



Blue Care Property Services

CoreNet Global Master Class

Tuesday, 28 August 2012

Frank Riley
Director Property Services

Does Size Matter? – Yes.



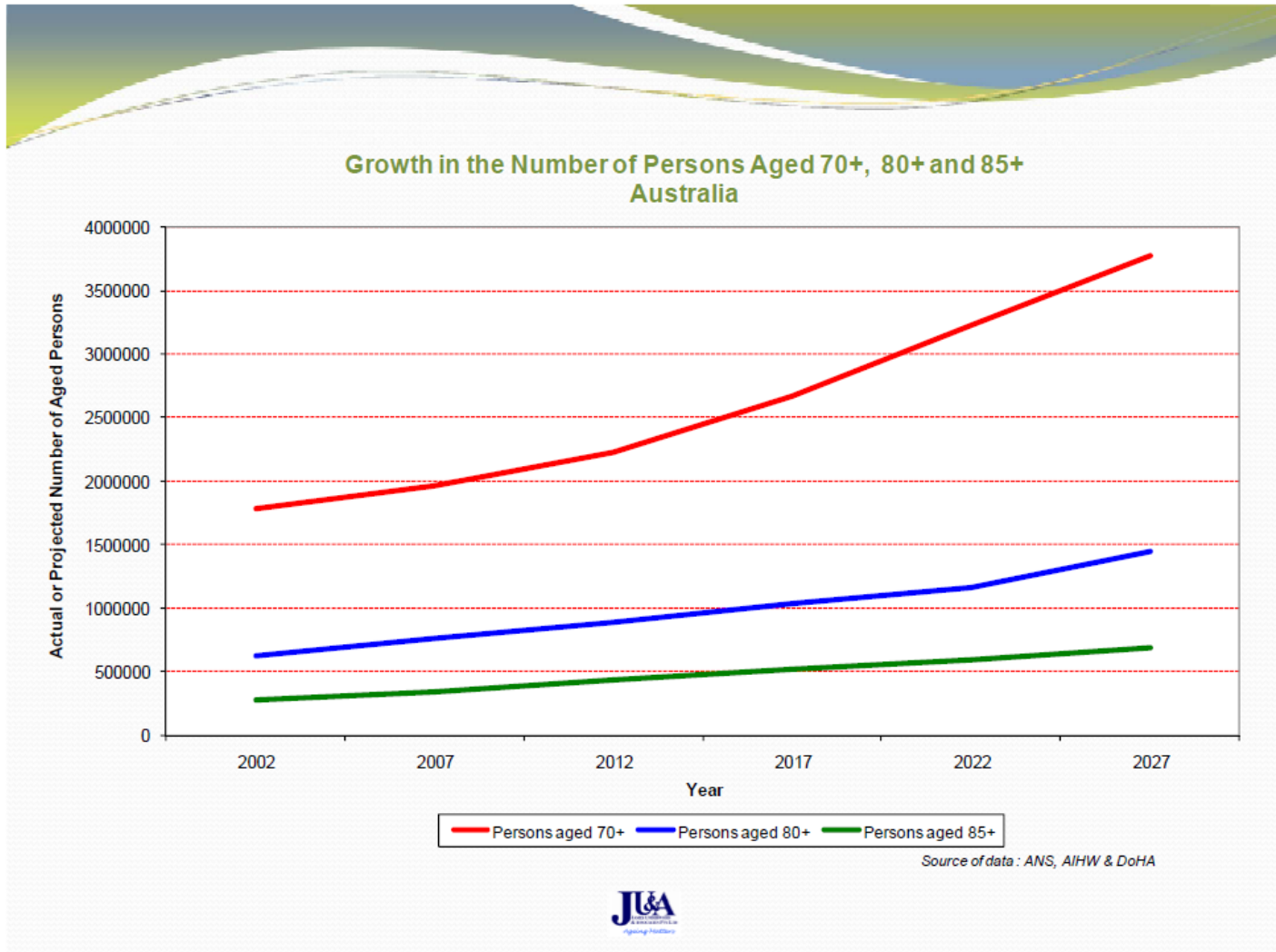
More Staff than:



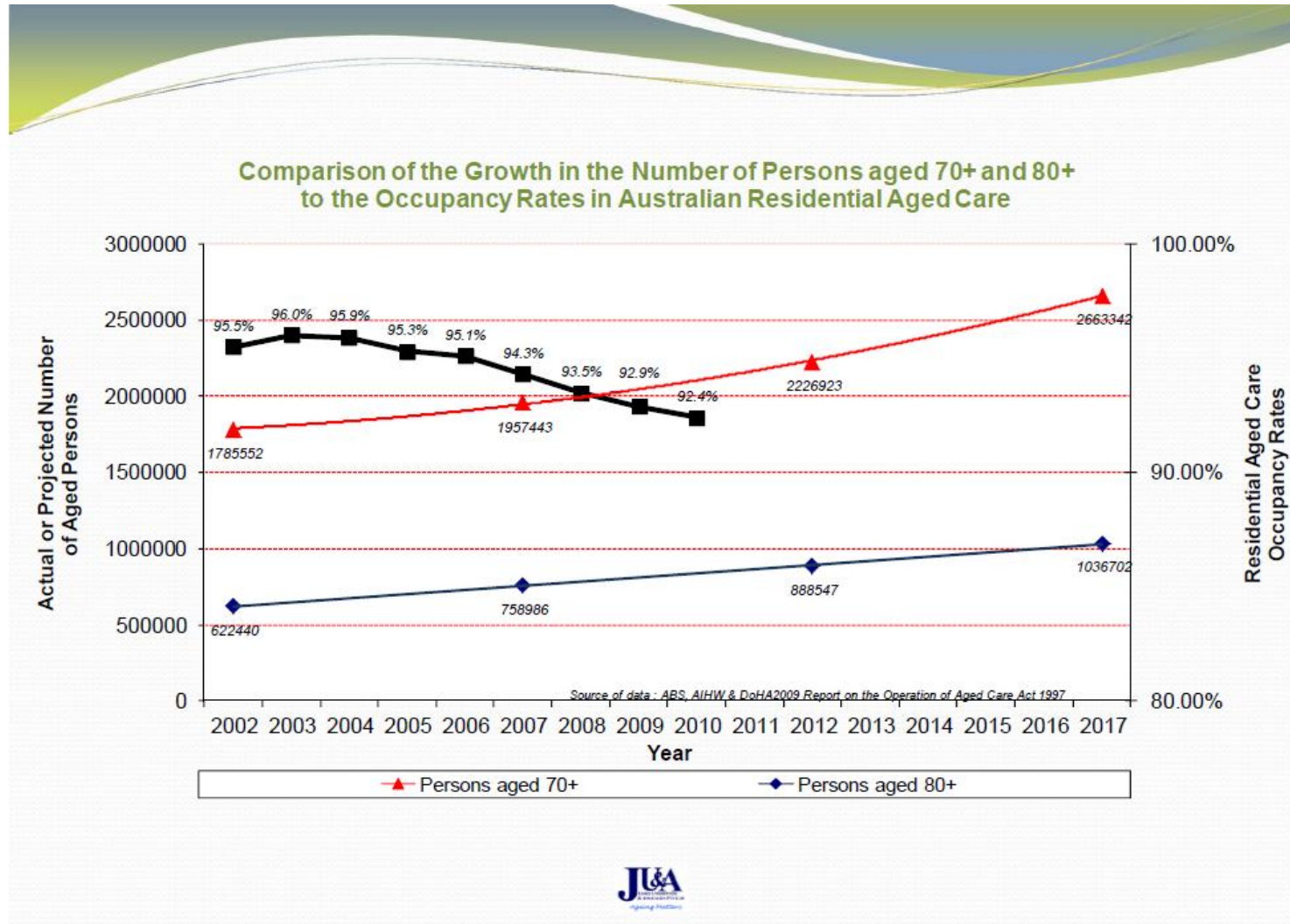
**In more Locations in
Australia than:**



