

annual report 2015 - 2016



Board Members



From left to right:

Back row: Andrew Brown, Andrew Williams, Ray Snell (Deputy Chairman)

Front row: Eleanor Fitz (Company Secretary), Trevor McLean (Chairman), Neville Seymour, Angela Collins

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 and Chief Executive Officer's Report

It is pleasing to report Westmont Aged Care Services Ltd continues to grow and develop – whether it be in the Homestead, Apartments, Village or in our Community Care operation. Westmont's ageing in place environment is working well and it also gives Residents peace of mind that assistance is not too far away.

The Board confirmed its Mission, Vision and Objectives through to 2018 at its Strategic Planning Day in April. At this time and going forward the Board and Executive continue to explore potential growth opportunities for Westmont in all areas (residential, assisted living, independent living and community care) and we are looking forward to challenging and exciting times ahead.

Operating revenue earned by Westmont in 2015/16 was almost \$13m, Capital revenue was \$8m and EBITDA was \$ 377,000. The challenges for residential aged care continue at a swift pace and specifically the proposed changes to the aged care funding instrument (ACFI) by the Government in the 2016/17 Federal Budget will prove to be very challenging if implemented. Based

on the modelling conducted by the industry, an 11% reduction in government funding is likely to occur over a three year period. This cut is being challenged by many elements of the political and aged care landscape, and we hope that a reality check will happen before the cuts are enshrined in the Budget.

The introduction of My Aged Care is currently underway for users and providers as the only entry and progression gateway for the provision of Commonwealth funded services, for both residential and home based services. Westmont Home Care Clients previously covered by the Victorian Home and Community Care (HACC) system are now covered by the Commonwealth and Westmont has successfully transitioned as a service provider to the Commonwealth Home Support Program (CHSP) from the 1 July, 2016. It will be interesting to see how clients are catered for under this new system.

Survey Satisfaction results in all departments continue to reflect that Westmont is an excellent provider of aged care services.



Highlights:

- Successfully meeting all outcomes for our three year Accreditation in August 2015.
- Successfully meeting all outcomes audited by the Australian Aged Care Quality Agency in an unannounced visit in February 2016.
- 61 Villas have been constructed as at 30 June, 2016. Interest in the Villas continues to be very strong.
- Expenditure of \$6.4m on site for the construction of roads, services, Villas and our future waterway.
- The Board approved the designs and gave the go ahead for the Village Recreation Centre and BBQ area to commence construction. The overall cost will be approximately \$2,250,000. This will be an exceptional space for the Westmont Community to use and enjoy.

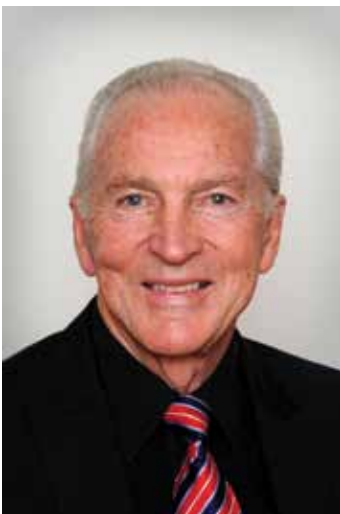
Average age of Villa Residents is 79 years and as at 30 June 2016 there were 89 Residents in the Village. Two of those Residents have been living in the Village for more than five years.

Average age of Apartment Residents is 87 years and as at 30 June 2016 there were 42 Residents living in the Apartments. Five of those Residents have been living in the Apartments for more than five years.

Average age of Homestead Residents is 87 years. Four of those Residents have been calling the Homestead their home for more than 10+ years.

Congratulations to Aileen Bertram our Director of Care who has been with the organisation for 25 years.

Westmont has built an enviable reputation in the area for the quality of care and lifestyle options it provides. This is a testament to the partnership that develops between our Staff, the Resident or Client and their family, and our Volunteers.



