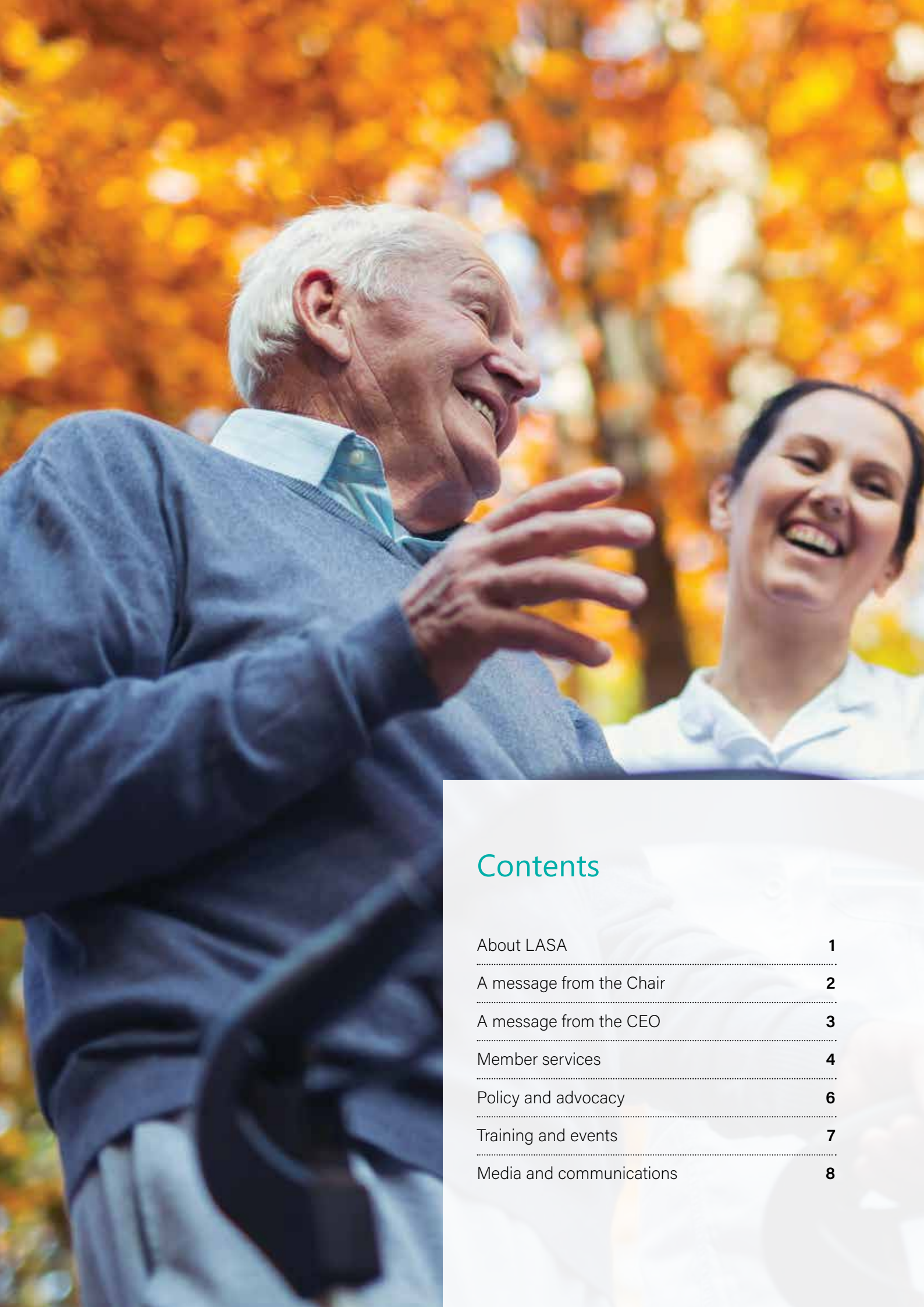


Leading Age Services Australia Ltd

# Annual Review 2017-18



**LASA**  
LEADING AGE SERVICES  
AUSTRALIA  
*The voice of aged care*



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# About LASA

## Who we are

LASA is the national peak body representing and supporting providers of age services across:

- **Residential care**
- **Home care**
- **Retirement living**

## Our purpose

To enable a high performing, respected, and sustainable age services industry that delivers accessible, affordable, quality care and services for older Australians.

