

# MiCare Annual Report

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2024



MiCare  
Helping you live in your world.



# Our Continuing Challenges

Firstly, I would like to acknowledge the lifelong contribution of our recently retired CEO Petra Neeleman who has steered the organisation so well, and also welcome our new CEO, Penni Michael, who most members of our community already know through her previous roles within MiCare.

The past twelve months has further evolved as a journey to prepare for the imminent changes to the Aged Care Act and the changing environment in meeting expectations of those for whom we provide services – whether as an elder in residential care or through one of our home care services.

The challenges will continue as we meet the ongoing demands in both governance and compliance as the staple of our business. Our purpose remains a steadfast commitment to providing high quality and safe care.

With elders in care, control and management require constant review at all levels, and continuous improvement

planning and monitoring ensures we meet the needs and requirements demanded of service providers. This not just limited to the services we administer but also to the environment in which our elders reside; it is a complimentary aspect of trying to make those in our community feel a part of it and as welcoming as the homes they may well have been used to previously. This also continues in the meals presented and delivered to them – whether dietary specific or otherwise.

What we are most impacted by and grateful for is the huge number of volunteers that help in all aspects of village life and supporting staff where needed. Without their unending help we would be hugely and financially disadvantaged.

We have the same commitment to those residents in our villages and no different to what we provide to our elders in residential care; for some residents it may be a stepping stone into residential care as the need arises.

As a Board we stand strong, committed, and true to the Values and Vision we endorse and it is our diversity and cultural background that I believe sets us apart.

Let that commitment strengthen our resolve to MiCare's Mission.



**Jos van de Ven**  
**Chairman**





# Special Thanks

As early July approached and I was busy doing the rounds of my retirement farewell parties, I was pleased that it was not just my service that could be celebrated but also the financial surplus for the year. After several years of deficits which resulted from the additional expenses of COVID and staff shortages; the past 12 months have seen a gradual and definite improvement in our financial results.

We have successfully recruited more staff and trained 68 staff from our Settlement Services program, of which 56 were employed.

The increases in occupancy, overdue COVID funding from the Commonwealth and the selling of land at Noble Park enabled us to repay in full the bank loan on Avondrust Lodge. We were pleased to receive feedback from the NAB that we were doing exceedingly well compared to most aged care providers.

This success has been the result of everyone at MiCare pulling together to make

small changes at all levels. Our many volunteers, elders and families as well the leadership and support of the Directors of MiCare are all to be acknowledged.

As I retire, I want to thank the staff and managers of MiCare for their continued commitment to doing their best for MiCare's clients and making a difference every time they work. To my colleagues in the Executive team, I respect your leadership, commitment to the values and goals of the organisation and know that together you will continue to lead and grow MiCare under Penni Michael's leadership.

The Board of Directors is seeing changes as well and the new Directors bring new skills and talents to the board. All Directors both ongoing and new have a strong commitment to our values and mission and continue to give of their time freely. Thank you for your wisdom and leadership.

Today MiCare is in a good place and after 33 years as the CEO/ED, I am handing over the keys to Penni knowing that the time is right for me to have ME time.

Thank you everyone for all the wonderful words, cards, gifts and parties but even more for being part of my journey through life. Each of you have made a difference in my life.



**Petra Neeleman**  
**Executive Director**







## *Our Mission*

To enable migrants to have comfortable, enjoyable, dignified and meaningful lives.

## *Our Vision*

To support the journey of a migrant throughout their life.

## *Purpose Of Our Work*

At MiCare we value relationships that we have with each other, the clients we serve, and their families. We believe the closer the relationship, the more we want to help someone. Sharing their life's journey is a privilege, we should respect that privilege and always honour the person. We become part of their story. For some, all they have left is their story and we should embrace, validate, and respect it.



# *Our Values*



## **Trust**

We believe in the mutual expectation of acceptance, respect, and fair treatment.



## **Empowerment**

We will provide each other with the means and knowledge to make our own decisions and we will have confidence and trust in each other.



## **Flexibility**

We accept the need for change to adapt to different conditions and circumstances as they occur.



