



# ANNUAL REPORT 2021-2022

Westmont   
Aged Care Services Ltd



# 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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# Chairman and Chief Executive Officer's Report

It's been a tough time in aged care over the past 12 months and this doesn't look like it will change soon. The last year has been a continuation of the unpredictable, fast changing, and challenging world of aged care- especially in residential aged care - as the continuous COVID-19 disturbances affect our workforce availability and routine, cause the need for resident isolation, and impose restrictions on visitors. We have tried as much as possible to insulate residents from the impacts and keep a routine to life whilst meeting the requirements of government and public health.

To date we have successfully managed the impacts of COVID-19 and other respiratory outbreaks such as influenza not only in our residential care facilities but in the wider Westmont community. This has required the introduction and coordination of a raft of necessary screening, protection and prevention measures which have been a considerable undertaking to manage and resource. Victorian public health pandemic restrictions required specific planning, resources and effort including management plans, maintenance of personal protective equipment supplies, tight oversight of infection control practices, testing and buying new equipment and a big impost on managing and maintaining our workforce. This has also had a financial impact and a cumulative effect on staff and visitor fatigue with the constant anxiety and uncertainty around COVID.

Pleasingly, staff and resident vaccinations have continued well, and, in most cases, we are up to quadruple vaccinated with residents and many staff are the same. Vaccination has reduced the severity and impact of COVID on our residents and staff although it has become relatively more infectious and harder to prevent in our facilities.

As most of you are aware, I (Tony) started as CEO in February replacing outgoing CEO Peter de Koeyer. This was a significant change as Peter had been a long serving (14 years) and successful CEO and very much part of the culture and character of Westmont. He led Westmont through the trials of its early beginnings through many capital phases

and growth challenges to the highly regarded organization it is today, and he deserves great credit for all the Westmont achievements. Peter should be very proud of his time at Westmont, and he certainly has our collective thanks and gratitude.

We also see the departure of three of our valued Board members this year – Board members who have provided collectively over 40 years' service to Westmont and its earlier organisation. Andrew Williams has served 18 years on the Board and has help guide the organization from the beginning. His legal expertise will be sorely missed although he is staying connected to Westmont via the Foundation Project. Eleanor Fitz has also been a mainstay serving 18 years on the Board and being the driver of many of the improvements and initiatives and our local historian. Eleanor's business acumen and her TAFE experience has given a strong business focus. Andrew Brown has completed his 9-year term and has served as Chair of the Board and contributed strong clinical expertise and oversight to the Board. We wish them all well and thank them for their service and contribution to Westmont.

In terms of capital, it has been a slow and frustrating year. COVID, workforce issues across many industries and supply and price issues have escalated costs and postponed schedules. The Seniors Lifestyle Village is well delayed and although development work was able to be completed, we are still awaiting our first houses. Stage 1 houses should commence by the end of this year, and we hope to quickly complete Stage 1 (26 homes) and get into further stages.

The opening of the Cottages for people living with dementia in January 2021 was a great milestone and planning will recommence later this year for Stage 2 which will involve a further 30 dementia beds and a new Dementia Community and Activity Centre. The operation of the Cottages has been a proven success and is currently considered a best practice model in the industry.

In an effort to fund further cottages development, we also created a new fundraising vehicle called the Foundation Project to attract funding for our proposed Dementia Activity Centre. It is hoped that we can fund raise at least \$1m toward the facility from our community. We are well on the way with a great start via a bequest and many other donations and fundraising by Villa and Homestead residents and friends and family coming in.

In 2021 we prepared for our Aged Care Quality and Safety Commission 3-year re-accreditation of the Homestead (including the Cottages) which was due in the first quarter of 2021/22. Due to the limitations of movement during the pandemic, accreditation visits have been delayed, and we now expect accreditation to take place later this year.

The Royal Commission into Aged Care Quality and Safety final report and the Government's subsequent development and implementation of responses (including Budget announcements) are still being followed closely by the Board and Management of Westmont. There are several process, compliance and funding changes flagged and these are being progressively introduced. One of the more significant is a new funding instrument for residential aged care moving from ACFI to AN-ACC. This controls how much subsidy the government pays Westmont for our residents and is critical to our revenue. We continue to monitor and adapt to the changes required by Government and any public health orders in place, as we strive to ensure the best possible services remain in place for our residents and clients.

Westmont has continued planning for and managing growth in our Home and Community Care services to respond to the Government's continued investment in the provision of services at home. Part of the planning for growth is to



move our service from its locations at Beechworth Road and Seniors Lifestyle Village to a new site in central Wodonga. We recently obtained the old ANZ Bank in central Wodonga and hope to move in later this year. This Shopfront will also provide a springboard for other Westmont services and marketing activities.

We have also completed several smaller projects to keep our buildings and grounds safe, contemporary, and well serviced. This includes a refresh of our Homestead front entry area including the Café, and includes new flooring, painting, and new equipment. We are also updating and improving our signage including better wayfaring signs, lighting improvements, new reception fit outs and the creation of more office space.

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

A handwritten signature in black ink, appearing to read 'William Keeton', followed by a long horizontal line.

**BILL KEETON**  
CHAIRMAN

A handwritten signature in black ink, appearing to read 'Tony Dunn', followed by a long horizontal line.

**TONY DUNN**  
CHIEF EXECUTIVE OFFICER

# Board of Governance 2021-22



**Dr William Keeton**

*PhD – Management  
Masters – Management  
Bachelor – Political Science  
Chair (2021 to current)  
Non-Executive Director*



**Debbie MacKinlay**

*Grad. Dip Management  
Non-Executive Director*



**Andrew Brown**

*Registered Nurse  
Diploma of Management  
Tertiary Studies in Health Sciences and  
Commerce  
GAICD  
Non-Executive Director*



**Roger A Snell**

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



**Eleanor Fitz**

*Masters Degree Business (HM)  
Grad. Dip.Ed.Admin, Dip. App. Sc  
Food Services Teaching Certificate  
Workplace Trainer Certificate UK  
Trade Certificate Catering Management  
Non-Executive Director*



**Graeme Patterson**

*Diploma of Business Management  
Non-Executive Director*



**Andrew Williams**

*Bachelor of Laws  
Non-Executive Director*



**Carol Wlodarczyk**

*Master of Organisation Psychology  
Bachelor of Behavioural Science  
Company Secretary  
Non-Executive Director*



**Jennifer Gordon**

*Master of Education Leadership and  
Management  
Bachelor of Education  
Non-Executive Director*

Retired Board Member

**Neville Seymour**

*21 years' experience in Local Government as Councillor  
and Shire President*

**Non-Executive Director**

Resigned August 2021

## Life Governors

Mr B Martin  
Mrs J Berrell  
Mr I Warwick  
Mr R Matthews  
Ms S Cardwell  
Mr J Dunstan  
Mr N Seymour

Mr L Boyes  
Mrs P Corcoran  
Mr B Pooley  
Mrs M Schubert  
Mr R Snell  
Mr T McLean

# Executive and Management Team



**Tony Dunn**  
*Chief Executive Officer*



**Don Wilkinson**  
*Director of Finance and IT Services*



**Laura Souquet**  
*Director of Care and Clinical Services*



**Carolyn Moxey**  
*Manager of Cottages and Quality Systems*



**Peter Ward**  
*Manager of Hotel Services*



**George Taylor**  
*Manager of People and Culture*



**Chris Boyer**  
*Manager of Village and Apartments  
Retired June 2022*



**Doug Cook**  
*Manager of Building Facilities*



**Angela Collins**  
*Manager of Seniors Living Village*



**Maralee Vogel**  
*Director of Community Care*



**Shane Bartlett**  
*Manager of Grounds*

## RESIGNED AND RETIRED EXECUTIVE TEAM

**Peter de Koeyer** – Chief Executive Officer - July 2008 – Retired January 2022

**Angela McInnes** – Director of Care and Clinical Services – July 2010 – Resigned November 2021

**Christine Odewahn** – Director of Community Care – December 2012 – Retired March 2022

**Phil Eaton** – Manager of Building Facilities – September 2012 – Retired May 2022

**Ann O'Grady** – Coordinator of Business Development – May 2007 – Retired June 2022

# Continuous Improvement

Westmont's continuous improvement plans are forever changing, evolving, and evaluated. Westmont aims to provide the best possible care and services to our residents and clients.

Feedback is vital in improving what we do. We can't change what we don't know, and everyone, residents and clients, staff, volunteers, visitors, family members, contractors and allied health care professionals all play an important role.

Feedback can be collected in a variety of ways, including but not limited to, email, verbally, blue feedback forms, carer feedback forms, staff, resident and family meetings, consumer experience surveys and annual surveys. All surveys are reviewed, and action plans are implemented when opportunities for improvement are identified.

During the year a lot has been done to improve the care and services our residents and clients receive and following is a snapshot of some of the improvements we have made.

## **Enunciators - Homestead**

Additional enunciators have been installed in the hallways of the Homestead building as a visual prompt when a resident has requested assistance. This improvement provides the residents with the care and services they need.

## **Sensor Light Alternative – Cottages**

Sensor lights were replaced in the Cottages with a manual turn on/off system. Prior to the change some residents could not determine daytime from nighttime when the sensor light was activated. This improved sleep patterns of those affected.

## **Television - Central Lounge Homestead**

A television was purchased for resident use. It was installed in the Central Lounge area of the Homestead. Residents are able to access a range of activities, movie sessions, yoga, and gentle exercise. It has also assisted staff at resident meetings to ensure residents receive information that relates to their care and services eg. Older Persons Advocacy Group, Charter of Aged Care Rights

## **New Furniture**

New armchair and lounge furniture was purchased for the Homestead. The new furniture provides residents with improved comfort, posture support and allows them to sit

and stand more easily. The material is bright, fresh and is easy to clean.

## **Automatic Doors**

The doors leading from the Homestead reception area into the main body of the Homestead were changed so when a swipe or keypad is used to enter or exit the two doors open automatically, allowing for a hands free entry and exit providing residents with free movement and improved infection control.

## **Medication Dispensing System**

To decrease the likelihood of medication errors, a medication dispensing system is being considered for purchase. This has not yet become operational until a thorough investigation has been completed.

## **Face Mask Fit Testing Equipment**

Face mask fit testing equipment was purchased to ensure that staff are wearing the right face mask that correctly fits their shape of face. This will improve infection control and reduce the risk of residents being affected by viruses or infections.

## **Resident Orientation – Homestead**

Due to feedback received from a new resident, an orientation or buddy system will be put into action. New permanent residents are not aware of the routines and rhythms of their new home and a buddy can assist them with what is on offer at the service. Residents have volunteered to assist with this process.

In Community Care continuous improvement involves the ongoing assessment of our current processes and services to ensure efficient service provision and benefit to all clients and stakeholders of Westmont.

We regularly review our processes through internal and focus audits to identify opportunities for improvement or gaps in our processes. We have completed audits across all our services identifying mandatory documents that should be completed in relation to new and existing clients. Having updated contacts, medical information on the client and information on mobility issues and other physical conditions means we can appropriately care for our clients.



Our biggest challenge has been ensuring we continue to accept referrals from My Aged Care so we can arrange services for clients, which has been challenging with a workforce that fluctuates, particularly during COVID times. We are committed to reducing the waiting times for our clients and removing as many clients from the waiting list so they can access services. We have also focused upon conducting reviews of our existing clients to ensure client's services are assessed regularly. As our carers report cancellations, they have now been engaged to undertake welfare and reablement checks on clients who have been on extended leave or are only accessing limited Westmont services.

We have attempted to keep abreast of the aged care reforms by engaging in webinars and discussions with the commonwealth and state governments and advocating for changes. We also maintain a database for our staff and contractors to ensure all police checks, immunisations, driving licence and other compliance records are up to date. We have continued to update our COVID plan, ensure all staff are wearing appropriate PPE and complying with infection control processes when delivering care services.

Other Community Care continuous improvement outcomes we have focused upon in 2021/22 include:

- We have purchased food share vouchers that can be accessed by vulnerable clients and used when they go shopping with our staff. The vouchers provide them with more purchasing power than what they could access in a supermarket.



- We have rolled out induction training to all new staff and contractors who are engaged to deliver domestic assistance. Additional 6 hours of training are provided to new staff on understanding the ageing process, working with clients with cognitive impairments and how to clean effectively.
- We held a diversity workshop on working with the LGBTI+ community for our staff and invited other aged providers to attend. This training compliments the diversity strategies the team have rolled out throughout the year.
- We support diversity in our workforce and have converted staff rosters and instructions into other languages to assist new workers who speak English as their second language.
- We have responded quickly to the changes within the Social, Community, Homecare and Disability Services Award. We have sent updates to our workers and clients as rostering shifts have been changed to comply with the minimum engagement periods. We keep our staff and clients informed of news through regular newsletters. This allows us to keep in touch with our workforce and build their knowledge and helps them feel part of the team.
- Our funding system is constantly changing and we have been adapting to these changes. We are now attempting to claim funding for indirect costs associated with our service delivery. At the same time, we hope to make a decision on a software program that will allow us to



# Continuous Improvement (continued)

manage all programs rather than have multiple systems. This will lead to efficiencies and reduce our reliance on paper based systems.

