



ANNUAL REPORT 2020-2021







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# From our President & Executive Officer



John Richardson, President



Michelle Wood, Executive Officer

In November 2019, just months before our world changed forever, Banksia unveiled a new logo. A great deal of thought and energy was invested in developing one image that would make a statement and an impression, and be accurate in its portrayal of our team and our work. As fate would have it, what we chose perfectly reflects exactly who we are ... and it is all in the colours.

Colours represent feelings, behaviours and traits – they symbolise, influence and have meaning. We did a little research about the qualities that colours represent, and we chose the colours green, orange, red and yellow for our logo ... our choices have proven to perfectly reflect who we are.

Throughout a health pandemic that saw 131 days of lockdown in Victoria this Financial Year, our team came to work every day to ensure every client who needed expert palliative care in our catchment received it. When our client numbers ballooned due to hospital visiting restrictions and fear within our client and carer cohort about hospitalisation was high, our team were there. We did not miss one person – clients received exceptional and additional services and care; families and carers received support, reassurance and help; GPs received advice and information, and our partners were simply told “yes”- yes, we will visit; “yes”, send the referral and we will admit the person; “yes”, we are here ...

How do our logo colours tie into our year?

**Green** represents stability, endurance, persistence and the strength to cope with adversity; **Orange** represents compassion, passion, and warmth; **Red** represents confidence, courage, strength and leadership, and; **Yellow** represents creativity, new ideas and innovation (new ways of doing things).

During an entire year when everything was constantly changing, the Banksia team was everything our colours portray, and more ... they were **strong, stable, courageous, compassionate, confident, and innovative** – they were leaders and they *never lost sight of what was important*.

This Report proudly demonstrates the amazing achievements of the Banksia team and our commitment to delivering on our Mission, despite the challenges of the COVID-19 pandemic. While undertaking constant review of every component of the business due to the rapidly changing COVID environment, we have expanded our service model, redefined the way we deliver our palliative care education sessions, and developed and implemented a new client assessment tool – all while managing our most complex, and highest client numbers ever.

We have continued to learn during the year, and like our whole community, some lessons were not by choice, but by necessity. We know arguably more now than ever, what is important ... and our work is very important, and the people that enable our work are very important. It takes a “village to raise a child”, and a “village” to enable high-quality, effective and reliable community palliative care services. We wish to thank our village – our Committee of Management for their time, expertise, unwavering support and guidance; our patient, engaged and invested volunteers; our colleagues and health partners; our major funder, the Department of Health and our supporters and donors whose generosity is essential to us being able to do what we do – we are grateful to you all.

Finally, we acknowledge a phenomenal group of people who have done, and continue to do outstanding work in extraordinary circumstances. We are so grateful to this group of people who have been brave, loyal, trusting and steadfast – they have worked quietly and relentlessly without the external acknowledgement that they so richly deserve. They have continued to give of themselves selflessly and we commend them. It is such a privilege to support and work alongside this group of inspiring people.





# About Us



## Who we are:

Banksia Palliative Care Service (Banksia) is not-for-profit, independent Incorporated Association, governed by a volunteer Committee of Management. A Service Agreement with the Victorian Department of Health, sees Banksia funded to provide specialist community-based palliative care services within the Victorian local government areas of Banyule, Whittlesea and Nillumbik, in metropolitan Melbourne.

## What we do:

Our team provides specialist coordinated, holistic and individualised care to people who are living with a progressive terminal illness, in their homes. Our client base is diverse and our model is inclusive – all people who reside in our catchment, regardless of age, gender, religion, ethnicity or financial circumstances are eligible for our services, which are provided at no cost.

## What Palliative Care is, to us:

Care which is active and supportive and enables people with a life-limiting illness to live their best life. Without assumption or judgement, the person is treated as an individual. Services are uniquely person-centred and based on individual beliefs, preferences and priorities.

Understanding the importance of holistic care, we address the physical, psychological, social, emotional and spiritual needs of the person we are caring for, and we support their families and carers as we recognise their importance as they navigate what is often new and unknown.

## Our Vision

Every person accesses and receives exceptional, personalised palliative care support at the right time, and in the right place.

## Our Mission

To provide exceptional palliative care services that assure quality of life, dignity in death, and support in bereavement.

## Our Values

### **Excellence; Respect; Integrity; Collaboration**

We strive for excellence in everything we do; we act with integrity, respect others always and our collaborations makes us stronger and better, and ...

*we never lose sight of what's important.*



# Our Community

The Banksia team provides services to a population of approximately 435,000\* very diverse people, across a population growth corridor of approximately 1,000 square kilometres.

## Banyule City Council

Bellfield	Briar Hill
Eltham North	Greensborough
Heidelberg West	Ivanhoe
Macleod (part)	Montmorency
Viewbank	Watsonia
Bundoora	Eaglemont
Heidelberg	Heidelberg Heights
Ivanhoe East	Lower Plenty
Rosanna	St Helena
Watsonia North	Yallambie

## Nillumbik Shire

Arthurs Creek	Bend of Islands
Diamond Creek	Doreen
Greensborough	Hurstbridge
Kinglake West	North Warrandyte
St Andrews	Panton Hill
Christmas Hill	Cottles Bridge
Eltham	Eltham North
Kangaroo Ground	Kinglake (part)
Nutfield	

## Whittlesea Shire

Bundoora	Doreen	Epping	Epping North
Lalor	Mernda	Mill Park	South Morang
Thomastown	Whittlesea Township	Beveridge (part)	Donnybrook
Eden Park	Humevale	Kinglake West	Wollert
Woodstock	Yan Yean (part)		

\* 2020 Australia Bureau of Statistics Estimated Residential Population







# COVID-19 Pandemic

The management of COVID-19 has been a huge, resource-intensive undertaking and commitment for all health services and health providers, Banksia Palliative Care included. Major changes to routine processes have been an ongoing requirement throughout the pandemic. COVID-19 has proven to be a complex and challenging virus, with mutations causing concerns and complications in health provision, world-wide. The need to be constantly agile saw our Management Team spending many hours reviewing every practice and behaviour, making alterations when needed to meet the Government Health Recommendations of the day.

Victoria's major lockdown in the first half of this financial year was an experience unlike any other. We had a substantial increase in the already greater demand for our services. During this 112 days, we managed clients with greater fears and complex symptoms; carers with greater burdens due to their own circumstances, as well as the inability to access supports such as Banksia volunteers or other family members for respite; colleagues who were fatigued and navigating a unique hospital environment and GPs who were over-run, and doing their best to meet the needs of a heightened and volatile community. We also managed COVID-19 positive clients.

Hospital visiting restrictions were a major deterrent for our clients and their carers. People who may have been hospitalised for symptom management or end-of-life care, remained at home, requiring a significant investment of expert care and support. Despite the uncertain environment, our team went into people's homes to help and support them, as they dealt with the reality of their situation, which was heightened by fear of the unknown. The team's ability to remain unwaveringly calm meant **not one client was compromised**.

