



Westmont 
Aged Care Services Ltd

ANNUAL REPORT

2018-2019

Mission Statement

Westmont will;

Provide quality residential care, community care and lifestyle options and services for our older members of our community.

Aim to be the first and preferred choice for our clientele.

Be seen as the leading “Not for Profit” organisation by our community.

Be an employer of choice for staff qualified to work in our field.

Be proactive and responsive to the ever changing needs of our community and clients.

Our Vision

Our commitment to quality ensures Westmont is continually setting and maintaining standards of excellence in providing in-home and residential services for the older people of our region.

Philosophy

“Caring for All by All”



Values Statement

Show **RESPECT** by actively listening and taking the time to understand and value each person and their choices.

Behave in an **ETHICAL** manner and be **PROFESSIONAL** in every interaction we undertake thereby building **TRUST**.

Be **TRANSPARENT** and **ACCOUNTABLE** in all of our dealings with our residents, clients, staff, volunteers and our community (stakeholders).

Nurture **COMPASSION AND DIGNITY** with all our residents and clients.

Openly **ACKNOWLEDGE** the work of our staff and volunteers for their **PASSION** in what they do.

Recognise **DIVERSITY** in our community and ensure our organisation reflects and responds to that diversity.

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Westmont's History

Chairman and Chief Executive Officer's Report

A number of significant milestones have occurred during 2018/19 which continue the development of Westmont Aged Care Services Ltd.

These include but are not limited to;

- The completion and occupation of our 123rd Villa in April 2019, thus completing five stages of Westmont Village Development which commenced in late 2010. This is the culmination of the strategic vision commenced by the Board of Westmont back in 2007/08
- The winning of additional Residential Aged Care beds in a competitive process through the Commonwealth Government Aged Care Approval Round (ACAR) which was announced in March 2019. Thirty-two beds were allocated to Westmont to commence Stage 1 of our 64 bed Cottages for People living with Dementia Project. This project is currently going through a detailed design process and we expect to commence construction of the Cottages in January 2020. This is an exciting new concept that we look forward to sharing more information about as the project progresses
- The agreement to purchase a new 10 hectare site at 34 Ellen McDonald Drive Baranduda (previously Trinity Anglican College) which will in the near future be developed into another type of older persons living development, new to the City of Wodonga
- Westmont Community Care surpassed the 100th Home Care Package client during the year. This is a great achievement, as we only commenced this part of our operation in March 2017

There are also many other highlights throughout the Annual Report. Please enjoy the story that Westmont has to tell.

During the last year we have farewelled a number of very significant people who have been central to the development of Westmont to where it is today;

- Aileen Bertram – our previous Director of Care, who provided 28 years of outstanding service to Westmont and our predecessor organisations Vermont Court and Westlands Hostel. Aileen has been instrumental in the development and maintenance of what we call the “Westmont Culture” – and philosophy “Caring for All by All” and she is to be lauded for her magnificent contribution. Aileen has stepped down from her roles progressively over the last few years as she has moved towards retirement and we wish her well in the next stages of life
- Amanda Payne – our Director of Quality Systems, Administration and Training, and Board Secretary, retired after 11 years of exemplary service in many roles throughout the organisation. Amanda has developed as the organisation has grown and her contribution cannot be overstated. Her service to the Board, her pursuit of quality and her setting of standards for Westmont will be her legacy for many years to come
- Trevor McLean – Board Chair 2013-2018, Deputy Chair 2012-13, and Board Director 2009-12, has resigned after 10 years of significant service. His role in continuing the development of Westmont after our Inaugural Chair Ray Snell's retirement from the Board is clearly shown in the achievement of the 10 year vision of Westmont as a diversified aged care services organisation. We thank Trevor for his service

It is a testament to the organisation that we have recruited and developed excellent employees and Board Directors that can step up as key personnel when people such as these move on in life, and Westmont continues to prosper.

We also note the passing of one of our Life Governors Clive Johnson, who passed away at Westmont Homestead in May 2019. Clive maintained an ongoing interest in Westmont and attended Annual General meetings and Life Governors functions whenever he could. We recognise his significant contribution to Westmont, and our precedent organisations.

The Westmont Board has also continued its development and in order to facilitate an orderly movement of Directors through the Board, two new Directors were co-opted in 2018/19. We welcomed Debbie MacKinlay and Roger Snell from February 2019 and we look forward to the contributions they will make over the coming years.

The regulatory environment that Westmont operates in continues to evolve and during the year the Royal Commission into Aged Care Quality and Safety was established. Westmont has contributed information to its processes and deliberations. We await in anticipation the preliminary and final reports of the Commission as the industry needs the attention of Government to address matters such as funding to assist in the pursuit of better quality and safety in the aged care system.

The Board and Management of Westmont Aged Care Services meet the challenges of the aged care industry with energy, optimism and a commitment to continuing to provide quality service to our residents, clients and community.



ANDREW BROWN
CHAIRMAN



PETER DE KOEIER
CHIEF EXECUTIVE OFFICER

Board of Governance 2018-19



Andrew Brown

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

**Chair (2018 to Current),
Non-Executive Director**



Angela Collins

*Licenced Real Estate Agent
Non-Executive Director*



Trevor McLean

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

**Chair (2013-2018),
Non-Executive Director**



Dr William Keeton

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



Debbie MacKinlay

*Grad. Dip Management
Non-Executive Director*



Andrew Williams

*Bachelor of Laws
Non-Executive Director*



Roger Snell

*FCIS
Past Fellow Chartered Institute of
(Company) Secretaries
Non-Executive Director*



Neville Seymour

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 (Director of Community Care), Peter de Koeper (CEO), Don Wilkinson (Director – Finance and IT), Amanda Payne (Director – Admissions Quality & Education)

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

Westmont is continually striving to improve its systems and processes. This is why we ask our stakeholders to assist by providing feedback, whether it be good, bad or otherwise.