- We coordinated an expo with Leef and invited Home Care Package clients to attend, as this allowed clients to view adaptive equipment which could potentially be funded under their Home Care Package.

Most importantly, our Community Care clients continue to achieve and live independent and fulfilling lives. We are grateful for the opportunity to share in their life and contribute to their wellbeing. Some examples of staff wellbeing and reablement outcomes achieved in 2021/22 include:

- Client P had an ongoing issue with hip pain for months and his specialist recommended surgery. The client declined the surgery and his Care Manager arranged massage and a follow up appointment with the GP for pain management. The client has stated: “since I have started getting massage therapy my pain has gone from 9 to 1, I can now walk without my walking stick. I have noticed such a big improvement, I cannot thank you enough for organising this”.
- A Home Care Package client receiving personal care, domestic assistance and shopping post acute care has advised that they are improving greatly and may not require the service ongoing. They received services initially for two weeks and then no longer required the services.

Across all our services, clients are telling us that they trust Westmont staff, that Westmont takes a person centred approach to their care and the carers have the knowledge and skills to provide high quality care.

2020/2021	2021/2022
<b>Homestead</b>	<b>Homestead</b>
138 Compliments	121 Compliments
106 Suggestions	69 Suggestions
94 Complaints	73 Complaints
<b>Apartments</b>	<b>Apartments</b>
34 Compliments	33 Compliments
4 Suggestions	0 Suggestions
5 Complaints	3 Complaints
<b>Villas</b>	<b>Villas</b>
17 Compliments	18 Compliments
2 Suggestions	4 Suggestions
5 Complaints	0 Complaints
<b>Community Care</b>	<b>Community Care</b>
389 Compliments	323 Compliments
9 Suggestions	0 Suggestions
212 Complaints	268 Complaints



# Survey Results

Residential Aged Care Resident Experience Survey Overall Score was 85.25%		
Area / Domain		Percentage
1.	Choices and Respect	89.69%
2.	Culture and Lifestyle	87.17%
3.	Independence	86.19%
4.	Assessments and Care Planning	75.60%
5.	Care and Services Delivery	85.75%
6.	Medical and Therapy Services	87.33%
7.	Meals and Dining	82.14%
8.	Cleaning and Laundry	91.04%
9.	Your Accommodation and Living Areas	85.46%
10.	General Living Accommodation – (outside my bedroom)	86.43%
11.	Complaints and Feedback	83.56%
12.	Knowledgeable, Capable and Caring Staff	84.21%
13.	Wellbeing and Overall Satisfaction	83.95%

Community Care – HCP Clients Client Experience Survey Overall score was 86.34%		
Area / Domain		Percentage
1.	Choices and Respect	87.14%
2.	Culture and Lifestyle	88.70%
3.	Independence	88.53%
4.	Assessments and Care Planning	87.06%
5.	Care and Service Delivery	88.82%
6.	Service to Support Health and Well-being	83.89%
7.	Complaints and Feedback	84.94%
8.	Knowledgeable, Capable and Caring Staff	84.83%
9.	Wellbeing and Overall Satisfaction	85.63%

Community Care – CHSP Clients Client Experience Survey Overall score was 87.03%		
Area / Domain		Percentage
1.	Choices and Respect	92.41%
2.	Culture and Lifestyle	92.23%
3.	Independence	89.88%
4.	Assessments and Care Planning	82.58%
5.	Care and Service Delivery	91.60%
6.	Service to Support Health and Well-being	81.87%
7.	Complaints and Feedback	83.87%
8.	Knowledgeable, Capable and Caring Staff	87.99%
9.	Wellbeing and Overall Satisfaction	84.11%

Residential Aged Care Relative Experience Survey Overall score was 78.85%		
Area / Domain		Percentage
1.	Choices and Respect	82.05%
2.	Culture and Lifestyle	77.23%
3.	Independence	73.83%
4.	Assessments and Care Planning	66.84%
5.	Care and Services Delivery	81.15%
6.	Medical and Therapy Services	82.31%
7.	Meals and Dining	72.31%
8.	Cleaning and Laundry	80.49%
9.	Your Accommodation and Living Areas	82.08%
10.	General Living Accommodation – (outside my bedroom)	89.62%
11.	Complaints and Feedback	80.99%
12.	Knowledgeable, Capable and Caring Staff	76.06%
13.	Wellbeing and Overall Satisfaction	80.89%

Community Care – HCP Client Relative Client Relative Experience Survey Overall score was 87.76%		
Area / Domain		Percentage
1.	Choices and Respect	89.23%
2.	Culture and Lifestyle	89.23%
3.	Independence	90.16%
4.	Assessments and Care Planning	88.00%
5.	Care and Service Delivery	87.21%
6.	Service to Support Health and Well-being	85.67%
7.	Complaints and Feedback	87.75%
8.	Knowledgeable, Capable and Caring Staff	89.45%
9.	Wellbeing and Overall Satisfaction	86.49%

# Survey Results (continued)

Apartment Resident Survey Overall Score was		Feedback included:
Area / Domain	Percentage	
1. Communication	95.17%	<ul style="list-style-type: none"> <li>Remaining independent whilst receiving assistance when needed. Also friendship of others</li> <li>Everything is done for you</li> <li>Feeling of comfort and friends.</li> <li>For my children to know I am not alone</li> <li>A safe and secure home with beautiful surroundings</li> <li>Pleasant company of other residents</li> <li>Security</li> </ul>
2. Care Needs	94.63%	
3. Staff	98.22%	
4. Other Services	96.62%	
5. Leadership and Planning	95.18%	
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.		

Village Resident Survey Overall Score was		Feedback included:
Area / Domain	Percentage	
1. Communication	84.75%	<ul style="list-style-type: none"> <li>Security, community and assistance when needed</li> <li>Feeling safe and friendly community</li> <li>Simplicity of life, keeping the K.I.S.S principle</li> <li>Freedom to go on holidays and not worry about the lawns and gardens</li> <li>Carefree and maintenance free lifestyle</li> <li>Support when needed, freedom to continue to live your life as you wish</li> <li>We have a very comfortable home and developed some very good friends with a community spirit</li> </ul>
2. Care Needs	93.93%	
3. Staff	95.06%	
4. Other Services	94.16%	
5. Leadership and Planning	90.72%	
94.34% of responses said they would be happy to recommend Westmont Village to their friends.		
96.08% of responses said they were happy they made the move to Westmont Village.		



# Staff and Education



## Residential Aged Care

We have an annual training calendar, which can change according to the needs of both residents and staff, it includes all mandatory training and other training needs where identified. The majority of our training and education has taken place online, in reality we prefer face to face training however during these strange times where COVID has impacted staff attendance and COVID isolation periods, online has been the preferred method.

Westmont residential care has one Infection Control and Prevention Lead and another studying towards their qualification. The role of the IPC Lead is to ensure all infection control practices are being monitored, implemented and reviewed on a regular basis, including audits and participation in amending policies and procedures. The IPC Lead is also involved in onsite training of staff in correct donning and doffing procedures, hand hygiene and infection control work practices.

If a gap is identified such as an increase in pressure injuries, staff are provided with additional training to ensure the quality of care or if we have a resident with special needs, consultants may be sourced who provide onsite training to staff involved in the direct care of that resident.

Staff are required to complete mandatory training units each year as part of their condition of employment, these include infection control, manual handling, fire and emergency procedures and food handling where required.

A snapshot of the year included but was not limited to the following.

- Care Staff Competency Manuals

- Medication Management for RN/EEN/PCA
- Dementia - Essentials, Behaviours, Engaging in Meaningful Activities and Responding to Behavioural Symptoms of Dementia
- Elder Abuse/SIRS – Serious Incident Response Scheme
- Quality Standards
- First Aid & CPR
- End of Life Care – Symptom Management
- ELDAC – Working Together Program
- Individual Choice and Decision Making
- Privacy, Dignity & Choice
- Workplace Bullying and Harassment
- Pressure Injuries
- Communication: Supporting Individuals

## CAROLYN MOXEY

### MANAGER OF COTTAGES AND QUALITY SYSTEMS

## Community Care

The highlight for Community Care was holding our annual compulsory training day at the Ray Snell Recreation Centre after a two-year break due to COVID. The training included team building activities, recognising and responding to risks in the home, manual handling, dignity of risk, team competitions, culture, diversity and inclusion, and learning about the lived experiences of older immigrant people.

The Ageing in Australia: The Immigrant Experience videos featured four people from different migrant backgrounds approaching the later stages of life sharing their migration experiences, reflections of living in Australia and their hopes as they age in Australia. In groups, we then discussed how their experiences differ from each other, what challenges could be confronting for each of them as they continue to age and what challenges would confront us as a service provider should one of these individuals become our client.

We continue to have staff complete nine online learning modules every year. These have included use of chemicals in the home, recognising and reporting pain, culturally inclusive support, understanding dementia, recognising changes in clients needs, resolving conflict, minimising the risk of falls,

# Staff and Education (continued)

managing workplace pressure, confidentiality and information handling, palliative care, looking after your back, recognising and responding to abuse, and communication.

Staff have been provided with opportunities to undertake face-to-face information sessions and short courses on a range of topics. These have included Understanding Dementia, Aboriginal cultural diversity, Mental Health First Aid, First Aid and CPR, medication training, hearing aid training and LGBTI+ and Trans and Gender training.

Staff completed an additional two training topics online earlier this year – Basic Clinical Care in the Home and COVID-19 Infection Control Training.

Webinars have continued to be a popular way for staff to engage in training. Webinars are a great way to listen to specialists in their field, ask questions and learn from other service providers. The webinars staff have been involved in include Preparing for your Quality Review, managing consumer spending expectations, clinical care and care management skills, and wellness and reablement.

Carers and care coordination staff have participated in case management, wellness and reablement training, quality improvement training and training in responding to clients who have had a fall or cannot mobilise safely from a bus. Our supervisory team have enrolled in a trauma informed counselling course as they receive feedback from clients and carers daily about complex care issues that can be confronting to staff and clients. These courses are in addition to the normal monthly training that all staff are expected to complete online.

Our Community Care Staff Newsletters also provide short training topics and information to keep staff informed and up to date. Topics have included building resilience and self-care, falls management, supporting client relationships, emergency procedures in a client's home, infection control, the Standards, medication management, nutrition – dementia and finger food and promoting optimal nutrition.

**KRISTENE GARDNER**

QUALITY COMPLIANCE AND VOLUNTEER COORDINATOR

## Staff Milestones

(\* denotes milestone reached in 2021/22)

### 20 + Years

Carolyn Gullifer

### 15 + Years

Carolyn Coupar  
Wendy Hawkins  
Maryanne Elvery  
Christine Boyer

**Samantha Donovan \***

**Joy Ruby \***

**Ann O'Grady \***

### 10 + Years

Mandy Cole  
Karen Honey  
Donald Wilkinson  
Peter de Koeyer  
Peter Ward  
Christi Lamotte  
Danyelle Elliott  
Narelle Briggs  
Cheryl Pollard  
Donna Serong  
Christine Bloxsom

Christina Miles

Juliette Gallacher

Margaret Seymour

Leah Harry

Jodie Grooby

Laura Souquet

Lesley Coulson

Dianne Laing

Joemon Jose

Shiji Joeman

Narelle Thomas

Andrew Fox

Heather Chapman

**Robynne Coleman \***

**Kerrie Small \***

**Carolyn Moxey \***

**Shane Bartlett \***

**Sandra Scalzo \***

**Mary Sutherland \***

**Ebony Fahey \***

**Kylie Jeffery \***

**Joyce Ransley \***

**Kate Manzie \***

**Lisa Bruning \***

### 5 + Years

Michelle McIntosh

Lakhwinder Singh

Sandra Coughlan

Philip Eaton

Christine Odewahn

Bernadette Condon

Andrew Brown

Ann-Marie Dyball

Maria Mathey

Ryan Polkinghorne

William Coombes

Donna Newbould

Rosina Villella

Thomas Blair

Sandra Hastings

Durga Gurung

Violy Harders

Pahal Bhattarai

Lisa Van Bergen

Catherine Knight

Kristeen Radcliffe

Julie Walker

Marilou Villamora

Allison Rosewarne

Taya Brooks

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

Caitlin Bartlett

Rincy Sijo

**Jelyn Grace Vyner \***

**Robyn Walker \***

**Emma Burgess \***

**Helen Sherwood \***

**John Baker\***

**Ann Osinga \***

**Kerry Nicholls\***

**Somluck Kamkana \***

**Leanne McLennan \***

**Julie Clarke \***

**Shiva Gautam \***

# Homestead Care Report

I would like to thank everyone for their support as I transition into my new role of Director of Care & Clinical Services, it has come with many challenges but with an excellent team of staff that I work with it has certainly made the task easier.

Staff, families and residents have been resilient with the Government guidelines in place regarding COVID-19. This is an everchanging environment and we work with the Public Health unit during outbreaks.

All staff are vaccinated against Influenza and COVID-19 and all permanent residents are quadruple COVID-19 and Influenza vaccinated unless they have chosen not to be. Westmont works closely with Tangambalanga Pharmacy to ensure the safety of our Westmont community by vaccinating staff and residents at request. We are required to report COVID-19 cases or exposures through the My Aged Care provider portal.