Industry in Growth



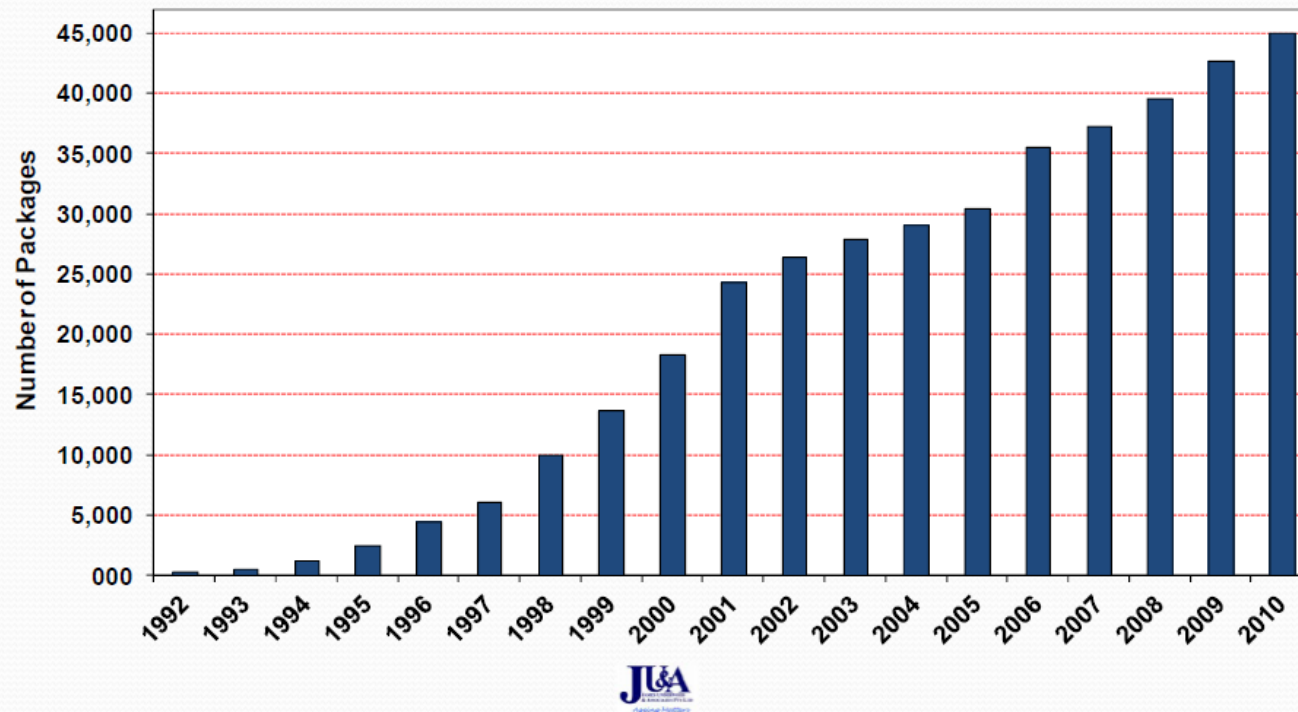
Industry in Growth



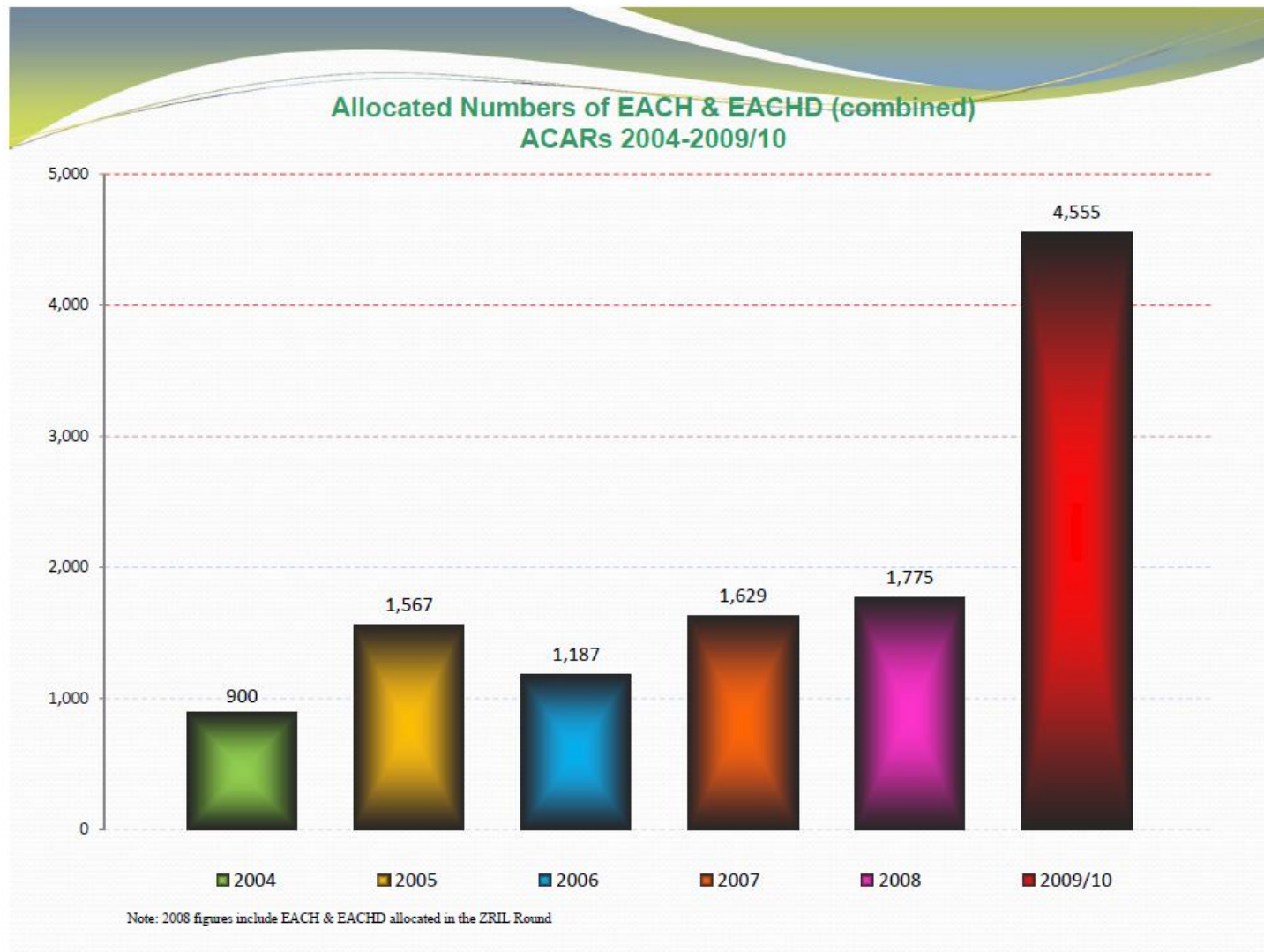
Industry in Growth

Numbers of CACPs are increasing

Number of Community Aged Care Packages
1992 - 2010



Industry in Growth



Does Size Matter? – Yes.

	Freehold Properties (or Beneficial Rights from Uniting Church Property Trust)	Leasehold Properties	Totals by Service Group
Blue Care	203 ⁽¹⁾	49	252 (47.3%)
UnitingCare Community	67	214 ⁽²⁾	281 (52.7%)
Totals by Property Type	270	263	533 (100%)

(Notes:

- 1. Blue Care Freehold includes RACF, Community care, Retirement Living and Corporate Real Estate categories of property.)**
- 2. 125 of the 214 sites leased by UCC relate to Lifeline Retail (Shops), Warehouse and Distribution Facilities and are excluded from the Strategic Property Planning (SPP process);**

	Freehold (sq.m)	Leasehold (sq.m)	Total (sq.m)
Blue Care	447,915	20,528	468,443 (84.6%)
UnitingCare Community	37,659	47,379	85,038 (15.4%)
Totals	485,574	67,907	553,481 (100%)

Our History

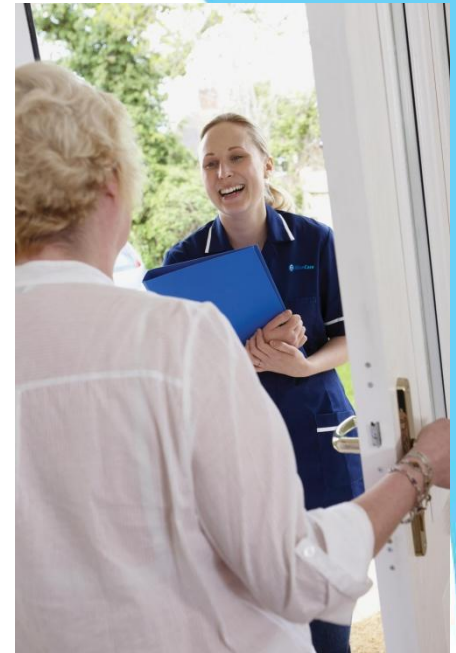
Blue Care began as an outreach initiative of the congregation of the local Methodist Mission when just one nurse caught a tram to visit a patient in West End, Brisbane on August 24, 1953.

In 1977, with the union of the Presbyterian and Methodist Churches, Blue Nursing came under the banner of the Uniting Church in Australia, Queensland Synod.

In 1999, the name was changed to **Blue Care** to better represent the diversity of care services carried out in communities across the length and breadth of Queensland.

The legacy of this heritage continues today through Blue Care's commitment to providing residential aged and community care and retirement living reaching out across communities to support the people in need of care, regardless of their socio-economic, ethnic, religious or spiritual background.

Today, Blue Care is one of Australia's largest 'Not-for-Profit' aged care and community health providers.



Blue Care Statistics

Staff employed	8,280
Volunteers	2,321
Number of vehicles in Fleet	1,480
Number of kilometers travelled (2011/12)	31,565,254
Number of Community Care Centres	80
Number of Community visits (2011/12)	3,020,444
Number of hours of care (2011/12)	3,643,414
Number of Community Aged Care Packages	1,493
Number of Extended Aged Care in the Home Packages	409
Number of Respite Centres	55
Number of Day Therapy Centres	9
Number of Commonwealth Respite and Carelink Centres	4
Number of National Respite for Carers Programs	22
Number of residential beds	4,264
Number of Residential Aged Care facilities – high care	29
Number of Residential Aged Care Facilities – low care	47
Number of Retirement Living Units	1,191



Compassion

Through our understanding and empathy for others we want to bring holistic care, hope and inspiration.