TREVOR MCLEAN | CHAIRMAN



PETER DE KOEYER | CHIEF EXECUTIVE OFFICER

Board of Governance 2015-16

Trevor McLean (Chairman)
Ray Snell (Deputy Chairman)
Eleanor Fitz (Company Secretary)
Andrew Williams
Neville Seymour
Andrew Brown
Angela Collins

Life Governors

| | |
|----------------|----------------|
| Mrs J Berrell | Mr B Pooley |
| Mr L Boyes | Mrs E Ross |
| Ms S Cardwell | Mrs M Schubert |
| Mrs P Corcoran | Dr E Seaton |
| Mr C Johnson | Mrs S Teissl |
| Mr B Martin | Mr I Warwick |
| Mr R Matthews | |

Executive and Management Team



Back row (left to right): Julie Hovey (Activities Coordinator), Peter Ward (Hotel Services Manager), Gary Martin (Clinical Services Manager), Don Wilkinson (Business Manager – Operations), Philip Eaton (Building Facilities Officer), Ann O'Grady (Joint Community Care Manager)

Front row (left to right): Aileen Bertram (Director of Care), Chris Boyer (Apartments and Village Coordinator), Peter de Koeper (Chief Executive Officer), Amanda Payne (Quality, Education and Administration Manager), Christine Odewahn (Joint Community Care Manager)

Continuous Improvement

Continuous improvement is a driving force at Westmont as we welcome and encourage feedback from all stakeholders. At Westmont we have an 'Open Door' policy which is utilised by Residents, Clients, Staff, Families and Volunteers.

The results and comments of the annual surveys reinforce that Westmont is providing services in accordance with our Mission Statement - "dedicated to providing aged, community care and lifestyle options to the people of our region with respect, dignity and choice."

Annual Survey Results:

Westmont Homestead (Resident/Family Representatives)

Overall satisfaction rate (excluding don't know/no answer) - 88%

Comments in the survey suggested the need for additional staff in the area of care. This has since been considered and additional hours have been rostered.

"It provides a peaceful, pleasant place to live in where I am respected and treated as an adult."

Westmont Apartments (Residents)

Overall satisfaction rate (excluding don't know/no answer) – 94%

Many of the comments reflected the Residents feel well cared for and secure living in the Apartments.

"The feeling that this is home – the fact that I can come and go as I please and that I can have family here with me when needed."

Westmont Village (Residents)

Overall satisfaction rate (excluding don't know/no answer) – 94%

"The beautiful bush that surrounds the Westmont area, happy staff and friendly people that contribute to a great lifestyle at Westmont."

Community Care (Service Users)

Overall satisfaction rate (excluding don't know/no answer) – 92%

"Communication, professional approach by all staff. Feel staff should be recognised by Westmont by way of feedback for the wonderful service they provide."

Westmont Homestead Staff

Overall satisfaction rate (including strongly agree and agree) – 89%

Community Care Staff

Overall satisfaction rate (including strongly agree and agree) – 91%

Volunteers (Homestead)

Comments on all surveys returned were very complimentary of our Residents and Staff.

"The best around the area. It's not for profit. Very relaxed and the Residents I have talked to are very happy at Westmont. Great Coffee Shop. All staff are very pleasant – see lots of smiles."

Feedback

Homestead

87 – Compliments
66 – Suggestions
61 – Complaints

Apartments

12 – Compliments
9 – Suggestions
15 – Complaints

Villas

4 – Compliments
2 – Suggestions
5 – Complaints

Community Care

111 – Compliments
45 – Complaints

Occupational Health and Safety

Westmont is committed to Occupational Health and Safety, and it is embedded in our workplace culture. Occupational Health and Safety is a standing agenda item for all meetings and Staff, Volunteers and Contractors are encouraged to achieve best practice with a focus on continuous improvement.

At our compulsory staff training days in March and April we employed the services of Flex Out Physiotherapy to provide Staff with education on "Preventing Musculo-Skeletal Injuries as a Westmont employee". The focus of the session was more about staff being aware of their duties before undertaking them and the importance of posture when undertaking tasks. The session also provided information on how to control and reduce the risk of injury.

Dr Chris Johnson also provided a very engaging education session on 'Behaviours in Dementia' giving Staff strategies to deal with Resident behaviours and Resident aggression.

Our Occupational Health and Safety Committee meets bi-monthly to review and analyse all Hazards and Risk Investigation Tools. If required items will be escalated to the monthly Executive Meeting for further action.

Adverse Events and Staff incidents are reviewed at the monthly Executive Meeting. If any trends are identified an action plan is put in place.

There were a total of 63 Staff incidents across the organisation in 2015/2016. Of those, 22 occurred in Community Care.