Work Safe Vic are issuing improvement notices to aged care providers who do not have a procedure in place for the safe use of N95 face masks.

Upon this advice discussions began regarding the purchase of an N95 mask fit test machine, to ensure the safety of staff working closely with COVID-19 positive residents and reduce the spread. This was purchased in June and testing was commenced immediately.

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

## **Legislative changes in the last financial year.**

The Royal Commission into Aged Care Quality and Safety highlighted the need for information about service quality to be available for people seeking and receiving residential aged care. The Royal Commission recommended developing and publishing a star ratings system based on measurable information. Star ratings will help senior Australians and their families to compare the quality and safety performance of different services and providers. Star ratings can deliver a range of benefits, these include:

- consumers will be able to make more informed choices about their aged care
- providers will improve the quality of services provided to consumers
- government will be able to provide transparent information about aged care system quality.

Fifteen of our Residents or Resident Representative if applicable will be interviewed in the coming weeks. Questions will relate to the care and services they receive at Westmont.

We also look forward to the end of Aged Care Funding



# Homestead Care Report (continued)

Instrument (ACFI) after 14 years and Australian National Aged Care Classification (AN-ACC) taking its place from the 1st of October 2022. Most of our residents have already been assessed by AN-ACC independent assessors and are ready for the change to take place.

The AN-ACC funding model will roll together funding for the:

- existing basic subsidy
- amounts currently provided through the Basic Daily Fee supplement
- homeless supplement and the viability supplement, and
- additional funding for care minutes that will commence from 1 October 2022.

Individual supplements such as oxygen, enteral feeding, veterans and accommodation supplements will continue, with some minor rationalisation of the overall structure of supplements. The Mandatory Quality Indicator Program continues.

Pressure injuries, falls, unplanned weight loss and restraint continue to be reported directly to the Government since July 2019.

From discussions within the Clinical governance team Westmont have taken advantage of a grant to improve the administration of medication management in Aged Care Facilities. We look forward to transitioning over to an electronic medication system in the next 12 months. Digital health systems such as electronic medication management can improve the safety and quality of health care. By using Electronic Medication Management, healthcare services can reduce the number of preventable adverse medication events, and medication prescribing and dispensing errors.

## Admissions and Discharges

The Homestead and Cottages as always continues to have high interest from the community and hospitals in regard to permanent and respite care. We receive multiple enquiries each week to add to the already long list waiting.

The expression of interest list stands at 360 at the time of this report.

There have been many cancellations of respite care as circumstances change and COVID-19 continues to be a part

of life. We work quickly to fill these beds for others that are in need of care.

Occupancy rate this financial year is 98%.

We have had fifty permanent admissions into the Homestead and seven permanent admissions into the Cottages, nine of these permanent admissions have joined us from Westmont Apartments and six from Westmont Villas. Our ageing in place strategy continues to work well.

Our respite admissions totalled one hundred and sixty seven this financial year compared to one hundred and twenty four admissions the previous year. Of these a total of twenty eight were from our Apartments and Villas residents. Many of these have had multiple respite stays for the year, taking advantage of the allocated sixty three days.

This financial year Westmont had one permanent admission transferred from another facility.

The Transitional Care Program (TCP) continue to have two beds at Westmont Homestead that are always full. These residents come to Westmont to gain their strength to hopefully transition back home.

We have had fifty six departures from Residential Facility this financial year, four of these residents passed away in hospital, whilst the others chose to stay at the Facility with family and staff to support them in their final days.

We had two residents who improved enough to return home with their families, and one moved to another facility interstate.

We had six residents passed away whilst on respite care.

The average age of residents at Westmont Homestead currently is 85 years.

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

	June 30 2017	June 30 2018	June 30 2019	June 30 2020	June 30 2021	June 30 2022
Average (years)	3.7	3.2	3.1	3.0	3.0	2.9

**LAURA SOUQUET**  
DIRECTOR OF CARE AND CLINICAL SERVICES



# Activities Report Homestead and Cottages

I've been asked 'What is an Activity'? According to the dictionary it's 'a thing that a person or group does or has done', so that leaves our job as Activity Officers wide open to many possibilities.

Activities we provide are for both groups and individuals. Some of these are gardening, yoga, meditation, gentle massages, exercises, walking, wheelchair strolls, entertainment, armchair travel, stories read out loud, reminiscing, nail care, bowls, outings, crosswords, quiz, card games, knitting group, art and craft, Church services, happy hour, movies, Men's and Ladies lunches, BBQs, cultural events, polishing silverware, folding laundry, cooking and so much more. The favourites seem to be bus trips, bingo, music activities, flavours of the world and one to one individual activities.

Westmont volunteers continue to be supportive, some of these people just starting, while others have continued their amazing charity for over 20 years. Their generosity is incredible. I've been told that they believe they get more pleasure than they give.

Some of the year's highlights are:

- Country of the month program has been very popular looking at countries such as Germany, Thailand, Scotland, New Zealand, and America. India was enjoyed by staff and residents as our Indian community provided a banquet of food that staff enjoyed for lunch and entertained the residents with dancing and afternoon tea. Dress ups during these cultural events continue to put smiles on the residents faces.
- Our music providers, most of which are generous volunteers, have expanded, with a variety of music and vocals that residents can enjoy listening to.
- Minds were soaking up the visual pleasure of an outing to 'Hyphen' gallery and library. The library is always helpful with requests from residents when wanting different genres and book titles, supporting very happy reading residents.
- Christmas lunch was an outdoor affair at the Cottages providing a different atmosphere for this special occasion.
- The Grand Piano has been a wonderful addition to the Homestead and continues to give everyone pleasure

whether listening or playing. There are several residents able to play and encouraged to do so. We were lucky to have a Pianola donated to the Cottages in which the residents and staff can exercise while playing music with their feet.

- We have had both primary and secondary schools corresponding with residents. A pen pal program with eight residents has been going back and forth, finding out more about each other with every letter sent.
- Welcomed back is the shopping bus outing where residents can shop or enjoy a morning tea out.
- Gardening is a daily activity in Spring, Summer, and Autumn at the Cottages, were residents plant vegetables and flower seedlings, then take care of them by watering, weeding, and watching them grow to reap the benefits of picking and eating the vegetables as well as cooking, making chutney, pesto, and anything else we can conjure up.
- We have had family members of residents and staff provide us with activities such as playing instruments, dancing, and information days on subjects of their knowledge and passion, such as trumpet and guitar playing and local finds with a detectorist.



## Activities Report Homestead and Cottages (continued)

- Eating fresh locally grown vegetables and fruit and learning where they were grown, was an informative, reminiscing afternoon as well as tasty too.

This past year has seen many challenges and the wonderful skills of the activities team seem to adapt continually to the changes, always helpful and caring. To me, being a part of this team, and, working for our senior's community, is the best job in the world.

### CHERYL POLLARD

ACTIVITIES COORDINATOR



## Volunteer Milestones

(\* denotes milestone reached in 2021/22)

### 20+ Years

Dorothy Olejniczak  
Gwenda Quick  
Margaret (Jean) Dudley  
Leone Derriman

### 15+ Years

**Gail Watson \***

### 10 + Years

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

**Diane Baker \***

**Nancy Massey \***

**Gweneth McLennan\***

### 5 + Years

Lynne Allen  
Marjorie Andrews  
Richard Andrews  
Marie Archer  
Suzanne Arnison  
Diane Baker  
Kaye Baker  
Allison Bowman  
Janice Brindley  
Rhonda Brooker

Andrina Bullock  
Matthew Burke  
Jennifer Carey  
Graeme Carey  
Suzanne Coon  
Harold Cover  
Raymond Davies  
Wendy de Koeyer  
Alison Dixon  
Garry Eastlake  
Ewan Elston  
Clive Faul  
John Ferguson  
Terrance Finlayson  
Rodney Freeman  
Marie Furze  
Noeleen Gadd  
Douglas Gammon  
John Gay  
Carol Gay  
Michael Georgiou  
Brian Gilby  
Shirley Gleeson  
Jennifer Glendenning  
Jean Goff  
Sandra Gourley  
Donald Grant  
Elizabeth Grant  
Luke Hamilton  
Jillian Hancock  
Raymond Hancock  
Scott Harbridge

Gerhard Hellmann  
Jillian Hibberson  
Judith Isaac  
Barbara Jones  
Bernard Jones  
Bruce Key  
Barbara Key  
Valarie Kingerlee  
Krystyna Korju  
Jennifer Kotzur  
Hege Kovacs  
Janet Kowarzik  
Srinivasa Ros Kuditipudi  
Dorothy Locke  
Ray Locke  
Valda Mackenzie  
Glenn Mackinnon  
Robert Matejcic  
Gennifer Matejcic  
Vincent Matthews  
Gary Mawby  
Robert McBean  
Gregory McKenzie  
Valda McKenzie  
Lorraine McRae  
Linda McWaters  
Charu Mishra  
Margaret Morse  
Trevor Pearce  
George Pender  
Andree Pender  
Joshua Quinlan

Julie Quinlan  
Rosemarie Raymond  
Graeme Redman  
Alan Rodgers  
Dianne Sanday  
Stephen Sanday  
Paul Scanlon  
Frank Sergi  
Marion Snell  
Wendy Starr  
Karen Stevens  
Heimo (Richard) Stieber  
Caron Stiler  
Anne Tremethick  
Rhonda Vile  
Freda (Ann) Wegener  
Winifred Westley  
Barrie Westley  
Julie Wilkins  
Phillip Wilkins  
Heather Williams  
Delwyn Wilson  
Peter Wilson  
Vicki Winnell  
Kristine Coyle  
**Ernest Barrat \***  
**Susan Parker \***  
**Cecilia McCormick \***  
**Cornelia Fuge \***  
**Wendy Manzie \***





# Village and Apartments

The new financial year continued to be challenged with COVID-19 restrictions and rolling lockdowns, but thankfully these relaxed towards the end of 2021 – just in time for Christmas celebrations including Westmont sponsored festive lunches which were well received and enjoyed by the residents. And the Carols by the Green relocated from the Community Centre to the more spacious Ray Snell Centre for an international line-up of famous, funny, and furry stars and was thoroughly enjoyed by all attendees.

Residents reluctantly, then tentatively began resuming a slowly re-evolving events calendar at the Ray Snell Centre – continuing the community COVID safety and wellbeing aspects and adapting to the new normal.

During April the Apartments were plagued with a third of residents contracting the COVID-19 virus. Those affected were isolated, the dining room closed yet again, and all residents were daily tested over several weeks to monitor the spread. Having 100% of residents double/triple dosed certainly helped the residents tolerate the various symptoms with good recovery.

Westmont will continue to maintain proactivity, self-protection, and vigilance to safeguard the health and wellbeing within our unique community.

## Apartments

Thelma Moyle moved in on 10 June 2010 and continues to reside and hold the record for occupancy years. The average age of Apartments residents is 89 years old

### Admissions:

Eleven Apartments have been occupied totalling 15 new residents this financial year.

### Discharges:

Twelve residents relocated to the Homestead. One resident moved to Queensland to be closer to family and four have passed away.



## Villas

John and Margaret Robins continue their landmark occupancy from their move-in date of 29 July 2011 and continue to happily reside within their Villa. The average age of Village residents is 79 years old.

### Admissions:

Nine Villas have been occupied totalling 11 new residents this financial year.

### Discharges:

Eight residents relocated to the Homestead and one to the Apartments. One resident returned to be with family, and three have passed away.

After over 16 years of working for and with Westmont primarily as Manager of the Village and Apartments it's time for me to step aside. Angela Collins will be taking on my position plus coordinating the Seniors Lifestyle Project and I wish her all the very best with what will be a tough but very worthwhile combined position.

My time has been challenging but ultimately rewarding and I thank both staff and residents who have patiently understood when catching me in moments of hectic stress, plus the volunteers who have supported me throughout. Curses to those who withheld microphones from me over the years! Best wishes to all ....

Enquiries for the Village, Apartments and Lifestyle Village project are constant with the Expression of Interest lists continuing to increase. Please contact Angela Collins on 6043 9832 for further information about this great place many call home.

### CHRIS BOYER

APARTMENTS AND VILLAGE MANAGER





# Community Care

We had another successful year in delivering a range of homecare services across our funded programs, including the Commonwealth Home Support (CHSP), Home and Community Care Program for Younger People (HACC PYP), Department of Veterans' Affairs Veterans' Home Care (DVA VHC) and Community Nursing (DVA CN), Brokerage services to 17 organisations and Home Care Package (HCP) services. COVID-19 continued to interrupt our service delivery, with Westmont focusing on the delivery of essential services such as community nursing, in home respite, personal care, individual support and the meals program. 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.

We have worked hard to connect with clients who have been on waiting lists for domestic assistance and property maintenance so they can access services. It is hoped the waiting list will be eliminated in the next few months.

Westmont successfully obtained additional funding to deliver additional meals and during 2021/22 delivered an additional 619 meals to clients. The total meals delivered in 2021/22

was 10005 meals. Meals on Wheels delivery has spread beyond the perimeters 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.

