

Annual Report 2016



McLean Care™



A Governor General for the People

On Thursday, 18th of February 2016, after swearing in the Government's new ministry members in Canberra that morning, the Governor-General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd) with his lovely wife, Lady Cosgrove, visited the New England Area, and met with clients, residents and staff of McLean Care.

It was a rare honour to meet the man who holds the highest office in Australia. And he was such an approachable and engaging man, who showed an uncommon genuineness in his exchanges with our people. Many remarked how attentive he was, and Resident Betty Meehan, most of whose family served in World War II, commented on how impressed she was that the Governor-General actually stopped to chat, and that he was a really good listener.

The Governor-General spent quite some time meeting with many of McLean Care's residents and clients who attended a lunch hall reception that we had prepared for the event. His Excellency took special time to chat with Celia Pool and Joan Hockey, two widows of distinguished WWII servicemen, and Rick Schroder, a Client who served in the Second Malayan Emergency.

The Governor-General's visits to the New England Area were in acknowledgement of the significant work of people in the aged care, education, agricultural research, and tourism sectors, and highlighted community initiatives that provide valuable assistance and support to local communities.

When the Governor-General spoke, you immediately knew that he was accustomed to public speaking and projecting his voice, however, it was the message that he wished to convey, rather than his oratory skills, that was most impressive.

His Excellency was impassioned when he said that although his official duties that morning at Government House were very important, that nothing was more important than thanking the people who helped make Australia the great country that it is today. He acknowledged the sacrifices and bravery of those who fought, lived and died for Australia, and those who remained at home to 'keep the home fires burning' and help sustain a functioning war economy.

We were very privileged to have welcomed the Governor-General to McLean Care – truly a Governor-General for the people.

Our core reason for being is to provide solutions to the challenge of the ageing journey

There is an air of excitement and anticipation as we draw closer to the implementation of the next major phase of the Government's significant reform agendas. There have been a lot of aged care sector changes this past year that have been a catalyst for McLean Care as an organisation to change and adapt very quickly, and I am truly encouraged by the response of McLean Care's people, and their total commitment, effort and enthusiasm that are the hallmarks of this great organisation.

It has been a challenging year, but we continue to rise to meet each challenge head on, and indeed surpass them. In order to be sustainable well into the future, as an organisation we need to maintain business agility, and I believe that we have thoroughly demonstrated our ability to do this. We possess those qualities that allow us to respond rapidly to changes in both our internal and external environment, without losing momentum or vision. McLean Care is robust, proving why we are a leader in the aged care sector in our region, and why we will continue to be so; adaptability, flexibility and balance continue to drive our long-term agility and sustainability. We boast an excellence in resources and resilience, our teams are strong, creative and innovative, with a 'can-do' attitude, our standards and systems streamlined and refined, and our people continue to make McLean Care proud with their unwavering

commitment to the efficient delivery of services that honour their promises to our clients, residents, staff and volunteers, creating better experiences and best outcomes.

Last year we identified six key strategic objectives, which we were successful in achieving:

Facility Development – Inverell

Rigorous application of contemporary project management practises saw the successful completion of the renovations and re-purposing projects in the Argyll Centre and Hector Wing, which were delivered on time, and to required specifications. We are very proud of this state-of-the art facility.

Regional Governance and Leadership

Our governance and organisational structures are the framework for our Board to govern and our Managers to manage. Collaboration, participation, innovation and responsiveness have been the hallmarks of both the Board and Senior Leadership Team in 2015-2016. We are very fortunate to have people at the highest levels who uphold the principles of good governance and provide strong leadership.

Winning Workforce Supported by Technology

The roll-out of various technologies this year has had a palpable impact on the delivery of service, efficiencies, and a 'competitive edge' for our winning workforce. This enhances our resident and client experiences, and ensures that the people who rely on us have the very best options, technologies, and response times available.



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's Sapphire Model™ of Care continues to be the driving force behind delivering truly person-centred services, and this year we have consolidated our strategies in delivering on our Core Values. The Sapphire Model™ underpins our every decision, and will ensure that we continue to honour our commitments and promises to the communities we serve, in ways that meet their current and future needs and wants.

Regional Growth and Expansion

We continue to look towards the expansion of our aged care services in key towns of the New England Region, and are also now looking to taking McLean Care to new regions in the near future.