Staff

There were a total of 269 Staff who worked for Westmont during 2015/16.

| | 2015/16 | 2014/15 |
|-----------------------------|------------|------------|
| Full time | 24 | 18 |
| Part time | 123 | 122 |
| Casual | 71 | 66 |
| Trainees | 4 | 4 |
| Apprentices | 2 | 5 |
| Resigned | 45 | 32 |
| Total | 269 | 247 |
| Homestead/Apartments | | |
| Homestead/Apartments (only) | 158 | 158 |
| Resigned | 36 | 26 |
| Total | 194 | 184 |
| Community Care | | |
| Community | 55 | 47 |
| Resigned | 9 | 6 |
| Total | 64 | 53 |

An additional 11 staff members worked in both the Homestead and Community Care.

Seventy of our Staff have been with the organisation for more than five years. We believe, that in itself, highlights that Westmont is an 'Employer of Choice'.

As well as Staff being able to access the Aged Care Channel library there were 62+ training sessions that various Staff attended. The delivery of these sessions were in the form of in-services, webinars, on-line learning or attending external workshops and courses.

As Westmont is a 'stay and defend' facility and in light of the recent bushfire season and the significant fire event in Indigo Valley in December 2015, we conducted additional Fire and Emergency training this year as well as our mandatory training. Thurgoona Training Academy conducted a session with relevant Staff in the correct use of fire extinguishers, through a very hands-on session. The Country Fire Authority also approached us to do a Bushfire Planning Workshop for Staff which was specific to Westmont and focused more on outdoor planning and strategies.

Westmont believes it is important and is very pro-active in providing an opportunity for younger people to gain experience in the aged care industry. This year we have taken on five young trainees in the areas of Personal Care, Food Service, Finance, Administration and Parks and Gardens. All these trainees are studying a Certificate III or an Apprenticeship in their respective area. It is pleasing to see their growth and



personal development throughout the year and it is always a sad time when they leave even though many of them stay on part time whilst they go onto further their studies.

Three staff members who work in domestic services completed Certificate III in Hotel Services – Cleaning operations and one staff member completed Certificate III in Commercial Cookery. Other staff members have completed or are completing the following:

- Diploma in Human Resources (completed)
- Diploma of Community Services Work (completed)
- Diploma of Nursing (completed)
- Certificate IV in Leadership (currently studying)
- Certificate IV in Leisure and Health (completed)

Many of our Food Service Staff who commenced employment with us as Juniors (school aged) continue to be employed by us whilst they are studying at University or TAFE, and the positive comments we receive from our Residents in relation to the younger staff members makes it all worthwhile.

As a community owned organisation we also work with the Personnel Group in providing an opportunity for people who have been out of work for some time to get back into the workforce. This has proven to be a very successful relationship for both the organisation and the person re-entering the workforce.

In conjunction with our local educational institutions, Westmont also provides work placement for students studying Certificate III in Individual Support and Certificate III in Leisure and Health. Many of these students gain employment either at the Homestead or in our Community Care operations.

As at July 2016, 87% of our Homestead Staff have a qualification of Certificate III or higher or are currently studying.

In our Community Care operation 97% of our Staff are Certificate III qualified or higher.

We continue to provide Staff Health and Wellbeing Days in which Staff are able to enjoy sessions of massage, reflexology, Tai Chi and relaxation with a BBQ evening at the end of the sessions at the Community Centre, which is always a lot of fun.

In 2010 Westmont sponsored Angela McInnes (Registered Nurse) to settle in Australia. We are pleased to report that Angela is still with us and has recently been granted Australian Citizenship.

Our Employee Assistance Programme is available for all Staff to access if the need arises.

Amanda Payne

Quality, Education and Admin Manager

Staff Milestones

(* denotes milestone reached in 2015/16)

25 years +

Aileen Bertram*

15 years +

Sandra Jones
Judith Little
Kate Coleman
Pauline Witham
Carolyn Gullifer*
Peggy Bell*

10 years +

Robin Harrop
Carolyn Coupar
Margaret Chalmers
Kaylyn Leitch
Barbara Seymour
Wendy Hawkins*
Leanne Joynson*
Maryanne Elvery*
Christine Boyer*

5 years +

Ann O'Grady
Samantha Donovan
Yujun Rao
Joy Ruby
Julie Jenkins
Mandy Cole
Leonie Hearn
Karen Honey
Donald Wilkinson
Naomi Martin
Amanda Payne
Tennille Kay
Peter de Koeper
Magdalena Galinovic
Elaine Coombe
Peter Ward

