



UNITED PROTESTANT  
ASSOCIATION OF NSW

# ANNUAL REPORT 2016



*Caring for People*

# CONTENTS



Our mission / our values .....	1
Our Philosophy of Care .....	2
The UPA Objectives .....	2
After Care .....	3
Leadership of UPA.....	4
Feature: New corporate office.....	5
Thank you to our dedicated Volunteers.....	6



<b>2016 AN OVERVIEW</b> .....	7
UPA – a snapshot .....	8
President’s message .....	10
General manager’s message.....	12
Feature: Alice Nuttall .....	14
Our financial position in 2016.....	15
Meet the board .....	16



<b>OUR UPA COMMUNITIES</b> .....	20
Serviced apartments .....	21
Retirement living.....	22
Residential care.....	24



<b>SERVICES IN THE WIDER COMMUNITY</b> .....	26
Home Care Services.....	27
Day Clubs .....	28
Youth Care.....	28
Feature: Keith Edwards .....	29



<b>EXCELLENCE IN CARE</b> .....	30
Enriching lives .....	31
Health and safety, a priority.....	34
Recognising dedication.....	35
Feature: Employee Honour Roll .....	36
Technology delivering results .....	38



<b>GROWING TOGETHER</b> .....	39
Building for the future.....	40
Feature: Pat Isaacs.....	42
Enhancing our facilities .....	43



<b>OUR DISTRICTS</b> .....	46
Sydney North.....	47
Sydney South .....	48
Sydney West.....	49
Hunter.....	50
Feature: Barbara Murray .....	51
Orange.....	52
Molong .....	53
Yeoval .....	54
Dubbo.....	55
Clarence & Mid North Coast .....	56
Far North Coast.....	57
Feature: James Carrol .....	58
Murray River .....	59
Riverina.....	60



<b>FINANCIAL INFORMATION</b> .....	61
Summary of Financial Statements ..	62
Statement of Financial Position.....	66
Statement of Profit and Loss and other Comprehensive Income .....	67
Statement of Changes in Equity.....	68
Statement of Cash Flows .....	69
Notes to the Summary Financial Statements .....	70
Independent Auditors Report.....	74
Where we operate and the services we offer .....	75
Abbreviations.....	IBC
Photo Credits & Information.....	IBC



## OUR MISSION

*UPA's Mission is to offer care of the highest possible standard consistent with UPA's christian commitment and the expectations of society*

## OUR VALUES

*Compassion  
Respect  
Integrity  
Kindness*

# OUR PHILOSOPHY OF CARE

The United Protestant Association, (UPA) is a Christian organisation that aims to provide quality service and care. We believe that every person that we care for has the right to live in peace with dignity, respect and security. That right does not diminish, irrespective of age.

We welcome people from all religious and cultural backgrounds. We convey compassion, kindness, respect and honesty in our work. Our staff and volunteers encourage and empower those we care for to choose their own path. Mindful of how we ourselves would like to be treated, we aim to provide a caring atmosphere of Christian love and understanding.

When we have failed to live up to our Mission, Values or Philosophy of Care we will seek to make amends.

## THE UPA OBJECTIVES

1

*The safety and wellbeing of our Residents, Staff and Volunteers is our main focus and to ensure that our villages are places where companionship and support is always on hand*

### CARE

- ◆ Offer care of the highest possible standard of Christian care with compassion, respect, integrity and kindness for each person.
- ◆ Continue to strive to provide excellence in care, always looking for ways to improve.
- ◆ Provide a safe, secure and caring environment.
- ◆ Consistently deliver quality care that is flexible and responsive to changing care needs and consumer driven.
- ◆ Individual care that is integrated and provided by professional care staff encouraging enablement and independence.

2

### PEOPLE

- ◆ Attract and retain staff and Volunteers who are respectful, caring and compassionate.
- ◆ Train and develop staff and Volunteers to ensure they are highly proficient and able to meet the changing needs of our Residents.
- ◆ Develop a resilient culture of teamwork and safety.
- ◆ Provide strong leadership to envision and shape changes to improve quality of life for all clients and staff.
- ◆ Implement succession planning for governance and management positions and to identify, support and value emerging leaders.

# AFTER CARE

The United Protestant Association of NSW (UPA) established 13 children's homes between 1940 and the early 1980s, when these larger institutional homes were wound down and closed. From that time until the mid 1990's we also managed a number of smaller Group Homes. Over those two periods, some homes were well managed and some were not. We sought to be trusted by children, parents, and the State, but we freely acknowledge that in many of our homes we failed to provide the safe and nurturing environment that children need to thrive. Emotional, physical and sexual abuse did occur in those homes. We are ashamed of those failures and offer our sincere and deep apology for the harm caused. Today, we seek to make amends by listening and believing, offering access to records, reporting to authorities, funding counselling services, making redress payments. We welcome contact from any person who once resided in a UPA children's home. At the moment there are a number of cases currently or soon to be heard in the courts. We are pleased when we hear a "guilty" plea and welcome the prosecution process. Whenever we receive an allegation of abuse we work with NSW Police to ensure that each person has the opportunity to be heard and information gathered. We are committed to ensuring privacy is protected and that care, support and services are readily available.

#### OUR CONTACT DETAILS:

After Care Support: Graham Hercus 02 9482 4530,  
graham.hercus@upa.org.au

General Manager: Steve Walkerden 02 9482 4530,  
steve.walkerden@upa.org.au

3

## FINANCE

- ◆ Ensure UPA's long-term financial sustainability through efficient and effective management of our resources.
- ◆ Provide and maintain appropriate and safe work systems and practices to minimise financial risk.
- ◆ Maintain thorough internal and external auditing of our financial systems.
- ◆ Position the organisation to identify and explore future opportunities.
- ◆ Develop policies, procedures and work practices that seek to minimize environmental impact and energy usage.

4

## GROWTH

- ◆ Be adaptable and responsive to change, anticipating and investigating opportunities.
- ◆ Improve and innovate through use of information technology, research, skills and knowledge.
- ◆ Achieve steady sustainable growth through expansion of existing services and development or acquisition of new services.

5

## COMPLIANCE

- ◆ Maintain compliance with all relevant legislation and regulations.
- ◆ Maintain a proactive system for identifying and controlling risk.

# LEADERSHIP OF UPA

*As a public company, limited by guarantee, The Board of the United Protestant Association of New South Wales is elected by the members. People become members of UPA when they personally commit to the objectives of UPA and seek approval of either the Board or a District Executive to become a member.*

## MEMBERSHIP OF UPA



## NEW CORPORATE OFFICE

*In November last year, the Corporate Office relocated its offices from the Sydney North District. It has been successful for both Corporate and Sydney North.*

With an expanding organisation, changes in Government policy and a change in the way UPA need to work, Corporate numbers outgrew the Wahroonga building. In August 2015, the Board of UPA approved Corporate to find and fit out suitable office space and in November 2015, Corporate moved to Level 3, 108-114 George Street, Hornsby. The Corporate team continues to meet the many challenges that surface and UPA looks to the future with confidence.



## THANK YOU TO OUR DEDICATED VOLUNTEERS

*“The best way to find yourself is to  
lose yourself in the service of others.”*  
*Mahatma Gandhi*

The Great Depression saw one of the first large-scale, nationwide efforts to coordinate volunteering for a specific need. During World War II, thousands of Volunteers helped with the many needs of the military and on the home front, including collecting supplies, entertaining soldiers on leave, and caring for the injured. After World War II, people shifted the focus of their volunteering to other areas including helping the poor, homeless, aged as well as offering their knowledge and experience to developing countries. Volunteering also plays a major role in recovery efforts following natural disaster such as tsunamis, earthquakes, floods and droughts.

Dictionary.com defines the meaning of ‘Volunteering’ as to ‘give’ ‘bestow’ or perform voluntarily. The UPA of New South Wales is extremely proud of its 637 Volunteers who on a daily basis, ‘give’ ‘bestow’ and contribute their time and care to improve the lives of our Residents in many many different ways. There is no end to the activities that engage, stimulate and provide entertainment and enjoyment for our Residents. UPA has residential facilities throughout the Sydney metropolitan and country NSW areas and there are opportunities for volunteering at every location.

Research has shown that volunteering has the ability to improve the quality and health of those who donate their time and that older adults benefit the most and mental ailments may be healed through the simple act of helping others. There are many benefits to volunteering not the least of which is the friendships that can be formed, new people to meet and work with as well as contributing to the local community and gaining a sense of belonging.

The Board of UPA, District Executives and sub-committees contribute their skills and experiences at a senior level also on a voluntary basis. They bring quite different skills, particularly competencies necessary to find funding, develop strategic plans and other important aspects of keeping the organisation financially viable and running smoothly.

UPA records it thanks for the wonderful voluntary commitment made by those who give so freely and willingly of their time, energy and care. **Thank you.**





# 2016 AN OVERVIEW

# UPA – A SNAPSHOT

*The first district of the United Protestant Association was formed on 18th September 1941 and called the Clarence District Council. Today, the Association is made up of 12 Districts all of which self-govern under the guidance of the Board of UPA, the General Manager, District Executives and District Managers. The Districts are bound together under the one mission and company structure.*

1200

STAFF



OVER  
**5000**  
CLIENTS

**1570**  
RESIDENTS

**637**  
VOLUNTEERS



## SERVICES:

### RESIDENTIAL CARE

20 Centres  
831 Places

### RETIREMENT VILLAGES

25 Centres  
603 Places

### SERVICED APARTMENTS

1 Centre  
52 Places

### HOME CARE PACKAGES

12 Centres  
529 Places

### VETERANS HOME CARE (DVA)

4 Centres  
300 Places

### DAY CENTRES

6 Centres

### CARER RESPITE CENTRES

2 Centres  
4452 Clients per annum

### YOUTH CARE

1 Centres  
63 Places

### OPPORTUNITY SHOPS

3 Shops



## PRESIDENT'S MESSAGE

*On behalf of the Board of the United Protestant Association of NSW it gives me great pleasure to present the Annual Report for the year ending 30th June 2016. The Report encompasses the work of our management and staff and builds upon the strength of our organisation which has at its heart our Volunteers and their contribution over the past 75 years.*

As a result of the Federal Government's changes to aged care funding and delivery of service the UPA is presented with both challenges and opportunities. Our staff and management have shown incredible resilience and have adapted to, and embraced change whilst ensuring quality care for our Residents and clients. The UPA is well resourced to meet these changes as they are steadily introduced by the Federal Government over the years ahead.

To ensure the UPA is well positioned as we look to the future the Board determined that an organisational strategic plan should be developed. To facilitate this the services of Verso Consulting were engaged. This process involved consultation

with each Region, District and Branch and has proved to be a lengthy but rewarding exercise which when completed will provide a vision and future pathway for the entire organisation.

The UPA's financial results for 2015-2016 remain strong and continue to provide well for our ongoing needs and future growth. A large proportion of our funding is provided by the Federal Government and we acknowledge this ongoing support. The installation of new Accounting Software last July has proved challenging across the entire organisation. The Regional Accountants and their teams have shown remarkable patience and dedication and have prevailed with the tireless support of Bob Case and his team.



AUSTRALIA CURRENTLY  
HAS ABOUT  
**2800**  
RESIDENTIAL AGED CARE  
FACILITIES

IN 2044  
THERE WILL BE  
**1.2M**  
MORE PEOPLE AGED  
OVER 85 THAN THERE  
ARE TODAY

Our refurbishment and new construction programme continues across the UPA. Kennett Home at Stanwell Park is now complete and is a wonderful addition to the local community. This project has not been without significant issues which has delayed the completion but now presents a stunning residential facility in a beautiful location. Other projects underway include Bracken House extension at Dubbo which is due for completion later this year, Ascott Gardens 28 room extension at Orange which is under construction and due for completion in 2017 and Murray Vale Stage 3 Self-Care development at Lavington which will be completed next year. The Board approved the acquisition of Hillsborough Village at Beechworth which is a 17 unit retirement village and represents a wonderful addition to the Murray Region. An adjoining property at Richmond Lodge Casino has been purchased by Far North Coast District and will provide an opportunity for future development. Sydney North has expanded its footprint with the purchase of an adjoining property and are currently engaged in master planning the Wahoonga site. Refurbishments at Prunus Lodge Molong are well underway and are due for completion in October.

The UPA Youth Care Service continues to provide support to children in foster care in the North Coast Region. The team achieves remarkable outcomes in an area which is not only challenging but immensely rewarding.

UPA's work with those that were formally in our Children's Homes continues. Graham Hercus and Steve Walkerden have provided support to those who have suffered abuse and have had the courage to come forward. We welcome contact from any person who was formerly in our care as your story is important and we will seek to make amends. I thank both Graham and Steve for their compassion and commitment to the ongoing work in after care.

The UPA currently has over 1200 staff and 637 Volunteers who provide care and support for 1570 Residents and 5130 clients. Our staff and Volunteers uphold our mission on a daily basis by providing "Care of the highest possible standard consistent with society's expectation and Christian commitment" and in so doing convey the UPA Values of Compassion, Respect, Integrity and Kindness. The lives of those in our care are enriched by the work of our staff and Volunteers and on behalf of the UPA Board I would like to extend my thanks to each and every one of you.

Our General Manager, Steve Walkerden continues to lead the UPA organisation with great strength and compassion and I wish to thank him for the remarkable job that he does. This dedication and commitment is shared by our Corporate team who provide invaluable support across the entire organisation.

To all the members of the Board I would like to express my gratitude for your commitment to the ongoing governance of the UPA and for your vision in planning for our future needs. I would like to acknowledge the contributions of Directors Bill Ryan OAM, Janice Wheeler and Margaret Moon all of whom stepped down from their positions in October 2015 and welcome new Directors Lindsay Doust, Peter Bremer and Anthony Short. Directors give freely of their time and expertise and I consider myself privileged to work with you all.

The UPA gives thanks to the Lord for the rich blessing we have received and for the privilege of caring for the frail and aged and supporting those in need. We pray for the Lord's guiding hand as we move into the future and meet the many challenges that lay ahead.

**Louise Buxton**  
UPA State President



## GENERAL MANAGER'S MESSAGE

*Thanks and appreciation go to Volunteers and staff across UPA for the caring work that you do meeting the needs and hopes of individuals and communities. Day by day we face many challenges with a positive attitude and a willingness to learn. In all areas of our work, supported and governed by local Managers and District Executives, we have made good progress this year in fulfilling our mission to offer care of the highest possible standard. The District reports that follow set out in detail how this is achieved.*

Federal Government reforms to Home Care took a significant step on 1 July with the introduction of consumer directed care in all packages. Monthly statements provide direct accountability for all funds received and spent as directed by each consumer. In brief, it is a move from grant funding to a "retail" service provision. Within UPA we have decided to retain local offices and contacts rather than centralise as many other providers have done. We hope that by maintaining our local touch we will be able to attract new clients and grow our work in the years ahead whilst still remaining competitive.

It was a disappointment to learn in the Federal Government's May Budget of further cuts to the Aged Care Funding Instrument (ACFI), a tool that is used to determine subsidies for residential care. Building up over three to four years, these cuts could reduce our income in that area by as much as \$5 million pa. Clearly this will place great strain on all aspects of our work and we hope that in the months ahead a less harsh approach will replace the current plans.



VOLUNTEERS  
CONTRIBUTE  
**743M**  
HOURS TO THE  
AUSTRALIAN COMMUNITY  
EACH YEAR

THERE WILL  
BE MORE THAN

**8M**

AUSTRALIANS OVER 65  
BY THE YEAR 2050

In our residential care work, following one service being temporarily assessed as noncompliant in seven outcomes, decisions were taken to strengthen our clinical teams across UPA. This included increasing registered nurse rostered hours, changing our internal quality audit process by moving from using UPA staff to expert subcontractors and reshaping our local quality committees to focus also on clinical governance. Feedback from across a wide range of services has been very positive and our capacity to meet the needs of Residents has been improved.

Our ongoing software development and replacement program has had its ups and downs this year. Suffice to say that we have met all our obligations, albeit after some difficult periods. We look forward to further improvements in the next year as we gain from the benefit of hard work put in this year.

Expansion, renovation and rebuilding work this year has topped \$23m, bringing the total for the last three years to \$79m. It is exciting to see these new and improved buildings take shape knowing that they will serve the community very well in the years to come.

Financially, our results although positive are down on the previous year. Factors such as home care changes, reduced interest rates, increased registered nurse hours, correction of the noncompliance have impacted on the results. We expect to see some improvement in the next financial year as a number of the changes introduced settle in. Even with these difficulties, UPA remains in a strong financial position. With interest rates set to remain low for an extended period the Board has determined to increase the long term use of a managed Australian Share Index fund to spread our investments and increase returns.

Looking to the future we have developed a comprehensive strategic plan based on solid research to guide us in the years ahead. Programs, services, properties, marketing, Volunteers, governance, management and staff will all be improved as over time the plans are further developed and implemented.

Our After Care work continues with information, counselling, reporting, support and redress available to people who once were children in UPA homes. The outstanding work of the Royal Commission into Institutional Responses to Child Sexual Abuse continues and we are thankful when we see the Commission's recommendations adopted by Governments and Institutions alike.

During the year we said farewell to North Coast Regional Manager Ken Maslen as he retired and we welcome Whenua Oner into the role. Ken was Regional Manager for 18 years and made a great contribution to local communities and the wider UPA.

Our work depends upon all of us involved holding true to our Mission and Values and Philosophy of Care. We must bring skill and dedication and discipline as well, but it is our shared values that make the difference. Underpinning these values is our Christian heritage and faith. UPA takes a simple approach – where a helping hand and love are present, God is there. We acknowledge many blessings every day with gratitude.

**Steve Walkerden**  
General Manager

ALICE NUTTALL  
MELROSE RESIDENT

*"We had to put up with the doodlebugs (German aircraft) coming over from Hitler, we were all a bit scared, but we just had to get on with our job."*

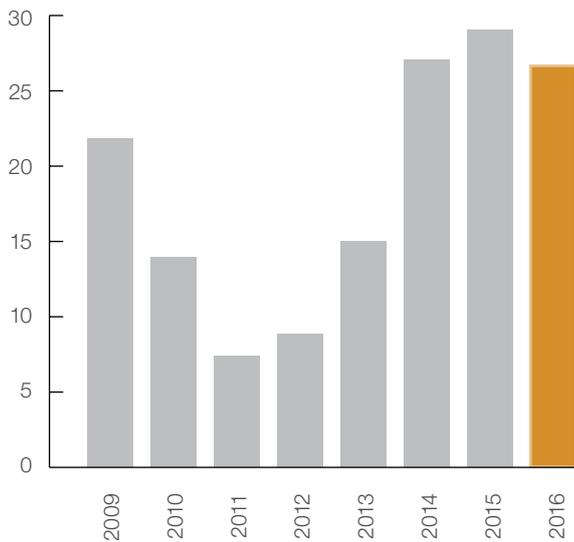


Alice Nuttall was born in Yorkshire, England, the youngest of 3 daughters. In 1943, at 17, Alice joined the Women's Land Army working on farms in England to aid the war effort. During her time in the Land Army Alice also worked for Lord Lascelles and the Princess Royal at their estate in Yorkshire. Alice moved into Jacaranda Lodge in 1999 and loves living at Melrose. She enjoys jigsaw puzzles and has been playing bowls for over 30 Years.



