



Westmont 
Aged Care Services Ltd

2012 - 13
annual report

Board Members



From left to right:

Back row: John Dunstan, Kevin Bascomb, Margaret Schubert, Robert Smith, Andrew Williams (Deputy Chairman)

Front row: Neville Seymour, Andrew Brown, Trevor McLean (Deputy Chairman), Eleanor Fitz (Company Secretary), Ray Snell (Chairman)

Mission Statement

Westmont Aged Care Services Ltd is dedicated to providing aged, community care and lifestyle options to the people of our region with respect, dignity and choice.

Philosophy

"Care for All by All"

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Chairman & CEO's Report 2012-13

The 2012/13 year has been another outstanding year for Westmont with continued development and delivery of our services to the people of Wodonga and the surrounding areas.

The opening of our second stage of Assisted Living Serviced Apartments in March 2012 has been well received by the community and this resulted in a continued intake of new residents with twelve (12) new residents taking up Apartments. A further seven (7) residents have also moved into the Village, bringing the total number of people choosing to live at Westmont up to 153. The feedback we continue to receive confirms our residents enjoy living here and being part of the Westmont community.

The Board of Governance of Westmont has continued to invest in a range of additional services and supports for the organisation which has driven the overall success of our activities.

During the year we have seen the departure of one of Westmont's original Board Members, namely Sue Cardwell, Westmont's Company Secretary. Sue has decided to end her association as a Board Member but continues to work for Westmont as a volunteer. Sue's significant contribution to Westmont's development is acknowledged and we wish her all the best in her future endeavours. We know she will continue to assist wherever she can in making the lives of our residents more enjoyable.

Our visionary Board, excellent management, magnificent staff and wonderful volunteers continue to provide "Care for All by All" and for this we are most grateful for their efforts and the results they achieve.

We thank the residents and their families for entrusting us to provide excellent services to them and their loved ones. In presenting this Report we do not hesitate to re-state our belief that Westmont is fulfilling its desired aims and objectives of providing better aged care services to the people of Wodonga and the surrounding areas and be an employer of choice.



RAY SNELL | CHAIRMAN



PETER DE KOEYER | CHIEF EXECUTIVE OFFICER

Board of Governance 2012-13

Westmont's **Strategic Plan and Objectives 2013 – 2018** was reviewed in April 2013, at our Board Strategic Summit. It was determined following this day and the subsequent follow up that Westmont will continue with the following strategic objectives;

- Continue to provide excellent residential aged care services
- Broaden the provision of services to the aged care sector in Wodonga and surrounding region
- Establish additional types of accommodation to meet the needs of older people
- Develop strategic alliances with community service providers that strengthens service provision
- Further develop the Westmont name in the Albury Wodonga region as a "not for profit" provider of excellent aged care services

As mentioned earlier in our Annual Report, Sue Cardwell resigned as a Board Director and consequently a new Director was co opted to the Board. Mr Andrew Brown, Director of Quality and Clinical Governance at Albury Wodonga Health, has agreed to join our Board and brings significant experience in the health sector, specifically in clinical services. We look forward to his input to our organisation.

Ray Snell	Chairman
Andrew Williams	Deputy Chairman
Trevor McLean	Deputy Chairman
Sue Cardwell	Company Secretary (to November 2012)
Eleanor Fitz	Company Secretary (from November 2012)
Kevin Bascomb	Director
John Dunstan	Director
Margaret Schubert	Director
Neville Seymour	Director
Robert Smith	Director
Andrew Brown	Director (co-opted August 2013)



Executive Team



From left to right:

Amanda Payne (Quality, Education and Administration Manager), Peter de Koeper (Chief Executive Officer), Gary Martin (Clinical Services Manager), Aileen Bertram (Director of Care), Don Wilkinson (Business Manager – Operations)

Westmont is committed to workplace health and safety and this is demonstrated at the time of staff induction, at meetings, through regular training sessions, purchase of equipment and through feedback. Everybody who works, lives or visits Westmont has a personal responsibility to a safe environment and to work safely. In this financial year there were thirty five (35) employee incidents, which is slightly down on the previous year, and our aim is to get this even lower in the future. The majority of these incidents were slips, manual handling and minor burns and scalds. There was one employee who was released from duties for a short period of time and this also involved a workers' compensation claim.