Christi LaMotte
Danyelle Elliott
Julie Hovey
Jennifer Taylor
Lous Polmear
Narelle Briggs
Carmel Price
Fiona English
Cheryl Pollard
Amanda Wangman
Stacey Rowarth
Donna Serong
Christine Bloxson
Christina Miles
Juliette Gallacher
Lisa Riley
Gary Martin
Christine Deegan
Margaret Seymour
Leah Harry
Jodie Grooby
Laura Souquet
Lesley Coulson
Dianne Laing
Joemon Jose
Angela McInnes*
Shiji Joemon*
Tracey Nankiville*
Narelle Thomas*
Brianna Coulston*
Maria Manning*
Lynette Wraith*
Andrew Fox*
Judith Matthews*
Cathy Galbraith*
Monica Land*
Heather Chapman*
Jennifer Mathey*

Years of Service – Volunteers (Homestead)

THANK YOU to all our Volunteers - Residents, Clients, Staff and Management appreciate everything you do.

15 years +

Leone Derriman (writes the monthly Homestead Residents magazine – the Grapevine)

10 years+

Jean Dudley
Dorothy Olejniczak
Gwenda Quick
Betty Waite
Andrew Waite

Volunteers (Meals on Wheels)

We understand that a number of our Meals on Wheels volunteers have been volunteering for many years. However, as Westmont to date only has a three year history with Meals on Wheels volunteers we are unable to formally recognise 'Years of Service', but we certainly appreciate what they do.

Westmont and our Clients are truly grateful that there are people in our community who are prepared to give up their time to provide this service. THANK YOU.



Activities

The activities team, assisted by our wonderful volunteers, has had the pleasure of delivering another great year of varied programs and activities for the benefit of our Homestead Residents.

There has been so much to enjoy including;

- Picnics, bus trips, celebration lunches and concerts.
- Children of all ages have come to visit us – Baranduda Playgroup even spent the morning here.
- Flavours of the World cooking activity presented the cuisines of Belgium (toasted waffles and chocolate), Wales (Welsh rarebit) and Russia (blinis and vodka!).
- Oktoberfest was celebrated with dirndls, lederhosen and yodeling, oom-pah music and Black Forest Cake.
- The Homestead passed another milestone turning seven in December 2015 - so we threw ourselves a party.
- Christmas was packed with highlights including Carols by the Windmill and our Residents' Christmas parties.
- Rudy, the three-legged deer, seemed to appear straight out of the pages of a storybook – adding whimsy to our New Year.
- Melbourne Cup winning jockey 'Michelle Payne' (aka staff member Maryanne Elvery) dropped by for our Australia Day Bidding Auction – all the 'celebrities' know their way here.

- Residents displayed their artwork for all to admire at their very own art show.
- Our Bollywood High Tea was something else – beautiful costumes, music and dance made it a very colourful occasion.
- And the visit by Kentucky Farm Baby Animals had us all enchanted – who wouldn't want to cuddle a cute pet?

This is what a couple of our Residents had to say about our volunteers:

"Our volunteers are wonderful. We should give them a party!"

"Volunteers are indispensable. We couldn't function successfully or as efficiently without them. There is nothing that we'd want or need that they wouldn't try and do for us."

Julie Hovey
Activities Coordinator



Homestead

Highlights for the Homestead saw two of our Residents celebrating birthday milestones. Ilona Bardy celebrated 100 years and Ivy Martin celebrated 104 years.

We continue to have an extensive waiting list for the Homestead with many enquiries a day for permanent and respite care.

The Homestead had thirty-six permanent admissions and ninety-eight people experienced respite. Respite is a great way for carers to have a break and allows people to experience life in residential care.

A few statistics:

- Occupancy for 2015-2016 was 99.26%
- Average age of our residents is 87 years
- We have 73 females and 22 males

Thirteen patients from Albury Wodonga Health spent some time at Westmont on Transitional Care prior to returning home or entering permanent residential care.

Our Health and Wellbeing Centre is always a hive of activity with our visiting health care and allied health professionals.

The following Doctors regularly visit Westmont:

- Dr Peter Francis and Dr Jessica Dyson from Federation Clinic
- Dr Greg Gladman from Central Medical
- Dr Chris Johnson and Dr Michael Giltrap from the Gardens
- Dr Kumar from Wodonga Family Medical Centre
- Dr Walton from Wodonga West Medical Clinic

It is only fitting that we recognise the services of Dr Peter Francis who retired on 30 June 2016 after 20 years of visiting Westlands, Vermont Court and Westmont. We thank Peter for his services and wish him all the very best in his retirement.