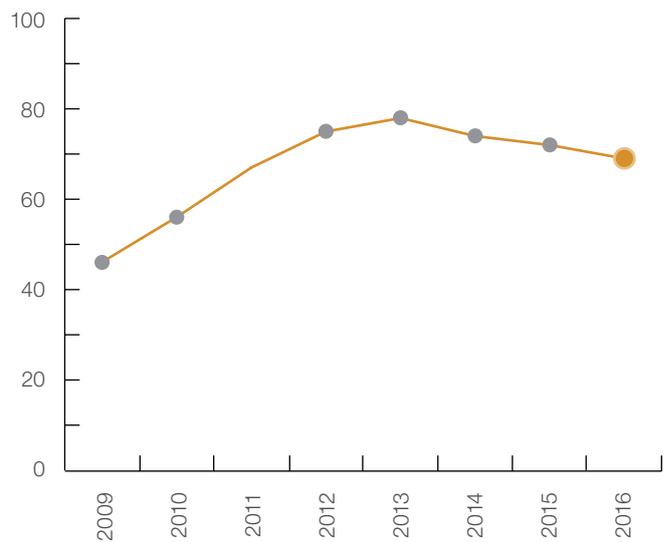
# OUR FINANCIAL POSITION IN 2016

*Although it has been a difficult year economically, UPA remains in a strong financial position.*



**CAPITAL EXPENDITURE (\$MILLION)**

Capital expenditure for this financial year included the construction of the new Kennett Hostel in Stanwell Park, extensions to Bracken House Hostel in Dubbo and Holbrook Hostel in Holbrook, and self care units in the Murray Vale Village in Lavington.



**CASH AND INVESTMENTS AS A % OF TOTAL LIABILITIES**

The high level of capital expenditure and increase in resident loans during the financial year have combined to reduce this ratio from 72% in 2015 to 69% this year. Despite this reduction, cash generated from operating activities remains strong.



**TOTAL SURPLUS AS A % OF TOTAL INCOME**

The lowering trend of the previous year has continued, with a 3.3% reduction to 7.4% this year. This was mainly due to increases in staff costs and other operating costs, as well as lower than expected growth in subsidy income.



**TOTAL SURPLUS AS A % OF TOTAL ASSETS**

The reduced surplus for the year, combined with the increase in total assets has resulted in reduction of this ratio to 1.7% compared with 2.4% last year.

# MEET THE BOARD

*Our values, expressed in the words “Compassion, Respect, Integrity and Kindness” continue to challenge, guide and correct us as we go about our work.*



## **LOUISE BUXTON**

**President (since 2012)**

**Year appointed: 2009**

Qualifications and experience: Bachelor of Science (Hon.), PHD, Diploma of Education, Graduate of the Australian Institute of Company Directors. Over 20 years experience as a Director and Financial Manager of a medium sized family company. Member of the Australian Institute of Company Directors and the Governance Institute of Australia. Member of the Hunter Region District Executive since 1991 and District President since 2005.

Special responsibilities: Member of Projects Committee, Planning Committee, Audit and Risk Committee, Remuneration Committee, WHS Committee.



## **IAN MORANTE**

**Senior Vice President (since 2012)**

**Year appointed: 2002**

Qualifications and experience: Bachelor of Commerce, Diploma of Financial Planning, Diploma and Advanced Diploma of Financial Services (Super), Fellow of Australian Institute of Superannuation Trustees. Currently Chief Executive Officer of a not-for-profit public offer multi-industry superannuation fund, and a practicing Company Secretary. Extensive experience in administration, governance, investments and management. Active involvement in local Anglican Parish for over 50 years. Member of the Hunter Region District Executive since 2000.

Special responsibilities: Member of Remuneration Committee.



## **JOHN ROACHE**

**Junior Vice President (since 2012)**

**Year appointed: 2001**

Qualifications and experience: Telegraph mechanic, Radio Trades Certificate, Security Practitioners Certificate, Graduate of the Institution of Fire Engineers (Grad I Fire E), Retired Rural Fire Service crew leader. Member of the Sydney North District Executive since 1982.

Special responsibilities: Chair of Projects Committee and Planning Committee, Member of WHS Committee.



## **STEVE WALKERDEN**

**Director and Company Secretary**

**Year appointed: 1995**

Qualifications and experience: Accounting Certificate, Masters in Management (Community) UTS, Graduate Certificate in Health and Ageing (Macq), Graduate of Australian Institute of Company Directors. Professional Memberships: Australian Institute of Company Directors, Australian Association of Gerontology, Governance Institute of Australia. Life Member ACS, NSW & ACT. General Manager UPA 1995 – present. Finance and Services Manager Leichhardt Uniting Church Aged Care 1988–1995. Management and Chief Accountant Wesley Mission 1983–1988.

Special responsibilities: Member of Projects Committee, Planning Committee, Remuneration Committee, WHS Committee.



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**SALLY COX****Director (Staff Representative)****Year appointed: 2006**

Qualifications and experience: Master of Health Science (Gerontology), Graduate Diploma in Gerontology, Registered Nurse, Orthopaedic Nursing Certificate, qualified auditor with The Australian Aged Care Quality Agency. Extensive experience working in aged care, including the current position of State Care Manager with UPA since 2004 and previous appointments as Deputy and Director of Nursing within both the private and not for profit sector. Currently the chair of UPA's Clinical Governance and Quality Commission and a member of the ACS Residential Care Advisory Committee.

Special responsibilities: Member of Projects Committee, Planning Committee, WHS Committee.

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**ALISTAIR CARLIN****Director****Year appointed: 2014**

Qualifications and Experience: Certificate from NSW College of Nursing Accreditation in Aged Care, electrical, refrigeration and air conditioning, Fellow member – Plant engineers Assoc. of Australia, District Manager UPA Sydney South 2004-2010, Experience in Quality and WHS, Member and Chairperson UPA WHS, ACS representative WHS Advisory Committee, Westpac employee 25 years in engineering roles and data processing operations.

Special responsibilities: Member of Projects Committee and Member of Planning Committee.

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**BARBARA MURRAY****Director****Year appointed: 2000**

Qualifications and experience: Pre-school assistant, with many years association with the work of UPA in Albury, NSW.

Special responsibilities: Member of Projects Committee, Planning Committee.

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**DAVID WALLACE****Director****Year appointed: 2014**

Qualifications and experience: Bachelor of Business, Certified Practising Accountant (CPA), Justice of the Peace, aged care consultant for 33 years providing operational, financial and strategic advice to not for profit and private operators. Other services have included industry education/training, projects for Federal and State Governments and board membership of aged care operators.

Special responsibilities: Member of Projects Committee and Member of Planning Committee.

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**HEATHER WOODHOUSE****Director****Year appointed: 1997**

Qualifications and experience: Extensive experience in retail, farm and catering management. Past Councillor for Cabonne Shire, and involved in local church and other not-for-profit organisations at committee level.

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**BRUCE TUTTY****Director****Year appointed: 1984**

Qualifications and experience: UPA President from 2007 – 2010. Self employed in agriculture since 1962. Member of various UPA committees in Wagga Wagga since 1968, served as District President for 29 years, and involved in the committees of other community not-for-profit organisations.

Special responsibilities: Member of Project Committee, Planning Committee, Audit and Risk Committee, Remuneration Committee, WHS Committee.

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## MEET THE BOARD cont.



### JOHN HORSFIELD

Director

Year appointed: 2009

Qualifications and experience: Bachelor of Economics, Fellow of CPA Australia, Fellow of Governance Institute of Australia and Fellow of Financial Services Institute of Australasia, Life Member Australian Institute of Bankers. Over 30 years experience as a Financial Controller and Company Secretary, and extensive managerial experience. Ex-trustee and treasurer of St John's Parramatta Cathedral Endowment Trust, and previously on the Parish Council for 15 years. Member of the Sydney West District Executive since 2007.

Special responsibilities: Chair of Audit and Risk Committee.



### ANTHONY SHORT

Director

Year appointed: 2016

Qualifications and experience: Bachelor of Law, Bachelor of Business, Bachelor of Applied Science, Certificate of Art History, Solicitor and Chartered Accountant. Former partner Chartered Accounting Firm, Member of Executive Board for UCAD Wontama, Manager of own Law firm, Former part time Taxation and Corporate Law lecturer at Charles Sturt University.



### TERENCE ODEA

Director – Dubbo

Year appointed: 2015

Qualifications and experience: Certificate of Business Management, OHS Consultation certificate, Numerous short courses with Dulux Paint Academy. General Manager of Brennans Mitre 10 (27 years), NSW Store Manager of the Year (2005), President of Dubbo CYMS Football Club (4 years), Former Secretary of Dubbo CYMS Football Club (3 years), Macquarie Social Club President for 5 years (charitable organisation raising money for charities), Fundraiser for Dubbo and District Preschool, Voluntary Coordinator for building a house to raise funds for St Johns College, Fundraiser for Dubbo and District Basketball Association to build new stadium, Fundraiser for bushfire victims at Yeoval, Former Board Member for Mitre 10 Home and Trades (3 years). Voluntary bus driving for Bracken House.



### LINDSAY DOUST

Director

Year appointed: 2015

Qualifications and experience: Chairman of Uniting Church Aged Care for 10 years, Methodist Uniting Church Minister, Licentiate in Theology and Religious Studies, past member of Voluntary Care Association of New South Wales and former State Director of World Vision. Established a hostel for homeless men, a shelter for abused women and a drug rehabilitation farm.

Special responsibilities: Member of Project Committee, Planning Committee and Audit and Risk Committee.



### PETER BREMER

Director

Year Appointed: 2015

Qualifications and experience: Degree in wool fibre technology. Eighteen years' experience in the brewing industry as Internal Auditor and involved with accreditation in that industry. Additionally 59 years' involvement in farming and the agricultural industry, including a family agricultural business.

Special responsibilities: Member of Project Committee and Planning Committee.

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**SUSAN KIRKWOOD**

Alternate Director

Year appointed: 2011

Qualifications and experience: Extensive experience in Tertiary Education Administration (retired), past member of Record Managers Association of Australia (RMAA), involved in community activities including teaching SRE at school for children with special needs, coordinator and trainer of child protection policies and procedures in the local Presbyterian Church. Murray River District Executive member since 2006.

Special responsibilities: Alternate Director in the absence of Barbara Murray.

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**ANTHONY SWEENEY**

Alternate Director

Year Appointed: 2014

Qualifications and experience: Post Grad Diploma Marketing MGSM, TAFE Certificates Management and Marketing Business owner since 2008, National sales and marketing roles with multinational appliance company.

Special responsibilities: Alternate Director in the absence of David Wallace.

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**JANICE WHEELER**

Alternate Director

Year appointed: 2015

Qualifications and experience: Secretarial diploma. Previous involvement in community organisations. Volunteer for UPA in Casino since 1986. Chairperson of Youth Care UPA since its inception. Far North Coast District Executive member since 1988 and District President since 2004.

Special responsibilities: Alternate Director in the absence of Lindsay Doust.

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**LESLEY MCFARLANE**

Alternate Director

Year appointed: 2015

Qualifications and experience: President of the Grafton Branch of CWA, Member of Clarence Valley Vietnam Veterans Assoc., Member and Treasurer of Ulmarra Scout Committee, Grafton Legacy and Torchbearers for Legacy fundraising. Volunteer for Meals on Wheels for 15 years and Life Member of UPA.

Special responsibilities: Alternate Director in the absence of Peter Bremer.

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**MARGARET MOON**

Alternate Director

Year appointed: 2015

Qualifications and experience: Extensive financial management experience running own business, Dubbo District Executive member since 1989, and involved in many local church and other not-for-profit organisations including the Country Women's Association, Meals on Wheels, Dubbo Base Hospital Auxiliary and Masonic Village Ladies Auxiliary.

Special responsibilities: Alternate Director in the absence of Terence Odea.

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**PETER MACKINNON**

Alternate Director

Year appointed: 2015

Qualifications and experience: Accountancy Certificate Cost Accounting Post Certificate, Fellow Certified Practising Accountant (FCPA) Member of ACS NSW and ACT Workforce, Financial Issues and Residential Advisory Committee. Principal of Peter K. MacKinnon & Associates Aged Care Consultant for 31 years assisting providers with regard to Financial, operational and strategic aspects of residential and community care. Provided training and education on aged care funding to various Aged Care Associations as well as Federal and State Governments.

Special responsibilities: Alternate Director in the absence of John Horsefield, Member of Audit and Risk Committee.

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**PETER WOOD**

Alternate Director

Year appointed: 2013

Qualifications and experience: 41 years in the commercial furniture and joinery industry. 28 years self-employed. Sat on the disability employment board, Wagga City Council E-commerce Committee, Wagga Chamber of Commerce board, Riverina District Executive.

Special responsibilities: Alternative Director in the absence of Bruce Tutty.

**JOHN GILL**

Director

Year Appointed: 2012  
(ceased 31 October 2015)

**WILLIAM RYAN OAM**

Director

Year Appointed: 1988  
(ceased 31 October 2015)

**TEMPLE CORNISH**

Alternate Director

Year Appointed: 2012  
(ceased 31 October 2015)

**CHRIS FOSTER**

Alternate Director

Year Appointed: 2013  
(ceased 31 October 2015)

**LUCY ECCLESTON**

Director

Year Appointed: 2015  
(ceased 29 March 2016)



# OUR UPA COMMUNITIES

# SERVICED APARTMENTS

*Also known as Assisted Living Facilities, Serviced Apartments offer Residents the safety and security of 24-hour support and access to care.*

UPA has fifty two serviced apartments which form part of the District of Sydney North and are located in the lovely Northern suburb of Wahroonga. Surrounded by leafy gardens, Redleaf Serviced Apartments are a short walk to the charming village of Wahroonga where there is a wonderful variety of specialty food and boutique shops, cafes offering great food and beverages, medical facilities, a train station, chemist, post office and much more.

Living independently is important to most people and in serviced apartments like Redleaf, Residents can continue their independent lifestyles with experienced twenty four hour care on hand at all times should it be required. If they choose, they can escape the day to day chores of cooking, cleaning and heavy laundry. The central kitchen of Redleaf provides delicious and nutritious meals served in an elegant dining room for both lunch and dinner with a continental style breakfast served in the apartments enabling Residents to start the day at their own pace. There is a small well-equipped laundry for personal washing. Three beautifully appointed lounge areas are available, one on each floor where Residents can gather together or relax and entertain family and friends. Each of the three levels are accessible by lift.

There are scheduled activities and entertainment which include organised scenic bus trips, shopping trips, regular Happy Hours, morning teas, bingo, knitting and many other arranged events are held and daily living skills are enhanced through programs of gentle exercise, mental stimulation and social interaction.

Maintenance staff care for all external maintenance and the gardens are tended to allowing Residents more time for the things they really want to do. Off street parking is available for Residents and their guests.

The Sydney North District is an Ageing-in-Place facility and provides a continuum of care that is responsive to Residents needs with both residential accommodation and a nursing home.

Redleaf Apartments are Resident funded with an opportunity for those who wish, to be involved in the Management process.

UPA STAFF  
MAKE OVER

315,000

BEDS PER YEAR





**5.7%**  
OF AUSTRALIANS  
OVER 65 ARE LIVING IN  
RETIREMENT  
VILLAGES

## RETIREMENT LIVING

*Retirement Villages have seen an increase in occupancy as our seniors are downsizing, kicking back and deservedly enjoying themselves living within a secure and friendly environment.*

The UPA have 631 independent living (Self Care) units, villas and apartments where Residents can live as they did in their own homes but can escape from the demands of house and garden maintenance associated with a large home. They can enjoy a range of added benefits such as travel whenever they like for as long as they like, knowing their property is cared for by up to date security systems. UPA villages offer regular social activities, 24 hour emergency call systems, home and garden maintenance all in a supportive and caring environment. Communal facilities are also a common feature in UPA's retirement villages where Residents, their families and friends can enjoy a wide variety of services and

amenities. Depending on which facility, these may include a library, barbeque area, cafes and internet rooms. For the Residents enjoyment and relaxation there are hairdressers, wellness rooms, chapels, pastoral support and private lounge or garden areas where they can relax and enjoy total peace and solitude if they desire. In some cases, our villages are co-located with an aged care centre providing Aging in Place for its Residents.

The Property Council of Australia in their 2014 Annual Report note that 184,000 Residents are living in 2300 retirement villages throughout Australia equalling 5.7% of the over 65 population.



THIS YEAR  
**2643**  
AUSTRALIANS  
WILL TURN 100



Over 8 million Australians will be over 65 in the year 2050 and UPA and other not for profit and private organisations are playing a large role in meeting the needs of our senior Australians by enlarging and refurbishing existing facilities as well as investing in the construction of state of the art retirement units, villages, Dementia facilities and residential facilities.

UPA currently has retirement villages in Orange, Molong, Dubbo, Henty, Lavington, Culcairn, Wagga Wagga, The Rock, West Wyalong, Newcastle, Sydney, Stanwell Park and Beechworth in Victoria. Each of the UPA villages offer different styles of accommodation and amenities as well as different policies regarding pets, visitors, parking etc. For enquiries regarding a UPA Retirement Village, please refer to the directory at the back of the report.



UPA'S RESIDENTIAL  
CENTRES ARE HOME  
TO OVER

**800**

ELDERLY  
AUSTRALIANS

## RESIDENTIAL CARE

*For many older people, moving into residential care is a positive choice... daily chores become a thing of the past and care is always at hand.*

Residential Care or Hostel Care as it was previously known is available for people who range from those capable of living with a degree of independence but need support to manage day to day tasks to full high care provision. In residential care, UPA's aim is to provide a well-maintained, comfortable home-like environment with experienced caring staff who can address a Residents individual needs. Meals are served in a communal dining room and there are activity areas available for Residents to gather, play games, watch entertainment or quietly read a book. Staff are on-site 24 hours a day and all Resident's rooms have emergency call buttons.

UPA's first residential care facility was the Thomas U. Agst Clinic officially opened in 1965 by the then Governor of NSW, Sir John Northcott. Two years later, Richmond House Aged Care in Casino, formally a private hospital was purchased for the sum of \$25,000 and officially opened on 11th November, 1967. The old Richmond House was demolished in 2001 and the new Richmond Lodge was built. Today, Richmond Lodge, part of the Far North Coast District is home to thirty aged care residents.

The next residential facility opened by the UPA was the Frank and Jess Kennett Home at Stanwell Park on 10th June 1968. The Kennett's gifted their holiday home to the UPA and at the time of gifting, the property was valued at \$45,000. Substantial

renovations were required for the property to perform as an aged care hostel and later renovations also included installing a lift and enlarging lounge and dining areas. For 47 years, the Kennett in its commanding position and with its wonderful views of the coastline was a special home to many. Like many older facilities, the main building no longer met the needs of the current and future Residents and was sold in April 2015. Residents from the old Kennett moved to the new Kennett facility on the Hillcrest Village site on 27th July and have settled into their new home very well.

UPA's Melrose Lodge was built on land that was purchased from two sisters in 1948 for the sum of £1,600 and was officially opened on 11th October 1975. Since it's opening, Melrose Lodge has undergone many renovations and refurbishments and now has new modern accommodation wings (Camellia and Jasmine ) spacious lounge and activity areas as well as internal courtyards and Administration offices. Melrose Lodge is home to 85 Residents and located in the Sydney suburb of Pendle Hill.

Following the opening of Melrose Lodge, The Laurels at Kogarah, an old house built in 1886 and once a home to working girls was phased out in 1978 and following funding from the Government resulted in the establishment of the revamped Laurels facility, home to 27 Residents.



After the opening of The Laurels, then followed the openings of Woodlands in Newcastle on 3rd May 1986, Rathgar in Grafton on 22nd September 1990, Heiden Park at Carramar on 14th March, 1992, Myoora in Henty on 13th May 1992 and Prunus Lodge in Molong on 1st May 1993. UPA continued to grow its residential care with Ascott Gardens in Orange, Bracken House in Dubbo, Yeoval, Murray Vale Shalem in Lavington, Oolong in Howlong, Holbrook, Jindera, Gumleigh Gardens in Wagga Wagga, Greenhills Lodge in Murwillumbah and Thomas & Rosetta Agst in Wahroonga. Aside from Retirement Villages and Self care accommodation, UPA has a total of 19 Residential Centres which are home to over 800 elderly Residents.

It's not unusual for a person's needs to change as they get older and UPA's Residential Centres offer Residents the care that could not be provided in their own homes even with the availability of the Home Care packages.





# SERVICES IN THE WIDER COMMUNITY

PROVIDERS OF  
HOME CARE SERVICES  
IN AUSTRALIA  
ARE PREDOMINANTLY  
NOT-FOR-PROFIT  
ORGANISATIONS



## HOME CARE SERVICES

*Some things may become a little harder to manage later in life, but with the right care and support, you can remain in your own home as long as you choose.*

UPA Community Programs have been providing assistance to frail older people to help them remain as independent as possible in their own home for more than 21 years. From 30 Community Aged Care Packages (CACPs) now known as Home Care Packages, in the Tweed Region in 1995, UPA now has 529 community programs in every region and district across NSW.

UPA is fortunate to have a mix of program types across a number of funding streams. Service types include Department of Veterans Affairs (DVA) Home Care and Respite in Far North Coast, Dubbo and Central West regions, Commonwealth Home Support (CHSP) in Murray, Far North Coast and Dubbo to Home Care Packages across all Districts and regions. Since 2014 UPA has been providing higher level care in the community in the Central West, Dubbo, Far North Coast, Sydney North and Sydney West.

In 2011 the Productivity Commission produced the Inquiry Report Caring for Older Australians which recommended a number of fundamental changes to the aged care system. Consumer choice and control was at the forefront with in-

consistent quality of services delivered and the inequity of funding also high on the list. The recommendations of this report are being introduced over the next few years with the final destination seeing a consumer driven, market based, sustainable aged care system.

As part of the reforms Consumer Directed Care was introduced across all Home Care Packages in July 2015. UPA has been working with staff and consumers to implement the changes which have shown that given the opportunity, many consumers take an active role in choosing the types of care they wish to receive whilst others prefer to have services chosen by professionals who understand their care needs.

From February 2017 further changes will see the removal of allocated HCP packages to all providers meaning that restrictions to the number and levels of packages provided by UPA in each region can increase to meet community need.

UPA is committed to meeting the challenges faced in implementing the reforms whilst maintaining its local identity across all Districts and Regions.

AGED CARE IS THE SINGLE  
FASTEST GROWING  
ENTERPRISE IN AUSTRALIA  
IN RECENT YEARS

IN 2014/15

83,838

INDIVIDUALS ACCESSED  
HOME CARE PACKAGES  
IN AUSTRALIA

## DAY CLUBS

*Day Clubs provide a caring and homely environment enabling older people to maintain a quality lifestyle through social contacts and activities.*

UPA currently runs a number of day care clubs (Cooinda, Amaroo, Culcairn, Henty, Albury and Murwillumbah) with another to be built at Ascott Gardens in our Central West District in Orange and which will be operational by the end of 2016. Day care clubs have planned programs of activities designed to promote and enhance the lives of our residence and others through social outlets and at the same receive the health care related services they require. Day Care Centres or Clubs provide a valuable service to the community by providing much-needed respite care for a caregiver, a safe and secure environment in which a client can spend the day, interesting and fun activities, a welcome break from lonely-ness or isolation and where independence can be maintained and friendships created. The Cooinda Day Club runs on Tuesday and Fridays and is open to the frail, the aged or disabled. UPA's Amaroo Day Club is a day respite programme catering for people with Dementia and Culcairn Day Club funded through NSW Home and Community Care supports 35-65 year old males in the Culcairn area.

## YOUTH CARE

*It is our mission to provide an efficient and effective out of home care which empowers young people, and creates opportunities for their future and to enhance the quality of their lives.*

Youth Care UPA is a program managed by the Far North Coast which provides safe, secure and caring alternate living arrangements for young people who for a variety of reasons cannot live with their natural families. Youth Care UPA provides out of home care to young people by placing them with our recruited and trained carers and provides support in a manner which is consistent with the identified needs of young people. Placements are mainly determined by the location and availability of carers who are able to meet identified needs at that time. The program offers respite, short and medium to long term care and its aim is either restoration to the natural family, independent living or other appropriate arrangements. Youth Care UPA provides 24 hour support to the young person and their carers.



A photograph of an elderly man, Keith Edwards, smiling and dancing with a woman in a black dress with a white floral pattern. They are in a well-lit room with other people in the background, some of whom are also dancing. There are colorful balloons and a blue streamer hanging from the ceiling. The man is wearing a light blue shirt, a dark tie, and grey trousers. The woman is wearing a black dress with a white floral pattern. The background shows other people, including a woman in a black dress and a woman in a light blue dress. There are also some colorful balloons and a blue streamer hanging from the ceiling.

## KEITH EDWARDS

RESIDENT, WOODLANDS LODGE AGED CARE

*When he was six, Keith entered a Racing Competition to win a red scooter. . . only 1 other boy turned up for the race and Keith won the scooter. . .*

Born in Newcastle, Keith grew up in the suburb of Mayfield. In his early 20's he married Vicki Rose, they had two children, a son and daughter and were married for 50 lovely years. Keith spent time at sea as a ships wright and also worked on the Newcastle docks. Keith has been a Resident of Woodlands Lodge since October, 2013.



# EXCELLENCE IN CARE



82,000

NEW AGED BEDS  
ARE EXPECTED TO BE  
NEEDED BY 2050

## ENRICHING LIVES

*“The biggest challenge facing our Activity Officers is matching the right activity to each and every Resident’s capabilities.”*

UPA’s Recreational Activities Officer are responsible for leading, managing and motivating elderly Residents through a program of recreation and craft activities that promote their social and physical wellbeing. By creating environments in which older people can participate, engage and connect encourages a healthy and active ageing life-style. It is guaranteed that we will all slow down as we get older but it is important that the elderly are kept engaged in activities that are enjoyable, keep them interested and provide interaction with other Residents both of which have proven to reduce depression in the older generation.

Recreational activities play a vital role to the quality of life of people with Dementia and it is recognised that the activities need to be meaningful and Dementia specific. Dementia Residents involving themselves in these activities is not only an

indication of the quality of care provided by a facility but it also greatly contributes to the quality of life and wellbeing of those with Dementia.

For quite a few years many of the activities in aged care facilities were directed mainly toward female Residents (knitting, cooking, sewing, craft etc.) and there would appear to be few if any male-oriented activities which would provide male Residents with the opportunity to get to know each other. Men’s sheds originated from the ‘shed’ in the backyard scenario where a man would go and carry out such tasks as repairing furniture, working on the lawn mower etc. The introduction of Men Sheds in UPA facilities has been a successful option for male Residents and has created groups where they can socialise, establish friendships, work on projects and repair items and at the same time

ENRICHING LIVES cont.

CARERS PROVIDE OVER  
**\$60.3B**  
OF UNPAID CARE  
ANNUALLY IN AUSTRALIA

OLDER PEOPLE TEND  
TO PREFER 'AGEING IN  
PLACE' RATHER THAN  
KEEP MOVING



have a good chin wag with each other. Sydney West and the Hunter Region each have a Men Shed, Sydney North hold a weekly Men's Group meeting and three new Men Sheds are planned for the Orange District in 2017.

Gardening can be an indoor and outdoor activity which can be enjoyed by the Residents and at the same time afford a number of benefits including sunshine and fresh air, enhanced wellbeing, relaxation, improved mobility and a general sense of achievement. Alternate gardening methods can be introduced for those who have limited mobility or the weather prevents them being outside and these can include raised garden beds, potted gardens, window boxes and terrariums.

Crafts such as knitting, crocheting, rug making etc., provide entertainment for many Residents and as well as maintaining manual dexterity provide a sense of achievement and purpose. Finished items can be put on display for show or sale in the facilities with proceeds going to selected charities. The Sydney North Knitting Group continue to knit and provide a great number of lovely rugs each year which are donated to the Youth off the Streets, a community organisation working on behalf of homeless young people.



Pet therapy or animal-assisted therapy as it is also known is very popular with Residents. Animals that visit the facilities vary from farm animals to domestic pets and it has been proven that animals can give a person a feeling of being needed, reduces stress, improves communication and generally brightens up their day. Pet therapy programs bring the joy of animals to people who are otherwise unable to have an animal in their life and the benefits of these visits can be seen almost immediately by the smiles and laughter of Residents.

The Activity Officer's role includes creating a monthly Activity Calendar with day to day activities which may include pet therapy visits, singalongs, bingo, trivial pursuit games, skittles, bus trips, footy tipping, Resident birthday celebrations, bible reading, exercising, walkabouts, bowls, reading and a wide variety of other activities aimed to stimulate and entertain Residents. Special days such as birthdays, Christmas, Easter, Melbourne Cup and Anzac Day are also celebrated and enjoyed by Residents, Staff and Volunteers.

Generous time provided by our 637 Volunteers is extremely important in enriching the lives of Residents. They provide their time and enthusiasm across a wide range of activities such as games, reading to Residents, bingo nights and many other enjoyable activities. Volunteers also assist Residents with meals, letter writing, library services, Doctor's appointments, bus driving, and pastoral care; there is no end to the activities that brighten, engage and stimulate the elderly and the companionship, assistance and generous time provided by our Volunteers is extremely valuable to all our facilities.



## HEALTH AND SAFETY, A PRIORITY

*The care and safety of Residents and Staff is of paramount concern to UPA at all times.*

UPA is committed to providing and maintaining a safe and healthy workplace to promote the wellbeing of workers, contractors, Volunteers, visitors, Residents and others. Work continued throughout 2016 to maximise UPA's compliance with the Work Health and Safety Act (WHS Act) & Regulations 2011. Activities included:

- Annual review of WHS policies.
- WHS consultation - State Board WHS committee; Regional/District WHS Committees, Individual facility/service WHS Committee. WHS has a standing agenda item for staff, retirement village and Resident meetings.
- WHS education for employees – E learning; Aged Care Channel; First Aid; internal/external courses; induction; annual competencies.
- Annual WHSIM plan developed, implemented and continually reviewed by each Region/District.
- Annual review of Regional/District Emergency Response Plan undertaken by Regional/District Managers and WHS committees.
- Fire safety is a priority. Annual fire safety certification of essential fire safety measures and fire equipment test/tag by external specialist contractors; Regular staff fire safety/emergency response training. Fire safety training offered to independent living Residents. Fire safety month promotion.
- Program of workplace safety hazard/risk identification and risk review with risk register maintained at each site.

- A program of safety inspections has included workplace inspections; environmental inspections of Resident rooms/living areas; annual retirement village safety audits; home safety assessments for community care with action plans developed to eliminate hazards.
- Annual site reviews of Safe Work Instructions, chemical registers, plant and equipment register.
- Accident/Incident investigations completed for workplace incidents to ensure that hazards are identified eliminated and controlled.
- Commitment to minimise manual handling risks. Manual handling lifters, specialised beds, seating and personal care equipment and other technologies have been purchased to maximise employee and Resident/client dignity and safety.

### **Workplace Injury Management**

UPA's annual worker's compensation premium continues to remain well below the aged care industry. The UPA workplace RTW recovery at work program promotes and supports early reporting and intervention to assist an employee with an injury/illness to recover at work. Injured workers are provided with workplace based RTW programs.

### **Health initiatives**

UPA's employee health initiatives have continued to focus on raising awareness, prevention and early intervention with the aim of continuing to reduce unplanned leave, improve productivity and enhance work-life balance.



17

STAFF MEMBERS WITH  
20+  
YEARS SERVICE

41

STAFF MEMBERS WITH  
15+  
YEARS SERVICE

105

STAFF MEMBERS WITH  
10+  
YEARS SERVICE

## RECOGNISING DEDICATION

*We honour the significant contribution to UPA of the valued Staff members who have worked for our ever-growing organisation with such great dedication, care and compassion.*

UPA would like to take this opportunity to commemorate the cumulative accomplishments of the many dedicated and loyal individuals and in particular recognise those that have reached a major anniversary of service. We are particularly proud to acknowledge five staff members who have achieved 30+ years with the UPA, Kaylene Hunt, Noella Spencer, Francis Holmes, Moira Partis and Margaret Langford-Smith. A further ten staff members have reached 25+ years of service, seventeen reached 20+ years, 41 achieved 15+ years and 105 reached 10+ years.

Our long term staff have seen many changes during these years and have learnt to embrace many new work approaches, skills, equipment procedures and the constantly changing environment of technology. Letting go of traditional ways and embracing new innovations in these changing times is not always easy and we take this opportunity to thank all our 1200 staff members for their care and compassion they have continued to demonstrate in their day-to-day tasks whilst at the same time absorbing the changes and new technology.

# EMPLOYEE HONOUR ROLL



FATEN KALDAS  
Sydney West District



JENNIFER MAY WEBSTER  
Central West Region



NARELLE CUMMINGS  
Central West Region



PAMELA MCEVOY  
Murray River Region



ROBYN SMITHWICK  
Murray River Region



NADENE BEACH  
Murray River Region



JENNY HILL  
North Coast Region



PAULINE KEEVERS  
North Coast Region



ROBYN ROBERTS  
Hunter Region



JULIE O'REILLY  
Sydney North District

30+

YEARS OF SERVICE



**NOELLA SPENCER**  
Nurse, Palliative Care  
Far North Coast District



**KAYLENE HUNT**  
Food Safety Officer/Cook  
Murray River Region



**MOIRA PARTIS**  
Hospitality and Lifestyle  
Co-ordinator  
Previously Kennett  
Care Manager  
Sydney South



**MARGARET LANGFORD-SMITH**  
Care Manager, Ascott Gardens  
Central West Region



**FRANCES HOLMES**  
Quality Co-ordinator & Acting Care Manager  
Far North Coast District



IT IS ESTIMATED  
THAT BY 2050,

**4.9%**

OF THE WORKFORCE WILL  
BE EMPLOYED IN  
AGED CARE.

## TECHNOLOGY DELIVERING RESULTS

*Technology tools provide UPA with a high level of confidence in client safety, quality and measurability. We are now better equipped to offset the challenges that face our industry.*

### Year in review

Information Management is centred around six core applications. Deployment and refinement continues with pleasing progress over the past twelve months;

- Procura (Home Care) has been moved to the vendor's hosted environment. Together with version upgrades this has produced a marked improvement in performance and upgrade time frames.
- Care Systems (Accounting) likewise is making progress in reducing the amount of go-slows and adding functional improvements.
- The other Core Systems, Leecare, Medsig, eLearning, Office 365, are more mature and stable and latest versions are in place.
- Technology for direct care staff is growing with the deployment of smart phones for Home Care Services providing documentation, roster and communications capability.
- Payroll is the final system to be added, and the pilot is underway in Murray Region. Most regions expect to be transitioned by the end of this next financial year.

### Proposed technology advances

A recent Strategic Planning process identified key areas where technology is central to the conversation. These included developing outcome measures for consumers and developing processes to support HR activities. Another recommendation was further developing and maintaining online marketing tools including the UPA website and social media.

Social media has been a normal conduit for information sharing in our communities for many years now. The UPA has joined the Social media information exchange including Google+ and Facebook to better connect with clients and their families. Formally adding these tools to UPA's marketing strategy will further grow the acceptance and success of this technology.

Assistive Technology in aged care continues to grow in capability while decreasing in cost. Helping this along are collaborations and amalgamations such as Telstra HealthConnex substantial portfolio in technology aided solutions to support acute, aged and disability care. Having this single entity driving the platforms and infrastructure necessary to operate effectively in such complex systems is a boon for quality outcomes for our clients.



# GROWING TOGETHER



UPA HAS  
SPENT OVER  
**\$23M**  
ON EXPANSION,  
RENOVATION &  
REBUILDING WORK  
IN 2015/2016

## BUILDING FOR THE FUTURE

*We will create places where people receive care, respect and kindness and become part of a strong community.*

With an ageing population in Australia, there is an increasing demand for good aged care facilities. With two main functions as homes to the elderly and workplaces for the staff all aged care facilities must comply with the Building Code of Australia and all WHS requirements. Owners and builders are responsible for providing a safe working environment for staff, and for making the elderly feel at ease in their home. The UPA are committed to an ongoing programme of new building projects and enlarging and improving existing facilities. The past twelve months have been particularly busy for a number of UPA Districts.

Construction work on Sydney South's new 44 bed Kennett Home on the Hillcrest site at Stanwell Park was completed in July this year and officially opened on August 20th by the niece and nephew of Frank and Jess Kennett who gifted UPA the original Kennett home. Money from the sale of the old Kennett which was in operation for 47 years contributed to the cost of the new facility. As well as the main state of the art building, four further two bedroom independent living units have been completed and form part of the existing Hillcrest Village bringing the number of units from 24 to 28.

Sydney North secured the purchase of an adjoining property in Wahroonga for the future development and expansion of the Sydney North District.

The Orange District purchased and demolished two houses in Spring Street and work commenced on the construction of two new 28 bed Dementia specific cottages on the northern side of Ascott Gardens. The old Astill House Hostel was also demolished and a development application lodged in preparation for the construction of six new retirement units. An extension to the rear of the Buena Vista Opportunity shop has been constructed and will provide a much needed covered clothing storage area. Also in the planning stages and due for completion in early 2017 are two new Men's Sheds.

In Molong refurbishments have been underway at Prunus Lodge which now has a new therapy room, commercial kitchen, hairdressing salon, Resident clinic, outdoor area and an extension to the activities room. New amenities have also been built at the Activity Centre situated close by. All tradespeople employed to work on the project are from the Molong area.



In the Murray River Region, the Murray Vale Village in Lavington Stages 3 and 4 consist of the construction of another 31 independent living units bringing the total number of units and houses on the site to 90 with work concluding in early 2017. Significant planning and design work has been conducted in preparation for a major remodelling of the Lavington site which will include a new Community Centre for the Murray Vale Village, a new administrative and training building, Amaroo Club Room, maintenance workshop and expanded car parking. In July this year, The Murray River Region took over the operation of the Hillsborough Village, a 17 Home and Community Centre independent living facility located in the historic town of Beechworth Victoria approximately 40 kilometres from Albury in New South Wales.

In our Dubbo District, the alterations and addition of twenty beds to Bracken House is due for completion in September 2016. Construction was undertaken in three separate stages, eight special needs beds to the east side of Bracken and twelve general beds on the western side. The addition of twenty beds take Bracken House to a seventy bed facility.

Yeoval has undergone some major refurbishments and new building work has been completed which involved the joining of two wings by way of a covered walkway improving the access, security and comfort for Residents and staff.

The Hunter Region has settled down well following the major infrastructure enhancements and the completion of Woodlands redevelopment last year. A new heated swimming pool with a disabled entry has been installed and Residents can now enjoy aqua aerobics and hydrotherapy. Quite a number of improvements have also been undertaken to make Residents and their families more comfortable. New gardens have been planted and landscaping completed.

Sydney West have experienced several busy years with the construction of the Jasmine and Camellia Wings and are currently undertaking significant refurbishments to improve the Residents living environment in both Heiden Park Lodge and Melrose's Lavender Wing.

Oversight of all new building and refurbishment projects is undertaken and watched over by the UPA District Executive in each Region and District.

## PAT ISAACS

VOLUNTEER

*Our sincerest thanks go to Pat Isaacs, the 'Button Lady' who has given so generously of her time as a Volunteer to UPA.*

The Central West District of the UPA has conducted Opportunity Shops for decades performing a role as community service and fund raising. The current Buena Vista Opportunity shop in Peisley Street, Orange was built during the 1980's and Pat Isaacs, fondly known as the 'Button Lady' because she removes, sorts and bags buttons for sale in the shop, has generously volunteered two days a week for over 25 years to the UPA Buena Vista Opportunity Shop. Pat is a Life Member of the UPA and a Resident of our Sunset Vista Village.



UPA'S EXPANSION,  
RENOVATION &  
REBUILDING WORK  
TOTALLED

**\$79M**

FOR THE PAST 3 YEARS

# ENHANCING OUR FACILITIES

*A substantial amount of time and money has been invested in the upgrading and modernising of UPA's existing facilities. Refurbishment projects and new equipment provide a better and safer environment for a Residents wellbeing, privacy and security.*

Richmond Lodge completed a new pergola area and two spacious lounge areas. The addition of new furniture and floor coverings completed the new and contemporary feel to the rooms. The Clarence and Mid North Coast District installed a new coffee area and purchased new furniture for Rathgar Lodge.

Murray Vale Shalem finished its major facelift to the kitchen and dining rooms and a revamp of the activities area. Significant upgrades to the Park Hall Community Centre and refurbishments to several existing units in Park Hall, Murray Vale and Henty Villages. Holbrook had a major upgrade (over \$1.5 m) which included new lounge, staff facilities, car-parking and updates to other rooms. In Henty, there were various minor upgrades as well as a new Home and Community Care

Office. The Riverina Region undertook significant upgrades to the kitchens and bathrooms in Gumleigh Gardens Retirement Village as the units became vacant. The ring road has been re-surfaced and a new pergola erected at the Community Centre.

The Hunter Region completed the upgrade of six ensuites and ten bedrooms received new furniture and bed coverings. New ultralow Bock beds were purchased for the Dementia Unit. Windows in corridors were tinted to reduce heat and furniture and artwork purchased to enhance the entranceway.



## ENHANCING OUR FACILITIES cont.



UPA  
KITCHENS PREPARE  
**946,080**  
MEALS PER YEAR

In Orange, refurbishments took place on the existing Ascott Gardens common areas and Resident bedrooms. The Gallard Centre has been painted inside and new blinds installed. There have been improvements to gardening and landscaping across all areas. Prunus Lodge in Molong have undertaken extensive refurbishments to bedrooms and ensuites, new commercial kitchen, extension to the dining room, new verandah and outdoor area, therapy room, Residents clinic, furniture, wall art, king single beds, wifi upgrade, new Nurse call and phone system and installation of solar panels.

Sydney West has completed a major upgrade to the kitchen and now all meals are prepared onsite from fresh ingredients. There have also been refurbishment of Resident's rooms with new bathrooms, lighting and built in spacious

wardrobes. Doorways were widened to allow for use of mobility aids. The lounge and dining area and hallways have been painted and new flooring, plantation shutters, lighting and handrails installed. At the Melrose facility, air conditioning has been fitted to the 27 original Stage One rooms in Jasmine and Lavender Wings allowing staff, Residents and families to control the temperature in their rooms. A shade sail and furniture has been installed in the barbeque area and work continues to refresh and maintain the gardens and grounds with new plantings and mulching of garden beds.

Sydney North continue to refurbish apartments in Redleaf and Rosetta Park as they become vacant. The amenities on level two were also upgraded and refurbished. Other office changes and moves were undertaken and an office made available



for the Leecare/ACFI Coordinator and the Nurse Educator. A roof was added to the outdoor area of the staff room which enlarged the room.

The Sydney South District completed work on the external areas of The Laurels with new doors and fly screens added and outside areas of the building received a fresh coat of paint. As Resident rooms become vacant they are painted and new flooring and curtains installed.



# OUR DISTRICTS



RESIDENTS	259
CLIENTS	0
STAFF	118
VOLUNTEERS	16

## SYDNEY NORTH

Sydney Norths' reputation for providing a high standard of care extends out to the local community and is evident by the number of enquiries we receive for placements and our lengthy waiting list. We provide a home like environment for our Residents and pride ourselves in delivering care reflecting UPA's Mission and Values.

In early 2016 we restructured the Management team in Thomas and Rosetta Agst including appointing a new Deputy Care Manager Christine Perz. Christine replaces a job share position between Michelle Goryl and Alice Mackay. I would like to take this opportunity to thank Michelle and Alice for accepting a change in their roles and their hard work in assisting Kathy Pene the Care Manager. Thomas and Rosetta Agst continues to provide an excellent standard of care to our elderly Residents across all three areas of the service.

During the last twelve months CDC (Consumer Directed Care) was introduced for our Home Care Services. This has provided challenges and opportunities. In particular, UPA decided to merge the Management and Administration of the Home Care Services of UPA Sydney North, South and West under the UPA Sydney West Management and Administration. I wish to thank the staff involved in this important merger, assisting UPA to make this transition happen. It was by no means an easy decision but a necessary one to allow our Home Care Services to continue to provide the best possible care to our clients.

In April 2016 Panee Low our long serving Accountant for Sydney North and South retired. Panee provided outstanding services to UPA for over ten years and we wish her all the very best for her retirement. Trish Goodman has taken over Panee's role and we wish her success in her new role and also welcome Georgie Angus to the Accounts team.

On the 27th October 2015 UPA Sydney North was successful in purchasing an adjoining property at Wahroonga. Settlement occurred on the 8th July 2016. This site together with the Pacific Highway property purchased some time ago will now provide the opportunity for our services to further expand. These are exciting times and the master planning for the site commenced in April.

In November 2015 UPA Head Office after many years moved off our site to 108-114 George Street in Hornsby. This move allowed Sydney North and Corporate staff further room to expand.

In February 2016 with the Assistance of Verso Consulting UPA commenced its Strategic Planning review. In particular UPA Sydney North District Executive is reviewing the draft plan and hope to have the strategic plan finalised by October 2016.

We look forward to the future for Sydney North District as we continue to grow and strengthen our service connection to the local community.

**Stuart Leverton**  
Regional Manager

RESIDENTS	85
CLIENTS	0
STAFF	40
VOLUNTEERS	16



## SYDNEY SOUTH

Looking back, the past twelve months have been extremely busy for the Sydney South District with major development and construction work of the new Kennett facility at Stanwell Park, refurbishment of The Laurels, recruitment of new staff and a successful outcome of the Accreditation audit last August. During these busy months, Sydney South has continued its high standard of care of our Residents in all of its three facilities.

On the 1st July 2015 UPA also implemented the new accounting systems and like all new systems there were challenges for staff and Residents. Following improvements, the system have now settled down and is working well. The internal audits were very pleasing with minor action needed.

With the overall changes to the Home Care Service and the start of Consumer Directed Care (CDC) we have transferred the Management of the Sydney South Home Care Services to the Sydney West District. This transfer will reduce costs and increase efficiency.

There have been a number of changes in staff over the twelve months and we farewelled Rebecca Wilson, the ACFI/Leecare Co-ordinator who did a great job along with the staff in looking after the Residents at The Laurels. Moira Partis transferred to her new role as Hospitality and Lifestyle Co-ordinator of the new Kennett and we welcomed Jennifer Fares as Care Manager. We wish them all the very best in their new positions.

Stephanie Romano, Care Manager of The Laurels has done a great job of overseeing the facilities refurbishments. As Resident rooms have become vacant they have been painted and new flooring laid. New doors and screens installed on all Res-

ident rooms, outside areas painted, a new roof installed over the enclosed outdoor area, clear blinds in the corridors and new sun shade blinds for the western facing rooms added.

The Laurels achieved successful outcomes in an unannounced and announced audit by the Standards Agency. An 'A' rating in the kitchen audit and a successful Accreditation Audit with an outcome of 44/44.

There is a wonderful sense of community at Hillcrest Village and plenty of opportunities for social gatherings. Residents and their families have watched with interest as the new Kennett took shape. Work on the new 44 bed Kennett Home on the Hillcrest site was completed in July and the facility is stunning with breathtaking views of the ocean, Bald Hill and the escarpment. Moira Partis worked closely with the Interior Designer helping to select colors and soft furnishings. Following an orientation day, the Residents moved into the new facility on 27th July.

The three-yearly Accreditation audit of the old Kennett on 22 and 23 July 2015 went well with 44/44 outcomes achieved. This included an unannounced visit on the 15th November 2015. The annual Staff Satisfaction Survey results through QPS were good with no major issues.

I wish to thank all of the Staff at Sydney South for their ongoing support and assistance through a very busy year. I also express my thanks to the District Executive and the Corporate Office for the ongoing support and encouragement.

**Stuart Leverton**  
Regional Manager

RESIDENTS	212
CLIENTS	187
STAFF	212
VOLUNTEERS	26



## SYDNEY WEST

The past twelve months have again been extremely busy and highly productive across Sydney West where we have seen growth, innovation and excellence in the services we provide. To support our strategic goal of caring for people with higher and more complex care needs we introduced 24 hour 7 day a week registered nurse coverage in our residential facilities, Heiden Park Lodge and Melrose. This has resulted in enhanced clinical outcomes for our Residents.

We have restructured the Home Care Services of Sydney North, South and West into a single program which has allowed the creation of an “economy of scale” in relation to staffing structure, referral monitoring, administration and case management costs. The creation of a larger program has enabled lower administration costs thus making the service more marketable to potential consumers. The combined total of the three programs under Sydney West management is now 187 places and called UPA Sydney Home Care. Our goal remains to continue in the provision of quality service to our clients.

To ensure we are well placed to take advantages of future opportunities we have commenced working on a detailed Strategic Plan. Supported with research from the Verso Group and supplemented with an expert review of our marketing strategy by MJ Marketing who have prepared a marketing action plan which provides Sydney West with strategic marketing options.

To provide potential Residents’ and their families with an overview of the facilities we have created a virtual tour which is accessed via our website.

Our wonderful and enthusiastic team of staff provide excellent quality care for our Residents and are supported with a wide range of training programs.

We are blessed with exceptional Volunteers who assist with activities, drive buses for outings, share a smile and offer a helping hand to our Residents.

Our activity program across the District has continued to grow and adapt with our Resident’s needs. We have introduced many new activities with a focus on Residents suffering from Dementia where we have introduced meaningful activities based on the Montessori principles.

Also over the past year we have also undertaken a number of significant refurbishments to improve our Residents living environment in both Heiden Park Lodge and Melrose and these have included an upgrade of the kitchen at Heiden Park, total refurbishment of Residents rooms, transformation of the dining and lounge rooms and at Melrose air-conditioning in 27 Residents rooms allowing more effective management of room temperatures. I would like to acknowledge and thank the District Executive for their ongoing support and passion in pursuing improvements within the District with all of our Residents’ best interests and comfort at heart.

My thanks and appreciation goes to all the staff and Volunteers for their continued dedication and care across the Sydney West District. They provide a warm and welcoming community for all our Residents, clients and families displaying kindness and compassion in their day to day interactions. Although we work in a time where evolving change is the norm, our Mission and Values remain the focus of UPA Sydney West and our work.

**Tim Thorndyke**  
District Manager

RESIDENTS	164
CLIENTS	18
STAFF	84
VOLUNTEERS	17



## HUNTER

The last 12 months in the Hunter have again been busy, concentrating much of our effort on providing care of the highest standard.

The Residents that we are now admitting have higher care needs and require more complex care. The employment of Registered Nurses 24/7 has helped us care for these Residents as well as support our care staff.

Education has again been our focus with our aim to draw our many new staff members together and have consistent skill levels across all staff.

The Hunter Region has two Leisure and Lifestyle Co-ordinators who provide many varied activities for the Residents including 'Tango to Movement' music, exercises, Doll therapy, games, quizzes, Men's shed and day and afternoon outings. The new heated swimming pool with disabled entry adds hydrotherapy and aqua aerobics to the activities. Self-Care Residents are encouraged to go to any of the activities they have an interest in. Care Manager Nicola provides art classes weekly and the Dementia Leisure and lifestyle Co-ordinator has again been asked to present at the Annual Diversional Therapy Conference. Last year she presented the Tango to movements for Dementia Residents and this year it will be "Walk a day in my Shoes".

Our small Home Care service has again exceeded our expectations both financially and in the excellent care it has provided. As many of our Self-Care Residents are on packages it has meant that they have been able to remain living in their own units.

Investment in our technology services has included a new server, phone system and nurse call system. Wi-Fi black spots have been patched. We are now confident that our upgrades will see us into the future whilst providing cost effective products.

This year has seen the introduction of Care Systems and Procura throughout the UPA services. Our administration and Home Care staff has done an amazing job learning and working with this new system.

In the past year we have bedded down our facility after the major upheaval of extensions and redevelopment. New curtains, paintings, furniture and ultra-low beds have beautified the facility and made our Residents more comfortable.

The coming year we will be focussing on a number of improvements and bring to fruition some of our plans. These will include the widening of existing doorways and bathrooms in some of our older units to allow for wheelchairs and lifters to be used. The building of a bathroom that will allow bed ridden Residents to have a bath in comfort and safety. Developing the plans for a cottage to care for younger people with high care needs and a memorial garden for Residents and Care Leavers (children once in a UPA children's home) to have a place for quiet reflection.

I would like to acknowledge and thank our wonderful District Executive for their ongoing support and commitment to our Residents and staff.

My thanks and appreciation goes to all our dedicated staff and Volunteers. Our managers and team leaders have supported and guided our staff through many changes this year and drive our ongoing goal of delivering care of the highest standard.

**Amanda Burgess**  
Regional Manager



**BARBARA MURRAY**  
BOARD MEMBER

*“We were the first family in Murray Vale Girls Home and we never missed out on anything”*

Barbara Murray’s connection to the UPA commenced in 1958 when, at the age of 10, she went to live at UPA’s Murray Vale Girl’s Home in Lavington. Barbara has happy memories of her time in the home where she came under the positive care of “Matey”, Matron Myers whom she later cared for before she died.

The UPA is proud to have had Barbara as a member of the Board since 2000, previous to which she served on the District Executive and as a Volunteer. We extend our deepest thanks to Barbara for her contribution to the UPA.



RESIDENTS	173
CLIENTS	51
STAFF	130
VOLUNTEERS	145



## ORANGE

The Orange District has had a very busy twelve months with extensive time being spent in the final planning stages of the Ascott Gardens' refurbishment and new Dementia cottages. The project commenced on 16th March 2016 and a Project Manager has been employed on a short term basis to assist with the building works. The contract for redevelopment was awarded to Hines Constructions from Bathurst. Work commenced with the demolition of the 85 and 87 Spring Street properties (adjacent to Ascott Gardens). Earth works have been undertaken as the first real step towards constructing the two new Dementia specific cottages.

The demolition of Astill House has been completed and a Development Application has been lodged in preparation for building six new retirement units in Astill Court Village.

To care for our Residents at Ascott Gardens with higher needs we introduced 24 hour seven day a week Registered Nurse coverage. This has enhanced clinical outcomes for Residents and been greatly welcomed by Residents, family and staff.

Refurbishments and improvements across Orange District have included new blinds and interior painting at the Gallard Centre, an upgrade of the Chubb Permaconn Medi Alert system for Astill Court, Kooronga Lodge and Sunset Vista Retirement Villages, improvements to gardening and landscaping across all areas, purchase of a blast chiller and industrial mixer for Ascott Gardens kitchen and the purchase of new king single beds for Residents at Ascott Gardens.

In January 2016 Home Care Services relocated to the conference room at the Regional Office. A restructuring of staff was also undertaken. Amongst this time of change, Central West Home Care Services continued to provide innovative, reliable and caring services to the local Orange District Community.

DVA, Brokerage and Private Services have been provided to clients throughout the Orange District. Flexibility and consumer choice has been encouraged with clients, to ensure our clients were empowered to remain independent and achieve their individual goals. The services "isolated packages" have had a good uptake and we have been able to assist clients living in isolated areas receive services who would not have been able to in the past. Group activities were encouraged and social opportunities enhanced for all clients with the commencement of the "Connections" Social Club. The activities have been offered both during the week and at weekends.

Professional development and training have continued to be a main focus of activities. E- Learning has been encouraged and technological improvements have been implemented to assist staff in the training area.

The Central West Strategic planning process incorporating several meetings with staff, management and District Executive took place throughout the year. Verso Consulting conducted a research exercise and held a workshop to assist the process. A detailed strategic plan is being developed in order to meet the challenges and changes of our future ensuring the strategic goals of the District are achieved.

The Mission and Values of UPA continue to underpin the work of the District and all who contribute to it. Our enthusiastic team of staff providing dedicated care, along with an amazing team of Volunteers, who have assisted in a diverse range of activities, have all enhanced the quality of life of our Residents.

I acknowledge and thank the District Executive for their support and encouragement throughout the year. Thank you to the Managers, staff and Volunteers.

**Janelle Waters**  
Regional Manager



RESIDENTS	173
CLIENTS	51
STAFF	130
VOLUNTEERS	145

## MOLONG

Molong District has seen a great deal of activity across all areas of service over the last twelve months and have been extremely busy.

Commencement of the Prunus Lodge refurbishment created an exciting but challenging time for Residents and staff. Carbonne Constructions, Prunus Lodge building contractors, are well ahead of their scheduled time and have made every effort to lessen the disruption for Residents and staff. I would like to acknowledge and thank the Residents, their families and the staff and Volunteers for their patience and cooperation during construction and refurbishing.

Despite the daily challenges associated with the renovations, quality care and compliance have been maintained. An “A” rating in the Food and Safety audit and a successful unannounced visit from the Australian Aged Care Quality Agency were achieved.

Mobile activity stations were purchased for the Residents in the Dementia specific unit. The stations incorporate specific themes such as farmyard and railway/train station models. Due to the positive outcomes including increased Resident enjoyment and reduction in unsettled behaviours, this activity will be expanded and more stations purchased to meet the individual Resident’s likes and past interests.

To care for our Residents at Prunus Lodge with higher needs we introduced seven day per week Registered Nurse coverage. This has enhanced clinical outcomes for Residents and been greatly welcomed by Residents, family and staff. The addition of the Registered Nurse hours has also allowed the Pain Clinics for Residents to operate three days a week. The Molong UPA Catering Committee generously donated four reclining lounge chairs for Resident use in the Pain Clinic.

Molong Home Care Services continued to provide innovative, reliable and caring services to the local Molong Community and District. DVA, Brokerage and Private Services have been provided to clients throughout the Molong District. Flexibility and consumer choice has been encouraged with clients, to ensure our clients were empowered to remain independent and achieve their individual goals. The services isolated packages have had a good uptake and we have been able to assist clients living in isolated areas receive services who would not have been able to in the past. Group activities were encouraged and social opportunities enhanced for all clients with the commencement of the “Connections” Social Club. The activities have been offered both during the week and at weekends.

Professional development and training have continued to be a main focus of activities. E- Learning has been encouraged and technological improvements attended to assist staff in the training area.

Strategic planning activities and meetings took place throughout the year to develop a detailed strategic plan in order to meet the challenges and changes of our future and ensure the strategic development of the District is achieved.

The Mission and Values of UPA continue to underpin the work of the District. We have been blessed with an enthusiastic team of staff providing dedicated quality of care and an amazing team of Volunteers who assist in a diverse range of activities, improving opportunities that enhance the quality of life of our Residents.

I acknowledge and thank the District Executive for their support and encouragement throughout the year. Thank you to the Managers, staff and Volunteers.

**Janelle Waters**  
Regional Manager

RESIDENTS	22
CLIENTS	10
STAFF	26
VOLUNTEERS	35



## YEOVAL

Yeoval Aged Care has continued to deliver care of the highest possible standard, achieving this by improving on processes and systems already in place and targeting areas identified for improvement through our many audit results. One means of evaluation of these improvements came from the impressive Resident Experience Survey results that were compiled by our benchmarking company QPS.

These results indicated a 97% Resident satisfaction level, a 7% increase from the last survey 12 months ago. This survey includes satisfaction levels with regard to care approach, meal quality, activities & lifestyle, cleaning & laundry, accommodation & living areas and medical & therapy services. QPS were particularly impressed with the Resident Experience survey results, so much so that they asked Danny (Care Manager) to write an article for their QPS Newsletter.

In August 2015, we took delivery of our Mercedes Sprinter. This has been an absolute hit, allowing our Residents to be out and about on a more regular basis. Outings have included trips to museums, zoo and other tourist attractions, to other facilities and general sightseeing. It certainly has broadened the opportunities we can now provide to our Residents.

As with all Home Care Packages, the packages held by Yeoval Community Care made the transition to Consumer Directed Care (CDC) packages on 1 July 2015. The program had their internal audit on 14 – 16 June 2016 by an external contractor and no major issues were found with suggestions offered for some improvements.

Through the non-government organisation (NGO) grant, we have a number of projects that continue. The Netherwood Group continues to meet on a weekly basis, each week a new topic for exploring, whether it be education, an activity or

outing. Our community transport for non-emergency medical appointments is subsidised to community members and is slowly increasing in the number of trips.

An NGO Coordinator has been appointed on a part time basis to assist with the organisation and maintaining of the projects falling under this grant. Some of the projects commenced this year include a pain clinic where the number of attendees is slowly increasing, aqua aerobics classes and community information sessions on relevant health topics featuring expert speakers in their fields. There are a few more projects in the early stages of development and these will be introduced over the coming months.

Early in the year, a strategic planning meeting was held with Verso Consulting which has encouraged our Committee to consider further areas for expansion and improvement within the Yeoval Branch. As such, we are currently preparing a report as to the viability of opening the Netherwood Wing of the facility.

Staff continue to undertake training and development programs which have included mental health first aid, food documentation, understanding and surviving home care package reforms, wound care fundamentals, behaviour management, missing Resident drills and quite a number of other courses. Some staff commenced Certificate IV in Frontline Management, Certificate III and IV in Aged Care Work.

We are committed to care for our Residents and clients with the highest possible standards with the aim of improving our services to ensure people in our care receive the very best we can offer.

**Megan Whitney**  
District Manager



RESIDENTS	97
CLIENTS	118
STAFF	56
VOLUNTEERS	27

## DUBBO

The Dubbo District has experienced growth over the past year and have adapted to the changes in Home Care whilst continuing to provide quality Care to all the Residents and Clients.

Stage 2 of alterations and additions to Bracken House commenced in June 2015 and were completed by January 2016. This stage was split into 5 smaller stages of which all formed part of the internal refurbishment of the existing building. Residents and staff were so fantastic and understanding of the interruptions and inconveniences during this stage. The builders, David Payne Constructions were extremely accommodating of any request made to ensure the highest level of satisfaction possible.

Stage 3 of the alterations and additions to Bracken House is progressing well with the completion date scheduled for the end of September 2016. This last stage, is the additional 12 Resident rooms. Once completed, Bracken House will be a 73 bed facility.

In October 2015, 24/7 RN coverage was introduced a Bracken House. This has been challenging time, trying to secure Registered Nurses in order to achieve this. At the end of June 2016, it was resolved to appoint a Clinical Nurse Consultant to lead our team of RN's to refine our clinical care and processes.

The internal audit for Bracken House was held in June 2016 and a report received. There were a few issues raised, most of which have now been resolved. An action plan has been prepared to address those issues.

Our Home Care services continue to provide excellent care and services to all programs. The programs include Home Care Places, DVA Home Care, CHSP Domestic Assistance, CHSP Centre Based Day Centre and Transport as well as brokerage and private services.

Our Community Care Program transferred the older of our Home Care Packages to Consumer Directed Care Packages (CDC's) in July 2015. The internal audit for Community Care was conducted in June 2016. It was a very constructive audit and overall there were some great suggestions to improve the quality of documentation/records etc. No major issues were found.

Oxley Retirement Village is close to full capacity and Lillimur Cottages occupancy remains high. The Self Care Coordinator continues to improve on the Resident's activities which have good participation rates.

The Lillimur Opportunity Shop continues with impressive sales and it is always encouraging to see their enthusiasm to work towards raising funds for Bracken House.

Our Volunteers are extremely important to us and each and every one of them is highly valued. We thank you from the bottom of our hearts.

Members of the District Executive Committee met on 1st March for a Strategic Planning meeting conducted by Verso Consulting. The meeting certainly got the ball rolling on discussions around future planning and development for the Dubbo District.

The staff take pride in the care they deliver and it is our continual aim to always strive to improve our services and we look forward to the further expansion of Bracken House, our Home Care Programs and the challenges that come with that.

**Megan Whitney**  
District Manager

RESIDENTS	36
CLIENTS	1742
STAFF	54
VOLUNTEERS	35



## CLARENCE & MID NORTH COAST

At Macksville, Alison Laverty and her team have filled the 20 Home Care Packages administered through the Mid North Coast Community Care Program whilst continuing to deliver a vital community service that provides respite support services for Carers. Extensions of the various funding agreements within the Carer Respite Programs have now been received from the Department which will see the Carer Respite Centre continue to function at least through to 30th June 2017.

In December 2015 the Department launched a new “Gateway for Carers”. The CRCs have been assured it is for information to the public only at this point in time, not for the actual referrals. The final model for the National Carers Support Service is yet to be determined. Program Manager Alison has provided feedback to the Department through her participation on the Expert Working Group. The priority is to ensure that carer support services will be comprehensively met and not “fall through the cracks”.

Following on from the successful Rathgar Re-Accreditation Audit in early July, a range of internal and external audits were undertaken across the past 12 months. An “A” Rating was awarded following the food safety audit and support visits by the Aged Care Quality Agency delivered positive feedback.

The newly implemented UPA Internal Audit Program identified some suggested innovations to existing systems and processes at Rathgar Lodge, all of which ultimately benefit our Residents. These suggestions formed the basis of a comprehensive Action Plan, all part of the overall UPA Continuous Improvement Program.

The District Executive participated in a Strategic Planning Workshop in March 2016, an important step in finalising a Strategic Plan for the District, Region and wider UPA into the future.

Resident care is a high priority and the recruitment of Regional Clinical Nurse Consultant, Sue McPherson, and the addition of some Register Nurse hours to the roster all have enhanced resources in the delivery of clinical care for Residents.

Rathgar Lodge Residents are enjoying some new lounge and dining room furniture, together with the creation of a “coffee corner” space. The new furniture improves the overall amenity of these recreational spaces for Residents and visitors.

The completion of the implementation of “Telehealth” at Rathgar Lodge will have significant benefits for our Residents. The infrastructure required for the program has been funded through this NSW Health initiative and uses web-based video-conferencing. The benefits include reduced travel for Residents requiring specialist medical attention and improved access to specialist medical services for advice.

In May 2016 long time Regional Manager Ken Maslen retired from UPA after 21 years of dedicated service to both Districts within the North Coast Region. I was pleased to be appointed to the role of Regional Manager in early May 2016 and have appreciated the warm welcome I’ve received and look forward to the challenges ahead.

**Whenua Oner**  
Regional Manager



RESIDENTS	87
CLIENTS	2710
STAFF	174
VOLUNTEERS	75

## FAR NORTH COAST

The Office of the Children’s Guardian (OCG) conducted the Youth Care Accreditation in February 2016 and we have been advised that we have achieved five years accreditation. This is our third successful audit.

The Youth Care team continues to work hard to meet the needs of the children and supporting the Carers who remain an integral part of our current model. This is achieved through ongoing education for staff and carers and developing strategic alliances with other stakeholders. I am pleased to report that the program has 63 children in care and we are in the process of finalising our Service Delivery Schedule with the Department of Family and Community Services for the next financial year.

Extensions by the Department of the various funding agreements within the Carer Respite Programs was welcome news from the Department enabling the program to continue functioning through to 30th June 2017.

The previous year has provided us with some excellent opportunities to review our model of care in our residential facilities. Clinical governance was identified as an area that could be strengthened and as such we are pleased to welcome Sue McPherson, who was appointed to the newly created Regional Clinical Nurse Consultant role in September 2015. Sue is providing clinical support to our residential facilities, particularly in the area of clinical procedures and staff education and training – both key ingredients in meeting the higher care needs of our Residents.

October proved to be a busy time at Greenhills; we welcomed new Care Manager Michelle Schmalkuche to Greenhills Lodge following the retirement of Carol Bell, a new Clinical Nurse Specialist position was developed, we welcome Jacquie Everson into this role and the Agency had confirmed all standards were satisfactorily met post the Formal Assessment Contact report. A further unannounced visit in February was successfully “Met” and importantly the re-accreditation site visit in May was recommended as 44/44 outcomes met. Feedback from the Assessors was very positive; they recognised our strong systems and overwhelming satisfaction of staff and Residents.

At Richmond Lodge the construction of a new pergola area for Self Care Unit Residents and two spacious lounge room areas was completed. Together with some new furniture, floor coverings and fresh paint, Residents are enjoying the upgraded facilities at Richmond Lodge.

The Community Care Team are preparing for the introduction of the Procura software program in July 2016. This has proved a significant job with over 500 clients serviced by the Program.

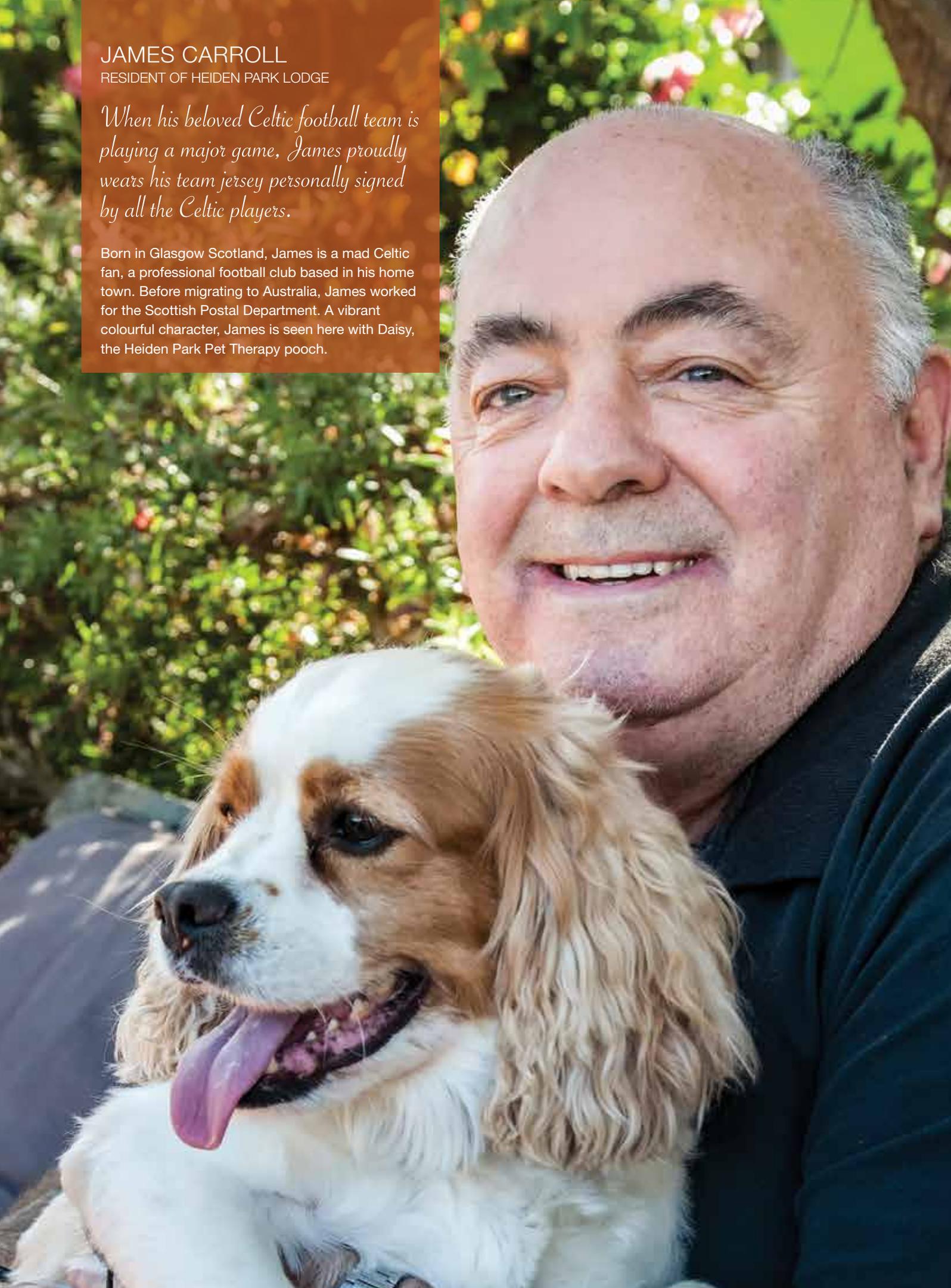
In May 2016 Regional Manager Ken Maslen retired from UPA after 21 years of service. I am looking forward to the challenges incumbent on the North Coast Regional Manager and keen to learn more about the diverse range of services offered in the District.

**Whenua Oner,**  
Regional Manager

**JAMES CARROLL**  
RESIDENT OF HEIDEN PARK LODGE

*When his beloved Celtic football team is playing a major game, James proudly wears his team jersey personally signed by all the Celtic players.*

Born in Glasgow Scotland, James is a mad Celtic fan, a professional football club based in his home town. Before migrating to Australia, James worked for the Scottish Postal Department. A vibrant colourful character, James is seen here with Daisy, the Heiden Park Pet Therapy pooch.



RESIDENTS	352
CLIENTS	183
STAFF	283
VOLUNTEERS	232



## MURRAY RIVER

Murray River Region continues to offer a wide range of aged care services in Community Aged Care, Residential Aged Care and Independent Living Villages across the Murray Region in Albury and Wodonga, Henty, Jindera, Holbrook, Howlong and Culcairn. The acquisition of a new village in Beechworth (Victoria) has been finalised.

In terms of new works, in Wagga Wagga Gumleigh Gardens Aged Care (which is operated by Murray Region) Opal Wing opened on 28 May 2015 and the facility is now fully occupied and operational at 44 beds. Gumleigh Gardens has been showing pleasing interest and results since opening its extra beds. In Lavington, Murray Vale Village Albury stages 2 and 3 building commenced in 2014 with 10 units and since then another 14 have been completed and another 17 due for completion in early 2017. This will add 41 units to the existing site giving a total of 94 at the planned conclusion of work .

Jindera Aged Care achieved accreditation for a further 3 years in January with pleasing reports from auditors. All of our facilities have had positive reports from a range of audits, including visits from the Aged Care Quality Agency. A good record in food safety has been maintained for all facilities.

Major upgrade to Holbrook Aged Care (over \$1.5m) including new lounge\dining spaces, new building and staff facilities, new car-parking and updates to rooms.

Murray Regional staff have consolidated into the same building and the additional office space in the Zauner building has been handed back allowing greater regional efficiency. Archive storage has been outsourced to a more efficient and safe environment and some files relocated to central storage. A significant upgrade to Park Hall Community Centre in Wodonga has been completed and planning for the creation

of a new Community Centre and administration and training facilities at Murray Vale is well advanced.

The Lavington site masterplan has progressed with planning and design for the Lavington site in Albury including a new Community Centre, redevelopment of the existing Community Centre and Regional Office and new maintenance and Dementia facilities.

The installation of Solar panels, Battery backup, and LED lighting at all residential facilities has resulted in a considerable decrease in power consumption and an important backup power source during emergencies or power outages. Further provision for temporary backup generators is also in progress.

Ongoing capital improvements have occurred across the region with all residential facilities undergoing refurbishments. Murray Vale Shalem in Lavington experienced a major facelift of its kitchen and dining rooms and a revamp of its activities room. A new protective pergola for Jindera Aged Care and other improvements, new Home and Community Care Office in Henty as well as minor upgrades to the residential facility. Several of the existing units in Park Hall, Murray Vale and Henty villages were refurbished.

Villages continue to be upgraded and improved progressively as units become vacant, giving a feel of constant improvement to the homes.

UPA Murray River Region took over the operation of Hillsborough Village in July 2016. Hillsborough Village is a 17 home and Community Centre independent living facility in Beechworth Victoria – approximately 40 kms from Albury.

**Tony Dunn**  
Regional Manager

RESIDENTS	79
CLIENTS	12
STAFF	7
VOLUNTEERS	13



## RIVERINA

The Riverina Region provides quality aged care services to Residents and consumers in Wagga Wagga, West Wyalong and The Rock. The consolidation of the Homecare Packages service has further strengthened the level of service offered to the Wagga Wagga Community. Gumleigh Gardens Aged Care has expanded to 44 beds since opening in May 2015.

Gumleigh Gardens Retirement Village has experienced some vacancies throughout the year but has remained largely pleasingly at full occupancy. There have been some significant upgrades of kitchens, bathrooms, carpet and curtains as units become vacant and prior to new occupancy. A major project during the year was to relocate and upgrade electrical transformers and switch boards into the village which were fortunately and generously heavily subsidized by the electrical authority due to the UPA not for profit status. A new storage facility was built to allow for further office space and allied health room space to be recovered from the Community Centre. The village ring road in Gumleigh Gardens Village has been resurfaced and a new pergola erected on the Community Centre. Plans for refurbishment of the office area are also in progress as well as an allied health room. There has been the introduction of cooked lunch meals delivered to the Village from Gumleigh Garden Aged Care kitchen.

For the enjoyment of the Residents there has been the continuation of the monthly Resident Happy Hour, introduction of weekly scrabble evenings, weekly Thai Chi classes, organised bus tours and library visits with big print books quarterly.

Gumleigh Gardens Retirement Village has had a successful "Biggest Morning Tea" for the Cancer Council this year with many Residents, community members attending. A total of \$2010 was raised for the cause – a great achievement and our sincere thanks to those who assisted in the organisation.

In conjunction with her Gumleigh Gardens Retirement Village Coordinator role and other village manager roles, Sandy Brown has continued the coordinated Homecare Package Program and a team of caring staff has been developed to assist care recipients to remain living in their independent homes. Twelve Homecare packages have been provided over the year and the introduction of the aged care software management system Procare has been completed.

High occupancy and satisfaction levels maintained in Gumleigh Gardens (Wagga Wagga), Knightleigh Gardens (The Rock) and W.T. Wilson Homes (West Wyalong).

The Region's financial performance has been steady and largely as expected. Strategic plans have been undertaken for the region as part of the wider UPA Annual Report.

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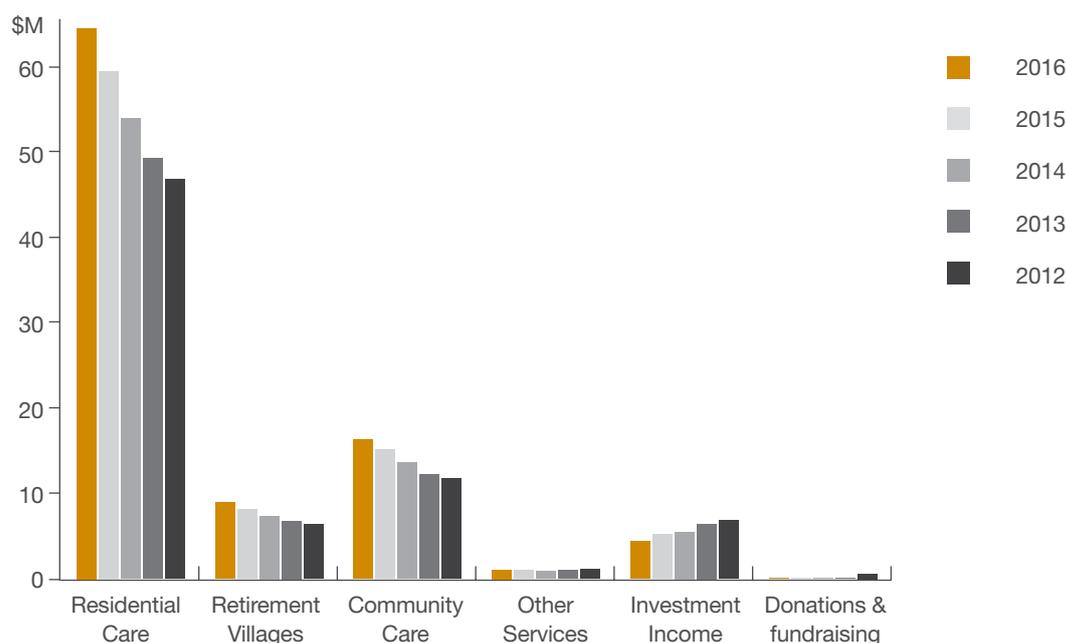


# HREN AND GOALS INFORMATION

# SUMMARY OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30 2016

## REVENUE COMPARISON BY SEGMENT



### NOTE 1 - BASIS OF PREPARATION

#### Information on the United Protestant Association of N.S.W. Limited Financial Results

This review of the financial information is a summary of the audited financial report for the year ended 30 June 2016. This review has been prepared by management based on extracts from the audited financial report. A copy of the audited financial report will be sent to any member, free of charge, upon request as well as being available on the website ([www.upa.org.au](http://www.upa.org.au)).

### NOTE 2 - REVIEW OF PERFORMANCE

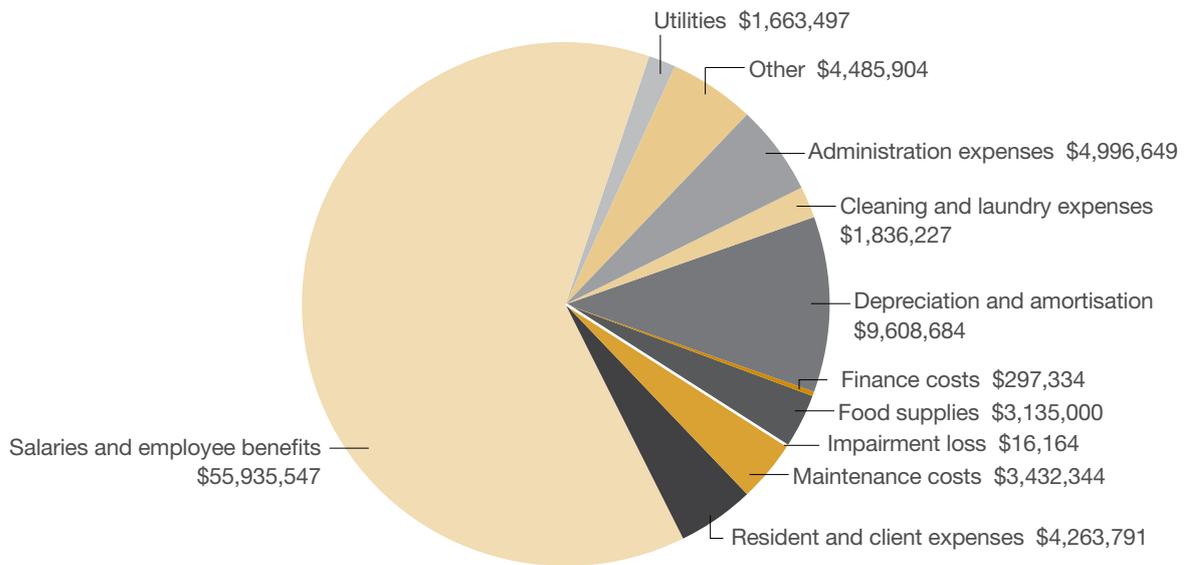
#### Overview

The company achieved a net profit before tax of \$7,149,989, which was \$2,398,517 (25.1%) lower than the previous year. This result helped generate a net decrease in cash and cash equivalents of \$7,207,850 after purchasing shares and managed funds valued at \$9,494,987 during the year. The following information provides some analysis of the statements that have been included in these financial extracts.

#### Statement of Profit or Loss and Other Comprehensive Income

Revenue for the company increased by \$6,151,178 (6.9%) to \$95,095,451 during the year ended 30 June 2016, compared with the 9.6% revenue growth for the previous financial year. The graph above shows a break-up of the revenue by activity and the areas where revenue growth was achieved. The growth in revenues was mainly in the areas of residential care

## COMPOSITION OF EXPENSES



(\$4,978,316), community care (\$1,139,317) and retirement villages (\$831,249), whilst revenue decreased in the area of investment income (\$852,967).

The \$6,117,633 in additional revenue earned by residential and community care services is due to increases in revenues from government subsidies and charges to residents or clients. The majority of this increase (\$4,139,202) is directly related to the increased acuity of residents and associated higher subsidy rates, as well as growth in the number of residential beds and the size of community programs. From 1st July 2015 the funding model for Community Aged Care Packages (CACP) changed to Consumer Directed Care (CDC), whereby the government subsidies per package and client fees are credited to individual clients, and the client can choose what the funds can be spent on. As a consequence of this change, revenue previously reported as subsidy income is now reported as CDC service fees, and this change has affected the comparison of this year with the previous year.

Interest income was \$852,967 (17.3%) lower than the previous year, due to the decrease in cash and cash equivalents and declining interest rates during the year.

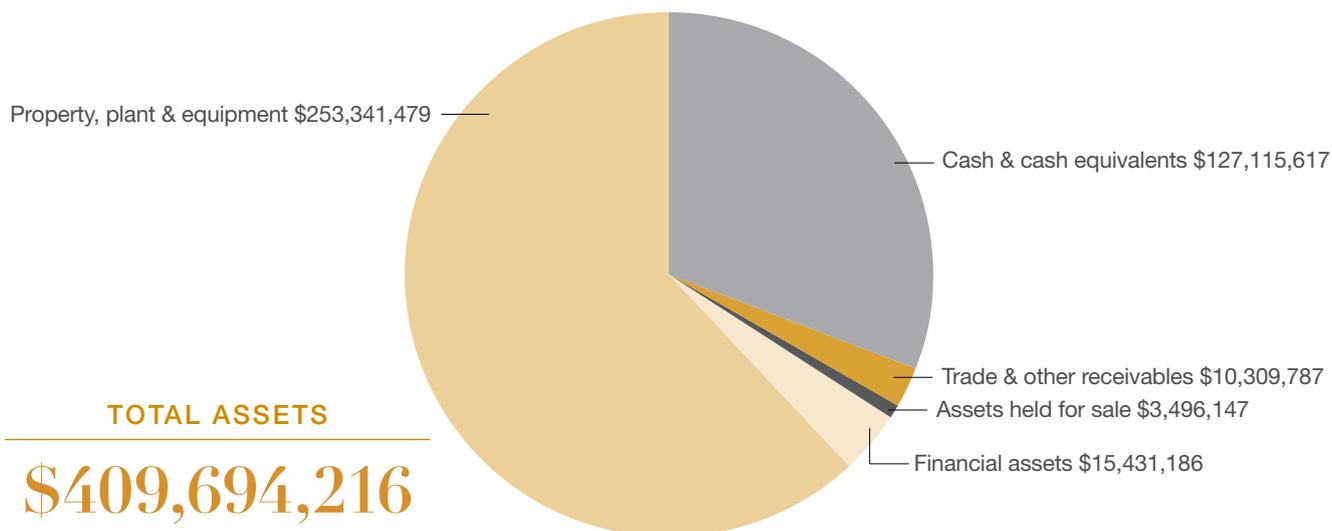
Other income increased by \$1,620,101 compared with the previous year, mainly due to the taking up of a net gain on revaluation of the existing Kennett Hostel property which is contracted to be sold in August 2016.

With respect to the company's expenditure, wages and associated costs continued to make up the largest portion of the total expenditure as displayed above.

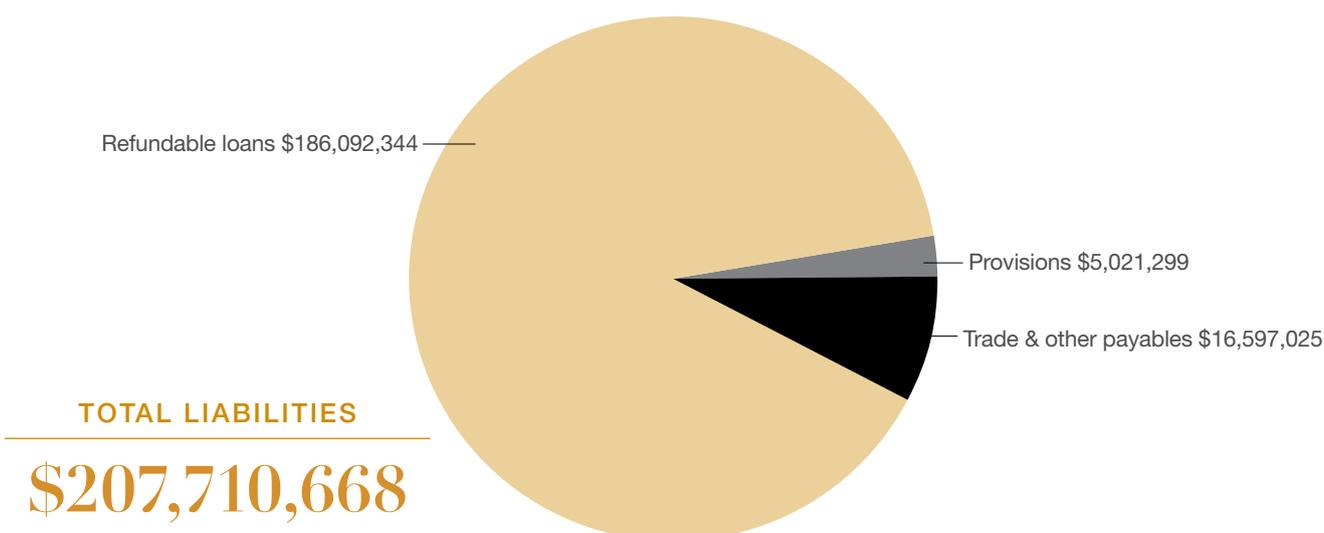
Total expenses rose by \$10,169,796 or 12.8% during the 2016 financial year compared to an increase of 12% in the previous financial year. Salaries and associated costs increased by \$7,446,936 or 15.4% during the period. This increase is higher than the rate of pay increases, mainly due to increases in nursing and other care staff hours to cover the growth in services, and also to meet the increased care needs of existing residents.

## SUMMARY OF FINANCIAL STATEMENTS *continued*

### ASSETS



### LIABILITIES

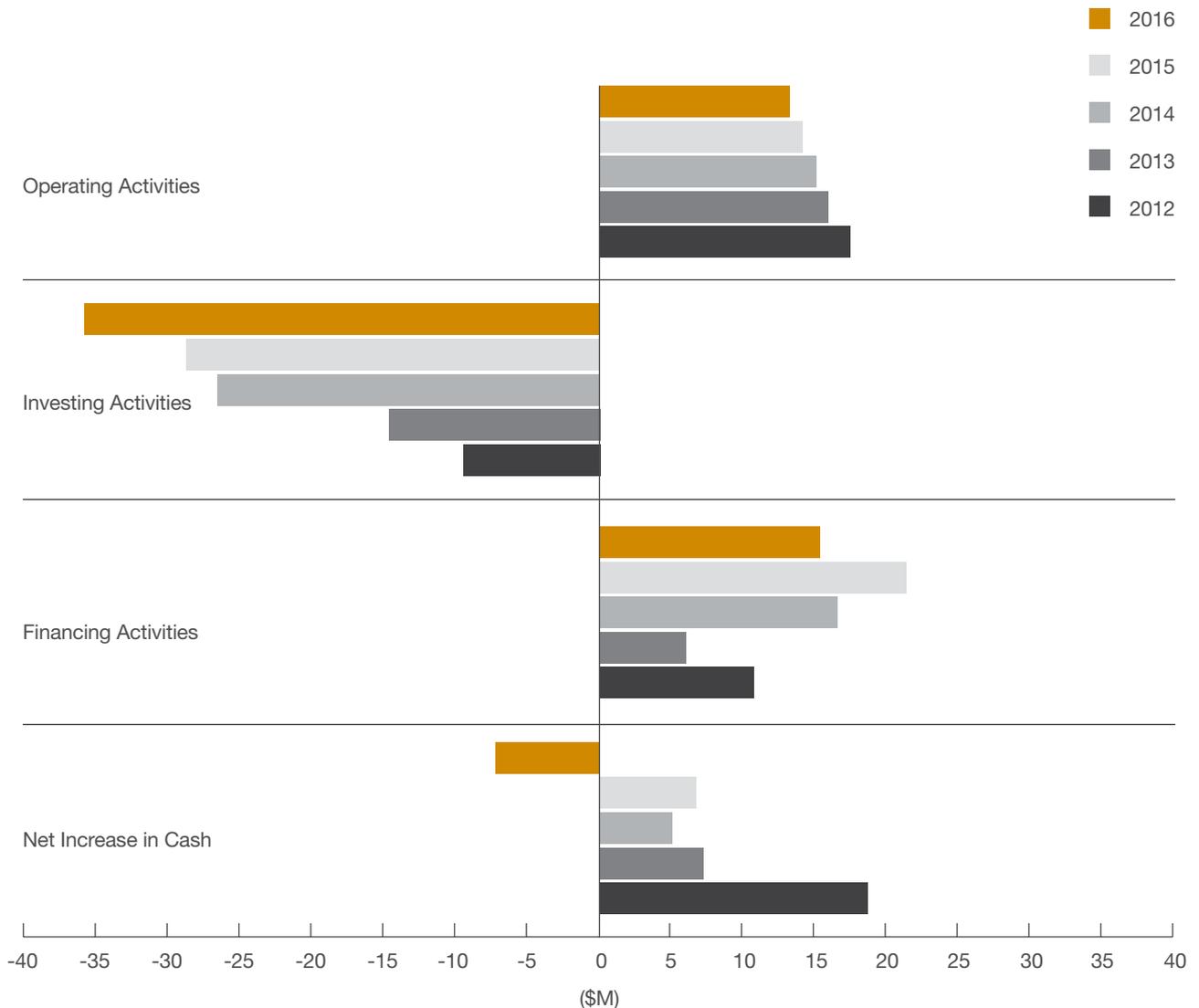


#### Statement of Financial Position

Total assets of the company increased by \$19.3M this year and liabilities rose by \$12.2M resulting in an increase in net assets of \$7.1M. Additions to property, plant and equipment totalled \$26.6M during the financial year. This included capital expenditure on the following projects: New Kennett Hostel in Stanwell Park (\$9M), Bracken House Hostel extension in Dubbo (\$3.5M), Murray Vale Village Stage 2 in Lavington (\$2M), Prunus Lodge Hostel renovation in Molong (\$1.8M) and Holbrook Hostel extension in Holbrook (\$1.5M). Due to the impending sale of the existing Kennett Hostel property, the associated assets were revalued up to their market value less selling costs of \$3.5M and reclassified as held for sale at year end.

The company's liabilities increased by \$12.2M, mainly due to a \$5M increase in liabilities to residents, made up of refundable accommodation deposits and resident entry contributions. All of these liabilities to residents are disclosed as refundable loans, and based on the history of departures over a period of time, the directors have estimated that the amounts that are likely to be payable within the next 12 months may total \$42.6M. The amount actually repaid during the current financial year was \$40.7M and this was fully funded by the incoming loans of new residents.

## CASHFLOW COMPARISON BY SEGMENT



### Statement of Cash Flows

Cash and cash equivalents decreased by \$7.2M during the financial year to \$127.1M compared with an increase of \$6.7M during the previous financial year. This was achieved after \$26.6M in capital expenditure and purchase of shares and managed funds valued at \$9.5M during the year.

Cash flows from operations decreased by \$0.9M during the year, mainly as a result of increased salaries and associated costs. Cash flows from financing activities were \$6M lower than the previous financial year. This was due to an increase in resident loan refunds compared to the previous financial year and repayment of bank borrowings.

### Statement of Changes in Equity

The main change to equity this year was due to \$7,149,989 profits earned by the company, as well as a \$14,154 negative adjustment to the asset revaluation reserve to reflect a decrease in the fair value of financial assets available for sale. These assets are comprised of equities in listed companies and managed funds.

# SUMMARY STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30 2016

	2016 \$	2015 \$
<b>ASSETS</b>		
Cash and cash equivalents	127,115,617	134,323,467
Trade and other receivables expected to be received within 12 months	10,299,787	11,481,030
Assets held for sale	3,496,147	–
Financial assets	15,431,186	5,926,855
Trade and other receivables expected to be received after 12 months	10,000	186,880
Property, plant and equipment	253,341,479	238,463,980
<b>TOTAL ASSETS</b>	<b>409,694,216</b>	<b>390,382,212</b>
<b>LIABILITIES</b>		
Trade and other payables	16,597,025	8,518,189
Refundable loans expected to be paid within 12 months	42,565,157	41,350,530
Provisions expected to be paid within 12 months	4,120,075	3,929,215
Borrowings expected to be paid after 12 months	–	1,100,000
Refundable loans expected to be paid after 12 months	143,527,187	139,771,837
Provisions expected to be paid after 12 months	901,224	864,728
<b>TOTAL LIABILITIES</b>	<b>207,710,668</b>	<b>195,534,499</b>
<b>NET ASSETS</b>	<b>201,983,548</b>	<b>194,847,713</b>
<b>EQUITY</b>		
Accumulated funds	200,804,346	193,654,357
Reserves	1,179,202	1,193,356
<b>TOTAL EQUITY</b>	<b>201,983,548</b>	<b>194,847,713</b>

# SUMMARY STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED JUNE 30 2016

	Note	2016 \$	2015 \$
<b>REVENUE</b>	3	95,095,451	88,944,273
Other income	3	1,725,679	105,578
		<b>96,821,130</b>	<b>89,049,851</b>
<b>EXPENSES</b>			
Administration expenses		(4,996,649)	(3,829,589)
Cleaning and laundry expenses		(1,836,227)	(1,674,292)
Depreciation and amortisation		(9,608,684)	(8,974,527)
Finance costs		(297,334)	(203,096)
Food supplies		(3,135,000)	(2,718,062)
Impairment loss		(16,164)	–
Maintenance costs		(3,432,344)	(3,031,401)
Resident and client expenses		(4,263,791)	(3,586,894)
Salaries and employee benefits		(55,935,547)	(48,488,611)
Utilities		(1,663,497)	(1,971,569)
Other		(4,485,904)	(5,023,304)
		<b>(89,671,141)</b>	<b>(79,501,345)</b>
<b>Surplus before income tax</b>		7,149,989	9,548,506
Income tax expense		–	–
<b>Surplus for the year</b>		<b>7,149,989</b>	<b>9,548,506</b>
<b>Other comprehensive income</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Fair value gains (losses) on available-for-sale financial assets		(14,154)	61,320
<b>Other comprehensive income for the year</b>		<b>(14,154)</b>	<b>61,320</b>
<b>Total comprehensive income for the year</b>		<b>7,135,835</b>	<b>9,609,826</b>

# SUMMARY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30 2016

	Retained Earnings \$	Financial Assets Revaluation Reserve \$	Total \$
<b>BALANCE AT 1 JULY 2014</b>	184,105,851	1,132,036	185,237,887
<b>Comprehensive income</b>			
Surplus for the year	9,548,506	–	9,548,506
Other comprehensive income			
Net fair value gains on available-for-sale financial assets	–	61,320	61,320
<b>Total comprehensive income for the year</b>	9,548,506	61,320	9,609,826
<b>Balance at 30 June 2015</b>	<b>193,654,357</b>	<b>1,193,356</b>	<b>194,847,713</b>
<b>BALANCE AT 1 JULY 2015</b>	193,654,357	1,193,356	194,847,713
<b>Comprehensive income</b>			
Surplus for the year	7,149,989	–	7,149,989
<b>Other comprehensive income</b>			
Net fair value gains on available-for-sale financial assets	–	(14,154)	(14,154)
<b>Total comprehensive income for the year</b>	7,149,989	(14,154)	7,135,835
<b>Balance at 30 June 2016</b>	<b>200,804,346</b>	<b>1,179,202</b>	<b>201,983,548</b>

# SUMMARY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30 2016

	2016 \$	2015 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers and government	84,744,115	80,143,167
Payments to suppliers and employees	(80,443,651)	(74,887,522)
Dividends received	339,611	174,550
Donations and bequests received	57,884	103,405
Interest received	5,030,008	4,791,017
Other receipts	527,792	346,946
Interest paid	(297,334)	(80,045)
Net GST refunded/(paid)	3,280,650	3,550,066
<b>Net cash flows from operating activities</b>	<b>13,239,075</b>	<b>14,141,584</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(26,572,719)	(29,056,725)
Proceeds from sale of property, plant and equipment	271,350	390,829
Purchase of available-for-sale financial assets	(9,494,987)	(66,154)
<b>Net cash flows from investing activities</b>	<b>(35,796,356)</b>	<b>(28,732,050)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from refundable loans	50,849,747	50,296,309
Repayment of refundable loans	(34,400,316)	(30,072,212)
Proceeds from borrowings	–	1,100,000
Repayment of borrowings	(1,100,000)	(3,035)
<b>Net cash flows from financing activities</b>	<b>15,349,431</b>	<b>21,321,062</b>
Net increase in cash and cash equivalents	(7,207,850)	6,730,596
Cash and cash equivalents at the beginning of the financial year	134,323,467	127,592,871
<b>Cash and cash equivalents at the end of the financial year</b>	<b>127,115,617</b>	<b>134,323,467</b>

# NOTES TO THE SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30 2016

## NOTE 3 – REVENUE

	2016 \$	2015 \$
<b>RESIDENTIAL AGED CARE SERVICES</b>		
Government subsidies and recurrent grants	47,173,433	43,034,231
Resident fees and charges	15,293,293	14,543,750
Other revenue	247,940	344,398
Daily accommodation payments	805,400	143,227
Accommodation bond periodic payments	122,274	386,631
Retentions from accommodation bonds	699,514	911,301
	64,341,854	59,363,538
<b>RETIREMENT VILLAGES</b>		
Resident fees and charges	4,196,542	4,057,780
Other revenue	454,249	226,458
Retentions from resident entry contributions	4,307,424	3,842,728
	8,958,215	8,126,966
<b>COMMUNITY CARE</b>		
CDC service fees	8,343,201	6,638,456
Government subsidies and recurrent grants	7,226,224	7,891,936
Client fees and charges	80,335	–
Other revenue	628,772	608,823
	16,278,532	15,139,215
<b>OTHER SERVICES</b>		
Dividends	339,611	252,593
Donations and bequests	55,346	84,679
Interest income - third parties	4,066,572	4,919,539
Fundraising income	5,661	23,073
Property rent	277,644	335,046
Other revenue	365,595	309,621
Sales of merchandise	406,421	390,003
	5,516,850	6,314,554
<b>Total revenue</b>	<b>95,095,451</b>	<b>88,944,273</b>
<b>OTHER INCOME</b>		
Net gain on the disposal of property, plant and equipment	78,936	101,057
Net gain on revaluation of asset held for sale	1,629,618	–
Insurance recovery	17,125	4,521
<b>Total other income</b>	<b>1,725,679</b>	<b>105,578</b>
<b>Total revenue and other income</b>	<b>96,821,130</b>	<b>89,049,851</b>

## NOTE 4 - RESIDENTIAL AGED CARE SEGMENT

The following information is provided in compliance with *Part 10, Division 4 of the Residential Care Subsidy Principles 1997* which deems residential aged care to be a reporting segment for the purposes of *AASB 8: Operating Segments*.

### INCOME STATEMENT

	2016 \$	2015 \$
<b>REVENUE</b>		
<b>Operating revenue</b>		
Government subsidies	47,032,301	43,034,230
Resident charges	14,948,694	14,571,743
Bond retentions	1,452,716	1,285,873
Interest	430,991	539,682
Trust distributions	–	–
Donations and contributions	52,820	84,634
Other operating revenue	482,686	426,359
<b>Total operating revenue</b>	<b>64,400,208</b>	<b>59,942,521</b>
<b>Non-operating revenue</b>		
Capital grants	–	–
Profit on sale of assets	6,000	–
Revaluation increase	–	–
Insurance claims	23,727	10,514
Other non-operating revenue	601,728	392,734
<b>Total non-operating revenue</b>	<b>631,455</b>	<b>403,248</b>
<b>Total revenue</b>	<b>65,031,663</b>	<b>60,345,769</b>
<b>EXPENSES</b>		
Wages - care	27,885,803	23,670,979
Wages - administration	915,281	835,851
Wages - other	4,054,239	3,610,985
Management fees	4,846,307	4,417,349
Depreciation & amortisation	5,160,264	4,730,346
Interest	405,315	355,824
Bad debts	7,667	2,401
Donations/fund raising	18,871	25,414
Fees & charges	–	–
Gas & power	1,126,364	1,312,262
Insurance	262,681	278,628
IT & communications	153,900	137,228
Motor vehicle expenses	77,911	88,633
Rents & rates	279,295	280,915
Repairs & maintenance	1,745,206	1,662,128
Wages "on costs"	6,854,805	6,187,830
Other expenses	9,156,791	7,587,396
<b>Total expenses</b>	<b>62,950,700</b>	<b>55,184,169</b>
<b>Net segment profit</b>	<b>2,080,963</b>	<b>5,161,600</b>

### BALANCE SHEET

	2016 \$	2015 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	68,973,310	69,210,193
Liquid assets (non cash)	–	–
Trade receivables	7,413,474	6,760,905
Inventory	–	–
Other	3,747,369	619,457
<b>Total current assets</b>	<b>80,134,153</b>	<b>76,590,555</b>
<b>Non-current assets</b>		
Loans	2,863,654	404,331
Property, plant & equipment	106,606,362	104,829,874
Investments	558,572	575,764
Intangibles	–	–
Other	–	–
<b>Total non-current assets</b>	<b>110,028,588</b>	<b>105,809,969</b>
<b>Total assets</b>	<b>190,162,741</b>	<b>182,400,524</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Short term borrowings	–	–
Trade payables	6,241,075	2,414,023
Employee provisions	3,257,276	3,364,535
Refundable loans	31,024,822	28,946,738
Other	(180,555)	382,342
<b>Total current liabilities</b>	<b>40,342,618</b>	<b>35,107,636</b>
<b>Non-current liabilities</b>		
Long term borrowings	3,000,000	4,000,000
Employee provisions	524,509	527,688
Refundable loans	49,175,504	48,755,497
Other	–	200,000
<b>Total non-current liabilities</b>	<b>52,700,013</b>	<b>53,483,184</b>
<b>Total liabilities</b>	<b>93,042,631</b>	<b>88,590,821</b>
<b>Net segment assets</b>	<b>97,120,109</b>	<b>93,809,703</b>

## NOTES TO THE SUMMARY FINANCIAL STATEMENTS continued

### NOTE 5 – DISTRICT SEGMENTS

	Hunter		Far North Coast		Mid North Coast		Orange		Molong		Dubbo		Yeoval	
	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$
Revenue														
Resident & client fees and charges	1,939,092	1,657,333	3,304,607	1,592,633	999,439	590,476	2,413,842	1,645,221	732,528	623,291	2,560,605	1,441,304	540,715	355,806
Government subsidies and grants	4,543,519	4,085,826	9,614,633	11,504,924	3,660,053	3,445,404	3,059,983	3,328,385	1,532,616	1,689,154	2,958,911	3,050,577	1,560,756	1,505,689
Interest income	656,478	743,250	934,354	1,032,635	98,709	120,588	513,393	585,970	203,375	202,973	223,441	341,212	62,920	85,391
Fundraising income	152	818	377	–	–	–	5,364	2,735	15,027	4,405	3,436	680	1,167	521
Net gains on sale of non-current assets	10,002	–	30,601	49,518	23,179	–	1,250	12,550	13,137	7,449	767	23,585	–	–
Other income	588,894	474,359	764,348	864,398	221,701	166,951	1,104,406	1,151,669	181,865	209,069	831,525	732,544	72,605	85,025
<b>Total revenue</b>	<b>7,738,137</b>	<b>6,961,586</b>	<b>14,648,920</b>	<b>15,044,108</b>	<b>5,003,081</b>	<b>4,323,419</b>	<b>7,098,238</b>	<b>6,726,530</b>	<b>2,678,548</b>	<b>2,736,341</b>	<b>6,578,685</b>	<b>5,589,902</b>	<b>2,238,163</b>	<b>2,032,432</b>
Expenses														
Employee expenses	(4,277,935)	(4,020,311)	(8,182,272)	(6,845,410)	(2,728,049)	(2,276,908)	(4,252,052)	(3,706,616)	(1,318,442)	(1,156,318)	(3,711,828)	(2,631,759)	(1,015,276)	(969,073)
Depreciation and amortisation	(783,024)	(714,615)	(608,006)	(579,777)	(202,427)	(198,134)	(963,652)	(791,228)	(256,813)	(258,982)	(790,803)	(640,188)	(107,941)	(87,826)
Interest expense	(15,287)	(18,214)	(16,227)	(12,595)	(5,439)	(963)	(51,459)	(34,940)	(4,139)	(7,051)	(15,383)	(19,596)	(3,875)	(17,494)
Other expenses	(1,698,455)	(1,753,766)	(5,623,660)	(4,858,705)	(1,978,364)	(1,746,399)	(1,473,892)	(1,312,934)	(780,427)	(717,702)	(1,351,612)	(1,261,157)	(559,893)	(539,279)
<b>Total expenses</b>	<b>(6,774,701)</b>	<b>(6,506,906)</b>	<b>(14,430,165)</b>	<b>(12,296,487)</b>	<b>(4,914,279)</b>	<b>(4,222,404)</b>	<b>(6,741,055)</b>	<b>(5,845,718)</b>	<b>(2,359,821)</b>	<b>(2,140,053)</b>	<b>(5,869,626)</b>	<b>(4,552,700)</b>	<b>(1,686,985)</b>	<b>(1,613,672)</b>
<b>Segment result after income tax</b>	<b>963,436</b>	<b>454,680</b>	<b>218,755</b>	<b>2,747,621</b>	<b>88,802</b>	<b>101,015</b>	<b>357,183</b>	<b>880,812</b>	<b>318,727</b>	<b>596,288</b>	<b>709,059</b>	<b>1,037,202</b>	<b>551,178</b>	<b>418,760</b>
Segment assets														
Current assets	12,327,392	18,064,798	25,310,762	24,042,079	4,757,835	4,161,615	17,087,179	17,410,983	5,304,373	6,069,971	7,280,713	7,593,299	2,917,328	2,373,994
Non-current assets	24,818,299	18,043,780	27,733,936	27,335,997	3,733,520	3,717,256	16,030,655	15,575,911	6,753,077	5,274,957	21,471,365	18,568,393	1,188,602	1,183,774
<b>Total segment assets</b>	<b>37,145,691</b>	<b>36,108,578</b>	<b>53,044,698</b>	<b>51,378,076</b>	<b>8,491,355</b>	<b>7,878,871</b>	<b>33,117,834</b>	<b>32,986,894</b>	<b>12,057,450</b>	<b>11,344,928</b>	<b>28,752,078</b>	<b>26,161,692</b>	<b>4,105,930</b>	<b>3,557,768</b>
Segment liabilities														
Current liabilities	5,286,328	4,819,422	4,338,382	3,617,229	1,223,584	903,529	5,636,895	4,832,994	1,541,640	1,205,122	4,888,676	3,691,750	626,082	462,859
Non-current liabilities	12,718,167	13,043,994	3,873,781	2,964,048	702,269	448,574	9,888,717	10,791,702	3,260,513	3,139,378	11,005,873	10,210,979	575,561	699,659
<b>Total segment liabilities</b>	<b>18,004,495</b>	<b>17,863,416</b>	<b>8,212,163</b>	<b>6,581,277</b>	<b>1,925,853</b>	<b>1,352,103</b>	<b>15,525,612</b>	<b>15,624,696</b>	<b>4,802,153</b>	<b>4,344,500</b>	<b>15,894,549</b>	<b>13,902,729</b>	<b>1,201,643</b>	<b>1,162,518</b>
<b>Net assets</b>	<b>19,141,196</b>	<b>18,245,162</b>	<b>44,832,535</b>	<b>44,796,799</b>	<b>6,565,502</b>	<b>6,526,768</b>	<b>17,592,222</b>	<b>17,362,198</b>	<b>7,255,297</b>	<b>7,000,428</b>	<b>12,857,529</b>	<b>12,258,963</b>	<b>2,904,287</b>	<b>2,395,250</b>
Capital expenditure	495,261	1,693,205	1,010,221	674,774	243,057	75,180	1,445,711	882,066	1,895,483	190,883	3,754,008	3,001,212	112,769	140,836
Cash flow information														
Cash as at 1 July	17,436,550	19,538,013	23,118,313	24,562,117	3,976,706	3,281,404	16,476,977	15,559,640	5,991,146	4,995,530	7,200,471	8,802,919	2,012,965	2,556,335
Net cash flow from:														
Operating activities	1,572,138	752,274	1,132,210	2,735,594	438,467	672,026	1,231,480	1,440,321	448,120	698,017	1,757,316	1,373,102	776,350	566,880
Investing activities	(7,469,306)	(3,079,205)	(7,361,388)	(4,539,878)	(195,512)	(75,180)	(1,417,338)	(869,066)	(1,856,926)	(174,583)	(3,743,008)	(2,845,122)	(312,769)	(590,836)
Financing activities	434,560	225,468	326,896	360,480	364,349	98,456	(433,642)	346,082	582,299	472,182	1,854,635	(130,428)	388,837	(519,414)
<b>Net cash increase (decrease)</b>	<b>(5,462,608)</b>	<b>(2,101,463)</b>	<b>(5,902,282)</b>	<b>(1,443,804)</b>	<b>607,304</b>	<b>695,302</b>	<b>(619,500)</b>	<b>917,337</b>	<b>(826,507)</b>	<b>995,616</b>	<b>(131,057)</b>	<b>(1,602,448)</b>	<b>852,418</b>	<b>(543,370)</b>
<b>Cash as at 30 June</b>	<b>11,973,942</b>	<b>17,436,550</b>	<b>17,216,031</b>	<b>23,118,313</b>	<b>4,584,010</b>	<b>3,976,706</b>	<b>15,857,477</b>	<b>16,476,977</b>	<b>5,164,639</b>	<b>5,991,146</b>	<b>7,069,414</b>	<b>7,200,471</b>	<b>2,865,383</b>	<b>2,012,965</b>