Sue Thomson

Chief Executive Officer

Revenue



Community Home Care Highlights



McLean Care
Community Care
continues to thrive
and flourish, with
a dedicated and
passionate staff
and leadership
team who strive
daily to support the
community who
depends on us.



As an organisation owned and inspired by our community, we continually seek to create an environment of support and encouragement for all of its people - our team members, our residents, our clients, their families and our communities. Our Community Care team has enjoyed many accomplishments in this year just gone.

Appointment of a new General Manager Home and Community Services

We are very pleased to welcome Jeannine Harrington to our team, in the newly created role as General Manager Home and Community Services.

Jeannine joins McLean with exciting plans for our ...'more than Aged Care' future. She has many years experience working in both the profit and not-for-profit sectors. Working in the aged care industry for the past five years, she has worked across a number of portfolios including business development, marketing, bid management and contract management, providing the opportunity for her to gain an in depth understanding of the aged care sector.

In addition to her diverse work skill set, Jeannine has a contemporary knowledge of business management practices, gained when she completed her Master of Business Management (Swinburne) in 2014, and she is also a certified Prince2 project management practitioner.

There is an air of excitement about new possibilities going forward, and the unique and diverse range of skills and experience that Jeannine brings to McLean Care. Jeannine has thoroughly enjoyed meeting the McLean Care Community Care teams in Tamworth and Inverell, and everyone is very much looking forward to the benefits of Jeannine's fresh perspective.



Full implementation of Zunos for all Home Care Employees

Zunos gives our Community Care Staff access to all documentation to complete and submit electronically rather than coming to the office. They can now also view all client care plans through this system, saving time, and having up-to-date information in real time. Zunos also enables them to submit photos of concern for client wounds or hazards and other concerns for a quick clinical response.

Implementation of 'Key to Me'

The 'Key to Me' document for all Home Care Plan clients provides information to allow our staff to understand each client's individual story, so that we can tailor individual and unique care and support plans to better meet their chosen goals.

Staff Education

Ongoing professional development is very important at McLean Care, and we support and encourage our people to stay up-to-date and add to their skill set at every opportunity, developing their depth and breadth of knowledge and understanding, allowing them to enjoy a long term career in an area that will give them a great sense of purpose, fulfilment and enjoyment. Community saw the successful completion of the Diploma of Community Services Co-Ordination for six staff members, Certificate III Home and Community Care for two staff, and Certificate IV in Aged Care for another staff member.

Big Changes – Challenging Times – We're Ready

The 2015-2016 Federal budget saw substantial legislative changes to the way in which home and community care will be administered and delivered, and we are 'full speed ahead' in the planning and implementation of these changes, and meeting any challenges that we foresee for 2017 and beyond; this is a hallmark of the McLean Care way – if it needs doing, let's do it, and let's do it well!

Independent Living Highlights



McLean Care's Independent Living area has enjoyed a wonderful year, filled with happy clients, happy staff, and a vision for a very happy future



Some of the highlights for this year have included:

- 98% occupancy in both the Killean Units and Goodwood Villas. We are very proud of our Independent Living facilities, and this year's occupancy rate is a testament to the hard work and dedication of the ILU team in providing a 'home away from home' for our community's retirees.
- We enjoyed a very successful Seniors Week Festival in partnership with 33 other organisations and individuals in Inverell, partially funded by a grant from the Department of Family and Community Services.

Plans for the 2016 2017 financial year

We have some very exciting times ahead in Independent Living; some challenges, with which we are driving forward, and some wonderful new developments that will complement the services that we already provide.

Legislative Changes

Our major challenges continue to lay in the areas of strategic planning around the ongoing changes to the aged care legislation and sector generally, with major changes due to commence in February 2017. McLean Care as an organisation continues to develop and implement a pathway to help our clients navigate these changes, to allow for well informed decisions and choices moving forward.

Restructuring of the Organisational Chart

With changes to legislation, community demographics, facilities and services will come changes to the organisational structure, with plans to create positions for a General Manager and a new Retirement Services Manager.

Strategic Planning and Development – Housing and Services Apartments

Independent Living in retirement is a goal that we all share, and McLean Care will be putting a great deal of emphasis on the expansion of this aspect of the services that we are able to provide to our communities. A co-ordinated strategic plan is being developed, in conjunction with our Community and Home Care team, to take us all into the future.