We are expecting a 25% reduction in Workcover premiums for 2012/13 financial year compared to the previous financial year.

In 2013/2014 it is planned that five (5) of our staff will complete the five day Health and Safety Representatives course.

Westmont is fortunate to have many local Health Care professionals visit the facility on regular, scheduled visits. They are fantastic mentors for our care staff and provide our residents with the support they need to remain at the Homestead. By providing this service it allows our residents to stay at home in the Homestead even in the palliative stage of their lives, if that is their wish.



Westmont Homestead

Westmont continues to provide excellent services as required by the Commonwealth Aged Care Act 1997.

There were thirty five (35) permanent admissions for the year, twenty (20) patients were given the opportunity to access our Transition Care Program which is run through Albury Wodonga Health, with three (3) of these becoming permanent residents. Three (3) Apartment residents also transitioned at the Homestead prior to going home to their Apartment.

The Homestead occupancy rate for the year was 99.27% and we were able to provide respite care for 82 people which equates to a respite occupancy of 96.88%.

We are delighted to report the annual Residents/Family Satisfaction Survey resulted in a 91% satisfaction rate which included "Always" or "Usually", and we will endeavour to improve on this next year.

Our quality system relies on feedback from all stakeholders, so we would like to take this opportunity to thank everyone who contributed. It allows us to continually improve the living environment and the quality of care we provide to the residents.

- 110 – Compliments were received.
- 109 – Requests/Suggestions were received, 88% were agreed to and actioned.
- 51 – Complaints were received, 24 from staff, 16 from residents and 11 from family members.

Two residents celebrated 101 years this year and another celebrated 22 years living with us.

Westmont maintains associations with the various educational organisations and institutions, providing students with practical placement opportunities in both residential aged care and home and community care.

Westmont continues to stand by its Mission and Vision Statement by providing aged care, community care and lifestyle options to the people of our region with respect, dignity and choice.

The Aged Care Standards and Accreditation Agency Ltd (the Agency) conducted our three (3) yearly re-accreditation audit on 21 and 22 August 2012 and found that the 44 expected outcomes were met. Our expectation that we would meet our accreditation standards was borne out in the findings of the assessors, but the comments received regarding the care provided to our residents was further vindication of our efforts.

An unannounced visit from the Agency occurred on 4 April 2013 without any areas of non-compliance. Congratulations to all our staff, as these audits have confirmed the staff's dedication in providing our residents with quality care, assistance and a wonderful living environment.

Throughout the year Westmont conducted a discussion with residents and families with regard to becoming a non-resuscitation facility. As a result we have established a policy and practice that resuscitation is no longer performed to residents unless they specifically request it. This change we believe will reduce unnecessary pain and suffering and will allow residents to choose how they manage their end of life wishes.

Due to the increased level of acuity of our residents, additional lifting tracks have been installed and lifting equipment purchased.

Westmont continually monitors the level of acuity of our residents and adjusts staff hours as required to cater for residents needs. During 2012/13 we have implemented additional care hours throughout the facility as we now have approximately 90% of our Homestead residents funded as high care.

Owing to the withdrawal from Australia of a software provider that supplied our interface between the nurse call systems and our telephone systems, Westmont was required to upgrade our Nurse Call interface. A new Australian based provider's product called 'Fusion' was sourced and implemented during the year which allows a more consistent and continuous call system to be provided to our care staff and residents.

Westmont was the major sponsor for the City of Wodonga's Seniors Celebration in 2012. We also conducted an event in October during the Seniors Celebration – Heritage Cars, Hot Rods and an Antique Motorcycle display. It was a very successful day with approximately 300 people in attendance.

Due to an increasing need, the Baranduda Men's Shed has been extended and the mateship and interaction with community citizens continues to be enjoyed by many of our male residents. We thank the City of Wodonga both financially and for their continued support as the shed provides a much needed service to the Baranduda area.

Although our Homestead is only four (4) years old, the Board accepted a recommendation to upgrade the B Wing satellite kitchen to a commercial standard. This involved replacement of benches with stainless steel, new air extraction system, new commercial refrigeration and the purchase of combi steam ovens to improve the regeneration process of meals.

Activities also play an important part in the health and wellbeing of our residents, and our activities team with the assistance of our many volunteers certainly make sure there is plenty to do.

