



ANNUAL REPORT 2018-2019

Banksia

About Us

Banksia Palliative Care Service (Banksia) is the sole Victorian State Government funded Community Palliative Care Service for the 3 local government areas of Banyule, Nillumbik and Whittlesea. We provide services at no cost to an area of approximately 1,000 square kilometers in a high population growth corridor in Melbourne, with a diverse community of approximately 420,000 people.

We define palliative care as:

**Client and family centered care, which is
equitable, holistic, dynamic and inclusive, and enables people
with a life-limiting illness to live their best life.**

We provide person-centered care. Our philosophy is to treat the person as a 'whole' - mind and body are integrated and inseparable; physical, emotional, social, cultural and spiritual needs are determined as equally important. We deal with each client, and their carers as unique individuals, we do not assume or expect; we determine needs based on conversation and exploration, working with the person, and /or their closest advocate. Our priority is to enable maximum independence and facilitate choice through the provision of options and information.

OUR VISION - what we believe should be:

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

OUR MISSION – what we commit to doing every day:

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

OUR VALUES – the behaviours that guide us:

Excellence; Respect; Integrity; Collaboration

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

...WE NEVER LOSE SIGHT OF WHAT'S IMPORTANT.

Our Year – President and Executive Officer



John Richardson
President

This has been a year of momentous growth for Banksia, and we are very pleased to be able to share our achievements, and to acknowledge the work and efforts of a team of dedicated and inspiring people who have embraced changes that have had positive impacts on people living with palliative conditions.

While we have actively sought to grow and improve, we have remained people-focused. We continue to proactively and successfully invest in people; our team, the people for whom we provide care and support, our partners, and our supporters - we have developed strong, respectful relationships. We have continued the team growth that began last year. We have engaged two Palliative Medicine Specialist Physicians, developed and filled a Nurse Practitioner Candidate role, doubled our Education resource, recruited volunteers, including new Committee of Management members, and expanded our Nursing, Support & Wellbeing and Administrative expertise, all resulting in the delivery of more services, and much greater contact with clients and their carers.

We celebrate completing a full year of our expanded 24-hour service delivery model and couldn't be more proud and inspired by our nurses, whose willingness to embrace this expansion has seen us deliver services to our clients, when it is needed. This work has been extremely beneficial - our after-hours contact with our clients increased by 47%, with home visits after-hours increasing by an amazing 247%. Our weekend contacts has increased by 102%, and where the majority of this contact was previously provided by our after-hours phone triage service, this work is now primarily provided by our team. The benefits to our clients wellbeing have been significant.

Our whole team participated in the development of a new Strategic Plan in the first part of 2019. Using a consultative and collaborative approach, we have a realistic and achievable plan, and a new Vision, Mission and Values, that we developed together. We also chose a new logo that will be released with a complete re-brand in late 2019. While we are a little sad to farewell our current logo, which we greatly respect, we are excited to move into 2020 and beyond with a new look that reflects the business we have become - contemporary, dynamic, engaging and strong.

Our other achievements this year include: the implementation of an Organisational Policy and very specific process related to the Voluntary Assisted Dying (VAD) legislation, which became effective on 19 June; successful completion of a Self Assessment, as part of our ongoing ACHS Accreditation; strengthening of our partnerships with our Aged Care Facility partners through the provision of palliative care education sessions, and presentations at palliative care conferences. We were successful in several Service Innovation and Infrastructure grant applications that were established and managed by our major funder, the Victorian Department of Health and Human Services very late in the financial year. This additional funding and the aligned opportunities will see us very eagerly expand our services in the 2019-2020 year.

Our future is exciting and dynamic, and as we grow our services we remain resolute in our commitment to ensure every Banksia client and carer receive the best personalized support and care. We recognize that in order to maintain this standard requires investment, commitment, passion and generosity of many inspiring people and this year has shown us that we have the right people, so our success will continue.

We take this opportunity to acknowledge and thank our major funder, the Victorian Department of Health and Human Services (DHHS) for their significant investment in Banksia, and community palliative care; we thank our partners - we value collaboration and appreciate all that you bring to Banksia. We sincerely thank our donors and supporters as we could not achieve all we do without your commitment and support. This year, we have been in receipt of great generosity from new donors, who join our valued existing supporter-base in enabling us to make a greater difference in our clients lives.

Finally, we congratulate and thank our team - you are the people who make Banksia what it is today. We thank our Committee of Management whose leadership and unwavering support enables our team to do the special work that we do; our volunteers, whose investment and generosity is humbling; and thank you to our staff - your care, commitment and passion is inspiring. You are determined and dynamic, and a caring, nurturing, successful team.

You make a difference every day.

Michelle Wood
Executive Officer



Our Strategic Plan

In February 2019, we commenced the development of a new Strategic Plan. As well as determining our strategy for the coming years, we committed to reviewing our brand and messaging to ensure meaning for our team, our stakeholders, and our community.

Our approach to determining the Plan was collaborative and consultative. We used the following as foundations to guide our process, returning to these concepts as anchors for all thought and planning. As a result, our whole team are committed to the Vision, Mission and Values proudly noted at the beginning of this report.

Why have a Strategic Plan?

A Strategic Plan sets a united direction through agreed and articulated common goals. It facilitates dialogue. It supports change, growth, improvement, communication, prioritisation and debate. It gives permission to innovate. It guides decisions and gives direction and purpose. It defines a road to the future, and gives everyone a voice and ownership. A good plan is simple - it is engaging, clearly defined, precise, uses common language, and makes sense to those who are responsible for its delivery, and arguably most importantly, it is achievable.

Our Brand

Our new logo and look (to be released late 2019) is contemporary and bold. We have chosen colors and shades that symbolise growth, stability, strength, trust, prosperity and balance.