Westmont also engages the services of a Podiatrist, Dietitian, Physiotherapist, Dental technician, Speech Pathologist, Reflexologist, Wodonga Eye Care and Blooms Hearing.

We were given the opportunity to host two Registered Nurses from Vanuatu to enable them to experience work life in residential aged care and community care in Australia. This was a very interesting experience for both Residents and Staff.

Lastly, to our wonderful Staff – THANK YOU. No matter what area you work in, you are part of the Westmont team and without you Westmont would not be able to provide the standard of care and service to our Residents that we do.

Excerpt from a card received from a family member:

"To all the outstanding staff members at Westmont, You will remain in our hearts for the amazing love and kindness you showed Dad while he lived there. He couldn't speak a bad word about any of you and was so thankful and deeply appreciative of the wonderful care you gave him. Your ability to respect a person's dignity and make them feel special shone through for Dad every day."

Aileen Bertram
Director of Care

Gary Martin
Clinical Services Manager

Apartments and Village

During the 12 month period to 30 June, 2016 there have been 46 Apartments and 83 Villa initial enquiries, with prospective Residents visiting the Westmont facility, discussing the information and viewing a display or an existing available Villa. Further visits enable them to reinforce with family the benefits of Westmont living, with invariably, lots more questions!

From these initial visits the waiting list has grown for the Apartments with some reconsidering their options about their independence levels and abilities to manage in a Villa setting.

The ageing in place concept is well and truly working with movement of both Apartments and Villa Residents re-situating to the Homestead. As at the end of June there have been 14 admissions and 15 discharges in the Apartments and 41 admissions and nine discharges in the Villas.

The longest residing Apartment Resident has now reached over six years since her admission in May 2010. The longest residing Villa couple is about to reach five years since their admission in August 2011.

Construction of the third and fourth stages of Apartments have been deferred at this time. The Board is considering the most appropriate use for this site, and a decision will be made shortly.

The Community Centre has been utilised for fundraisers, monthly Villa coffee group and Crafty Lot gatherings, monthly and quarterly Residents' meetings, both Villa and Apartments BBQ evenings, Senior Celebrations events – Fashion Parade and Tea Dance plus being the central hub for the annual Wheels at Westmont Day.

Some statistics for the Villas at the time of print

Villas available: 2

Villas constructed: 61

Villas under construction: 10

Future Villas pencilled in: 8 in Stages 3 and 4, and 9 in the yet to be released Stage 5.

The opportunity to set up a Villa for display still works very favourably as prospective Residents seem to snap these up.

Excitement is growing in the Westmont community regarding a \$2.25million dollar Recreation Centre with multiple meeting rooms, function hall, small gym, spa/swim facility, full capacity kitchen and bar, outdoor BBQ area and children's play area. The plans are being finalised, with surveyors on site recently. Construction is eagerly anticipated in the next few months.

A temporary caravan compound which will become a permanent facility and a permanent Gardeners' compound is also on the project schedule with construction to commence in 2016/17.

It has been a very busy and productive year with my anticipation for a robust new year of continual construction.

Chris Boyer

Coordinator Apartments and Villas

Community Care

Westmont Community Care has gone from strength to strength over the past year. Each month is busier than the one before and our wonderful Carers, Staff and Volunteers have managed the load with enthusiasm and a smile. We are very grateful for the efforts of all.

Our Client base has continued to grow and we have provided services to over 1,450 Clients during the year. Home and Community Care (HACC) funded Clients accounted for 63% and our private and brokerage Client numbers grew to 37%. 24% of our Clients overall were eligible for and received a mix of both funded and brokered services with 'Meals on Wheels' being a large part of that percentage.

Funded services were delivered to capacity and we worked hard to stay within targets. We were fortunate that some service delivery areas were above target and others were just under which balanced out. In total we delivered almost 44,000 hours of service to all our Clients and 21,482 meals during the year.

We saw nine Staff move on to other employment and we welcomed 13 new Westmont Staff during the year, and our carer workforce has now grown to 49. We are fortunate that all our Carers are dedicated and provide high quality services to all our Clients. Our assessment, scheduling and administration team of 11 are all skilled and committed to providing the best possible outcomes for all our Clients.

Our partner Uniting Care Goulburn North East continued to run the Planned Activity Group and Willows Club in the shared facility 'The Willows' on McFarland Road. They have had a busy year and exceeded funded targets this year.

