



Westmont



ANNUAL REPORT
2017-2018

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

The continued development of Westmont Aged Care Services Ltd is certainly evident during this 2017/18 financial year.

Full details are provided throughout this report, but we would like to highlight some items here;

- Continued accreditation of Westmont Homestead with unannounced visits from the Australian Aged Care Quality Agency in July 2017 requiring some additional information and a follow up visit in October 2017, plus our three year accreditation in August 2018 where we met 44 of the possible 44 outcomes
- Continued accreditation of Westmont Community Care as an approved Commonwealth Home Support Program and Home Care Package provider after an audit in May 2018 where we met 18 of the 18 outcomes
- Completion of the new Recreation Centre in December 2017, with a formal Naming Ceremony in April 2018 honouring our Inaugural Chairman by naming the centre "The Ray Snell Centre". This is a wonderful honour to bestow on Ray and richly deserved for his commitment and dedication to Westmont's development
- The implementation of a formal governance system called "The Australian Governance System" (TAGs) to assist the Board in managing its affairs. Along with the implementation of "Our Cat Herder" an electronic Board software program to improve the overall operations of the Board. So, no matter where our Board Directors are, they have access to the Westmont governance system and papers to meet the obligations of their positions
- The completion of a further 27 Villas during the year – bringing the total in the Village to 107 out of a possible 123, with the balance scheduled to be completed by December 2018
- The growth in our Community Care operation, particularly in the home care packages, National Disability Insurance Scheme (NDIS) and brokerage areas which necessitated a move of our Community administration from "The Willows" in McFarland Road to 193 Beechworth Road Wodonga. This has a dual benefit in that we can now expand Social Support Programs at "The Willows" and also provide the much needed space for staff



All of this has occurred whilst in an environment of increased scrutiny for the aged care industry, and also, whilst government funding has been effectively reduced with the reduction in the Aged Care Funding Instrument (ACFI) and the lower than actual cost supplementation payments in recent federal budgets.

The strategy of Westmont in developing other areas of our business over many years has definitely assisted in mitigating some of the risk of being reliant on one or other streams of government funding.

You will see in the financial section of this report, the extraordinary growth of Westmont since our move to the Baranduda site and the development of Community services.

The Strategic Plan for Westmont, developed back in 2012 and updated yearly, is now drawing to the end of its term, and a new Strategic Plan is currently under development for the period 2018 – 2025. The Board will spend the next six months researching and refining the directions and looks forward to positioning the organisation to be the best we can be during the next seven years.

Last but not least, in fact the most important are our staff and volunteers who require empathy, compassion and understanding to work in this industry – thank you for your passion, kindness and care that you give to our residents and clients.



TREVOR MCLEAN
CHAIRMAN



PETER DE KOEYER
CHIEF EXECUTIVE OFFICER

Board of Governance 2017-18



Trevor McLean

Bachelor of Commerce, Dip. Financial Planning, FCPA, FAICD

Chair, Non-Executive Director



Neville Seymour

Non-Executive Director



Andrew Brown

*Registered Nurse
Diploma of Management
Tertiary studies in Health Sciences and Commerce
GAICD*

Deputy Chair, Non-Executive Director



Angela Collins

Licensed Real Estate Agent

Non-Executive Director



Eleanor Fitz

*Masters Degree Business (HM)
Grad. Dip.Ed.Admin, Dip. App. Sc
Food Services Teaching Certificate
Work Place Trainer Certificate UK
Trade Certificates Catering Management*

**Company Secretary,
Non-Executive Director**



Dr William Keeton

*PhD – Management
Masters – Management
Bachelor – Political Science*

Non-Executive Director



Andrew Williams

Bachelor of Laws

Non-Executive Director

Life Governors

Mrs J Berrell

Mr L Boyes

Ms S Cardwell

Mrs P Corcoran

Mr C Johnson

Mr B Martin

Mr R Matthews

Mr B Pooley

Mrs E Ross

Mrs M Schubert

Dr E Seaton

Mrs S Teissl

Mr I Warwick

Mr R Snell

Mr J Dunstan

Executive and Management Team



Front row from left to right: Aileen Bertram (Admissions and ACFI Manager), Christine Odewahn (Community Care Manager), Peter de Koeyer (CEO), Don Wilkinson (Director – Finance and IT), Amanda Payne (Director – Quality, Education and Administration)

Back row from left to right: Julie Hovey (Activities Coordinator), Chris Boyer (Manager – Assisted Living Apartments and Villas), Angela McInnes (Director – Care and Clinical Services), Philip Eaton (Building Facilities Officer), Peter Ward (Hotel Services Manager), Ann O'Grady (Business Development Coordinator), Rhianna Coleiro (Community Care Coordinator)

Continuous Quality Improvement

Feedback is a major contributor to our Quality Management System as it helps us to continually improve our systems, processes and the care that is delivered to our residents. A few of the improvements that have been implemented during the last 12 months are as follows:

- Additional ceiling tracks installed due to residents changing needs
- Plate warmers in satellite kitchens
- Review of Policies and Procedures, Manuals, Work Instructions and Duty Schedules
- A split system installed in Belvoir
- Additional 5.5 hour evening shift in A Wing
- Additional three hour morning shift in A Wing
- Transition into Care meetings for family/resident representatives
- Additional computers for the Nurse Stations
- Raised garden bed
- Implementation of a new version of our Resident and Staff Records Management System
- Equipment purchased – reclining shower chair, chair alarms, bariatric commodes etc.

Complaints, Suggestions and Compliments

2016/2017	2017/2018
Homestead 88 – Compliments 54 – Suggestions 62 – Complaints	Homestead 87 – Compliments 50 – Suggestions 61 – Complaints
Apartments 11 – Compliments 9 – Suggestions 12 – Complaints	Apartments 15 – Compliments 2 – Suggestions 15 – Complaints
Villas 9 – Compliments 9 – Suggestions 6 – Complaints	Villas 31 – Compliments 7 – Suggestions 14 – Complaints
Community Care 172 – Compliments 1 – Suggestion 46 – Complaints	Community Care 185 – Compliments 3 – Suggestion 93 – Complaints

Please keep providing feedback!