Why have a Vision, Mission and Values?

A Vision...

is what a team sees in their minds eye as what would happen "in a perfect world". It is a consistent picture of ultimate success...it engages and inspires and permeates into the culture!

A Mission...

is what the team want to achieve together - it exudes spirit, purpose and the reason for being in business. It is of value to the "audience" - the team, consumers and all stakeholders. It is more than just "doing business" - it is specific, achievable and memorable.

Values...

are consistent, team behaviours and actions, essential to achieve the Mission. They guide all interactions, influence outcomes and provide an understanding of agreed expectation.



Banksia Team

Our Strategic Plan

Our Plan

The **Banksia Palliative Care Service Strategic Plan 2019-2023**, is the culmination of staff and volunteer feedback, stakeholder feedback; operational knowledge and identified opportunities for growth and development. It addresses all of the goals and priorities of *Victoria's end of life and palliative care framework* - a framework developed by our major funder, the DHHS, to guide end of life and palliative care over the next decade.

It is simple, engaging, informed, motivating and achievable...

OUR PILLARS

OUR TEAM

Outcome:

A workplace that values staff and volunteers.

Priorities:

- Provision of a safe and healthy working environment.
- Promotion of a continuous improvement culture.

OUR PEOPLE

Outcome:

Delivery of optimal end of life care always.

Priorities:

- Provide person-centered care for every person, every time.
- Expand our services to better suit the needs of our clients and carers.
- Connect with our partner health services to improve end of life care.

OUR BUSINESS

Outcome:

A productive, reputable and sustainable organisation.

Priorities:

- Embed a business-minded mentality into culture.
- Accountable operations and practices.
- Capability to achieve our outcomes.

Our People - Our Impact

General Overview of Our Clients

		2017-2018	2018-2019
Average Clients per Month	Active	204	260
	Bereavement	18	30
Total Contacts		34,620	62,574
Malignancy		428 (74%)	453 (69%)
Non-malignancy		152 (26%)	206 (31%)

"I know when I refer to Banksia now that the patient is going to be assessed quickly and be seen when they need to be seen."
(Referrer)

"Banksia gave me the best support and advice I could ask for. I could not manage to care for my husband without them. THANK YOU."
(Carer)

Referrals and Admissions

		2017-2018	2018-2019
Client Admissions		580	659
LGA	Banyule	216	248
	Nillumbik	75	85
	Whittlesea	286	325
	Other	1	1
Source of Admitted Referrals	Self/Family	47	65
	GP/ Specialists	219	180
	Hospital	282	365
	Aged Care	13	33
	Other	19	16
Referrals		746	856

After-Hours Contacts

		2017-2018	2018-2019
Weekend Contacts		1008	2033
After-Hours and Weekend Contacts	Face to Face	287	995
	Telephone	1865	2603
Total After-Hours and Weekend Contacts		3160	4636

"Without you, we would be lost in the wilderness."
(Carer)

Our People – Our Impact

Location of Deaths

	2017–2018	2018-2019
Home	182 (41%)	238 (45%)
Palliative Care Units & Hospital	257 (59%)	296 (55%)
Total Deaths	439	534

*“Cannot speak highly enough
of all Banksia staff
that we have
interacted with.”
(Carer)*

*“All nursing staff and
the social worker have
been able to care for
mum’s individual needs
directly and for services and
supports.”
(Carer)*

Client Demographics

		2017-2018	2018-2019
Gender	Male	276	362
	Female	304	297
Ages	0-14	1	5
	15-24	2	2
	25-34	1	8
	35-64	126	113
	65-94	428	506
	95+	22	25
Countries of Origin		48	55
Born Outside of Australia		226 (39%)	283 (43%)

*“Thank you for the
opportunity for feedback,
please continue with
your excellent work.”
(GP Feedback)*

Preferred Site of Death

%	2017 – 2018	2018-2019
Yes	60%	63.2%
No	40%	36.8%

Our People – Our Work

Moments that Matter campaign

In April of 2019, Palliative Care Victoria (PCV) launched an awareness campaign, "Moments that Matter", using social media to share palliative care stories, told personally by primary consumers - the clients and carers who have utilised palliative care expertise and support.

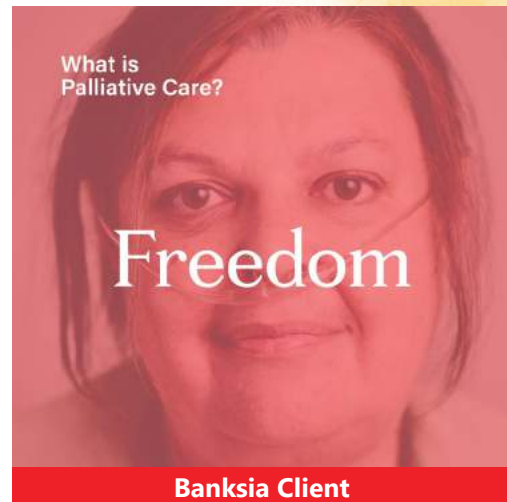
The aim of the campaign was to:

- Address and correct position perceptions of palliative care;
- Increase understanding of the value of palliative care within the community;
- Support the community to associate palliative care with 'living well', not 'giving up';
- Increase awareness that palliative care focuses on the whole person and their family; and arguably, most importantly, support more members of our community to understand that,
- Palliative care is about living, dying and grieving well.

The campaign, via the Palliative Care Services, invited clients and bereaved carers to share their experiences of palliative care through either video or written medium. Banksia nominated a client and a bereaved family, and both

were chosen to share their experiences with our service - one written and one video. Our client stated in her video that "Banksia gave me back a sense of freedom", and our family said that Banksia provided their father with "...dignity and respect. We didn't really understand palliative care. They came in and talked to us. They asked what we wanted. Dad wanted to retain his dignity and have respect. That's what they did."