## Our values

### Passion.

We strive to make a positive difference in the lives of older Australians by meeting the needs of our Members to the best of our abilities.

### Respect.

We value diversity, the rights and views of others, and our conduct is always polite, considerate and professional.

### Integrity.

We always act honestly and ethically and we consistently meet the standards we set and the commitments we make.

### Daring.

We are open to new ideas, take calculated risks, and are not afraid to speak up on issues of importance.

### Excellence.

We always do our best and seek to continuously improve in how we meet the needs and expectations of our Members.

## Our strategic objectives

1

Be the **credible and authoritative voice** of aged care.

2

Build industry **capability and sustainability** by delivering services valued by Members.

3

Deliver **value for money** for Members and Affiliates.

4

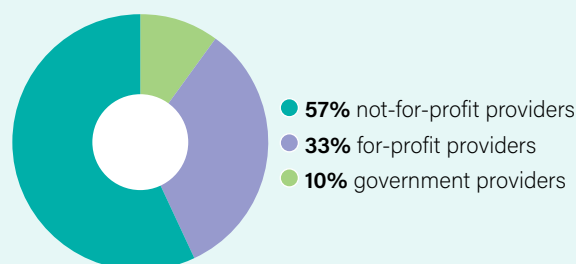
Be a **high performing** national, **Member-focused** organisation.

## Our Members

We represent providers of age services of all types and sizes located across Australia's metropolitan, regional and rural areas.

We support our Members by providing information, services, training and events that enhance their performance and sustainability.

### LASA Membership



## Our Affiliates

LASA Affiliates are supporters of the critical role played by the age services industry in caring for ageing Australians. Affiliates provide products and services to our Members. LASA supports them to do this efficiently and effectively.

***We are dedicated to delivering leadership and support to our Members in a time of unprecedented change in our industry.***



**Dr Graeme Blackman AO  
(Chair)**

## A message from the Chair

As the Baby Boomer generation ages, we are on the cusp of a 'new normal' when it comes to the number of older Australians in our society. This signifies our nation's success in enabling people to live longer, healthier and more productive lives.

The increasing number of older Australians means more demand for consumer-centric age service delivery models. These must be delivered within a dynamic regulatory environment influenced by Australia's aged care reforms process.

Leading Age Services Australia (LASA) is fearless in its determination to create an aged care system that older Australians and their families need—and our industry wants to deliver.

It has been my pleasure since 2014 to lead an experienced Board of Directors to embrace this challenge, and provide support to our Chief Executive Officer Sean Rooney and the LASA team.

Reflecting on LASA's achievements during 2017-18, and as Chair of LASA, I am pleased to present our Annual Review.

A handwritten signature in black ink, appearing to read 'G Blackman'.

**Dr Graeme Blackman AO  
Chair**

## LASA Board

We thank our dedicated Board of Directors for their valuable assistance throughout the year. Our Board has expertise in policy development, business management, health and ageing, finance and law, and the delivery of age services.



**Dr Graeme Blackman AO  
(Chairman)**



**Robert Orie  
(Deputy Chair)**



**Saranne Cooke  
(Chair, Finance, Audit  
& Risk Management  
Committee)**



**Kerri Rivett  
(from 8 August 2017)**



**David Panter  
(from 15 October 2017)**



**Nick Loudon  
(from 15 October 2017)**



**Chris How  
(from 16 May 2018)**



**Ingrid Williams  
(to 1 August 2017)**



**Michelle De Ronchi  
(to 8 May 2018)**



**Sean Rooney**  
CEO

## A message from the CEO

Throughout 2017-18 LASA's leadership in the age services industry focused on achieving a proactive and pragmatic approach to driving industry reform, performance and sustainability.

Our industry is in a state of transition. Fundamental issues relating to the four key areas—quality of services, access to services, funding of services, and delivery of services—have yet to be resolved.