As well as feedback there are audits and surveys that are conducted on a regular basis to monitor and evaluate our systems and processes, which helps identify any gaps.

2018/2019 will see us transition to a new single set of standards called the Aged Care Quality Standards which have been developed as part of the Single Quality Framework and will replace the current Accreditation Standards, Home Care Standards, National Aboriginal and Torres Strait Island Flexible Care Standards and Transition Care Standards. These Standards will come into effect on 1 July 2019.

Survey Results

Westmont Homestead (Resident/Family Representatives)

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

"The staff are wonderful, the activities are great and I am well taken care of".

"I feel overall very good care is given cheerfully".

Westmont Apartments (Residents)

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

"The comfortable apartments, good plain every day meals. Happy company, lovely building, quiet, pleasant scenery. 100% excellent 'home away from home.'"

I moved here over five years ago and have never regretted it for one minute! At 93 I am well cared for in every way and I couldn't be happier, thank you. For TLC Westmont is the place to be".

Westmont Village (Residents)

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

"Home is where the heart is. This is indeed home. Lovely home. Delightful neighbours. Caring staff. I have no complaints, couldn't be happier or more content."

Community Care (Service Users)

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

"All the help I get and nothing is too much trouble. They are really good to me."

"Responsiveness, care and attention."

Westmont Homestead Staff

Overall satisfaction rate (including strongly agree and agree) – 88%

97% responded that the organisation focuses on customer service and care.

Community Care Staff

Overall satisfaction rate (including strongly agree and agree) – 95%

100% responded that the organisation focuses on customer service and care.

Volunteers - Homestead

Survey comments highlighted that the Westmont volunteers feel appreciated and supported.

"Very good quality of care for residents, great support offered to Volunteers".

"Westmont is a local, modern, clean nursing home. The staff are caring and they interact with the elderly people. I always find it warm and fresh and friendly. There are lots of activities and 'special days' for the elderly to look forward to".

Volunteers – Meals on Wheels

100% of volunteers who responded stated that their experiences with Westmont has been positive.

Finally, I would like to thank everyone I have worked with throughout the year as you have contributed to providing our residents and clients with a high standard of care and a safe and happy place to live.

A great team effort!

AMANDA PAYNE

DIRECTOR – QUALITY, EDUCATION AND ADMINISTRATION



Staff and Education

There were a total of 291 staff who worked within the organisation during 2017/18.

	2017/18	2016/17	2015/16
Full time	27	26	24
Part time	151	131	123
Casual	66	77	71
Trainees	5	3	4
Apprentices	1	3	2
Resigned	41	59	45
Total	291	299	269

Homestead/Apartments /Community

Homestead/Apartments (only)	178	170	158
Homestead and Community	5	10	11
Resigned	29	48	36
Total	212	228	205

Community Care

Community	67	60	55
Community/Homestead combined	5	10	11
Resigned	12	11	9
Total	84	81	75

Ongoing education and training is vital in aged care as it is a forever changing industry. Whether it be a legislative change or a change in our processes.

This financial year saw the implementation of a new version of ManAd (our records management system for our residents and staff). This was a very time-consuming process, as all staff required training on the new version prior to its implementation and then again after it went live. There were a few hiccups to begin with, but taking everything into account, the staff welcomed the change and were very willing to have a go and for that we thank them greatly.

Westmont continues to strive to be an 'Employer of Choice' and this year saw 84 staff being employed with the organisation for more than five years. Our staff are able to enjoy staff BBQs, Health and Wellbeing days, our Staff Christmas Party, Staff Social Club and other benefits such as salary sacrificing, appreciation vouchers to spend in the coffee shop for doing above and beyond and movie ticket incentives. Westmont's Employee Assistance Program is also available for staff to access.



Staff attended compulsory training days in the new Recreation Centre (The Ray Snell Centre), which proved to be a fantastic venue for conducting training in.

This year we took on five gap year trainees in the areas of Administration (2), Finance, Care and Food Services. They have all worked well in a team environment and it is great to see them learn, mature and grow.

Westmont continues to encourage staff to upskill e.g. a Food Services Attendant completed Certificate IV in Leisure and Health and now works at The Willows in Social Connections. Our five trainees are also completing Certificate III in their relevant traineeship and three staff members have commenced Endorsed Enrolled Nurse training.

We have a good working relationship with local educational institutions in providing placement for students who are studying Certificate III in Individual Support and Certificate IV in Leisure and Health. VCAL students, also have had the opportunity to do placement at Westmont in the food and activities departments.

We continue to provide Village residents with the opportunity to gain the Responsible Service of Alcohol and/or Safe Food Handling Certificate through Wodonga TAFE, so they can be rostered on the Village Social Group calendar to assist with Bar service and BBQs.

AMANDA PAYNE

DIRECTOR – QUALITY, EDUCATION AND ADMINISTRATION

Staff Milestones

(* denotes milestone reached in 2017/18)

25 years +

Aileen Bertram

15 years +

Judith Little (resigned)
Kate Coleman
Pauline Witham
Carolyn Gullifer
Peggy Bell (resigned)

10 years +

Carolyn Coupar
Margaret Chalmers
Kaylyn Leitch
Barbara Seymour
Wendy Hawkins
Leanne Joynson
Maryanne Elvery
Christine Boyer
Ann O'Grady
Samantha Donovan
Yujun Rao
Joy Ruby
Julie Jenkins*
Mandy Cole*
Leonie Hearn*
Karen Honey*
Donald Wilkinson*
Amanda Payne*
Tennille Kay*

5 years +

Peter de Koeyer
Elaine Coombe
Peter Ward
Christi LaMotte
Danyelle Elliott
Julie Hovey
Jennifer Taylor
Narelle Briggs
Carmel Price
Fiona English
Cheryl Pollard
Amanda Wangman
Stacey Rowarth
Donna Serong
Christine Bloxsom
Christina Miles