We were very pleased to have been a Premium Partner in such an important campaign.



"As we travel through this life, we sometimes encounter people who truly renew our faith in the good that is mankind. You are truly these people." (Carer)

Support in bereavement

When developing our new Mission, our team chose to articulate all three goals of our work - "...quality in life, dignity in death and support in bereavement". We felt that bereavement is an area of palliative services that is arguably least known, and so have committed to invest in grief and bereavement support.

The Australian Centre for Grief and Bereavement states "grief can be experienced across many domains including emotional, physical, cognitive and spiritual, where a person's experience of grief can vary widely, often influenced by culture, gender and belief systems. *Bereavement can be emotionally intense, destabilising and exhausting*".

Banksia has embedded Bereavement Information Sessions and Bereavement Services, along with our counselling sessions into our suite of supports. The Information sessions are offered to carers who are experiencing grief, and who would like the "basics" related to what can be expected and what they may feel or experience.

The Remembrance Services are held 5 times throughout the year. These are an opportunity for families and carers to take a moment for themselves, to reflect on their loved one and the journey they shared together, during a non faith-based service. They are well attended, with several participants opting to accept bereavement counselling after recognising they may be in need of support to manage their grief and to navigate their different lives.



Banksia Candle Vigil

Our People – Our Work

Our Projects

Inspired by the priorities of the “People” pillar of our Strategic Plan we identified opportunities to extend our services, improving the care we provide in the community.

In October 2018, the Victorian Government announced an additional \$23.4 million dollar investment in palliative care funding. A portion of this funding was to be allocated to the development and testing of new, innovative models of care and workforce models that would support better integration between hospitals and community palliative care services, giving people access to the best possible, person centered and collaborative palliative care, irrespective of the setting.

A one-off grant round was established by DHHS in mid-May 2019, and services were invited to submit applications for consideration. Banksia embraced this opportunity and submitted 3 applications that would give us the impetus and resources to achieve our goals. We were extremely pleased to learn in late June 2019 that all 3 of our applications, including two collaborations with partners had been viewed favourably by the DHHS, and we will excitedly implement the successful projects in the coming financial year.

DHHS also recognised a need to address and enhance the infrastructure requirements of community palliative care services, to enable access to vital work tools and equipment needed to deliver best care. Our successful applications in these grants will support our rapidly and significantly expanding team, as well as upgrade essential client equipment, such as syringe drivers, hospital beds, and in-home equipment.

Our Health Care Partners

Our investment in our external stakeholders has seen the development of strong, positive and mutually-respectful relationships with our partners, resulting in improved outcomes for our clients and their carers. As well as the DHHS and EMPHN, we have successfully collaborated with several of our health-service partners.

With Austin Health, we have improved processes and communication, and partnered in a project to improve aged care resident access to Banksia palliative care services; with Northern Health we have partnered, and also plan to be working together on an innovative model that will improve transition from hospital to home, as well as develop a Palliative Care Outpatient clinic, and we continue our very strong relationship with St Vincent’s Hospital Melbourne, who diligently and expertly support our after-hours service.

A re-design of our communication with our General Practitioners has demonstrably strengthened our

We are also very pleased to be partnering with the Eastern Melbourne PHN (EMPHN) to deliver a project that will further improve services to our palliative clients and importantly, their carers. This partnership commenced after Banksia was successful in a tender application. The project, which will see an expansion of our clinical model and of our medical resources will commence in July 2019.

Additionally, in early 2019, the DHHS provided “Growth Funding” to palliative care services. This additional funding gives us a strong foothold for the future. It is integral in us being able to continue the growth of our team and our business, confirming our capacity to provide all of the services that our clients deserve and our funders expect.

Our Strategic Plan intentionally focuses on our clients, carers and partners, our team, and our business. We are fully committed to ensuring we meet the expectations of all of our stakeholders and are grateful for, and inspired by the opportunities and support we have been given, and the confidence that we have been shown.



partnerships; focused investment in our Aged Care Facilities and regional Private Hospitals, including providing staff education and expert support has seen an increase in referrals, and forming and nurturing connections with local community health services and many community groups has increased sector and service awareness. We remain a member of the North and West Metropolitan Region Palliative Care Consortium, which, with our palliative care colleague services, gives us a strong position in the Victorian palliative care sector.

“I really appreciate the support from the consultant and nurses in navigating a difficult situation in an aged care facility.” (GP Feedback)

Our Team

Our Team, and their growth, development and wellbeing is a Pillar in our Strategic Plan. We have a group of dedicated, like-minded professionals with diverse health qualifications who deliver, or support the delivery of holistic care to the people in our region who require community palliative care. We have successfully attracted and recruited the “right” people for us, people who share our vision for palliative care, and are engaged in the planned expansion of the business.

We are very proud of our team - staff and volunteers. We commend them on the caring, nurturing, collaborative, inclusive culture they have developed, and on the immeasurable impact they make in the lives of people who are arguably at their most vulnerable - people who are facing their own mortality, or that of someone they love. Our whole team, regardless of their role, intimately encounter and contemplate death and dying in their workplace daily. We acknowledge this anomaly and recognise our responsibility to each other to provide an environment that is open, caring, healthy and safe. We celebrate our successes together; we encourage innovation, embrace individuality, and support, encourage and enable professional development and continuous personal and professional growth

Our intentional and intensive investment and focus in our team culture has been greatly beneficial. We have had an 88% increase in our staffing numbers since June 2017 and a 50% increase in our volunteers.