Justice

We commit to focus on the needs of the people we serve and to work for a fair, just and sustainable society.

IN ALL WE DO WE ARE GUIDED BY THESE VALUES

WORKING TOGETHER

We value and appreciate the richness of individual contributions, partnerships and teamwork.

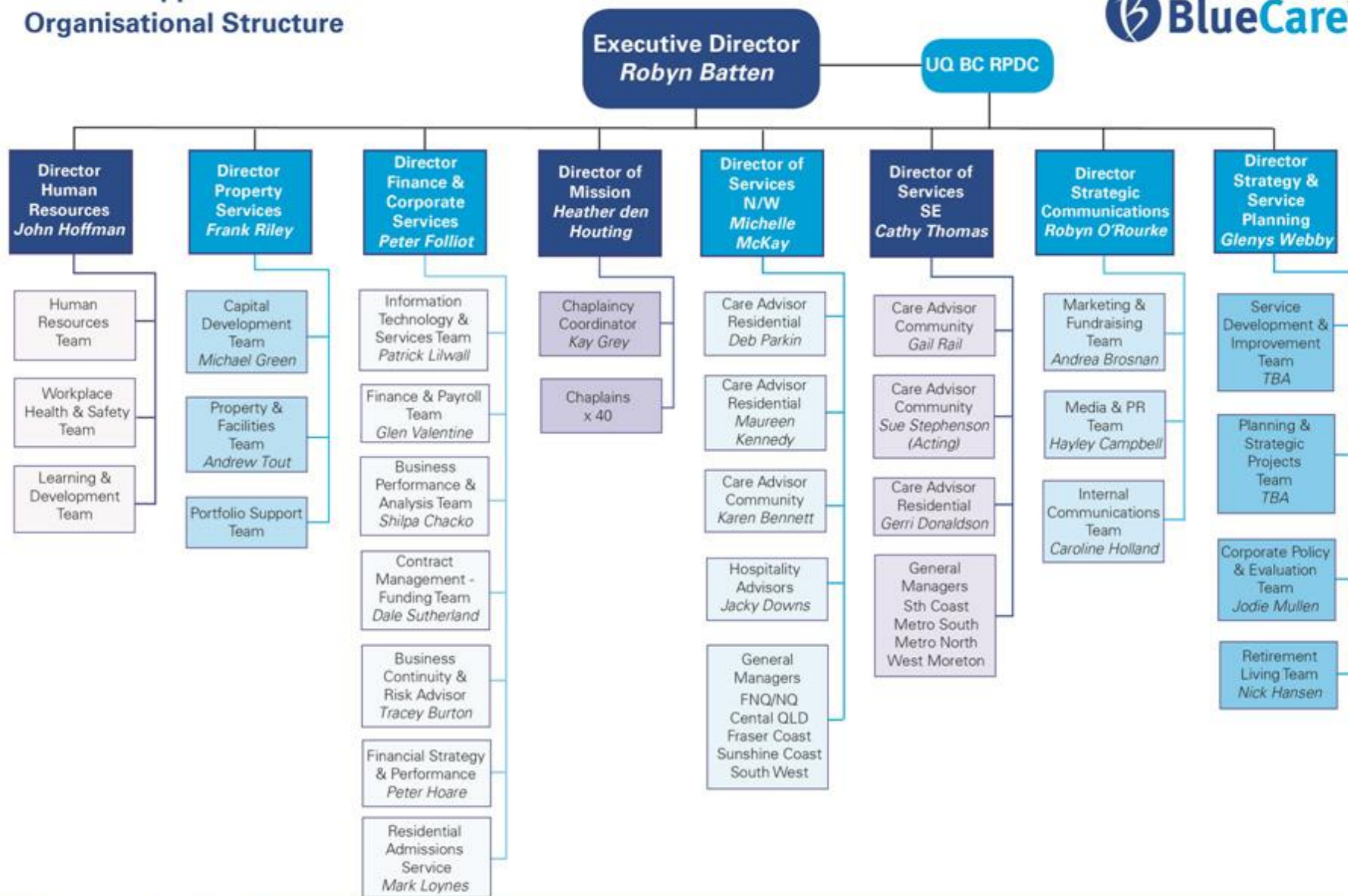
RESPECT

We accept and honour diversity, uniqueness and the contribution of others.

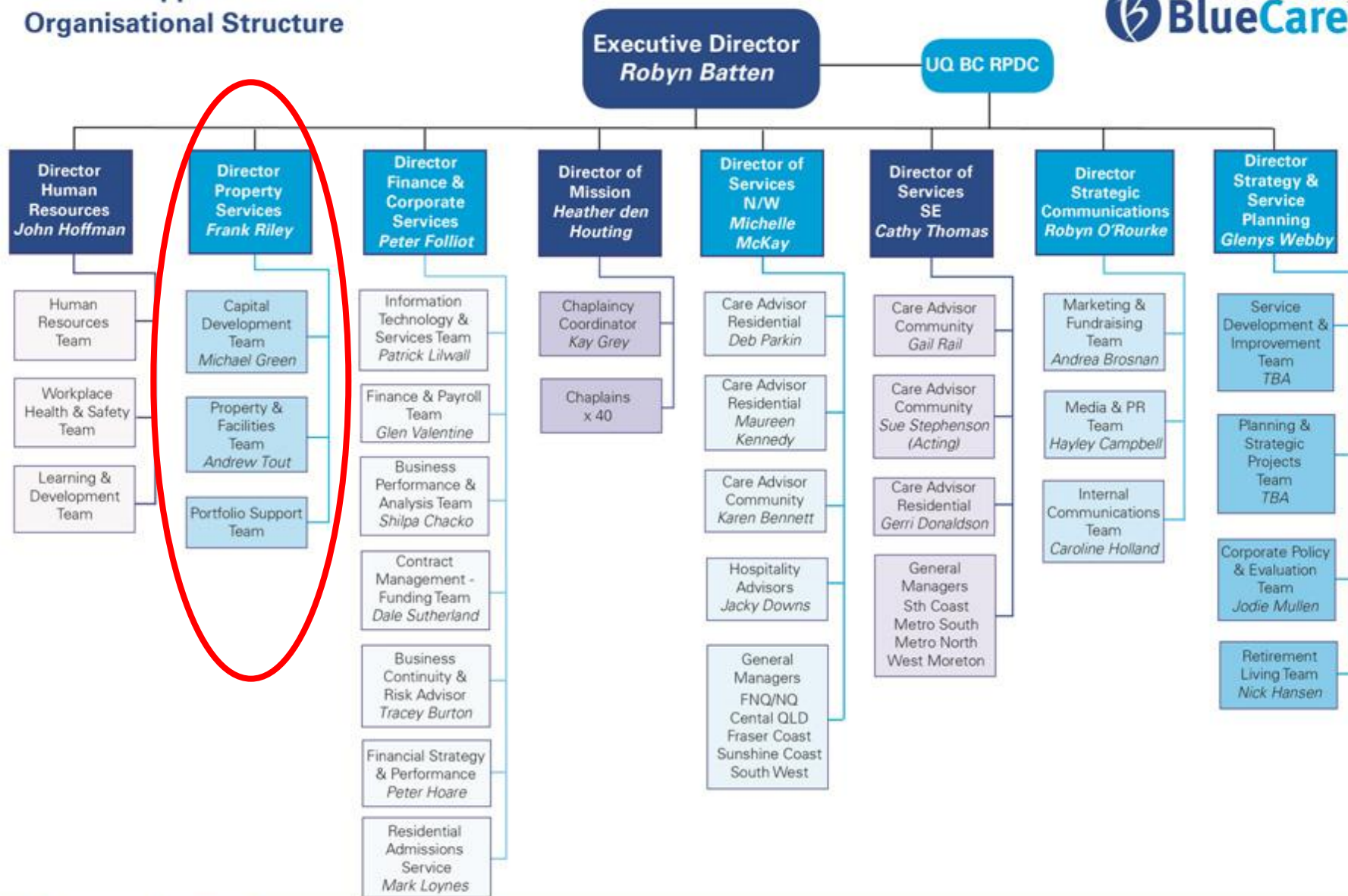
Leading through Learning

Our culture encourages innovation and supports learning.