Inter-Organisational Relationship Building

We have identified that there will be major opportunities in the development of our relationship with our McLean Care Community and Home Care team. We are all McLean Care, but going forward, we see that both of our teams will be able to benefit from an even closer relationship, which will enable Independent Living to provide a broader range of high quality services to our clients.

Creation of an Independent Living Units/ Retirement Living Model

Most older Australians consider themselves to be in good health, and this enables them to enjoy a good quality of life for longer, to stay in their own homes for longer, and to participate fully in the community.

There can come a time when we would like a little more security in our retirement, and this is where McLean's Independent Living facilities truly come into their own; private self-sufficient living for the healthy, fully mobile and completely independent retiree, but with the added security of having us there if needed.

We are now in the planning stages of a 'Retirement Living' model, which can incorporate not only full independence, but semi-independence, where we are able to provide additional services for the retiree who needs a little more assistance.

Residential Highlights

This year has seen, yet again, many challenges, changes and accomplishments in the Residential Facility, with a focus on the people who are McLean Care – our Residents, our Staff, and other stakeholders.

The McLean Care team, as always, has stepped up to each challenge, and embraced each new advance, knowing that every step we take is a step towards greater care of the community who entrusts us with its most precious asset; its people.

The last 12 months at McLean Care Residential has seen the following systems and services implemented:

Implementation of the iCare Electronic Medication Module

This Medication Management system assists us to reduce operational risks and errors. Its intuitive software lets our staff administer and record medications with clearer communication between care staff, pharmacists and GPs; offering increased safety, efficiency and accountability.

iCare creates a single electronic medication profile for each of our residents, simplifying procedures and reducing potential communication breakdowns caused by handwritten charts. Electronic medication profiles also increase transparency across the organisation, providing a simple way to monitor medication rounds for compliance purposes.

Change of Pharmacy Contract and the Introduction of the Webster Robot

In partnership with Inverell Pharmacy, McLean Care's 160 residents now have their medications provided with the help of the MedsPro® Robot, an Australian innovation that helps to ensure that people can make the most of the medicines they are prescribed, in the safest possible manner.

Residents and their care staff at McLean Care now have the benefit of this leading-edge robotic medication dispensing technology as part of our ongoing commitment to adopting the best systems and practices of care and service delivery available.



Significant Refurbishment

We are very excited to say that our Argyll Centre Hector Wing, which first opened in 2007, underwent an extensive refurbishment. Dignity, independence, and social connection are the hallmarks of this 17 bed state-of-the-art, purpose-driven facility for our seniors who are living with dementia.

Specialist aged care architectural services were contracted to craft an attractive, safe and supportive environment that responds to the specific needs of our Hector residents, who enjoy the love, support and compassion of a 24 hour a day specialised care team. Located in the heart of the McLean Care grounds, surrounded by a tranquil bush setting, and award-winning landscaped gardens and private courtyards, McLean's Argyll Centre also enjoyed upgrades to the resident rooms, reception and dining areas as part of the refurbishment.





Implementation of Core Staff Rostering

The residential facility implemented core rostering in 2015-2016. Wow! What a result! Our Residents now receive continuity of service from dedicated, caring teams every day – the very heart of the Sapphire Model™.

Implementation of EA

The implementation of the McLean Care Enterprise Agreement saw the introduction of more beneficial working conditions and significant pay increases across our workforce. As a strategy to encourage workers into the aged care industry, and to ensure we remain as leaders in the industry improving conditions for our valued staff was a priority throughout the financial year. Retaining and attracting our winning workforce remains a high priority, and we will continue to review and introduce ways to ensure our staff feel valued and are rewarded for the tremendous work they do each and every day.

Hotel Services Restructure

McLean Care undertook a review and consultative process, and engaged Aged Care Hotel Services expert Paul Creek to assist in providing a framework for the necessary restructuring in the way in which our hotel services are delivered.

Given that care funding is based on a per capita basis, and we are now providing services to only 160 Residents, the restructuring of the way in which we deliver these services was crucial to ensure that our available resources are utilised in the most efficient ways, whilst we continue to deliver the highest quality of care that our people and communities have come to expect and enjoy from McLean Care.

We identified several areas for improvement, such as the way in which meals are delivered to our Residents. During our recent refurbishment, we noted how easily work flows could change. During the final stage of the

refurbishment we trialed delivering all meals from the main kitchen rather than using serveries. This was effective and achievable. We will continue this practice and refine our techniques, and apply those same efficiencies to other areas such as the laundry – as a team, we will work smarter, not harder. One of the biggest bonuses of this process has been that we are able to maintain our present workforce, and by understanding and embracing the need for change and improvement, our team has identified areas where we can all contribute to McLean’s sustainability well into the future.