Our Clinical Team

Our clinical team is comprised of diversely-skilled health professionals who are uniquely linked by their like-minded dedication to providing exceptional care to people living with palliative conditions. Our diverse clinical services are provided by dynamic Palliative Medicine Specialists, Nurses including a Nurse Practitioner Candidate, Social Workers, Music Therapists and Massage Therapists. Their varied professional backgrounds and experience brings significant depth to the services that Banksia provides daily. Their work requires a very unique and specific skillset - the work is emotional and sensitive, requiring innovative, empathetic, flexible, caring health professionals with exceptional communication and listening skills.

Our clinical team is cohesive, invested and committed team who make an exceptional difference in the lives of others daily.

Our Volunteer Team

The generosity of our Volunteers allows us to do more - they are an integral part of our team. We are rich with kind, community-minded people who give their time, energy, skills and knowledge freely. Their impact spreads across 4 main areas - the client home; the office; the Consumer Advisory Committee and the Committee of Management.

Our Client Support Volunteers visit clients in their homes and provide supports ranging from respite to transportation; our office volunteers provide consistent, unwavering, invaluable support to our office team; our Consumer Advisory Committee gives honest, informed feedback and advice that guides our decisions and direction, and our Committee of Management are dedicated, highly skilled and knowledgeable. They provide consistent leadership and accountable, transparent governance, ensuring Banksia a strong, sustainable business.

Our Administration Team

Our small Administration team is engaged, diligent and extremely resourceful - all essential when working in a very busy, dynamic environment. This team competently, consistently and responsibly ensures our business operates. They oversee reception, general administration, finance, business management, communications, IT, community engagement, volunteer coordination, education, clinical management, and quality, safety and risk - they make sure our clinical and volunteer teams have all of the resources, processes and supports that they need to deliver services to our clients and their carers.

This team includes our Management team - a strong and united leadership group who work tirelessly. They have been instrumental in the growth of the business, guiding and supporting the team through change. They are caring, consistent and lead by example, maintaining the philosophy that “our team are our priority and our clients are our purpose”.

Our Team

"I would like to thank you for the angel you sent my way today, she is exactly what I need in my caring for my husband." (Carer)



Banksia Admin Team



Lisa, Michelle, Amanda & Elise



Kim, Loanna & Adrian

"Thank you for the care that you gave my father. You enabled him to pass away at home as he wished and also improved his quality of life with the massage and music therapy. This is a fantastic service." (Carer)



Banksia Team

"An amazing service thanks" (GP Feedback)



Senior Management Team



Marita & Lisa



Penny, Michelle, Matt & Kirsty

Our Team – Committee of Management

Our Committee of Management (CoM) are a diverse group of volunteers who have the skills, knowledge and expertise needed to guide Banksia to achieve our purpose. They act in good faith always, prioritising the best interests of the organisation and ensuring accountable, transparent governance and long-term business sustainability.

We take this opportunity to recognise the efforts of our Committee and thank them for their ongoing commitment and leadership. We also recognise Therese Desmond and Jade Saunders, who retired from the Committee this year.



John Richardson - President

John's career in the Human Resource sector, spans more than 28 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, and strong governance background, John provides consistent leadership as the President of the CoM. His commitment and dedication to Banksia saw him awarded a Life Membership at the 2016 AGM, the same year he commenced in the role of President.

Paul Adcock - Vice President

Paul's 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. His Life Membership in 2018, recognises his contribution to Banksia CoM, and the community.



Debra Ward - Treasurer

Debra joined the CoM in 2014. Her diverse professional background includes Finance, Infrastructure/Purchasing, Human Resources and Information Technology management. In 2014, she started her own consultancy business, Care Collaborator, developing a software solution for home care package provision. Debra is passionate about community and aged care. Through her work with Banksia CoM, she provides expert financial and governance oversight.

Mark Rogers ASM - Committee Member

Mark is the Chief Operating Officer of Ambulance Victoria (AV) and joined CoM 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.



Paul Zanatta - Committee Member

Paul joined the CoM in 2014, and brings policy advocacy, senior strategic and operational management, business development, research and health practice (nursing) knowledge to Banksia's governance capacity. He also brings ethics experience via his role as a volunteer 'expert' member of the Victoria University Human Research Ethics Committee. Paul's passion to help vulnerable members of the community has seen him work with homeless, aged, welfare and disability providers.

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, bring a unique perspective to Banksia governance.



Our Team – Our Acknowledgments

Award Winning Volunteers

The Banksia Palliative Care Volunteer Team was honoured at the *Jagajaga Community Australia Day Awards* on Saturday 26th January. Representatives of our team Bev, Leonie and Maria collected the award from The Honourable Jenny Macklin MP.

We nominated our volunteers for this award, to recognise all that they bring to our clients and their carers, and all that they bring to our service. We are extremely grateful to every person who chooses Banksia as the place where they want to invest their time and energy, and their recognition with this very special award is very well deserved.



Maria, Leonie and Bev



Fiona Wilson

The Jenny Lumsden Award

Jenny Lumsden was a passionate and dedicated palliative care nurse who worked at Banksia for 15 years. Jenny died in 2015.

The Jenny Lumsden Award was established in recognition of Jenny. It is a joint award between Banksia and Jenny's husband, Ashley and family. It is awarded to the team member, voted by their colleague as consistently displaying the behaviors which represent the essence of Jenny - *compassion, empathy and caring*.

The recipient of the award for 2018 was Fiona Wilson, which was fitting, as she was a friend and colleague of Jenny's. Fiona retired earlier this year after working with Banksia for 10 years, and after a nursing career of 47 years.