## The quantitative impact:

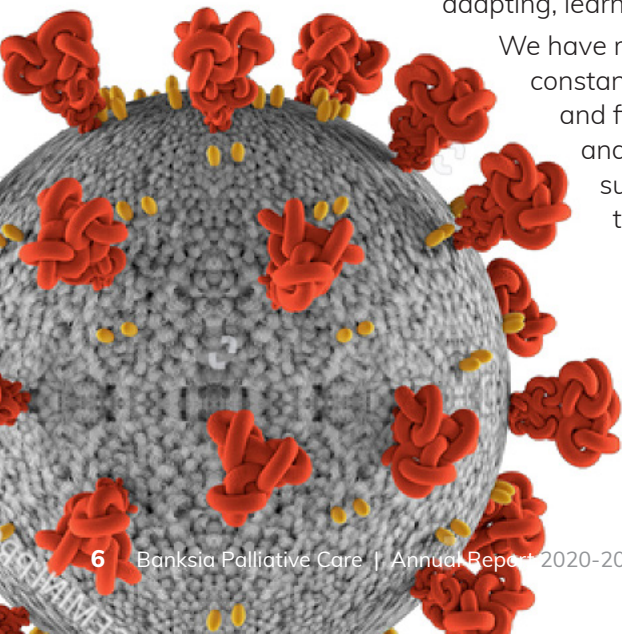
Throughout the 2 financial years that have contained the COVID-19 pandemic:

- Referrals **increased by 19%**;
- Admissions to the service **increased by 33.5%**;
- Number of active clients **increased by 37%**;
- Number of people we supported until their death **increased by 38%**, and
- Deaths at home **increased by 77%**.

We have seen unprecedented change across the Organisation. Many measures were introduced, then often changed as the situation demanded. The wellbeing of every person aligned to Banksia – especially the safety and health of our staff, was our primary focus, and we were successful. Not one person in our team contracted COVID-19, nor needed to quarantine due to a close contact with a positive client or carer.

That is a credit to them, and their professionalism and attention to the details and processes the Management Team implemented and communicated. An organisation-wide focus on adapting, learning, listening and trusting has served us and our clients well.

We have managed this pandemic, with the lockdowns, the restrictions, the constant changes and the hugely increase workload with professionalism and finesse, and as a high-functioning team. Our people are dynamic and passionate; our Committee of Management are informed and supportive; our Management Team and senior staff who formed the "Incident Management Team" are responsible, engaged and dedicated and our volunteers, who have been in limbo, are invested and loyal. Our team are unsung heroes. They work quietly, effectively and passionately ... as community palliative care teams are prone to do.







## OUR MISSION

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To provide exceptional palliative  
care services that assure

*Quality in Life,*

dignity in death, and support  
in bereavement.

### **The colour GREEN**

Green is an emotionally positive colour, giving us the ability to love and nurture ourselves and others unconditionally. This colour relates to stability and endurance, giving us persistence and the strength to cope with adversity. It is associated with life, growth, health, renewal, vitality, harmony, freshness and nature.





# Clinical Services

## Kylie Johnson – Clinical Operations Manager



**W**ow, what a journey! If the last 12 months has shown us anything, it's that the Banksia service and Banksia's clinical team are strong, unwavering, dynamic and versatile!

Whilst the COVID-19 pandemic brought darkness and a sense of unpredictability to the world, the Banksia team, shone through the fog, and not only did we continue to provide full services to our community, we expanded our service delivery model to include our Client and Carer Support Program, we increased our Palliative Care Physician resource, we redesigned our Admission process so every eligible person was partially admitted via telehealth and therefore had access to our team immediately, and we divided our catchment into 3 defined team areas in response to our client and carer feedback to enable consistency, the development of trusting relationships, accountability and greatly improved client outcomes.

We had no choice, but to significantly alter our processes – every process. Our focus was on safety so we provided repetitive training in the use of PPE, the structure of our home visits, hand-hygiene and infection control in the community. We learned new terms that would become the norm, such as “social distance” and “close contact” and we guided our clients and carers in the early days of the lockdown about the importance of adhering to new expectations – it was all new and different and at times, complicated, but we did it.



In partnership with the Eastern Melbourne PHN (EMPHN) we further improved services to our palliative clients and importantly, their carers. The Client

and Carer Support project (CCSP), expanded our clinical model and our medical resources through the development and implementation of a carer training program, which sees our new team educating our carers about providing basic care in the home – we show carers how to safely wash a person, assist with transfers, manage food, etc.

We also provide generalist, hands-on support in the home with hygiene (particularly at end-of-life), wound care and respite. This partnership has

enabled us to increase our physician hours and funds our after-hours Medical Physician program. This has had significant impact this year, especially with less people going to hospitals; this whole program has provided immeasurable benefit to our clients and carers.

We have lived a tough year however we have all come out the other side and I can say with absolute certainty, that the Banksia clinical service never dropped the ball – we remained steadfast. Each and every day the Banksia workforce continued to provide the highest standard of anticipatory and responsive care and support to our community. Our Mission was our mantra and “we never lost sight of what's important” – we provided exceptional palliative care services that assure quality in life, dignity in death and support in bereavement’ and our Vision was in sight – ‘every person accesses and receives exceptional, personalised palliative care supports at the right time, and in the right place’.

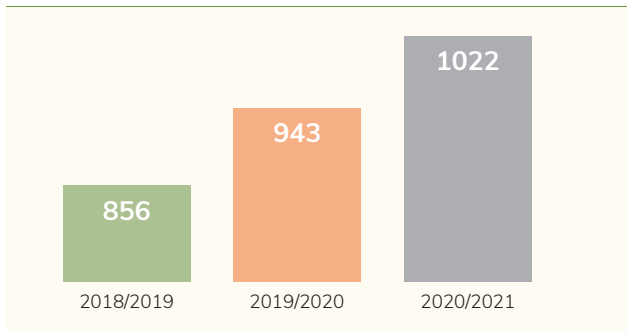
The pandemic has affirmed that I lead a wonderful group of individuals, who together are an amazing team. I know our community are grateful from the profuse positive feedback that we receive, and as they say, ‘it's all in the numbers’ and our numbers tell a story of success and accomplishment.

*“Always ready to listen, offer encouragement and understand not only the patient but their carers.”*

**Bereaved carer**



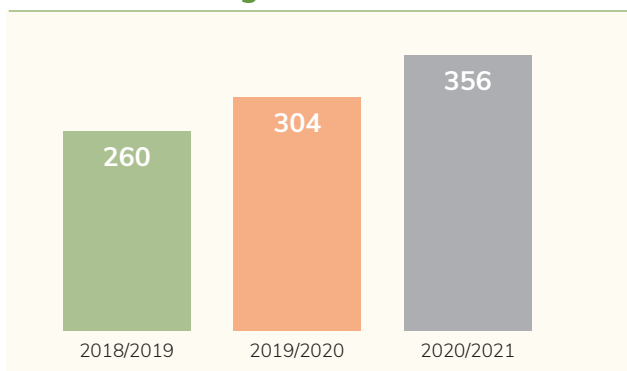
### Client Referrals



**19%**

increase in referrals  
over the 2 financial  
years containing  
the pandemic.