Achieving Financial Stability

The residential facility experienced its first profitable year in over 7 years in 2015-2016. In the residential facility the level of care drives income – this is a wonderful testament to our invaluable care staff who provide care that, is second to none, on a daily basis.

Plans for the 2016 2017 financial year Fee for Service Modelling

We are very excited to be focusing on our ‘Fee for Service’ modelling this coming year. McLean Care is, and always has been, about far more than just aged care.

There are so many more reasons other than getting older where care services can be needed, and many people in our communities who could benefit from services that we already have in place, not just those who are amongst our older population.

‘McLean Care – more than just aged care’

Residential Highlights

SHARE
your
story
with us

HOME
is
where
Your
story
BEGINS.



What we really want to know is about the person. And so “My Story” was born.

My Story is about the individual – who they are, where they have been, what they have seen, who they have loved, how their life has been. The REAL stories.

Implementation of the Sapphire Model™ ‘What’s Your Story’?

For all our good intentions, sometimes when one is involved in a large organisation, and a sector like aged care, we can forget about the impact of those little (and big) administrative tasks that we deal with on a day-to-day basis; they are simply part of the job or the process. We do sometimes forget that for the other extremely important people involved in these processes – our clients and residents, and often their families - the paperwork can feel a little daunting, to say the least.

And then it dawned on us “How would I like to have to fill out these forms?” Yes, they can be quite laborious, and at times feel a little impersonal; medicare numbers, My Aged Care numbers, numbers for this, numbers for that... okay, yes, we still need that information, but we can get that in time. What we really want to know is about the person. And so “My Story” was born. My Story is about the individual – who they are, where they have been, what they have seen, who they have loved, how their life has been. You know? Those REAL stories. My Story is a book that we fill in together with the client or resident long before they need our help. They take it with them, and when they’re ready for us to help, they bring it with them, and we get to learn about them, and how best to be of service.

My Story has been very well received in its trial this year, and we are looking forward to full implementation across the organisation this coming year.

Intergenerational Cluster Based Research Project Specific to Residents Living with Dementia

We continue to enjoy our relationship with the BEST Food Garden project, which provides fresh veggies and eggs to over 100 people in the community.

Our residents have now been visiting the garden, almost weekly, for well over a year, and quite often we get to share our visits with the littlies from KCL Kids. Together we plant, water and nurture our garden, pick the fruits of our labours, and one of our most favourite things to do is collect the chook eggs!

They say that ‘laughter is the best medicine’, and we can certainly attest to that – our BEST Food Garden outings are filled with the laughter of both our residents and the littlies, and our residents are cheered and uplifted for days afterwards.



Our People Highlights

McLean Care has always prided itself in delivering the highest quality care and services in the aged care sector in our region, and we can boast the most passionate and dedicated workforce.

Our people make that happen, day in and day out, and we foster a culture amongst our people to ensure that as an organisation we can achieve what we say we want to achieve.

We have enjoyed the fruits of many accomplishments over this past year with and for our people, including:

- Full implementation of our online recruitment system that aligns prospective employees with the culture that is McLean Care. This has saved time for Managers and Human Resources in the recruitment process, is achieving our goal of attracting and retaining the right people, and has reduced advertising costs by 90%.
- The revamping of our work placement strategy with Registered Training Organisations, in line with the changes for the Certificate III in Aged Care, which now requires 120 hours of work placement.
- Embracing the utilisation of social media in connecting and engaging with our staff. The McLean Care Facebook page is being utilised to promote staff identity, and showcase their accomplishments, and the joy they bring to our clients and residents.
- Community engagement with participation in Community events, including the Inverell Sapphire Festival, NSW Seniors Festival, ANZAC Day services, The Biggest Morning Tea, McLean Care Auxiliary Fashion Parade, Relay for Life, and other local fundraising
- Implementation of EA bringing better benefits and working conditions for our workforce

Plans for the 2016 2017 financial year

The coming year will be one of consolidation.

Development and Implementation of Performance Excellence Framework

The Performance Excellence framework will provide guidance to align all the systems to develop and support our "winning workforce".