Life Memberships

Paul Adcock – Committee of Management

Paul has been a volunteer at Banksia for more than 12 years, having joined the Committee of Management in 2006. He has been a great asset to Banksia in his role on the Committee giving significant depth to the Committee's governance capacity. He has held the position of President in the past, along with his current role as Vice President. Paul is thoughtful, engaged and generous; he is passionate about Banksia and has demonstrated this in many ways over the 12 years that he has willingly donated his time, energy, support and knowledge. For these reasons, we acknowledge Paul with a Banksia Life Membership.



Michelle, Paul & John



Bev Boulter

Bev Boulter Volunteer

Bev joined Banksia as an administration volunteer in 2005. For more than 13 years, she has consistently attended the Banksia office twice each week to work - and work she does! Her quiet, unfaltering demeanour, and her dedication to the service and the team inspires. She is flexible, professional, consistent and always ready to help. Bev says "*after 13 years as a volunteer I still get great satisfaction knowing my small contribution allows the paid staff to continue giving their valuable service to the community*" - we say, "thank you Bev, you make a real difference!"

Service Awards - 5 Years

We celebrate and thank our 5 year service members, Jill Smith (Volunteer) and Nerida Morton (Educator), for their commitment and dedication to Banksia.



Jill Smith



Nerida Morton

Our Team

"The way this team works together is a major part of our success. We have a wonderful bunch of individuals, who come together as a whole to deliver extraordinary care to our clients and their carers." (Staff)



Banksia Team

"Helped make this patient's passing more peaceful. Thank you." (GP Feedback)



Banksia Team



Michelle & Ashley Lumsden



Banksia Volunteer Team

"What I love about Banksia is being part of a team that shares the same vision. Being part of the bigger picture. Variety. Work life balance and having the support here." (Staff)



Banksia Team

Our Team

"It's an honour to be invited into peoples lives when they are vulnerable and being able to companion one individual and their loved ones through this period of their lives.." (Staff)



Michelle & Dr. Taffy Jones AP PSM



Kim & Holly



Irene, Cherrie & Jane

"It was a great help and comfort to me, knowing that I could call on you for help if I needed it. Many thanks." (Carer)



Banksia Team

"The team are warm and friendly and nothing is too much trouble." (Carer)



Banksia Team



Banksia Team & Volunteers



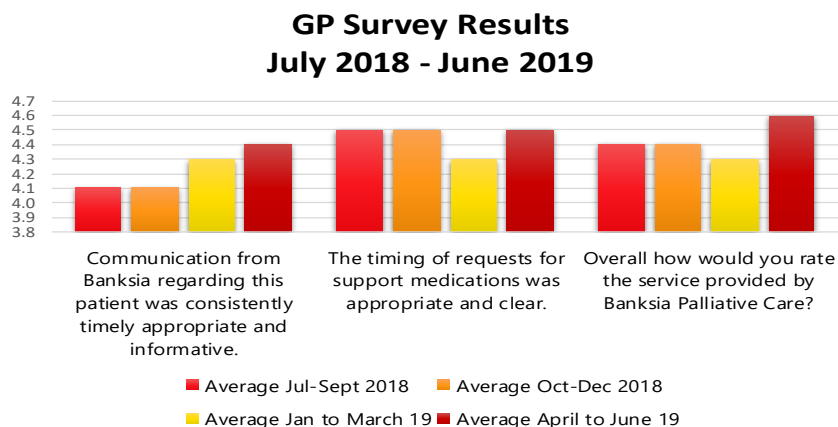
Angela & Cherrie

Our Business - Being our best

Our Business is a Pillar in our Strategic Plan. Our team, by adopting a business mentality, will take responsibility in ensuring Banksia is a strong, productive, reputable, sustainable and accountable business. Successful businesses excel in meeting the expectations of their stakeholders – for Banksia, that is our clients and carers, healthcare partners, community members and supporters, and our major funder, the DHHS.

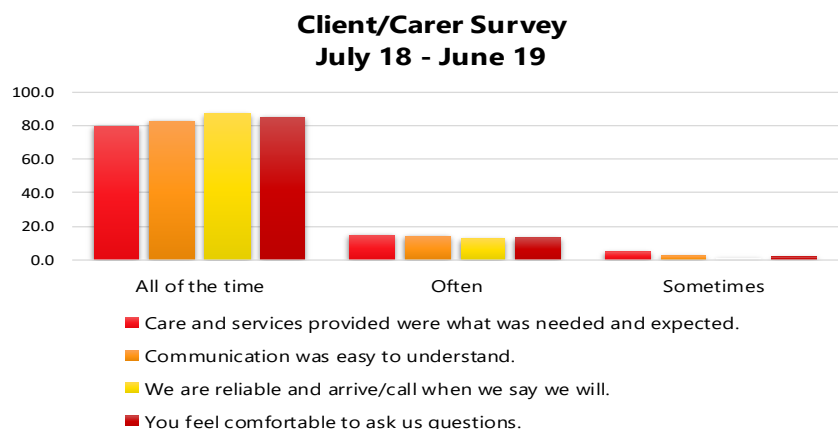
In an effort to be our best, we actively seek feedback from our stakeholders, then use the information gained to evaluate our performance, and wherever feasible, make changes that will lead to improvements. These surveys are an imperative component of our Continuous Quality Improvement platform. The following are 2 examples of surveys sent to our community.

We survey our General Practitioner (GP) partners when a shared client has died, or is been discharged from our service. A strong, trusting, mutually-respectful relationship with our GPs, as the primary service provider, is essential to ensure the best outcomes for our clients and their carers. The steady improvement in scores shows the positive working relationship that has been developed with our GP partners.



We send short surveys to our clients and carers at regular intervals throughout their time with Banksia, as they are the major consumers of our services. We value any feedback we receive, as we learn most from their experiences and insights.

This feedback is imperative for us to be certain that we are delivering our Mission, and providing person-centered care.



Learning Centre and Education

Banksia has been providing high quality palliative care education, via our Learning Centre for several years. We continue to empower clinicians, and members of our community with specific, specialist palliative care knowledge. Our Learning Centre contributes to our achieving our Mission - we believe the more health professionals with capacity in this vital area, the more people who will receive personalised care and treatment that will enable them to have "dignity in death", whatever that looks like for that individual.

This year Banksia facilitated education sessions to various audiences across Victoria, including:

- Aged Care Facilities, the DHHS Supported Residential Services, and public Health Services;
- Local Culturally and Linguistically Diverse community groups;
- Local Council staff, community groups, *My Aged Care* staff and Disability Care Coordinators;
- Visiting Japanese health care professionals;
- Eastern Melbourne PHN End of Life Care workshop.

We also facilitated sessions across 5 rural locations - Shepparton, Bendigo, Mildura, Wangaratta and Gippsland.

Our Business – Achievements

2018-2019 Overview

Reached highest client contact numbers in Banksia's history – 62,574.

Client Contacts – ↑ 81%

Admissions – ↑ 14%

Deaths in people aged under 34 – ↑ 275%

Referrals – ↑ 15%

Deaths – ↑ 22%

Exceeded 300 active clients – highest number in Banksia's history.

Reputable

Active participation in external working groups, projects and committees:

- Victorian HealthCare Association's (VHA) VAD Model of Care project;
- Austin Health VAD Working Group;
- RUN-PC Triage Tool;
- North East Melbourne Integrated Cancer Service (NEMICS) Palliative Care Project steering committee;
- VMCH/ELDAC Palliative Care Project;
- Austin Health/Banksia Aged Care project;
- North West Melbourne Regional Palliative Care Consortium.

Extended the reach and capacity of the Learning Centre, increasing our reach and contact across the state.

Formed relations and/or new agreement with key health partners including:

- Austin Health;
- Blue Cross Aged Care Services;
- St Vincent's Hospital;
- Northern Health.

Strong

- Seamless implementation of Voluntary Assisted Dying (VAD) legislation into Organisation service and culture.
- Growth funding from the DHHS - provision of financial security to support long-term business expansion.
- Provided in excess of 3,200 hours of internal staff and volunteer professional development and education.

Accountable

- Accreditation- successful completion of a Self-Assessment Survey in August 2018.
- Participation in the DHHS Clinical Indicators for Pain (CLiP) audit- exceeded the Statewide averaged in **every** survey.
- Participation in Palliative Care Outcomes Collaborative (PCOC) – improvements noted in **every** survey.

"You helped me massively in your practical ideas to keep mum comfortable, getting useful equipment quickly, and your support in giving me the confidence to keep mum at home." (Carer)

Our Business – Our Supporters

Laughing through the pain

Each year Melbourne comes alive with laughter during the Melbourne Comedy Festival. This year, when UK comedian **Stephen K Amos** took to the stage, he made a difference. Stephen very quietly raises funds and increases awareness of palliative care services as he travels, and he chose to support Banksia when he came to Melbourne. He has experienced first-hand the tireless work and dedication of palliative care services, as his family were supported during their time of need. Toward the end of his performance each night, Stephen briefly shares his pain from the recent deaths of his mother and twin sister, and very cleverly educates the audience about palliative care and grief, while managing to keep them smiling. It only takes a moment to raise awareness of palliative care services, but it is incredibly effective.

At the completion of each of his Melbourne shows, he went outside and with Banksia staff, to meet the audience and collect donations. Stephen was incredibly generous - he provided tickets for Banksia to have representatives at each of his Melbourne shows and then met with our team privately when the collection finished. As a result of his incredible effort, he raised **\$14,300.00** for our clients.

To show our gratitude for his efforts for our clients and palliative care services, Stephen K Amos was awarded an Honorary Life Membership of Banksia Palliative Care Service.



Stephen K Amos, Banksia Team & Families

The difference a carer can make

In December 2018, we received a phone call from Neil Grant, the son and carer of our client Keith Barden. Neil said that he had been “involved with a fundraiser” and would like to arrange to have some of the proceeds shared with Banksia, due the care and support the team was providing his father and the family.

Banksia received a **\$10,000.00** donation from the *HotelCare Golf Day!* This annual event raises funds for worthy charities and organisations in the state of Victoria - 100% of the raised funds are distributed, and due to Neil, Banksia was a recipient. After a discussion with Neil, it was agreed that the donation would be used to fund staff education/development opportunities, and to support our clients. Neil made contact again this year to inform us that, based on the information we provided about how Banksia uses our donated income, Mark Robinson OAM (AHA Vice President) had contacted him to offer Banksia a **second \$10,000.00** donation!

We are extremely grateful to Neil and the family of Keith Barden, and the HotelCare Golf Day organisers and participants for their support and generosity.



Keith & Family

10 years of support



Michelle & Di McDonald

The Patchwork Gallery Quilt Group (TPGQG) have continuously supported Banksia since their organisation was established, 10 years ago. They make and donate beautiful quilts that we give to our clients, and they hold biennial Quilt Exhibitions where they display their handmade quilts and raise funds and awareness for Banksia. In March, they held their 5th exhibition, and we sponsored the inaugural *Glenda Johnson Memorial Award*. Glenda Johnson was a member of the group, and a client of Banksia. This award commemorates Glenda, and her passion for quilting and craft. The winning quilt was designed and sewn by Di McDonald. The ladies presented Banksia with a **\$2,000.00** donation after the exhibition bringing the total amount donated by this small, but extremely valuable group to **\$10,000.00** over 10 years.

