Acting Chief Executive Officer. Fiona has been integral in driving key projects to improve the efficiency and effectiveness of the

organisation while having key input into Care Options strategic direction.

In her current role, Fiona leads the support functions that enable the Home Care Business Unit to provide excellence in care. Her role is to drive the development of efficient, effective and highly client focused back of office systems and processes; manage the client management system; and oversee the quality, compliance, risk and accreditation for the organisation.

She has more than 18 years' experience working in Community and Residential Care in a variety of operational, executive and project management roles across Western Australia and South Australia. Fiona has tertiary qualifications in Health Service Management, Business and Occupational Safety and Health.

Fiona says "it's incredibly rewarding to be part of a team who share the same values and continually strive to provide responsive and flexible care, helping people to live the life they choose."





**Justin Bunter**  
**Executive Manager**  
**Corporate Services**

Justin joined Care Options in August 2015 as Corporate Services Manager. This role oversees the HR, Finance,

ITC and infrastructure functions of the organisation. He joined Care Options from Greening Australia a national not-for-profit organisation where he was the national CFO. Prior to that, Justin has held a range of general management and senior financial positions both across Australia and in the UK. Formerly a Board member of various Greening Australia companies and is currently a Board member of Directions Disability Services Inc. a not-for-profit organisation providing disability care services across Perth.

Justin is a Chartered Accountant and holds a Bachelor of Commerce and a Post Graduate Diploma in Business.

Justin says "we have a great team at Care Options that are all focused on providing the best care we can and are constantly looking for ways to improve that."



**Louise Forster**  
**Executive Manager**  
**Business Development**

Louise joined Care Options in June 2016 as the Executive Manager Business Development. Her role oversees Business Development, Marketing,

Strategy and the Assessment Services in Western Australia and South Australia with the purpose to drive, retain and grow business opportunities for Care Options to ensure long term viability and sustainability. Louise brings extensive experience as a senior manager within the aged care sector. Her understanding of the not-for-profit landscape and her business acumen provide her with a broad knowledge base to advise on current issues in the market and for our organisation.

Louise has worked at many leading organisations and peak bodies including Independent Living Centre WA, Aged and Community Services WA and most recently at CommunityWest. Her connections with the University of WA's Business School, the Australian Institute of Company Directors (AICD) and her corporate networks means she has access to the latest knowledge and practice in the business world. Louise holds an MBA from the University of Western Australia for which she was a BHP Billiton MBA Scholar. Louise says "I want to make a positive impact on the future of our community and in this role at Care Options I can do that."



**Gertie Murphy**  
**Executive Manager**  
**Home Care**

Gertie joined Care Options in June 2016 as the Executive Manager Home Care. Overseeing the home care division, her role is to drive and

motivate her team to support and enable clients of Care Options to live and participate in their community, while maintaining a quality of life that maximises their potential. Gertie's outstanding sector and leadership experience provide the necessary direction and vision to allow us to grow and diversify our services whilst ensuring the quality and standard of service is maintained. Gertie has over 21 years' experience in the aged and community care sector, 11 of which have been in senior management positions. She has extensive experience in leading teams from diverse backgrounds and has developed a reputation for achieving positive organisational outcomes, including leading her previous organisation to successful ACHS accreditation across three States being WA, SA and QLD and multiple programs of care.

Gertie says "It's so gratifying to be part of a team who places the client at the centre of everything we do, where quality, safe outcomes and excellence are continuously pursued."

# Board Members



**Barbara Powell**

**Chairperson**

Barbara joined the Board in 2005, becoming Chairperson in 2009 and Chairperson of the CEO Remuneration and Review Committee in 2015. Barbara has

over 25 years' experience in community services and development management in local government and currently holds the position of Director, Community Services and Development at the City of Kwinana. In her previous role at the City of Fremantle, she was responsible for managing a range of diverse services similar to those offered to the community by Care Options and as a consequence has considerable knowledge of and a commitment to ensuring quality service delivery to the community.



**Stuart Fynn**

Stuart joined the Board in September 2015 and has been appointed Vice Chairperson of the Board and Chairperson of the Governance Committee. Stuart has held executive positions

in the public, private and not for profit sectors. He currently operates a successful corporate and communications consultancy. From 1998 to 2013 he was Chief Executive Officer of Southern Cross Care (Western Australia) Inc., a leading aged care organisation providing residential care, home and community care and a range of seniors' accommodation. In that role he oversaw the construction and redevelopment of aged care facilities, retirement villages, day centres and affordable housing projects. Previously he had held CEO positions in the not-for-profit sector and was a senior executive in the public sector having been a regional director of health in two Australian states. He also worked for 10 years as a tenured academic at UK and Australian universities.