The framework will ensure that the requirements and expectations of individual positions are clearly outlined and aligned to a robust planning, development and review system that identifies strengths of individuals and provides a platform to build on career aspirations. The framework will also include a reward and recognition strategy to acknowledge exceptional performance and a clear strategy is identified to address instances of poor performance.

All together the framework will ensure that the existing systems and processes in place to manage performance are reviewed and improved to support the building of our winning workforce.

Build on the Workplace Culture by Continuing Education of the Sapphire Model™

We are committed to engagement across all levels of the organisation. The Sapphire Model of Care™ was developed after a series of discussions with staff and existing clients and residents, which helped us to refresh our core values, link our visual identity, and put an increased focus on how we provide support to our residents, clients, staff and volunteers – they underpin what we do, and how we do it.

Ongoing education of our people ensures that we, as an organisation, deliver the highest quality of service and care, underpinned by a set of shared values.

Award Winning Provider

Although we don't exist to win awards, it is always nice to be recognised by your peers, and within your industry, for the tireless work that you do.

After McLean Care won last year's Aged and Community Services (ACS) NSW & ACT State Awards for Excellence for 'Organisation', this year saw two of our brightest and best recognised in the awards in both of their nominated categories – 'Employee' and 'Trainee', at a presentation ceremony held at Doltone House, Hyde Park, Sydney.

Remuneration to our staff



2014
\$14,213,625



2015
\$13,487,679



2016
\$14,414,462



Jacqui Flood – Employee of the Year

The 'Employee' award recognises the dedication and contribution of an individual employee in the delivery of services to older people and people with disability. This year's winner was McLean Care's Physiotherapist, Jacqui Flood.

Jacqui is unique. She is a woman who goes outside the accepted minimums and norms to excel in care provision across the whole range of services that we provide in both our Community and Residential services, as well as to our Staff. She leads a dedicated multi-disciplinary health team, and was instrumental to the development and implementation of McLean Care's award-winning Bush Compass™ Program.

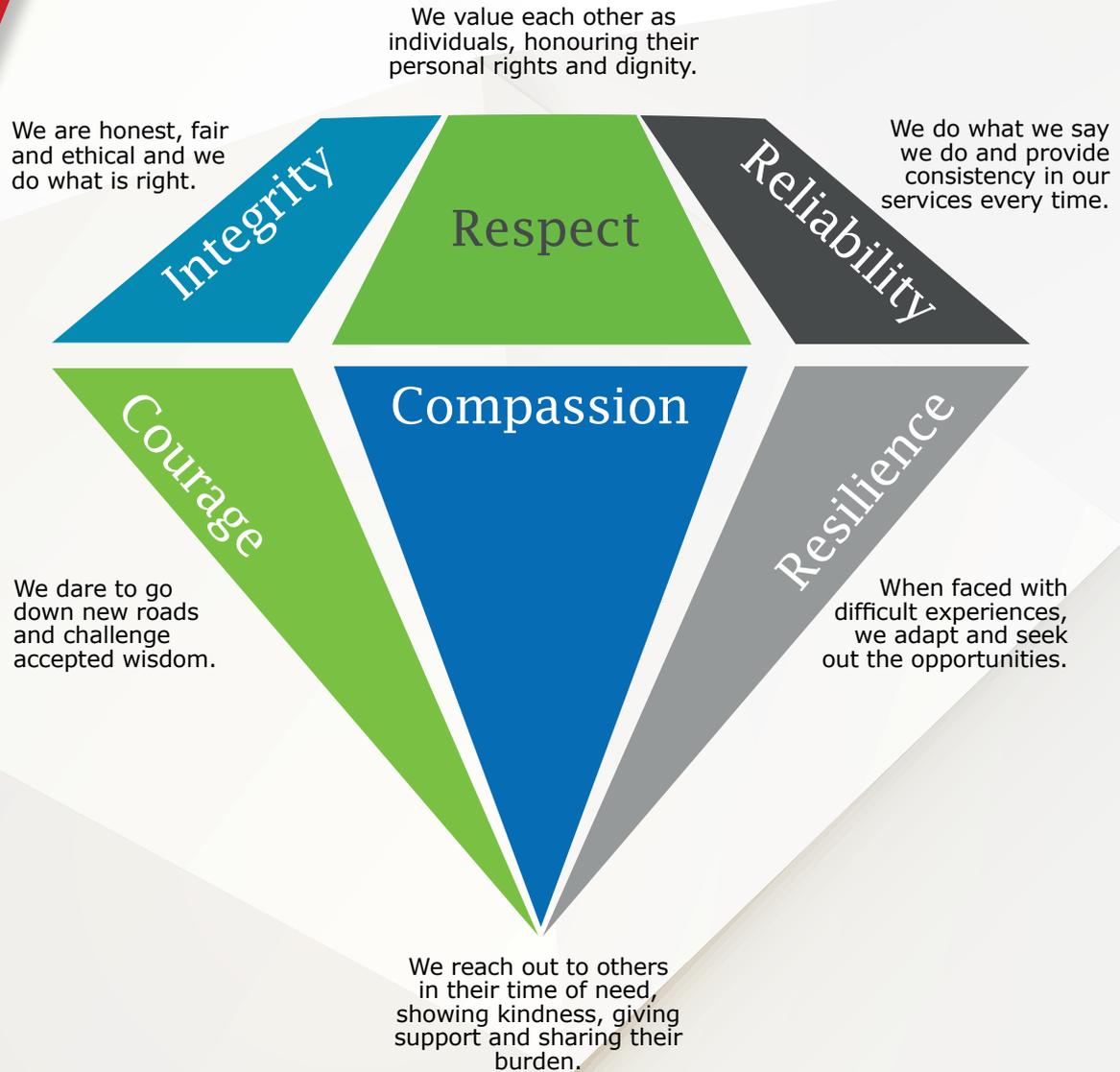
She goes out of her way to live and honour the McLean Care values, has a passion for making a difference in the lives of our older population, and is an inspiration to her colleagues and her clients. We are