The transition to the Commonwealth Home Support Programme (CHSP) has been challenging, but with determined efforts and positive attitudes we are up to speed, and all Staff are working together to support each other through the difficulties and steep learning curve. Our Clients have not been impacted adversely and we have managed to be constructive with our grant agreement to maintain existing services and minimise changes for our Clients.

The dedicated Community Care team is looking forward to the challenges of completion of the transition to split Victorian HACC and Commonwealth CHSP funded services, building our private and brokerage work and preparing for Consumer Directed Care (CDC) which will be implemented in February 2017.

Ann O'Grady and Christine Odewahn
Community Care Managers



Meals on Wheels

Meals on Wheels has continued to provide an opportunity for our valued Westmont Volunteers to be able to engage with those who may be isolated or vulnerable within our community.

Whilst age and disability may reduce some people's capacity to get out and about, Meals on Wheels help make it possible for Clients to stay in their own homes, where most are happiest, and maintain their independence.

We are very pleased to be able to work in partnership with Volunteers of all ages; retired and semi-retired individuals, university students, schools, service clubs and community based organisations, and various business groups all help to support in the provision of this vitally important service.

2015/16 has seen significant growth in the number of Clients receiving this service.

This growth has perpetuated the need to implement additional meal runs, new and more efficient thermal eskies, and the ongoing need for more Volunteers.

21,482 meals were delivered by Westmont Volunteers and Staff in 2015/16 compared to 18,956 meals for 2014/15. (An increase of 13.3%).

Graeme Blake

Meals on Wheels/Volunteer Coordinator (Community Care)



Hotel Services at the Homestead and Apartments

63 Staff are employed in our Hotel Services area. 38 in catering, 14 in domestic services, seven in the laundry and four are employed as Night Attendants.

Food Service

As our Residents have continued to enter with higher care needs and more complex health care requirements there has been an increase in texture modified meals over the last 12 months.

In addition to this, shift modifications have occurred to enable Food Service Assistants to assist in A Wing at lunch time.

Our annual external Food Safety Audit was conducted in March by Food Hygiene Australia. A few minor non-conformances were identified and all items have been rectified.

As the Village continues to grow and more Residents are moving in, the “Bar” at the Community Centre is now being utilised more. ‘Happy Hour’ has been introduced on Thursdays with many Villa and Apartment Residents now attending.

Due to the increase numbers of Villa Residents, the monthly combined Apartment and Villa BBQs have now been separated. Each sitting is now catering for between 45 and 60 people.

Quote from Food Safety Auditor:

“A pleasure to conduct the audit at Westmont; All records and documentation reviewed are kept well maintained and managed; Well done to all staff concerned for an excellent food safety result for 2016. It is obvious serving good safe nutritional meals to your Residents is of a very high priority at Westmont Homestead”.

Cleaning and Laundry

During the year a new carpet cleaning extractor was purchased. This piece of equipment cleans the carpets more thoroughly and will hopefully also extend the life of the current carpets in the building.

Also this year we changed chemical suppliers in the laundry and cleaning. The decision to change suppliers was due to increasing price rises, better quality products and results.

We also changed all ‘hand care’ to a different supplier. Once again this was due to increasing price rises and a much superior product. The ‘hand care’ was trialled in November with Staff agreeing that it was a better product.

We assisted with fifteen family functions this year. Seven were in the Homestead Training Room, seven were in the Village Community Centre and we had a Wedding in the Richardson Courtyard. Both Residents and families appreciate being able to have functions on-site.

Peter Ward

Hotel Services Manager

Building Facilities

Providing maintenance services throughout our facilities is always challenging and constant. The need to ensure the safety and reduce the risk of incident to all Staff and Residents is paramount and this is achieved by the following.

All fire inspections and equipment servicing are carried out, in accordance with the Essential Safety measures of the occupancy permit relevant to the buildings, by authorised contractors or Westmont Staff. Any identified issues such as faulty smoke dampers in the air conditioning vents have been rectified in a timely manner.

Service contracts for scheduled maintenance tasks for pest control, lifting equipment and testing of our warm water system have been implemented by approved service providers.

Reactionary (daily) maintenance issues are reported through ManAd and prioritised and completed within acceptable time limits.