## **Harmony**

We encourage staff, elders, and family to work together to build meaningful relationships.



## **Empathy**

We recognise the power of understanding, and imaginatively stepping into another person's shoes; we acknowledge their feelings towards an object or person and in doing so share their happiness or sadness.



# Petra's farewell



Petra with Shane Wang at PWA



Petra's Retirement Cake



Petra At Avondrust Lodge



Farewell function at Beatrix Village



Avondrust Lodge Morning Tea Decoration for Petra



Petra With MiCare's new CEO, Penni Michael



Petra with Business & People Service Teams





Adhoc Team Day with  
Shane Wang



Petra Cutting cake at  
Overbeek Lodge



Adhoc Team Day  
with Lindon Perry



Executive Team quilts with  
Gladys Maseko



Petra with Penni Michael, Laila  
Chalustowski & Shane Wang



Petra with Fien and  
Gerardus Van Laake



Petra Cutting Cake at PWA



Petra with our elders at  
Margriet Manor



Executive Team quilts with  
Graeme Wickenden

# MICARE CULTURAL DIVERSITY REPORT

## JUNE 2024

This report highlights MiCare's Cultural Diversity across Victoria's and Queensland's services. The quantitative data includes gender, country of birth, language/s spoken and religious affiliation.



### Residential Aged Care

MiCare Residential Aged Care has

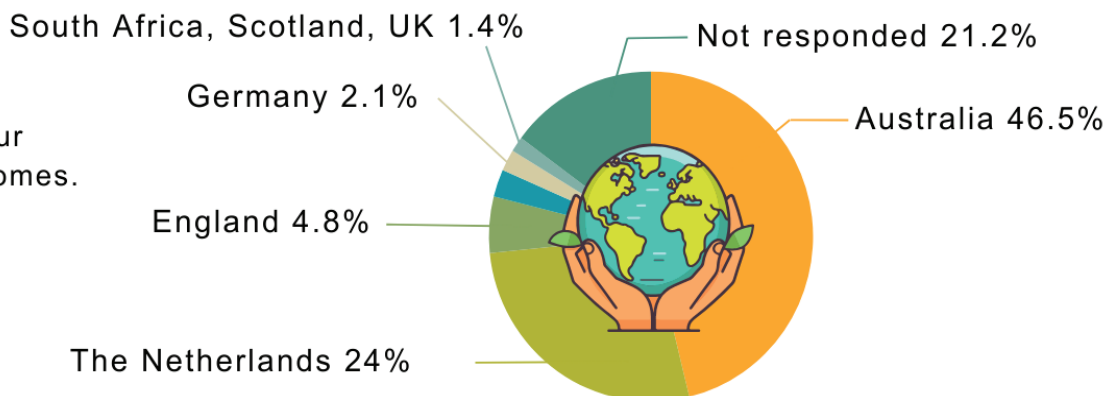
# 377

Elders residing in four MiCare Aged care homes.



**31%** Male  
**69%** Female

### Country of birth of the Residents



# 23

different languages spoken by Elders. Main languages - English, Dutch, Spanish, German and Italian.

Elders are affiliated to

# 23



different religious beliefs. Main religions - Catholic, Anglican, Church of England, Christian, Reformed Dutch.