proud of her compassion, her resilience, her dedication and professionalism, and the valuable person-centred services she provides across the spectrum of care. Congratulations Jacqui, and thank you for being part of the McLean Care family.

"I feel privileged to be able to work for McLean Care, an organisation that thinks outside the square. I am most grateful to our CEO, Sue Thomson, and Senior Leadership team of Sarah, Mel and Gail who never ask "What are you doing or thinking?", but always "How can we make this happen!" I also appreciate the support of our whole team in residential and community; together we are making a difference in people's lives."

"I was so humbled to be acknowledged by my nomination for this award; I mean, this is just what I do, and I get such joy in being able to make a difference in the lives of others, so I guess being good

Our People Highlights



We are committed to engagement across all levels of the organisation.

The Sapphire Model™ of Care was developed after a series of discussions with staff and existing clients and residents

at what you do comes easily when you really enjoy what you do. To actually win the award, surrounded by my McLean Care colleagues and friends; the whole experience was simply overwhelming.”

Jarred McLellan – Trainee of the Year

Jarred McLellan is a School Based Trainee in year 12 at Ashford Central School, who is undertaking a Certificate II in Kitchen Operations, a TAFE New England TVET course. Jarred attended McLean Care one day per week plus school holidays, under the supervision of Sean Read, Property and Hotel Services Manager, as part of his course work placement requirements, and undertakes his TAFE theory component at school.

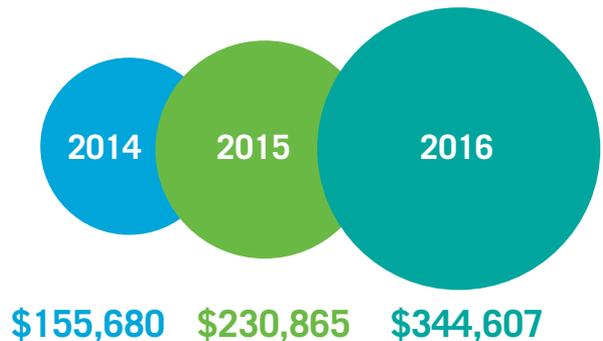
“Jarred had been working with us here in Hotel Services for just over a year, and I have been his supervisor since around September 2015. This traineeship, which is offered by TNE, has given Jarred the opportunity to explore a career in Hotel Services in the Aged Care industry; even in the short time that he has been with us, he has really become part of the McLean Care team.” said Sean Read, Property and Hotel Services Manager.

Jarred has had some life challenges, but he hasn't allowed these to deter him from giving his absolute best. This opportunity has really brought Jarred out of his shell, and has been a bit of an eye-opener for him, we feel. He has gone from shy and unsure to gaining valuable life and work skills which now see him embracing responsibilities, he has become an integral part of the team, and there is bright hope for his future. We are very proud of what he has achieved, and this award is very much deserved.