**Geoff Brayshaw**

**AM FCA**

Geoff joined the Board in September 2015 and has been appointed Chairperson of the Finance, Audit and Risk Committee. Geoff practiced in the

accounting profession for some 35 years prior to his retirement from practice in June 2005. On his retirement from practice in 2005 he was an Audit and Assurance partner and former managing partner of the Perth practice of BDO. He was National President of the Institute of Chartered Accountants in 2002 and awarded a Member of the Order of Australia in 2007. Geoff is a Director and chair of the Audit Committee of Poseidon Nickel Limited and was formerly a director and chaired the audit committee of Fortescue Metals Group Ltd and AVEA Insurance Ltd. He was until recently a member of the Companies Auditors and Liquidators Disciplinary Board and was previously a Board member of the Small Business Development Corporation in Perth and chaired a trustee aboriginal corporation Gumala Investments Pty Ltd.





### Christine Young

Christine joined the Board in 2009. Christine has over 25 years' experience working both in the community services industry and community development fields, both in local government and

the not-for-profit sector. Christine is the Director Community Development at the City of Melville. Christine is also a champion of the World Health Organisation's Age-Friendly Communities approach and Melville is a member of the Global Network of Age-Friendly Communities.



### Sue Limbert

Sue joined the Board in 2004. Sue serves her community in many capacities. Sue is a long time serving officer with the Town of East Fremantle and has gained enormous experience

managing the Town's Home and Community Care (HACC) Program. Sue is also appointed by the Attorney General to actively serve in the capacity of a Justice of the Peace for Western Australia and is a Civil Marriage Celebrant

for Australia. Community issues are of great importance to Sue, with a particular focus on community service.



### Brenton Siviour

**ACA, ACG, MICM, DFP, MAICD**

Brenton joined the Board in September 2015.

Brenton's key areas of expertise are corporate strategy, financial analysis, business

systems, valuations, training and development, insolvency and forensic accounting. He specialises in the Business Management and Forensic Accounting areas and has done so for the past 25 years. He has performed business management consulting assignments worldwide, notably with the World Bank in China and Indonesia. Brenton is the author of an international business consulting methodology titled *Business Mastery*. The program operates in Australia and China. Brenton has performed forensic accounting assignments across Australia and in London. His primarily SME experience (turnover \$2m to \$50m) includes advising business owners through to trade sales and has had 'External CFO' roles and 'External CEO' experience.

He has been a chartered accountant since 1990. He is a director of CSA Global (a global geological consultancy) and Medical Emergency Solutions Pty Ltd (a medical company providing paramedic and emergency doctor services to remote facilities and locations).



### Dr Timothy (Tim) Jeffery

**MB BS, MRCOG, FRCOG, FRANZCOG**

Tim Jeffery was appointed to the board in September 2015 and was a board member for seven months (due

to unforeseen work commitments). Tim is a Doctor practicing obstetrics and gynecology at Fiona Stanley Hospital, having graduated from the University of Western Australia. He is actively involved in health research with a number of research publications. Tim has a passion for community service and participates in numerous not-for-profit community initiatives.





# Financial Statements

## Statement of **Comprehensive Income** for the Year Ended 30 June 2016

	2016 \$	2015 \$
Revenues from Operating Activities	9,781,557	9,616,390
Expenditure relating to Operating Activities	9,231,596	9,176,963
<b>Surplus/(Deficit) from Operating Activities</b>	<b>549,961</b>	<b>439,427</b>
Other Comprehensive Income	510,260	
<b>Total Comprehensive Income for the Year</b>	<b>1,060,221</b>	<b>439,427</b>