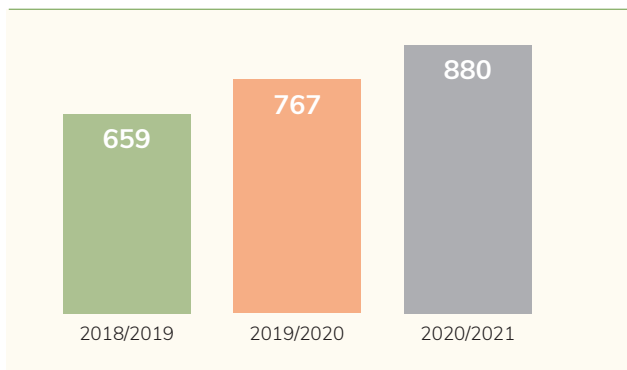
### Average Active Clients



**37%**

increase in active  
client numbers over  
the 2 financial years  
containing the  
pandemic.

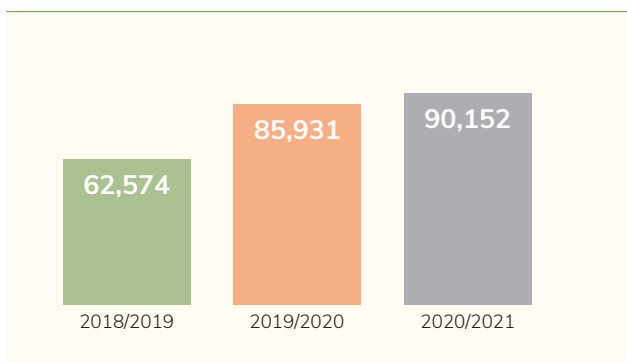
### Admissions



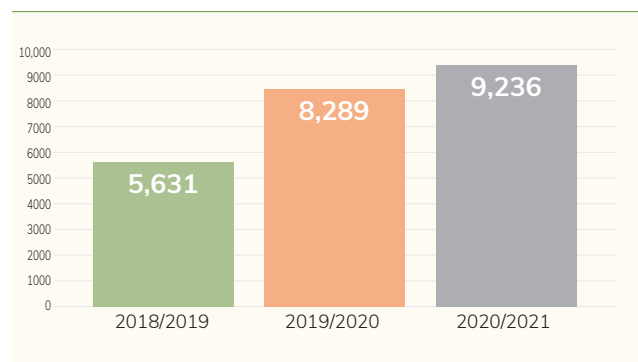
**33.5%**

increase in admissions  
over the 2 financial  
years containing  
the pandemic.

### Total Contacts



### After-Hours Contacts







# Quality and Safety

## Sally Brown – Quality and Development Manager



**B**anksia is committed to providing high quality client care, client safety, quality processes and risk management – this is achieved through a governance system that plans, monitors and continually reviews these core elements of our business. We work closely with our current and former clients and carers, seeking and receiving feedback from them which allows us to understand what we are doing well and where there may be opportunities to improve outcomes and services for those in our care.

Our values include the word “excellence” – we strive for excellence in everything that we do. We use both quantitative and qualitative feedback and evaluation to monitor our performance and inform our priorities and direction. We seek improvement opportunities through:

- Regular client and carer surveys;
- GP and health-service partner surveys;
- Internal audits – monthly audits and review of internal processes, such as medication allergy charting; consent form completion; client records; preferred site of death, etc.
- Participation in external benchmarking such the Victorian Department of Health Clinical Indicators

for Pain audit where we continuously match or better the state-wide results, and the Palliative Care Outcomes Collaboration (PCOC) benchmarking process where our results demonstrate steady improvement in our provision of care for our clients and their carers.

Our serious attention to results, and our commitment to improvement led to the development and introduction of the *Track and Trigger Tool* – a tool that uses the clients Karnofsky status and “stop signs”. It encourages our team to consider what a client may need as they deteriorate, and to instigate those services, whether via Banksia or a partner. The tool provides guidance and consistency. It demonstrably enhances service delivery and improves outcomes.

We use above and more to inform evaluation and maintain our accreditation against the Australian Council on Healthcare Standards EQulP6 Evaluation and Quality Improvement Program.



“The service and care I received through Banksia was more than I had anticipated. Excellent communication and care level from each person I had contact with. Cannot thank you enough.”