In the past 12 months

- Shoe Shine and Laughter Yoga made their debuts on the activities calendar and have proved very popular.
- Cooking with Friends took us around the world and included dishes from Mexico (Tacos and Salsa) and Switzerland (Fondue).
- The twenty (20) seater bus has clocked many kilometres taking residents on their outings with wheelchair residents getting in on the fun.
- Westmont Games was launched during the London Olympic Games and included multiple events for residents as well as a mini-assault course for activities staff.
- In the Belvoir unit, with the involvement of community care staff, we have had harp playing, donut making, music therapy, concerts and happy hours.



Community Care Services Operation

We continue to develop our small start up community care operation and as a result we now have sub-contracts with all the service providers of Home and Community Care packages in the Hume region, as well as Albury Wodonga Health, and we will continue to tender for Home and Community Care packages in our own right. We have a strongly held belief that Wodonga is being underserved in this area and other parts of the Hume region have significantly better services than Wodonga.

In 2012/2013 we provided services to 274 separate people in their own homes totalling 6093 hours.

In our client satisfaction survey of Community Care Service Users we are pleased to report a 93% (excluding no answer/ N/A) satisfaction rating. This satisfaction is also highlighted in our feedback system as per the results below:

- 11 – Compliments received, 8 from service users, 1 from a provider, 2 from family/visitors.
- 2 – Complaints received from service users.

We have purchased the "Carelink +" system which is a software package to assist in the coordination and management of Community Care. The package has been invaluable and has the ability to provide many different functions as this area of our organisation grows.

Westmont has entered a strategic alliance with Uniting Care Goulburn North East in the pursuit of new business opportunities and we look forward to working together to improve services in our respective areas of service provision. We anticipate continuing to build our service base over the next financial year.



Westmont Apartments

At 30 June 2013, eighteen (18) of the twenty (20) Apartments in Stage 2 were committed, whilst Stage 1 was 90% occupied. A number of the Apartment residents have moved into the Homestead as their needs increased and they decided. This further reinforces our "Ageing in Place" philosophy for Westmont at 265 Baranduda Boulevard.

Monthly barbeque teas, a Christmas in July function attended by fifty-five (55) residents from the Apartments and Village, and other smaller concerts and activities have contributed to the social wellbeing of our residents, thus continuing a communal atmosphere.

We have conducted our initial Apartment Resident Satisfaction Survey and this has shown an overall satisfaction rate of 86% (excluding don't know and N/A). We will continue to improve performance in this area based on the feedback we receive from residents, families and staff.

As you will see from the feedback results below, our residents in the Apartments are the major contributors to this part of our quality system. All requests, suggestions and complaints have been reviewed and acted upon if required.

- 21 – Compliments received, 2 from staff, 17 from residents and 2 from family/visitors.
- 14 – Requests/Suggestions received, 9 from staff, 4 from residents and 1 from family/visitors.
- 18 – Complaints received, 2 from staff, 15 from residents and 1 from family/visitors.

Some of the Apartment residents are regular visitors at the Homestead, whether it is to catch up with Homestead friends, involve themselves in activities, a visit to the hairdresser or just to sit and have a coffee in Annie's Cafe.



Westmont Village

Our Village community has continued to expand, with a further five (5) residences being occupied during the year.

We have now built a small stock of display homes that are available for almost immediate occupation. Total project loan funds liability of \$759,000 was outstanding at the end of June 2013, and it is projected that with three (3) Villa settlements in early 2013/14, total loan funds will be repaid. With four (4) display homes, six (6) slabs laid on sites in readiness for further homes to be constructed, and 15 serviced sites available, Westmont is well placed to continue the ongoing development of its community on site. A family barbeque picnic area and children's playground are the next developments on our radar for 2013/14.

The Community Centre located at Westmont was extended during the last year to allow for greater than expected circulation space requirements for our residents. A six (6) metre extension to the western end of the building has proven very successful in catering for the increased patronage of the Community Centre.

Stage 2a of our Village has commenced construction and two new Villas have been built out of the seventeen (17) available sites. Further civil construction and general landscaping early in the new financial year will allow new residents to enjoy their surroundings. Gardens around our new wetlands to the north west of the site, new fencing along Baranduda Boulevard, a footpath linking the western end of the Village to the bus shelter at the main entrance will all be completed soon.

