

ANNUAL REPORT



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.

Contents

Chairman and Chief Executive Officer's Report	2
Board of Governance	4
Life Governors	4
Executive and Management Team	5
Continuous Improvement	6
Annual Survey Results	8
Staff and Education	10
Occupational Health and Safety	12
Departmental Reports	
• Homestead Care Report	13
• Activities Report Homestead and Cottages	15
• Apartments and Village	17
• Community Care	19
• Community Volunteers	21
• Hotel Services	22
• Buildings Facilities	23
• Financial	24
• Financial Snapshot	25
Westmont's History	28

Chairman and Chief Executive Officer's Report

The last 12 months in the journey of Westmont has proven to be one of both significant challenge and substantial achievement.

The COVID pandemic and all of the associated protection and prevention measures have challenged us consistently throughout the year. Organising and testing outbreak management plans, personal protective equipment supplies, infection control practices, staffing plans are but a few of the measures we have had to implement, refine and revise as we have moved through the pandemic.

Staff vaccinations were commenced as soon as we could in the 2021 year, to allow staff lots of time to respond to the challenge and at the time of writing we are extremely pleased with 95% of community care staff and 90% of residential staff have had at least the first dose of the COVID vaccines. Our residents have also been well protected with 90% of residential aged care residents having had at least one dose and 80% having had two doses. The Government mandated date of the 17th September for all staff working in residential aged care to have had a first dose does not pose any problems for our staffing numbers. We would like to thank all our staff for getting on board with this measure that allows protection for our residents, clients, our fellow staff members and ultimately, the broader community.

In our Annual Report last year, we reported the lodging of a planning permit application with the City of Wodonga for our Seniors Lifestyle Village. We are pleased to report this was approved in March 2021, and we have now progressed to detailed engineering planning for the first stage of our three-stage development of this Village. Due to the current building boom in Albury Wodonga, we have already ordered our first houses to be constructed and yet they will still not arrive until March 2022, as labour and materials shortages affect all involved in the building construction sector. Construction of this first stage is expected to commence in late September 2021, with completion of the roads and services in February 2022.

The opening of the Cottages for people living with dementia in January 2021 has brought a sense of pride to Westmont as we continue to develop services for the aged people of our region. The operation of the Cottages has exceeded our expectations and we thank everyone involved in bringing this project to fruition. Further details are contained in the Director of Care and Clinical Services report later in this publication.

During 2021 we have also prepared for our Aged Care Quality and Safety Commission re-accreditation of the Homestead (including the Cottages) which is due in the first quarter of 2021/22. Due to the limitations of movement during the pandemic, accreditation visits have been delayed, and we are unsure when we will be visited in order to undertake this very important task.

The Royal Commission into Aged Care Quality and Safety final report which was handed down in February 2021 and the Federal Government's subsequent development and implementation of responses (including Budget announcements) are being followed closely by the Board and Management of Westmont. The approval of additional funding for the sector is pleasing and we accept that this comes with additional reporting and compliance measures. We continue to monitor and adapt to the changes required by Government as we strive to ensure the best possible services are provided to our residents and clients.

Westmont has continued planning for and managing growth in our Community Care business to respond to the Government's continued investment in the provision of services at home. The provision of an additional 40,000 home care packages across Australia in the financial year 2021/22 and the subsequent allocation to the people in need in the Albury Wodonga region will be challenging as we strive to meet people's needs and recruit the staff required to make this possible.

In July 2021 we were advised by the Minister for Senior Australians and Aged Care Services that we have been

successful in our application for 30 aged care places in the last Aged Care Approvals Round. This is a fantastic result and will allow us to now complete the construction of our Cottages for people living with dementia project. Design and documentation process will occur in the second half of 2021, with construction planned to commence in February 2022.

The Board of Westmont Aged Care Services has continued to refresh its membership, with Angela Collins resigning in January 2021 in order to take up a staff position with Westmont as the Seniors Lifestyle Village Co-ordinator. We wish Angela every success in this new position. Director Neville Seymour, who has provided a wonderful 23 years of service to Vermont Court Elderly Persons Home and Westmont, announced his resignation effective from August 2021. Neville's contribution will be recognised at our AGM in October. As a result, the Board has conducted a recruitment process for new members and we are very pleased to advise that Jennifer Gordon and Carol Wlodarczyk have been co-opted to the Westmont Board from the 17th August and will be recommended for appointment to the Board at the October Annual General Meeting.

Our CEO, Peter de Koeyer, has communicated to the Board that he will be resigning his position in the first half of 2022, after almost 14 years' service to Westmont. As a result,

the Board has commenced the recruitment process for a replacement with a view to an appointment commencing around the end of the first quarter in 2022. Peter has been a wonderful and well regarded CEO within the Aged Care arena of Albury Wodonga and environs, of significance is his leadership in taking Westmont through a sustained period of growth that has seen him drive the planning and development of The Assisted Living Apartments, The Retirement Village, Community Services, The Ray Snell Community Centre, and Stage 1 of the Dementia Cottages. Of late, Peter has been engaged in the planning and development of the new Seniors Lifestyle Village at Ellen McDonald Drive and Stage 2 of the Dementia Cottages. Importantly, Peter has from his commencement provided strong, principled leadership, demonstrating clear commitment to Westmont values and the interests of the Westmont community. We will take the opportunity to further recognise and thank Peter during 2022.

In closing, we wish to thank all our residents, clients, staff and Board Directors for their support throughout this challenging 2020/21 year, and we look forward to the future with much anticipation for the continued success of Westmont Aged care Services Ltd.



ANDREW BROWN
CHAIRMAN



PETER DE KOEYER
CHIEF EXECUTIVE OFFICER

Board of Governance 2020-21



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*



Graeme Patterson

*Diploma of Business Management
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 Certificate Catering Management
Company Secretary,
Non-Executive Director*



Debbie MacKinlay

*Grad. Dip Management
Non-Executive Director*



Andrew Williams

*Bachelor of Laws
Non-Executive Director*



Roger A 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 B Martin
Mr R Matthews
Mr B Pooley
Mrs E Ross (RIP)

Mrs M Schubert
Mrs S Teissl
Mr I Warwick
Mr R H Snell
Mr J Dunstan
Mr T McLean

Executive and Management Team



Peter de Koeper
Chief Executive Officer



Don Wilkinson
Director of Finance and IT Services



Angela McInnes
Director of Care and Clinical Services



Christine Odewahn
Director of Community Care



Peter Ward
Manager of Hotel Services



Ann O'Grady
Coordinator of Business Development



Chris Boyer
Manager of Village and Apartments



Carolyn Moxey
*Manager of Quality Systems,
Administration and Training*



Philip Eaton
Manager of Building Facilities

Continuous Improvement

Westmont's continuous improvement is one that evolves and changes as we strive to provide quality care and services to our Residents and Clients. We do this by regularly reviewing our processes through internal and external audits that identify opportunities for improvement, we also gather information through meetings, feedback, surveys, training and education.

Feedback is vital and plays an important role in improving what we do, and it is collected in many ways, for example;

Discussion Item Forms

Prior to our Homestead monthly Resident meetings, Residents are provided with a Discussion Item Form where they are able to ask questions, provide some feedback or simply make a comment about what we do.

Consumer Experience Surveys

Each month at least two Homestead Residents are asked if they would like to participate in a Resident Consumer Experience Survey. The Survey includes a list of questions relating to their dining experience, food, cleaning, care, safety, staff attitude and wellbeing. Residents are asked what they believe is the best thing about Westmont, and if they had any suggestions for improvements, or just a general comment.

In Community Care, Client Experience Surveys are routinely conducted to seek feedback from Clients on the services they receive, the staff who provide the services, the information they receive and how services could be improved.

Moving in / Discharge Questionnaires

Homestead and Cottage Residents and/or their representative are asked to comment on what their experience was like when first moving in or after being discharged.

Blue Feedback Forms

Blue Feedback Forms are available for use by our Homestead, Cottage and Community Care Clients to provide feedback. Feedback is welcomed and can be given anonymously.