## Home Care

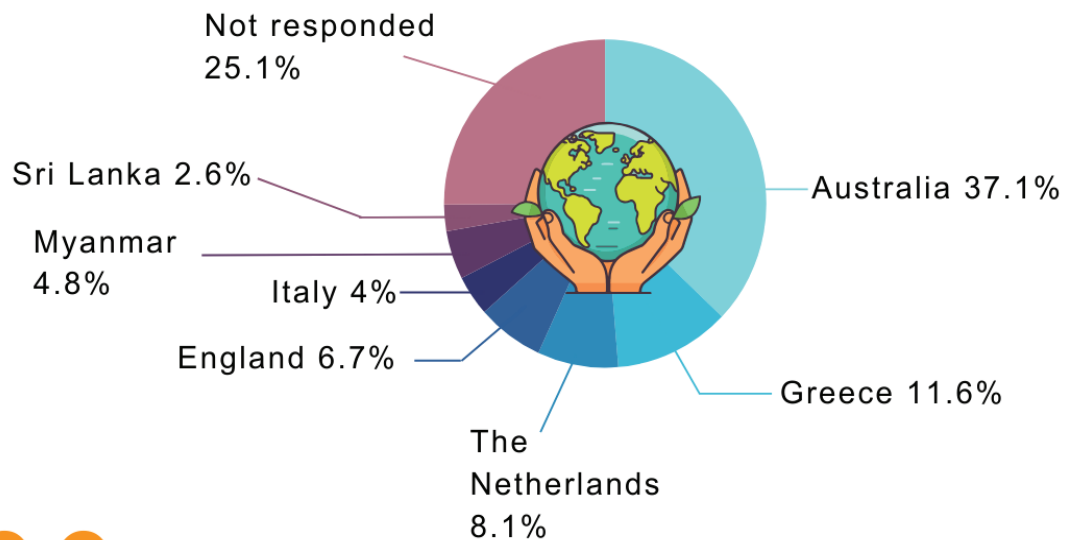
# 1859

Home Care Elders assisted, out of whom



**40.1%** Male  
**58%** Female

### Country of Birth of the clients



# 38

Languages are spoken amongst Home Care Elders. Main languages -English, Dutch, Greek, Italian, and Karen

Home Care Elders are affiliated to

# 20

different religious beliefs. The major religious denominations are Greek Orthodox, Catholic, Christian, Muslim, Buddhist.



## Migrant Services

In the past year, Settlement Engagement and Transition Support (SETS) and the Humanitarian Service Program (HSP) have assisted more than

# 983

 Clients

**34%** Male  
**66%** Female



Most clients are from Myanmar, Afghanistan, Iraq, Congo, Eritrea, and Ukraine.



## Volunteers



**140**  
Clients



different countries of birth. main countries - Netherlands, Australia, India, England and Colombia.

**33**

different countries of birth. Main countries - Netherlands, Australia, Greece, Germany, Italy and Malta



**37**

different languages are spoken amongst volunteers. Main languages - English, Dutch, Spanish, German, Hindi.



**20**

different languages

spoken amongst clients. Main languages - Dutch, English, Greek, Italian, German.



## Independent Living Unit

Based on 78 ILU residents living in Queensland



**28%** **72%**  
Male Female

Residents are from



different birth countries. Main countries - Netherlands, Australia, England, Indonesia, South Africa and Denmark



**11**

different languages

spoken Main languages - Dutch, English, German and French

The residents are affiliated with

**11**



different religious beliefs. Main religions - Reformed Dutch, Catholic, Christian, United Church





The cultural diversity reflected in this data is from approximately 35% of the total number of staff across Victoria and Queensland. Information provided by staff is voluntary.



**Note:**

The Cultural Diversity Profile helps provide us with a greater understanding of who is accessing our services, so we can respond to the needs of our diverse clientele.

The diversity at MiCare is increasing. Countries of birth, languages as well as religious affiliation are in line with the 2021 ABS Census. The percentage of female and male recipients of services as well as workers, is consistent with the current trend in the caring sector.

# *An Overview : Financials 2023- 2024*

## **MiCare's Chief Financial Officer, Graeme Wickenden, provides an overview of our Financials for 2023- 2024**

The 2023/24 financial year could fairly be described as a financial turn-around year for MiCare. Through proactive workforce management we saw a dramatic decline in the dependency on agency staff in Residential Services, and with occupancy increasing significantly and the reimbursement of Covid expenses, a much-improved financial outcome across all four aged care homes was achieved.

Across total MiCare, a surplus of \$4.5M was achieved, compared to the 2022/23 deficit of \$8.4M. Included in the surplus is \$4.1M received from the Commonwealth Government to reimburse COVID-19 expenses (\$38K in 2022/23).