The 'new normal' will require a major shift in the way we think about aged care. Resolving aged care funding for the next two decades as our country transitions to supporting the Baby Boomer generation to age well, is critical.

Ultimately, what Australia requires is the development of a long-term, sustainable funding strategy to ensure we meet the needs of older Australians.

Appropriate and sustainable funding is vital to implementing best-practice models of care across Australia, particularly in rural and regional settings where access to trained staff is limited and there are higher costs for provision of services.

Over the past year LASA has delivered these tough messages on behalf of our Members to politicians and policy-makers—and we will continue to do so into the future.

To our Members, we thank you for your engagement, enthusiasm and contribution to delivering a high performing, respected and sustainable aged services industry delivering quality care and services for older Australians.

Providers of age services in Australia have enormous commitment to engaging with the ongoing reform process and seeking continuous improvement. The overwhelming majority are delivering world-class care underpinned by a highly professional and dedicated workforce—setting the standard across the globe.

A handwritten signature in black ink, appearing to read 'Sean Rooney', written in a cursive style.

**Sean Rooney**  
CEO



## Member services

### Members and Affiliates

- We conducted our first national Member Satisfaction Survey in May 2018. The survey showed that 89 per cent of Members are satisfied with LASA, in line with our stated objectives and key service offerings.
- A new national Members and Affiliates offering program and promotional materials were developed.

### Member support

- **2,257** calls to our 1300 Number.
- **626** Residential Aged Care calls received.
- **1,124** Member emails received seeking support.
- **190** Affiliate emails received seeking support.
- Principal Advisors (Residential Care, Home Care, Retirement Living) provided Members with regular advice and updates through the regional forums and Member communications, and provided a range of specialist Member consultancy services.

### Employment relations and business support services

- LASA Claims & Billings Service managed 10,000 residents' payments.
- LASA Payroll Bureau processed 75,000 staff salaries.
- We started the LASA PurchasePOWER program and signed 26 LASA PurchasePOWER suppliers, who provide special Member pricing on services and products.
- We commenced work on Enterprise Agreements with five organisations.
- We provided over 90 consulting engagements across Employment Relations and Business Support Services, supporting Members in the following ways:
  - **Compliance support and accreditation audits.** All facilities that conducted pre-accreditation reviews attaining 44 out of 44 outcomes.
  - **Assistance with the Aged Care Funding Instrument.** This included in-house training, systems, document review, claims protection and appeals support.
  - **Business growth.** This included applications for the Aged Care Approvals Round, Department of Veterans' Affairs, the National Disability Insurance Scheme, approved provider applications and significant refurbishment.
  - **Policy and procedure.** Reviewed Member's operations policies for currency and accuracy, and developed template policies for purchase.
  - **Governance & business improvement.** Supported development of strategic plans and conducted business efficiency and system reviews.

## MEMBER SUPPORT

**90+** consulting engagements across ER and Business Support Services

**2,257**  
calls to the 1300 Number

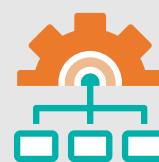
**626**  
Residential Aged Care calls received

**1,124**  
Member emails seeking advice/support



**26** LASA Purchase Power suppliers signed

**LASA Purchase POWER**



**75,000**  
pays processed by LASA Payroll Bureau



**10,000**  
residents' payments managed by LASA Claims & Billings service

### Member awards

We established the LASA Excellence in Age Services Awards to recognise excellence across all fields of the age services industry.

Nominations for Outstanding Individual, Outstanding Team and Outstanding Organisation were reviewed by a panel of industry experts, with state and territory finalists awarded (listed on page 5), and national winners to be presented at LASA's National Congress in October 2018.

We thank Hesta for their support of these awards.