Improvements this year included;

- Coloured crockery to assist residents who are vision impaired the ability to actually see their meals
- Additional enunciators installed in each Nurse station to alert staff to both wall and pendant calls, thereby improving response times
- Belvoir Support Group – to assist and support families and loved ones cope when their loved one enters into Belvoir
- New mattresses purchased to provide comfort and help prevent or assist pressure wounds
- New Low-Low beds purchased to reduce falls
- Improvements to the environment in Belvoir. Pictures of places of interest, water feature, soothing hush music compact disc, bird feeder, and a clock displaying the date, day and time
- Additional Care shift introduced through feedback received from Belvoir family members
- Photographic register situated at The Homestead reception area, to assist Admin staff in identifying a resident at risk of wandering
- 'A Better Visit' App introduced into Belvoir to improve families engagement with their loved one
- Gym space set up to be used with the assistance of a physiotherapist as part of the pain management program

Complaints, Suggestions and Compliments

2017/2018	2018/2019
Homestead	Homestead
87 – Compliments	91 – Compliments
50 – Suggestions	80 – Suggestions
61 – Complaints	69 – Complaints
Apartments	Apartments
15 – Compliments	6 – Compliments
2 – Suggestions	7 – Suggestions
15 – Complaints	6 – Complaints
Villas	Villas
31 – Compliments	21 – Compliments
7 – Suggestions	9 – Suggestions
14 – Complaints	2 – Complaints
Community Care	Community Care
185 – Compliments	258 – Compliments
3 – Suggestions	2 – Suggestions
93 – Complaints	180 – Complaints

Your feedback is appreciated.

Westmont cannot improve without your input.

Feedback helps identify any gaps we may have in delivery of our services along with our regular audits and surveys which also provides information to help improve our processes and services.

A huge amount of work has been done in readiness for the new Single Aged Care Quality Standards which becomes effective on the 1 July 2019. Westmont's policies, procedures and processes will be amended to reflect these changes.

As part of that change, previously where there were four Charters of Rights, these have now been combined to form one single charter named the Charter of Aged Care Rights. The new Charter outlines the rights each consumer should expect from their aged care provider.

Survey Results

Westmont Homestead (Resident/Family Representatives)

Overall satisfaction rate (excluding don't know/not applicable) – 89%

"The friendly, helpful staff and support given to family".

"A very happy place and I enjoy the activities and have many friends".

Westmont Apartments (Residents)

Overall satisfaction rate (excluding don't know/not applicable) – 95%

"Security and safety, friendship and privacy when I need it".

"Meals and laundry service. Friendly residents, helpful staff, all get on well together".

Westmont Village (Residents)

Overall satisfaction rate (excluding sometimes, never and don't know/not applicable) – 92%

"Peace of mind. Knowing there is always help if needed".

"It is a lovely place to live and I feel safe and secure".

Community Care (Consumers)

Overall satisfaction rate (excluding don't know/not applicable) – 93%

"It allows me to stay in my home with dignity".

"Having friendly staff call around regularly for services".

Westmont Homestead Staff

Overall satisfaction rate – 79.13%

86% responded that they are proud to work for Westmont.

Staff this year completed their survey's online, which resulted in fewer responses, this may explain the lower satisfaction rate, we will look to improve this in the coming year.

Community Care Staff

Overall satisfaction rate – 85.88%

93% responded that they are proud to work for Westmont.

Volunteers – Homestead

Survey results found that 96% of our volunteers have positive experiences when volunteering at the Homestead.

"Listening to the residents life stories and having a laugh".

"Interacting with the residents and getting to know them and the staff".

"Relationships that develop. Feeling a sense that I make a difference".

Volunteers – Community Care

Survey results found that 97% of our Community Care Volunteers 'strongly agree' that they have positive experiences when volunteering at Westmont and said they would recommend others to also Volunteer.

"Making new friends, contributing to the community and being appreciated by the recipients of meals".

"The opportunity to give back to the community".

AMANDA PAYNE

DIRECTOR – ADMISSIONS, QUALITY & EDUCATION

Staff and Education

There were a total of 320 staff who worked within the Organisation during 2018/19.

	2018/19	2017/18	2016/17
Full time	30	27	26
Part time	171	151	131
Casual	63	66	77
Trainees	4	5	3
Apprentices	-	1	3
Resigned	52	41	59
Total	320	291	299

Compulsory staff training is conducted each year. This is an excellent opportunity to refresh staff knowledge and skills on topics such as fire emergency procedures, safe work practices, quality of care, software attributes and much more.

This year's training also included a thorough overview on the new single Aged Care Quality Standards, what this means to the consumer and also to the provider when providing aged care services. The new Standards are focussed on consumer choice and being able to take risks.

Four gap year trainees commenced in the areas of Administration, Finance, Care and Food Services. This is a great opportunity for younger persons to learn new skills before returning to full time study or entering the workforce. It is wonderful to watch them mature, grow and learn and they can always teach us a thing or two as well! The trainees at the end of the traineeship will gain a Certificate III qualification in their relevant area.



Westmont has good working relationships with local educational institutions in providing placement for students who are studying Certificate III in Individual Support and Certificate IV in Leisure and Health. Victorian Certificate of Applied Learning (VCAL) students also have an opportunity for placement at Westmont in the food and activities department.

'The Centre' training organisation is currently holding its weekly educational sessions at Westmont Baranduda in the Ray Snell Centre. These students have the added benefit of attending the Homestead to receive a more hands on, practical experience.

Village Residents also have the opportunity to gain a qualification in Safe Food Handling and/or Responsible Service of Alcohol through Wodonga TAFE, so they can then be rostered on the Village Social calendar to assist with bar service, barbeques and special events.

AMANDA PAYNE

DIRECTOR – ADMISSIONS, QUALITY & EDUCATION

Staff Milestones

(* denotes milestone reached in 2018/19)

25 Years +

Aileen Bertram

20 Years +

Kate Coleman*

15 Years +

Pauline Witham
Carolyn Gullifer
Robin Harrop

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 (retired)

Tennille Kay
Peter de Koeyer*
Elaine Coombe*
Peter Ward*
Christi LaMotte*
Danyelle Elliott*
Julie Hovey*
Narelle Briggs*
Carmel Price*
Fiona English*
Cheryl Pollard*
Amanda Wangman*
Stacey Rowarth*
Donna Serong*
Christine Bloxson*
Christina Miles*
Juliette Gallacher*
Lisa Riley*

5 Years +

Margaret Seymour
Leah Harry
Jodie Grooby
Laura Souquet
Lesley Coulson
Dianne Laing
Joemon Jose
Angela McInnes
Shiji Joemon
Tracey Nankiville

Narelle Thomas
Lynette Wraith
Andrew Fox
Judith Matthews
Heather Chapman
Jennifer Mathey
Robynne Coleman
Lisa Goddard
Kerrie Small
Carolyn Moxey
Holly Coulston (resigned)
Shane Bartlett
Jane Smith (resigned)
Sandra Scalzo
Mary Sutherland
Debra l'Anson
Ebony Fahey
Kylie Jeffery
Kate Manzie
Lisa Bruning
Michelle McIntosh
Lakwinder Singh
Sandra Coughlan
Philip Eaton
Christine Odewahn
Karen Ellis
Heather Campbell
Joan Russell
Rhianna Coleiro
Angela Sibraa

Joyce Ransley
Bernadette Condon*
Ann-Marie Dyball*
Maria Mathey*
Lynette Godden*
Ryan Polkinghorne*
Donna Newbould*
Elena Rago*
Graeme Blake*
Rosina Villella*
Pauline Lang*
Wayne Martin*
Thomas Blair*
William Coombes*
Sandra Hastings*
Durga Gurung*
Violy Harders*
Pahal Bhattarai*
Lisa Van Bergen*
Catherine Knight*
Jennifer Atkin*
Tania Blake*
Jennifer Shipcott*
Kristeen Radcliffe*
Julie Walker*
Marilou (Sally) Villamora*
Allison Rosewarne*
Taya Brooks*

Occupational Health and Safety

The health and safety of Westmont's workers, residents and visitors is very important in the day to day running of Westmont. Processes are in place to identify and address safety issues as and when they arise. All incidents that are reported are investigated and appropriately followed up. Fortunately, most incidents are of a minor nature, and do not result in any lost time.

The OHS Committee, which formally meets every second month, reviews all incidents to ensure that appropriate actions have been implemented. This Committee also looks for trends, and have requested in some instances for Managers to review the practice that has lead to the incident in the first place.

WorkSafe visited our site in February, and we were issued an Improvement Notice in relation to "closing the loop" with incidents. Changes were made and a subsequent follow up visit by WorkSafe indicated that good practice was being followed as a result of the changes implemented.

Last year it was reported that significant changes were made as a result of influenza outbreaks, namely that staff were being strongly encouraged to vaccinate against influenza. It is pleasing to report that staff have been very supportive, and the vaccination uptake has increased markedly. This provides a much safer environment for our workers and residents.

In conjunction with the vaccination changes, the Clinical Governance Committee have reviewed the infection control practices in relation to both influenza and gastroenteritis, and implemented changes to provide some decisive practices to invoke in the event of an influenza or gastroenteritis outbreak.

Annual training still focuses heavily on correct lifting practices, which traditionally is the area where there is a high level of incidents. This training is provided by an external organisation.

DON WILKINSON

RETURN TO WORK OFFICER

OH&S MANAGEMENT REPRESENTATIVE



Homestead Care Report

Westmont Homestead continues to support people who can no longer live at home.

Over the last few years there has been a change in residents coming to live with us, and our experience is that residents are being admitted with high rates of chronic disease, plus multiple co-morbidities which are quite complex to manage.

We continue to work extremely well with our visiting GPs to ensure our residents receive care which is continuous, safe, timely and effective.

Our aim is always to respond rapidly to a change in a person's health. This is triaged by an experienced Registered Nurse, who considers the most appropriate care pathway for the resident, and ensures the planned care is appropriate and effective.

The last financial year has seen huge changes to the Aged Care industry.

The Aged Care Quality and Safety Commission (Commission), became effective on 1 January 2019, replacing the Australian Aged Care Quality Agency, and Aged Care Complaints Commissioner.

The Royal Commission into Aged Care Quality and Safety began in February 2019, investigating how older people are cared for and recommending changes that will improve Aged Care services. An interim report is due on 31 October 2019 with the final report in October 2020.

New quality standards are effective from 1 July 2019. We have been transitioning and becoming familiar with these standards throughout the year.

There have been other changes including the National Aged Care Mandatory Quality Improvement program where we report quality indicators directly to the Government.

The Government is looking into a new residential aged care funding model to replace the current model.

Admission and Discharge

The Homestead continues to have an extensive waiting list for permanent care. The current climate has seen many people planning ahead and placing their names, or their loved one's name, on the waiting list in anticipation of requiring permanent care.

We encourage everyone to book a respite admission to Westmont. This gives the person the opportunity to experience life at The Homestead, before making the decision to become a permanent resident.

Our occupancy rate for the last financial year was 99.13% which is above the average for aged care facilities.

We have had 118 respite admissions during the last year. Eighty-four people experienced respite care with Westmont. Fifteen regular respite residents have now become permanent residents.

The two Transitional Care beds have had 12 admissions. Following Transitional Care, six became permanent residents with Westmont.

Last financial year we had 42 permanent admissions, including five from Westmont Villas and four from Westmont Apartments. The ageing in place concept at Westmont continues to work well.

We had 43 departures from Westmont during the last financial year. One resident returned to be with her husband at the Apartments, another returned to his home in the community. Three residents passed away in hospital, 38 passed away peacefully in The Homestead.

Currently at The Homestead we have 26 residents who have lived with us between May 2006 and December 2015.

At the end of June 2019 we have two residents under the age of 60 years living at The Homestead.

Age	60-70	70-80	80-90	90+
Residents	4	17	61	13

Resident's gender 18 males 77 female.

The average stay at The Homestead is gradually declining;

	June 30 2017	June 30 2018	June 30 2019
Year			
Average (years)	3.7	3.2	3.1

ANGELA MCINNES
DIRECTOR OF CARE
AND CLINICAL SERVICES

Activities Report Homestead

Presenting this report gives me an opportunity to reflect on a year that has been both busy and enjoyable.

The Activities team strives to achieve desirable outcomes for Homestead residents by providing them with stimulating programs in which they are encouraged to participate to promote their wellbeing.

It's an extensive program which operates seven days a week.

We build and maintain relationships with community groups in order to provide more opportunities for residents.

Our partnership with Murray Conservatory of Music enables us to provide free musical entertainment at weekends on a regular basis. This may take the form of a ukelele, guitar, piano or dance performance. It is always lovely.

A new partnership with Bunnings, Wodonga, provides us with a craft and gardening projects leader on a monthly basis.

Activities plays host to students on work experience during which time they can put their studies to practice. On these placements, young and old are brought together for mutual benefit.

Volunteers form an integral part of our activities program and we are grateful for the contribution they make to improve the quality of life for our residents. They do many things including make room visits, arrange flowers, take residents on wheelchair strolls, run the kiosk and keep the library sorted.

Now let's take a look at some of the year's highlights:

- Students visited us and we also went out to schools – One outing was to Scots School for a performance of 'A Land of Snow and Ice.' Another time we went to Victory College for a lunch prepared by hospitality students. We visited Wodonga Senior Secondary College, too, for lunch at their restaurant, Pepper
- Throughout the year, we hosted two special-needs groups – One was Assemble_it, a troupe of singers and dancers who performed items from favourite musicals, while the other was TAFE's work education students who delighted us with an Op Shop fashion parade

- Summer and winter fashions were presented by Melbourne companies Cliché Clothing and Blumes Mobile Fashions
- In October, Wodonga Council's Seniors Festival kept us busy. Residents attended six events – Some were held here, some were in Wodonga
- It was our good fortune to be selected to host the 2018 Lexus Melbourne Cup Tour on behalf of the community. This was an amazing opportunity to get a close look at the iconic trophy and for residents to have a photo taken as a memento
- The Homestead celebrated its 10th birthday with a big party and musical afternoon
- December brought us, amongst other things, Wodonga Brass Band, Carols by the Windmill and a New Year's Eve Bingo Party
- Australia Day was celebrated with music, staff dress-ups and fun and games. Competitions included those for thong-throwing and lamington-eating (restricted entry) and there was also one where you had to nibble a biscuit into the shape of Australia
- St Patrick's Day was celebrated with a performance by the O'Shae-Ryan Irish Dancers with shamrock shakes and green beer going down a treat
- An Anzac Day service was held on the public holiday to an appreciative gathering
- Flavours of the World took us 'by armchair' to countries such as Jamaica (for sweet potato pudding with coconut sauce) and Canada (pancakes with bacon, maple syrup and walnuts), also, Italy (pizzas with fresh toppings) and Mexico (beef tacos, anyone?). Interesting facts along with traditional music were all presented, too
- The Knitting Group was a cottage industry of sorts – producing items such as booties, baby jackets, soft toys and rugs to sell at our two stalls. They also did the occasional yarn-bombing of courtyard trees just to get everyone's attention
- The Homestead was decorated for theme days with art produced by our talented residents

- Easter, Christmas and Mother's Day raffles added to our fundraising total
- The addition of two simulated pets – an interactive cat and pup – have proved very popular
- Our bingo equipment was updated. The new calling system uses an app on an ipad with the numbers projected onto the big screen. Residents love the new system

A full range of activities were delivered in our secure unit, Belvoir, too. This included social events, entertainment and active games. We are fortunate to be able to draw on the

talents of care staff to run these programs. Belvoir residents do not miss out. Concerts, happy hour, bbq lunches, bus outings and therapeutic activities are all enjoyed.

The activities program is a diverse one which is continually evolving to meet changing needs. It has been another rewarding year.

JULIE HOVEY **ACTIVITIES COORDINATOR**

Volunteer Milestones

(* denotes milestone reached in 2018/19)

We have a lot of volunteers reaching their 5 year milestones this year, again this coincides with Westmont taking on delivery of the Meals On Wheels program. A BIG THANK YOU to all those organisations and wonderful people who help us deliver meals to those living within the community, we could not do it without your help!

15 Years +

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

10 Years +

Dorothy Olejniczak
Margery Condon
Colleen Roze
Ruth Cornell
Gail Watson
Kyle Lockley
Suzanne Cardwell*
Olive Cumming*

5 Years +

Meta Hansen
Roberta Gay
Gail Baker
Valda McKenzie
Jean Rohan
Diana Brewer
Judith Bedford
Diane Baker
Nancy Massey
Valerie Dodwell
Rodney Freeman
Lorraine McRae

Leone Derriman
Wendy Starr*
Judith Isaac*
Judith Hawkins*
Marjorie Andrews*
Richard Andrews*
Suzanne Arnison*
Alison Dixon*
Kaye Barker*
Allison Bowman*
Andrina Bullock*
Ewen Cameron*
Graeme Carey*
Jennifer Carey*
Noel Condon*
Elizabeth Cook*
Suzanne Coon*
Harold Cover*
Kristine Coyle*
Nola Davis*
Wendy de Koeyer*
Garry Eastlake*
Phyllis Elkington*
Ewan Elston*
Millicent Farrar*
John Ferguson*
Noeleen Gadd*
Carol Gay*
John Gay*

Michael Georgiou*
Brian Gilby*
Colin Ginnivan*
Shirley Gleeson*
Sandra Gourley*
Donald Grant*
Elizabeth Grant*
Jillian Hancock*
Raymond Hancock*
Gerhard Hellmann*
Jillian Hibberson*
Marylyn Hitchcock*
Susan Hinrichs*
Barbara Jones*
Barbara Key*
Bruce Key*
Valerie Kingerlee*
Janet Kowarzik*
Marion Landsdowne*
Scott Harbridge*
Des Brooker*
Dorothy Locke*
Ray Locke*
Glenn Mackinnon*
Gary Mawby*
Kevin McBean*
Robert McBean*
Gregory McKenzie*
Valda McKenzie*

Linda McWaters*
Margaret Morse*
Dawn O'Toole*
Linda Pauline*
Andree Pender*
George Pender*
Joshua Quinlan*
Julie Quinlan*
Rosemarie Raymond*
Graeme Redman*
Robert Matejcic*
Rhonda Day*
Dianne Sanday*
Stephen Sanday*
Gavin Shelley*
Marion Snell*
Raymond Snell*
Belinda Evans*
Anne Tremethick*
Freda Wegener*
Barrie Westley*
Winifred Westley*
Julie Wilkins*
Philip Wilkins*
Heather Williams*
Delwyn Wilson*
Peter Wilson*
Vicki Winnell*
Danella Wolters*

Apartments and Village

Apartments

Eight new residents have been admitted to the Apartments this financial year. Of this eight, three were previously residing in the Villas.

Four residents moved permanently to the Homestead – two who were long-time Apartments' occupants (7 years three months and 7 years two months), - one almost two years and one after only ten months residency.

Long timers Thelma Moyle who moved in 10 June 2010 and Betty Shoemark on 16 December of 2010 continue to reside and hold the record for occupancy years.

The Community Centre continues to be used for meetings and occasions even though the Ray Snell Centre offers a variety of events to all residents. Carols by the Green is always a crowd pleaser and will continue to be held at this Centre.

Villas

Thirty new residents have been welcomed to the Villas this financial year. Of those Villas three were re-leases and seventeen newly constructed. The successful ageing-in-place concept will be complemented further with the anticipated Dementia Cottages construction on site which was originally deemed for stages 3 and 4 Apartments.

Fourteen residents have vacated the Villas. Of these five residents have moved permanently to the Homestead, three to the Apartments, one moved to a Bright facility and five have passed away (one six years seven months occupancy, one three years two months, two at eleven months and one resident eight months).

Long timers John and Margaret Robins who moved in 29 July 2011 continue to reside within their Villa, again, landmark occupancy years.





The Ray Snell Centre continues to prove itself as the central hub for all things eventful and routine. Much activity is on offer weekly from tai chi, gentle exercise, BBQs and pizza nights, social drinks and happy hours, movies, singalongs. Some of the larger events have been a funeral and wake, significant birthday and anniversary celebrations. The various rooms are used for craft, meetings and staff training.

A great example of its functionality was with two Villa residents' Christmas lunches held on subsequent days with approximately eighty residents sitting to beautifully decorated tables, service and an excellent celebratory lunch.

Many thanks to Jodie Grooby for her continual administrative support through the year and Peter Ward for his collaboration in catering and hotel service, and to those wonderfully supportive residents who help Jodie and myself out – you are very much appreciated.

CHRIS BOYER

MANAGER VILLAGE & ASSISTED LIVING

Community Care

The past year has involved much change in the Home and Community Care sector. Growth has continued to be steady and our services have diversified to meet the needs, goals and preferences of our clients. We continue to provide 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) as well as providing brokered services to twenty-seven other organisations for their clients and individual services to private clients.

The Commonwealth Home Care Package program has grown significantly and undergone a full pricing restructure in line with the Commonwealth Home Care Pricing Review. We provide home care services and Care Management to our HCP clients as well as advocacy, referral and support to achieve client goals, address client needs and consider client preferences.

Service delivery was provided across the full range of services, personal care, domestic assistance, flexible respite, home and garden maintenance, shopping services, in home meal preparation, Meals on Wheels, minor home repairs and modifications and social activity groups. More than 1,800 members of the community received over 90,000 hours of services and 16,000 meals were delivered by our wonderful team of volunteers.

Our team of carers and cleaners has grown to sixty staff and our administrative team of twenty staff includes Care Managers for our HCP clients, Administration, Scheduling, Client Care Coordinators, Quality and Volunteer Coordinator, NDIS Liaison and Finance Staff. We have settled well into our office at 193 Beechworth Rd Wodonga and now see many more clients as they call in.

The Willows on McFarland Road continues to be the meeting place for our Social Connections programs which run five days per week catering for younger people, older people and people who live with dementia. The programs provide a variety of activities and include celebrations of cultural diversity, dates and events of significance, art, craft, music, storytelling, games, indoor bowls, outings, bus trips, movie nights, social fun, engagement and sharing of stories. The Men's and Healthy Living Groups commenced, and participation and engagement has been positive. Clients are invited to participate and influence the activities of the groups.

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

CHRISTINE ODEWAHN
DIRECTOR - COMMUNITY CARE



Community Volunteers

Meals on Wheels Program

Westmont Community Care introduced a new menu at the start of 2019. The new menu rotates fortnightly and gives our clients soup, a main meal and dessert each day. The clients can choose either the main meal of the day or roast, fish or vegetarian meal of the day.

The Meals on Wheels volunteers have been a great support to our clients during the initial period of change, advocating on behalf of clients and assisting them to understand the new menu and meal options. People who give time to Meals on Wheels often say that volunteering adds a new dimension to their lives. The satisfaction of doing something practical, yet personal, is a reward in itself.

During the 2018-2019 financial year our volunteers delivered over 16,000 meals to our clients seven days a week.

Social Connections Program

Our volunteers at the Social Connections Program held at The Willows assist with preparing morning tea and lunch for

our clients. Our volunteers provide a welcome face and help our clients to reconnect with their community.

Friendly Visiting Program

The Friendly Visiting Program has recently been introduced and is based around volunteers who visit with clients in their own home at a regular time each week for a chat, a cup of tea, reading the newspaper together, playing games or reminiscing about the past. Clients and volunteers are matched based on their interests, hobbies and availability. A dedicated Training Program has been developed to assist volunteers to understand their roles and responsibilities when visiting clients in their home for a friendly visit.

Westmont Community Care could not provide the range of services they do for clients without the continued support and commitment of our volunteers.

KRISTENE GARDNER

MEALS ON WHEELS/VOLUNTEER COORDINATOR
(COMMUNITY CARE)

Hotel Services

Like every year, the Catering department has been very busy with the production kitchen producing nearly 670 meals per day, give or take a couple, Monday to Thursday. The chefs and catering team work hard to maintain quality and consistency for our residents. This figure includes meals for our Social Connections Group at The Willows Monday to Friday. The Ray Snell Centre being a regular meeting and function centre on site is also catered and staffed by the Westmont team on a regular basis which is an added extra to our normal catering schedule.

In June 2019, Westmont implemented the new IDDSI (International Dysphagia Diet Standardisation Initiative) for Texture Modified Diets and Thickened Fluids. These new standards have been implemented around the world and have superseded the current Australian standards for texture modified meals. Hospitals, aged care facilities, speech pathologists and dieticians will adopt IDDSI, so all professions are up to date with the new terminology and changes.

Our annual third party food audit was conducted by Food Hygiene Australia in March 2019 for both The Homestead and The Willows operations. I'm very proud to say that Westmont passed all criteria, allowing our 'Certificate of Compliance' and 'Certificate of Audit' to be issued on the day. Also, as part of compliance we received two unannounced visits and one announced visit from the City of Wodonga Health Department. Both The Willows and The Homestead received praise from the inspectors, with only very minor concerns recorded. The announced health inspection was for the Hair Salon in The Homestead. Well done to staff, volunteers and hair dressers that help make this possible.

Some may have noticed, we have begun refurbishment of The Homestead. Last year we replaced the dining tables and chairs. This year, 30 new side tables were purchased for the lounge areas, to allow residents more space to enjoy cups of tea and coffee. We are currently assessing residents' bedrooms and bedroom suites as rooms are now 11 years old, so time to freshen up. Some rooms have already had a repaint, including a new coloured feature wall. New furniture is currently under review. We hope to have most bedrooms refurbished over the next five to six years. Lounge areas are also being assessed with new arm chairs being considered for these spaces.

Over the last 12 months, Hotel Services employed three junior catering staff, one food service, two cleaners/laundry staff and two night attendants. Many of these new and current staff, work between four Hotel Service Departments to gain extra hours and a variety in their working roles. Once again, we had three junior staff move away for University, with another four commencing year 12 this year.

The Ray Snell Centre has been in full operation now for over 12 months. Residents from the Village, Homestead and Apartments have made full use of the facilities including the gym and swimming pool/spa. It has been the venue of choice for our residents, families and the Wodonga Community for holding private functions, gatherings, BBQs, services and wakes. Of course, the meeting facilities have also been used for training, conferencing, happy hour, village social group gatherings, art and craft, Sunday movie afternoons, Thai Chi and dance classes. Residents, families and visitors also make full use of the playground and surrounding gardens.

PETER WARD
HOTEL SERVICES MANAGER

Buildings Facilities

Well, another year has come and gone.

The Maintenance team has been kept busy throughout the year managing and prioritising tasks for all residents and staff so that all facets of our large Westmont Aged Care Services organisation are functioning to expectation and needs. We do this whilst also being aware of the need to identify and plan strategies to ensure our facilities are still functioning and attractive in the future.

Our major achievement for the year was the implementation of several stages of our communication project (as recommended by consultants) for The Homestead and the Apartments. These were

- Replacing the WiFi network
- Introducing new phones for essential staff
- Replacing the alert system protocol

This is a vital project as the old system is getting to end of life and not performing as it should. Completion of more stages is scheduled.

We have also begun refurbishing residents' rooms in the Homestead, to freshen and brighten them up by painting feature walls, installing new TVs and supplying new furnishings in the coming months. This is an ongoing project not only to upgrade the Homestead but enhance our residents' experience.

Maintenance issues in the Apartments have all been pretty standard requests throughout the year as have the Beechworth Road and 'The Willows' sites. There is some refurbishment work (painting, floor coverings) at 'The Willows' to commence in August 2019.

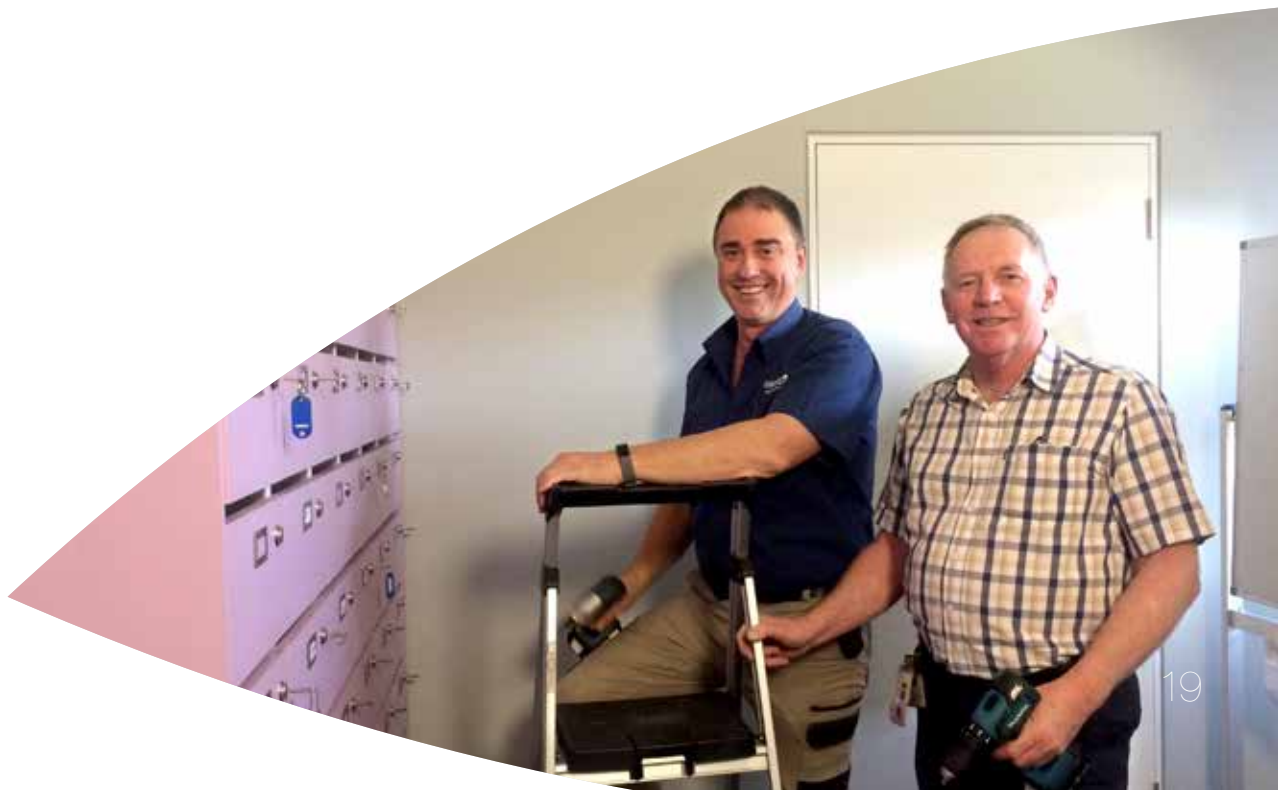
Although the Villas have now all being completed, we still receive many varied requests from the residents wishing to maintain their Villas to high standards or for improvements to their Villa that will better suit their needs. Through this reporting we have identified several trends, such as rain water coming into Villas with west facing laundry doors, that we have sourced a resolution for.

The Maintenance team is amazed at the variety of requests and issues that we attend to daily which constantly challenges our skill sets. On any day we can be plumbers, locksmiths, builders, electricians, snake catchers or flood controllers.

We - Doug, Ged and I would like to express our thanks to management, all staff and residents for making our days interesting, for understanding and patience as we attempt to meet everyone's expectations in a timely manner.

PHIL EATON

BUILDINGS FACILITIES OFFICER



Financial

Westmont reported a financial operating deficit for the year ended 30 June 2019 of \$25,320. This is a significant variance from 2018 when an operating surplus of \$1.459m was reported.

The significant variance was brought about by a change in accounting policy in 2018, whereby the houses in the Village were recorded for the first time as investment properties. However, as stated in prior years, we prefer to report our results using the EBITDA measure ie Earnings before Income Tax, Depreciation and Amortisation. The EBITDA in 2019 was \$1.760m, which is significantly down, but more in line with expectation compared with the artificially high EBITDA in 2018 of \$3.222m due mainly to property revaluations.

The Residential Aged Care component of Westmont's operation still provides over 50% of the revenue to the operation. It is also the area that the Commonwealth has seriously restricted its funding, where in 2016/17, it froze certain elements of our funding stream, and redesigned the method on which we could claim our regular income. It has taken some time for these measures to take effect, but the impact was certainly felt in 2018/19 and will continue to influence our funding levels as new residents enter the facility.

As a consequence, Westmont's Residential component has had no growth in Commonwealth support, which in turn places pressures on future surpluses, particularly when an organisation is locked into wage agreements and increasing costs in general service supplies. This has seen a decrease of over \$300k on the Residential Aged Care EBITDA this year on 2018.

Hopefully the Royal Commission into the Aged Care sector will highlight the funding pressures across the sector, as it isn't just Westmont feeling this strain.

The Village component of the operation continues to perform well. As the earlier reports have indicated, all Villas are complete, except for some landscaping, and all will be occupied early in the second half of 2019.

The Apartments remain full and this area doesn't quite break even, but remains a very important area of our operation.

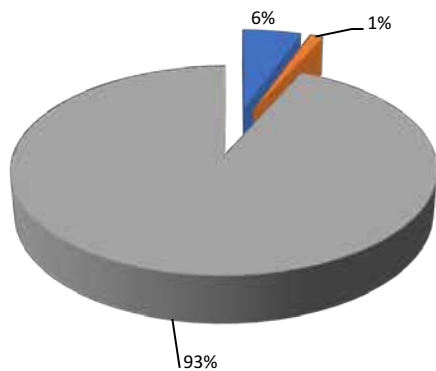
The Community component of Westmont's operation continues to grow. Although a small deficit was recorded, in order to cater for growth, particularly in the Home Care package component, investment has been made in establishing infrastructure and staffing. This comes at a cost, and we believe that there will be subsequent growth in revenue to justify the outlays. We have seen a high uptake of clients electing to have Westmont as their provider, and this augers well for the future of the Community operation. Many NDIS clients have opted to remain with Westmont, rather than choose an alternative provider.

During 2018/19 we have been in a position to invest funds, and at the end of the year \$5.4m cash was on hand, which is \$1.0m more than at the same time last year. Much of this cash however, will be used in our upcoming capital works program. Westmont remains debt free, except for the use of 2 lines of credit, which are used for short-term financing when repaying lease premium agreements.

DON WILKINSON

DIRECTOR – FINANCE & IT SERVICES

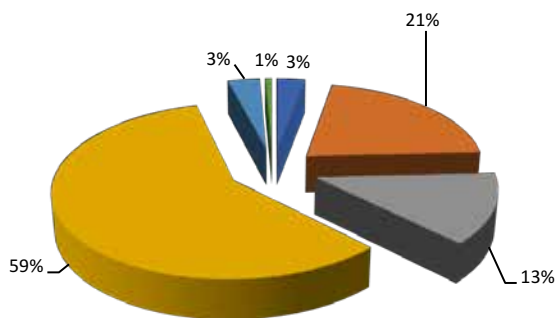
Financial Snapshot



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

WHAT WE OWN (\$'000)

	2019	2018
Cash Assets	5,396	4,395
Trade & Other Receivables	1,626	997
Property, Plant & Equipment	79,758	75,574
Total Assets	86,780	80,966

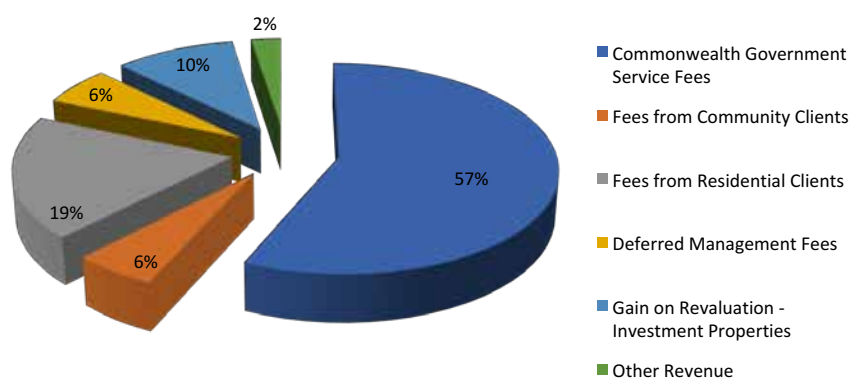


- Trade Creditors & Accruals
- Accommodation Bonds & Deposits (RAD's)
- Apartment Lease Premiums
- Village Lease Premiums
- Financial Liabilities
- Employee Benefits

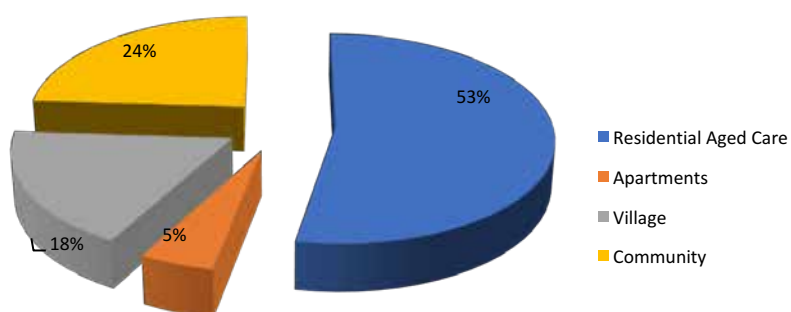
WHAT WE OWE (\$'000)

	2019	2018
Trade Creditors & Accruals	1,948	1,717
Accommodation Bonds & Deposits (RAD's)	11,815	12,312
Apartment Lease Premiums	8,354	7,685
Village Lease Premiums	38,558	33,846
Financial Liabilities	743	-
Employee Benefits	2,343	1,952
Provisions	398	419
Total Liabilities	64,159	57,931

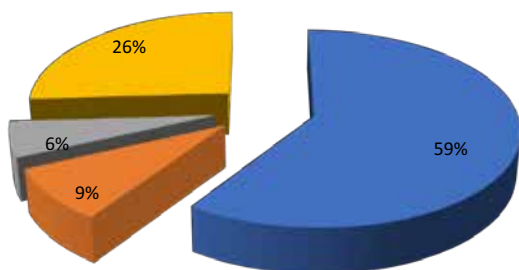
Financial Snapshot continued



WHAT WE EARNED (\$'000)	2019	2018
Commonwealth Government Service Fees	11,208	10,093
Fees from Community Clients	1,032	988
Fees from Residential Clients	3,857	3,385
Deferred Management Fees	1,264	1,059
Gain on Revaluation - Investment Properties	451	1,806
Other Revenue	526	449
Operating Revenue	18,338	17,780



WHERE WE EARNED OUR INCOME (\$'000)	2019	2018
Residential Aged Care	9,675	9,428
Apartments	920	877
Village	2,282	3,214
Community	5,461	4,261
Operating Revenue	18,338	17,780



■ Residential Aged Care

■ Apartments

■ Village

■ Community

WHAT WE SPENT (\$'000)	2019	2018
Residential Aged Care	10,318	9,703
Apartments	1,379	1,419
Village	1,092	962
Community	5,574	4,236
Operating Expenses	18,363	16,320

OVERVIEW (\$'000)	2019	2018
Financial Performance		
Earned	18,338	17,780
Spent	(16,578)	(14,558)
Depreciation	(1,785)	(1,762)
Operating Surplus / (Deficit)	(25)	1,460
Valuation Adjustments	(388)	488
Net Surplus / (Deficit)	(413)	1,948
Financial Position		
Own	86,780	80,966
Owe	(64,158)	(57,931)
Net Assets	22,622	23,035

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 Hostels 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 commenced 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 moved 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 Resident chose 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)

2019

March: Announcement – Dementia Cottages (32)





Westmont 
Aged Care Services Ltd

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