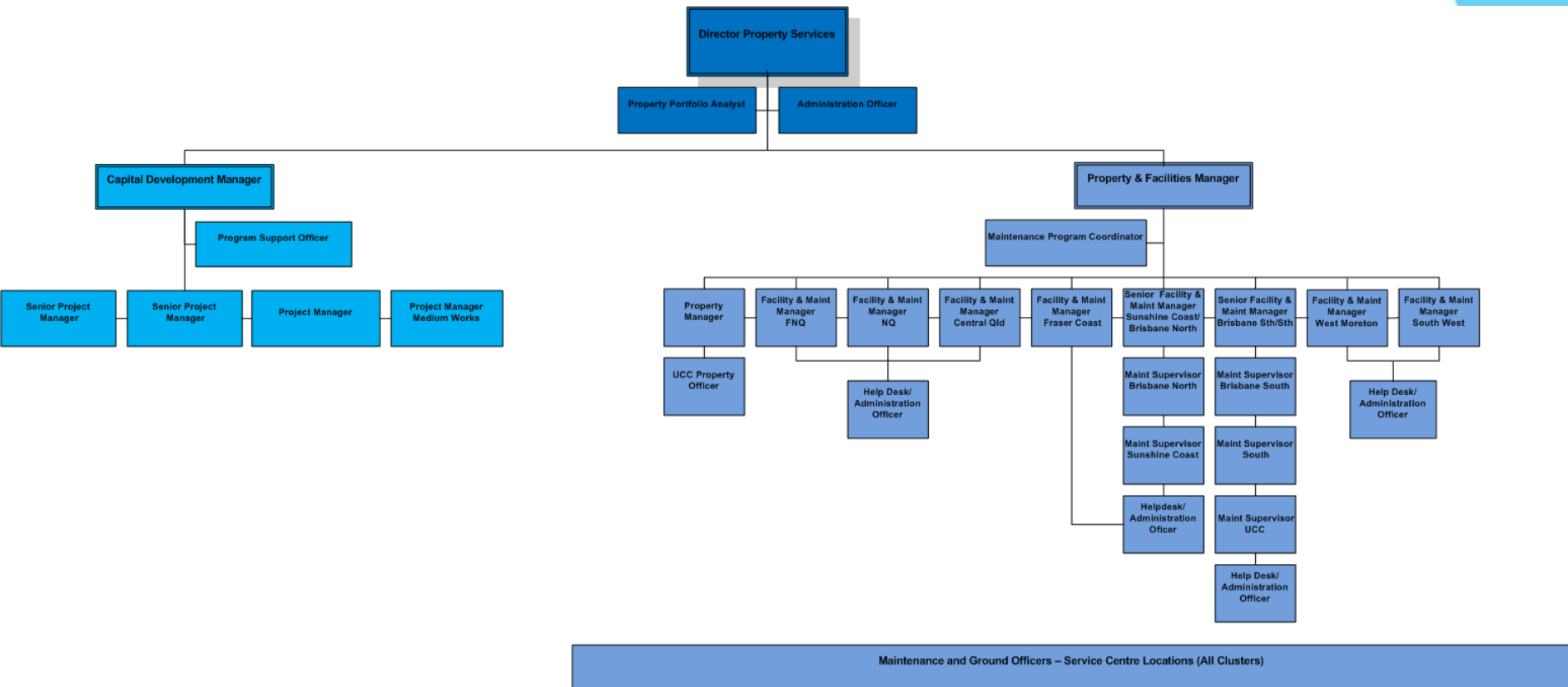
Central Support Organisational Structure



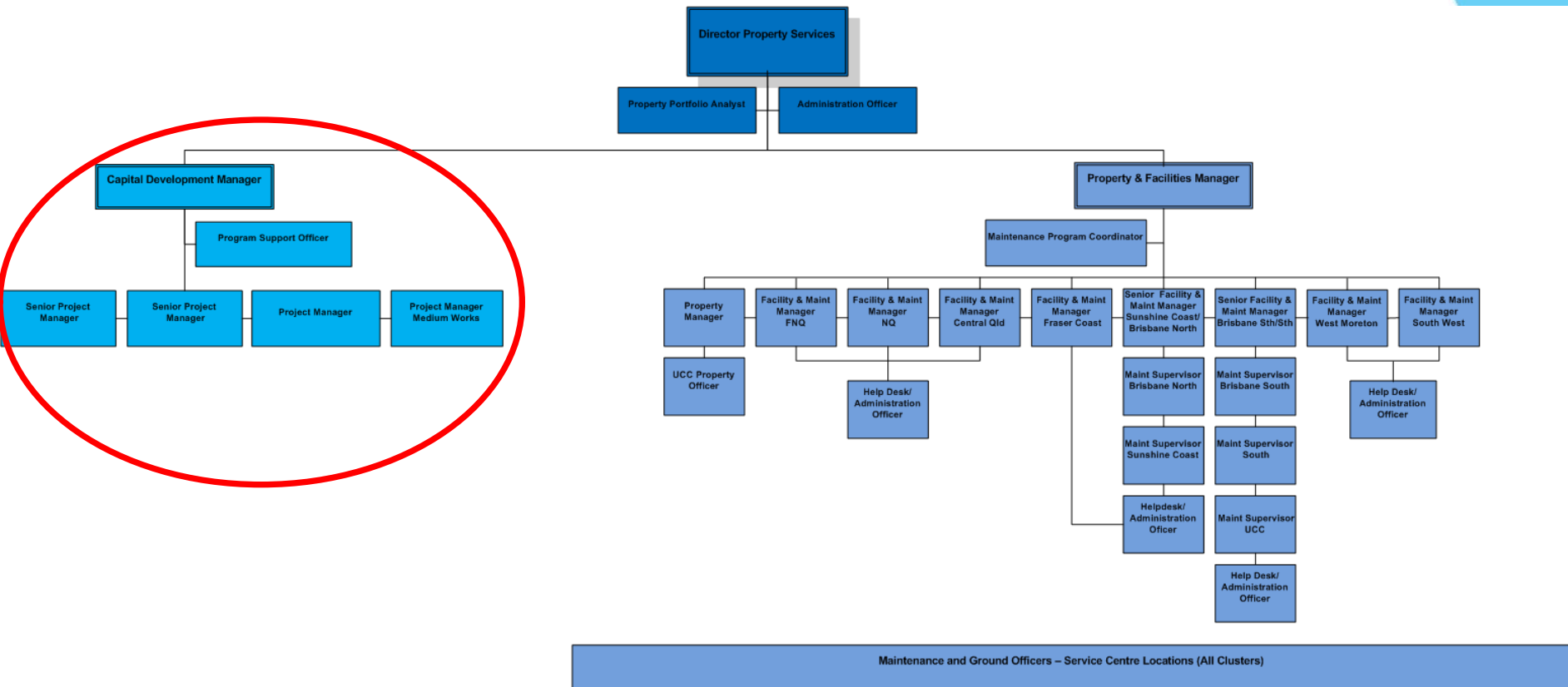
Central Support Organisational Structure



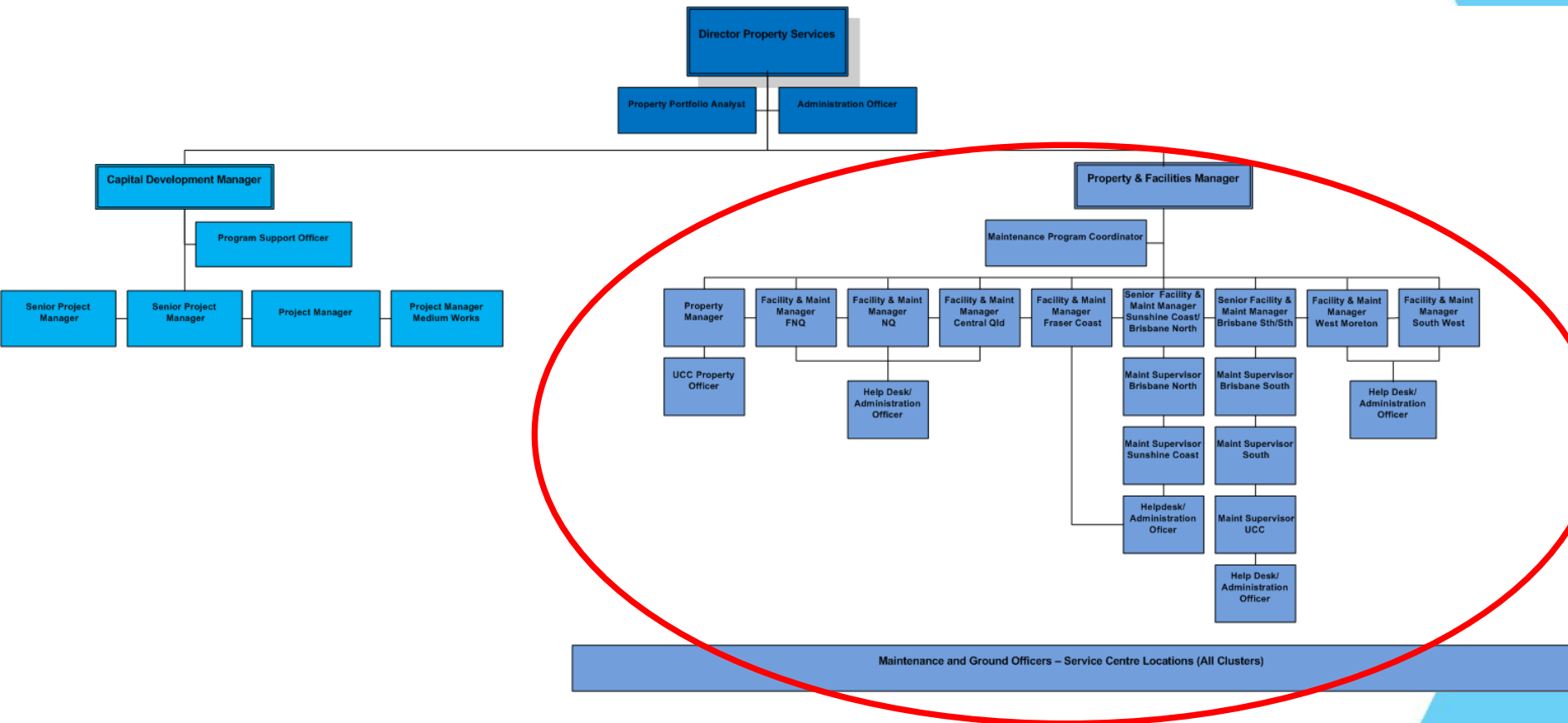
Property Services – Organisational Structure