During the year we commenced construction of the extension to Chamomile Drive (our main entrance road) through to the new south entrance to the site on Boyes Road. This will allow for another emergency exit point should the need arise, the movement of some construction traffic onto this part of the site as future stages continue, and we will commence establishment of our new gardeners compound and caravan/boat storage area in the near future.



Life Governors

Mrs J Berrell

Mr L Boyes

Mrs P Corcoran

Mr C Johnson

Mr B Martin

Mr R Matthews

Mrs B McLean

Mr J McRobert

Mr B Pooley

Mr A Richardson

Mrs E Ross

Dr E Seaton

Mrs S Teissl

Mr I Warwick

Staff Recognition

Westmont continues to promote professional self development and the upskilling of staff.

Ann O'Grady received an award for Outstanding Student on completion of the Diploma of Community Services Coordination course run by Wodonga TAFE.

Chris Boyer successfully completed a Diploma of Management.

Carolyn Moxey successfully completed Certificate IV in Business Administration.

Chelsie Bolin successfully completed Certificate III in Business Administration.

Ten (10) Food Service Staff members successfully completed Certificate III in Health Support Services. A total of 48 training sessions were attended during this reporting period, some were internal and some were external sessions. We are very fortunate to have a Board that promotes education and provides a generous budget for training.

Westmont continues to encourage the introduction of young people into the aged care industry, and at the time of writing this report Westmont is supporting three (3) apprentices in the grounds area, two (2) trainees in administration, one (1) in care and one (1) in food service. Our expectation is that some of these young people may choose to continue their career in a different industry to aged care, but we may at some future stage encourage their return, based on the wonderful experiences they have had with us.

Compliment from an Apartment resident:

"Having just spent 4 weeks transitional care in B Wing at the Homestead 6/3/13 - 3/4/13 I was overcome at the care and attention paid to all my needs. The staff were all very kind including the food services, carers and nurses, never too busy to answer a call for help, helping even when not asked. The activities staff were wonderful, made life very enjoyable. I want to thank them all."

"No need for improvement, the standard is first class! I know one day it will be my turn to be a resident there, and I will be happy to reside."



Staff Milestones

A special thank you to all our dedicated and caring staff:

20 years +

Aileen Bertram

15 years +

Sandra Jones

10 years +

Judith Little

Kate Coleman

Pauline Witham

Carolyn Gullifer

Peggy Bailey

Robin Harrop

5 years +

Carolyn Coupar

Margaret Chalmers

Kaylyn Leitch

Barbara Seymour

Wendy Hawkins

Leanne Joynson

Maryanne Elvery

Chris Boyer

Joanne Proctor

Ann O'Grady

Samantha Donovan

Rao Yujun

Joy Ruby

Julie Jenkins

Amanda Cole

Leonie Hearn

Karen Honey

Don Wilkinson

Naomi Martin

Amanda Payne

Tennille Kay



Volunteers

Our volunteers are a significant part of our operation, as without them we would not be able to provide the range and quality of services that we do.

It is with great sadness we mention the passing of one of our very valuable long serving volunteers Mrs Joan Stanton, who passed away on 8 December 2012.

We thank all our volunteers for their generosity and recognise the following who have given more than two years service to Westmont.

Gail Baker
Judy Bedford
Diana Brewer
Cathie Buckland
Lyn Cardwell
Sue Cardwell
Margery Condon
Ruth Cornell
Joan Crisdale
Lorraine Cumming
Leone Derriman
Jean Dudley
Roberta Gay
Meta Hansen
Stacia Kreuzer
Kyle Lockley
Alfred McConnell
Valda McKenzie
Dorothy Olejniczak
Gwenda Quick
Jean Rohan
Colleen Roze
Betty Waite
Andrew Waite
Gail Watson
Jessica Weaven
Heather Williams

Chief Financial Officer's Report

Highlights of the year's operating activities

A net surplus of \$1.518m was achieved for the year ended 30 June 2013 (\$1.583m 30.06.2012). An operating surplus of \$478,400 was realised, before depreciation, which is down on the \$608,800 achieved last year.