Sharna Jones Nomination in TAFE Awards

Sharna Jones was nominated in the NSW State Training Awards. Sharna represented McLean Care Ltd in the “School Based Trainee” Category. Whilst Sharna didn't win the overall category, we are extremely proud to say she was a finalist in a very strong field. Sharna joined McLean Care in 2015 as a School Based Trainee in nursing and has diligently worked through the juggling act of managing work placement, TAFE training along with the usual student workload.

Sharna has excelled within the Residential Care area and has shown tremendous dedication and excellence in achieving early completion of her Certificate III in Aged Care work, which she finished 12 months ahead of schedule.



Training expenses to deliver the best care

Information and Technology Highlights



McLean Care is privileged to have the expertise and foresight of a great team of IT specialists and enthusiasts, who enable us to foster a culture and environment of person-centred care

The development and implementation of the latest and emerging technologies, which assist us to deliver better services, in the best, most innovative ways possible, is central to the McLean Care strategy going forward.

We are privileged to have the expertise and foresight of a great team of IT specialists and enthusiasts, who enable us to foster a culture and environment of person-centred care, connection and engagement on a scale never seen before, and the highest levels of safety and security for our residents, clients and staff alike.

Our IT accomplishments this year have included:

- iCareHealth Medication Module for electronic medication administration for the Residential Care facility through the use of wireless tablet technology designed for a clinical setting
- Implementation of iPads into Community Care for electronic forms completion (Zunos)

Plans for the 2016 2017 Financial Year

- Finalisation of Client Outcome Measurement Tool which will enable clients to set their own goals and plot their progress and re-define goals at any given time
- Implementation of the Alexys nurse call system to overcome challenges associated with the management of the existing nurse call system
- Implementation of a disaster recovery solution to protect corporate data and electronic systems against the risk of a natural or human-induced disaster as a key component of the risk management system for McLean Care
- Continuation of the rollout of iPads for Community Care to include the use of additional apps to support care workers and clients
- Implementation of wireless tablet technology into the Residential Care facility for use in the Leisure and

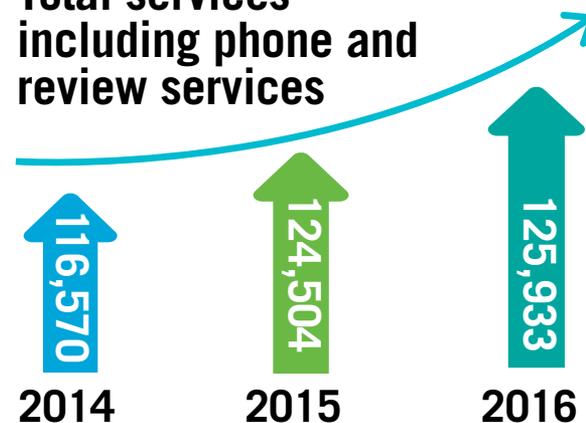
Lifestyle programs, including the implementation of music and entertainment via portable devices

Other ideas that don't yet have a timeline:

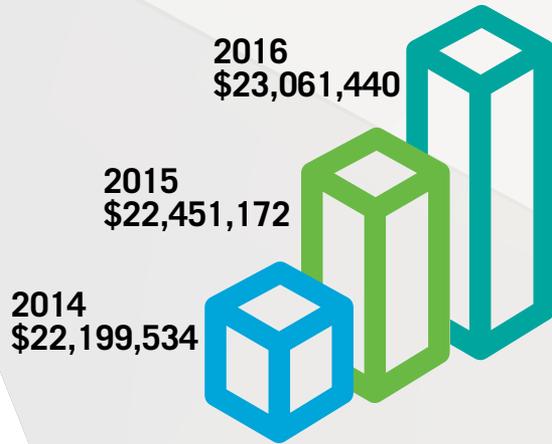
- Development of a McLean Care app for communication with family and friends of the Residents, including menus, Leisure and Lifestyle programs, and photos
- Creation of a technology wing in a vacant space of the Worgan Wing to create an exciting area for residents and their families to access technology, including lounge areas for gaming consoles, video conferencing rooms for staff and residents (Skype) and computer access in a family-friendly environment designed for creativity and entertainment
- Inerva are working on a staff app for submission of leave requests, shift changes and other administrative processes

We are also working on some VERY exciting and innovative technologies this year, which we will unveil in due course!