Property Services – Organisational Structure

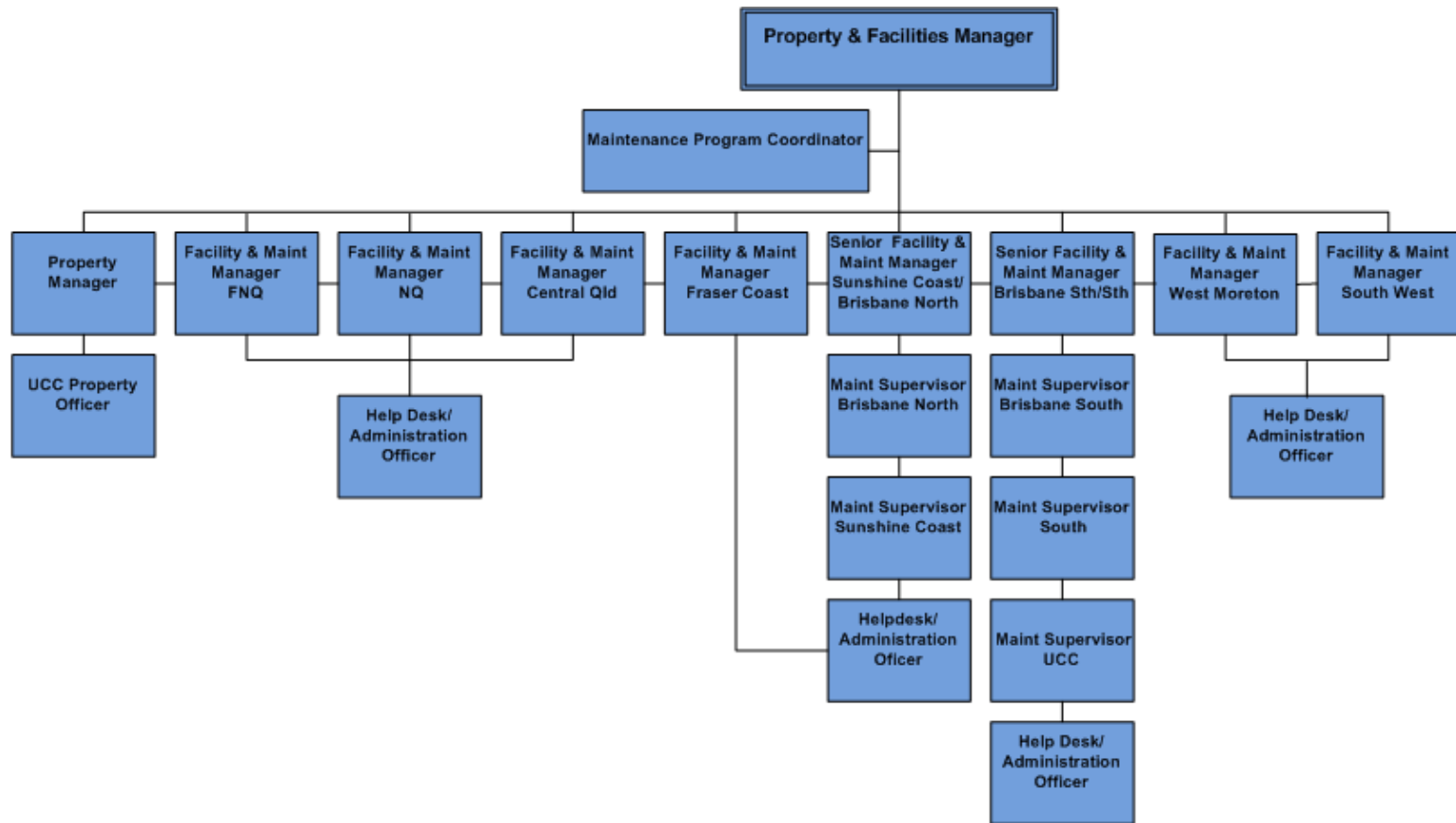


Property Services – Organisational Structure



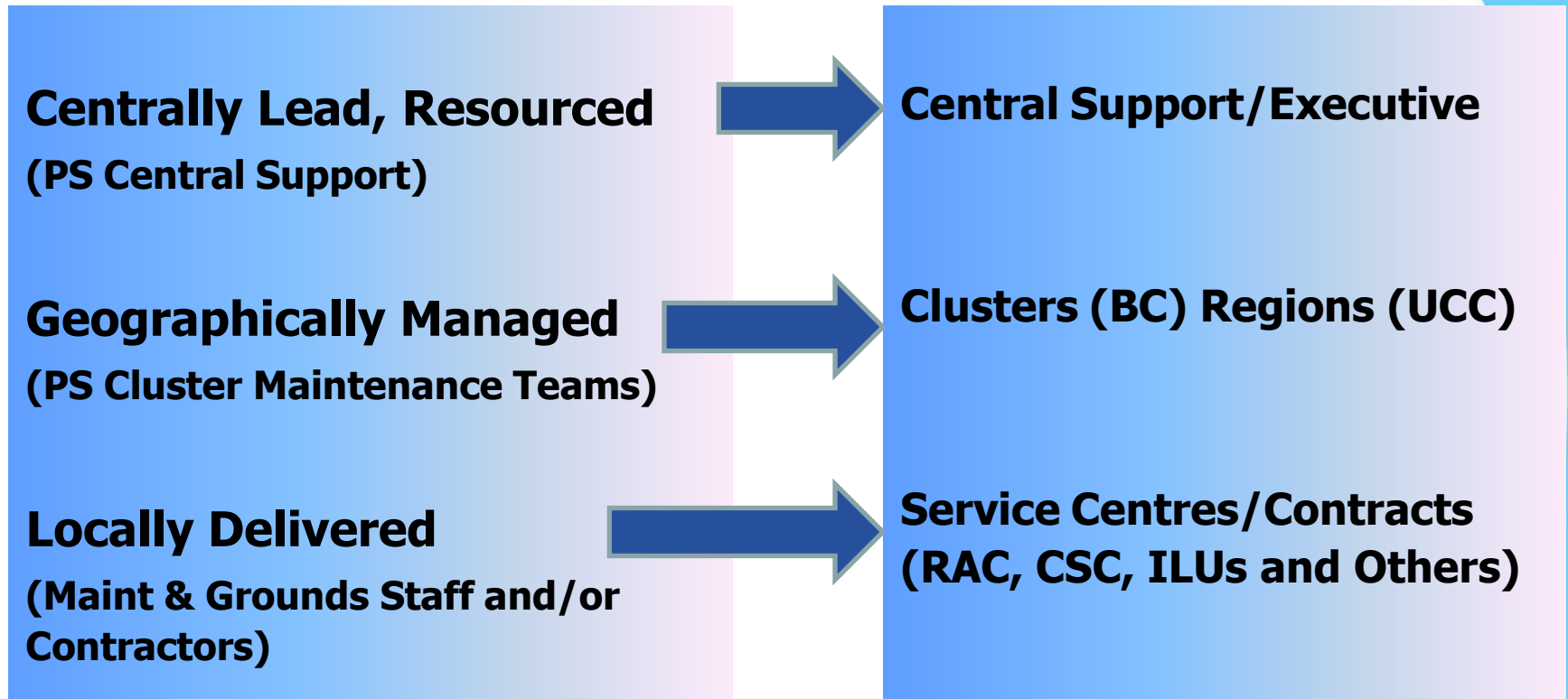
Property Services

Property & Facilities Management Section



Maintenance and Ground Officers – Service Centre Locations (All Clusters)

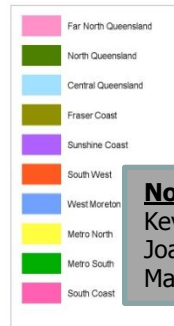
Relationships and Levels



Maintenance Management



Far North Queensland - Cairns
Mick Tobiano - Facilities & Maintenance Manager



North Queensland - Townsville

Kevin Patrick, Facilities & Maintenance Manager
Joanne Walker, Helpdesk Administration Officer (FNQ, NQ and CQ)
Marie Cassar, Helpdesk Administration Officer (FNQ, NQ and CQ)