Several OHS issues identified through inspections or incidents have been dealt with promptly. Carpet in the main foyer entrance and vinyl in the service area corridor have been replaced to remove trip and slip hazards. Vinyl flooring in wet areas of several Residents rooms has also been replaced due to damage. This is an issue that has been identified as part of the implementation of our Asset Management and Replacement Program (AMRP). From the AMRP we have also:

- replaced carpet in Kiewa A corridor (although the purchase of a new carpet extractor will extend the life of the carpet for many years)
- refurbished 26 electric beds in the Homestead
- commenced filter pad replacement in the evaporative coolers

Villa maintenance tends to reduce after the initial transition period from occupancy but we have implemented scheduled tasks to:

- cleaning of gutters, tank strainers and solar panels
- spider spraying and removal of wasp nests
- replacement of smoke detector batteries
- service of evaporative coolers and open/close air vents

It was identified that we could utilise the new generator to offer some savings on our power expenditure even though it is also part of our emergency plan. We operated off generated power on four occasions of critical peak demand days (as set by SP AusNet) with minor inconvenience to Residents and Staff.

In conjunction with the generator use, the addition of 45Kw of solar panels on the Homestead to supplement the existing solar network on the Villas has also been beneficial to our operational savings.

Phil Eaton

Building Facilities Officer



Financial

The growth of Westmont continues, with the two greatest growth areas being the Village (Villas) and Community Care. As a consequence of our growth, a surplus before depreciation of \$287,413 has been recorded, compared with \$439,648 last year.

The Village operation continues to provide high interest, and this interest has been transformed into 61 Villa's constructed at 30 June 2016. Twenty-two homes were constructed in 2015/16, and the construction of these homes has been achieved without pursuing external finance. A valuation was conducted at 30 June 2016 and this valuation has taken into account all the additional homes constructed during 2015/16 and has resulted in a \$2.041 million increase in asset values. Fifteen further Villas are expected to be completed by February 2017.

Westmont's Community Care operation continues to attract new Clients, and this is reflected in an improvement in the bottom line of this segment. Changes to funding of Community Care in 2016/17 will provide opportunities that Westmont looks forward to pursuing.

The funding rules that Residential Aged Care operate within are continually changing and will provide significant challenges moving forward. An enormous amount of effort is expended to ensure our compliance with the funding rules that we operate within, and it is expected that the Industry as a whole will be subjected to more intense scrutiny in the ensuing years.

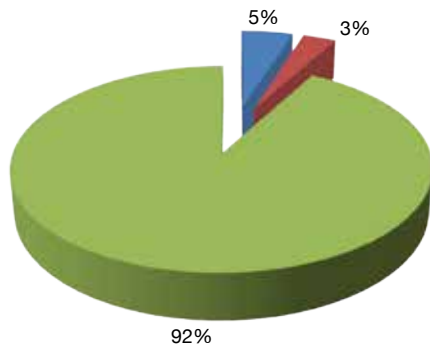
High occupancy and care levels are vital for the continued sustainability of Westmont services.

Westmont's Assisted Living Apartments have operated at near 100% capacity during the year, and the interest of potential new occupants remains strong.

It is with great confidence that we move into a new financial year with such strong past performance and with the opportunities that are presented, we look forward to replicating this success.

DON WILKINSON | CHIEF FINANCIAL OFFICER

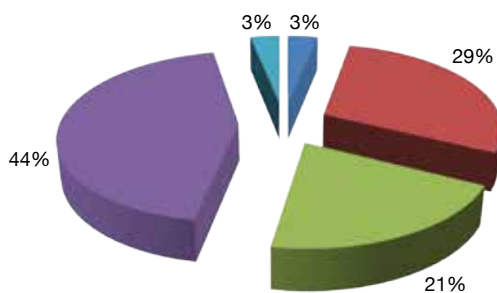
Financial Snapshot



- Cash Assets
- Receivables
- Property, Plant & Equipment

WHAT WE OWN (\$'000)

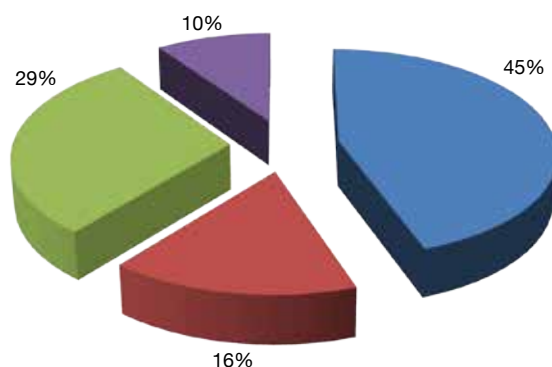
| | 2016 | 2015 |
|-----------------------------|---------------|---------------|
| Cash Assets | 2,760 | 978 |
| Receivables | 1,782 | 3,585 |
| Property, Plant & Equipment | 52,123 | 45,092 |
| Total Assets | 56,665 | 49,655 |