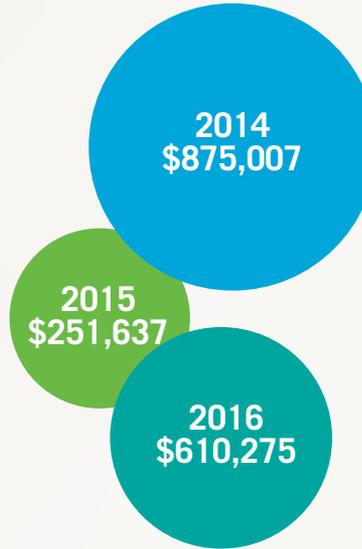
Total services including phone and review services



2016 Financials



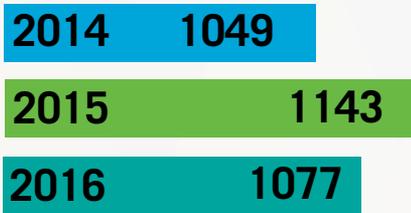
Net Assets



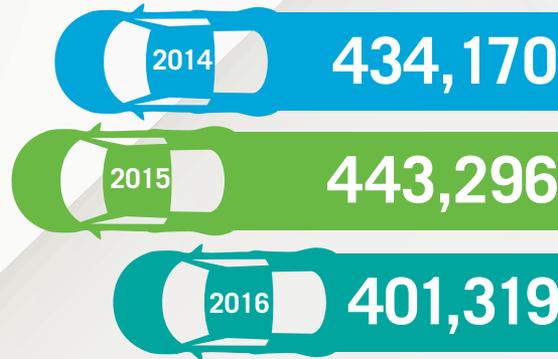
Total Surplus

Business conducted with local services and industry in our region





Number of clients and residents who have received our care



km's travelled delivering care in our region



**2014
\$782,350**



**2015
\$2,581,461**



**2016
\$1,811,151**

Capital reinvestment to improve our service delivery standards

McLean Care Senior Leadership Team



Sue Thomson
CEO & Company Secretary



Gail Ting
Community Care Manager
- Northern



Kelli Smith
Community Care Manager
- Southern



Sarah Wade
General Manage Residential
Services



Jeannine Harrington
General Manager Home &
Community Services



Robyn Dixon
Retirement Services
Manager



Rose Wild
Human Resources Manager



Shayne Bernard
Finance Manager



Nikole Fletcher
IT & Communications
Manager

Chairman's Report

The 2015-2016 year has been one of challenges, yet one of champions for McLean Care; one which saw many more changes to aged care legislation, which in turn created many opportunities for us to show just how agile, resilient and dedicated we are as an organisation, and as people.

It has been a time of consolidation for McLean Care, and the past 12 months have seen a continuation of that consolidation combined with upgrades, improvements and expansions, including the completion of significant refurbishments to the Argyll Centre, and implementation of state-of-the-art technologies which will see McLean Care lead the way in efficiencies and compliance within the aged care sector.

The restructuring of our Hotel Services has allowed for vast improvements in efficiencies and service delivery within the residential facility, and staff education continues to be high on the McLean Care agenda, ensuring that we attract and retain a team of highly skilled and passionate aged care workers.

The appointment of Jeannine Harrington to the newly created position of General Manager Home and Community Services has been one of the highlights for the senior Leadership Team. Jeannine brings a wealth of knowledge and experience to the table, and we look forward to the coming year in consolidating our Home and Community services.

I would also like to thank and welcome Tim Russell as a permanent Director of the Board, after he graciously took a caretaker role during a former Director's absence.

As a member of the McLean Care Board I am encouraged by the strength of our team, and in particular the members of the Senior Leadership team, led by our passionate CEO, Sue Thomson. They continue to rise to the many challenges that are presented, have a clear vision for our future, and lead a strong, spirited team by great example. On behalf of the Board, I wish to convey my sincere appreciation to the entire 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.

Phil Girle

Chairperson

McLean Care Board of Directors



Phil Girle - Chairperson



Manuel Meszaros
Vice Chair



Reverend Jean Bell
Director



Robin Archer
Director



Bruce Peasley
Director



Colin Swanbrough
Director



Tim Russell
Director



McLean Care™

Enriching experiences beyond all boundaries

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Inverell Community Care

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