For the 2021/22 financial year, we delivered a total of around 85,385 service hours across all our programs. We have approximately 661 CHSP clients, and 126 clients under the HACC PYP Program. Our brokerage hours continue to grow (8% increase) with us delivering 11,461 hours of care to agencies that broker us to provide care to their clients.

Like all businesses, we have been challenged by the impact COVID-19 has had on attracting and retaining a qualified workforce. Sadly, we have lost some carers who have retired or moved on, but we have been fortunate to be able to attract other staff to retain a balance of around 50 carers, including staff who focus on domestic assistance and home cleaning. We have engaged an external contractor to provide some domestic assistance on our behalf. They are a qualified cleaning contractor, and we hear positive things about their service. This allows us to reach out to more clients.

We farewelled the Community Care Director Christine Odewahn in March 2022. Christine was very dedicated to seeking the best outcomes for Westmont clients and



## Community Care (continued)

we wish Christine well in her future endeavours. A new management team have come on board and has seamlessly picked up the reigns and continued to build relationships with clients and organisations. The outlook is bright with new carers coming on board to support our existing care team. To ensure we can continue to grow and take the strain off our existing carers, we have formed a partnership with some local job network agencies and the Wodonga TAFE to attract staff and offer them on the job training by completing a Certificate III in Individual Support. This is an innovative way of supporting our existing staff to upskill and attract new carers and grow our workforce. We have delivered in house training to our new carers as they come onboard through a detailed induction process and internal training program.

We conduct many internal audits to ensure our service complies with the aged care standards. Our customer service surveys across all our programs have revealed high satisfaction ratings with the quality of care we provide, the knowledge and skill of our carers and the person-centred care we provide to our clients.

We continue to experience growth in our home care package program. We pride our self in being a local provider and providing local care and case management services, including home visits to our clients. During 2021/22 we had 205 HCP clients, as well as having a number of clients waiting to come onboard. We have a dedicated staff member who helps community members navigate the age

care sector and register through My Aged Care and assists them to understand their homecare package and budget. Our HCP service was reviewed as part of the home care package program assurance reviews undertaken by the Commonwealth Department of Health and Aged Care. Our service was found to be complying with the aged care standards across the areas of disclosing pricing and keeping the client informed of price changes, having up to date care plans that are reviewed regularly and ensuring our administrative fee and client management fee are understood and disclosed to clients.

We are welcoming the chance for our growing team to all co locate to one building. The Home care package case managers are located at Baranduda and our main homecare office is in Beechworth Road. Being under one roof will lead to improved efficiencies and opportunities for staff to plan support for clients with complex issues. We are in the process of planning a relocation to a newly fitted out building in High Street Wodonga which will be more central and provide a space to accommodate all our services under one roof. The social connections group and Willows Dementia group will continue to operate from the Willows building in McFarland Road.

We have successfully obtained funding to coordinate a carer respite and support program, where carers and care recipients will be able to take time out from each other and attend outings and meet other carers and obtain support to undertake their caring responsibilities.





We have been challenged by changes in funding models, proposed aged care reforms and industrial award changes. The award changes means that we have to provide particular minimum periods of engagement and no service gaps for our carers. This has proved challenging to our rostering team and we thank our clients for their patience, adaptability and flexibility as a result of changes made to their roster. When service times change, we communicate these changes to the client via text messages or phone calls and we ask clients to have some flexibility in allowing for delays that may occur.

Social Connections at the Willows connected with clients virtually and through telephone welfare checks during 2021 when COVID restrictions were in place. Since March 2022, many of our favourite activities such as carpet bowls, movie nights, board games and singing and art-based activities have resumed to capacity. Our dementia specific group-the Willows operates 3.5 days per week. We have around 115 clients engaging in our social activities. Bus pick up and drop off are available to all clients attending the groups. We have a specific group for younger clients (HACC-PYP) and are welcoming new members to this group. Once every 2 months, the social connections group participates in a

luncheon and samples the local delights on offer and builds friendships whilst indulging in good food. Our technology class and 'one on one' technology support are available twice weekly from the Willows to help people connect with technology.

Our service would not be able to operate without the ongoing and dedicated support of our volunteers who support our clients in providing meals, being part of the friendly visitor program and volunteering their time at the Willows.

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. Everyone shares the same philosophy of empowering the client to reach their full potential and living a rich and diverse life.

**MARALEE VOGEL**

DIRECTOR OF COMMUNITY CARE



# Community Volunteers

Volunteer involvement is crucial to the wellbeing of the people we provide services for.

Community Care is lucky to have approximately 200 volunteers who help with our Meals on Wheels Program, Social Connections Program and Friendly Visiting Program.

Our Meals on Wheel volunteers help to deliver meals seven days a week to clients living independently in our community. Our volunteers are our driving force of Meals on Wheels and without their significant and valuable contribution, Meals on Wheels wouldn't be able to deliver on its mission of enabling wellness, connection, and independence.

Our Social Connections volunteers assist with meal preparation, activities, and transport to and from The Willows. They work side by side with our Activities Officers to ensure our clients enjoy a cooked lunch and participate in the activities designed to build social connectedness and friendships.

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 and reminiscing about the past.

Our volunteers are provided with an annual Christmas in July luncheon to show our appreciation for their efforts and commitment. Without their help, we would not be able to support the health, independence, and connection of hundreds of our clients.

Thank you to Belinda Johan and Kristy Emmins who provide day to day support with the volunteers.

**KRISTENE GARDNER**

COORDINATOR OF COMMUNITY CARE VOLUNTEERS /  
MEALS ON WHEELS





# Hotel Services

The Hotel Services team once again, worked closely with all other areas of the organisation to get through another challenging year. Again, we navigated through COVID-19 restrictions, COVID testing, multiple lockdowns, staff shortages, stock shortages, price rises and increased auditing and compliance in all areas. Our staff in Hotel Services worked efficiently, effortlessly, and tirelessly to minimise any impact on our residents throughout the organisation over the last 12 months, which is a testament to our staff's dedication to continually supply quality support services to Westmont.

The Cleaning and Laundry departments like the year before, felt the extra pressures with the continued cleaning duties and increased schedules associated with COVID-19. We currently continue with the extra touch point cleaning regime throughout the facilities which is carried out twice daily. This includes light switches, handrails, door handles, arms on chairs in public areas, and the list goes on. This year, the Government supplied Westmont with a majority of PPE for our stores which included P2 face masks, P3 face masks, gloves, goggles, face shields and Rapid Antigen Tests. These supplies helped mitigate some of the ongoing costs to the organisation with PPE expenditure which also covers RATs to staff, visitors, and residents. As part of our commitment to infection control and responses to COVID-19, it was agreed to replace the ageing Ozone machine in the laundry for better sanitisation during the laundering process. This was ordered and purchased in April 2022 and should be installed late August 2022 pending supply chain issues.

Westmont's annual "Third Party Food Audit" was completed in early April 2022 by Food Hygiene Australia for the Homestead and the Willows. Once again, both sites passed with little concerns and Certificates of Audit, Adequacy and Compliance were issued on the day of audit for another 12 months. These audits cannot be passed without the diligence of catering staff and the time they put into cleaning, documentation, and food safety. As a continuation of our auditing process, Westmont's Dietician from "Happy Apple Nutrition" completed their annual "Menu and Mealtime Quality Assessment for Residential Aged Care". This report is based on and around the eight (8) Aged Care Quality Standards. Again, recommendations have been suggested and reviewed, some have already been put in place for a better dining experience for our residents. Some of these recommendations were a Vegetarian menu, Texture Modified Food menu, drinks and condiment lists on the dining tables.

Following on with Westmont's refurbishment projects from 2021, it has been a slow process due to COVID restrictions, considerable increase in costs and supply issues. However, we have managed to complete a few minor projects around the site. In February 2021, approval was given to purchase new furniture for the Central Lounge in the Homestead and was ordered immediately. Unfortunately, due to all things COVID, we did not receive delivery till September 2021. The residents now though, enjoy a refreshed lounge area with bright comfortable furniture to carry out an activity or just watch the hustle and bustle of daily life at Westmont. The older good quality furniture from the central lounge was repurposed to the Belvior lounge and dining areas. In June 2021, approval was given to purchase new dining tables and chairs for our Apartments dining room. Once again, these were ordered immediately, however we did not take delivery till February 2022. Also, as part of Westmont's Food Audits, the production kitchen flooring was replaced in October 2021 due to wear and tear. This was replaced over the course of a weekend, so it didn't hinder food production for our residents. Some may have also noticed that the front reception and office areas have had a redesign with fresh paint, new desks, and carpet. Refurbishment for 2022/2023 will continue with a new foyer makeover and fresh look to Annie's Café and outdoor area.

As of July 2021, Westmont applied to receive the "Basic Daily Fee Supplement", which is the equivalent of an extra \$10.00 per resident per day to help support food and nutrition and daily living expenses. Expenditure on food, dietary support, oral health, wages in Food Service and kitchens, nutritional supplements and food management must be reported quarterly. This fee supplement is a boost to the budgets to help provide quality food, menu choice and nutrition to our residents. However, the last quarterly report has shown a 12% increase in food costs since July last year. Some food products eg: coffee, gravy, some vegetables, prunes, milk, cream, cheese, flour, sugar have had a significant increase in cost. Some items have doubled in price to what they were last year. Prices have stabilised over the last couple of months; however, we continue to pay top dollar for daily essentials.

**PETER WARD**

MANAGER OF HOTEL SERVICES

# People and Culture

Over the last 12 months we have worked extensively to continue recruiting quality individuals to work at Westmont. Throughout COVID it has been a slow and frustrating process with the tide finally turning around the first quarter of the year. The Community Care team were able to grow in areas of Case Managers, Scheduler Client Care Coordinators although we continue to battle to attract Carers and Cleaners to the industry.

In the Residential Homestead many new Enrolled and Registered Nurses seek additional employment in the hospitals as part of their graduate year program. This was particularly frustrating for our Clinical Care department, and we saw many long-term employees move to the public health care system.

In terms of our staff departures, after the struggle of lockdown, many more seasoned staff chose to retire or relocate to be closer to family. There is no doubt that Westmont, like many Aged Care providers, have lost staff from the industry all together. Cleaning and Food Service have also struggled to stay fully staffed with a plethora of options in those industries throughout the area. It is impossible to compete with businesses such as Airbnb offering extraordinarily high rates for cleaners.

Our staffing levels have stabilised and are the best they have been in over two years. Our traineeship program has once again provided dedicated young individuals to the industry

to gain qualifications and experience. We are strongly encouraging upskilling and diversifying of staff. We had two staff move from Hotel Services into a Care traineeship role and both are doing extremely well. We also have a Certificate III program operating in Community which will enable some cleaners to move over to care.

We have experienced significant changes in the senior management level with the recruitment of a new Chief Executive Officer and Director of Community Care. Along with succession programs for the Director of Care and Clinical Services, Maintenance and Facilities Manager, Manager of Independent and Assisted Living it has been extremely busy. From my own perspective and development, it has been a very enjoyable challenge to provide support and guidance in this recruitment process. Peter de Koeyer, Angela McInnes, Christine Odewahn and Chris Boyer will be missed. With a changing of the guard comes an exciting new era. We are currently in the process of recruiting a new Chief Financial Officer and we will all be extremely sad to see Don Wilkinson depart.

There is no doubt our staff have been under enormous pressure. Fatigue management is being closely monitored along with ensuring all staff are taking leave to rest and recuperate. We scheduled a mental health first aid course which was well received, and we will schedule this again for 2023.



Over the last 12 months it has been essential to show our appreciation and recognition to the staff and their hard work. Our wellness program has focused on social events in the area to help staff reconnect and to support local small business. Gifts that staff have received include vouchers for Clancy's food store, morning tea and treats, luncheons and chocolates. Staff have also received massage vouchers.

Our Social Club program has grown significantly with nearly 200 employees participating. The fortnightly draw enables staff to enjoy meals and have support with the cost of living that alleviates financial pressure. Over the last year we have enjoyed winery luncheons, candles and meal vouchers to enjoy Hygge (a Danish philosophy about happiness), fortnightly draws with lots of different cost of living vouchers along with participating in the Platter and Palette events locally.

We have tried to incorporate morning teas and staff BBQ's that align with the countries of the month we celebrate to encourage diversity and understanding of other cultures. We were particularly delighted when we celebrated the country India with many of our Indian staff making delicious food for staff to enjoy at a luncheon. The food was amazing and enjoyed by all.

We have made significant progress with moving our job recruitment and employment portal to a completely electronic format this year. By early next year we will have

the induction process completed via an online portal, removing the need for paper and an antiquated system. There are still many steps to make with our website to provide as much information as possible, make it user friendly, and to generate engagement. This year we have worked with Border Mail on a 12-month marketing campaign that has allowed us weekly advertisements. Whilst we are aware that Westmont has a wait list for nearly all aspects of living, we are using the advertising as a means of educating the community on our services, as well as areas of growth (Seniors Lifestyle) and to advertise our vacant positions. It has generated a lot of traffic through to our website. This has given Westmont greater exposure.