Our Business – Our Supporters

Palliative Care teams work quietly – we make a difference in the lives of our clients and carers every day. We do not seek, nor expect acknowledgement, and as we are reminded regularly that palliative care is not a widely known service in the community, when people do acknowledge the work we do, it is all the more special.

At Banksia, **we invest every dollar donated into making our clients' lives better.** We believe that when people donate they want to have a direct impact, and so we use the money to help our clients and carers, who are often experiencing significant financial burden related to loss of income and mounting medical expenses. Donations pay for medications, or utilities, especially electricity, or transportation to and from medical appointments, or equipment and medical supplies, or respite services – whatever our clients need.

**We extend our sincerest gratitude to the following supporters.
Your generosity and interest makes a difference.**

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

- Eastern Melbourne PHN
- North and West Metropolitan Region Palliative Care Consortium
- Ms Kate Thwaites MP
- Mr Anthony Carbines
- Mrs Y. Mee
- Stephen K. Amos
- HotelCare
- Neil Grant
- Sir Henry Barclay Hotel
- Old England Hotel
- The Patchwork Gallery Quilt Group
- National Seniors Australia, Greensborough Branch
- The William Angliss Charitable Fund
- Handy Steel Stocks
- The Eltham Rural Group
- Danaher's Mitre 10
- Diamond Creek Men's Shed
- Our Ladies of Mercy College
- Banyule City Council
- Nillumbik Shire Council
- City of Whittlesea
- Arden Crescent Uniting Church
- Greensborough Bowling Club
- Neon Moon Line Dancers
- Intrinsic Choice Solutions Pty Ltd
- Therese Desmond
- Jane Picton
- Margaret Buckland
- Christine Adams
- Mary Ahern
- Heather Slater
- Rita Ferguson
- Jillian Massey
- Sonia Gilderdale
- Thelma York
- Jim Wintour
- Helen Pontarelli
- Michael Psaltis
- Janette D'Souza
- Barbara Graham
- Moira Audley

*And many, many family and friends
in memory of our clients.*

Our Financials

GRAEME F DELANY PTY LTD
CERTIFIED PRACTICING ACCOUNTANT
(A.B.N 42 007 268 073)

Liability limited by a scheme approved under Professional Standards Legislation

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 2019, 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 the Banksia Palliative Care Service Inc. The security and controls over information on the website should be addressed by the 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 2019 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.



R J Sanderson & Associates Pty Ltd
Certified Practicing Accountant
3rd September 2019
40 Robinson Street
Dandenong Vic 3175

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Detailed Profit and Loss Statement
For the year ended 30 June 2019

	2019	2018
	\$	\$
<hr/>		
Income		
Interest received	49,907	37,574
Grants - recurrent funding	3,143,590	3,088,102
Grants - other	100,979	104,354
Donations	17,515	36,235
Memberships	320	300
Other Income & Reimbursements	437	6,396
Learning centre income	40,084	104,456
Rebates and refunds	7,101	34,190
Total income	<u>3,359,933</u>	<u>3,411,607</u>
Expenses		
Asset write off	5,887	
Audit and bookkeeping fees	18,167	20,081
Bank fees and charges	1,570	1,428
Cleaning & maintenance	13,291	19,023
Computer expenses & software	41,423	41,375
Consultants fees	76,570	79,608
Depreciation	31,470	27,625
Depreciation - Leasehold Improvements	16,632	16,631
Fringe benefits tax	3,428	7,277
Insurance	12,072	2,558
Minor equipment	511	936
Motor vehicle expenses	18,161	21,872
M/V car - lease	45,697	35,743
Notional insurance premium	2,742	2,769
On call costs	67,917	66,030
Program expenses	660	701
Postage	4,637	4,020
Printing & stationery	10,961	13,615
Provision for annual leave	42,273	10,230
Provision for long service leave	20,829	(91,173)
Public relations	2,438	9,867
Rent on buildings & associated costs	168,892	179,824

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Detailed Profit and Loss Statement and Balance sheet
For the year ended 30 June 2019

	2019	2018
	\$	\$
Salaries, wages & costs	2,223,174	1,949,661
Specific grant outgoings	13,447	48,425
Security	1,727	3,075
Staff development & support	32,951	27,905
Staff recruitment	2,450	44,573
Subscriptions & books	23,141	26,433
Sundry expenses	1,133	1,564
Superannuation	197,535	168,435
Telephone & utilities	45,024	49,287
Client Equipment, Interpreting & Respite	66,578	66,591
WorkCover premiums	31,775	22,021
Workplace Amenities	3,891	1,478
Total expense	<u>3,249,054</u>	<u>2,897,488</u>
Net Profit from Ordinary Activities	<u>110,879</u>	<u>532,119</u>
Services' Funds		
Opening balance	2,666,213	2,134,094
Net Profit	110,879	532,119
Total Services' Funds	<u>2,777,092</u>	<u>2,666,213</u>
Represented by:		
Current Assets		
Cash Assets		
Bank – Cash Mgt. Account	4,962	40,214
Bank – Bendigo Operating	3,366,722	851,616
Bank – Bendigo Term Deposit	667,242	650,016
Bendigo – Wages Account	105,183	76,882
Bendigo – term deposit	663,931	647,962
Bond – Bendigo Bank	15,214	14,903
Bank – Bendigo Term Deposit	512,223	500,000
Cash on Hand	500	500
	<u>5,335,977</u>	<u>2,782,093</u>

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Detailed Balance Sheet
For the year ended 30 June 2019