Juliette Gallacher
Lisa Riley
Christine Deegan
Margaret Seymour
Leah Harry
Jodie Grooby
Laura Souquet
Lesley Coulson
Dianne Laing
Joemon Jose
Angela McInnes
Shiji Joemon
Tracey Nankiville
Narelle Thomas
Maria Manning (resigned)
Lynette Wraith
Andrew Fox
Judith Matthews
Cathy Galbraith
Heather Chapman
Jennifer Mathey
Robynne Coleman
Lisa Goddard
Kerrie Small
Carolyn Moxey
Holly Coulston
Shane Bartlett
Jane Smith
Sandra Scalzo
Mary Sutherland
Debra l'Anson
Ebony Fahey
Kylie Jeffery
Kate Manzie
Lisa Bruning
Michelle McIntosh*
Lakhwinder Singh*
Sandra Coughlan*
Philip Eaton*
Christine Odewahn*
Karen Ellis*
Heather Campbell*
Joan Russell*
Rhianna Coleiro*
Angela Sibraa*
Joyce Ransley*

Occupational Health and Safety

Health and safety is part of the culture at Westmont. All incidents and near misses are reviewed and actioned if necessary. The Executive and Occupational Health and Safety Committee also review all incidents to ascertain if there are any developing trends. In light of the much publicised flu outbreak late last year it was a priority for Westmont to have as many staff as possible vaccinated this flu season. It has been and will continue to be a priority in the coming years. Due to the impact the influenza outbreak had, Westmont has made it mandatory for new staff to be vaccinated annually as part of their contract, unless there is a medical reason which prevents them from having one.

The gastro outbreak saw changes made to our infection control practices and also departmental responsibilities were developed for each department to follow during an outbreak.

The Occupational Health and Safety Committee is made up of representatives from each of the work groups across the organisation and they have met every alternate month.

The Committee has a series of environmental audits to conduct and has now included the new Community Care location in Beechworth Road in these audits.

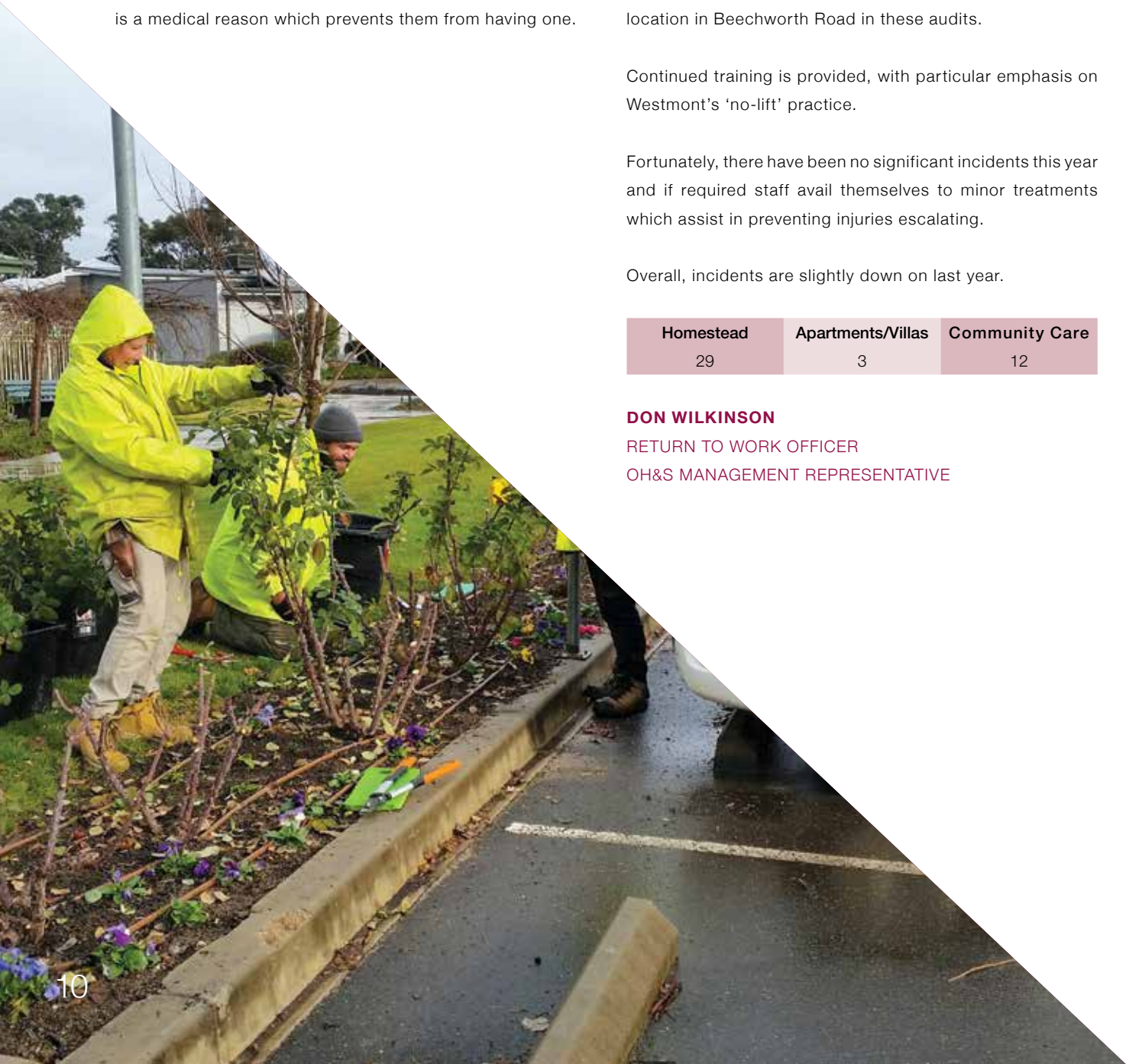
Continued training is provided, with particular emphasis on Westmont's 'no-lift' practice.

Fortunately, there have been no significant incidents this year and if required staff avail themselves to minor treatments which assist in preventing injuries escalating.

Overall, incidents are slightly down on last year.

Homestead	Apartments/Villas	Community Care
29	3	12

DON WILKINSON
RETURN TO WORK OFFICER
OH&S MANAGEMENT REPRESENTATIVE



Homestead Care Report

The growing use of home care options is changing the dynamics of residential aged care. Older people are preferring to stay in their homes for longer, and consequently, the average length of stay has reduced, the average being three years.

The average age of entry into residential care is 83 years, and this is expected to rise. This makes it important to achieve quality care in the time we have available with the older people in our care. It is vital that we make our resident's life as comfortable and enriching as possible, in the time we are privileged to care for them.

Over the last 12 months we have successfully used our health benchmarking reports to change practice.

The following clinical areas have improved, and results are better than the benchmark; total infections, wound infections, skin infections, unplanned weight loss and aggressive episodes.

This improvement is testament to the high standard of clinical care given to our residents.

Admission and Discharge statistics:

The Homestead occupancy for permanent care was 98.84%, with a very extensive waiting list.

Our five respite beds were fully booked with 96 people (65% high care respite) experiencing a respite stay at the Homestead.

The Homestead change over for permanent residents for the 2017/2018 financial year was 37 residents.

- one transferred to Queensland when her family relocated
- Five passed away in hospital
- 31 passed away peacefully at the Homestead

Out of the 37 permanent admissions, 10 residents came from our Villas and eight from the Apartments.

Our ageing in place concept is working well over all areas of Westmont and will continue to do so in the coming years. The Transitional Care Program run by Albury Wodonga Health continues to be successful in providing ongoing rehabilitation. Fifteen patients participated in the program before going home or entering permanent care.

As at 30 June 2018, 39 residents were aged between 80 and 90 years+ and 31 who were 90 years+. During this period there were 34 male residents and 61 female residents.

ANGELA MCINNES
DIRECTOR OF CARE
AND CLINICAL SERVICES

AILEEN BERTRAM
ADMISSIONS AND
ACFI MANAGER





Activities Report Homestead

I am pleased to report that it has been another fantastic and varied year on the Activities front at Westmont Homestead.

Providing residents with an extensive range of activities that are not only enjoyable but also meaningful is a considerable undertaking.

My thanks to the Activities team for giving their best each and every day – as well being great to work with!

Our volunteers are an integral part of what we do here. They have lent their precious personal time to the Homestead working in the kiosk and library, providing companionship, assisting with activities and outings, offering nail care and much more.

Personal Care Attendants have assisted us with activities in our Belvoir unit which is an important contribution, too.

We would like to think that our combined efforts make the Homestead a place where people can thrive and where they can happily live.

Special days are celebrated, concerts/performances are plentiful and bus trips are held on most days.

Gentle exercise and physical activity are a big part of the program, while quizzes and crosswords provide mental stimulation.

There is room, too, for novelty and spontaneity in our programming.

A 'person-centred approach' is the opposite of one size fits all.

Let's now reflect on some of the past year's activities and events.

Highlights have included:

- Baranduda Playgroup and Pre-Schoolers from Riverview World of Learning brought a sense of vibrancy and fun to shared activities
- We were delighted with the attentiveness shown by Wodonga Catholic College students as they listened to our residents' stories and life histories
- Hospitality students at Wodonga Senior Secondary College's Training restaurant, Pepper, impressed us with their culinary skills
- VCAL students at Wodonga TAFE gave us the 'silver service treatment' along with High Tea
- Our visit to Murray Art Museum Albury for the 2017 Archibald Prize portrait exhibition inspired us all
- Art and Pikelets was a great success – this was our very own art show!
- The yarn-bombing of one of our courtyard trees was another 'work of art' – the handiwork of the Knitting Circle
- St Patrick's Day (Irish dancers, green beer) and Oktoberfest (authentic oompah music played on the piano accordion – and some yodeling, too) were celebrated with gusto
- Flavours of the World brought us the cuisines of Morocco, Germany and Scotland
- We gave our volunteers a Thank You Party for all that they do and more particularly, for their fundraising efforts which enabled us to buy two (one grand, one upright) pianos
- Seniors Celebrations kept us busy with Council-sponsored concerts along with Westmont events (Villian's Hat Parade, Wheels at Westmont)
- Students from Murray Conservatorium Concert of Music provided free Saturday entertainment throughout the year
- The Homestead celebrated its ninth birthday with a big party in the central lounge
- Residents, Nellie Johnson (100), Jean Modra (100) and Ivy Martin (106) celebrated their milestone birthdays and garnered Border Mail and TV news coverage. Phyllis Whelan celebrated her 101 years with her family
- We raised funds for other charities (Australia's Biggest Morning Tea, Movember) and also held our own fundraisers which enables us to purchase items to benefit our residents
- Farmers Pat and Judy made a return visit with their pets from Old Kentucky Animal Farm
- And Cliché Fashions, Blumes Mobile Clothes and Beads by Nerida provided us with very necessary retail therapy

It's been a busy and productive year on the activities front.

JULIE HOVEY

ACTIVITIES COORDINATOR

Volunteer Milestones

(* denotes milestone reached in 2017/18)

15 years +

Leone Derriman
Gwenda Quick
Elizabeth (Betty) Waite
Andrew Waite
Margaret (Jean) Dudley

10 years +

Dorothy Olejniczak
Ruth Cornell
Colleen Roze
Gail Watson
Margery Condon
Kyle Lockley*



Apartments and Village

Two Apartments residents have occupied since 2010 – Thelma Moyle moved in on 10 June and Betty Shoemark on 16 December of that year. These are landmark occupancy years especially when the original anticipated 'life' of an Apartment resident was between two and four years. Congratulations to these two residents and long may they continue their occupancy.

A snapshot of the passing Apartment years with admissions:

No. of residents	Occupancy commenced
2	2010
1	2011
8	2012
4	2013
7	2014
3	2015
9	2016
4	2017
3	2018

A total of 41 residents are currently nested in as a happy bunch.

The departures of Apartments residents this financial year total 10 - with six moving permanently to the Homestead, two to hospital and eventual Homestead and two with a very short period in hospital/deceased.

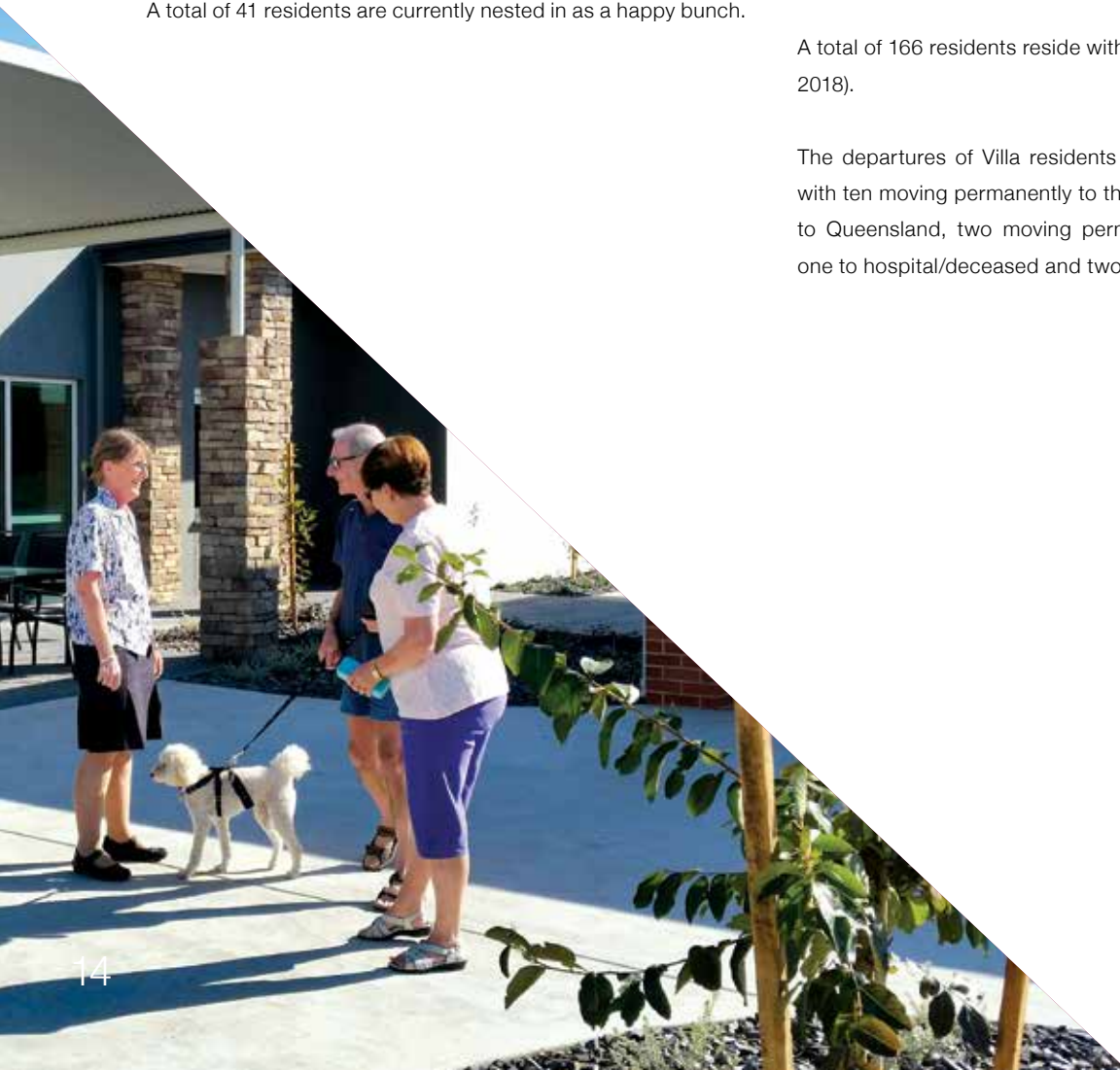
A resident couple have occupied their Villa since 2011 – congratulations to John and Margaret Robins who moved in on 29 July of that year.

A snapshot of the passing Villa years with admissions:

No. of residents	Occupancy commenced
2	2011
6	2012
6	2013
15	2014
27	2015
37	2016
39	2017
30	2018

A total of 166 residents reside within the Village (as at end June 2018).

The departures of Villa residents this financial year total 16 – with ten moving permanently to the Homestead, one departure to Queensland, two moving permanently to the Apartments, one to hospital/deceased and two deceased at home.





Some statistics for the Villas at end June 2018:

There are 107 Villas built with another three under construction and five to start. All sites now have a name against them for prospective residents.

The Villa completion of the Baranduda site will hopefully occur late 2018/early 2019. Those seriously considering a move to Westmont in the future through re-leasing on vacancies are being wait-listed.

Although The Ray Snell Centre was completed and opened for use in December 2017, the Community Centre continues to be utilised with the Carols by the Green being held prior to Christmas and both the Apartments and two Villa Christmas lunches being grand and celebratory affairs. Regular monthly meetings and other events continue to keep the Centre busy.

My thanks to Peter Ward for accepting my input on his Recreation Centre (The Ray Snell Centre) project-managing, I enjoyed sharing a little of the project.

A productive year of continuing construction, the welcoming of new residents, strong connections being forged with Westmont and its residents and a growing community bond.

CHRIS BOYER
MANAGER VILLAGE & ASSISTED LIVING

Community Care

The past year has seen rapid growth which has come about by being able to deliver a broad range of services to diverse groups in the Community. Westmont Community Care now delivers services under the Commonwealth Home Support Program (CHSP), the Victorian Government Home & Community Care Program for Younger People (HACC PYP), Department of Veterans Affairs – Veterans Home Care (VHC), National Disability Insurance Scheme (NDIS), Commonwealth Home Care Package (HCP) as well as providing brokered services to twenty-three other organisations for their funded clients and individual services to private clients.

Service delivery was provided across the full range of services, personal care, domestic assistance, flexible respite, home and garden maintenance, shopping services, meals on wheels, minor home repairs and modifications and social activity groups. More than 1,700 members of the community received over 74,000 hours of services and 18,000 meals were delivered by our wonderful team of volunteers.

My Aged Care has become what it was planned to be; a single, entry point for all people to access aged care services. Westmont successfully transferred our Regional Assessment Service (RAS) funding to another local agency who specialise in assessment and this has allowed us to focus on service delivery and meeting the needs of our community.

The National Disability Insurance Scheme (NDIS) has seen many special needs clients transfer from HACC PYP to NDIS plans, providing them the ability to access higher levels of service to meet their needs. We have worked with clients and their families to assist them to access services specific to their situations, and focus on our core business, which is providing high quality aged care services.

We moved our administration and Case Management teams to 193 Beechworth Road in April this year to accommodate a larger team. The Community staffing team has grown to 72 to cover all aspects of our services. We also subcontract to six small businesses to help meet the demand for home and garden maintenance services. We appreciate the care and commitment all involved provide to our clients, colleagues and our organisation.

The Willows at 11b McFarland Road, continues to be the home of Westmont Social Connections and Planned Activity Groups. We plan to grow and diversify these groups to appeal to the broader community in the coming year.

Sincere thanks to all the Westmont Community Care team of staff, volunteers and contractors who have worked hard to provide vital services to our community.

CHRISTINE ODEWAHN
COMMUNITY CARE MANAGER





Meals on Wheels

New Volunteer Feedback Forms

Westmont Community Care introduced a new Meals on Wheels Volunteer Feedback Form. These forms are used by volunteers who want to provide any feedback about clients, comments or requested changes from clients, or opportunities for improvement.

The Feedback Form has proved very beneficial. It has enabled us to call the clients directly to confirm their changes, or health and well-being, and open communication channels with our volunteers.

Outcomes from Meals on Wheels Volunteers Survey

Westmont Community Care conducted their annual Meals on Wheels Volunteer Survey, with a total of 99 respondents. The outcomes proved very positive.

- 100% of respondents said their experiences with Westmont had been positive
- 99% of respondents said they found Westmont staff to be courteous and helpful
- 92% of respondents said they were happy with the 'Meals on Wheels' pick up process from the hospital
- 100% of respondents said their delivery run was acceptable
- 99% of respondents said they would recommend others to become a 'Meals on Wheels' volunteer
- 98% of respondents said they felt valued in their role as a volunteer with Westmont
- 10% of the volunteers have been volunteering with Westmont for less than 1 year
- 21% of volunteers have been volunteering with Westmont for 2-5 years

- 26% of volunteers have been volunteering with Westmont for 5-10 years
- 43% of volunteers have been volunteering with Westmont for 10+ years

Westmont builds partnerships with local community members and groups

Our Meals on Wheels program is a success because of the continued support of our local volunteers and community groups.

We offer special recognition to our local Rotary and Inner Wheel clubs, and Lions and Apex clubs, as well as Baranduda Primary School, St Augustine's Primary School, St Monica's Primary School and St Francis Primary School. From July 2018 we also welcome Wodonga Middle Years School to our Meals on Wheels Program.

Good News Story – How things have changed

At our Meals on Wheels Volunteer Meeting in March 2018 we had the pleasure of one of our long-term volunteers telling us how he delivered Meals on Wheels more than 20 years ago. The volunteer spoke of how soup was loaded into the volunteer's car in a large cauldron, and then the cauldron carried into the client's home to be dished out into the clients own bowls.

Meals Delivered

2017/2018	2016/2017	2015/2016	2014/2015
18,898	19,251	21,428	18,956

KRISTENE GARDNER

MEALS ON WHEELS/VOLUNTEER COORDINATOR
(COMMUNITY CARE)

Hotel Services

This year the Catering department has seen a rise in junior staff finishing High School and completing a gap year. Many of those have continued with Westmont as senior staff, working a multitude of shifts, ranging from morning to night Food Service Assistants. Consequently, many of these younger staff will leave and attend University in 2019. However, this also allows the other junior staff coming up the ranks to fill these positions.

Implementation of a new infection control policy during the year allowed for an extra three-hour shift in A Wing during breakfast times to help with room service trays, cleaning and general assistance in the dining room. As part of this policy, Care staff are no longer allowed in the satellite kitchens, so fridges and fully stocked tea trolleys were introduced in the dining rooms to help ease the pressure on catering staff.

Once again, our annual 3rd Party Food Safety Audit was conducted in March 2018 by Food Hygiene Australia. Apart from some very minor cleaning issues, an action plan was formed and completed which resulted in Westmont's compliance and certification. Also, as part of local government compliance, we received two unannounced Council Audits, one in July 2017 and one in June 2018 with no major concerns. Well done to all catering staff that put a lot of time and effort into keeping our kitchens clean.

Earlier this year, approval was given to replace the dining room furniture in all wings. By early August 2018, 105 new dining chairs and 25 dining tables will be in place. The new dining chairs will be covered in a vinyl fabric for ease of cleaning and longevity.

As the Homestead moves in the direction of high care, this has impacted not only catering but also the cleaning and laundry departments. Input and output to the laundry has increased as the residents are ageing. Shift start and finishing times have been reorganised to compensate for this. With the added benefit of the Night Attending shift in the afternoon being able to help with clothing deliveries to the residents, this has enabled staff to continue with the high standard of washing, folding and ironing during the day.

In December 2017 the new Recreation Centre was opened for business. There was an immediate uptake of keys for the new gym and swim spa by Villa residents with over 70 keys now issued for the sole purpose of this area. In April this year, the centre was officially opened and named 'The Ray Snell Centre', and operates from 8am to 9pm seven days a week. On any given day you will find activities which include art and craft, movie afternoons, Happy Hour, pub pool, BBQ's, sing-a-longs and the list goes on. Also, it has been the venue for several resident and family functions, training and conferences. In June this year, the new playground was also completed to the side of the centre with the lawn and garden area near completion by the end of September.

PETER WARD
HOTEL SERVICES MANAGER



Buildings Facilities

The Homestead at Westmont is now 10 years of age.

One of the focus points for the Maintenance team is to ensure that the facility is presentable and functioning to meet the needs of today. To achieve this, we have identified several areas of priority needing programmed improvements with the main issue being our internal communications wired and wireless network. When first established this was reasonably state of art for the time but now it is at end of life and service and not performing to expectations. External consultants were contracted to prepare a strategy for a staged migration from the current to recommended target state covering all business sites i.e. Homestead, Apartments, Villas and Community Care. They also were asked to recommend a local ICT company to implement these changes and provide ongoing support. The priority recommendation was a wireless upgrade to improve coverage for data and voice messaging services, to be achieved with the installation of new wireless access points (96 in total replacing the existing 33) across the Homestead and Apartments. As at 30 June, these have been installed with ongoing testing to achieve best coverage in conjunction with planning for the next stages.