The People and Culture department has grown with two new people joining the team, and our major focus is to update training practices, with new third party providers. We are also in the process of working on apps to help engage with all staff. Our focus is on a new and reinvigorated Wellness program, Training program and Social events program for 2023. We will continue to recruit strongly and work with all department managers to secure quality staff for Westmont.

## GEORGE TAYLOR

MANAGER OF PEOPLE AND CULTURE





# Buildings and Facilities

Another very busy year for the Maintenance team with 2,600 maintenance requests logged across all areas of Westmont in addition to the programmed maintenance schedules and upgrade projects. Add in the continuing presence of the pandemic and progress at the new Seniors Living site and the scope and variety of work is apparent.

The following is an overview of some of our main completed projects throughout the year,

## Homestead

- Automation of swing doors at the front and rear entrances
- Repainted 9 rooms
- Replaced bathroom vinyl in 5 rooms
- Fitted vinyl planks in 9 bedrooms
- 5 additional ceiling tracks fitted
- Vinyl flooring replaced in the Production Kitchen



- Replaced all smoke detectors
- Annunciator screens fitted in all wings
- 3 Sluice sinks installed
- Fire Panels upgraded to Dual Radio Monitoring
- Refurbishment of the Reception area
- Upgraded Belvoir Sensory Room to a Shower Room and the purchase of a Shower/Bath trolley

## Apartments and Villas

- Refurbishment of 9 Villas and 10 Apartments for re-occupancy, this includes painting and floor coverings, the repair or replacement of equipment, curtains and blinds where required
- Replacement of all smoke detectors in the Apartments
- 12 canopies fitted to Villa West facing doors to minimize rainwater penetration

## The Willows

- Kitchens upgraded with new dishwashers, refrigerators and stainless-steel benchtops and splash backs.

## The Cottages

- The Cottages have settled with general maintenance the main focus.

The Unified Communications project is still in progress with equipment on order to upgrade the core switch and the upgrade of the Microwave links to the Willows and Beechworth Road completed.

I would, on behalf of the Maintenance team, like to thank all staff, residents and contractors for their cooperation throughout the year and look forward to the challenges ahead.

**DOUG COOK**

MANAGER OF BUILDINGS AND FACILITIES



# Grounds and Gardens

The current La Nina weather event has kept our gardeners very busy since last spring with plants growing vigorously and not slowing down until winter this year.

The team have done extremely well to keep on top of it and have been able to complete the winter maintenance schedule by the end of August. Our spring run will commence in the middle of next month and in the meantime, they are busy doing some “fine tuning” around the Homestead and washing paved areas and paths and oiling wooden fences and structures.

Our Turf and Landscape staff have been busy doing irrigation auditing and improvements as well as several construction projects. These include:

- A paved shade structure on the creek way
- Cardwell Courtyard Garden upgrade
- Main entrance garden and lighting upgrade
- Installation of water fountain in small lagoon
- Installation of steps at Ray Snell Centre
- Several fee for service garden renovations within the Village

In the coming months the turf staff will branch off into full time mowing as the lawns come out of winter dormancy.

Our landscape staff will be heading up the road next month to Seniors Living Village to commence landscaping, starting with the existing cottage. They will then move onto the first two homes due to arrive in November 2022.

In summary the last 12 months have been challenging but productive and we will continue to strive to present the Westmont gardens as best they can be.

**SHANE BARTLETT**  
GROUNDS MANAGER



# Financial

Westmont recorded a financial operating surplus of \$4,038,564 during the 2021/22 financial year. This is compared to a surplus of \$567,345 in the previous year. Before depreciation, or EBITDA, the surplus was \$5,590,268 (\$2,776,985 in 2020/21).

Several factors need to be considered when determining the underlying result.

1. Revaluation of the Village. This is the second revaluation of the Village in as many years and recognises the continuing strong demand for housing in the Wodonga and surrounding region. The valuation represents an increase in the result by \$3,440,854.
2. Community Underspends. COVID-19 severely disrupted the ability of our Community Service staff to visit Clients' homes to provide services. Also due to the "crowd limit" restrictions, there were long periods when Westmont could not bring Clients into its Social Connections Programme, which proved to be frustrating to all. Consequently, in the Commonwealth Home Support Programme (CHSP), there was \$386,806 from 2020/21 and \$380,000 from the current year which has been underspent. And in the HACC/PYP there was \$170,400 from the 2020/21 year underspent. This has resulted in \$937,206 that has been recognised as revenue, and due to COVID-19, this money will not be required to be repaid.

3. Willows - 11B McFarland Road purchase. Westmont purchased the Willows from the City of Wodonga during the year. Although this transaction was negotiated for a \$1 transfer, the \$1,130,000 agreed capital value has been shown in the statements as income.

The four operational segments of Westmont have had mixed results.

## Residential Aged Care

2021/22 marks the first full year of operation with the additional 32 Dementia Specific Cottage beds. Demand for Dementia Care, as always, has been extremely strong with occupancy across the facility at 98%. This is well above the industry benchmark where the average occupancy level at 30 June 2021 was 87%. Source: [www.gen-agedcaredata.gov.au](http://www.gen-agedcaredata.gov.au). This level of occupancy level is extremely pleasing despite the ongoing interruption from COVID-19.

Like most aged care operators, Westmont is looking forward to the new funding model (AN-ACC) that is due to commence in October 2022. However, with reforms, comes another level of compliance. Overall it is expected the introduction will be positive in a financial sense for Westmont.

## Assisted Living Apartments

The turnover of Residents in the Apartments continues at around 25% during the 2021/22 financial year. This





turnover has resulted in higher than expected refurbishment expenses, thus making this segment operate at a greater deficit than budgeted.

### **Villages**

The civil works at 34 Ellen McDonald Drive were completed in June 2022 in readiness for the first of 96 units that are to be located on the site. These works have been funded by loan funds which will be repaid as units are sold. Unfortunately, due to supply and COVID-19 issues, the anticipated arrival of homes has been delayed, placing the project around 12 months behind schedule.

Some operating expenses have been incurred in 2021/22 without the revenue expected to be generated from the “move-in” of Residents. It is anticipated that the project will begin to generate revenue in 2022/23 with the arrival of the incoming residents.

The Village on the main site at 265 Baranduda Boulevard has remained full, with long waiting lists, and continues to operate within budget.

### **Community Care**

The Community Care area of Westmont continued to focus on securing more Home Care Packages (HCP) during 2021/22. It is most definitely the growth area of the organisation. This process of securing further packages was hampered

by the restrictions that were imposed due to COVID-19 and also the unforeseen situation of Westmont being in the position where we have been unable to recruit sufficient staff to deliver the services to newly engaged HCP Clients. The recruiting situation has improved and it is envisaged that there will be many more HCP Clients signed up in the ensuing months. There is demand. It is just a matter of us being able to meet this demand by supplying the services.

Other areas of Community are performing steadily. Brokerage services are diminishing slightly, but this is being offset with the Clients who had services delivered under this program, mostly being signed up into the Home Care Package Program.

It has been a challenging year, but on the whole, Westmont has been able to perform as near as possible to normal. With restrictions for COVID-19 almost lifted, we can expect to see an improved result in 2022/23.

**DON WILKINSON**

DIRECTOR OF FINANCE & IT SERVICES



**Westmont Aged Care Services Ltd**  
ABN 87 112 051 457

**Financial Statements**

For the year ended 30 June 2022

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## Director's Report

For the year ended 30 June 2022

The Director's present their report with the financial report of Westmont Aged Care Services Limited for the period ended 30 June 2022.

### Director's

The names of the Directors of Westmont Aged Care Services Limited at any time during or since the end of the financial year are:

Name and Qualifications	Experience and Special Responsibilities
<b>Dr William Robert Keeton</b> <i>PhD - Management</i> <i>Masters - Management</i> <i>Bachelor - Political Science</i>	Director since 2017. Chairman since November 2021. Deputy Chairman 2018 – 2021.. Lecturer La Trobe University- Current 10 years Research student/casual lecturer- La Trobe University 20 years United States of America-Army Logistics 3 years Director of Research- Centaur Institute Pty Ltd
<b>Eleanor Leoni Fitz</b> <i>Masters Degree Business (HM)</i>  <i>Grad. Dip.Ed. Admin, Dip. App. Sc</i> <i>Food Services Teaching Certificate</i> <i>Work Place Trainer Certificate UK</i> <i>Trade Certificates Catering Management</i>	Director since 2004. Deputy Chairman since November 2021. Company Secretary 2012 – 2021. 40 years Educational and Business Management experience Food Services – Aged Care Consultant International Vocational Education & Training Consultancy Business Partner Transport Services Tourism Services - Special Interest Cruises
<b>Andrew Geoffrey Brown</b> <i>Registered Nurse</i> <i>Diploma of Management</i> <i>Tertiary studies in Health Sciences and Commerce</i> <i>GAICD</i>	Director since 2013. Chairman 2018 - 2021 Deputy Chairman 2016 – 2018. 30 years of experience in the health industry - clinical, management, project management and at executive level in regional roles in health services in both public and private sectors. Board Director Tallangatta Health Service and Chairman 2012 - 2014 General Manager Client Services, Gateway Health – current
<b>Jennifer Gordon</b> <i>Master of Educational Leadership and Management</i> <i>Bachelor of Education</i>	Director since November 2021. Various Manager Roles – Wodonga TAFE 2003 to present. Board Director – Beechworth Health Service 2013 to present

## Director's Report (con't)

<b>Deborah MacKinlay</b> <i>Graduate Diploma in Management</i>	Director since 2019. 2015 – Current, Manager – Customer Service, North East Water Authority 1993 – 2015 Manager Community Lifestyle, City of Wodonga
<b>Graeme Patterson</b> <i>Diploma of Business Management</i>	Director since 2019. 36 years experience in private and public Employment and Training sector Private and Public Sector Management Experience 40+ years Board & Committee Experience in private and public sectors including 20 years Director and 6 years Chair Ovens & Murray Football Netball League
<b>Neville Gordon Seymour</b>	Resigned August 2021. Director 2004 – 2021.. Deputy Chairman 2004 – 2008. 21 years experience in local government as Councillor and Shire President
<b>Roger Snell</b> <i>Qualified Accountant</i>	Director since 2019. 2003-2009 CEO Lake Macquarie Private Hospital 1993-1998 CEO Hollywood Private Hospital, Western Australia. 1986-88 VP COO Hospital Services of America, 22 Hospitals
<b>Andrew Williams</b> <i>Bachelor of Law</i>	Director since 2004. Deputy Chairman 2008 – 2015. Partner Warren Graham & Murphy Solicitors 12 years Director Kell Moore Lawyers 22 years, Nationally Accredited Mediator Andrew Williams Lawyer Consultant and Mediator
<b>Carol Wlodarczyk</b> <i>Master of Organisational Psychology Bachelor of Behavioural Science</i>	Director since November 2021. Company Secretary since 2021. 2022 to present – Executive Manager, People & Culture – Shepparton Villages 2019-2021 HR Business Partner – Mercy Health 2015 – 2019 Councillor – Surf Coast Shire 2013 – 2015 GM HR & Administration - Barwon Youth

Directors have been in office since the start of the financial period to the date of this report unless otherwise stated.

The company secretary at the end of the financial year was Ms Carol Wlodarczyk.

## Director's Report (con't)

### Principal Activities

The principal activity of the Company during the course of the year was owning and operating residential aged care facilities and the provision of aged care services in the home.

### Operating Result

The Net Surplus of the Company for the year ended 30 June 2022 was \$4,038,564 (2021: \$567,345). Prior to depreciation the Company had a surplus of \$5,590,268 (2021: \$2,276,985). Of this surplus, \$3,440,854 is attributable to the revaluation of the Village, \$1,130,000 due to the treatment of the Home and Community facility "the Willows" purchase and \$937,206 to recognition of underspends in two Community care programs. These items have artificially increased the result and are unlikely to reoccur.

The Company is exempt from income tax.

### Dividends

As the Company is a limited company by guarantee and does not have share capital, no dividend is payable.

### Significant Changes in the State of Affairs

In the opinion of the Directors the only significant change in the state of affairs that occurred during the financial period under review, was the retirement of the long serving Chief Executive Officer Mr Peter de Koeyer and the commencement of his replacement Mr Tony Dunn in February 2022.

### Review of Operations

Westmont adapted to COVID-19 lockdowns that were largely in place for the first 4 months of the financial year. From a financial perspective, the operation has not been impacted directly. However, staffing and the ability to recruit staff still remains a challenge for not only Westmont, but the aged care sector as a whole. Two COVID-19 outbreaks in January forced the residential facility into lockdown for 15 days as directed by the Public Health Unit.

The wearing of Personal Protective Equipment (PPE) became the norm during this imposed lockdown. Overall, in a financial sense, the impact has been managed, as again, the Commonwealth has largely covered the cost of PPE and additional cleaning materials. The Commonwealth has also covered the cost of additional shifts required during lockdowns.

Despite these restrictions, Westmont was able to continue to develop and operate a range of aged care, residential and community services for the people of Wodonga and the surrounding region.

For reasons beyond the Board's control, the Seniors Lifestyle Living development on the old Trinity College site in Ellen McDonald Drive did not progress as fast as anticipated. Planning and Building Permit issues along with labour shortages through COVID-19 and material shortages through the Ukraine conflict have all had an impact on the delay. We have been assured that the first units will be in place in early November 2022, and this will start to give this project some momentum. This development will complement existing segments of Residential Aged Care, Assisted Living Apartments, Retirement Village and Community Care Operation.

In this financial year we had the first full year of operation of 132 residential aged care beds, with the 32 beds opened in January 2021 proving to be under great demand. Planning for a further 30 dementia specific beds, again in the Cottage format, is well underway, with work expected to commence in the next 12 to 18 months. These Cottages, along with a day centre will be situated adjacent to the 32 existing beds, and will complete development on the site at 265 Baranduda Boulevard.



### Director's Report (con't)

Once the 30 extra dementia beds are constructed, there will be 162 residential aged care beds on the site, plus two non-aged care beds that are utilised by Albury Wodonga Health for their Transitional Care Program

There were 11 changeovers (12 in 2021) in the Assisted Living Units (known as Westmont Apartments). There is a sizeable waiting list for these units, and when a vacancy does occur, new residents are quickly taking up vacated places.

Demand for Westmont's Independent Living Units, referred to as Westmont Village has continued. Any vacancies during the year have been filled quickly. Demand is still very strong.

Community Care again was severely impacted by COVID-19 restrictions, especially the first six months of the financial year. Provision of services into Clients' homes was curtailed due to access and Social Support programmes operating out of the Willows were shut for a number of weeks. However, the second part of the year has seen services back to normal, albeit with staffing challenges through pandemic leave and inability to recruit.

Funding model changes in the Home Care Package Program were introduced early in the new financial year. It is pleasing to report that these changes were adopted with minimal adverse affect to operations. Westmont will continue to focus on the Home Care Package Program for growth in the Community Care operation.

During the year Westmont purchased 11B McFarland Road, Wodonga (The Willows) from Wodonga City. This site will continue to run the Social Support and Planned Activity programs.

The Board is confident of continued positive financial results with prudent fiscal management.

### Indemnification and insurance of Directors and Officers

During the year, a premium was paid in respect of a contract insuring directors and officers of the Company against liability. The officers of the Company covered by insurance contract include the directors, executive officers, secretary, and employees. In accordance with the normal commercial practice, disclosure of the total amount of premium payable under, and the nature of the liabilities covered by, the insurance is prohibited by a confidentiality clause in the contract.

The Company has not indemnified its auditors.

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the year.

### Auditor's independence

The lead auditor's independence declaration for the year ended 30 June 2022 has been received and can be found below.

This report is signed in accordance with a resolution of the directors.



Roger Snell  
Director & Chair of Audit, Finance & Risk Committee

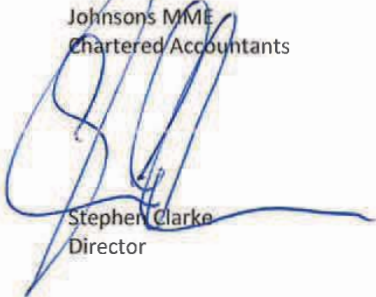
Baranduda  
28 September 2022

## Auditors' Independence Declaration

As lead auditor for the audit of Westmont Aged Care Services Pty Ltd for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief, there have been:

- a.) No contraventions of the auditor independence requirements of the *Corporations Act 2001* or *Australian Charities and Not for Profits Commission Act 2012* in relation to the audit; and
- b.) No contraventions of any applicable code of professional conduct in relation to the audit.

Johnson's MME  
Chartered Accountants



Stephen Clarke  
Director

Albury  
28 September 2022

## Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2022

	Notes	2022 \$	2021 \$
<b>Revenue</b>	2	28,537,823	22,677,604
<b>Expenditure</b>			
Employee Benefits Expense	3	(16,334,690)	(14,272,177)
Finance Costs	3	(126,258)	(102,728)
Other Expenses	3	(6,486,607)	(6,025,714)
		(22,947,555)	(20,400,619)
<b>EBITDA (Surplus for year before depreciation)</b>		5,590,268	2,276,985
Depreciation Expense	3	(1,551,704)	(1,709,640)
<b>Surplus/(deficit) before income tax</b>		4,038,564	567,345
Income tax expense	1(d)	-	-
<b>Net surplus/(deficit) for the year</b>		4,038,564	567,345
<b>Other comprehensive income</b>			
Net gain/(loss) on revaluation of non-current assets	7	-	(8,975,004)
<b>Total comprehensive result for the year</b>		4,038,564	(8,407,659)

*The above statement of profit and loss and other comprehensive income should be read in conjunction with the accompanying notes.*



## Statement of Financial Position

As at 30 June 2022

	Notes	2022 \$	2021 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	6,029,015	7,044,956
Trade and other receivables	5	4,256,351	1,598,077
Other	6	328,510	249,529
<b>Total current assets</b>		<b>10,613,876</b>	<b>8,892,562</b>
<b>Non-current assets</b>			
Property, plant and equipment	7	41,001,200	38,041,707
Investment Property	8	52,370,000	45,450,700
Intangible Assets	9	86,790	16,240
<b>Total non-current assets</b>		<b>93,457,990</b>	<b>83,508,647</b>
<b>Total assets</b>		<b>104,071,866</b>	<b>92,401,209</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	10	3,565,804	4,731,983
Financial liabilities	11	317,245	2,381,980
Employee benefits	12	2,271,500	2,103,200
Other	13	69,810,771	65,788,770
<b>Total current liabilities</b>		<b>75,965,320</b>	<b>75,005,933</b>
<b>Non-current liabilities</b>			
Employee benefits	14	758,000	855,100
Provisions	15	4,806,490	1,475,519
Financial Liabilities	16	3,438,835	-
<b>Total non-current liabilities</b>		<b>9,003,325</b>	<b>2,330,619</b>
<b>Total liabilities</b>		<b>84,968,645</b>	<b>77,336,552</b>
<b>Net assets</b>		<b>19,103,221</b>	<b>15,064,657</b>
<b>EQUITY</b>			
Retained surplus		5,443,004	1,409,726
Other reserves		2,334,305	2,329,019
Asset revaluation reserve		11,325,912	11,325,912
<b>Total equity</b>		<b>19,103,221</b>	<b>15,064,657</b>

The above statement of financial position should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity

For the year ended 30 June 2022

	Note	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Total
		\$	\$		\$
Balance at 30 June 2020		861,631	20,300,916	2,309,769	23,472,316
Surplus/(deficit) for year		567,345			567,345
Revaluation increment	7		(8,975,004)		(8,975,004)
Transfer to Retained Earnings		(19,250)		19,250	
<b>Balance at 30 June 2021</b>		<b>1,409,726</b>	<b>11,325,912</b>	<b>2,329,019</b>	<b>15,064,657</b>
Surplus/(deficit) for year		4,038,564			4,038,564
Transfer to Retained Earnings		(5,286)		5,286	
<b>Balance at 30 June 2022</b>		<b>5,443,004</b>	<b>11,325,912</b>	<b>2,334,305</b>	<b>19,103,221</b>

*The above statement of changes in equity should be read in conjunction with the accompanying notes.*

## Statement of Cash Flows

For the year ended 30 June 2022

	Notes	2022 \$	2021 \$
<b>Cash flows from operating activities</b>			
Receipts from residents and government		21,190,237	20,984,466
Payments to suppliers and employees		(22,548,548)	(19,471,007)
		(1,358,311)	1,513,459
Interest received		15,656	41,312
Interest Paid		(126,258)	(102,728)
<b>Net cash inflow (outflow) from operating activities</b>		<b>(1,468,913)</b>	<b>1,452,043</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant & equipment		(2,762,042)	(3,905,362)
Payments for intangible assets		(70,550)	-
Payments for investment properties		-	(273,077)
<b>Net cash inflow (outflow) from investing activities</b>		<b>(2,832,592)</b>	<b>(4,178,439)</b>
<b>Cash flows from financing activities</b>			
Apartments Lease premiums received		2,787,200	3,240,000
Apartments Lease premiums repaid		(2,499,550)	(1,755,810)
Accommodation RAD's received		7,424,059	8,094,719
Accommodation bonds/RAD's repaid		(5,599,384)	(5,829,482)
Villa lease premiums received		3,194,500	3,589,000
Villa lease premiums repaid		(2,776,207)	(1,935,952)
Proceeds from / (Repayment of) borrowings		754,946	(1,715,481)
<b>Net Cash provided by (used in) Financing Activities</b>		<b>3,285,564</b>	<b>3,686,994</b>
<b>Net increase (decrease) in cash and cash equivalents held</b>		<b>(1,015,941)</b>	<b>960,598</b>
Cash and cash equivalents at the beginning of the financial year		7,044,956	6,084,358
<b>Cash and cash equivalents at the end of the financial year</b>	5	<b>6,029,015</b>	<b>7,044,956</b>

*The above statement of cash flows should be read in conjunction with the accompanying notes.*



## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 1. Summary of significant accounting policies

#### (a) Basis of preparation of accounting

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures of the Australian Accounting Standards Board (AASB) and the *Australian Charities and Not for Profits Commission Act 2012*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Under Australian Accounting Standards, there are requirements that apply specifically to not-for-profit entities that are not consistent with International Reporting Standards (IFRS) requirements. The Company has analysed its purpose, objectives and operating philosophy and determined that it does not have profit generation as a prime objective. Consequently, where appropriate the company has elected to apply options and exemptions within the accounting standards which are applicable to not-for-profit entities.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated. Comparative information has been reclassified where appropriate to enhance comparability. The following is a summary of the material accounting policies adopted by the company in the preparation of the financial report. Unless stated otherwise, the accounting policies have been consistently applied to all years presented.

#### (b) Revenue

##### **Government subsidies**

Revenue from Government subsidies that are enforceable and with sufficient specific performance obligations are accounted for under AASB 15 as revenue from contracts, with revenue recognised as the performance obligations are met. Government subsidies received but performance obligations are yet to be met are deferred as a contract liability (refer note 10).

Government subsidies relating to aged care delivery, accommodation supplements and home and community care are recognised as revenue at the point in time the services are delivered to the resident or client.

Government funding received where there is not sufficiently specific performance obligations are recognised as revenue when the Company has an unconditional right to receive the funds, which usually coincides with the receipt of the cash.

##### **Deferred Management Fees**

Deferred management fees deducted from resident lease premiums are recognised as revenue over time based on the estimated average length of stay of residents, which for Villas is 7 years and for Apartments is 5 years. Where deferred management fees are deducted from lease premiums in advance they are deferred as a contract liability (refer note 10).

##### **Resident and client fees**

The performance obligations relating to resident and client fees are based on the delivery of services. Revenue is recognised as the services are delivered.

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 1. Summary of significant accounting policies (continued)

#### (c) Cash and cash equivalents

For the purposes of the statement of cash flows, cash includes deposits at call, which are readily convertible to cash on hand and are subject to an insignificant risk of change in value, net of any outstanding bank overdrafts.

#### (d) Income Tax

The company is an approved Public Benevolent institution and, as such, is exempt from income tax.

#### (e) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or their fair value as indicated less, where applicable, any accumulated depreciation and impairment losses. Where an asset is acquired for no cost or nominal cost, the cost is the assets fair value at date of purchase.

##### Property

Freehold land and buildings are carried at their fair value (being the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction), based on periodic, but at least triennial valuations by independent valuers, less accumulated depreciation for buildings.

Increases in the carrying amount arising on revaluation of land and buildings are credited to an asset revaluation reserve in equity. Decreases that offset previous increases of the same asset class are recognised against the asset revaluation reserve directly in equity. All other decreases are recognised in the statement of profit or loss.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount related to the revalued amount.

##### Plant & equipment

Plant & equipment are measured at cost less accumulated depreciation and any impairment losses. Cost is measured as the fair value of the assets given up, liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition. The purchase method of accounting is used for all acquisitions of assets.

The carrying amounts of property, plant and equipment are reviewed annually by the directors to ensure they are not in excess of the recoverable amount from those assets.

Items with a cost in excess of \$1,000 are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliable. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The depreciable amount of all fixed assets, including buildings is depreciated over their useful lives commencing from the time the asset is held ready for use.

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 1. Summary of significant accounting policies (continued)

The depreciation rates used for each class of depreciable asset are:

Class of Fixed Asset	Depreciation Rate
Buildings	2.5%
Plant & Equipment at cost	10%
Motor Vehicles	15%

An asset's carrying amount is written down to its recoverable amount. If the assets carrying amount is greater than its recoverable amount (refer note (i)).

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income.

#### (f) Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for doubtful debts. Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision is raised when some doubt as to collection exists.

#### (g) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

#### (h) Investment Property

Investment properties are held to generate lease income and capital appreciation. All tenant leases are on an arm's length basis. Investment properties are initially measured at cost and subsequently measured at fair value. Fair value is determined annually and any changes to fair value are recognised in the statement of profit or loss.

The fair value of investment properties is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. Fair value of investment properties is determined annually based Director's valuation using recent lease premium proceeds paid by residents and supplemented by valuation by an independent valuer with relevant professional qualifications. Fair values are generally determined using market information, including sale prices for similar properties in comparable locations.

#### (i) Impairment of Assets

Assets that are subject to depreciation and amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use. As the company is a not-for-profit entity, the value in use is the depreciated replacement cost of the asset.



## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 1. Summary of significant accounting policies (continued)

#### (j) Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which remain unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

#### (k) Financial Instruments

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Company commits itself to either purchase or sell the asset (ie. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified 'at fair value through profit or loss' in which case transaction cost are expensed to profit or loss immediately.

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. *Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties.

#### (l) Employee entitlements

##### **Short-term employee benefits**

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. The company's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

##### **Other long-term employee benefits**

Provision is made for employees' annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on commonwealth bonds that have maturity dates that approximate the terms of the obligations. Any re-measurements of obligations for other long-term employee benefits for changes in assumptions are recognised in profit or loss in the periods in which the changes occur.

The company's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the reporting date, in which case the obligations are presented as current provisions.

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 1. Summary of significant accounting policies (continued)

#### (m) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

#### (n) Leases

The Company assesses whether a contract contains a lease at the inception of the contract. The Company recognises a right of use asset and a corresponding lease liability in respect to all lease arrangements in which it is the lessee, with the exception for short term leases (leases with a term of less than 12 months) and leases of low value assets (less than \$10,000). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the net present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease. If this rate cannot be readily determined, the company uses its incremental borrowing rate.

The right of use assets recognise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment. Right-of-use assets are depreciated over the shorter period of the lease term and useful life of the underlying asset.

#### (o) Adoption of the New and Revised Accounting Standards

The entity has adopted *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* for the period beginning 1 June 2021. The Standard, which sets out a new separate disclosure Standard to be applied by all entities that are reporting under Tier 2 of the Differential Reporting Framework in *AASB 1053: Application of Tiers of Australian Accounting*, replaces the previous Reduced Disclosure Requirements (RDR) framework. The application of this standard has resulted in additional disclosure of Audit Fees and additional entity details.

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 2. Revenue

		2022	2021
		\$	\$
<b>Continuing Operations</b>			
Revenue from contracts with customers	a	23,500,199	21,027,690
Other sources of revenue	b	5,037,624	1,649,914
		<u>28,537,823</u>	<u>22,677,604</u>

#### a. Disaggregated Revenue

The company has disaggregated revenue into various categories in the following table.

The revenue is disaggregated by operating lines and Timing of revenue recognition.

#### Operating Lines

Fees from Residents for Care Delivery	3,348,961	2,892,424
Fees from Community Clients	1,007,854	950,366
Government Service Fees for Care Delivery	9,002,579	7,967,193
Government Service Fees for Community Clients	6,793,144	6,105,893
Government Service Fees for Accommodation Supplements	845,621	645,820
Bond Retentions & Deferred Management Fees	931,316	1,031,402
Fees from Clients for Accommodation	1,385,121	1,248,989
Transitional Care Program	185,603	185,603
<b>Total Revenue from Operating Lines</b>	<u>23,500,199</u>	<u>21,027,690</u>

#### Timing of revenue recognition

Products and services are provided to residents and customers:

- At point of time	21,183,762	18,747,298
- Overtime	2,316,437	2,280,392
	<u>23,500,199</u>	<u>21,027,690</u>

#### b. Other Sources of Revenue

Gain on revaluation of investment properties	3,440,854	1,369,555
Non-Cash Gifting acquisition – 11B McFarland Road	1,130,000	-
Coffee Shop	91,228	76,150
Donations	-	90,085
Commonwealth Covid Funding	213,730	-
Interest	15,656	41,312
Other (incl Net Proceeds from sale of Assets)	146,154	72,812
<b>Total Revenue from Other Sources of Revenue</b>	<u>5,037,624</u>	<u>1,649,914</u>

<b>Total Revenue</b>	<u>28,537,823</u>	<u>22,677,604</u>
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## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 3. Expenses

	2022 \$	2021 \$
<b>Employee Benefits</b>		
Salaries & Wages	12,458,583	11,137,037
Employee Provisions	2,499,171	2,041,217
Superannuation	1,379,340	1,135,222
Workcover	199,700	145,013
Less: Capitalised Wages	(202,104)	(186,312)
<b>Total Employee Benefits</b>	<b>16,334,690</b>	<b>14,272,177</b>
<b>Other Expenses</b>		
Clinical & Care Costs	2,338,289	2,278,359
Domestic Services incl Laundry	147,575	123,239
Coffee Shop	46,424	39,926
Food Services incl Meals on Wheels	973,903	898,594
Grounds, Repairs & Maintenance	954,364	895,121
Utilities	643,832	612,686
Insurance	105,738	74,470
IT & Communications	270,989	254,676
COVID Expenses	179,951	241,192
Other Expenses	825,542	607,451
<b>Total Other Expenses</b>	<b>6,486,607</b>	<b>6,025,714</b>
<b>Finance Costs</b>		
Interest Expense on refund of accommodation deposits	51,950	40,924
Interest and facility fees on Bank accounts	74,308	61,804
<b>Total Finance Costs</b>	<b>126,258</b>	<b>102,728</b>
<b>Total Expenses</b>	<b>22,947,555</b>	<b>20,400,619</b>
<b>Depreciation</b>		
Buildings & improvements	1,197,603	1,346,807
Plant, Equipment & Fittings	224,033	218,425
Motor Vehicles	47,314	61,652
Leasehold Improvements	17,963	17,966
Right-of-Use – Property amortisation	64,791	64,791
<b>Total Depreciation</b>	<b>1,551,704</b>	<b>1,709,640</b>

### 4. Current assets – Cash and cash equivalents

Cash on hand	4,550	4,550
Cash at bank and on term deposit	6,024,465	7,040,406
	<b>6,029,015</b>	<b>7,044,956</b>

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 5. Current assets – Trade and other receivables

	2022	2021
	\$	\$
Lease premiums	842,800	311,000
Homestead Resident fees	185,766	46,911
Homestead Entry Deposits	2,470,000	629,000
Community Care fees	84,983	120,184
GST Refund	264,972	45,914
Other receivables	407,830	445,068
	<u>4,256,351</u>	<u>1,598,077</u>

#### Ageing

	Gross	Current	Overdue but not impaired		
			30+	60+	90+
Apartment Lease Premium	842,800	840,000	2,800	-	-
Homestead Resident fees	185,766	32,623	15,296	19,594	118,253
Homestead Entry Deposits	2,470,000	1,020,000	-	-	1,450,000
Community Care	84,983	83,906	(418)	2,285	(790)
GST Refund	264,972	264,972	-	-	-
Other receivables	407,830	340,700	-	67,130	-
	<u>4,256,351</u>	<u>2,582,201</u>	<u>17,678</u>	<u>89,009</u>	<u>1,567,463</u>

### 6. Current assets – Other

	2022	2021
	\$	\$
Prepayments	<u>328,510</u>	<u>249,528</u>

### 7. Non-current assets – Property, plant and equipment

Freehold Land - at fair value	4,160,000	4,160,000
Buildings & improvements - at fair value	33,497,669	32,347,525
Less Accumulated Depreciation	<u>(1,594,006)</u>	<u>(396,403)</u>
Total buildings & improvements	<u>31,903,663</u>	<u>31,951,122</u>
Right of Use Asset – 183 Beechworth Road	228,767	194,372
Right of Use Asset – 170 High Street	584,762	-
Less Accumulated Amortisation	<u>(194,374)</u>	<u>(129,581)</u>
	<u>619,155</u>	<u>64,791</u>
Total buildings & improvements	<u>32,522,818</u>	<u>32,015,913</u>

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 7. Non-current assets – Property, plant and equipment (con't)

	2022	2021
	\$	\$
Plant and equipment- at cost	2,401,575	1,969,464
Less Accumulated Depreciation	(1,272,684)	(1,048,651)
	<u>1,128,891</u>	<u>920,812</u>
Motor Vehicles- at cost	737,917	714,869
Less Accumulated Depreciation	(595,753)	(548,439)
	<u>142,164</u>	<u>166,430</u>
Lease hold improvements	157,756	157,756
Less Accumulated Depreciation	(79,314)	(61,351)
	<u>78,442</u>	<u>96,405</u>
Construction works in progress - at cost	2,968,885	682,147
<b>Total property and equipment</b>	<u><b>41,001,200</b></u>	<u><b>38,041,707</b></u>

### Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below:

2022	Land	Buildings & Improv.	Plant & Equipment	Motor Vehicles	Lease hold improv.	Work in Progress	Total
WDV 30 June 2021	4,160,000	32,015,913	920,812	166,430	96,405	682,147	38,041,707
Additions	-	1,130,000	-	-	-	2,832,591	3,962,591
Recognition of ROU asset	-	619,155	-	-	-	-	619,155
Transfers	-	20,146	432,112	23,048	-	(545,853)	(70,549)
Depreciation	-	(1,262,394)	(224,033)	(47,314)	(17,963)	-	(1,551,704)
<b>WDV 30 June 2022</b>	<b>4,160,000</b>	<b>32,522,818</b>	<b>1,128,891</b>	<b>142,164</b>	<b>78,442</b>	<b>2,968,885</b>	<b>41,001,200</b>

2021	Land	Buildings & Improv.	Plant & Equipment	Motor Vehicles	Lease hold improv.	Work in Progress	Total
WDV 30 June 2020	5,600,000	33,870,718	959,390	206,040	114,371	4,070,470	44,820,989
Additions	-	7,091,796	179,848	22,042	-	-	7,293,686
Disposals	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	(3,388,323)	(3,388,323)
Revaluation	(1,440,000)	(7,535,004)	-	-	-	-	(8,975,004)
Depreciation	-	(1,411,598)	(218,425)	(61,652)	(17,966)	-	(1,709,640)
<b>WDV 30 June 2021</b>	<b>4,160,000</b>	<b>32,015,913</b>	<b>920,812</b>	<b>166,430</b>	<b>96,405</b>	<b>682,147</b>	<b>38,041,707</b>

Land, buildings and improvements independently valued by Nelson Partners Australia Pty Ltd, certified practising valuers as at 30 June 2021. The valuation was based on depreciated replacement cost approach.



## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 8. Non-current assets - Investment Property

	2022 \$	2021 \$
Balance at the beginning of the period	45,450,700	42,711,024
Revaluation	6,919,300	2,736,676
Balance at end of the period	52,370,000	45,450,700

A valuation of Investment Properties was carried out as at 30 June 2022 by Nelson Partners Australia Pty Ltd, certified practising valuers, and has resulted in an increment of \$6,919,300.

### 9. Non-current assets - Intangible Assets

Water Licence	86,790	16,240
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### 10. Current liabilities – Trade and other payables

Trade creditors	772,545	347,988
Other creditors and accruals	295,446	220,413
Contract liabilities		
- CHSP & HACC/PYP Unspent Funds	168,989	632,013
- Home Care Package Unspent Funds	1,566,444	2,838,059
- Deferred Lease Management Fee (Villas)	762,380	693,510
	3,565,804	4,731,983

### 11. Current liabilities – Financial liabilities

Right of Use Lease – 193 Beechworth Road (i)	34,393	65,912
Right of Use Lease – 170 High Street (i)	89,846	-
Line of Credit – Residential Aged Care (Homestead)	-	620,000
CBA – Overdraft (ii)	193,366	-
Westpac – Seniors Lifestyle Village (ii)	-	1,696,068
	317,245	2,381,980

- (i) A new five-year lease agreement was entered into for the 170 High Street property. The lease held on the property at 193 Beechworth Road will be relinquished by 31 December 2022.
- (ii) **Security:** Borrowings are secured by registered first mortgage over non-residential real property located at the corner of Baranduda Boulevard and Boyes Road, Baranduda and first ranking charge over all current property.

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 12. Current liabilities – Employee benefits

	2022	2021
	\$	\$
Provision for annual leave	1,194,300	1,049,300
Provision for long service leave	1,077,200	1,053,900
	<u>2,271,500</u>	<u>2,103,200</u>

### 13. Current liabilities – Other

Residential Aged Care (Homestead) – entry deposits	21,649,100	18,012,132
Lease premiums entry deposits:		
- apartments	10,210,439	9,600,412
- village	37,951,232	38,176,226
	<u>69,810,771</u>	<u>65,788,770</u>

All entry deposits, whether residential aged care or lease premiums are technically due within 12 months as they represent a present obligation to pay with no right of deferral. However, from historical trends and known facts the directors only expect that \$8,500,000 (2020: \$7,258,495) to be paid out in the next 12 months.

#### Reconciliation:

Opening balance	65,788,770	60,608,251
Add: entry deposit to be received	3,312,800	940,000
Add: entry deposits received	13,405,759	15,552,719
Less: entry deposits refunded	(11,558,152)	(10,135,604)
Less: retentions/deferred lease premiums paid	(1,138,406)	(1,176,596)
Closing balance	<u>69,810,771</u>	<u>65,788,770</u>

### 14. Non-current liabilities – Employee benefits

Provision for long service leave	<u>758,000</u>	<u>855,100</u>
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### 15. Non-current liabilities – Provisions

Independent living units – Lessees share of gain	<u>4,806,490</u>	<u>1,475,520</u>
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### 16. Non-current liabilities – Financial liabilities

Right of Use Lease – 170 High Street	494,276	-
CBA Loan	<u>2,943,559</u>	<u>-</u>
	<u>3,438,835</u>	<u>-</u>

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 17. Segment Reporting / Entity Details

Westmont Aged Care Services Ltd operates a community owned, not for profit business at Barandudra, in the City of Wodonga, servicing the surrounding areas and incorporates residential aged care, respite care, assisted living units, independent living and community care. The community care operation is run out of two locations in Wodonga.