## Statement of **Financial Position**

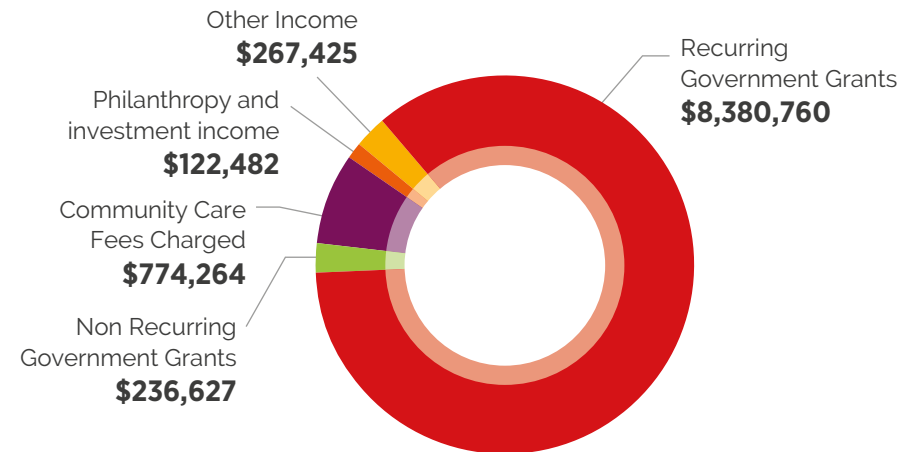
**As at 30 June 2016**

	2016 \$	2015 \$
Current Assets	4,552,511	4,169,971
Non Current Assets	2,256,373	1,893,703
<b>Total Assets</b>	<b>6,808,884</b>	<b>6,063,674</b>
Current Liabilities	1,225,001	1,658,579
Non Current Liabilities	118,566	-
<b>Total Liabilities</b>	<b>1,343,567</b>	<b>1,658,579</b>
<b>Net Assets</b>	<b>5,465,317</b>	<b>4,405,095</b>
<b>Equity</b>	<b>5,465,317</b>	<b>4,405,095</b>



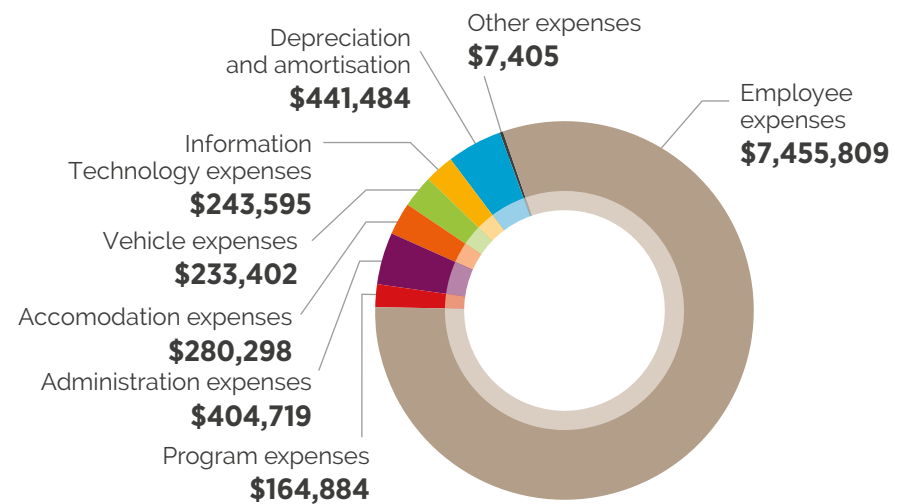
## Revenue Breakdown for 2016

	2016 \$
Recurring Government Grants	8,380,760
Non Recurring Government Grants	236,627
Community Care Fees Charged	774,264
Philanthropy and investment income	122,482
Other Income	267,425
	<b>9,781,558</b>



## Expenses Breakdown for 2016

	2016 \$
Employee expenses	7,455,809
Program expenses	164,884
Administration expenses	404,719
Accommodation expenses	280,298
Vehicle expenses	233,402
Information Technology expenses	243,595
Depreciation and amortisation	441,484
Other expenses	7,405
	<b>9,231,596</b>



## LOCATIONS

Challenger Lodge	17 Read Street, Rockingham WA 6168	Transport Office
Kennedy House	1 LeMans Elbow, Port Kennedy WA 6172	Day Centre
LifeLinks Building	4 Civic Boulevard, Rockingham WA 6168	Main Office
Our House	16 Vermont Ave, Meadow Springs WA 6210	Day Centre
Ray Street	20 Ray Street, Rockingham WA 6168	Day Centre
Tindale Street	15 Tindale Street, Mandurah WA 6210	Mandurah Office



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## ACKNOWLEDGEMENT

Care Options gratefully acknowledges the support and partnership of the following organisations:

