



Westmont 
Aged Care Services Ltd

2013-14 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 (Chairman), Eleanor Fitz (Company Secretary), Ray Snell (Deputy 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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Introduction

1	It is our pleasure to announce the appointment of a new
2	Board Chairman, Trevor McLean. Trevor was elected
3	Chairman at the November 2013 Board Meeting following
4	the decision of our previous Chairman Ray Snell to step
4	down after almost 10 years in the role.
5	
6	Trevor McLean has served for five years on the Board of
8	Westmont. He was elected Deputy Chairman in November
8	2012. His background includes financial treasury and
9	general management roles. With the continued support of
10	the Board, Westmont has a new Chairman to continue the
11	development of the aged care services that our community
12	deserves.
13	
14	



Chairman & Chief Executive Officer's Report

It is important, at this time to acknowledge Ray Snell's involvement in our organisation. Ray provided extraordinary leadership, vision and stamina during that time to assist Westmont in its establishment as a new organisation with the merging of two aged care facilities in Wodonga, namely Westlands Hostel and Vermont Court Elderly Peoples Home, a new greenfields development at Baranduda, 102 bed Homestead, 40 assisted living serviced Apartments, a new retirement Village development on 16 hectares of land, and the commencement of the Community Care operation of Westmont Community Care which may well become the biggest part of our aged services operation in the future.

We thank Ray whole-heartedly for his dedication to the job, excellent mentorship and friendship to the two Chief Executive Officers charged with bringing the dreams into reality, his astute chairing of the Board and his leadership and input to the vision that Westmont is guided by.

The Board, management and staff congratulate Ray on his achievements as Chairman, thank him for his exemplary service to this day and into the future.

We also thank Margaret Schubert and Kevin Bascomb for their service as Board members, details of which are provided in the Board of Governance section of the Report.

The key highlights of the Company in the past 12 months include;

- the winning and successful implementation of the Home and Community Care contract in November 2013
- resident numbers exceeding 180 in total across all residential operations
- clients numbering in excess of 1000 across our Community Care and Home and Community Care (HACC) operations
- staff numbers exceeding 200 after the commencement of the HACC operation
- Assets exceeding \$40m on site at Baranduda
- Revenue exceeding \$10m in the financial year for the first time



TREVOR MCLEAN | CHAIRMAN



PETER DE KOEYER | CHIEF EXECUTIVE OFFICER

Board of Governance 2013-14

2013/14 has been a very busy and productive year for Westmont.

At the Strategic Planning Day held on 5 April 2014 the Board confirmed Westmont's Mission, Vision and Philosophy, through to the year 2018.

Two of Westmont's longest serving Board Directors resigned from the Board, namely Margaret Schubert who moved interstate and Kevin Bascomb resigned due to work commitments. We thank them both for their invaluable contributions they made to Westmont from its beginning and going forward. Westmont was fortunate to gain Angela Collins who was co-opted to the Board in April 2014 and brings experience in local government as she was a Councillor for many years and was Deputy Mayor for two of those years. Angela's nomination will be formalised at Westmont's Annual General Meeting in October 2014.

It is with sadness we report the passing of two of our Life Governors Mrs Betty McLean and Mr Bill Richardson, both of whom were residents of the Homestead.

Westmont once again applied for Community Aged Care Packages but was unsuccessful, however this did not deter us and a further application for packages was submitted in July 2014. The outcome of this submission is due to be announced towards the end of 2014.

On 14 November 2013 Westmont received notification from the Victorian State Government via the Department of Health that Westmont had been awarded the Contract to provide Home and Community Care (HACC) services which were formerly provided by the City of Wodonga. This proved to be an extremely busy time as there was only a two week turn around from date of announcement to the date of handover. The Community Care staff are to be congratulated, as are other Westmont employees for the exceptional job they did with such a tight changeover period. Services were delivered to our first group of service users on 30 November 2013. We thank the Victorian Government and the Department of Health in giving Westmont the opportunity to show

how capable it is in this area of aged care services, and Westmont believes we have repaid the faith shown in us with the services we have provided to all the stakeholders in the HACC operation.

As an organisation the Board of Governance, management and staff would like to thank all the volunteers and service users for their patience during the initial stages after the HACC handover.

Trevor McLean	Chairman
Andrew Williams	Deputy Chairman
Ray Snell	Deputy Chairman
Eleanor Fitz	Company Secretary
Kevin Bascomb	Director (resigned June 2014)
John Dunstan	Director
Margaret Schubert	Director (resigned March 2014)
Neville Seymour	Director
Robert Smith	Director
Andrew Brown	Director
Angela Collins	Director (co-opted April 2014)



ANGELA COLLINS

Life Governors

Mrs J Berrell

Mr L Boyes

Ms S Cardwell

Mrs P Corcoran

Mr C Johnson

Mr B Martin

Mr R Matthews

Mrs B McLean (deceased)

Mr J McRobert

Mr B Pooley

Mr A Richardson (deceased)

Mrs E Ross

Dr E Seaton

Mrs S Teissl

Mr I Warwick

Mrs M Schubert

Executive Team



From left to right:

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

Continuous Improvement

Westmont conducted resident/family, service user and staff surveys throughout the year in order to gauge our performance and the success of our operations.

The survey results are a testament of the care and dedication of our staff, the volunteers who assist and the Board and Management who have in place the systems to support the organisation.

Westmont Homestead (Resident/Family) –
Overall satisfaction rate (excluding don't know/no answer) – 93%

Westmont Apartments (Residents) –
Overall satisfaction rate (excluding don't know/no answer) – 97%

Community Care (Service Users) –
Overall satisfaction rate (excluding don't know/no answer) – 89%

Westmont Homestead (Staff) –
Overall satisfaction rate (including strongly agree/agree) – 94%

These results give us great heart that what we do is well accepted by our stakeholders. We will continue to push for better results by changing systems and initiating new ways to enhance our service provision.

We continue to encourage feedback from all stakeholders as it drives our continuous improvement culture. Some items of note received from suggestions included wider walking paths between the Homestead and the Assisted Living Apartments. This project has been completed and the feedback received from residents, staff and families has been extremely positive. Another suggestion was for a shade sail in the Belvoir Courtyard. Instead of a shade sail an eight metre canopy umbrella was erected and provides a great area for the residents to sit and chat. In the Assisted Living Apartment area we created undercover car parking, an orchard and extended the Community Centre.



Westmont Homestead

2013/14 saw many new faces in the Homestead with ninety (90) people accessing respite care, fifteen (15) patients from Albury Wodonga Health were able to use Westmont's Transition Care Program before going home or entering residential care. There were thirty-two (32) permanent admissions for the year bringing the total occupancy rate to 98.93%.

There has been a steady flow of enquiries, viewings and information gathering on the Homestead each week and the waiting list continues to grow.

We received an unannounced assessment contact visit by the Aged Care Standards and Accreditation Agency on 2 October 2013 with one outcome not being met. This outcome was met on 13 November 2013.

Many residents prefer to stay at the Homestead during the palliative stages of their life. Family members in conjunction with their loved one were reminded to complete an 'End of Life Wishes' form, so they can have input during this very important time of their life.

It takes special people and is a team effort, not just one person or one department that creates the home-like and caring environment at Westmont.

"Care for All by All".

Our staff received a couple of surprise "thank you" gifts this year with an automatic coffee machine and a television being donated from family members for the exceptional care they provided. Westmont also received many monetary donations and for those we thank you.

We now have a number of medical clinics visiting Westmont every week, including – Dr Francis - Federation Clinic, Central Medical, Dr Johnson and Dr Giltrap from The Gardens, Dr Kumar from Wodonga Family Medical Centre and others on request.

The last 12 months has been a busy time for Hotel Services. Staffing levels increased in each department, new equipment purchased and many staff completed courses.

The catering department now employs thirty nine (39) staff, an increase of eight (8) from the same time last year. With the introduction of two new breakfast shifts seven days a week, allowing carers more time to provide personal care to our residents. We also had five Personnel Group Trainees, with two being offered employment with Westmont. Three (3) additional staff have been employed in our cleaning department and one additional staff member in the laundry department.

Due to OH&S concerns, an electric tug has been purchased, which assists staff to easily transport heavy trolleys, portable fridges and carry stores to different areas of the Westmont complex with ease.

Card received from a respite family.

"To all the staff at Westmont,

I would just like to thank everyone for taking care of my dad Bill.

My mother has had time to take a breath and reflect on life as it is.

Westmont provided us a safe place to be able to do this.

We are forever grateful.

Thank you from Cheryl & Jo"

Homestead Activities

The Homestead has had another big year on the activities front and that's just the way our residents like it. Let's revisit some highlights:

- Supporting our favourite charities is important to us with successful fundraising carried out for Movember and The Biggest Morning Tea
- Themed High Teas are becoming a specialty with our Mad Hatter and Hollywood celebrations being two of the best
- A packed October program for Wodonga Council's Seniors Festival saw our residents going to three community concerts along with a dance
- Wheels at Westmont, during the same month, was all colour and movement with lots to see and do – we even had the weather on our side!
- A hectic Christmas program featured one party after another, along with children's school choirs and Carols by the Windmill
- January saw a Bidding Auction with residents vying for mystery items – and to our great surprise, 'Dolly Parton' decided to drop by to host proceedings
- There were plenty of cute and cuddly animals at the Homestead in April when Old Kentucky's Animal Farm paid a visit. Residents were able to get up close and personal with two and four-legged furry friends, including alpacas, lambs, rabbits, goats and an adorable kitten called Alcatraz.
- And in June, we got to see Holbrook's Yellow Submarine for ourselves. The yarn bombed sub was a sight to behold – our residents had never seen anything like it!
- Our male residents living in the Westmont precinct also have the opportunity to socialise with other members of the community at the Baranduda Men's Shed which is located within our development.



Westmont Apartments

During the year there has been very strong interest in the Apartments and a long waiting list now reflects this.

17 people took up permanent residency in the Apartments, and we were able to provide one person with temporary accommodation whilst her home was being repaired due to flooding.

Eight (8) Apartment residents moved into the Homestead.

Strong interaction is developing between Apartments and Village residents which is being encouraged through dining room attendances, monthly barbeques, communal functions e.g. Biggest Morning Tea and groups because of resident instigation e.g. Scrabble and Euchre.

A compliment received from a resident

"The Christmas in July ... excellent and enjoyed by all."

And a compliment received from a resident's family -

"The family would like to take this opportunity to thank you, and your wonderfully dedicated team for the high level of care and assistance provided to our father over the years he has been there."

All residents are happy, relatively healthy and nested in – as proven through the excellent reporting on the surveys.

Westmont Villas

Building is booming within the Village!

In the three years since construction first commenced, we now have a total of 25 homes that have been completed ready for occupation, 23 were actually occupied at the end of June 2014, with a further five under construction, to be occupied by the end of August 2014. This almost equates to the Boards objective of an average of one villa per month occupied by new residents.

Stage 3 of the Village will commence construction shortly with a planning permit having been granted and detailed design and engineering underway. Stage 3 provides a

further 26 villa sites located to the western edge of the existing Village. Our resident "inspectors" are out regularly viewing progress whilst they walk throughout the Village.

The Village residents enjoy attending functions, concerts and using the Homestead amenities and also the Community Centre, thus creating a real community of interest and interaction amongst the residents.

A compliment from a Village resident -

"One of the best things about living at Westmont is the security and friendly atmosphere"

Westmont Community Care

It has been a massive year for Westmont Community Care, winning the Contract for Home and Community Care (HACC) in Wodonga, in partnership with Uniting Care Goulburn North East. Westmont began providing HACC services on 30 November 2013. Services include Domestic Assistance, Personal Care, Respite, Meals on Wheels, Home Maintenance and Planned Activity Group. All Community Care staff were incredible during the transition period, successfully managing the many challenges that were frequently sent their way. It highlighted the true Westmont spirit, in that staff were patient and supportive during this challenging period.

Westmont Community Care undertook an Audit in April, meeting 15 of the 18 possible outcomes. The outcomes needing improvement have since been rectified.

In 2013/14 Westmont provided services to over 1000 people in their own homes, via a variety of service systems. These included Home and Community Care, Department of Veterans Affairs Home Care, Hospital post acute and transition care and as a contracted brokerage service provider for Aged Care Package providers. This is a very

satisfying situation as more people come into contact with Westmont, and through their experience with Westmont, it helps break down barriers should those people who may need to move to higher levels of aged care in the future.

Brokerage services continue to increase with new service requests being received on a regular basis. Westmont now provide services on behalf of 13 organisations in the Albury Wodonga region.

The Community Care offices are located at The Willows in McFarland Road Wodonga, sharing the premises with Planned Activity Groups which are run by Uniting Care Goulburn North East.

Westmont Community Care is looking forward to meeting the challenges that come their way during the next year and aim to continue the high quality service provision.



Staff

There were 232 staff who worked within the organisation during 2013/14.

Full time	21
Part time	128
Casual	40
Trainees	3
Apprentices	3
Resigned	36
Other	1
Total	232

Homestead/Apartments

Homestead/Apartments (only)	143
Homestead and Community	7
Resigned	35
Total	185

Community Care

Community	46
Combined	7
Resigned	1
Total	54

Westmont's Enterprise Bargaining Agreement (EBA) for residential staff expired in August 2013 and to date there have been discussions with the Unions and staff but no formal EBA voted up. However, the Board agreed to pay Westmont staff an increase of 3.5% (in July 2013) and in July 2014 to acknowledge their skills, and the dedication and care they provide to residents.

Staff continue to access and participate in training and as at 30 June 2014, 92% of staff have a qualification of Certificate III or higher or are currently studying towards a Certificate III. Two (2) of our Registered Nurses are completing palliative care education to become Link Nurses.

Westmont encourages continued employee development and the up-skilling of staff. Two senior staff completed Certificate IV in Frontline Management and one other completed Certificate IV in Training and Assessing. Also four (4) domestic service staff and one laundry assistant completed Certificate III in Asset Maintenance. Three (3) gap year trainees successfully completed a Certificate III in

their area of work - Business, Hospitality and in Aged Care and Home and Community Care.

In catering, Andrew Fox started his Chef Apprenticeship which makes him Westmont's first mature aged apprentice. Many staff also took up the opportunity to renew their First Aid training.

Staff Health and Wellbeing Days were held on 26 and 27 November 2013 with sixty (60) staff members participating in the various activities offered. Twenty nine (29) staff had their health checked, thirty (30) staff enjoyed a massage, thirty one (31) staff participated in a pilates session and thirteen (13) staff relaxed with a reflexology session.

Westmont offers staff the opportunity of accessing an Employee Assistance Programme if the need arises.

Staff Milestones

(* denotes milestone reached in 2013/14)

20 years +

Aileen Bertram

15 years +

Sandra Jones
Judith Little *
Kate Coleman *

10 years +

Pauline Witham
Carolyn Gullifer
Peggy Bailey
Robin Harrop

5 years +

Carolyn Coupar
Margaret Chalmers
Kaylyn Leitch
Barbara Seymour
Wendy Hawkins
Leanne Joynson
Maryanne Elvery
Christine Boyer
Joanne Proctor
Ann O'Grady
Samantha Donovan
Yujun Rao
Joy Ruby
Julie Jenkins
Amanda Cole
Leonie Hearn

Karen Honey
Don Wilkinson
Naomi Martin
Amanda Payne
Tennille Kay
Peter de Koeyer *
Magdalena Galinovic *
Elaine Coombe *
Peter Ward *
Christi Lamotte *
Danyelle Elliott *
Julie Hovey *
Carmel Price *
Fiona English *
Jennifer Taylor *
Lous Polmear *
Narelle Briggs *
Cheryl Pollard *
Melissa Drage *
Michael Szepes *
Amanda Wangman *
Stacey Rowarth *
Andrew Coulston *
Karen E Jackson *
Donna Serong *
Karen F Jackson *
Christine Bloxsom *
Christina Miles *
Juliette Gallacher *
Lisa Riley *
Gary Martin *

Volunteers

Volunteers are an integral part of Westmont and the services we provide in all facets of our organisation. Whether you volunteer at the Homestead in Residential Aged Care, in the Community for Meals on Wheels, Planned Activity Group or the Friendly Visitor Scheme you make such a difference to the lives of the people you come in contact with.

"No one is more cherished in this world than someone who lightens the burden of another."

Thank you."

~ Author Unknown



Years of Service - Volunteers

5 years +

Sue Cardwell
Margery Condon
Ruth Cornell
Joan Crisdale
Lorraine Cumming
Margaret Dudley
Dorothy Olejniczak
Gwenda Quick
Colleen Roze
Betty Waite
Andrew Waite
Gail Watson
Jessica Weaven
Heather Williams

2 years +

Gail Baker
Diane Baker
Leanne Boyd
Nancy Massey
Judith Bedford
Diana Brewer
Roberta Gay
Meta Hansen
Stacia Kreuzer
Kyle Lockley
Valda McKenzie
John Robins

Occupational Health and Safety

At Westmont we are committed to minimising risks and improving workplace safety and ask all stakeholders to be involved in reporting and identifying hazards or make suggestions that would benefit our organisation.

Occupational Health and Safety responsibilities are discussed at induction and staff complete annual mandatory Occupational Health and Safety competencies to reinforce the importance of safe work practices.

The OH&S Committee meet every second month to review incidents and analyse risks identified, and also conduct workplace inspections of each area on a regular basis.

There was a combined total of forty three (43) staff incidents for the year across all areas of our organisation. Twenty nine (29) staff incidents in the Homestead (including outdoor staff), six (6) in the Apartments and eight (8) in Community Care.

We are pleased to report there was a 25% reduction in Workcover premiums for 2013/14 as mentioned in the 2012/13 Annual Report.



Events

Wheels at Westmont

Westmont was once again the primary sponsor for the Seniors Celebration month conducted by the City of Wodonga in October 2013. 'Wheels at Westmont' was a very successful day on 26 October 2013 with a turnout of approximately 400 people, 64 cars, four military vehicles, two trucks, one motor bike and a pennyfarthing. Thank you to all for your attendance and participation as we look forward to another successful day in October 2014.

It was a great opportunity for Westmont to showcase what we offer as an organisation, but it also gave our residents, families, visitors, staff and community members the opportunity to see some amazing examples of motor vehicles that added to the colour and flavour of the day. School children from Frayne College provided entertainment in the Westmont Community Centre, renowned entertainer Glenn Starr performed in the open air to add music to the day and it would appear that all exhibitors, residents, staff and visitors enjoyed the day, particularly when the weather provided us with a wonderful spring day.

Probus Rendezvous

Westmont Aged Care Services was one of the major sponsors for the Albury Wodonga and Districts Probus Rendezvous which was conducted in our region in October 2013. With over 500 delegates visiting it was great to see how well our region was received and how the delegates appreciated all the wonderful experiences available in the area. As a result two groups visited Westmont during their visit to the Albury Wodonga area and they were very impressed with what they saw.



Chief Financial Officer's Report

Highlights of year's operating activities

Westmont returned a net surplus of \$0.282m for the year ended 30 June 2014 (\$1.518m 30.06.13). An operating surplus of \$437,300 has been realised, before depreciation, and this is lower than the \$478,400 achieved in 2013.

As mentioned in the Chairman and Chief Executive Officer's Report, the awarding of the Home and Community Care contract in November 2013 to Westmont has had a significant impact on the operation. In the seven months since winning the tender, \$1.488m has been added to turnover, and with this inclusion, the total revenue for Westmont is in excess of \$10 million, up significantly from \$8.4m in 2013. Revenue from the Apartments and Village continues to increase along with the subcontracted works performed by Westmont's Community Care staff.

Revenue raised from the aged care operation is 72% of the total revenue. Reliance on this source of income is slowly diminishing as other parts of the operation continue to grow. It is anticipated that the Community Care (including Home and Community Care) and the Village expansion will be the areas of sizeable income growth over the ensuing years.

Expenditure for the year has also increased, however as Westmont matures as an organisation, opportunities have arisen where costs have been maintained, particularly in the area of expenditure on utilities, where there has been additional demand placed on the services, yet costs remain almost the same as the prior year. It should be noted that the increase in other expenses relates primarily to the Home and Community Care operation, including the operation of The Willows site in McFarland Road, Wodonga.

