

2011-12
Annual Report

Board Members



From left to right:

Back row: Kevin Bascomb, John Dunstan, Margaret Schubert, Robert Smith, Trevor McLean,

Front row: Andrew Williams (Deputy Chairman), Eleanor Fitz, Ray Snell (Chairman),
Sue Cardwell (Company Secretary), Neville Seymour

Mission Statement

Westmont Aged Care Services Ltd is dedicated to providing aged, community care and lifestyle options to the people of our region with respect, dignity and choice.

Vision

By 2013 Westmont will be known as the pre-eminent provider of aged and community based care services in our region.

Philosophy

"Care for All by All"

Contents

| | |
|---|-------|
| Chairman and Chief Executive Officer's Report | 1-8 |
| Board of Governance 2011-12, Mission & Vision | 9 |
| Life Governors | 10 |
| Chief Financial Officer's Report | 11-12 |
| Staff Qualifications Achieved | 13 |
| Staff Milestones | 14 |
| Volunteers | 15 |



Chairman & CEO's Report 2011-12

The past year has continued to be one of development, expansion and delivery of services for the people of Wodonga and our surrounding region.

Our Strategic Plan for the last four (4) year period has been to develop alternative ageing in place business operations to support our primary business of providing residential aged care via Westmont Homestead. We take this opportunity to report on each of these business streams individually.

In reporting we also thank the wonderful efforts of all our stakeholders i.e. Board, Management, Staff, Volunteers, Families, Residents and Friends of Westmont, whom without their help, none of this would be possible.

On a more sombre note we also recognise the dedicated service of Ann Kuljurgies who passed away in December 2011. As a mark of respect for Ann we have named Westmont's cafe "Annie's Cafe" to show how important she was to us and recognise her relentless pursuit for the interests of the residents by providing "Care for All by All".

In presenting you this report we are very pleased that all business operations are operating successfully and are providing much needed services to our community.

Again we thank everyone for their commitment and support in helping make Westmont a strong community owned aged care service provider.



RAY SNELL | CHAIRMAN



PETER DE KOEYER | CHIEF EXECUTIVE OFFICER

Executive Team



From left to right:

Amanda Payne (Quality, Education and Administration Manager), Peter de Koeyer (Chief Executive Officer), Gary Martin (Clinical Services Manager), Aileen Bertram (Director of Care), Don Wilkinson (Business Manager – Operations)

We also thank the wonderful efforts
of all our stakeholders

Westmont Homestead

The 100 bed Homestead has continued to provide excellent services to the residents requiring residential aged care under the Commonwealth Aged Care Act 1997.

Occupancy has been maintained at almost 100% and our resident satisfaction surveys for "Always" or "Usually" satisfied has continued at 85%. This is a change in reporting as we have not included the "Sometimes" satisfied in our satisfaction ratings. We will now work towards further improving our satisfaction rating.

Two residents celebrated their 100th birthday this year and another celebrated 21 years living at Westmont.

Improvements to the services provided in the last year have included:

- Provision of an on-site physiotherapy program for resident's pain relief.
- A falls and balance class "Fit for Life" was introduced to assist in reducing the number and effects of falls.
- An enhanced activities program to include continuous weekend coverage.
- Purchase of a larger bus with wheelchair access to allow all residents the opportunity to undertake outings, tours and shopping trips (our thanks to the friends of Westmont who donated \$21,000 towards this bus by way of our public appeal).
- The introduction of Skype and email classes for our residents wishing to use these forms of communication to keep in touch with their loved ones.
- Replacement of floor coverings in our Belvoir area.
- Purchase of additional equipment and lifting rails as our residents and staff have required them for mobility purposes.

- Introduction of an end of year Memorial Service in December 2011 to remember the loved ones who have passed away. This service will now be held annually. Residents, staff and family members are welcome to attend.
- An Xbox was donated by Conway Funeral Home which adds another dimension to our exercise program.
- Significant redesign and construction of the A Wing satellite kitchen which came about via resident and family feedback.

The Homestead's reputation in the community has continued to be enhanced and our waiting lists are testament to the desire of people who choose to come and live with us.

An Open Garden Day was held in October 2011 to raise funds for the new bus, with many local organisations donating prizes for our raffle and lucky gate prizes, for which we were truly grateful of their generosity.

We received an unannounced visit from the Aged Care Standards and Accreditation Agency in early November 2011 with no concerns identified.

We have continued with our gap year traineeship program to introduce young people into the aged care industry. This program is proving to be very successful.