## State and territory finalists of the inaugural LASA Excellence in Age Services Awards

### OUTSTANDING INDIVIDUAL

#### **Claire Abbott**

Nurse Practitioner, Peninsula Villages  
New South Wales/Australian Capital Territory

#### **Nicole Devlin**

Chief Customer Officer, Ballycara  
Queensland

#### **Dannielle Phelan**

The Bethanie Group  
Western Australia

#### **Kyle Miller**

Australian Unity, Rathdowne Place  
Victoria & Tasmania

### OUTSTANDING TEAM

#### **Goodwin Health and Wellness Centre Team**

New South Wales/Australian Capital Territory

#### **Healthy Connections Exercise Clinic, Burnie Brae**

Queensland

#### **Life Care**

South Australia & Northern Territory

#### **Carer Health and Wellbeing Coaching Team, Merri Health**

Victoria & Tasmania

#### **Care Team at Riversea Mosman Park, The Bethanie Group**

Western Australia

### OUTSTANDING ORGANISATION

#### **The Whiddon Group**

New South Wales/Australian Capital Territory

#### **Sundale Ltd**

Queensland

#### **Ridleyton Greek, Home for the Aged**

South Australia & Northern Territory

#### **Cooinda, Benalla**

Victoria & Tasmania

#### **Nagambie HealthCare**

Victoria & Tasmania

#### **Technology Ageing and Disability Western Australia (TADWA)**

Western Australia

# innovAGEING

innovAGEING (iA) coordinates a community of practice for age services innovators, showcases examples of innovation in our industry, and celebrates age services innovation through a national awards program. Open to all individuals and organisations interested in aged care, the aim of the network is to foster and promote innovative, consumer-centric solutions to meet the increasingly complex needs of older Australians. iA highlights for 2017-18 include:

- iA Principal Advisor Merlin Kong was appointed in August 2017.
- An iA Business Plan was developed in September 2017 and launched to Members in October 2017 at our National Congress.
- We formed an iA Advisory Committee in February 2018, with its first meeting in March 2018.
- We welcomed 237 iA Open Lab Members from 112 organisations (as of 30 June 2018).
- The Open Lab was launched in May 2018, with eight discussion threads and 395 interactions.
- Gold Partnerships were signed with Alive Co (Mirus Australia) in January 2018, and KontentLabs in February.
- Foundation Partnerships were signed with the Commonwealth Bank and KPMG in June 2018.
- iA was successful in generating Australian Government support in March 2018 (total value \$400,000 over two years).
- iA engaged with over 1,200 people at co-hosted events and speaking engagements.



## Policy and advocacy

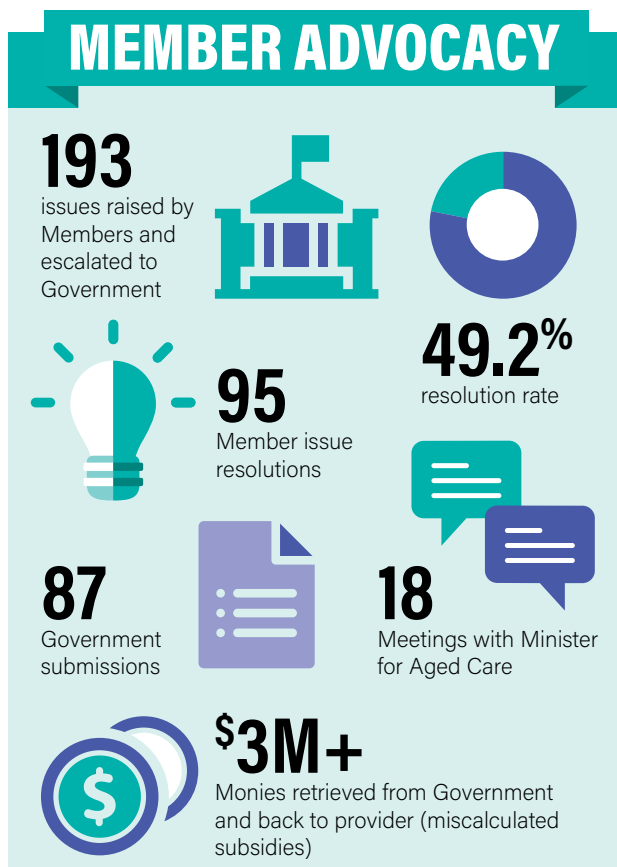
- LASA made 87 government submissions across a wide range of aged care and related matters. Highlights were: submissions on the Carnell Paterson Report on the review of quality issues in residential aged care; the recommendations of the Aged Care Legislated Review (Tune Review); the 14 strategic actions proposed by the Aged Care Workforce Strategy Taskforce; and assessment of the new consumer directed care approach for home care packages which commenced in February 2017.
- Our pre-Budget submission for the 2018-19 Budget was submitted in December 2017 and a further submission was made in January 2018 at the request of the Minister for Health Hon Greg Hunt.
- While there were some welcome initiatives forecast for 2018-19, LASA correspondence and submissions kept the pressure on the Australian Government about serious funding shortfalls, especially low indexation for 2018-19 and the growing financial pressure on residential aged care facilities.
- Over the period we held 18 meetings with Minister for Aged Care Hon Ken Wyatt.