Resident, Client, Family, Representative and Staff Surveys

These surveys are issued annually to gather feedback on our living and working environment as well as the care and services that we provide.

Chef Visits

In the Homestead and Apartments our chefs routinely attend the dining areas to ask residents how they are enjoying their meal, this provides residents with an opportunity to provide feedback to those directly responsible for their meals.

In Person

Westmont encourages residents, clients, family, friends, visitors, contractors, health care professionals and staff to report any feedback whether it is on their own behalf or that of another person or resident. Feedback can be provided in person, via email or letter.

In Community Care over the previous 12 months we have updated the information we collect from Clients including cultural diversity needs and identified risks, documented the type of car community care staff drive so that we can allocate staff to Clients based on their mobility needs and ability to get in and out of cars, and developed Home Maintenance guidelines to assist Clients to understand what is included in this service.

In addition, Community Care has:

- Developed small, laminated cards for all staff to carry with the correct processes for donning and doffing personal protective equipment
- Created a Health Conditions Profile form, a Medication Chart, an Assessment Tool for assessing depression in dementia Clients, an Assessment Tool for assessing pain levels in Clients, and an Advance Care Plan for Clients
- Refined our Home Inspection Checklist, Client Profile form and Client Care Plans
- Developed work instructions to ensure consistency of processes and completion of tasks for Care Managers, finance staff and carers

During closures at our Social Connections Program due to Covid-19, our staff completed weekly welfare telephone calls to Clients, provided in-home visits to support carers and Clients with dementia, and accompanied Clients on walks and fishing.

Community Care staff have continued to provide services to clients with a focus on wellness and reablement. Examples include:

- A client who was receiving Meals on Wheels however, through support from care staff, can now manage to cook their own meals
- A client who, with support from the Activities staff at the Willows, can now complete small jigsaw puzzles on their own
- A client who reported that she has twice been able to decline the offer of permanent care because of the support and services she receives in her own home

Community Care has also implemented a range of new Social Connections programs to offer to a broader group in the community. The new programs include a Home and Community Care Program for younger people, a walking group, a craft group, a fortnightly shopping group and monthly bus trips.

At the Homestead and Cottages, it is sometimes the little things that make a big difference. Over the previous 12 months additions to our continuous improvement plan include;

- Communicating the 'positive events' with family members and loved ones. In the past families and loved ones may only have been contacted when something was wrong, or staff required information from the family. Our activities staff have started to send positive photographs or emails regarding what their loved one has been engaged in whilst in care.

- One Resident mentioned to our bed maker about his pillow disappearing when his mattress would slide away from the bed head causing his pillow to fall through the opening. The bed maker rolled up an old blanket and placed it at the bottom of the bed between the mattress and the bed end preventing the mattress from sliding and hence preventing his pillow from disappearing.
- Alternative internal light sourced for the Cottages. When entering each Cottage sensor lights would automatically come on at night. When activated some residents would confuse night with day causing some residents to be restless, wanting to get out of bed and wander. The lighting was changed so that it would not come on automatically and staff were able to dim it at night to prepare residents for night time. This improved sleep patterns and behaviours immensely.
- Resident profiles. Each Cottage resident with their consent has an A3 poster on their door with their photograph, first name and a collage of pictures and words that expressed what they liked or what they liked to do in the past. This assisted both residents in identifying which room belonged to them and also helped visitors and staff to quickly identify strategies to engage residents.
- The Cottages development, providing care for residents who have dementia by enabling them to do the things that interest them. Sometimes the everyday tasks are what gives a resident purpose and enjoyment. Strategies to engage residents from helping set the dining table ready for a meal, washing dishes, washing clothes and



Continuous Improvement (continued)

pegging them out on the clothes line, making their bed, assisting with vacuuming, sweeping, gardening, helping to prepare and serve a meal or even baking a cake.

- Playing a game of box bowls can be difficult for someone who is vision impaired. The suggestion was made to place darker colored paper around the arches to make them stand out. This encouraged vision impaired Residents to participate and enjoy the game with others.
- Revising our Covid-19 emergency contingency plans to ensure we were prepared in the event of an outbreak, including clearer more detailed instructions for all members of staff.
- Connecting Residents via You Tube to partake in their preferred religious ceremony during Covid-19 visitor restrictions.
- The wooden frame of a bed was covered with a soft thick rubberish material to stop the Resident from knocking themselves on the wooden bed frame when getting in and out of bed.
- Google Play set up for a Resident so that they could enjoy their music.
- Westmont staff telephoning Homestead Residents whilst confined to their room during a gastro outbreak to check on their wellbeing. Staff had a general chat and asked them if they needed any items or assistance in any way.
- Sash installed across a door leading into a Resident's room to deter other residents who may wander from entering.
- Extended hand over times to allow for a thorough more in-depth handover between staff.

2019/2020

Homestead
137 – Compliments
76 – Suggestions
71 – Complaints

Apartments
12 – Compliments
8 – Suggestions
5 – Complaints

Villas
31 – Compliments
0 – Suggestions
4 – Complaints

Community Care
389 – Compliments
3 – Suggestions
212 – Complaints

2020/2021

Homestead
138 – Compliments
106 – Suggestions
94 – Complaints

Apartments
34 – Compliments
4 – Suggestions
5 – Complaints

Villas
17 – Compliments
2 – Suggestions
5 – Complaints

Community Care
372 – Compliments
1 – Suggestions
246 – Complaints



Survey Results

For the first time our Residents, Clients and their Relative or Representative were asked to complete an online Consumer Experience Survey. These surveys are then benchmarked against other residential and home and community care providers. A paper-based version was provided for those who did not have the technology. Participants were asked

to provide feedback covering different areas or domains. Results were collated, feedback received, and action plans developed to improve the care and services we provide our residents, clients and those closest to them.

Survey Results (continued)

Residential Aged Care Resident Experience Survey Overall score was 84.91%		
Area / Domain	Percentage	
1. Choices and Respect	88.22%	
2. Culture and Lifestyle	86.89%	
3. Independence	85.50%	
4. Assessments and Care Planning	76.48%	
5. Care and Services Delivery	84.31%	
6. Medical and Therapy Services	85.33%	
7. Meals and Dining	83.09%	
8. Cleaning and Laundry	92.00%	
9. Your Accommodation and Living Areas	81.22%	
10. General Living Accommodation – (outside my bedroom)	89.58%	
11. Complaints and Feedback	81.02%	
12. Knowledgeable, Capable and Caring Staff	83.65%	
13. Wellbeing and Overall Satisfaction	87.50%	

Residential Aged Care Relative Experience Survey Overall score was 85.89%		
Area / Domain	Percentage	
1. Choices and Respect	89.29%	
2. Culture and Lifestyle	89.06%	
3. Independence	88.86%	
4. Assessments and Care Planning	76.58%	
5. Care and Services Delivery	85.22%	
6. Medical and Therapy Services	87.19%	
7. Meals and Dining	81.20%	
8. Cleaning and Laundry	88.60%	
9. Your Accommodation and Living Areas	84.24%	
10. General Living Accommodation – (outside my bedroom)	89.71%	
11. Complaints and Feedback	85.47%	
12. Knowledgeable, Capable and Caring Staff	84.46%	
13. Wellbeing and Overall Satisfaction	89.59%	

Community Care Client Experience Survey Overall score was 90%		
Area / Domain	Percentage	
1. Choices and Respect	91.79%	
2. Culture and Lifestyle	91.97%	
3. Independence	91.76%	
4. Assessments and Care Planning	88.24%	
5. Care and Service Delivery	92.47%	
6. Service to Support Health and Well-being	87.88%	
7. Complaints and Feedback	87.49%	
8. Cleaning and Laundry	91.24%	
9. Wellbeing and Overall Satisfaction	89.16%	

Community Care Client Relative Experience Survey Overall score was 91.15%		
Area / Domain	Percentage	
1. Choices and Respect	92.65%	
2. Culture and Lifestyle	92.62%	
3. Independence	89.06%	
4. Assessments and Care Planning	90.94%	
5. Care and Service Delivery	90.73%	
6. Service to Support Health and Well-being	90.14%	
7. Complaints and Feedback	91.69%	
8. Cleaning and Laundry	88.91%	
9. Wellbeing and Overall Satisfaction	92.87%	

Village Survey Results 2020-21		
Area / Domain		Percentage
1.	Communication	86.89%
2.	Care Needs	94.82%
3.	Staff	95.65%
4.	Other Services	93.92%
5.	Leadership and Planning	94.80%
98.91% of responses said they would be happy to recommend Westmont Village to their friends.		
100% of responses said they were happy they made the move to Westmont Village.		