Westmont Apartments

During March 2012 we opened a further 20 Assisted Living Apartments (bringing our total to 40) and at the end of the financial year half of these were occupied. The Apartments are proving to be popular with those residents living there, and we will now consolidate this service delivery before a decision is made to construct perhaps a further 40 Apartments.

Staffing of the Apartments operation has now been established to deal with the full complement of residents in the 40 Apartments.

Further establishment of the grounds will occur as the weather improves and planting conditions allow.

Our Apartment residents have continued to provide feedback on the operation of our Apartments. Monthly meetings are held to ensure the operation is maintained to achieve excellent results for the residents.

Apartments' residents are able to access the services of the Homestead's visiting allied health professionals, such as the Podiatrist and Reflexologist and if required appointments can be arranged with our visiting GP.





Westmont Village

Our first residents of the Village moved into their home at the end of July 2011, and since that time a further five Villas have been completed and occupied. Three display Villas have also been completed and where residents have decided to move into them, we have constructed alternative display Villas. At the time of writing this report our 10th Villa is under construction and this completes the first stage of this part of the Village. Stage 1b will now begin with the construction of a further Villa and in the not too distant future, civil works for Stage 2a (a further 17 Villas) of the Village will occur.

Plans for the designated waterway to traverse our Village have been completed. Further discussions are currently taking place with North East Catchment Management Authority on how best to manage the storm waters that are generated as well as providing an enhanced environment for residents, families and birdlife and animals that will also make this area their home.

Our Village residents are able to enjoy the amenities of the Apartments and Homestead, with some residents enjoying the regular Wednesday evening and Sunday lunch roast while socialising with the Apartments' residents.



Westmont Community Care Services Operation

Westmont has successfully developed our Community Care operation to provide in-home services to the people of Wodonga and the surrounding areas.

Westmont is an approved provider of Veterans' Affairs Home Care Services, as well as a provider of services under Community Aged Care Packages and Carer Respite Services for a number of local case managers of these packages.

Westmont has also been contracted to provide services for local hospitals in their acute care and transition care home care programs.

The operation has recruited a Coordinator and staff, established systems and procedures and provides services to over 70 people in their homes. Further investment will occur when we have identified, selected and installed a software package to assist in the coordination and management of this complex area.

Other Westmont Initiatives and Achievements

Westmont has assisted in the development of the **Baranduda Men's Shed**. This was formally launched by the Mayor of Wodonga, Mark Byatt and the Patron of Men's Shed Australia, Tim Mathieson in November 2011. The Shed now has its own committee and membership to drive its development and is providing a very worthwhile service to the residents of Westmont Homestead, Apartments and Village, as well as a significant number of members from the local community.

Improvement in the **financial sustainability** of Westmont, with earnings before interest, depreciation and amortisation lifting from \$263,000 in 2010-11 to \$608,800 in 2011-12, whilst maintaining and improving services.



Board of Governance 2011–12

| | |
|-------------------|-------------------|
| Ray Snell | Chairman |
| Andrew Williams | Deputy Chairman |
| Sue Cardwell | Company Secretary |
| Kevin Bascomb | Director |
| John Dunstan | Director |
| Eleanor Fitz | Director |
| Trevor McLean | Director |
| Margaret Schubert | Director |
| Neville Seymour | Director |
| Robert Smith | Director |

The Board of Westmont Aged Care Services reviewed its **Strategic Plan and Objectives 2008-12** at a Planning Summit on 26th May 2012. It was determined to continue with our strategic objectives for the period 2013-17 as follows;

- Continue to provide excellent residential aged care services
- Broaden the provision of services to the aged care sector in Wodonga and the surrounding region.
- Establish additional types of accommodation to meet the needs of older people.
- Develop strategic alliances with other community service providers that strengthen service provision.
- Further develop the Westmont name in the Albury/Wodonga region as a community owned “Not for Profit” provider of excellent aged care services.

And we restated our **Mission and Vision** as follows;

- Westmont is dedicated to providing aged care, community care and lifestyle options to the people of our region with respect, dignity and choice.
- Westmont will continue to be known as the pre-eminent provider of community based services in our region.
- Westmont will embody best practice community owned, not for profit principles.

Life Governors

Mrs J Berrell

Mr L Boyes

Mrs P Corcoran

Mr C Johnson

Mr B Martin

Mr D Mann (deceased)

Mr R Matthews

Mrs B McLean

Mr J McRobert

Mr B Pooley

Mr A Richardson

Mrs E Ross

Dr E Seaton

Mrs S Teissl

Mr I Warwick



Chief Financial Officer's Report

Highlights of the year's operating activities

Westmont has achieved a net surplus of \$1.58m for the year ended 30 June 2012. This result is supported by an operating surplus, before depreciation of \$608,800, which is a 130% improvement on last year.