MiCare sold vacant land in Noble Park that was previously being held for the development of a residential aged care home but became unviable due to the increase in building and borrowing costs – a trend being experienced across the sector. The property sold for \$4M, but when factoring expenditure on preparing documentation for the development, a loss of \$393K is reflected in the 30th June 2024 results.

However, the \$4m from the sale allowed MiCare to fully retire the NAB loan that was provided to fund the redevelopment of Avondrust Lodge. Hence, at 30th June 2024, MiCare is free of any commercial debt and has a particularly strong balance sheet that has seen the deficiency in equity reduce from \$11M in 2022/23 down to \$6.5M for 2023/24.

A key success in 2023/24 has been the achievement of full occupancy at Avondrust Lodge which, along with proactive workforce management, resulted in Avondrust Lodge reporting a surplus of \$1.3M. The redevelopment of Avondrust Lodge completed just prior to COVID-19 restrictions being imposed and, like all residential aged care homes, struggled to attract residents who were reluctant to place their loved one into care with the heightened threat of COVID-19 and restrictions on visiting.

This is now well behind us and Avondrust Lodge is now a thriving and vibrant community that mixes the daily activities of the co-located retirement village and regular community activity groups with the elders in the aged care home.

Hence Avondrust Lodge joins Prins Willem Alexander (in Queensland) as MiCare's two financially strong aged care homes. The other two homes that are located in Kilsyth reported deficits in 2023/24.

However, late in 2023/24 and into 2024/25, significant refurbishments have been completed at both homes which has been very well received by touring families and has seen occupancy at both homes increase significantly – even achieving full occupancy at Margriet Manor.



It would be remiss to not acknowledge the additional funding the Commonwealth Government has provided to the residential aged care sector, although this has been accompanied by a requirement to provide specified care minutes, it is none the less long overdue recognition that the sector has been in crisis from a financial perspective.

Similarly, MiCare also applauds the wage increases the government funded for our care workers and looks forward to passing on the second stage of the increases in January 2025.

MiCare's Home Care program has continued to perform well financially, although there has been a significant reduction in home care package numbers, this has been offset by continued growth in our Commonwealth Home Support Program (CHSP), and by prudent cost management. Workforce challenges impeded our opportunities to grow package numbers, but 2024/25 is seeing this turnaround and we expect growth in numbers in the second half of 2024/25.

MiCare's five retirement villages performed well in 2023/24, however are budgeting deficits in 2024/25 as we invest significantly to address outstanding building and maintenance issues across all the villages. We are looking forward to a new Retirement Villages Act in Victoria that will hopefully address many of the shortcomings of the existing Act, particularly around providing for future capital refurbishments.

At 30th June 2024 MiCare had \$19M invested with external investment managers and although conservatively constructed, the funds have provided solid returns for the year of \$530K (2022/23: \$396K). Although a significant portion of these funds are for specific program and cash flow needs, it is encouraging to see the cash reserves slowly improve.

Early indications are that MiCare will continue to achieve surpluses in 2024/25 – a stark contrast to previous financial years, and a credit to the management and governance of the organisation.

Finally, it is important to acknowledge that the financial statements do not recognise the valuable contribution our volunteers and auxiliaries make. This intangible, but extremely significant and selfless contribution, enhances the lives of our elders every day.



**Graeme Wickenden**  
**Chief Financial Officer**

*MiCare Ltd*  
*Income Statement- 30th June 2024*

	2023/2024 (\$)	2022/2023 (\$)
<b>INCOME</b>		
Government grants and subsidies	66,942,366	50,597,734
Resident fees	13,921,249	12,310,726
Bequests, donations & fundraising	72,741	58,088
Other operating revenue	6,724,023	5,609,293
Interest revenue	576,068	68,577
Other income	329,539	408,763
<b>Total Income</b>	<b>88,565,986</b>	<b>69,053,181</b>
<b>EXPENSES</b>		
Employee benefit expenses	52,505,689	46,944,661
Depreciation and amortisation	5,089,450	5,190,572
Food expenses	2,190,937	2,085,096
Recipient care expenses	9,719,246	9,503,016
Property expenses	3,308,682	3,625,185
Other expenses	4,807,235	5,466,394
Fair value movement on financial assets	(5,370)	(233,977)
Finance costs	6,472,708	4,853,496
<b>Total Expenses</b>	<b>84,088,577</b>	<b>77,434,443</b>
<b>Surplus / (Deficit)</b>	<b>4,477,409</b>	<b>(8,381,262)</b>