### Member advocacy

- A dedicated Member Advocate was appointed in August 2017 to work as an intermediary between Members and the Australian Government on issues such as payments and My Aged Care portal concerns and frustrations.
- LASA assisted with the escalations of queries and worked with Members to reduce stress and anxiety, responding to Members in a timely manner, to help them resolve a range of issues across technical, legal, monies retrieved and investigation.
- LASA coached and mentored Members through the challenges of the bureaucracy.
- We fast tracked queries and reduced resolution times, and adopted a collaborative model to help resolve queries.
- There were 193 issues raised by Members that we escalated to the Department of Veterans Affairs, the Department of Human Services, and the Department of Health.
- We achieved 95 Member issue resolutions.
- The rate of resolution of issues was 49.2 per cent.
- We retrieved in excess of **\$3,329,756.92** from governments through miscalculated subsidies and delivered this back to our Members.



Minister for Aged Care Hon Ken Wyatt with LASA Members



### A vital link

LASA acts as the intermediary between Members and the Department of Human Services, Department of Health and the Department of Veterans Affairs, enabling Members to focus on the work of providing outstanding care to older Australians.



LASA professional development



LASA training



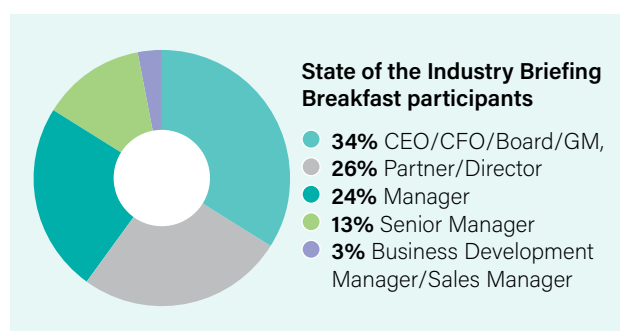
## Training and events

### LASA Aged Care Training Institute

- Our Registered Training Organisation (RTO) was rebranded LASA Aged Care Training Institute to reflect our national coverage for accredited training options for the age services industry.
- We attained national registration with the RTO regulatory body, Australian Skills Quality Authority, to October 2023.
- We were delighted to award 248 qualifications at Diploma, Certificate III and Certificate IV levels and skill sets.
- 429 students were enrolled in accredited training programs at Diploma, Certificate III and Certificate IV levels.
- We achieved a 92 per cent student satisfaction rate, according to a survey administered by independent body the National Centre for Vocational Education and Research.
- To ensure the vocational education training remains current, our training team leaders represented LASA Members in skilling and workforce development forums such as the QLD Community Services and Health Workforce Council's Industry Reference Group, Victorian Community Services and Health Industry Reference Committee and QLD Training Reference Group.
- Changes in the Vocational Education and Training (VET) sector during 2017-18 meant refocusing course and program offerings, moving to shorter skill sets and non-accredited training options as required by the age services industry.
- LASA signed agreements with Universal Care Training and Moviliti Training for rollout in 2018-19. These will generate further training options in the non-accredited and accredited training space.

### Professional development

- LASA conducted five Leadership Professional Development programs involving more than 90 participants in five Australian states. Programs were run in Brisbane, Sydney, Melbourne, Adelaide and Perth.
- 15 participants from the LASA Leadership Professional Development Program enrolled into the nationally accredited Diploma of Leadership and Management through a Recognition of Prior Learning process.
- LASA CEO Sean Rooney delivered a national series of six State of the Industry Briefing Breakfasts with a combined total of 374 attendees.