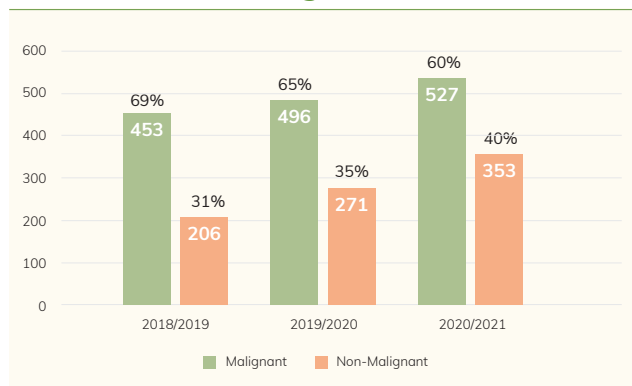
**Client feedback**



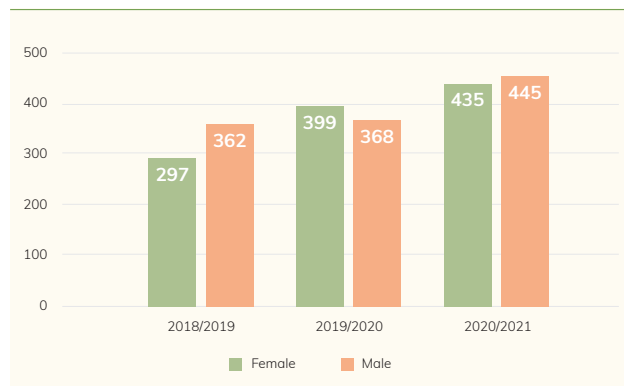
# Our Clients



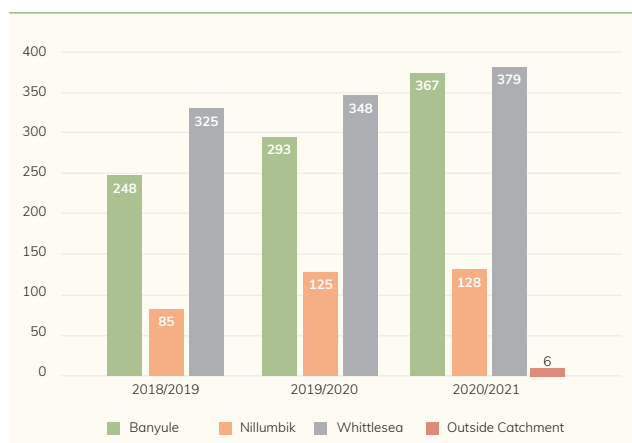
## Diagnosis



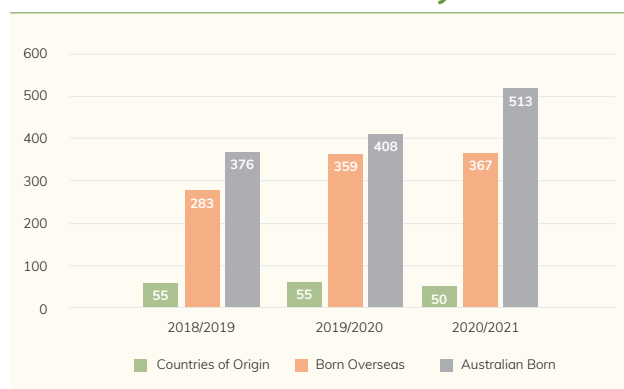
## Client Gender



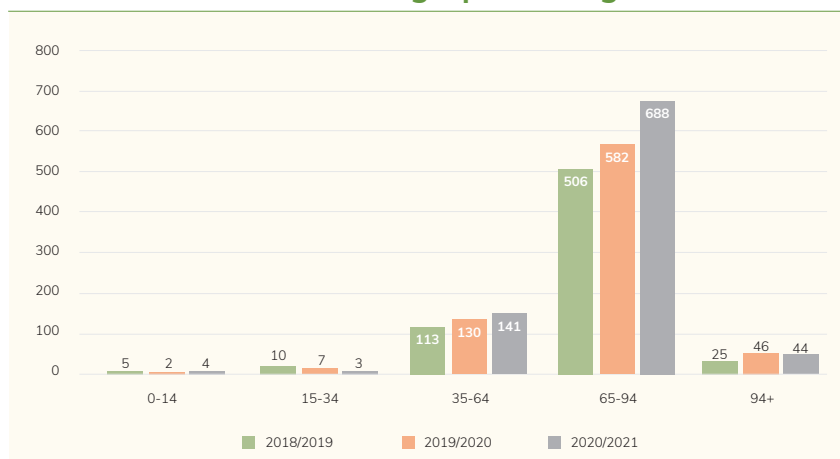
## Location



## Cultural Diversity



## Client Demographics – Age







## OUR MISSION

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To provide exceptional palliative care services that assure quality in life,

*Dignity in Death,*

and support in bereavement.

### **The colour YELLOW**

The colour yellow relates to acquired knowledge. It is thought to stimulate our brain, creating mental agility and heightened perception. Yellow is uplifting and illuminating, offering hope, happiness, cheerfulness and fun. It inspires original thought and inquisitiveness, and represents creativity, innovation and optimism.





## Our Mission: Dignity in Death

The word “dignity” is derived from the Latin *dignitas*, meaning “worthiness and nobility”. It is generally considered to be positive, is attributed broadly in society, and can relate to humans, animals, objects or actions. It is reasonable to assume that if a person believes that they have “dignity in life”, they live well – they may be living their definition of dignity and though it may not align to the definition of others, they feel they have control, contentment and peace.

When we work with our clients and carers, with a mission to ensure the client attains “dignity in death”, we are working with the person. We support their decisions; we assist them in their preparation from a social and practical perspective; we give medical and treatment advice and reassurance, and we make sure that we are present. Given the definition of dignity can be unique to the individual, arguably our role as caring professionals is to ensure that a person does not face death, or die with indignity – the definition of which is based on gained knowledge and reasonable assumptions.

Part of our role is to know what a person wants in the months, weeks, days and hours before they die – what constitutes dignity in death for them? We want to know where they want to be cared for, where they want to die, who is important to them, and who they want with them at the end of their lives ... we want to know what is tolerable for them. We have the skills to assist in the control of pain and physical discomfort, to optimise wellbeing through personal care, to alleviate emotional suffering, to guide in the management of social matters, and to provide support for families and carers. While we may not always be successful in our goal, we recognise that this may be due to the individual client, and their right to make their own choices. We respect their autonomy, so if we work with a focus to reduce or remove barriers to our clients' dignity, preventing indignity, we are doing our job.



*“It has been a blessing and a privilege to have worked with you as part of a team, a “small village”. We could not have travelled this path without you.”*

**Bereaved carer**





## Our Education

At Banksia, we believe that the more community members and health professionals with an understanding of, and capacity to provide, high-quality end of life care, the more people who will have “dignity in death”.

As part of our commitment to improve palliative care within the community, Banksia provides high quality education via our Learning Centre Team. Through our education sessions, we empower clinicians and members of the community with specific, specialist palliative care knowledge. Our education is facilitated by trained and experienced Educators, with qualifications and expertise in all areas of palliative care.

We are passionate about ensuring every person receives palliative care, and that there is a greater awareness of dignified pathways to death, so when COVID-19 restrictions impacted how we were able to deliver education, we redesigned our education to ensure it could be delivered virtually. Our Palliative Care Virtual Education Course is the product of the conversion of our 4 day face-to-face course to four half-days over 8 weeks, and this year we delivered 2 courses over this platform.

Despite the challenges of this year, our education and training had an expansive reach. In addition to above, a partnership with Blue Cross Aged Care saw our team, provide education to 2800 of their staff in ACFs across Melbourne. We also provided individually tailored education sessions to:

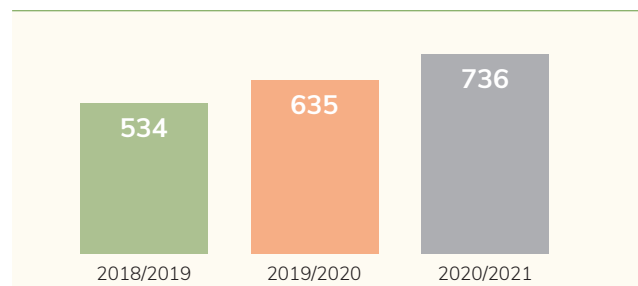
- Regional Palliative Care Consortia across the state,
- Several Aged Care providers and facilities,
- Culturally and Linguistically Diverse community groups,
- Private and public health service workers,
- Disability Houses and
- Local Council workers.

We are proud of our education, and proud of our impact.

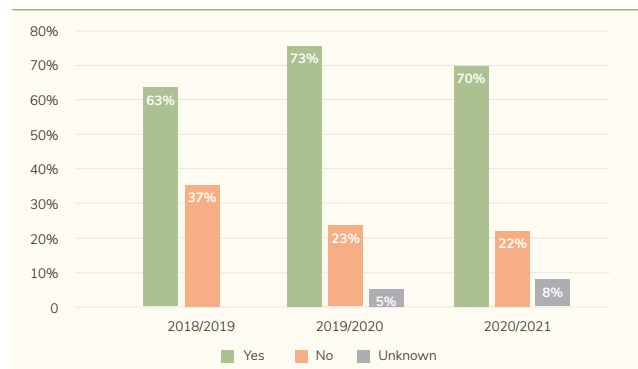
## Our Deaths

Death is part of our work. While our goal is to ensure our clients are able to live their best life, we are also aware that the illness that sees them needing palliative care, is life-limiting. As the following demonstrates, we have supported more people to have dignity in death, more people to die in their own home, and many people through the difficulty of not being able to die where they prefer due to the effects of COVID-19 and the complexities of hospitalisation. Helping people who are facing their own mortality, and having their trust and confidence at the end, is a privilege.