*MiCare Ltd*  
*Balance Sheet- 30th June 2024*

	2023/2024 (\$)	2022/2023 (\$)
<b>ASSETS</b>		
<b>Current assests</b>		
Cash and cash equivalents	10,752,240	7,255,313
Trade and other receivables	2,215,374	1,672,090
<b>Total current assets</b>	<b>12,967,614</b>	<b>8,927,403</b>
<b>Non-current assets</b>		
Property, plant and equipment	105,135,400	111,964,457
Other financial assets	15,874,560	5,260,120
<b>Total non-current assets</b>	<b>121,009,960</b>	<b>117,224,577</b>
<b>TOTAL ASSETS</b>	<b>133,977,574</b>	<b>126,151,980</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	130,869,434	113,068,252
Interest bearing liabilities	269,613	14,544,521
Employee provisions	5,506,185	5,567,509
<b>Total current liabilities</b>	<b>136,645,232</b>	<b>133,180,282</b>
<b>Non-Current liabilities</b>		
Interest bearing liabilities	2,943,381	3,127,129
Employee provisions	898,900	831,917
<b>Total non-current liabilities</b>	<b>3,842,281</b>	<b>3,959,046</b>
<b>TOTAL LIABILITIES</b>	<b>140,487,513</b>	<b>137,139,328</b>
<b>NET ASSETS</b>	<b>(6,509,939)</b>	<b>(10,987,348)</b>
<b>EQUITY</b>		
Other contributed equity	6,348,923	6,348,923
Retained earnings	(12,858,862)	(17,336,271)
<b>TOTAL EQUITY</b>	<b>(6,509,939)</b>	<b>(10,987,348)</b>

# MiCare's Roadmap

It's all in our name - MiCare, or Migrant Care, is Australia's most caring provider of people from a culturally and linguistically diverse background. Here's a sneak peak into our journey.

**1 October 1996**

DutchCare Ltd was established from an amalgamation of Avondrust Incorporated (1974) Dutch Australian Community Action Incorporated (1984) and the Holland Australian Retirement Foundation Incorporation (1971).

Dutch Care

**2010**

DutchCare's Aged Care facilities were the first in Australia to receive recognition for all 10 Eden Principles. MiMeals, our commercial kitchen in Seaford Victoria, was completed.

**2001**

DutchCare adopted 'Eden Alternative' philosophy. Polder Model of Care was developed.

**1990**

Started Home and Community Care. In 1995, commenced the Assistance with Care and Housing program and Aged Care social support programs





## Netherlands Retirement Village Association Queensland

**1990**

The Association was established as a not-for-profit organisation to cater for the needs of older persons born in The Netherlands.

**2012**

In 2012, the Association successfully received a bed allocation through the Aged Care Approvals Round.

**1 July 2016**

The New Hope Foundation and Dutch Care companies merged. Dutch Care was renamed as MiCare.

**2016**

MOU with LACA\* was signed

**1 July 2017**

Netherlands Retirement Village Association Queensland (NRVAQ) merged with MiCare. The village and aged care home have retained their name, Prins Willem Alexander Village.

**2013**

From 2013, New Hope delivered new and innovative settlement programs. The Migrant Resource Centre was changed to New Hope Foundation.

**2016**

Commenced delivery of Social Support Groups in Eastern and Southern Melbourne Metro

**8th May 1981**

Migrant Resource Centre (MRC) at 24 Victoria Street Windsor was officially opened.

New Hope Foundation

\*LACA - Latin American Community Of Australia (QLD) Inc.