	2019	2018
	\$	\$
<hr/>		
Receivables		
Trade debtors	1,540	15,837
Amounts receivable - FBT	856	1,187
Other assets & prepayments	29,849	38,275
Accrued income	9,208	8,776
Short Term Loan - Staff	1,050	525
	<hr/>	<hr/>
	42,503	64,600
	<hr/>	<hr/>
Total Current Assets	<hr/>	<hr/>
	5,378,479	2,846,693
	<hr/>	<hr/>
Non-Current Assets		
Property, Plant and Equipment		
Heidelberg - leasehold improvements	631,295	631,295
Less: Heidelberg-landlord contribution	(381,818)	(381,818)
Less: Heidelberg - accumulated depreciation	(145,206)	(128,574)
Office relocation & set up costs - Heidelberg	59,165	59,165
Less: accumulated depreciation	(13,919)	(12,393)
Plant, equipment, & vehicles	282,405	634,461
Less: accumulated depreciation	(214,462)	(573,200)
Plant & equipment - video	3,476	33,436
Less: accumulated depreciation	(1,397)	(29,050)
	<hr/>	<hr/>
	219,539	233,322
	<hr/>	<hr/>
Total Non-Current Assets	<hr/>	<hr/>
	219,539	233,322
	<hr/>	<hr/>
Total Assets	<hr/>	<hr/>
	5,598,019	3,080,015
	<hr/>	<hr/>

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Detailed Balance Sheet
For the year ended 30 June 2019

	2019	2018
	\$	\$
Non-Current Assets		
Payables		
Unsecured:		
Trade creditors	1,964	5,137
Creditors - GST/PAYG withholding	224,128	75,338
Provision for auditors' fees	9,241	8,836
Accrued expenses	97,413	
	<u>332,746</u>	<u>89,311</u>
Provisions		
Provision for annual leave	128,468	86,195
Total Non-Current Assets	<u>128,468</u>	<u>86,195</u>
Other		
Growth Funds, Donations and Grants in advance	2,260,657	160,071
Total Non-Current Assets	<u>2,260,657</u>	<u>160,071</u>
Total Current liabilities	<u>2,721,872</u>	<u>335,577</u>
Non-Current Liabilities		
Provisions		
Provision for long service leave	99,055	78,225
	<u>99,055</u>	<u>78,225</u>
Total Non-Current Liabilities	<u>99,055</u>	<u>78,225</u>
Total Liabilities	<u>2,820,927</u>	<u>413,802</u>
Net Assets	<u>2,777,092</u>	<u>2,666,213</u>

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Statement of Cash Flows
For the year ended 30 June 2019

	2019	2018
	\$	\$
Cash Flow from Operating Activities		
Receipts from customers	3,332,123	3,377,771
Payments to Suppliers and employees	(793,828)	(2,993,836)
Interest received	49,908	37,574
Net cash provided by (used in) operating activities (note 2)	<u>2,594,090</u>	<u>421,509</u>
Cash Flow from investing Activities		
Payment for:		
Payments for property, plant and equipment	<u>(40,206)</u>	<u></u>
Net cash provided by (used in) investing activities	<u>(40,206)</u>	<u>421,509</u>
Net increase (decrease) is cash held	2,553,885	421,509
Cash at the beginning of the year	<u>2,782,093</u>	<u>2,360,584</u>
Cash at the end of the year (note 1)	<u>5,335,977</u>	<u>2,782,093</u>

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, not 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 – Cash Mgt. Account	4,962	40,214
Bank – Bendigo Operating	3,366,722	851,616
Bank – Bendigo Term Deposit	667,242	650,016
Bendigo – Wages Account	105,183	76,882
Bendigo – term deposit	663,931	647,962
Bond – Bendigo Bank	15,214	14,903
Bank – Bendigo Term Deposit	512,223	500,000
Cash on Hand	500	500
	<u>5,335,977</u>	<u>2,782,093</u>

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC.
Statement of Cash Flows
For the year ended 30 June 2019

2019

2018

\$

\$

Note 2. Reconciliation Of Net Cash Provided By/Used In Operating Activities

To Net Profit (Loss)

Net profit(loss)	110,879	532,119
Depreciation	53,989	44,256
Changes in assets and liabilities net of effects of purchases and disposal of controlled entities:		
(Increase) decrease in trade and term debtors	22,098	3,737
Increase (decrease) in trade creditors and accruals	243,436	9,675
Increase (decrease) in other creditors	2,100,586	(87,335)
Increase (decrease) in employee entitlements	63,102	(80,943)
Net cash provided by operating activities	<u>2,594,090</u>	<u>421,509</u>

Auditors Independence Declaration

UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

I declare that, to the best of my knowledge and belief, during the year ended 30th June 2019 there has been:

No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and

No contraventions of any applicable code of professional conduct in relation to the audit.

R J Sanderson & Associates Pty Ltd

Graeme Delany, CPA

60 Robinsons Road Dandenong Vic



R J Sanderson & Associates Pty Ltd

3rd September 2019

The accompanying notes from part of these financial statements.

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

Our Financials

BANKSIA PALLIATIVE CARE SERVICE INC. Notes to the Financial Statements For the year ended 30 June 2019

Note 1: Summary of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the requirements of Banksia Palliative Care Service Inc. to prepare a financial report. The entity has determined that the entity is not a reporting entity.

The financial report has been prepared in accordance with applicable Australian Accounting Standards and the relevant Incorporated Associations Acts.

The financial report is prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

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

Revenue is measured at the value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets, is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Revenue recognised related to the provision of services is determined with reference to the stage of completion of the transaction at the reporting date and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent that related expenditure is recoverable.

All revenue is stated net of the amount of goods and services tax (GST).

(f) Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the Service are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the lease term.

(g) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

These notes should be read in conjunction with the attached audit report of GRAEME F DELANY PTY LTD

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



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 @banksiapallcare

 @banksiapallcare