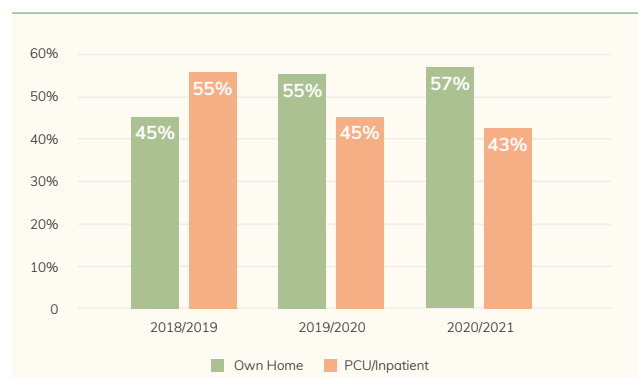
### Client Deaths



### Death at Preferred Site



### Location of Deaths







## OUR MISSION

To provide exceptional palliative care services that assure quality in life, dignity in death, and

Support in  
Bereavement

### The colour ORANGE

Orange offers emotional strength in difficult times. It helps us to bounce back from disappointments and despair, assisting in recovery from grief. Orange is the color of joy and creativity. It promotes a sense of general wellness and emotional energy that should be shared, such as compassion, passion, and warmth. Orange will help a person recover from disappointments or a wounded heart.



# Our Mission: Support in Bereavement

## Claudia Moratto - Grief and Bereavement Counsellor



The immediate and comprehensive bereavement follow-up, following the death of a loved one is a strong and embedded practice at Banksia. Bereavement care is an integrated and essential part of palliative care services. The purpose is to support families and carers following the death of a loved one, in their adjustment to the loss – it encompasses a range of clinical and social support services. We have always taken our responsibility related to bereavement care very seriously, and despite the impact of COVID-19, especially the lockdowns, we redesigned and expanded those services this year.

We continue to offer and provide families and carers access to specialist bereavement counselling and support services. We shifted our model of care predominately to telehealth, with some face-to-face services where possible. Though forced to embrace technology, many have found this a much-needed lifeline in the context of social isolation and in the absence of normal social support structures, such as family, friends, faith-based connections and other community services.

Our *Bereavement Information Sessions* were also moved to a completely online format. These monthly sessions target families in the early phase of bereavement and provide an opportunity for connection, and access to relevant and timely information on grief, loss, and adjustment processes. They enable reflection on the unique impact of the loss of caring responsibilities, and often lead to additional bereavement service.

Our newly developed services focused on support groups, each with a distinct focus and purpose. Our *Therapeutic Group Program* focused on the lived experience of caring for a terminally ill loved one, and was developed and delivered within a psycho-educational framework. Each of the six sessions focused on major themes experienced by carers such as the diagnosis of a life limiting illness, becoming a carer and the challenges associated with this role, the experience and expression of grief pre and post death, managing difficult

emotions, nurturing continuing bonds with the deceased, and the importance of self-care during a time of transition and change.

Our second new support group was a social walking group, an activity-based peer support group that connects bereaved people with others who are seeking informal support and friendship. Walks were held monthly and ended with a coffee at a local café.

While COVID-19 put both of these new services on hold, the response from the participants was very positive, and these services will be re-introduced as soon as the situation permits.

From a clinical perspective, the significant effects of lockdown on mental health and wellbeing, together with the increased burden on families to provide care at home, exacerbated and complicated normal adjustment processes experienced when a loved one dies. Families endured a great deal, and their grief was intensified by issues such as absence of appropriate funerals and rituals that honour life and support grief; restrictions that prevented visiting cemeteries; physical and social isolation, meaning normal supports were not accessible; adverse psychological impacts due to higher-than-normal levels of carer stress, burden, anger, guilt, remorse, and self-doubt, and deteriorating mental health related to managing day-to-day life within restrictions.

Many families were not able to farewell or mourn their loved ones in the normal culturally significant way. Even while living through a pandemic, the need for grief expression remained, as well as the need to honour and celebrate a life. In recognition of this, our end of year Remembrance Service in 2020 was offered in a new online format. Members of the team were able to participate, and demonstrate their care for all those families who had experienced loss.





## Support in Bereavement ... *the real difference we make.*

Bereavement counselling is a specialised counselling practice which focuses on the experience of loss associated with the death of a significant person. The following is from a current bereaved client, and it clearly demonstrates the impact of the Banksia Bereavement team:

*"Losing my husband and my son have been the hardest traumas in my life. Being surrounded by family members has been very helpful but at times I could not find the empathy, comfort and understanding I was looking for. My mum has always told me that intelligent people ask for help when they need it.*

*So I decided to contact the Grief Counsellor at Banksia and I am so, so happy I made that smart move. That was one of the best choices of my life. The wonderful Grief Counsellor, Claudia, from the start has made me feel comfortable to share what I felt and wanted to share. I personally felt free to express myself without thinking of hurting others or be careful on the choice of words to use. Indeed, I felt free to speak without judgement, or just nod and be quiet, or cry, or just say the first thing in my mind or even complaining of the tactless or lack of understanding of some family members at times.*

*I also asked for help to the Grief Counsellor because I wanted to understand my confused feelings and wanted to find some kind of strategies to face the terrible journey of grief. I found quite a few answers: I understood and accepted that I had to go through very high and low emotions in order to overcome my grief and find somehow, a balance. I understood not everyone sees/feels grief in the way I perceive it. Therefore, not everyone can understand what I feel and I should not look for approval from others, neither deny my feelings to please others. I am who I am and it's ok to feel what I feel. There is no right or wrong. There is no move on. For me, there is live with it, live with acceptance of my losses. I will continue missing them and love them immensely. Yes, after a year that my beloved husband and son passed away I'm still grieving but the intensity is less and I have somehow found a balance. The sessions with Claudia have been an anchor in the vast dark ocean of loss and grief. I was completely lost and I found a light to guide me. For this reason I am deeply grateful to the wonderful and extraordinary support I have received. This is what I needed at that time and it has been such a treasure for me to have found Claudia. The benefits I have received have positively impacted my present, and my future life.*

*I thank Banksia, especially Claudia, from the bottom of my heart for offering such a human and empathetic support which has been a life changing for me. It has helped me to see the other side where most days I can live happily with myself and some other times not so great, but it is ok, I can cope.*

*I decided to share my story in the hope of helping other people like me, grieving for the loss of a loved one/s. Sometimes we are not aware that help is available, we wished we knew. I would recommend this great service. Sometimes in life we need a bit of help. It's up to us to take this opportunity. You have nothing to lose, only to gain. The journey of grief is very, very hard and a Grief Counsellor is someone you can trust".*

*A.*





## OUR TEAM

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"A great group of wonderful human beings –  
compassionate, truthful, genuine, professional  
and understanding! Thank you for  
looking after me!"

Banksia client.