Feedback included:

- So many positives about life / living at Westmont
- I have been here for eight years and feel safe and secure
- I have some very nice people living around me
- From the moment I moved in, I was at home
- Gardening staff and maintenance staff are exceptional. Prompt service, excellent suggestions and always ready to listen and help when practical

Survey Results (continued)

Apartment Survey Results 2020-21			Feedback included: <ul style="list-style-type: none">Care, security and pleasant surroundingsThe security and knowing there is always someone here if ever we need help or advice on a problemThe safety, security and friendshipsSecurity, peace of mind and careThe pleasant staff. Good company. Nice atmosphere
Area / Domain		Percentage	
1.	Communication	95.96%	
2.	Care Needs	98.14%	
3.	Staff	97.71%	
4.	Other Services	94.67%	
5.	Leadership and Planning	99.16%	
100% of responses said they would be happy to recommend Westmont Apartments to friends.			
100% of responses said they are happy they made the move to a Westmont Apartment.			

Staff and Education



Residential Aged Care

Education and training was held according to the ebb and flow of the Covid-19 shutdown restrictions. Face to face training was mostly replaced by online learning and training that could be conducted face to face was rescheduled and rescheduled again.

The main focus of training during this time was of no surprise – all things Covid focusing on infection control, hand hygiene and how to protect yourself when caring for someone who has or is suspected of having Covid, donning and doffing personal protective equipment (PPE) and what steps must be taken in the event of a Covid outbreak absorbing valuable information received from other providers who had unfortunately experienced an outbreak.

A team from the Australian Defence Force assisted by reviewing our Covid infection control measures and Covid emergency

contingency plans. Part of their visit included face to face training on the correct sequence for donning and doffing PPE for staff.

Monash University also assisted, providing practical face to face education on donning and doffing PPE and infection control measures.

The Federal Government made it compulsory for all residential aged care providers to appoint an Infection Prevention Control Lead (IPC Lead). The appointed staff member had to be an experienced nurse who agreed to complete additional study in the prevention and management of infections in a residential aged care setting. Westmont's IPC Lead will manage all infectious outbreaks, assist with training staff and this is listed on the My Aged Care website for consumer information.

Westmont engaged the services of Dementia Training Australia (DTA) in preparation for the opening of the Cottages development. The Cottages were specifically designed for people living with dementia and the type of care Westmont were hoping to achieve was based on the 'Household Model of Care'. The Birch Pathway program developed by Dementia Training Australia was adopted and Westmont worked in partnership with them to assist and steer the education, training and ongoing support for families, loved ones and staff who care for someone who has dementia.

The journey with DTA began with informal sessions engaging families, staff and management gathering information on what they believed to be important when providing care and

services for those who have dementia. Staff, families and loved ones were given some insight on what a day at the Cottages would look like for residents to help prepare them for the different model of care, moving away from task orientated care to person centred care, enabling residents to live their best life. A staff leadership group was formed from staff working in all areas such as activities, cleaning, care and management to help drive and sustain the project.

Staff were also required to complete online learning modules relevant to their work role and internal toolbox meetings were held to provide information on industry changes, changes to legislation, processes and procedures. In the Homestead between lockdowns we were also able to hold some internal educational sessions about continence aids, skin integrity and medication management.

Each year, personal care staff, with the assistance of a registered nurse, are required to complete a set of assessments that relate to the care of a resident from catheter care, cream and ointment application, medications such as nasal sprays, eye and ear drops, skin integrity, identifying a change in a Resident and more. Registered nurses including RN's and EEN's are required to complete annual assessments on medication management.

All staff providing personal care have a minimum Cert III qualification and our nursing staff are registered with the Australian Health Practitioner Regulation Agency which is checked for irregularities or conditions that may be placed on single registrations.

Westmont welcomed students back in early 2021, which is vital for our workforce. Having students complete their placement within residential and community care allows us to see what skills they have and how they interact with our residents and clients in the hope to offer them employment following completion of their training.

Westmont Homestead employed four new trainees in December 2020 and January 2021, Daisy, Jacob, Sara, and Valentin, working in our care, catering, administration and activities all working towards achieving a qualification in their chosen field.

CAROLYN MOXEY
MANAGER OF QUALITY SYSTEMS,
ADMINISTRATION AND TRAINING

Community Care Training

In Community Care we encourage staff to keep on top of industry trends because it represents a good opportunity for staff to grow their knowledge base and improve their job skills.

Over the last 12 months we have had to change the way we deliver a lot of our training due to the Covid-19 restrictions.

We continue to have staff complete nine online learning modules each year. These have included reablement, maintaining professional roles and boundaries, working with cultural diversity, open disclosure, time management, documenting in home care, infection control, consumer directed care, manual handling, safe food handling, minimising the risk of falls, confidentiality and information handling, and the Aged Care Quality Standards.

Staff have also been provided with links to other online learning opportunities including skin care and wound monitoring, palliative care, dementia, elder abuse and meaningful ageing.

Community Care now also provides training and information in our monthly Staff Newsletters to keep staff informed and up to date. Topics have included how to iron a shirt, diabetes management, promoting good management of asthma, hand hygiene, fire safety in the client's home, OH&S home inspections, assisting communication for clients with dementia, managing adverse events and falls, NDIS Code of Conduct, complaint handling, incident management, cultural safety, Aged Care Quality Standards 2 and 3, how to make a bed, client communication notes, elder abuse, culture and diversity, professional boundaries, dignity in care, dignity of risk, Child Safe Standards, reablement and wearing a face mask properly.

In August 2020, all staff completed face-to-face training on donning and doffing personal protective equipment in the correct sequence. Other training has included infection control, home care practices and fire and emergency skills.

Westmont believes that providing regular training to staff leads to higher job satisfaction, increased productivity and quality of care and services.

KRISTENE GARDNER
QUALITY, COMPLIANCE AND VOLUNTEER COORDINATOR

Staff Milestones

(* denotes milestone reached in 2020/21)

20+ Years

Carolyn Gullifer *

15+ Years

Carolyn Coupar

Wendy Hawkins *

Maryanne Elvery *

Christine Boyer *

10+ Years

Ann O'Grady

Samantha Donovan

Joy Ruby

Julie Jenkins

Mandy Cole

Karen Honey

Donald Wilkinson

Peter de Koeyer

Peter Ward

Christi Lamotte

Danyelle Elliott

Carmel Price

Fiona English

Narelle Briggs

Cheryl Pollard

Stacey Rowarth

Donna Serong

Christine Bloxsom

Christina Miles

Juliette Gallacher

Margaret Seymour

Leah Harry

Jodie Grooby

Laura Souquet

Lesley Coulson

Dianee Laing

Joemon Jose

Angela McInnes *

Shiji Joemon *

Tracey Nankiville *

Narelle Thomas *

Lynette Wraith *

Andrew Fox *

Heather Chapman *

5+ Years

Robynne Coleman

Lisa Goddard

Kerrie Small

Carolyn Moxey

Angela Sibraa

Shane Bartlett

Sandra Scalzo

Mary Sutherland

Ebony Fahey

Kylie Jeffery

Rhianna Coleiro

Joyce Ransley

Kate Manzie

Lisa Bruning

Michelle McIntosh

Lakwinder Singh

Sandra Coughlan

Philip Eaton

Christine Odewahn

Bernadette Condon

Ann-Marie Dyball

Maria Mathey

Lynette Godden

Ryan Polkinghorne

Donna Newbould

Elena Rago

Rosina Villella

Thomas Blair

William Coombes

Sandra Hastings

Durga Gurung

Violy Harders

Pahal Bhattarai

Lisa Van Bergen

Catherine Knight

Tania Blake

Jennifer Shipcott

Kristeen Radcliffe

Julie Walker

Marilou Villamora

Allison Rosewarne

Taya Brooks

Melissa Russell

Kim Hunt

Elissa Flower

Erin Kennedy

Susan Rosevear

Neil Colston

Meghann Vukasinovic

Felicity Kennelly

Jennifer Andrew

Janette Kavanagh

Gerald Weihrauch

Douglas Cook

Nicole McLinden *

Elizabeth Coulston *

Diane Newton *

Gail Mullaney *

Rex Bryce *

David Laird *

William Samuels *

Christopher Fuery *

Bethany Smith *

Gregory Spann *

Lorraine McLean *

Teofilo Blanza *

Caitlin Bartlett *

Rincy Sijo *

Sooraj Areekot *

Occupational Health and Safety

The test with any workforce that is growing as Westmont is, is to embed good work practices in the workplace and provide the safest environment as possible.