## LASA TRAINING

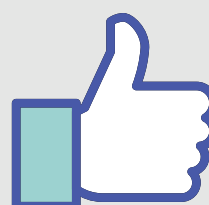


**248**

qualifications and skill sets completed and awarded

**429**

students in accredited training programs at diploma, certificate III and IV levels



**92%**

student satisfaction rating

### Events

- A combined total of 7,722 people attended 156 LASA events including:
  - **68 workshops**
  - **11 networking/other forums**
  - **61 Regional Industry forums**
  - **six State of the Industry briefings**
  - **three state conferences (including TriState)**
  - **one national conference (National Integrated Seniors Housing Conference)**
  - **one National Congress**
  - **one Care & Aging Expo**
- 2018 saw the relaunch of the LASA National Integrated Seniors Housing Conference, which showcases a range of housing types that can be purpose-fit to accommodate the needs of older Australians.
- 2018 also saw the relaunch of the LASA Tri-State Conference—the premier age services event across New South Wales, Victoria and South Australia.
- Our 23 Single Aged Care Quality Framework Masterclasses guided participants to navigate the changes to standards and our popular Home Care Masterclasses continued to assist new and existing providers.
- We hosted the NEXT GEN Young Leaders Forum—the first event under the NEXT GEN initiative to attract the best and brightest young leaders and professionals to embrace the age services industry and steer it forward through a period of unprecedented change.



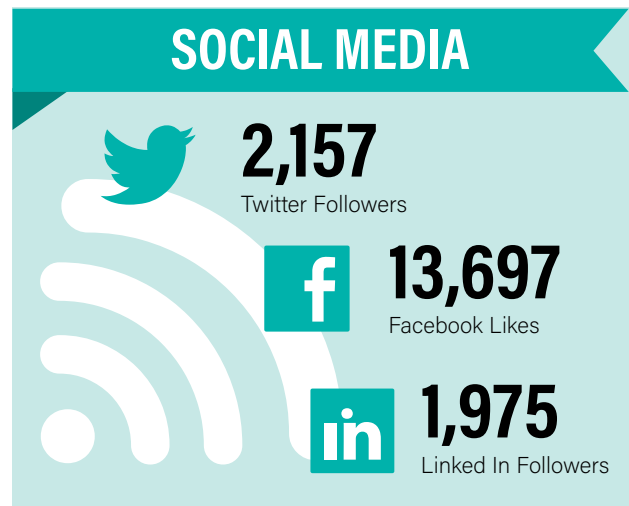
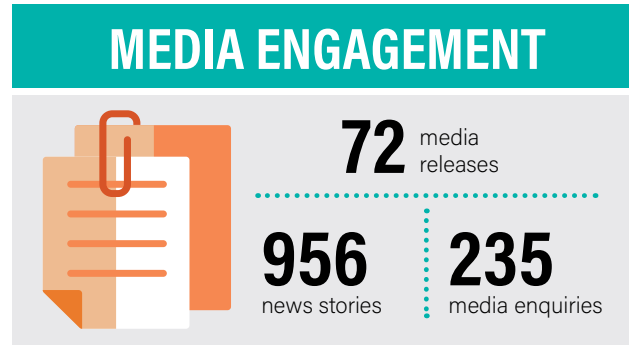
The LASA team at our National Congress 2017

## Media and communications

Our Corporate Affairs team delivered outstanding results in media and Member engagement.

LASA has an expanding social media following with a total of 17,870 followers across Facebook, Twitter and LinkedIn and our media reach resulted in 956 news stories.

We kept Members informed with regular eAlerts, eNews, Media Watch newsletters and CEO Communiques. We also held three webinars to enhance Member communication, while our popular print magazine Fusion reached a total distribution of 52,000.







Contact the LASA Ltd Member Support Team  
P: 1300 111 636 E: [members@lasa.asn.au](mailto:members@lasa.asn.au)

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