### The colour RED

The colour red is a warm and positive color associated with our most physical needs and our will to survive. It exudes a strong and powerful energy. It symbolises action, confidence, and courage as well as strength. It signifies a pioneering spirit and leadership qualities, promoting ambition and determination.





## Staff Service Awards



### Jenny Lumsden Award

Jenny Lumsden was a nurse who worked at Banksia for 15 years – tragically, she died of cancer in 2015. Jenny was renowned for her compassion, empathy and caring for all of the people with whom she had contact, especially her clients.

To commemorate her and her dedication to her work, “The Jenny Lumsden Award” was established. Banksia staff nominate team members who consistently exhibit the values and qualities of compassion, empathy and caring at all times. For her obvious compassion, exceptional work and caring nature, Natalie Dwyer, Banksia’s Enrolled Nurse Team Leader was nominated by her colleagues as the person who should receive the 2020-2021 award. Congratulations Nat, we are lucky to have you.



### Five Year Recognition Award

We celebrate and thank Cherrie Chong (left) and Bevan Dewar for their dedication and contribution to Banksia over their five years of service. Bevan is one of our Clinical Nurse Consultants – he is a highly experienced Registered Nurse and a leader within our nursing team. Cherrie is our Administration Manager. Her calm demeanour, and unfailing willingness to support the whole team make her a true asset. Both make a positive difference in people's lives every day, and we are very lucky to have them.



“I do not get the chance to regularly say thank you, but I do so now. Thank you so much for the support, backup, advice and availability over the years. I have learnt so much from each of you.”

GP Feedback



# Our Team



## Committee of Management

Our Committee of Management members voluntarily and generously share their skills, knowledge and expertise to govern Banksia, and to define and drive our strategic direction. They act in the best interests of the organisation always, and ensure accountable, transparent governance and long-term business sustainability. We are grateful and privileged to have this committed and engaged group of people invested in our purpose and success.



### John Richardson – President

John's career in the Human Resource sector, spans more than 30 years, and has seen him hold very senior appointments with large companies such as North East Healthcare Network, Austin Health and Royal Automobile Club of Victoria (RACV). Along with his extensive professional expertise, John has a strong governance background, and as the President of the Committee he works very closely with the Executive Officer, providing consistent leadership and support.



### Paul Adcock – Vice President

Paul is the Chief Clinical Information Officer/eHealth Program Director at Eastern Health. Since graduating as a Nurse and specialising in Critical Care, he has held a number of senior operational, clinical and management roles in Public Health, Government and Private Consulting. Paul lives locally and volunteers at Banksia to support his community, and the valuable services Banksia provides.



### Debra Ward – Treasurer

Debra joined the Committee in 2014. Her diverse professional background includes Finance, Infrastructure/Purchasing, Human Resources, Information Technology management, consultancy and small business management. Debra is passionate about community and aged care. As the Banksia Treasurer, she works closely with the Executive Officer and provides expert financial and governance oversight.



### Mark Rogers ASM – Committee Member

Mark is the Executive Director, Operational Strategy and Integration at Ambulance Victoria (AV) and joined the Committee in September 2018. He is a proven emergency services operational executive with demonstrated expertise in diagnosing business needs and driving significant productivity improvements. His strong leadership skills and diverse experience in community add to the governance capacity at Banksia. Mark was awarded the Ambulance Service Medal in January 2012 for distinguished service by a member.







### **Dr Sonia Fullerton (MBBS FRACP FACHPM MHealthServManage) – Committee Member**

Dr Fullerton joined the CoM in May 2019. She is a specialist physician in Palliative Medicine, having graduated from University of Melbourne with a Bachelor of Medicine, Bachelor of Surgery (MBBS) in 1995. Sonia completed training in palliative medicine and was awarded her Fellowship of the Royal Australasian College of Physicians (FRACP) and the Chapter of Palliative Medicine (FACHPM). Her diverse medical experience in healthcare, and her practical experience in palliative medicine bring a unique perspective to Banksia governance.



### **Paul Zanatta – Committee Member**

Paul joined the CoM in 2014, and brings policy advocacy, senior strategic and operational management, business development, research, ethics and health practice (nursing) knowledge and experience to the Committee. His passion is to help vulnerable members of the community, so many of his roles have seen him work with homeless, aged, welfare and disability providers.

*\* Paul resigned his position in May 2020. We thank him sincerely for his generosity, passion and commitment, and wish him the very best in the future.*

## **Management Team**

The Banksia Senior Management Team are a strong, united, and invested group of like-minded leaders who form a high-functioning, effective and caring team. They have worked tirelessly to guide the team, and the business safely through the pandemic. Their success in their goal to ensure optimal safety and wellbeing in a very uncertain time, is a testament to their genuine dedication to our clients, carers and partners, but mostly, their commitment to our team



Kylie Johnson, Clinical Operations Manager; Cherrie Chong, EO Support / Administration Manager; Sally Brown, Quality and Development Manager; Michelle Wood, Executive Officer.



# The Banksia Scholarship

Being an employer of choice is a priority for us. We are a very small organisation, and we recognise the importance of our team and the work that they do. We prioritise wellbeing, and believe personal and professional development, and the acquisition of knowledge are importance aspects of growth.

Our Committee of Management (CoM) is invested in the health, wellbeing and growth of our team. They believe professional development, should be encouraged and nurtured, as the benefits are significant; it provides workforce-wellness that deepens the collective knowledge within the team; it supports individual and organisational growth, and it increases job satisfaction. Since November 2019, our CoM have been awarding the Banksia Scholarship – funding to support the professional growth and development of our staff. Applications are sought bi-annually for up to \$2,000.00 for



Elise Anderson and Sally Brown

recipients to undertake any development opportunity they nominate.

This year, the recipients of the Scholarship funds were Sally Brown, our Quality and Development Manager and Elise Anderson, our Administration Officer.

## A Special Thank You



**Fiona Wilson** is a retired registered nurse. Fiona worked with Banksia Palliative Care Service for the last 12 years of her career. During her time with Banksia, Fiona cared for thousands of clients, and supported thousands more carers through what was arguably one of the most difficult times of their lives. She has an amazing capacity to remember many of her clients, and finds that many carers remember her, as she is often stopped by a person whose life she was in for a short time, but ultimately impacted permanently. Mid-2020, the Victorian Government announced that any nurses whose nursing registration had lapsed within the prior 12 months, would be automatically re-registered with AHPRA. Upon hearing this Fiona immediately called to offer her assistance during the pandemic. Fiona then donated hundreds of hours to Banksia, attending the office twice/weekly, once again using her extensive knowledge and expertise to assist the community...and to support and help her former colleagues.

We are extremely grateful to Fiona – she is still making a difference at Banksia.





## Our Donors and Supporters

Palliative Care teams make a very big difference in the lives of people every day. We do so without expectation of acknowledgement – we are aware that our community are generally unaware of our services, so when people do acknowledge the work we do, and offer to support us, it is all the more special.