# MiCare's Roadmap

July to Dec 2020

## 2017

- Refunded to deliver Humanitarian Settlement Program (HSP)
- Commenced delivery of Veterans Home Care in Queensland and Victoria.
- Expansion of Commonwealth Home Support Program (CHSP) across several areas of Melbourne
- Refunded to deliver Settlement Engagement and Transition Support (SETS) program

## 2018

- MiCare merged with Dutch Australian Community Centre (a recreation centre) in Sunshine. First Stage of Avondrust Lodge redevelopment commences.
- New coffee shop opened inside Prins Willem Alexander village
- Mentoring, Leadership and Governance support was provided to 22 Communities and groups through Strategic Partnerships program
- MiCare awarded funding to deliver the Safer and Stronger Communities Pilot project

- Local Partnerships program succeeded in supporting over 33 different CALD groups, and reached more than 22,000 individuals, households, or community members via face-to-face and/or remote contacts
- Home Care delivered 450 packages to Elders/Clients
- Expansion of CHSP (Flexible Respite & Access and Support) services across Gippsland and Southern and Eastern Metro Melbourne

## 2019

- Eden Alternative was introduced in Prins Willem Alexander Village
- The community centre in Sunshine was named Cromer street. Renovations began.
- Major funding received from Dept of Home Affairs to deliver SETS client services & community capacity building
- Commencement of Assistance with Care and Housing program in Gippsland
- Women as Leaders in New and Emerging Communities (West) delivered activities to 102 Women from 9 CALD Groups

## January to June 2020

- MiCare responds to COVID 19 requirements throughout all its services and programs.
- Cromer Street renovations are completed.
- Prins Willem Alexander Lodge successfully implemented Person Centred Software.
- Migrant services team pivoted service delivery to commence providing remote casework and group programs via phone and webinars.
- SETS Client services Team assisted 1144 clients either in casework or via group program
- MiCare awarded funding to deliver the Multicultural Family Violence Project- a partnership between MiCare and Wyndham Community Education Centre



## January to June 2023

### 2022

- Prins Willem Alexander Lodge was fully re-accredited.
- Indian Household at Avondrust Lodge was developed.
- Funding received to deliver Community Employment Connectors Program
- Home Care delivered 500 packages to Elders/Clients
- A suite of new programs delivered to Afghan communities through the Afghan Australian Community and Settlement Support Grants

- All Residential aged care homes received full Accreditation.
- Commencement of Care Finders across Southern Metro Melbourne and Gippsland
- Social Support Groups program currently supports over 300 clients across Melbourne
- 398 people from more diverse community groups and stakeholder have engaged in Capacity Building activities and support

### 2021

- Avondrust Lodge second stage is re-built.
- Prins Willem Alexander Village renovations are completed.
- Successfully implemented BestMed administration and management software
- Received additional funding from Dept Home Affairs to deliver services to Promote safety of Migrant and Refugee women.
- Opening of Warragul Office for Home Care clients
- Migrant Services Humanitarian Settlement Program supported large number of arrivals from Afghanistan

### 2024

- Volunteer Coordination Team meeting in person at the Team Conference in June which was held in Victoria.
- MiCare Volunteer Team receives an Inclusive Volunteering Award
- Residents at Avondrust Village received new external fencing.
- Migrant Services was successful in securing funding for the Settlement Engagement and Transition Support (SETS) program from the Department of Home Affairs.







## MiStaff Graduation Ceremony

On 28th May 2024, there was a buzz in the air at Encore Events Centre in Hoppers Crossing when 39 migrants or refugees received certificates enabling them to work in an aged care setting. Participants came from many and varied countries such as Tibet, Ethiopia, Thailand and the Democratic Republic of the Congo.

Victorina and Gideon were 2 of 39 graduates who were participants in a pilot training program initiated by MiCare which targeted migrants and refugees who commonly face barriers gaining employment in Australia or who need upskilling to stay in the workforce. The program focus is to provide supported employment opportunities whilst addressing MiCare's growing workforce needs.

Victorina is a Congolese woman who came to Australia in 2019. She was keen to work and heard of the traineeship program through her community leaders. She has since gained a Certificate III in Cleaning Operations. During her training she gained paid experience in one of MiCare's residential aged care facilities. She is now a very busy employee of MiCare's Home Care Services supporting clients in several suburbs in the west such as Sunshine, West Footscray, Wyndham Vale and Hoppers Crossing to name a few.