Central Queensland – Rockhampton

Ross Laycock, Facilities & Maintenance Manager

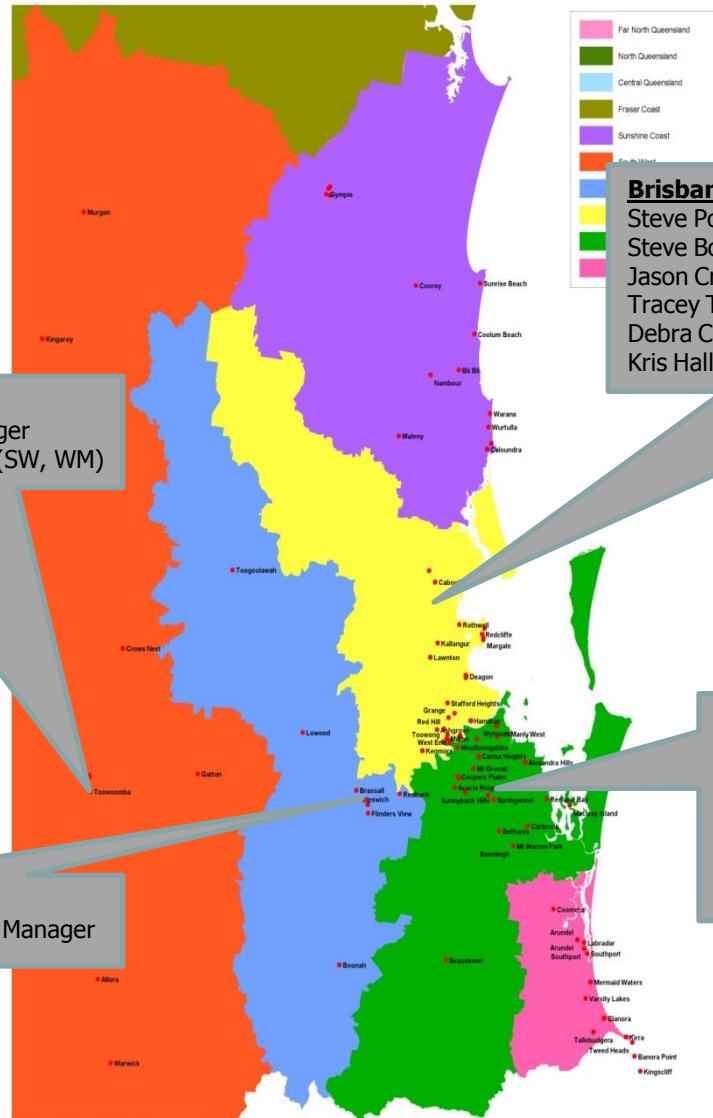
Fraser Coast - Bundaberg

Mark Hough, Facilities & Maintenance Manager

South-West – Toowoomba

Graham Butler, Facilities & Maintenance Manager
Camilla Tleis, Helpdesk Administration Officer (SW, WM)

Maintenance Management (Continued)



South West - Toowoomba

Graham Butler, Facilities & Maintenance Manager
Camilla Tleis, Helpdesk Administration Officer (SW, WM)

Brisbane Metro North / Sunshine Coast (Morayfield)

Steve Porteous - Senior Facility & Maintenance Manager
Steve Booth, Maintenance Supervisor (Sunshine Coast)
Jason Crook, Maintenance Supervisor (Brisbane North)
Tracey Turner, Helpdesk Administration Officer (FC, BN, SC)
Debra Crook, Helpdesk Administration Officer (FC, BN, SC)
Kris Hall, Maintenance Supervisor (Supernumerary)

West Moreton - Ipswich

Russell Gotke, Facilities & Maintenance Manager

Brisbane Metro South / South Coast (Gabba)

Roger Lynch, Senior Facility & Maintenance Manager
1 x Maintenance Supervisor (Brisbane South) - Vacant
Steve Dignan, Maintenance Supervisor (South Coast)
Richard Dale, Maintenance Supervisor (Supernumerary)
Brian Selmes, Maintenance Supervisor (Supernumerary)
Virginia Baguley, Helpdesk Administration Officer (BS, SC)

Property Services



Azure Blue Projects

Capital Development: Current Major Capital Works Program (MCWP)

- **Azure Blue Redcliffe** – (96 Bed RAC, 122 ILUs) PC July 2012, Operational by September 2012.
- **Azure Blue Carina** – (128 Bed RAC, 98 ILUs) Currently under construction (Cockram Constructions Ltd) – PC expected December 2013. Operational early 2014.
- **Azure Blue Kawana - Stage 1** – (96 Bed RAC, 48 Serviced Apt, 83 ILUs) Currently in Design Development for Stage 1. Will follow-on and be under construction from late 2013 - Open early 2016.
- **Azure Blue Labrador - Stage 3** – (Ancillary Services, 147 ILUs, Community Care Centre) Currently in Design Development. Estimate construction from Mid-2014 to early 2016. Operational by Mid - 2016.
- **Azure Blue Stafford** - (192 Bed RAC, 36 Serviced Apt, 164 ILUs) – In early feasibility and planning stage – progress over next four+ (4) years; and
- **Azure Blue Sunrise Beach** – (96 Bed RAC, 20 Serviced Apt, 109 ILUs) Following-on in next five (5) year planning horizon.

Property Services (cont.)

Capital Development: Current Major Capital Works Program (MCWP)

But wait, there's more.....

- **Gracemere Gardens RAC Redevelopment** – (64 Bed RAC) PC April 2012, Recently constructed and officially opened on 31 July 2012.
- **Mareeba Gardens RAC Redevelopment** – (64 Bed RAC) PC Sept 2012, Operational Oct 2012.
- **Mt Louisa RAC (Townsville)** – (144 Bed RAC) DA approved July 2012. Currently in Design Development. PC December 2014, Operational early 2015.
- **Community Care Projects – Murgon** (Completed). **Gatton, Coomera and Goondiwindi** – Currently in documentation phase. Construction to commence December 2012. PC by end of 2013.
- **Toowoomba Master Plan** – Completed – Community Services facilities will be constructed in 2013.
- **Retirement Living Refurbishments at New Farm and Caloundra**



Azure Blue Redcliffe



Azure Blue Redcliffe Development
Completed July 2012



Gracemere Gardens - Rockhampton

Blue Care Gracemere Aged Care Facility

35 Conaghan Street, Gracemere



Providing quality care and support

For over 55 years Blue Care has built a reputation as the leading provider of community health and residential care, caring for the elderly, people with disabilities and others in a time of need.

Blue Care Gracemere Aged Care Facility is a centrally located 64 bed facility catering for low and high care needs.

The facility features single rooms with:

- ensuite and built in robes
- personal 24 hour safety
- emergency call system

All rooms have direct access to a variety of indoor sitting rooms and outdoor areas for entertaining family and friends in relaxed surrounds and landscaped gardens.



Residential care in the heart of Gracemere

Located on a quiet street in the heart of Gracemere, with public transport at the front gate and just 5 minutes from shopping centres, services and amenities.

Care services and programs

Fully trained and professional staff provide 24 hour care ensuring residents receive the highest quality care and services available.

Some of the services include:

- speech therapist
- dietitian
- access to - doctor, dentist, podiatrist and physiotherapist
- respite care
- visiting hairdresser

Weekly lifestyle activities are aimed at residents' health and wellbeing and include:

- movie afternoons
- shopping trips
- BBQs
- social games and entertainment

Menus and Meals

Carefully planned menus provide residents with nutritionally based, varied and appealing meals with special dietary requirements catered for to meet individual and cultural needs.

For Residential Admissions
ph: 1800 838 929 or email: admissions@bluecare.org.au

To book a facility visit
ph: (07) 4933 1159
www.bluecare.org.au

Blue Care Gracemere Aged Care Facility

Delivering quality care in a supportive, friendly environment that is responsive to meeting residents' individual needs.



Gracemere Gardens RAC
Completed April 2012
Officially Opened 31 July 2012



Azure Blue Carina



Azure Blue Carina Development
Currently Under Construction
Completion expected by end of 2013

Mt Louisa - Townsville



Edenvale – Gladstone - CQ



Pioneer Gardens – Bundaberg - FC



Toowoomba Gardens - SW



Nowlanvill – Ipswich - (WM)



Erowal – Melany - (Sun Coast)



So what went on in the past?