At Banksia, **we invest every donated dollar into making the lives of our clients better.**

We know that when people donate they want to make an impact, and so our donations go directly to our clients and carers, many of whom are often experiencing significant financial burden due to loss of income and mounting medical expenses. **Donations to Banksia pay for medications, utilities, transportation for medical appointments, car services, equipment and medical supplies, or respite services – whatever our clients need.**

*We extend our sincerest gratitude to the following supporters – your generosity and engagement makes a real difference.*



**Major Funder – The Victorian  
Department of Health and  
Human Services**

- Eastern Melbourne PHN
- Mrs Y. Mee
- HotelCare Foundation
- The Patchwork Gallery Quilt Group
- Danaher's Mitre 10
- North and West Metropolitan Region Palliative Care Consortium
- Country Womens Assoc. Greensborough / South Morang Night Owls
- National Seniors Australia, Greensborough Branch
- The Eltham Rural Group
- Arden Crescent Uniting Church
- Neon Moon Line Dancers
- Intrinsic Choice Solutions
- University of the 3rd Age Banyule
- Banyule Network of Uniting Churches
- Our Ladies of Mercy College
- William Boyce
- Therese Desmond
- Sir Henry Barkly Hotel
- Old England Hotel
- Neil Grant
- Rita Ferguson
- Jane Picton
- Kathleen Maxfield
- Geoff Condie
- Henrietta Carter
- Fay Walsh
- Heather Slater
- Peter Privitelli
- Margaret Thompson
- Helen Pontarelli
- Leonie Emsden
- Sonia Gilderdale
- Mary Ahern
- Thelma York
- Jillian Massey
- Janette D'Souza



## Financial Statements

For the year ended 30 June 2021

R. J. Sanderson & Associates Pty Ltd  
60 Robinson Street  
Dandenong 3175

Phone: 03 9794 0010  
Fax: 03 9794 0221



## **Banksia Palliative Care Service Inc.**

# Independent Audit Report

### **To the Members of Banksia Palliative Care Service Inc.,**

We have audited the accompanying financial report, being a special purpose financial report, of Banksia Palliative Care Service Inc. which comprises the Detailed Balance Sheet as at 30th June 2021, the Detailed Profit and Loss Account for the year then ended, and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

### **Committee of Management responsibility for the financial report**

The members of the Committee of Management are responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the relevant Incorporated Associations Acts and the needs of the members. The Committee of Management's responsibility also includes such internal control as the members of the Committee of Management determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements, and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used, and the reasonableness of accounting estimates made by Committee of Management, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Independence**

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

### **Electronic publication of the audited financial report**

It is our understanding that the Banksia Palliative Care Service Inc. intends to electronically present the audited financial report and auditor's report on its internet website. Responsibility for the electronic presentation of the financial report on the Banksia Palliative Care Service Inc. website is that of those charged with governance of Banksia Palliative Care Service Inc. The security and controls over information on the website should be addressed by Banksia Palliative Care Service Inc. to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial report on Banksia Palliative Care Service Inc. website is beyond the scope of the audit of the financial report.



## Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Banksia Palliative Care Service Inc. as at 30th June 2021 and of its financial performance and its cash flows for the year then ended on that date, and complies with Australian Accounting Standards to the extent described in Note 1.

Basis of accounting: Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling Committee of Management reporting responsibilities. As a result, the financial report may not be suitable for another purpose.

**Jaco Vorster, CA**



On behalf of:  
R J Sanderson & Associates Pty Ltd  
60 Robinson Street,  
Dandenong Vic 3175

21st October 2021

## Declaration

The Committee of Management has determined that the entity is not a reporting entity, and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 in the financial statements.

The Committee of Management declares that:

1. The financial statements and notes present fairly the entity's financial position as at 30th June 2021, and its performance for the year ended on that date, in accordance with the accounting policies described in Note 1 in the financial statements;
2. In the Committee of Management's opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

Signed by:



Chairperson of the Committee of Management



Chief Executive Officer  
Dated: 28th October 2021



## Detailed Profit and Loss Statements

For the year ended 30 June 2021

	2021 (\$)	2020 (\$)
<b>Income</b>		
Interest received	42,006	65,280
Grants – recurrent funding	4,056,659	3,973,280
Grants – other	4,192	124,490
Donations	18,785	30,552
Memberships	220	240
Other income & reimbursements	1,497	
Learning centre income	114,443	66,936
Rebates and refunds	3,334	30,030
ATO cash flow boost	37,500	62,500
Total income	4,278,639	4,353,311
<b>Expenses</b>		
Audit and bookkeeping fees	10,309	11,094
Bank fees and charges	1,477	1,201
Cleaning & maintenance	18,945	20,259
Client equipment, interpreting & respite	74,278	85,976
Computer expenses & software	42,600	64,972
Consultants fees	23,627	18,547
Depreciation	14,932	20,575
Depreciation – leasehold Improvements	16,632	16,632
Depreciation – right of use asset	227,844	227,247
Fringe benefits tax	1,894	4,230
Insurance	18,764	11,675
Interest charges on right of use asset	8,107	14,529
Meeting costs	288	383
Minor equipment	945	1,624
Marketing	1,120	7,639
Motor vehicle expenses	22,862	20,975
Office occupancy costs	15,524	12,700
Notional insurance premium	3,334	2,651
On call costs	69,934	67,897
Program expenses	638	873

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.



Banksia Palliative Care Service Inc.

# Detailed Profit and Loss Statements

For the year ended 30 June 2021

Postage	6,681	7,130
Printing & stationery	10,354	16,058
Provision for annual leave	-1,799	36,669
Provision for long service leave	1,227	57,661
Public relations	5,188	3,114
Rent on buildings & associated costs	-	-
Salaries, wages & costs	2,959,293	2,799,917
Specific grant outgoings	41,386	114,807
Security	1,592	2,230
Staff development & support	29,551	35,336
Staff recruitment	1,755	2,622
Subscriptions & books	25,412	17,051
Sundry expenses	157	563
Superannuation	264,652	261,411
Telephone & utilities	51,221	52,429
Workcover premiums	37,436	31,091
Workplace amenities	3,950	4,658
Total expenses	4,012,122	4,054,439
<b>Net Profit from Ordinary Activities</b>	<b>266,516</b>	<b>298,871</b>

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.



# Banksia Palliative Care Service Inc.

## Detailed Balance Sheet

For the year ended 30 June 2021

	Note	2021 (\$)	2020 (\$)
<b>Service's Funds</b>			
Opening balance		3,075,963	2,777,091
Net profit / (loss)		266,516	298,871
<b>Total Service's Funds</b>		<b>3,342,479</b>	<b>3,075,963</b>
<b>Represented by:</b>			
<b>Current Assets</b>			
<b>Cash Assets</b>			
Bank – Bendigo operating account		1,710,891	1,274,272
Bank – Bendigo wages account		68,590	75,505
Bank – Bendigo cash management account		1,071	90
Bank – Bendigo term deposit		686,613	678,819
Bank – Bendigo term deposit		686,785	677,668
Bank – Bendigo term deposit		528,576	520,942
Bank – Bendigo term deposit		2,742,354	2,711,520
Bank – Bendigo bond account		15,625	15,422
Cash on hand		500	500
		6,441,007	5,954,739
<b>Receivables</b>			
Trade debtors		63,975	32,780
Amounts receivable – FBT			49
Other assets & prepayments		20,013	32,221
Accrued income			14,844
		83,988	79,895
<b>Total Current Assets</b>		<b>6,524,995</b>	<b>6,034,635</b>

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.