Gideon is a Karen man who came to Australia in 2007 from Thailand. Working in the gardening sector of MiCare he expressed an interest in gaining a qualification in this field.

He now has a Certificate III in Parks and Gardens. He, along with other graduated employees, continue to deliver gardening services within MiCare's residential aged and Home care services, as well as private clients across Melbourne metropolitan regions of Melbourne.

Both employees, who now have transferable skills, have played their small part in reducing the chronic workforce shortages in aged care. Their experience has also demonstrated that there is a pool of motivated migrants and refugees in Australia who, with relevant on-the-job training, placements and/or non-vocational supports such as childcare, driving lessons and language support, can be readily employed without providers resorting to overseas recruitment.

This unique MiStaff initiative has provided training, work experience and secure employment for some of our most vulnerable and marginalised migrants giving them the self-assurance and confidence required to enter and stay the workforce. In doing so it worked in partnership with a number of partners including, The Management Edge (a registered training organisation) and Sarina Russo (an apprenticeship provider). Both graduates and guests were pleased to hear a message of support from a representative from the office of the Honourable Brendan O'Connor MP, Minister for Skills and Training and Federal Member for Gorton, expressing his enthusiasm for our initiative to assist with the skills shortage crisis.







# MiCare Volunteering Award

MiCare Volunteer team was recognised at the Volunteering Awards 2024. This award was brought to us by EV Strengthening Communities, the Inclusive Volunteering Awards (IVA's).

Award-winning Business Strategist and Global Keynote Speaker, AJ Kulatunga, presented on the day. He shared about the power of inclusivity and reframing traditional perceptions of volunteering.





# Volunteer Week Celebration





# MiCare Staff Celebration





# Refugee Week Photo Exhibition

Youth Settlement Worker, Silvia Gonzalez, and MiCare's project partners from Wyndham Humanitarian Network, and youth leaders from Building a Leader (BAL) organised a Photo Exhibition at the Youth Resource Centre in Hoppers Crossing as a part of Refugee Week 2024. This exhibition displayed photos taken by young people from refugee and migrant backgrounds including youth leaders from BAL, a youth leadership project supported by Wyndham City Council.

To prepare for the Photo Exhibition, youth leaders from BAL attended an excursion to Geelong a week prior the exhibition, where they were driven by bus to several local landmarks to take photos with instant film cameras for the exhibition. Photos were then printed and set up for the exhibition.

There were over 11 entries displayed at the exhibition. Photos had the themes of Black and White, Nature, Self-Portrait, Beach, and Mystery. Prizes were given for the most outstanding photo of each theme. The two judges were young leaders in the community with links to Wyndham Youth Services and MiCare. The winner in the photo, Thaw Moo, a youth leader from BAL, won the main prize as the judges came to an agreement that her photo covered three out of the five themes (beach, mystery and nature) and her photo was captivating and other young people could relate to it.

Cornutopia food truck catered for the event. The exhibition was well attended by young people, their friends and families, and local service providers.





# The Many Faces Of MiCare



From Top - Our elder Gerard baking at Seaford Kitchen. Celebrating St Patrick's Day carer, Rika van Deventer and Margaret Richardson. Our elder, Danny Watson - a master craftsman. Our elders arrange the flowers for display. Our elders Eileen Becker, Werner Becker, Jetske Zijdeveld, Joyce Krassenburg, Gerry Rooker, Nellie Beattie, Walter Last and Monica Turnbull enjoying Bollywood Night.



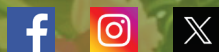


From Top - Our elders Maureen Schultz and Veronica Davies enjoying the winter sunshine. Café Latino - Isabel Miller and Barry Butterworth. Our elder Carole Parr and Margaretha Bouwmeester crafting pots. Our elder Vera's 100th Birthday. Our elder Wil celebrating Australia Day. Our elder Joyce with baby chicken.





**STAY IN TOUCH WITH US**



/micareltd



/company/micare-ltd



MiCareLtd