Other areas of priority within the Homestead that have required attention are:

- Ongoing ceiling track installations and purchase of lifting equipment to aid residents and staff
- Over the last couple of years, we have refurbished and strengthened 38 beds that were in the need of repair
- Upscaled our maintenance painting to include service and office areas as well as resident's rooms
- Maintenance of our hot water systems and HVAC systems

The Apartment facility has been reasonably stable throughout the year with rooms being refurbished when vacated. Repainting in the common areas is a priority for the coming year.

The quick turnaround time from construction to habitation of Villas provides plenty of requests for our services, some being as simple as changing light globes to the more complex of water leaks in roof cavity causing severe damage and requiring major repair. The support of our preferred contractors assists us in achieving quick fixes with hopefully minimal intrusion to our residents.

On completion of 'The Ray Snell Centre' there have been fine tuning issues identified that we have worked through to maximise the functionality of the site for the residents. Air conditioning in the pool pump room, barrier rail and timing switches on exit lights have all been fitted.

Relocating Community Care from McFarland Road to Beechworth Road required a major refurbishment of the new site in a very tight timeframe. Once again with the support of our preferred contractors the project was completed early and with few oversights and some issues after staff moved in, which have been resolved.

Homestead, Apartments, Villas, The Willows and Community Care provide plenty of demand with the challenge of prioritising the tasks of all stakeholders within acceptable timeframes for the Maintenance team.

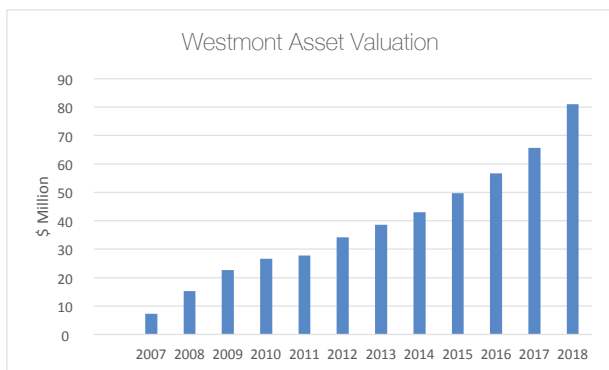
We are looking forward to the challenges of the New Year.

PHIL EATON

BUILDINGS FACILITIES OFFICER

Financial

The attached graph is an indication of the continued growth of Westmont. In ten years, the assets of the organization have increased ten-fold. This can be seen as a timeline of Westmont's development, with 2008 being the move from Wodonga to the Baranduda site, 2010 the building of the first Stage of the Apartments, 2012 the initial impact of Village Construction and completion of Stage 2 of the Apartments and from 2013 to 2018 the ongoing development of the Village. 2018 also has the Ray Snell Centre included.



The Net Assets held have also increased in a corresponding manner to the assets growth, and Net Assets are calculated at \$23.0m.

We like to report our results using the EBITDA measure ie. Earnings before Income Tax, Depreciation and Amortisation. The EBITDA in 2018 was \$3.221m, which is significantly up on 2017 figure of \$1.969m. However, when revaluation of Village properties is removed, EBITDA is only \$8,000 above 2017.

This is a reflection on the tightening of funding for services delivered, and to a lesser extent, the overhead costs for the establishment of our office in Beechworth Road to cater for the growth in Community Services.

An important accounting treatment has been introduced this financial year, whereby the homes in the Village have been recorded as investment properties. The Directors are of the view these properties are appreciating assets, and as such a depreciation entry has not been recorded in our Statements. On the other hand, where the valuation has increased, this increase has been recorded.

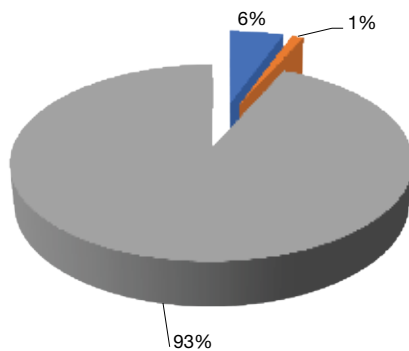
In 2018 the level of cash that we held at year end has improved significantly on prior years. Whilst we are in construction mode, it is a balancing act to retain reasonable levels of cash. Nonetheless, we continue to push hard to build the amount of cash we hold. In 2018 the level increased by over \$2.1m on the level held at year end in 2017. We are confident that when we receive settlement for the final Villa constructed, the cash balance will be markedly higher than what is reported now.

Note that this is without any level of debt to the bank. We are still of the view that we will see further tightening of funding, as expressed earlier in the CEO's report, and this creates a challenge for us moving forward, to ensure that we live within the levels of funding received.

DON WILKINSON

DIRECTOR – FINANCE & IT SERVICES

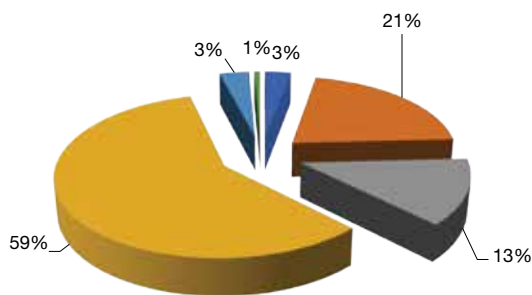
Financial Snapshot



- Cash Assets
- Trade & Other Receivables
- Property, Plant & Equipment

WHAT WE OWN (\$'000)

	2018	2017
Cash Assets	4,395	2,293
Trade & Other Receivables	998	987
Property, Plant & Equipment	75,573	64,267
Total Assets	80,966	67,547