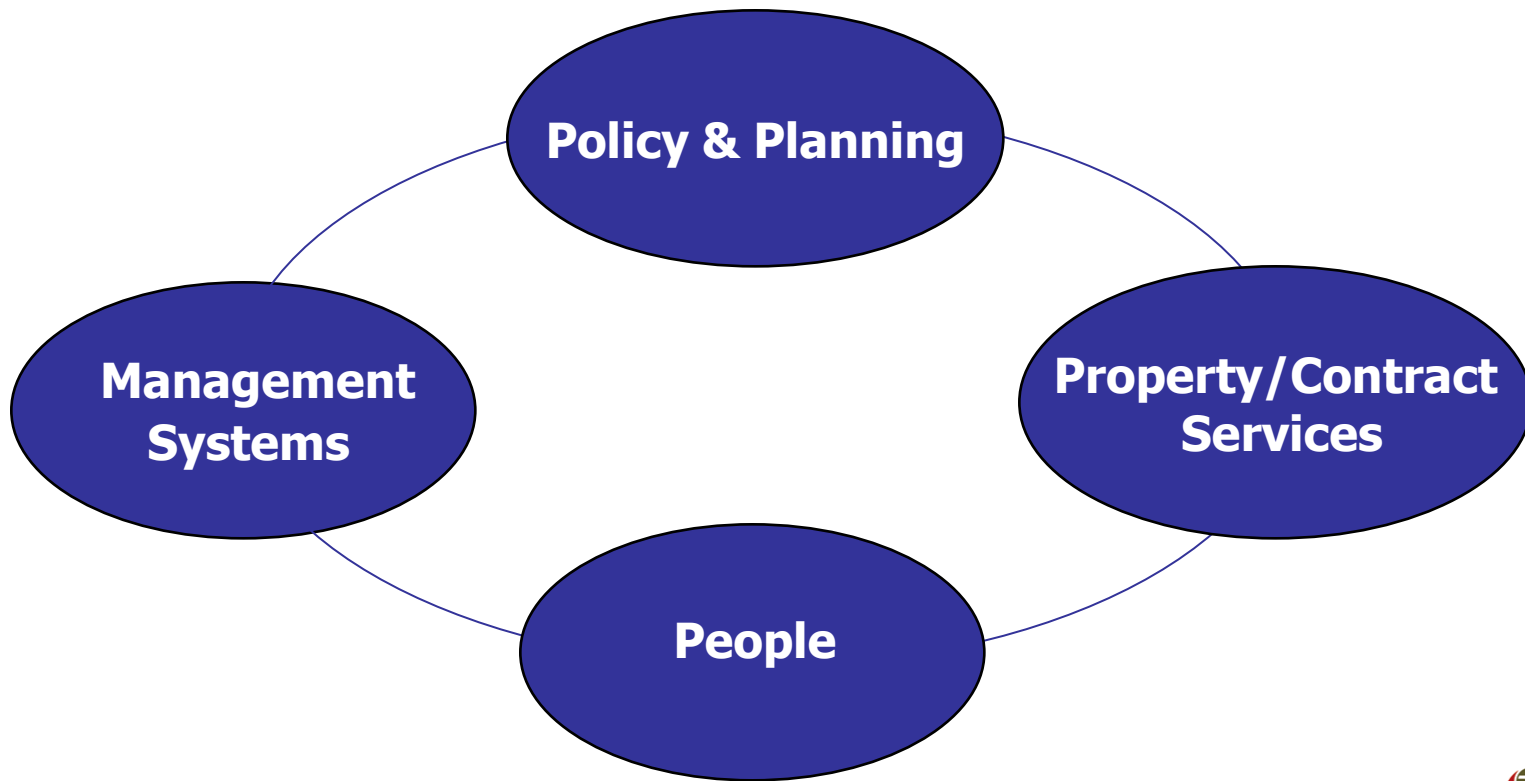
- ③ Decentralised Maintenance Management, reactive in nature, not empowered to provide solutions and not representing 'best value';
- ③ Spending too much in the wrong places:
 - ➔ Benchmark <1.5% - Blue Care Spend in FY2011/12 = 1.7%;
 - ➔ Difference equates to over \$1.5Million per annum.
- ③ Insufficient coverage (Central and North Qld);
- ③ Insufficient response process – no standard Helpdesk or coordination within or across Clusters;
- ③ Insufficient Management – no consistency across portfolio;
- ③ Service provision without ability to influence planning and future maintenance and/or FM requirements;
- ③ No coverage for UnitingCare Community (Anywhere);
- ③ No strategic planning, no operational programming – resulting in reactive solutions and poor resource management;
- ③ Not providing full service management (FM)
Basically – “All Care, but no responsibility”

What are we seeking? (Key Outcomes)

- ③ **State-wide Maintenance Management Capability;**
- ③ **Focused Client Engagement and Management:**
 - ➔ **Blue Care – Service Managers & General Managers**
 - ➔ **UCC – Regional Directors and Area/Service Managers**
- ③ **Transparent Program Planning and Delivery;**
(creating and exceeding expectations – no surprises!)
- ③ **Value for Money – Best value at all times;**
- ③ **Professionalism – in all dealings;**
- ③ **Contract Management – Fair & Equitable (Accountable)**
Working towards a 'Shared Service' procurement strategy within UCQ

**WE ARE LOOKING TO CREATE A COMPREHENSIVE AND PROFESSIONAL
PROPERTY MAINTENANCE AND FACILITY MANAGEMENT ORGANISATION
BY END OF 2013**

4 Key Elements for Integrated Property Asset Management



So what are we going to change?

- ③ Working smarter not necessarily harder;
- ③ Emphasis on planning and formulation of Programs for delivery management. Main Program being Annual Maintenance Program (AMP):
 - ➔ Preventative Maintenance Schedules;
 - ➔ Programmed Maintenance Schedules;
 - ➔ Minor Capital Works Program;

 - ➔ Annual Property Disposal Program (PDP);
 - ➔ Medium Capital Works Program;
 - ➔ Major Capital Works Program;
 - ➔ Special Initiative Programs e.g. Building Energy Efficiency Program (BEEP) – Example Only

Annual Maintenance Program (AMP) Program Structure

PLANNED MAINTENANCE		UNPLANNED MAINTENANCE	
Preventative Maintenance	Addresses statutory and regulatory compliance	Emergent Maintenance	Specific \$ allocation to address OH&SS issues
Programmed Maintenance	Condition-Based Needs Assessment	Reactive Maintenance	Specific \$ allocation to address unforeseen non-WH&SS issues
Minor Capital Works Program ⁽¹⁾	Refurbishment or minor capital improvements	Corrective Maintenance	Specific \$ allocation to address corrective action identified during Reactive or Emergent Maintenance
Building Energy Efficiency Program (BEEP) ^{(1) (2)}	Sustainability Initiative aimed at energy consumption reduction		

Notes:

- 1. Minor Capital Works and BEEP are not specifically Maintenance Program items, however these initiatives are best delivered and managed by Property Maintenance Management Staff as part of the formal Planned Maintenance Programming arrangements; and***
- 2. Special Initiative Program - The implementation of the proposed BEEP Program would be consistent with UCQ's component of the Uniting Church's EEO Obligations to Government, subject to availability of Budget Funding in FY2012/13.***

Strategic Level Planning

UCQ STRATEGIC PLAN 2011

Blue Care

UnitingCare Community

Strategic Plan

Service Plan

Strategic Plan

Service Plan

UCQ STRATEGIC PROPERTY PLAN

Capital Investment
Strategy

Maintenance
Management
Strategy

Capital Investment
Strategy

Capital Works
Programming
(Major, Medium &
Minor)

Annual Maintenance
Programming

Annual Disposal
Programming

OPERATIONAL SERVICE DELIVERY

Operational Level Planning

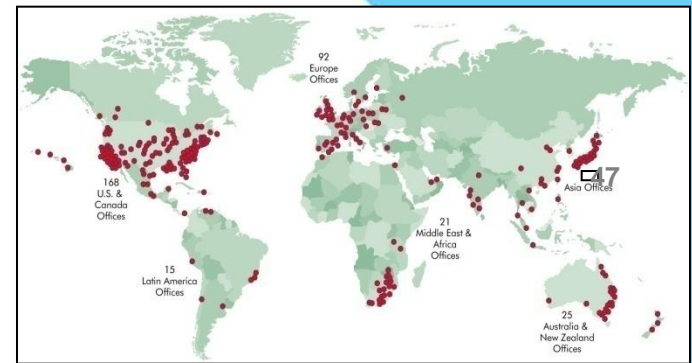
Property Management Policy Framework

	Policy	Processes	Guidelines
1.	Asset Management	Not Applicable	Not Applicable
2.	Property Development	Capital Works Framework <ul style="list-style-type: none"> • Major & Medium Capital Works • Minor Capital Works 	<ul style="list-style-type: none"> • Project Delivery Framework • Capital Works Design Guidelines • Ecologically Sustainable Development (ESD) Guidelines
3.	Property Management	Maintenance Management Framework Property and Lease Management	<ul style="list-style-type: none"> • Condition-Based Needs Assessment • Maintenance Request & Help Desk • Building & Grounds Maintenance Budget • Maintenance Contract Services & Procurement • Lease Administration • Property Management System
4.	Property Acquisition & Disposal	Property Acquisition Property Disposal	<ul style="list-style-type: none"> • Due Diligence Guidelines • Value-Added Property Disposal • Retirement of Property Assets

(Note: Subject to Review – Represents assessed short-term policy and procedural requirements)

System Solutions

Harbor Flex - Property Management System



Expense Detail - AU001

Expense Type: Base Rent
Frequency: Monthly
Proration Method: Actual Period

Period Start: 01/06/2004
First Payment: 01/06/2004
Is GAAP: True

1 3.5

2 3.5

3 4

4 3

5 3.5

Expense - Lease Detail

Region: APAC > Australia
Division: Corporate
Name: Sydney - George Street
Address: 6250 George Street
Suite: ABC Company
City/State/Postal: APAC
Country: Canada

File Id: AU001
Status: Active
Type: Expense - Lease
Subtype: Office

Summary for ABC Company

Record Type	Active Count	Archive Count	Total
Building	0	0	0
Cell Tower	0	1	1
Expense - Lease	97	9	106
Expense - Owned	7	3	10
Project	12	1	13
Subtotal	116	14	130
Income - Lease	13	2	15
Subtotal	13	2	15
Total	129	16	145