Our revenue has increased in a number of areas of the operation. In the Homestead, Government Service fees grew by just under 8% and resident fees also increased by just over 5%. As new residents moved into the completed Stage 2 of the Apartments, the revenue in this area has increased by over 46% on last year. Most notably, the Community Care operation increased on its revenue base by nearly fourfold during the year.

More Independent Living Villas were constructed and occupied over the year and this is now starting to realise further revenue. As more Villas are constructed, and leased, this source of income will continue to grow.

Where revenue has improved, corresponding increase in levels of expenditure have been made. Accordingly, expenditure prior to depreciation, is up \$1.04m on the previous year.

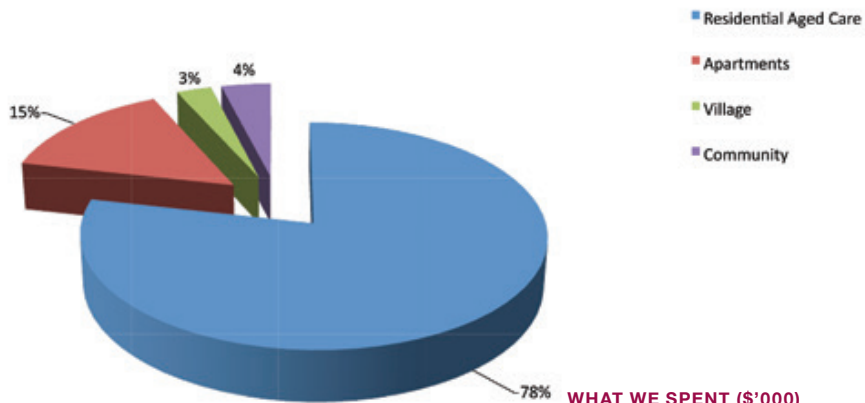
Balance Sheet Movements

Total equity of Westmont has increased by \$1.518m. An independent valuation was conducted at 30 June 2013, which has recognised the value of the significant civil works completed for Stage 1 and 2 of the Independent Villas. Also included in this valuation were the completed Villas on this stage of the development. The Valuer also revalued the Homestead, and recognised the ongoing viability of this component of the business in his report. There is an overall increase of \$2.567m through valuation, and \$4.45m increase in total assets.

The amount of bank finance, which has been used solely to fund the construction of the Independent Living Villas, has been reduced by \$825,000 over the year. This finance will be repaid over the course of 2013/14.