Balance Sheet

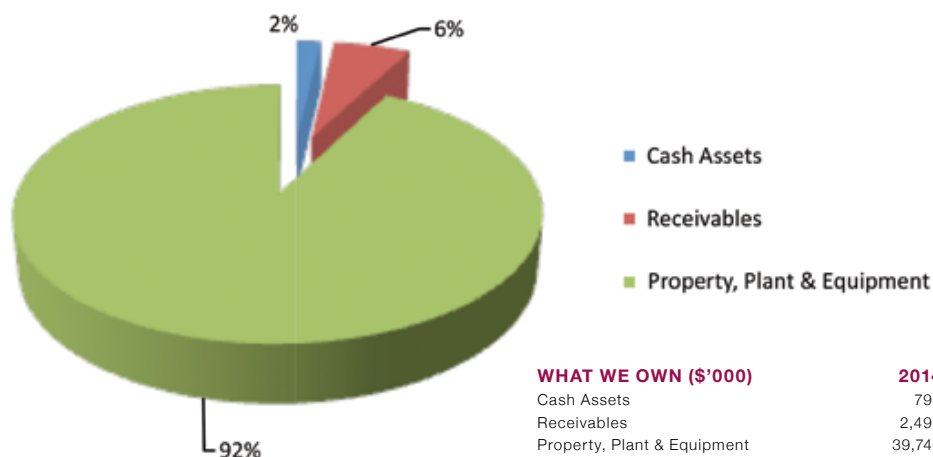
The major change in the Balance Sheet from 30 June 2013 is the improvement of the cash position. This is primarily due to proceeds from sale of villas and should continue whilst villa's are being constructed and sold.

The entity was again revalued at 30 June 2014, with a further increment returned due mainly to the sale of villas and the completion of more civil works for the Village complex. Total Assets are now just over \$43m, and Net Assets \$13.4m.

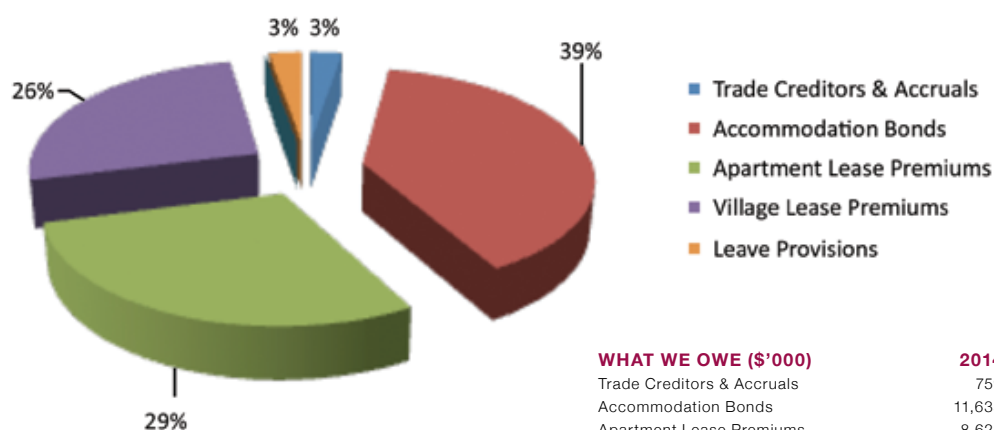
There is no reliance on bank finance at 30 June 2014.

DON WILKINSON | CHIEF FINANCIAL OFFICER

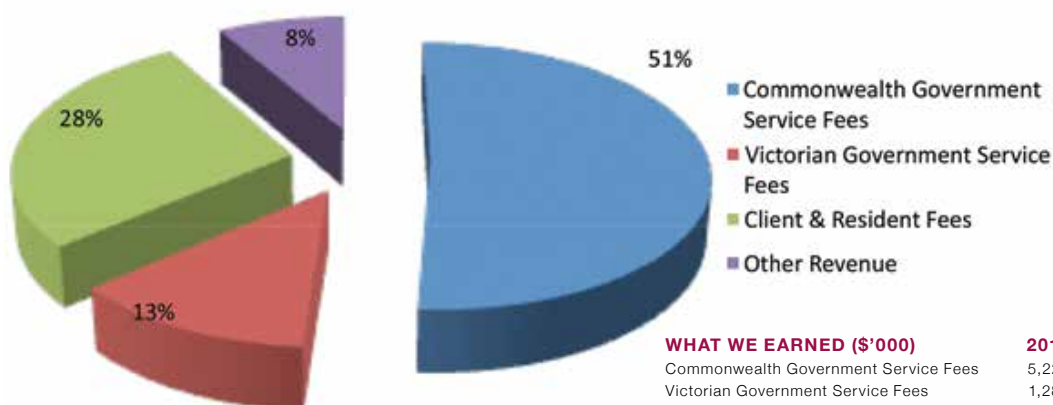
Financial Snapshot



WHAT WE OWN (\$'000)	2014	2013
Cash Assets	792	31
Receivables	2,498	1,613
Property, Plant & Equipment	39,740	37,011
Total Assets	43,030	38,655

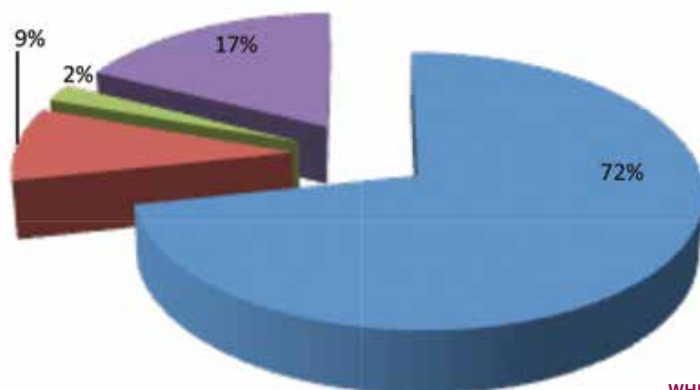


WHAT WE OWE (\$'000)	2014	2013
Trade Creditors & Accruals	759	543
Accommodation Bonds	11,635	11,214
Apartment Lease Premiums	8,623	8,285
Village Lease Premiums	7,775	3,646
Bank Loan	-	1,154
Leave Provisions	794	651
Total Liabilities	29,586	25,493

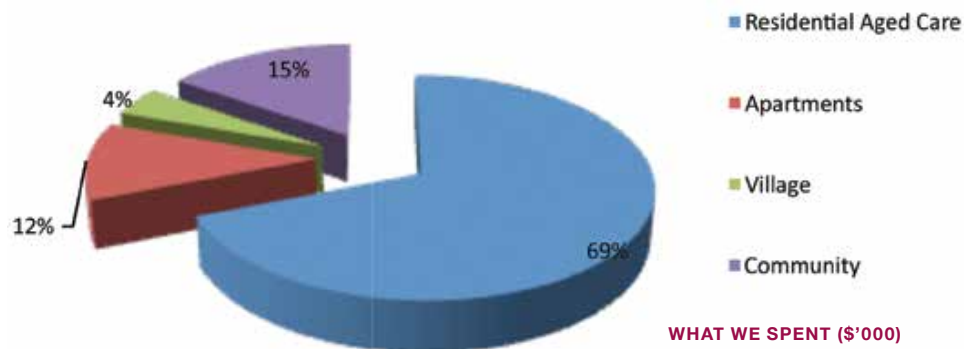


WHAT WE EARNED (\$'000)	2014	2013
Commonwealth Government Service Fees	5,228	5,213
Victorian Government Service Fees	1,283	-
Client & Resident Fees	2,869	2,327
Other Revenue	856	894
Operating Revenue	10,236	8,434

Financial Snapshot continued



WHERE WE EARNED OUR INCOME(\$'000)	2014	2013
Residential Aged Care	7,333	7,273
Apartments	896	802
Village	211	118
Community	1,796	241
Operating Revenue	10,236	8,434



WHAT WE SPENT (\$'000)	2014	2013
Residential Aged Care	7,983	7,442
Apartments	1,319	1,398
Village	499	265
Community	1,770	377
Operating Expenses	11,571	9,482

OVERVIEW (\$'000)	2014	2013
FINANCIAL PERFORMANCE		
Earned	10,236	8,434
Spent	11,571	9,482
Operating Deficit	(1,335)	(1,048)
Valuation Adjustments	1,617	2,567
Net Surplus	282	1,519
FINANCIAL POSITION		
Own	43,030	38,655
Owe	29,586	25,493
Net Assets	13,444	13,162