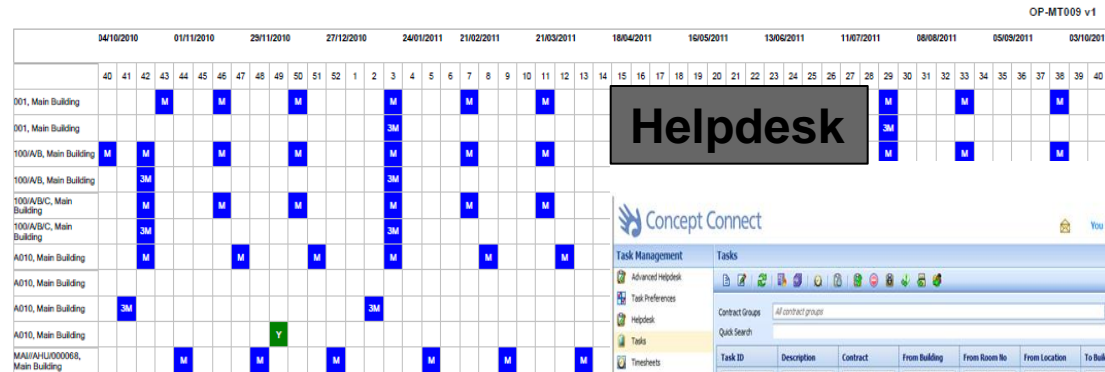
- ✓ World established system with over 500 clients.
- ✓ Manages both Owned and Leased properties
- ✓ 100% Web-based, accessible anywhere
- ✓ Intuitive, fast and easy to navigate
- ✓ Flexible and customizable for BC & UCC needs
- ✓ Executive summaries and reporting at every level

System Solutions

Computerised Maintenance Management System (CMMS)

Maintenance

Plan of Scheduled PPM Tasks Starting 04/10/2010



Concept Connect

- Task Management
- Advanced helpdesk
- Task Preferences
- Helpdesk
- Tasks
- Timesheets
- Resource Planner

You have no unread messages

Database: System

Heinrich Seifemiller is logged on [Log Out](#)

Task ID	Description	Contract	From Building	From Room No	From Location	To Building	To Room No	To Location	Discipline	Fault Code	Status	Type	Reported Date	Due By
SL292	Pre Planned Security Checks	Security Services	AS5	Area 55	Main Building	AS5	Area 55				ACTIVE	BREAKDOWN	12/12/2011 00:00	15/12/2011
QL1267	Cleaning Audit	Cleaning Services	AS5	Area 55	Main Building						ACTIVE	BREAKDOWN	11/12/2011 09:00	15/12/2011
SL293	Pre Planned Security Checks	Security Services	AS5	Area 55		AS5	Area 55				ACTIVE	BREAKDOWN	13/12/2011 00:00	16/12/2011
SL294	Pre Planned Security Checks	Security Services	AS5	Area 55		AS5	Area 55				ACTIVE	BREAKDOWN	13/12/2011 00:00	16/12/2011
QL1268	Cleaning Audit	Cleaning									BREAKDOWN	BREAKDOWN	12/12/2011 09:00	16/12/2011
	ed Toilet	M B.E. Ser									BREAKDOWN	BREAKDOWN	12/12/2011 17:44	19/12/2011
	ed Toilet	M B.E. Ser									BREAKDOWN	BREAKDOWN	12/12/2011 20:13	19/12/2011

Performance

Document Repository

MB - Main Building - Windows Internet Explorer

MB - Main Building

Document Ref.	Title	Subject	Category	Type	Date Issued
Lease agreement	Lease agreement	Contracts	Document	Document	25/05/2011 04
Fire Safety Certificate	Fire Safety Certificate	Health & Safety Documents	Document	Document	25/05/2011 04
Annual Fire Safety	Annual Fire Safety	Health & Safety Documents	Document	Document	25/05/2011 22
Advisory Survey and Risk Assessment	Advisory Survey and Risk Assessment	Health & Safety Documents	Document	Document	25/05/2011 04
Floorplan	Floorplan	Map	Document	Document	25/05/2011 02
Location Map	Location Map	Map	Document	Document	25/05/2011 02
Public Liability Insurance Certificate	Public Liability Insurance Certificate	PDF document	Document	Document	25/05/2011 02
Photo of property	Photo of property				
Print entrance Security Keycard Photo	Print entrance Security Keycard Photo				
Services Locations Map	Services Locations Map				
Asset Collection Spreadsheet	Asset Collection Spreadsheet				

Document View - Windows Internet Explorer

Public Liability Insurance Certificate - Public Liability Insurance Certificate

Special Conditions: None

LIMIT OF LOSS: \$20,000,000

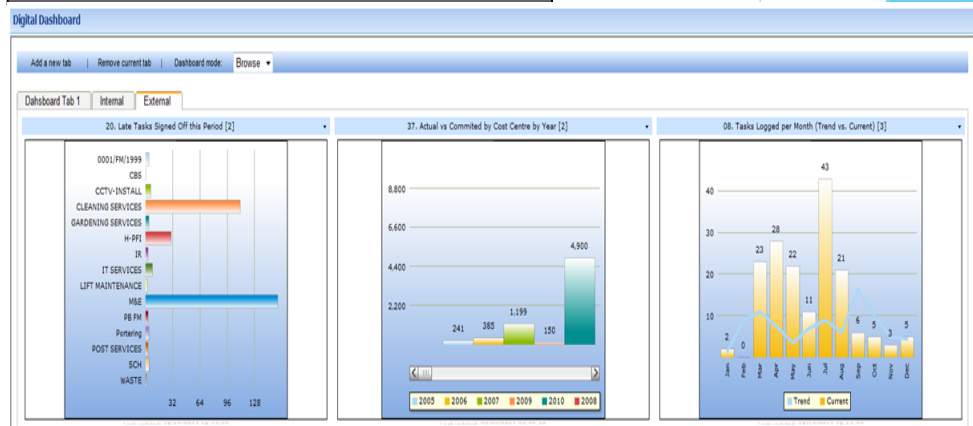
DEDUCTIBLE: \$1,000

TERRITORIAL LIMITS: Australia

Subject to the terms and conditions of the Indemnity Agreement. This Cover Note is issued as a matter of administrative only and confers no rights upon the holder. This Note does not extend, extend or alter the coverage afforded by the Agreement.

Date of Issue: Tuesday, 13 July 2010

CecID: 1035



Future Challenges

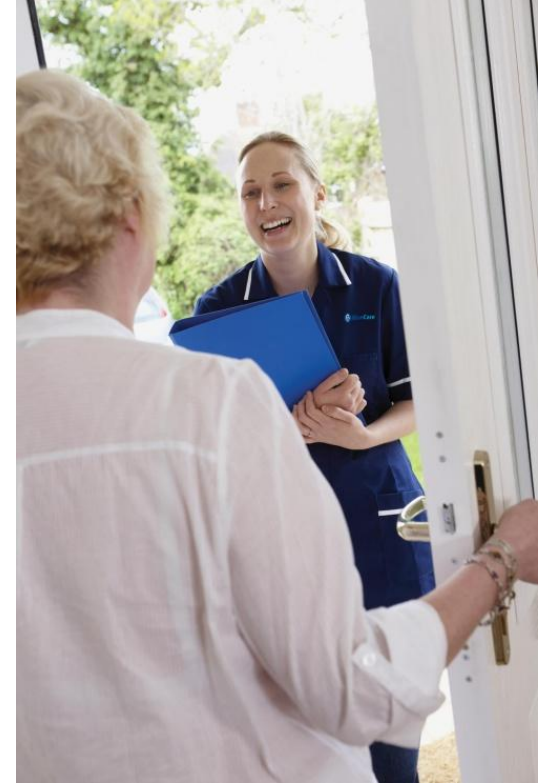
The service environment is rapidly changing:

- There are changing community expectations of how people wish to live in later years.
- The number of older people as a percentage of the population is increasing significantly - **by the year 2050, the number of people over 85 years will quadruple**
- There is far greater availability of community services and people who do enter residential aged care are doing so at a much later stage in life-this is their preference. Three years ago **Blue Care 40% low care, today 9%**
- There are fewer informal carers to provide care in the community as more women are in the paid workforce



Future Challenges (cont.)

- The federal government, who fund most of the health and aged care services Blue Care provide have launched their reform package *Living Longer Living Better*.
 - Greater emphasis on community care
 - Consumer directed care
 - Remove low: high care
 - Resident ingoings for all residents
 - Workforce compact
 - ACFI clawback -\$\$\$\$\$\$\$\$
- We face workforce shortages at a time we also need to expand services.
- There are never enough funds to cover costs. For organisations to be sustainable, we must look for ways to improve returns on investment. For 'Not-for-Profits this is significantly important.
- **Blue Care has a diverse range of facilities to support our services, some modern and contemporary; but many which are at the end of their useful life. (Frank to Fix)**



In Summary

Keys to Success!

- ③ Strategic Property Planning
- ③ Program management and budgeting
- ③ Efficient resource management
- ③ Compliance regime (Risk Mitigation)
- ③ Effective information management and reporting
- ③ Sustainable development (ESD)
- ③ Simple and understood policies & procedures
- ③ Stakeholder engagement (*No Surprises*)
- ③ Professional approach to planning and service delivery

AND LAST, BUT MOST IMPORTANTLY:

Focus on support provided to Residents & Clients