Operationally, our revenues have increased due mainly to an increase in the levels of care of our residents. As a result of 85% of our residents being classified as high care, the corresponding increase in ACFI (Aged Care Funding Instrument) occurred. Revenue in this area increased by 21% over last year, and with strong diligence with assessments of our residents' needs, we expect to maintain this level of funding. Where funding has increased, appropriate resourcing has been applied back into the care and clinical areas.

This year is the first time that the community service side of the Westmont business has earned revenue, and as we actively seek more business, it is expected that revenue from this activity will increase markedly over the ensuing years.

We have also seen for the first time, revenue generated from the independent Villas. As more Villas are constructed, and sold, this source of income will continue to grow.

The second stage of our Assisted Living Apartments were completed in March and new residents have taken up occupancy progressively since the opening. It is anticipated that the Assisted Living Apartments will be 100% occupied by the end of 2012.

Westmont's stated objective is to broaden the provision of services to the aged care sector.

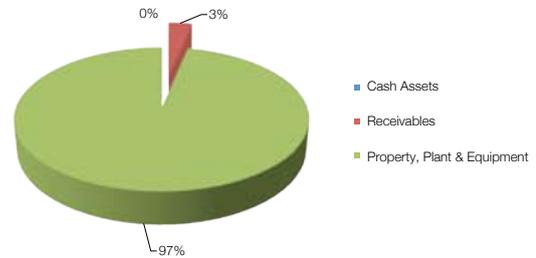
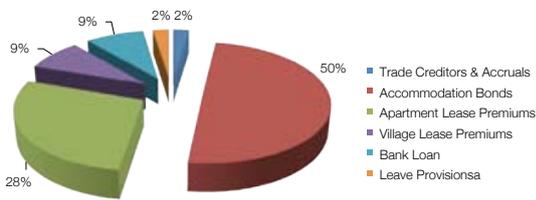
The sound financial position will allow Westmont to deliver on this objective.

Balance Sheet Movements

Total equity of Westmont has increased by \$1.58m. Underpinning this has been the recognition of the full value of 40 Assisted Living Apartments (with 20 newly constructed Apartments being completed in March 2012) and the construction and sale of six independent Villas and three display Villas (yet to be sold), an overall increase of \$6.4m in total assets.

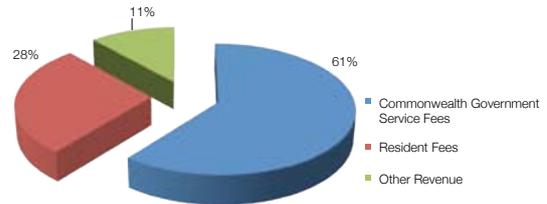
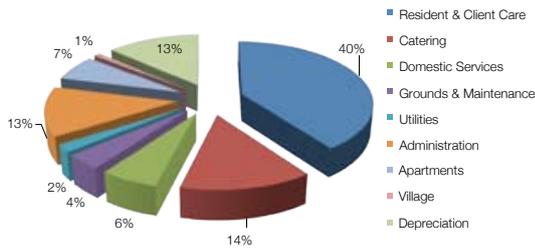
Westmont has maintained a moderate amount of bank finance, which has been used solely to fund the construction of the Assisted Living Apartments and the independent Villas. It is anticipated that this finance will be repaid over the course of 2012/13.

DON WILKINSON | CHIEF FINANCIAL OFFICER



| WHAT WE OWE (\$'000) | 2012 | 2011 | 2010 |
|----------------------------|---------------|---------------|---------------|
| Trade Creditors & Accruals | 544 | 542 | 310 |
| Accommodation Bonds | 11,226 | 11,154 | 10,797 |
| Apartment Lease Premiums | 6,328 | 4,626 | 2,242 |
| Village Lease Premiums | 1,928 | - | - |
| Bank Loan | 1,980 | 1,000 | 2,914 |
| Leave Provisions | 549 | 432 | 417 |
| Total Liabilities | 22,555 | 17,754 | 16,680 |

| WHAT WE OWN (\$'000) | 2012 | 2011 | 2010 |
|-----------------------------|---------------|---------------|---------------|
| Cash Assets | (2) | 369 | 122 |
| Receivables | 944 | 1,015 | 1,917 |
| Property, Plant & Equipment | 33,256 | 26,430 | 24,560 |
| Total Assets | 34,198 | 27,814 | 26,599 |