Banksia Palliative Care Service Inc.

# Detailed Balance Sheet

For the year ended 30 June 2021

	Note	2021 (\$)	2020 (\$)
<b>Non-Current Assets</b>			
Property, Plant and Equipment			
Heidelberg – leasehold improvements		631,294	631,294
Less: Heidelberg – landlord contribution		-381,818	-381,818
Less: Heidelberg – accumulated depreciation		-178,470	-161,838
Office relocation & set up costs – Heidelberg		59,165	59,165
Less: accumulated depreciation		-16,815	-15,392
Plant, equipment & vehicles		282,404	282,404
Less accumulated depreciation		-246,552	-233,563
Plant & equipment – video		3,476	3,476
Less: accumulated depreciation		-1,917	-1,397
Right of use – Leased assets		561,972	603,337
Less: Accumulated amortization		-377,181	-227,247
		335,559	558,422
<b>Total Non-Current Assets</b>		<b>335,559</b>	<b>558,422</b>
<b>Total Assets</b>		<b>6,860,554</b>	<b>6,593,057</b>
<b>Current Liabilities</b>			
<b>Payables</b>			
<b>Unsecured:</b>			
Trade creditors		42,585	52,945
Creditors – GST/PAYG withholding		173,016	147,385
Provision for auditors fees		12,000	11,004
Accrued expenses			87,572
		227,601	298,906
<b>Financial Liabilities</b>			
<b>Unsecured:</b>			
Credit Card		904	4,578
Lease liabilities – Principal repayment		199,573	220,741
		200,478	225,320
<b>Provisions</b>			
Provision for annual leave		175,143	176,943
		175,143	176,943
<b>Other</b>			
Deferred Income		2,761,597	2,500,166
		2,761,597	2,500,166
<b>Total Current Liabilities</b>		<b>3,364,822</b>	<b>3,201,336</b>



Banksia Palliative Care Service Inc.

# Detailed Balance Sheet

For the year ended 30 June 2021

	Note	2021 (\$)	2020 (\$)
<b>Non-Current Liabilities</b>			
<b>Financial Liabilities</b>			
<b>Unsecured:</b>			
Lease liabilities – Principal repayment		7,114	170,847
		7,114	170,847
Provisions			
Provision for long service leave		146,138	144,911
		146,138	144,911
<b>Total Non-Current Liabilities</b>		<b>153,252</b>	<b>315,758</b>
<b>Total Liabilities</b>		<b>3,518,074</b>	<b>3,517,094</b>
<b>Net Assets</b>		<b>3,342,479</b>	<b>3,075,963</b>

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.



**Banksia Palliative Care Service Inc.**  
**Statement of Cash Flows**  
**For the year ended 30 June 2021**

	Note	2021 (\$)	2020 (\$)
<b>Cash Flow From Operating Activities</b>			
Receipts from customers		4,231,042	4,250,638
Payments to Suppliers and employees		-3,775,003	-3,687,205
Interest received		42,006	65,280
Interest and other costs of finance		-8,107	-14,528
Net cash provided by (used in) operating activities (note 2)		489,940	614,185
<b>Cash Flow From Financing Activities</b>			
Borrowings – Credit Card		-3,673	4,578
Net cash provided by (used in) financing activities		-3,673	4,578
Net increase (decrease) in cash held		486,267	618,763
Cash at the beginning of the year		5,954,739	5,335,976
Cash at the end of the year (note 1)		6,441,007	5,954,740

**Note 1. Reconciliation of Cash**

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Bank – Bendigo operating account	1,710,891	1,274,272
Bank – Bendigo wages account	68,590	75,505
Bank – Bendigo cash management account	1,071	90
Bank – Bendigo term deposit	686,613	678,819
Bank – Bendigo term deposit	686,785	677,668
Bank – Bendigo term deposit	528,576	520,942
Bank – Bendigo term deposit	2,742,354	2,711,520
Bank – Bendigo bond account	15,625	15,422
Cash on hand	500	500
	6,441,007	5,954,739

**Note 2. Reconciliation of Net Cash Provided By/Used in Operating Activities to Net Profit (Loss)**

Net profit (loss)	266,516	298,871
Depreciation	31,564	37,207
Right of Use of Assets	191,299	-376,090
Changes in assets and liabilities net of effects of purchases and disposals of controlled entities:		
(Increase) decrease in trade and term debtors	-4,092	-37,392
Increase (decrease) in trade creditors and accruals	-71,304	-33,840
Increase (decrease) in other creditors	261,431	239,509
Increase (decrease) in lease liabilities	-184,901	391,588
Increase (decrease) in employee entitlements	-571	94,331
<b>Net cash provided by operating activities</b>	<b>489,940</b>	<b>614,185</b>

These financial statements are audited. They must be read in conjunction with the attached Auditor's Report and Notes which form part of these financial statements.



# Notes to the Financial Statements

For the year ended 30 June 2021

## Note 3: Summary of Significant Accounting Policies

In the opinion of those charged with Governance, the Association is not a reporting entity since there are unlikely to exist users of the financial statements who are not able to command the preparation of reports tailored so as to satisfy specifically all of their information needs. These special purpose financial statements have been prepared to meet the reporting requirements of the Australian Charities and Not-for-profits Commission Act 2012.

The financial statements have been prepared in accordance with the recognition and measurement requirements of the Australian Accounting Standards and Accounting Interpretations, and the disclosure requirements of AASB 101 Presentation of Financial Statements, AASB 107 Statement of Cash Flows, AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors and AASB 1054 Australian Additional Disclosures.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report:

### (a) Property, Plant and Equipment

Property, plant and equipment are included at cost, independent of the Services' valuation. All assets, excluding freehold land and buildings are depreciated over the useful lives of the assets to the entity.

### (b) Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned on a first-in, first-out basis, and include direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenses.

### (c) Provisions

Provisions are recognised when the Service has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result, and that outflow can be reasonably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at reporting date.

### (d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

### (e) Revenue and Other Income

Core funding received from grants are recognised under AASB 120: Accounting for Government Grants and Disclosure of Government Assistance. Grant revenue is recognised at fair value where there is reasonable assurance that the grant will be received and all grant



## Auditor's Independence Declaration under Section 307C of the Corporations Act 2001 to the Committee of Management of Banksia Palliative Care Service Inc.

I declare that, to the best of my knowledge and belief, during the year ended 30<sup>th</sup> June 2021 there has been:

- (i) No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) No contraventions of any applicable code of professional conduct in relation to the audit.

Jaco Vorster, CA



On behalf of:

R J Sanderson & Associates Pty Ltd

60 Robinsons Rd, Dandenong, Vic

21<sup>st</sup> October 2021





**Banksia Palliative Care Service**

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