	Riverina		Murray River		Sydney North		Sydney South		Sydney West		Corporate		Inter-District Elim.		Total	
	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$
	535,517	359,024	5,234,486	3,993,674	4,017,779	3,008,529	1,206,065	1,070,241	4,428,696	3,332,649	-	-	-	-	27,913,371	19,670,181
	-	133,734	11,308,420	10,218,743	3,072,391	4,065,473	2,541,394	2,508,166	10,546,981	10,983,999	-	-	-	-	54,399,657	56,520,074
	33,257	39,096	366,788	369,414	830,835	967,365	66,031	82,789	531,666	575,861	62,530	66,876	(517,205)	(293,881)	4,066,572	4,919,539
	20	-	3,599	2,418	10,202	-	16,941	-	4,722	11,496	-	-	-	-	61,007	23,073
	-	-	-	1,030	-	553	1,629,618	-	-	3,898	-	2,474	-	-	1,708,554	101,057
	291,235	263,866	1,792,542	1,427,326	2,378,509	2,228,229	343,159	340,106	719,790	564,827	2,322,047	1,955,249	(2,940,657)	(2,647,691)	8,671,969	7,815,927
	860,029	795,720	18,705,835	16,012,605	10,309,716	10,270,149	5,803,208	4,001,302	16,231,855	15,472,730	2,384,577	2,024,599	(3,457,862)	(2,941,572)	96,821,130	89,049,851
	(233,973)	(184,339)	(11,275,232)	(9,511,011)	(5,664,501)	(5,144,438)	(2,413,559)	(2,170,280)	(8,858,445)	(8,037,474)	(2,003,983)	(1,834,674)	-	-	(55,935,547)	(48,488,611)
	(256,851)	(249,797)	(2,635,208)	(2,052,189)	(1,039,080)	(1,412,342)	(518,530)	(518,880)	(1,359,574)	(1,387,253)	(86,775)	(83,316)	-	-	(9,608,684)	(8,974,527)
	-	-	(185,632)	(179,733)	(81,669)	(60,124)	(394,665)	(124,147)	(40,764)	(22,120)	-	-	517,205	293,881	(297,334)	(203,096)
	(328,902)	(319,026)	(4,139,686)	(3,632,586)	(2,529,478)	(2,328,250)	(1,194,566)	(1,141,701)	(3,823,923)	(3,393,564)	(1,287,375)	(1,477,733)	2,940,657	2,647,691	(23,829,576)	(21,835,111)
	(819,726)	(753,162)	(18,235,758)	(15,375,519)	(9,314,728)	(8,945,154)	(4,521,320)	(3,955,008)	(14,082,706)	(12,840,411)	(3,378,133)	(3,395,723)	3,457,862	2,941,572	(89,671,141)	(79,501,345)
	40,303	42,558	470,077	637,086	994,988	1,324,995	1,281,888	46,294	2,149,149	2,632,319	(993,556)	(1,371,124)	-	-	7,149,989	9,548,506
	2,184,190	1,561,923	13,536,663	15,028,460	31,294,695	27,451,957	5,103,433	2,563,817	17,938,803	17,674,395	2,728,185	1,810,992	(6,860,000)	-	140,911,551	145,808,283
	7,021,120	7,135,508	49,323,317	44,608,953	44,227,990	43,677,562	37,738,090	30,935,151	37,405,498	37,102,406	2,087,196	2,118,067	(10,750,000)	(10,700,000)	268,782,665	244,577,715
	9,205,310	8,697,431	62,859,980	59,637,413	75,522,685	71,129,519	42,841,523	33,498,968	55,344,301	54,776,801	4,815,381	3,929,059	(17,610,000)	(10,700,000)	409,694,216	390,385,998
	1,020,062	941,631	11,681,049	10,800,030	15,489,211	11,442,532	3,765,351	3,333,634	7,055,955	7,125,332	729,042	625,656	-	-	63,282,257	53,801,720
	5,340,517	4,932,082	34,380,925	32,149,210	41,650,322	41,944,533	25,378,229	17,663,653	13,250,986	14,429,038	12,551	19,715	(17,610,000)	(10,700,000)	144,428,411	141,736,565
	6,360,579	5,873,713	46,061,974	42,949,240	57,139,533	53,387,065	29,143,580	20,997,287	20,306,941	21,554,370	741,593	645,371	(17,610,000)	(10,700,000)	207,710,668	195,538,285
	2,844,731	2,823,718	16,798,006	16,688,173	18,383,152	17,742,454	13,697,943	12,501,681	35,037,360	33,222,431	4,073,788	3,283,688	-	-	201,983,548	194,847,713
	147,665	68,438	4,417,272	8,385,584	2,102,948	3,401,372	9,204,080	9,048,098	1,678,139	1,172,322	66,105	322,762	-	-	26,572,719	29,056,732
	1,530,568	744,871	12,027,611	10,231,791	24,907,230	23,248,541	1,793,797	1,499,744	16,080,869	10,960,962	1,770,264	1,611,004	-	-	134,323,467	127,592,871
	51,351	88,689	1,499,832	2,225,351	483,199	1,077,090	(213,312)	450,355	4,850,807	3,283,492	(788,883)	(1,221,607)	-	-	13,239,075	14,141,584
	(147,665)	(68,438)	(8,385,080)	(9,677,499)	(2,069,040)	(2,856,526)	(1,094,080)	(2,548,098)	(1,678,139)	(1,109,001)	(66,105)	(298,618)	-	-	(35,796,356)	(28,732,050)
	711,548	765,446	5,747,731	9,247,968	4,436,004	3,438,125	738,664	2,391,796	(1,596,305)	2,945,416	1,793,855	1,679,485	-	-	15,349,431	21,321,062
	615,234	785,697	(1,137,517)	1,795,820	2,850,163	1,658,689	(568,728)	294,053	1,576,363	5,119,907	938,867	159,260	-	-	(7,207,850)	6,730,596
	2,145,802	1,530,568	10,890,094	12,027,611	27,757,393	24,907,230	1,225,069	1,793,797	17,657,232	16,080,869	2,709,131	1,770,264	-	-	127,115,617	134,323,467



# WHERE WE OPERATE & THE SERVICES WE OFFER

## **HEAD OFFICE (Registered Office)**

Suite 302, Level 3,  
108-114 George Street  
Hornsby NSW 2077  
(02) 9482 4530

## **NORTH COAST – FNC AND MNC ADMINISTRATION OFFICE**

PO Box 10 Alstonville 2477  
(02) 6628 5559

## **FAR NORTH COAST**

### **Greenhills Lodge**

Residential Care (44 beds)  
437 Tweed Valley Way  
Sth Murwillumbah 2484  
(02) 6672 3435

### **Richmond Lodge / DVAHC**

Residential Care (30 beds)  
DVA Home Care (8 places)  
67 Barker St Casino 2470  
(02) 6662 1937

### **Richmond Self Care**

Retirement (Self Care, 13 units)  
67 Barker St Casino 2470  
(02) 6662 1937

### **Tweed Heads HCP / DVAHC / CHSP**

Home Care (155 places)  
DVA Home Care (298 places)  
PO Box 6671 Tweed Heads Sth 2486  
(07) 5524 8303

### **Far North Coast**

Carer Respite (2710)  
Shop 34 Alstonville Plaza  
Alstonville 2477  
(02) 6628 6911

### **Youth Care**

Child and Adolescent Care  
(63 placements)  
PO Box 10 Alstonville 2477  
(02) 6628 1255

## **MID NORTH COAST**

### **Rathgar Lodge / DVAHC / HCP**

Residential Care (32 beds)  
Home Care (20 places)  
DVA Home Care (16 places)  
30 Lynhaven Cres Ulmarra 2462  
(02) 6644 5475

### **Rathgar Self Care**

Retirement (Self Care, 4 units)  
30 Lynhaven Cres Ulmarra 2462  
(02) 6644 5475

### **Mid North Coast**

Carer Respite (1742 clients)  
2/9 River St Macksville 2447  
(02) 6568 4164

## **Ulmarra Country Craft**

Opportunity Shop  
9 Coldstream St Ulmarra 2462  
(02) 6628 5559

## **DUBBO**

### **Administration Office**

315 Macquarie St Dubbo 2830  
(02) 6884 4604

### **Bracken House / HCP / DVAHC / CHSP**

Residential Care (53 beds)  
Home Care (66 places)  
DVA Home Care (4 places)  
315 Macquarie St Dubbo 2830  
(02) 6884 4604

### **Lillimur Cottages**

Retirement (Self Care, 14 cottages)  
315 Macquarie St Dubbo 2830  
(02) 6884 4604

### **Lillimur Op Shop**

Opportunity Shop  
122 Brisbane St Dubbo 2830  
(02) 6884 9210

### **Oxley Village**

Retirement (Self Care, 31 units)  
331 Macquarie St Dubbo 2830  
(02) 6884 4604

## **YEOVAL**

### **Administration Office**

315 Macquarie St Dubbo 2830  
(02) 6884 4604

### **Yeoval Aged Care / HCP**

Residential Care (28 beds)  
Home Care (12 places)  
3-7 Lord St Yeoval 2868  
(02) 6846 4100

## **HUNTER**

### **Administration Office**

100 Lake Rd Wallsend 2287  
(02) 4951 3700

### **Hunter HCP**

Home Care (14 places)  
100 Lake Rd Wallsend 2287  
(02) 4951 3700

### **Ellimatta**

Retirement (Self Care, 17 units)  
Porter Ave East Maitland 2320  
(02) 4951 3700

### **Sarina Court**

Retirement (Self Care, 12 units)  
12 Sarina St Maryland 2287  
(02) 4951 3700

## **Woodlands Grove**

Retirement (Self Care, 24 units)  
100 Lake Rd Wallsend 2287  
(02) 4951 3700

## **Woodlands Lodge**

Residential Care (72 beds)  
100 Lake Rd Wallsend 2287  
(02) 4951 3700

## **Woodlands Place**

Retirement (Self Care, 30 units)  
100 Lake Rd Wallsend 2287  
(02) 4951 3700

## **CENTRAL WEST – ORANGE AND MOLONG**

### **Administration Office**

PO Box 8090 East Orange 2800  
(02) 6362 7820

## **ORANGE**

### **Ascott Gardens / HCP**

Residential Care (62 beds)  
Home Care (43 places)  
83 Spring St Orange 2800  
(02) 6362 2201

### **Kooronga Lodge**

Retirement (Self Care, 10 units)  
35-39 Kooronga Ave Orange 2800  
(02) 6362 7820

### **Sunset Vista Village**

Retirement (Self Care, 13 units)  
64 Nile St Orange 2800  
(02) 6362 7820

### **Astill Court**

Retirement (Self Care, 38 units)  
102-110 Autumn St Orange 2800  
(02) 6362 7820

### **Buena Vista Op Shop**

Opportunity Shop  
197-199 Peasley St Orange 2800  
(02) 6361 7884

## **MOLONG**

### **Molong Lodge**

Retirement (Self Care, 22 units)  
Bells Lane Molong 2866  
(02) 6362 7820

### **Prunus Lodge / HCP**

Residential Care (28 beds)  
Home Care (8 places)  
Bells Lane Molong 2866  
(02) 6366 8097

## WHERE WE OPERATE & THE SERVICES WE OFFER cont.

### SYDNEY NORTH

#### Administration Office

PO Box 273 Wahroonga 2076  
(02) 9487 1337

#### Redleaf

Serviced Apartments (52 apartments)  
1630 Pacific Hwy Wahroonga 2076  
(02) 9489 7836

#### RJ Martin and Northcott

Retirement (Self Care, 7 units)  
1614 Pacific Hwy Wahroonga 2076  
(02) 9487 1337

#### Rosetta Park

Retirement (Self Care, 36 units)  
1634 Pacific Hwy Wahroonga 2076  
(02) 9489 7836

#### St Erme's Court

Retirement (Self Care, 24 units)  
5-7 Isis St Wahroonga 2076  
(02) 9487 1337

#### Thomas and Rosetta Agst

Nursing Home (29 beds)  
Special Care Residential Care (32 beds)  
1634 Pacific Hwy Wahroonga 2076  
(02) 9489 5423

### SYDNEY WEST

#### Administration Office

PO Box 17 Pendle Hill 2145  
(02) 8197 9303

#### Heiden Park Care

Residential Care (85 beds)  
16 Matthews St Carramar 2163  
(02) 8197 9325

#### Melrose Lodge

Residential Care (80 beds)  
123-157 Bungaree Rd  
Pendle Hill 2145  
(02) 8197 9300

#### Melrose Village

Retirement (Self Care, 42 units)  
123-157 Bungaree Rd  
Pendle Hill 2145  
(02) 8197 9300

#### Sydney West HCP

Home Care (174 places)  
123-157 Bungaree Rd  
Pendle Hill 2145  
(02) 8197 9306

### SYDNEY SOUTH

#### Administration Office

45 English St Kogarah 2217  
(02) 9588 4312

#### Frank and Jess Kennett

Residential Care (44 beds)  
1A Railway Crescent Stanwell Park 2508  
(02) 4291 3000

#### Hillcrest Village

Retirement (Self Care, 28 units)  
1A Railway Crescent Stanwell Park 2508  
(02) 4294 1336

#### The Laurels

Residential Care (27 beds)  
45 English St Kogarah 2217  
(02) 9588 4312

### RIVERINA

#### Administration Office

PO Box 5630 Wagga Wagga 2650  
(02) 6921 3219

#### Gumleigh Gardens

Retirement (Self Care, 51 units)  
23 Albury St Wagga Wagga 2650  
(02) 6921 3219

#### Knightleigh Cottages

Retirement (Self Care, 7 units)  
John Street The Rock 2655  
(02) 6921 3219

#### W.T. Wilson Homes

Retirement (Self Care, 8 units)  
North St West Wyalong 2671  
(02) 6921 3219

#### Riverina Home Care

Home Care (12 places)  
23 Albury St Wagga Wagga 2650  
(02) 6921 3219

### MURRAY RIVER

#### Administration Office

PO Box 123 Lavington 2641  
(02) 6025 1776

#### Amaroo Day Club

Dementia Day Club  
342 Wagga Rd Lavington 2641  
(02) 6025 1776

#### Murray Vale Shalem Residential Care

Residential Care (59 beds)  
342 Wagga Rd Lavington 2641  
(02) 6025 4889

### Hillsborough Village

Retirement (Self Care, 17 units)  
32 Sydney Road  
Beechworth 3747  
(02) 6025 1776

#### Murray Vale Self Care

Retirement (Self Care, 77 units)  
Wagga Rd Lavington 2641  
(02) 6025 1776

### Myoora Homestead / HCP / CHSP

Residential Care (20 beds)  
Home Care (5 places)  
Cnr Bartsch and Keighran Sts  
Henty 2658  
(02) 6929 3200

#### Myoora Self Care

Retirement (Self Care, 13 units)  
Allen St Henty 2658  
(02) 6025 1776

#### Park Hall Village

Retirement (Self Care, 59 units)  
Park Hall Village Place  
Wodonga 3690  
(02) 6025 1776

#### The Elms Self Care

Retirement (Self Care, 6 units)  
Balfour St Culcairn 2660  
(02) 6025 1776

#### Murray HCP / CHSP

Home Care (20 places)  
342 Wagga Rd Lavington 2641  
(02) 6025 1776

#### Oolong

Residential Care (21 beds)  
91-97 Sturt St Howlong 2643  
(02) 6026 6800

#### Holbrook Village

Residential Care (21 beds)  
45-47 Bowler St Holbrook 2644  
(02) 6036 2817

#### Jindera Aged Care Services

Residential Care (21 beds)  
80 Creek St Jindera 2642  
(02) 6026 3799

#### Gumleigh Gardens Aged Care

Residential Care (44 beds)  
29-35 Shaw St Wagga Wagga 2650  
(02) 6931 0409

# ABBREVIATIONS

<b>44/44</b>	The Government has established a quality system that has 44 quality outcomes that must be met.
<b>ACAR</b>	Aged Care Approval Round
<b>ACFI</b>	Aged Care Funding Instrument
<b>CDC</b>	Consumer Directed Care Packages
<b>CGQC</b>	Clinical Governance Quality Committee
<b>CIT</b>	Continuous Improvement Tool
<b>DVA</b>	Department of Veterans Affairs
<b>FNC</b>	Far North Coast
<b>HACC</b>	Home and Community Care
<b>HACCP</b>	Hazard and Critical Control Point (Food Safety System)
<b>HCP</b>	Home Care Program
<b>IT</b>	Information Technology
<b>IM</b>	Injury Management
<b>MNC</b>	Mid North Coast
<b>QPS</b>	Quality Performance Systems
<b>RTW</b>	Return to Work
<b>WHS</b>	Work Health and Safety

# PHOTO CREDITS & INFORMATION

*Front Cover:* Pamela Johnston, Redleaf Apartments; page 1: Mrs Antonia Van Schyndel (*right*) and Christine Heymens (Volunteer) Woodlands; page 5: Chris Gellatly (*foreground*) and Sally Cox, Corporate Office, Hornsby; page 7: Brenda Moore (*right*) with Sasha McSwan and her daughter Emily, Rathgar Lodge; page 8: Shalini Chandra, Heiden Park Lodge; page 10/11: Louise Buxton, UPA State President & interior view of New Kennett facility, Stanwell Park; page 12/13: Steve Walkerden, General Manager and interior view of Bracken House, Dubbo; page 14: Alice Nuttall, Melrose Village, Pendle Hill; page 20: Kerry Whiteman (*left*) and Lita Stevenson, Yeoval Aged Care Service; page 21: Redleaf Apartment, Wairoona; page 22: Shirley Andrews with her daughter Julie McAnally, Bracken House, Dubbo; page 25: (*top*) Ascott Gardens, Orange (*bot*) Woodlands Lodge, Wallsend; page 24: Peg Donovan (*left*) with Kerry Whiteman, Yeoval Aged Care Service; page 25: (*top*) Dining room, New Kennett, Stanwell Park, (*middle*) Dubbo facility, (*bot*) Marina Petkovich (Hairdresser) and Jacomina Van Florestein, Melrose Village, Pendle Hill; page 26: Penny Todman, Home Care with Mrs Alma Tricker, Astill Court, Orange; page 27: Shirley Kennedy, Home Care with Maurice Gooneratne, Melrose Village, Pendle Hill; page 29: Keith Edwards and Christine Heymens, Volunteer, Woodlands Lodge, Wallsend; page 30: Gwen Deeps (*left*) and Brittany McLaren, Rathgar Lodge, Ulmarra; page 31: Mrs Martha Brown, Ascott Gardens, Orange; page 32: (*top*) Mr & Mrs Visser, Woodlands Lodge, Wallsend (*bot*) Mrs Barbara Evans with Delta Pet Therapy Dog, Waratah Lodge; page 33: (*top*) Jin Gen Lu, Heiden Park Lodge, Carramar (*bot*) Nancy Hotko, Thomas & Rosetta

Park, Wairoona; page 34: (*left*) Pauline Hensley with Volunteer Ros Meyer, TRA, Wairoona, (*right*) Pam McGrath (*left*) and Faye McIlveen, Bracken House, Dubbo; page 35: Joyce Wolfe (*left*) and Jacquie Everson, Greenhills Lodge, Murwillumbah; page 38: Jodie Conroy, Richmond Lodge, Casino; page 39: Prunus Lodge, Molong; page 40: Debi Wager with Jamie Skinner from Cabonne Constructions, Prunus Lodge, Molong; page 41: (*left*) Kennett Facility, Stanwell Park (*right*) UPA Dubbo facility; page 42: Pat Isaacs, Buena Vista Opportunity Shop, Orange; page 43: Richmond Lodge, Casino; page 44: Heiden Park Lodge, Carramar; page 45 (*top*) Prunus Lodge, Molong (*bot*) Woodlands Lodge, Wallsend; page 46: Hillcrest Village, Stanwell Park; page 47: Margaret Begg and Dorothy Wilson, Thomas & Rosetta Agst, Wairoona; page 48: (*left*) Graham Stone (Maintenance) with John Evans, The Laurels, Kogarah; page 49: Ada Fung (*right*) and Mei Ling Li, Heiden Park Lodge, Carramar; page 50: Mr Leo Skewes, Woodlands Lodge, Wallsend; page 51: Barbara Murray, UPA Board Member (insert) Barbara as a young girl in Murray Vale Girls Home; page 52: Mr Graham Gregory and a young Pipsqueak member, Ascott Gardens, Orange; page 53: Margaret Cooper with Recreational Officer Meredith, Prunus Lodge, Molong; page 54: Shirley Harcourt, Yeoval Aged Care Service; page 55: Rosina Walker (*left*) and Faith Troy, Bracken House, Dubbo; page 56: Noel Ellem (*left*) and Rick Hamilton, Cook, Rathgar Lodge, Ulmarra; page 57: Annie Caldwell (*left*) and Joan Jamieson, Greenhills Lodge, Murwillumbah; page 58: James Carroll, Heiden Park Lodge, Carramar; page 59: Pam McEvoy (*left*) and Cherryll Shepherd, Murray Vale Shalem, Lavington; page 60: Knightleigh Cottages, The Rock.



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