| WHAT WE SPENT (\$'000) | 2012 | 2011 | 2010 |
|---------------------------|--------------|--------------|--------------|
| Resident & Client Care | 3,197 | 2,733 | 2,454 |
| Catering | 1,115 | 990 | 959 |
| Domestic Services | 486 | 446 | 417 |
| Grounds & Maintenance | 318 | 274 | 269 |
| Utilities | 161 | 136 | 141 |
| Administration | 1,022 | 899 | 1,031 |
| Apartments | 542 | 535 | 90 |
| Village | 77 | - | - |
| Depreciation | 1,072 | 976 | 777 |
| Operating Expenses | 7,990 | 6,989 | 6,138 |

| WHAT WE EARNED (\$'000) | 2012 | 2011 | 2010 |
|--------------------------|--------------|--------------|--------------|
| Commonwealth Government | | | |
| Service Fees | 4,568 | 3,772 | 3,430 |
| Resident Fees | 2,091 | 1,838 | 1,454 |
| Other Revenue | 868 | 619 | 462 |
| Operating Revenue | 7,527 | 6,229 | 5,346 |

| OVERVIEW (\$'000) | 2012 | 2011 | 2010 |
|------------------------------|---------------|---------------|---------------|
| FINANCIAL PERFORMANCE | | | |
| Earned | 7,527 | 6,229 | 5,346 |
| Spent | 7,990 | 6,989 | 6,138 |
| Operating Deficit | (463) | (760) | (792) |
| Valuation Adjustments | 2,046 | 902 | 287 |
| Net Surplus | 1,583 | 142 | (505) |
| FINANCIAL POSITION | | | |
| Own | 34,198 | 27,814 | 26,599 |
| Owe | 22,555 | 17,754 | 16,680 |
| Net Assets | 11,643 | 10,060 | 9,919 |

Staff Qualifications

Westmont is committed to training and further qualifications for our staff.

Our preferred minimum qualification standard is at the Certificate III Level. In 2011-12 we have **84%** of our ongoing staff who have attained this level and we are now aiming for **90%** in 2012-13.

Staff who have achieved a higher level of qualification 2011-12

Chris Boyer – Diploma in Business Administration

Leah Harry - Certificate IV Financial Services (Bookkeeping)

Peter Ward – Diploma in Management and Diploma in Business Management

John Paech – Certificate III in Engineering Mechanical Trade

Amanda Payne – Diploma in Quality Auditing

Jessica Chapman – Certificate III in Business

Karen Ellis – Bachelor of Nursing (Division 1)

Christi LaMotte – Certificate III in Asset Maintenance

Samantha Donovan – Certificate IV in Nursing – Enrolled Nurse Division 2

Magda Galanovic – Certificate III in Asset Maintenance

Margaret Seymour – Certificate III in Asset Maintenance

Laura Souquet – Bachelor of Nursing (Division 1)

Karen Jackson – Certificate III in Asset Maintenance

Don Wilkinson – elevated to Fellow CPA Australia



Staff Milestones

A special thank you to all our dedicated and caring staff.

20 years +

Aileen Bertram

15 years +

Sandra Jones

10 years +

Judith Little

Kate Coleman

Pauline Witham

Carolyn Gullifer

Peggy Bailey

Robin Harrop

5 years +

Karen Ellis

Carolyn Coupar

Margaret Chalmers

Kaylyn Leitch

Barbara O'Brien

Wendy Hawkins

Leanne Joynson

Maryanne Elvery

Chris Boyer

Joanne Proctor

Ann O'Grady

Samantha Donovan

Rao Yujun

Joy Ruby

Volunteers

As mentioned previously volunteering plays a major role in assisting Westmont to achieve its purposes. Our volunteers fulfill a number of vital tasks within our facilities, from helping with outings, to playing games, to providing pampering just to name a few. They all bring a feeling of wellbeing to our residents.

We would like to thank all our volunteers. Listed are those who have given more than two years volunteer service to Westmont.

Betty Waite
Andrew Waite
Margaret (Jean) Dudley
Dorothy Olejniczak
Gwenda Quick
Wilma Bowdery
Lyn Cardwell
Joan Stanton
Margery Condon
Ruth Cornell
Colleen Roze
Gail Watson
Cathie Buckland
Joan Crisdale
Kyle Lockley
Jessica Weaven
Olive (Lorraine) Cumming
Meta Hansen
Heather Williams
Roberta Gay
Stacia Kreuzer
Alf McConnell
Erica Muller
Cheryl Seymour
Elaine Coombe
Sue Cardwell



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