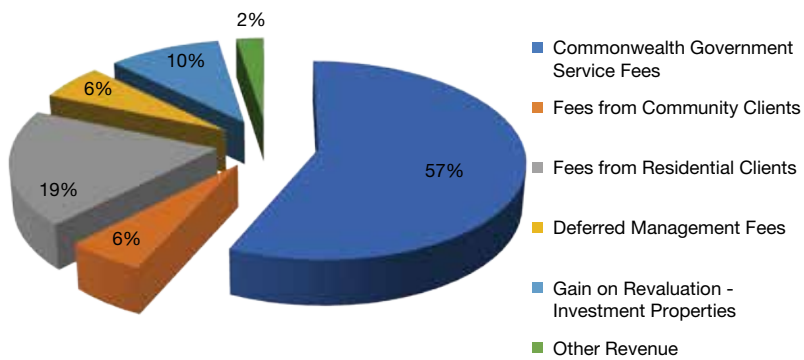


- Trade Creditors & Accruals
- Accommodation Bonds & Deposits (RAD's)
- Apartment Lease Premiums
- Village Lease Premiums
- Employee Benefits
- Provisions

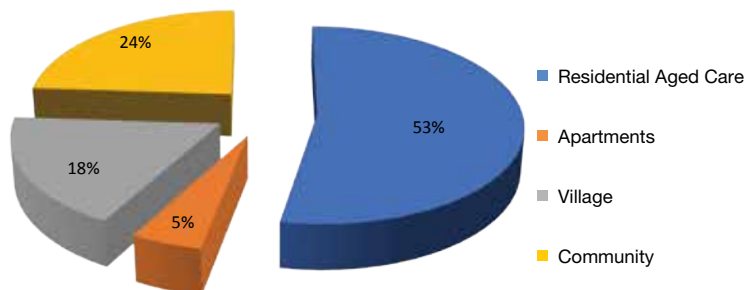
WHAT WE OWE (\$'000)

	2018	2017
Trade Creditors & Accruals	1,717	885
Accommodation Bonds & Deposits (RAD's)	12,312	10,275
Apartment Lease Premiums	7,685	8,341
Village Lease Premiums	33,846	24,856
Employee Benefits	1,952	1,689
Provisions	419	414
Total Liabilities	57,931	46,460

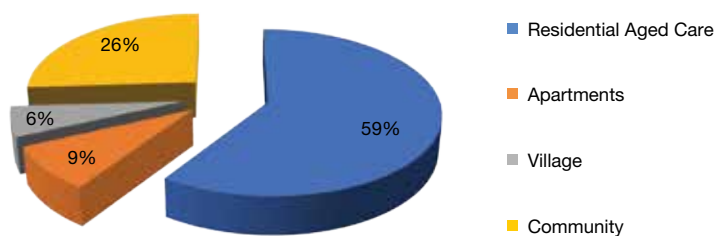
Financial Snapshot continued



WHAT WE EARNED (\$'000)	2018	2017
Commonwealth Government Service Fees	10,093	9,109
Fees from Community Clients	988	947
Fees from Residential Clients	3,385	3,267
Deferred Management Fees	1,059	907
Gain on Revaluation - Investment Properties	1,806	563
Other Revenue	449	464
Operating Revenue	17,780	15,257



WHERE WE EARNED OUR INCOME (\$'000)	2018	2017
Residential Aged Care	9,428	9,314
Apartments	877	942
Village	3,214	1,593
Community	4,261	3,408
Operating Revenue	17,780	15,257



WHAT WE SPENT (\$'000)	2018	2017
Residential Aged Care	9,703	9,538
Apartments	1,419	1,368
Village	962	648
Community	4,236	3,334
Operating Expenses	16,320	14,888

OVERVIEW (\$'000)	2018	2017
Financial Performance		
Earned	17,780	15,257
Spent	(14,558)	(13,288)
Depreciation	(1,762)	(1,600)
Operating Surplus/(Deficit)	1,460	369
Valuation Adjustments	488	4,944
Net Surplus	1,948	5,313
Financial Position		
Own	80,966	67,547
Owe	(57,931)	(46,460)
Net Assets	23,035	21,087

Westmont's History

1978

May: Vermont Court Elderly Peoples Home commenced operation

1991

May: Westlands Hostel commenced operation

2004

June: Memorandum of Understanding for a merger between Vermont Court and Westlands Hotels was signed by the Presidents of the Committees of Management
August: Westmont Aged Care Services formed
December: Westmont Aged Care Services Ltd was incorporated as a public company limited by guarantee

2005

June: Commonwealth funding \$1.0m and 25 new bed licences secured

2007

August: Construction commences Westmont Homestead

2008

August: Construction complete Westmont Homestead
December: Transfer of Residents from Vermont Court and Westlands to the Homestead

2009

July: Commenced construction of Westmont Apartments – Stage 1
November: Planning Permit Approval received for Stage 1 of Westmont Village

2010

April: Westmont Apartments and Community Centre opened

2011

April: Additional land purchased from Albury Wodonga Development Corporation (six hectares) to bring the total site to 16 hectares.
July: Construction commenced Stage 2 Apartments
August: Westmont Village opened – Stage 1 (20 villas)
October: Westmont Community Care commenced

2012

March: Stage 2 Westmont Apartments opened
December: 150th Resident moves into Westmont

2013

November: Won tender to provide Home & Community Care in Wodonga City

2014

May: Stage 3 Westmont Village construction commenced (26 villas)
October 2014 to February 2015: Solar generation systems installed in stage 1 and 2 of the Village (33 villas)

2015

May: Electricity generator back up installed for Homestead, Apartments and Stages 1 and 2 of the Village
July: 200th Residents chooses to call Westmont their home
October: Development Plan Overlay approved by City of Wodonga for additional Village land, including waterway establishment
November: 45kWh of solar operation systems installed at Westmont Homestead

2016

January: Stage 4 of Westmont Village commenced (30 villas)
July: Victorian Home and Community Care (HACC) for older people is transitioned to the Commonwealth Home Support Programme (CHSP) with all existing clients continuing services.
August: Board approves commencement of \$2.25m Recreation Centre, BBQ area and Children's Playground

2017

March: First Home Care Package clients select Westmont as their provider
October: Westmont appointed as Department of Veteran Affairs Home Support Provider in Towong and Indigo Shires
December: Completion of \$2.25m Recreation Centre and BBQ area

2018

April: Official Opening and Naming Ceremony of the \$2.25m Recreation Centre (The Ray Snell Centre)





Aged Care Services Ltd

ABN 87 112 051 457

265 Baranduda Boulevard, Baranduda VIC 3691

P: 02 6043 9999

E: admin@westmont.org.au

www.westmont.org.au