(a) Assets and liabilities												
	Residential Aged Care				Apartments				Villages			
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>												
Cash & cash equivalents	1,551,290	452,967	240,770	471,635	2,546,743	3,027,177	1,690,212	3,093,177	6,029,015	7,044,956		
Trade & Other receivables	3,224,198	1,080,549	881,280	31,604	62,076	366,627	417,307	368,826	4,584,861	1,847,606		
Property, plant & equipment	22,061,191	22,312,380	9,027,226	9,083,152	8,556,649	6,415,275	1,356,134	230,900	41,001,200	38,041,707		
Investment Properties	-	-	-	-	52,370,000	45,450,700	-	-	52,370,000	45,450,700		
Intangible Assets	-	-	-	-	86,790	16,240	-	-	86,790	16,240		
<b>Total Assets</b>	<b>26,836,679</b>	<b>23,845,896</b>	<b>10,149,276</b>	<b>9,586,391</b>	<b>63,622,258</b>	<b>55,276,019</b>	<b>3,463,653</b>	<b>3,692,903</b>	<b>104,071,866</b>	<b>92,401,209</b>		
<b>Liabilities</b>												
Trade & Other Payables	606,286	21,813	41,042	50,799	828,589	789,454	2,089,887	3,869,916	3,565,804	4,731,982		
Financial Liabilities	193,366	620,000	-	-	2,943,559	1,696,068	619,155	65,912	3,756,080	2,381,980		
Provisions	-	-	-	-	4,806,490	1,475,520	-	-	4,806,490	1,475,520		
Employee Benefits	1,637,526	1,599,040	155,468	151,814	139,016	135,748	1,097,490	1,071,698	3,029,500	2,958,300		
Accommodation Deposits	21,649,100	18,012,132	-	-	-	-	-	-	21,649,100	18,012,132		
Lease Premiums	-	-	10,210,439	9,600,412	37,951,232	38,176,226	-	-	48,161,671	47,776,638		
<b>Total Liabilities</b>	<b>24,086,278</b>	<b>20,252,985</b>	<b>10,406,949</b>	<b>9,803,025</b>	<b>46,668,886</b>	<b>42,273,016</b>	<b>3,806,532</b>	<b>5,007,526</b>	<b>84,968,645</b>	<b>77,336,552</b>		
<b>Net Assets</b>	<b>2,750,401</b>	<b>3,592,911</b>	<b>(257,673)</b>	<b>(216,634)</b>	<b>16,953,372</b>	<b>13,003,003</b>	<b>(342,879)</b>	<b>(1,314,623)</b>	<b>19,103,221</b>	<b>15,064,657</b>		

## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 17. Segment Reporting/Entity Details (Continued)

(b) Revenues & Expenses	Residential Aged Care		Apartments		Villages		Community		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue</b>										
Government Service fees	9,848,201	8,613,013	-	-	-	-	6,824,857	6,105,893	16,673,058	14,718,906
Client & Resident fees	3,318,652	2,711,269	693,853	713,102	728,917	717,042	976,141	950,366	5,717,563	5,091,779
Transitional Care	185,603	185,603	-	-	-	-	-	-	185,603	185,603
Deferred management fees			209,423	178,695	721,893	852,707	-	-	931,316	1,031,402
Interest	1,344	2,884	699	7,409	7,493	12,937	6,048	18,082	15,584	41,312
Other revenue	305,080	111,439	60,040	26,568	44,568	73,068	34,157	27,972	443,845	239,047
<b>Total Revenue</b>	<b>13,658,880</b>	<b>11,624,208</b>	<b>964,015</b>	<b>925,774</b>	<b>1,502,871</b>	<b>1,655,754</b>	<b>7,841,203</b>	<b>7,102,313</b>	<b>23,966,969</b>	<b>21,308,049</b>
<b>Operating Expenses</b>										
Resident & Client Care	7,835,300	6,168,781	-	-	-	-	5,540,068	5,631,532	13,375,368	11,800,313
Catering Services	1,792,881	1,638,642	374,484	320,264	-	-	-	-	2,167,365	1,958,906
Domestic Services	1,129,295	1,005,572	223,005	231,197	43,500	21,749	5,331	28,645	1,401,131	1,287,163
Maintenance & Grounds	679,487	553,322	290,087	186,246	889,821	810,032	46,099	47,424	1,905,494	1,597,024
Utilities	262,042	228,540	95,536	102,423	230,643	241,230	46,917	40,493	635,138	612,686
Administration	989,683	825,203	118,770	124,180	169,674	187,892	627,375	544,389	1,905,502	1,681,664
Finance Costs	92,335	74,636	8,394	7,416	10,407	13,539	5,633	7,138	116,769	102,729
Corporate	621,088	604,314	99,651	54,027	243,158	207,972	476,891	493,821	1,440,788	1,360,134
<b>Total operating expenses</b>	<b>13,402,111</b>	<b>11,099,010</b>	<b>1,209,927</b>	<b>1,025,753</b>	<b>1,587,203</b>	<b>1,482,414</b>	<b>6,748,314</b>	<b>6,793,442</b>	<b>22,947,555</b>	<b>20,400,619</b>
<b>Surplus for year before depreciation &amp; revaluation</b>	<b>256,769</b>	<b>525,198</b>	<b>(245,912)</b>	<b>(99,979)</b>	<b>(84,332)</b>	<b>173,340</b>	<b>1,092,889</b>	<b>308,871</b>	<b>1,019,414</b>	<b>907,430</b>
Valuation increment & Gifted Asset Contribution	-	-	-	-	3,440,854	1,369,555	1,130,000	-	4,570,854	1,369,555
<b>Surplus for year before depreciation &amp; amortisation</b>	<b>256,769</b>	<b>525,198</b>	<b>(245,912)</b>	<b>(99,979)</b>	<b>3,356,522</b>	<b>1,542,895</b>	<b>2,222,889</b>	<b>308,871</b>	<b>5,590,268</b>	<b>2,276,985</b>
Depreciation	1,011,100	1,118,498	297,383	328,969	104,084	115,140	139,137	147,033	1,551,704	1,709,640
<b>Net surplus/(deficit) for the year</b>	<b>(754,331)</b>	<b>(593,300)</b>	<b>(543,295)</b>	<b>(428,948)</b>	<b>3,252,438</b>	<b>1,427,755</b>	<b>2,083,752</b>	<b>161,838</b>	<b>4,038,564</b>	<b>567,345</b>



## Notes To and Forming Part of The Financial Statements

For the year ended 30 June 2022

### 18. Contingent Liability

The Directors are not aware of any contingent liability that may exist as at 30 June 2022.

### 19. Financial Risk Management

The company's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, accommodation bonds and lease premiums. The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	Notes	2022 \$	2021 \$
<b>(i) Financial Assets</b>			
Cash on hand	4	6,029,015	7,044,956
Trade and other receivables	5	4,256,351	1,598,077
<b>Total Financial Assets</b>		<b>10,285,366</b>	<b>8,643,033</b>
<b>(ii) Financial Liabilities</b>			
Trade and other payables	10	3,565,804	4,731,983
Borrowings	11,16	3,756,080	2,381,980
Residential aged care – bonds and deposits	13	21,649,100	18,012,132
Lease Premiums			
- Apartments	13	10,210,439	9,600,412
- Village	13	37,951,232	38,176,226
<b>Total Financial Liabilities</b>		<b>77,132,655</b>	<b>72,902,733</b>

### 20. Events occurring after balance date

The State of Victoria was in state-wide lockdown due the COVID-19 pandemic for significant periods during the 2021.22 financial year. Although no longer in lockdown, as an essential service, Westmont Aged Services continues to operate under some restriction imposed by the State Government Pandemic Order until 12 October 2022. Westmont Aged Services continues to monitor the financial and non-financial impacts. It is not anticipated that the current Order will have a significant impact on Westmont Aged Service's financial position or operations.

No other matters have arisen in the period between the end of the financial year and the date of these financial statements that would affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

### 22. Commitments for Capital Expenditure

	2022 \$	2021 \$
Capital commitments payable as follows:		
Furniture – Main Lounge – Homestead	-	20,765
Addition to Solar System - Homestead	-	15,655
Ozone System for Laundry	17,500	-
Westmont Seniors Lifestyle	675,652	316,071
	<b>693,152</b>	<b>352,491</b>

## Notes To and Forming Part of the Financial Statements (con't)

### 23. Related party transactions

#### (a) Directors

The Following persons acted as directors of the company during the period.

Andrew Brown	Graeme Patterson
Eleanor Fitz	Neville Seymour (resigned August 2021)
Jennifer Gordon (appointed November 2021)	Roger Snell
William Keeton	Andrew Williams
Deborah MacKinlay	Carol Wlodarczyk (appointed November 2021)

- i. The Directors received remuneration during the year of \$73,056 (2021: \$73,068); and
- ii. There were no transactions with directors or their related parties during the year.

#### (b) Key Management Personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity either directly or indirectly. The key management personnel of the entity comprise the Directors and senior management.

	2022	2021
	\$	\$
Aggregate remuneration paid to key management personnel for the year	742,940	731,943

### 24. Members guarantee

The company is incorporated as a company limited by guarantee under the Corporations Act 2001. If the company is wound up the constitution states that each member is required to contribute to a maximum of \$100 each towards meeting any outstanding obligations. As at 30 June 2022 there were 9 members (2020: 9 members).

### 25. Fair value measurements

The Company has the following assets that are measured at fair value on a recurring basis after initial recognition. The Company does not subsequently measure any liabilities at fair value on a recurring basis and has no assets or liabilities that are measured at fair value on a non-recurring basis.

	2022	2020
	\$	\$
<b>Assets</b>		
Land (i)	4,160,000	4,160,000
Buildings and improvements (i)	32,522,818	31,591,122
Investment properties (ii)	52,370,000	45,450,700
	89,052,818	81,201,822

- (i) The fair value of freehold land, buildings and improvements is based on an external independent valuation performed in June 2021. The property at 11B McFarland Rd (the Willows) was acquired at no cost on 9 May 2022. The fair value of this purchase is based on a directors' valuation using capital improved value of \$1,130,000 per Council's rate notice.
- (ii) The fair value of Investment properties based on an external independent valuation performed in June 2022.

Notes to and forming part of the financial statements

For the year ended at 30 June 2018

	2022	2021
<b>Note 26. Auditor Remuneration</b>	\$	\$
Remuneration of the auditor:		
Auditing the financial statements	27,950	26,620
Other services	-	8,250
	<u>27,950</u>	<u>34,870</u>

**Note 27: Entity Details**

Westmont Aged Care Services Ltd is domiciled and incorporated in Australia. The registered office and principal place of business of the entity is:

Westmont Aged Care Services Ltd  
265 Baranduda Boulevard  
Wodonga Victoria 2690

## Director's Declaration

The directors declare that the financial statements and notes as set out on pages 6 to 24:

- (a) Comply with Australian Accounting Standards – Simplified Disclosures, the *Australian Charities and Not-for-profits Commission Regulations 2013*; and
- (b) Give a true and fair view of the Company's financial position as at 30 June 2022 and of its performance, as represented by the results of its operations and its cash flows for the financial year ended on that date.

In the director's opinion:

- (a) The financial statements are in accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*; and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This is declaration is made in accordance with a resolution of the directors.



Roger Snell  
Director and Chair of the Audit, Finance & Risk Committee

Baranduda  
28 September 2022



## Independent auditor's report to the members of Westmont Aged Care Services Ltd

### Opinion

We have audited the accompanying financial statements, being general-purpose financial statements – simplified disclosures, of Westmont Aged Care Services Limited (the Company), which comprises the statement of financial position at 30 June 2022, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes, and Director's declaration.

In our opinion, the financial statements of the company are in accordance with the *Australian Charities and Not for Profits Commission Act 2012*, including:

- a) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year ended on that date; and
- b) complying with Australian Accounting Standards – Simplified Disclosures and complying with the *Australian Charities and Not for Profits Commission Regulation 2013*.

### Basis of Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

In conducting our audit we have complied with the independence requirements of the *Corporations Act 2001* and the *Australian Charities and Not for Profits Commission Act 2012*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Information Other than the Financial Report and Auditor's Report

The directors of the Company are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2022 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independent auditor's report (continued)

### Responsibilities of the Directors for the Financial Statements


The directors of the Company are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards – simplified disclosures and the *Australian Charities and Not for Profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial statements that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.


### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.



Johnsons MME  
Chartered Accountant



Stephen Clarke  
Director

Albury  
28 September 2022









# 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

## 2022

2022: Civil works completed - 34 Ellen MacDonald Drive - Westmont Seniors Living Village





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