With a workforce of around 300, there will be accidents and incidents. The challenge is to limit such incidents to minor and ensure that there is sufficient training and reinforcement of practices that all staff work in a safe manner.

The Occupational Health and Safety Committee which meets every second month, continues to respond and escalate actions required when incidents are reported and not resolved satisfactorily. There is a focus on "closing the loop", with each investigation focusing on the causation, contributing factors and appropriate risk controls. The Workplace Representatives (WHS) have a supporting role to play when there has been an incident reported, with their input to ensure there is an appropriate incident resolution.

All Committee representatives were offered a skills update during the year to ensure they have an understanding of any legislative changes and to reinforce their compliance with such legislative responsibilities.

Some practices that have been introduced due to the outbreak of COVID-19 have provided a safer work environment. During the year it was made compulsory for staff and visitors to "Check-in" and temperature check prior to the commencement of work or visiting. Some of these practices will most likely remain after the pandemic has subsided.

We are now in the second year of mandated influenza vaccinations for staff. Westmont has 100% compliance in this area. All visitors are required to provide evidence that they have the current vaccination, prior to entering the facility. It is yet to be seen whether COVID-19 vaccinations will be mandated for visitors.

Staff during the COVID-19 pandemic were encouraged to stay away and get tested if they had any COVID-19 symptoms, which placed additional pressure when it came to filling shifts due to the time it took to return tests in the earlier times of the pandemic.

DON WILKINSON

RETURN TO WORK OFFICER

OH&S MANAGEMENT REPRESENTATIVE

Homestead Care Report

The last 12 months have been extraordinary for everyone living and working in Aged Care.

I wish to pay tribute to our Residents who remained stoic throughout lockdowns and to our staff for working with determination and dedication to ensure our Resident's lives were not disrupted too much.

As well as the pandemic, the Homestead has seen an increase in beds this financial year.

The Cottages opened in January 2021 providing a further 32 beds.

Four Cottages each containing eight Residents with a Dementia diagnosis.

Staff have worked tirelessly to help get the Cottages up and running and our Residents have settled in well to this new environment.

A new model of care has also been introduced in the Cottages and already we are seeing fantastic results which are improving day to day life for people living with dementia.

We also have increased our respite beds to 10, five of which are specifically for a person with Dementia.

The respite beds continue to be well used by the community and from urgent referrals from the hospital.

We still await accreditation by the Aged Care Quality and Safety Commission, our last accreditation was August 2018.

Legislative Changes

- April 2021 the Serious Incident Response Scheme (SIRS) commenced.
- This scheme has been developed to prevent and reduce incidents of neglect and abuse in residential aged care services subsidised by the Australian Government.
- The SIRS sets new arrangements for approved providers of residential aged care to manage and take reasonable action to prevent incidents with a focus on the safety, health and quality of life of aged care consumers.
- Priority 1 reportable incidents must be reported to the Commission within 24 hours of becoming aware of the incident.
- This type of incident would be one where there are grounds to contact the police, a missing person or unexpected death, an incident that caused or could have caused physical or psychological injury to a resident.



Homestead Care Report (continued)

- Priority 2 reportable incidents are to be reported to the Commission from October 1, within 30 days of becoming aware of the incident.
- The Mandatory Quality Indicator Program continues.
- Pressure injuries, unplanned weight loss and restraint have been reported directly to the Government since July 2019.
- Falls and major injury, medication management, (including % of poly-pharmacy and % of anti -psychotropics prescribed) have been included in the direct report from July 1 2021.

Admissions and Discharges

Interest from the community and hospital in regard to permanent and respite care at The Homestead continues to be high.

This is probably the result of people living at home longer plus pressure of the pandemic on families managing their loved ones at home.

The expression of interest list stands at 268 at the time of this report.

Residents are being admitted on the urgency of their care needs which are often complex. Families require a lot of compassion and support from us too at this stage of care.

We have developed close contact with Albury Wodonga Health and many admissions come to us through contact with the complex care coordinator.

Occupancy rate this financial year is 95.88%, down from previous year due to extra beds and also impacted due to the gastro outbreak with nil admissions during that time.

Seventy-seven (77) permanent admissions, of these 28 admissions to the Cottages since January 2021.

Three permanent admissions transferred from Westmont Apartments and three from Westmont Villas. Our ageing in place community continues to work well.

One hundred and twenty four (124) respite admissions (31 admissions of people with a dementia diagnosis), nine in total from the Apartments and Villas – six became permanent residents in the Homestead.

Thirty-five (35) respite residents became permanent residents – 19 Residents with a dementia diagnosis.

This financial year Westmont had 11 permanent resident admissions from other facilities – 7 for dementia specific care.

The Transitional Care Program (TCP) continue to have two beds at Westmont Homestead.

Fourteen (14) admissions last financial year.

Two became permanent residents, and one returned to her Westmont Villa.

Fifty-three (53) departures from the Homestead this financial year.

One Resident chose to return to her Westmont Villa, another relocated to be near family in Melbourne.

Four Residents passed away in hospital.

Others chose to stay at The Homestead with family and staff to support them in their final days.

Five Residents passed away whilst on respite care.

The average age of Residents at Westmont Homestead is 86 years.

The average length of stay of a resident at Westmont continues to decrease.

Year	June 30 2017	June 30 2018	June 30 2019	June 30 2020	June 30 2021
Average (years)	3.7	3.2	3.1	3.0	3.0

People are remaining in their own homes longer and respite becomes urgent when families cannot cope. We try and encourage people to organise regular respite to prevent this from occurring.

ANGELA MCINNES
DIRECTOR OF CARE
AND CLINICAL SERVICES

Activities Report Homestead and Cottages

Wow, what a year it has been!

Lots of thanks to the exceptional team of people working in activities. Every person in our team has a special quality, with a unique way of implementing the resident's broad variety of activities that, when given, achieves a care and sense of well-being to all.

The opening of the Cottages has seen the activities growing, not only with new activity officers (whom we have welcomed) but also improving our knowledge to create a meaningful environment. We are still learning and growing and I'm grateful to be part of the leadership team and so privileged to see this place, even though it's still at early stages, shine.

Volunteers have come back and forth after some time away and admirably accepted the needs, that is required, to be able to be part of the team at the facilities. Their support is amazing.

Individual visits such as wheelchair strolls, hand massages and one to one conversation has been a focus during restrictions, with small group activities provided and thank goodness for our sensational Mystery bus trips.

New communication for families has been observed with face to face and window visits, Skype and Zoom chats and our team worked with administration and care staff to maintain the needs of families to see loved ones. Technology has been a wonderful tool at these times.

We have had some fabulous memorable moments during the past year including:

- Letters have been written by students from local schools to each Resident, with some returns to the students, expressing feelings during their isolation.
- A focus on a resident is being placed in the monthly Grapevine with a picture and feature story.
- We are celebrating a country each month to enhance our cultural awareness with food, music, arts, knowledge, and 'armchair travel'.
- We've acquired blow up costumes featuring a penguin and a clown walking on their hands that create laughter and smiles when they are worn.
- Reconciliation day was observed with the resident's creating dot paintings, making beautiful installations in the dining rooms.
- With necessity, we rediscovered an old tradition of Christmas Carols going from room to room. We dressed up as Father and Mother Christmas and a very large gift singing to individuals their favourite Carol, instead of Carols by the windmill.
- We have expanded our culinary tastes at Men's and Ladies Lunches supplying Chinese and hamburgers as well as the usual BBQ and fish and chips.
- Nothing can substitute music the entertainers provide us, an important part of our program, but we have managed at times with DVDs of performers, Karaoke sing-alongs as well as our Westmont talent with Donald on the piano and a staff member on guitar.



Activities Report Homestead and Cottages (continued)

- Our new ice-cream trolley has been a hit, it's too cute!!
- Ever popular Melbourne Cup day gives everyone a chance to have a win on the sweepstakes, wear a hat (made by our art and crafters) and dress up.
- BBQs at the Cottages has seen everyone involved with cooking, enjoying the ambience and company as well as eating. We have also cooked Chinese dumplings and noodles and for breakfast, egg in a hole on the BBQ.
- The knitting group not only provides the residents with meaningful tasks but has become a popular social gathering that makes items to sell.
- It was great to see the Petting Zoo with goats, rabbits, a llama, chickens, and a lamb to make us feel good.
- Anzac Day was remembered with Two-up, Anzac cookies made, baked, and enjoyed by residents during an afternoon of singing war songs. Margaret Sutherland talked about her service with the RAAF Nursing service and the first Australian woman to receive a U.S. Air Service Medal.
- What a wonderful time we had integrating the Cottage and the Homestead residents on two occasions with entertainers, both a huge success and enjoyed by all.
- And leaving to the last we've introduced relaxation massages to the program, now with hands, head, and feet. 'Can't get much better than that'.

CHERYL POLLARD

ACTIVITIES OFFICER ON BEHALF OF

ANGELA MCINNES

THE DIRECTOR OF CARE AND CLINICAL SERVICES

Volunteer Milestones

(* denotes milestone reached in 2020/21)

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!

20+ Years

Andrew Waite (retired)
Dorothy Olejniczak
Elizabeth (Betty) Waite (retired)
Gwenda Quick
Margaret (Jean) Dudley
Margery Condon (retired)
Leone Derriman

Robyn Brooker
Andrina Bullock
Matthew Burke
Jennifer Carey
Graeme Carey
Suzanne Coon
Harold Cover
Kristine Coyle
Raymond Davies
Wendy De Koeyer

Raymond Hancock
Scott Harbridge
Gerhard Hellmann
Jillian Hibberson
Susan Hinrichs
Judith Isaac
Barbara Jones

Margaret Morse
Trevor Pearce
George Pender
Andree Pender
Joshua Quinlan
Julie Quinlan
Rosemarie Raymond

10+ Years

Colleen Roze
Gail Baker *
Gail Watson
Jean Rohan *
Judith Bedford *
Kyle Lockley
Olive (Lorraine) Cumming
Roberta Gay
Ruth Connell
Suzanne Cardwell

Alison Dixon
Garry Eastlake
Ewan Elston
Clive Faul
John Ferguson
Terence Finlayson
Rodney Freeman
Marie Furze
Noeleen Gadd
Douglas Gammon
John Gay
Carol Gay

Bernard Jones *
Bruce Key
Barbara Key
Valarie Kingerlee
Krystyna Korju
Claire Koschel *
Jennifer Kotzur
Hege Kovacs
Janet Kowarzik
Srinivasa Rao Kuditipudi
Dorothy Locke
Ray Locke
Valda Mackenzie

Graeme Redman
Alan Rodgers
Dianne Sanday
Stephen Sanday
Paul Scanlon
Frank Sergi
Marion Snell
Raymond Snell
Wendy Starr
Karen Stevens
Heimo (Richard) Stieber
Caron Stiler
Anne Tremethick

5+ Years

Lynne Allen
Marjorie Andrews
Richard Andrews
Marie Archer *
Suzanne Arnison
Diane Baker
Kaye Barker
Carmel Bordignon
Allison Bowman
Janice Brindley *

Micheal Georgiou
Brian Gilby
Shirley Gleeson
Jennifer Glendenning
Jean Goff
Sandra Gourley
Donald Grant
Elizabeth Grant
Luke Hamilton
Jillian Hancock

Glenn Mackinnon
Nancy Massey
Robert Matejcic
Gennifer Matejcic
Vincent Matthews
Gary Mawby
Robert Mcbean
Gregory Mckenzie
Valda Mckenzie
Lorraine McRae
Linda Mcwaters
Charu Mishra

Christopher Van Malsem
Rhonda Vile
Freda (Ann) Wegener
Winifred Westley
Barrie Westley
Julie Wilkins
Philip Wilkins
Heather Williams
Delwyn Wilson
Peter Wilson
Vicki Winnell

Apartments and Village

The residents of both the Apartments and Village are well practised in their responsibilities for community covid safety and wellbeing – face masks, social distancing, sanitising. However, the unpredictability of covid-19 restrictions bringing sudden changes, abrupt cancellations and being receptive to the abundance of notifications and updates have been very hard to bear.

Through these isolating periods the “Stay Apart to Keep Us Together” message was continually reinforced as Westmont’s strong primary communication to our residents, family members and visitors.

Throughout the last twelve months we have all tolerated and survived two long Victorian state regulated lockdowns and a snap lockdown just inside the New Year, and we continue to be flexible whilst heading to covid vaccinations and what will be a new normal.

Some of the special annual celebrations – Seniors Week Fashion Parade, Wheels at Westmont Open Day and Carols by the Green were cancelled. To replace the Village and Apartments resident Christmas hampers filled with goodies were created and distributed by two of Santa’s helpers in an appropriately decorated ‘sleigh’.

There were no visits of the Bumble Bees Child Care Centre Little Ones until the start of 2021 when covid restrictions started to ease with two school terms being attempted. Both terms provided six weeks and was thoroughly enjoyed by the participating residents and children.

Village Social Committee members strove to maintain contact with the Village residents through holding Tuckshop Tuesdays (take away meals from the Ray Snell Recreation Centre kitchen), regular raffles and deliveries of ‘keep your chin up’ packages and flyers. The confusion, especially for Residents, is to understand that the Ray Snell Recreation Centre is bannered as a Community facility, indoor fixed seated entertainment, restaurant or indoor non-seated entertainment venue – all with varying parameters for use.

Enquiries for the Villas and Apartments has been consistent with the Expression of Interest lists continuing to increase. Westmont’s Reuniting Policy has enabled loved ones to relocate closer to new Residents admitted to the Homestead and Cottages. A list for the new Seniors Lifestyle Village project has also been created and runs concurrently.

As with last year residents, Westmont will continue to maintain self-protection, vigilance and being forthright to safeguard the health and wellbeing of our unique community.



Apartments and Village (continued)

Apartments

The average age of these residents is 89 years old. Long timer Thelma Moyle who moved in 10 June 2010 continues to reside and hold the record for occupancy years and will celebrate a significant birthday milestone later in 2021.

Admissions:

13 Apartments have been occupied totalling 15 new residents this financial year – three transferred from the Villas, two were reuniting with their loved ones.

Discharges:

13 Apartments have been vacated this financial year – eight residents moved permanently to the Homestead, four died in hospital and two died at home.

Villas

The average age of these residents is 79 years old. Landmark occupancy years continue for long timers John and Margaret Robins who moved in 29 July 2011 and continue to happily reside within their Villa.

Admissions:

10 Villas have been occupied totalling 14 new residents this financial year.

Discharges:

Eleven residents departed the Villas this financial year – three transferred to the Apartments, six were transferred to the Homestead and two died at home.

CHRIS BOYER

MANAGER OF VILLAGE AND APARTMENTS



Photograph of Thelma



Photograph of John and Margaret Robins - 2021



Photograph of John and Margaret Robins - 2011

Community Care

The rewards, events and challenges we faced in the 2019/20 year continued to challenge us all, throughout 2020/21. Westmont Community Care staff, volunteers and contractors are to be commended for their resilience and commitment to providing quality care and services to our community in uncertain and trying times. Our clients have also demonstrated their patience, adaptability and flexibility to receiving services while we at times, juggled days, times and carers at short notice and we thank them all for their understanding and support.

We provided over 86,900 hours of care and services to 1,795 individual clients under the funding and programs of Commonwealth Home Support (CHSP), Home and Community Care Program for Younger People (HACC PYP), the National Disability Insurance Scheme (NDIS), Department of Veterans' Affairs Veterans' Home Care (DVA VHC) and Community Nursing (DVA CN), Brokerage services to 17 organisations, Home Care Package (HCP) services to our own clients and a number of private clients during the year.

Westmont Community Home Nursing Service commenced and our Registered Nurses are involved in providing clinical care to our Home Care Package and DVA Community Nursing clients and available for Brokerage clients. It is beneficial to be able to offer this vital service to our clients and the community.

Social Connections at The Willows had another stop-start year with periods of closure due to Covid-19 restrictions, however, staff maintained the connection with clients during these periods and resumed providing great activities, social engagement, outings, movie nights and lots of fun and good food. The Willows Club, specifically for people living with dementia also grew to add on another half day service to cater for additional clients. Our own staff now drive the buses to pick up and drop off clients and this is working well. Our team of volunteers who assist in various roles at The Willows are vital to ensure the programs continue and they are great support for staff and clients alike.

Westmont's core business is Aged Care and due to a range of factors, we did not apply for NDIA accreditation to remain a registered NDIS provider. With the decision made in early March to exit on 1 July 2021, we provided our NDIS clients with several months notice of their need to transition to another in home service provider. Our NDIS Coordinator worked with clients to support them to make the transition to another provider easier. NDIS clients are still able to attend Social Connections groups at The Willows and also to access Meals on Wheels delivered to their door by our volunteers.



Community Care (continued)

Meals on Wheels delivery has spread out to Baranduda, Killara and around the fringes of Wodonga. Our team of wonderful volunteers do 34 delivery runs every week to ensure three course meals with a hot main course is delivered in a timely way and ready to eat. The meals are prepared fresh daily by the staff at Wodonga Hospital kitchen and they have Covid safe systems in place to prepare, cook, package and deliver to volunteer cars every day of the year. We delivered over 16,800 meals during the year.

To try to meet the demand for domestic assistance and home and garden maintenance services we applied for growth funding from the Commonwealth for CHSP services. We were initially unsuccessful, however, we reapplied for adhoc funding and we have been notified we were successful. We look forward to eliminating our waiting lists and commencing services for the many clients who are waiting.

There has been no interruption or waiting list for essential services of personal care, individual support or meals on wheels. Personal care covers showering, dressing, grooming, medication monitoring, prompting and welfare checks. Individual Support includes transport to appointments, shopping for and with clients and in home meal preparation.

Respite services are very flexible and can be to go out for a meal, attend a family function, go fishing or just for a drive. We also provide in home respite including overnight services so carers can take a break or attend to their own personal and health needs, knowing their loved one is safe and well cared for.

Our Home Care Package business has grown and at 30 June 2021, we have 190 individual HCP clients who are looked after by our growing team of Care Managers. The Care Management and HCP Finance teams currently work from Westmont's Ellen McDonald Drive building at Baranduda.

Our great team of 55 field staff of qualified carers and cleaners, supported by our Care Coordinators, Schedulers, Care Managers, Finance, Nursing, Social Connections and Administration teams, allow Westmont Community Care to provide a full range of high quality home care services.

Sincere thanks to the entire Westmont Community Care team of 87 who are dedicated and caring and take great pride in the care and services they provide, making a difference to our clients in their homes and in our community.

CHRISTINE ODEWAHN

DIRECTOR OF COMMUNITY CARE



Community Volunteers

Our volunteers continue to be one of our greatest assets. Their commitment and resilience during the on/off Covid restrictions is unwavering. In the last financial year, we welcomed 20 new Meals on Wheels volunteers, 2 Friendly Visiting volunteers and 1 new Social Connections volunteer.

Meals on Wheels Program

One of the most rewarding experiences of inducting new Meals on Wheels volunteers is completing the buddy shift with them. That is when I find out that our clients are going to be in safe hands, and it gives me the confidence that clients wellbeing and welfare will be monitored and reported.

I recently sat down with several our Meals on Wheels volunteers and asked them what lead them to start volunteering in the Meals on Wheels program. Some of their responses included:

- I joined Meals on Wheels because it is a great service, and provides an essential support for people in our community
- We wanted to volunteer because it was a way we could 'give back' to the community
- We knew there was always volunteers needed in the community, so we decided that Meals on Wheels was something that we could do together
- As a member of the Lions Club, I was enlisted to partake in their roster for Meals on Wheels. Then, when the call came out for more delivery drivers, I was only too happy to pick up some extra runs
- As we retired and did not have the benefit of developing workplace contacts and friendships, we looked at joining volunteering organisations to try and build new friendships
- During the Covid restrictions I had a lot of free time on my hands. I heard that Meals on Wheels had lost a few volunteers due to circumstances and thought that I would be able to help out

I also asked the volunteers to tell me what the best part of the Meals on Wheels volunteer role was. Some of their responses included:

- I enjoy the interaction with the clients and having a quick chat

- We feel that we are being useful, and we are helping someone who is less fortunate than ourselves
- When delivering Meals on Wheels we are always greeted warmly with so much appreciation and the thanks we receive show us how much this service is needed
- We found that you could develop a kind of relationship with many of the clients and enjoy a brief interaction with them
- I find it rewarding meeting the various people receiving the meals and have been told on more than one occasion by the clients that they used to deliver Meals on Wheels themselves. It makes me feel like I am carrying on a worthwhile tradition
- The joy on peoples faces and their comments around how nice it is to see a young face whenever I deliver meals to the clients. This makes me feel very happy and appreciated

Social Connections Program

Every time I visit the Social Connections Program at The Willows, I see the great work our Social Connections volunteers do each day. From cooking hot meals to providing support to Activities staff on the floor, the volunteer's interaction with the clients provides social support and companionship for the clients. The client's smiles and chats continue to show what a difference our volunteers make to their lives.

Friendly Visiting Program

This year we were able to launch our Friendly Visiting Program. The Friendly Visiting Program 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.

Thank you to Belinda Johan and Gareth Coughlan who provide day to day support with the volunteers.

KRISTENE GARDNER

COORDINATOR OF COMMUNITY CARE VOLUNTEERS / MEALS ON WHEELS

Hotel Services

The last 12 months has been a challenging time for all in Hotel Services. In a COVID world, the past year has seen several lockdowns both sides of the Border, Border closures, COVID-19 testing, vaccinations, and the list goes on. Our staff in Hotel Services which include catering, cleaning, and laundry operations, have been stretched to the limit and yet they continue to perform to the highest of standards, providing unlimited dedication to our residents.

The Cleaning Department felt the pressure early on with COVID-19 as cleaning duties and schedules were changed to accommodate the extra measures taken to protect Westmont's residents, staff, and families from this pandemic. Extra cleaning continued and is still practiced to this day with all touch points throughout the whole facility being cleaned twice a day. This includes all touchpoints for example – handrails, light switches, door handles, tables, armchairs, the whole reception area and entrance area. This also incorporates the Apartments facility and the Ray Snell Centre. A constant stocktake on valuable PPE stocks to ensure Westmont had adequate supplies was also introduced which includes face masks, N95 masks, shields, gloves and sleeved gowns. We also provided 500ml hand sanitiser bottles to all resident's rooms and common areas. A virucidal is still used for ease of cleaning for large areas as well as disinfection of deliveries. As a bonus, a new Duplex/ steamer was approved and purchased in early October 2020 to help with the sanitation of carpets and hard floors during outbreaks and the likes.