- Trade Creditors & Accruals
- Accommodation Bonds & Deposits (RADs)
- Apartment Lease Premiums
- Village Lease Premiums
- Leave Provisions

WHAT WE OWE (\$'000)

| | 2016 | 2015 |
|---------------------------------------|---------------|---------------|
| Trade Creditors & Accruals | 1,344 | 924 |
| Accommodation Bonds & Deposits (RADs) | 12,081 | 12,834 |
| Apartment Lease Premiums | 8,434 | 8,482 |
| Village Lease Premiums | 18,247 | 11,871 |
| Leave Provisions | 1,317 | 956 |
| Total Liabilities | 41,423 | 35,067 |

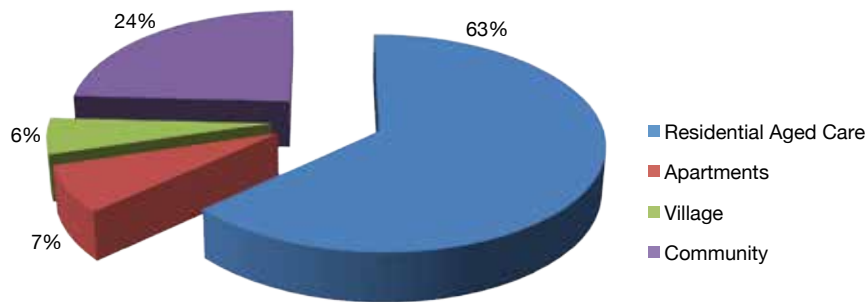


- Commonwealth Government Service Fees
- Victorian Government Service Fees
- Client & Resident Fees
- Other Revenue

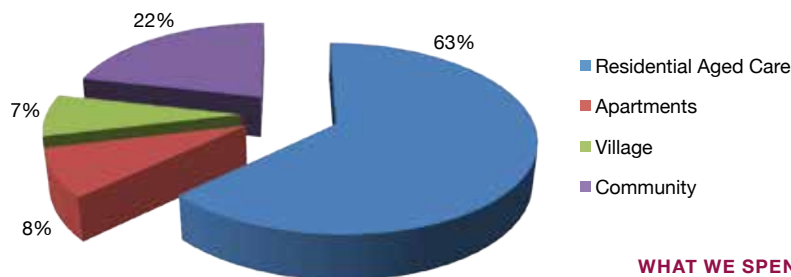
WHAT WE EARNED (\$'000)

| | 2016 | 2015 |
|--------------------------------------|---------------|---------------|
| Commonwealth Government Service Fees | 5,759 | 5,380 |
| Victorian Government Service Fees | 2,082 | 2,019 |
| Client & Resident Fees | 3,801 | 3,355 |
| Other Revenue | 1,252 | 1,108 |
| Operating Revenue | 12,894 | 11,862 |

Financial Snapshot continued



| WHERE WE EARNED OUR INCOME (\$'000) | 2016 | 2015 |
|-------------------------------------|---------------|---------------|
| Residential Aged Care | 8,158 | 7,612 |
| Apartments | 918 | 923 |
| Village | 705 | 440 |
| Community | 3,113 | 2,887 |
| Operating Revenue | 12,894 | 11,862 |



| WHAT WE SPENT (\$'000) | 2016 | 2015 |
|---------------------------|---------------|---------------|
| Residential Aged Care | 9,059 | 8,231 |
| Apartments | 1,184 | 1,507 |
| Village | 1,051 | 769 |
| Community | 3,077 | 2,834 |
| Operating Expenses | 14,371 | 13,341 |

| OVERVIEW (\$'000) | 2016 | 2015 |
|--------------------------------------|-----------------|-----------------|
| Financial Performance | | |
| Earned | 12,894 | 11,862 |
| Spent | (12,606) | (11,422) |
| Depreciation | (1,765) | (1,919) |
| Operating Deficit | (1,477) | (1,479) |
| Government Capital Funding & Rebates | 89 | 404 |
| Valuation Adjustments | 2,042 | 2,218 |
| Net Surplus | 654 | 1,143 |
| Financial Position | | |
| Own | 56,665 | 49,655 |
| Owe | (41,423) | (35,067) |
| Net Assets | 15,242 | 14,588 |