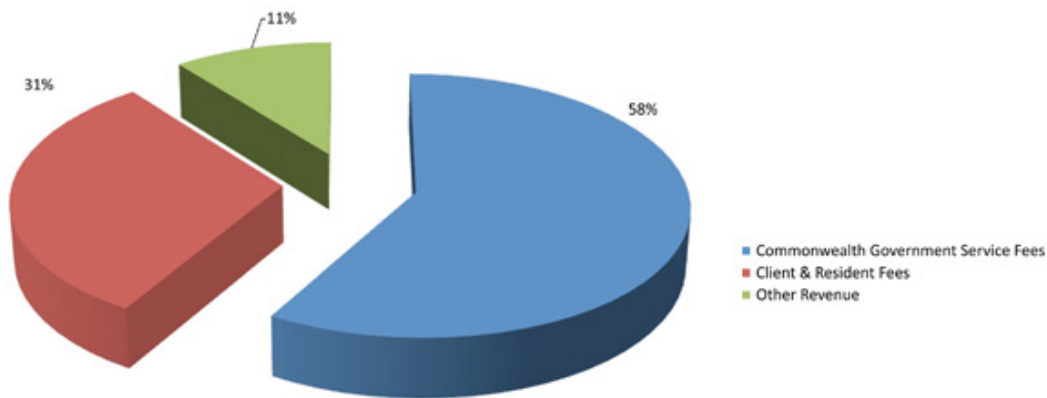
DON WILKINSON | CHIEF FINANCIAL OFFICER

Financial Snapshot



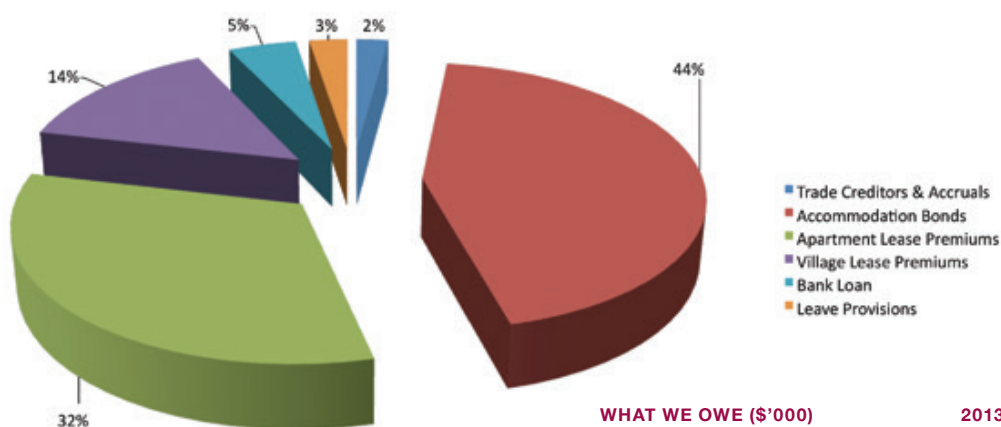
WHAT WE SPENT (\$'000)

	2013	2012
Residential Aged Care	7,442	7,005
Apartments	1,398	770
Village	265	135
Community	377	80
Operating Expenses	9,482	7,990

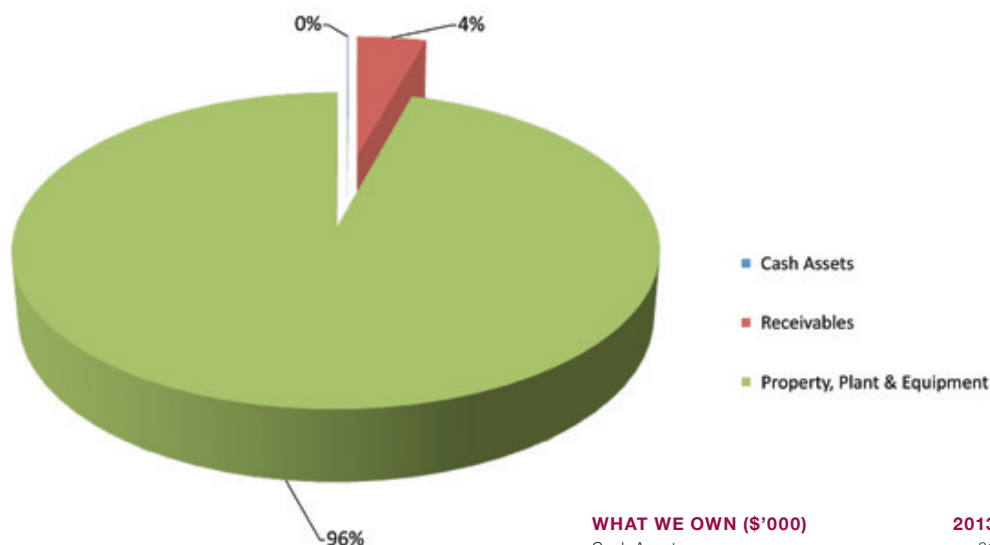


WHAT WE EARNED (\$'000)

	2013	2012
Commonwealth Government Service Fees	4,928	4,568
Client & Resident Fees	2,612	2,091
Other Revenue	894	868
Operating Revenue	8,434	7,527



WHAT WE OWE (\$'000)	2013	2012
Trade Creditors & Accruals	543	544
Accommodation Bonds	11,214	11,226
Apartment Lease Premiums	8,285	6,328
Village Lease Premiums	3,646	1,928
Bank Loan	1,154	1,980
Leave Provisions	651	549
Total Liabilities	25,493	22,555



WHAT WE OWN (\$'000)	2013	2012
Cash Assets	31	(2)
Receivables	1,613	944
Property, Plant & Equipment	37,011	33,256
Total Assets	38,655	34,198

Overview (\$'000)	2013	2012
FINANCIAL PERFORMANCE		
Earned	8,434	7,527
Spent	9,482	7,990
Operating Deficit	(1,048)	(463)
Valuation Adjustments	2,567	2,046
Net Surplus	1,519	1,583
FINANCIAL POSITION		
Own	38,655	34,198
Owe	25,493	22,555
Net Assets	13,162	11,643





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