As our Residents are ageing and becoming more high care, an increase in our laundry input and output regarding washing was audited and found the 8kg washing machine needed to be upgraded. Due to this fact, approval for a new large 38kg washing machine to replace Westmont's small machine was sought and accepted in August 2020 and was installed in early September 2020. This new machine takes four times the load that the small machine washed which has increased productivity without increasing service hours in the laundry department.

Once again, Food Hygiene Australia completed a "Third Party Food Audit" in April 2021 for the Homestead and "The Willows" in Wodonga. Of course, this was conducted in-between lockdowns in Victoria. All criteria were met with only very minor issues that were rectified during the Audit.

Certificate of Audit and Compliance has been issued for both sites. Again, this is a testament to Hotel Services staff dedication to Westmont and their diligence to their working environment and our Residents. As an addition to our Auditing into Food, we had our dietitian review our menu in March. The Menu and Mealtime Quality Assessment is a review into current menus and are assessed against the eight Aged Care Quality Standards including nutrition and hydration. We received several recommendations but overall the dietitian was very happy with Westmont's choice, menu design and variety of meals on offer.

In January this year Westmont's Production Kitchen began producing meals for our 32 bed Dementia Cottages that began operations. As there are no Food Service Staff present at the Cottages, Care staff wear the Chefs hat and are responsible for meal service in the four dining rooms. This is a homelike environment where residents can help with meal preparation, bake, make their own breakfast and wash dishes. The current output now from Westmont's Production Kitchen is around 2900 meals a week between the Homestead, Apartments, Cottages and The Willows. This does not include any function work that may be required from day to day as normal operations.

Refurbishment of the Homestead continued over the last 12 months, however due to restrictions, lockdowns, and supply shortages, it has been slow going. In August 2020, 25 new "Over Bed" tables were purchased for residents that require meals in their rooms. In December 2020 an Ice Cream Cart was purchased for Activities which arrived in February 2021. Residents enjoy ice creams in cones, sundaes, and spiders right to their bedroom doors if they wish. Also, in February 2021, approval was given to purchase new furniture for the Central Lounge in the Homestead. The current furniture will be repurposed to refurbish Belvoir's dining and lounge area. However, due to the world pandemic, we will not be expecting delivery of the new furniture till the middle of the year.

PETER WARD
MANAGER OF HOTEL SERVICES

Buildings Facilities

Another year and all areas of Westmont have provided plenty of demand and challenges for the Maintenance team. Add in a pandemic, the opening of 'The Cottages' and the addition of the future Seniors Living site and we are constantly amazed at the variety and scope of work that we are asked to do. It certainly keeps us engaged and provides great work satisfaction.

This report provides an overview of some of our main achievements throughout the year.

The Homestead is constantly in motion. We have

- Repainted 10 rooms and replaced vinyl in 11 (either bathroom or bedroom)
- Added an additional 23 kw solar system to west side
- Installed two new security cameras
- Retro fitted covers over the break glass alarms (limiting accidental activation)
- Purchased extra care equipment identified through staff surveys. This includes hygiene slings, BP machines, ceiling and floor lifters, king single beds and mattresses etc.

The Apartments and Villas although more stable have still been a constant source of work.

- 13 Apartments and 10 Villas have been refurbished ready for re occupancy. This includes painting, floor coverings where needed and repairs or replacement of equipment and blinds.
- Replaced kitchen light fittings in 40 Apartments after several requests by residents
- Fitted split system air conditioners to six Villas at resident's requests (and expense)
- Replaced six villa west facing timber laundry doors with aluminum doors to reduce rainwater penetration.

The learnings we have gathered after the occupancy of the Cottages has given us a better design base when Stage 2 proceeds. We have:

- Retro fitted hob switches to the ovens (after a fire incident) and adjusted lighting options in cottage 4 so residents feel more at ease.

- Contingency covers over fire extinguishers and alarms have been fitted to minimize accidental engagement by residents
- Security has been improved by installing a secondary gate at the main entrance to create a safe zone for staff and visitors.

The Unified Communications (UC) project has continued where we have migrated our Integrated Service Digital Network (ISDN) from a CISCO to Alcatel OXE platform, changed over 150 plus desk and mobile digital Alcatel phones and installed new voice gateways to allow residents to still have access to an analogue service. There are still some ongoing issues that will be resolved once the project is completed and all sites are running on the same platform.

Slow internet speeds across all sites (sometimes less than 25 Mbps download) has been addressed with an upgrade to a fibre link. There has been a noticeable improvement (up to 140 Mbps) for most, but a few bottlenecks exist that are being investigated and will be improved as we continue with the UC project.

Doug, Ged and I would like to thank all staff, residents and contractors for your cooperation, patience and understanding throughout the year and we look forward to the future challenges.

PHIL EATON

MANAGER OF BUILDINGS FACILITIES



Financial

Westmont recorded a financial operating surplus of \$567,345, compared to an operating deficit of \$1,465,913 in 2019.20.

Our preferred method to assess results is by using EBITDA (earnings before income tax, depreciation and amortization). This year the EBITDA was \$2,276,985, compared with \$278,287 last year. COVID 19 through direct cost of materials and through an increase in leave provisions has once again had an adverse impact, however the negative impact that COVID has had on EBITDA has easily been offset by valuation increases.

Two separate valuations were conducted on 30 June 2021, both of which have impacted the yearly result. The first of these was to the Assisted Living Apartments and Residential Aged Care components (Homestead & Cottages) where Written Down Replacement Cost has been adopted for the first time. This has resulted in a downward valuation of \$8.98m, all offset through the Asset Revaluation Reserve.

The second valuation conducted was on the villas in the Retirement Village. The Directors had noted the strong demand for housing in the Wodonga area, and the prices being paid for changeovers in the Village were representative of the increase. Consequently, the villas were revalued upwards by \$2.73m using the evidence from sales within the Village to make this change. The villas were previously revalued at 30 June 2019.

With the completion of the Cottages and occupancy commencing in January 2021, the Residential Aged Care component of Westmont's operation still maintained 95.6% occupancy for the year. This situation has arisen due to the beds being available on opening, but because of the decision not to fill all the beds immediately, the occupancy is affected adversely until the beds were occupied. Revenue from Residential aged care is up 15.5% up on the previous year, and this will continue to grow as this year's Cottage operation was only for six months. We are also beginning to see additional funding supplementation from the Commonwealth, as a direct result of the Royal Commission's findings.

The Village operation, prior to revaluation, returned a modest EBITDA of \$173k. 2020.21 was the second full year of operation, and we are now beginning to see trends developing, such as the number of changeovers per year.

Thirteen Apartments changed over for the year, and on 30 June 2021, all were either full or committed. New residents have arrived from the community, with two also transferring from the Villas. Many of the changeovers transferring out have moved to the Homestead.

Government-mandated restrictions saw the amount of face-to-face contact with Community Clients somewhat reduced in the year. Despite the restrictions, Community Care turnover was 12.5% up on 2019.20 (2019.20 15% up on the prior year.) The increase was once again driven by strong demand for Home Care Packages. A 3.4% return on revenue was achieved, which is a great result given the extraordinarily challenging conditions.

As already presented in the CEO's report, one of the two significant Capital projects that was undertaken in 2020.21 was Stage One of the Cottages. This project was completed for \$6.94m in the latter part of 2020, with residents taking up occupancy in the first week of January 2021. The second project, the Seniors Lifestyle Village, due to planning delays has not commenced. A Planning Permit has now been issued, and civil contracts and subsequent works are expected to commence in the second quarter of the 2021.22 financial year, with first residents taking up occupancy in the early part of 2022.

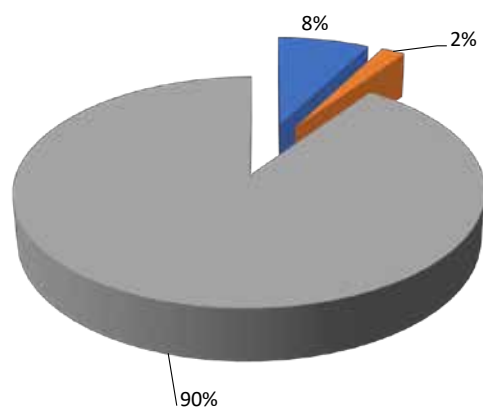
It is pleasing to note, that with the completion of the Cottages, all debt associated with the project was repaid prior to the end of May.

Our internal monitoring consists of monthly comparisons of monthly income and expenditure by both the Audit Finance & Risk Committee and the Board of Governance against the Board approved Budget. Movements in the Balance Sheet are also monitored during this process. Prudential compliance is also reviewed as part of monthly reviews. Benchmarking against "like" organisations assists in the review process and highlights where we may have to consider varying our practices, particularly when there is a large variance from the norm.

DON WILKINSON

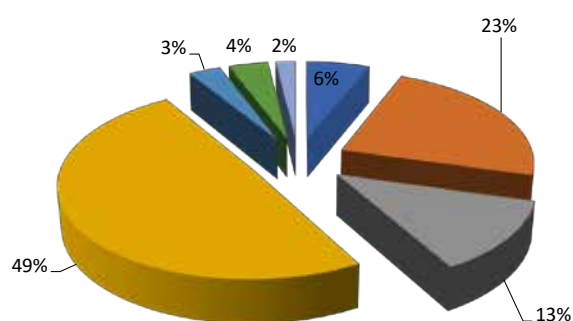
DIRECTOR OF FINANCE AND IT SERVICES

Financial Snapshot



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

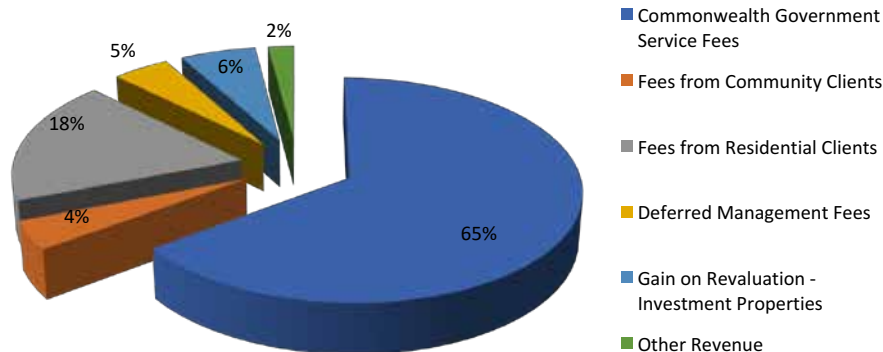
WHAT WE OWN (\$'000)	2021	2020
Cash Assets	7,045	6,084
Trade & Other Receivables	1,848	1,616
Property, Plant & Equipment	83,508	87,548
Total Assets	92,401	95,248



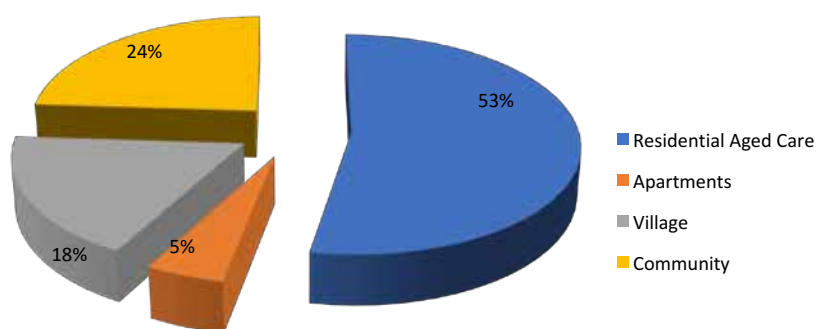
- Trade Creditors & Accruals
- Accommodation Bonds & Deposits (RAD's)
- Apartment Lease Premiums
- Village Lease Premiums
- Borrowings
- Employee Benefits
- Provisions

WHAT WE OWE (\$'000)	2021	2020
Trade Creditors & Accruals	4,732	4,003
Accommodation Bonds & Deposits (RAD's)	18,012	13,872
Apartment Lease Premiums	9,600	8,654
Village Lease Premiums	38,176	38,082
Borrowings	2,382	4,098
Employee Benefits	2,958	2,688
Provisions	1,476	378
Total Liabilities	77,336	71,776

Financial Snapshot (continued)



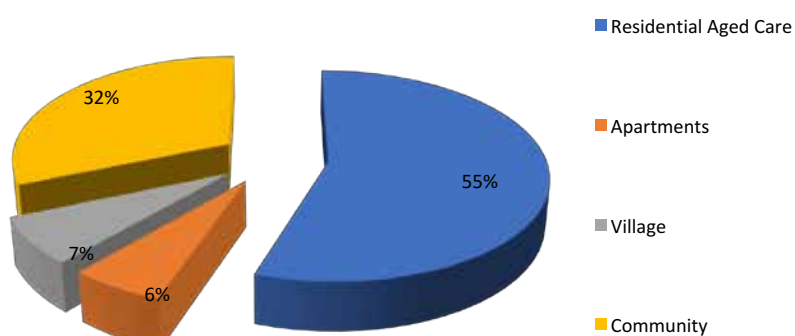
WHAT WE EARNED (\$'000)	2021	2020
Commonwealth Government Service Fees	14,719	12,397
Fees from Community Clients	950	930
Fees from Residential Clients	4,141	4,071
Deferred Management Fees	1,031	968
Gain on Revaluation - Investment Properties	1,370	60
Other Revenue	466	477
Operating Revenue	22,677	18,903



WHERE WE EARNED OUR INCOME (\$'000)	2021	2020
Residential Aged Care	11,624	10,068
Apartments	926	897
Village *	1,656	1,625
Community	7,102	6,313
Operating Revenue	21,308	18,903

* excludes gain on revaluation

Financial Snapshot (continued)



WHAT WE SPENT (\$'000)	2021	2020
Residential Aged Care	12,218	10,936
Apartments	1,355	1,515
Village	1,597	1,405
Community	6,940	6,513
Operating Expenses	22,110	20,369

OVERVIEW (\$'000)	2021	2020
Financial Performance		
Earned	22,677	18,903
Spent	(20,401)	(18,583)
Depreciation	(1,709)	(1,786)
Operating Surplus / (Deficit)	567	(1,466)
Valuation Adjustments	(8,975)	(388)
Net Surplus / (Deficit)	(8,408)	(1,854)
Financial Position		
Own	92,401	95,248
Owe	(77,336)	(71,776)
Net Assets	15,065	23,472

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) beds approved. Last Villa of 123 sites was completed.

September 2019: 114 Kwh solar system installed over caravan parking area for Stages 3, 4 and 5 of Westmont Village

December 2019: Purchase of 34 Ellen McDonald Drive site

2020

January 2020: Commencement of construction of Westmont Cottages – Stage 1

June 2020: 175th Client with a Home Care Package selects Westmont Community Care as their provider

2021

January 2021: Opening of Westmont Cottages - Stage 1

Westmont Cottages Model of Care

PHILOSOPHY STATEMENT:

At our cottages we strive to provide a secure, welcoming homely community. We support engagement and enablement in a respectful, caring environment for all members of our community. We encourage relationships and acknowledge individual choice and abilities.

Goal for Residents:

I am provided with the opportunity to feel meaningfully engaged.

Actions:

- I am respected and valued as an individual
- I am treated with compassion and dignity
- I am supported and enabled to choose how I live my life day to day
- I live in a homely environment as part of the cottage community

Goal for Families:

I am supported and my contribution is acknowledged.

Actions:

- I am provided with open lines of communication
- My involvement is welcomed
- I am listened to and included in care decisions

Goal for Staff:

My job is rewarding.

Actions:

- I am supported to learn and grow every day
- My unique contribution is valued by the team
- I am encouraged to be creative

Goal for Volunteers:

I feel welcomed and valued.

Actions:

- I am acknowledged for my contribution
- I am supported in my role
- I am provided with clarity and direction

Goal for organisation:

To provide quality dementia care in a safe, tranquil rural setting.

Actions:

- We provide an enabling and engaging lifestyle
- We value relationships within our community
- We provide an innovative model of care





Westmont 
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