



United Protestant
Association
of NSW Limited

Annual Report 2004



United in Christian Care

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The mission of The UPA

Our mission is to offer care of the highest possible standard consistent with UPA's Christian commitment and the expectations of society.

UPA Values

| | |
|------------|---------------------|
| Compassion | Positive Leadership |
| Commitment | Honesty |
| Kindness | Teamwork |

UPA Strategic goals

In order to meet our mission we will

CARE

1. Deliver excellence in care services based on Christian values and continuous improvement.

FINANCE/GROWTH

2. Achieve long term sustainable growth through effective financial management.

PEOPLE

- 3.1 Attract and retain suitably qualified, appropriately skilled and motivated staff.
- 3.2 Attract and encourage caring volunteers.
- 3.3 Provide continuing education for all staff and volunteers.

INFRASTRUCTURE

4. Provide and maintain quality infrastructure and a safe environment.

COMPLIANCE

5. Comply with all relevant legislation.

POSITION

6. Establish UPA's position as a leader in the provision of quality care

CORPORATE GOVERNANCE

The Directors are committed to the principles underpinning best practice in corporate governance, applied in a manner that is most suited to the company. This is supported by an overriding organisation-wide commitment to high standards of legislative compliance sound financial management and ethical behaviour

A solid platform for future growth

All planning requires that the Board continually considers future possibilities when making decisions. Your Board and management are committed to high standards of corporate and clinical governance. During this past year UPA has developed considerable momentum. Every step we take in our journey demonstrates our progress towards realising our strategic goals and continuing to uphold the UPA Mission and Values statement. Significant achievements which will deliver long term benefits to the UPA of NSW Limited, have been attained this year.

Fostering the right culture is a critical part of achieving our corporate goals. The major elements of our strategy are recruiting and developing the best people, building leadership to ensure we are well positioned for the future, aligning performance and reward with our strategic goals and providing a safe and pleasant working environment.

We have praiseworthy Board members who have a diversity of skills, experience, good insight and independent minds. May I extend thanks to each Board member for commitment and work contribution to the UPA of NSW Limited.

By working with an outstanding Corporate management team and Regional / District Managers, the energy and vibrancy that characterises our UPA management extends to the board room.

During the year Board members visited the Dubbo District and Sydney West Region and regular Board and Committee meetings have been held at Head Office, Wahroonga.

Board Committees

The Board carries out certain duties by delegation of Board Committees. These Committees meet regularly and make recommendations to the full board on the issues delegated to them.

Audit and Governance Committee

The committee assists the Board in relation to the company's corporate governance. This includes:

- Identification of areas of significant business risk
- Effective management of business risk
- Monitoring of the Company's financial statements
- Adherence to the company's Statement of Corporate Governance Principles – Audit Charter
- Maintenance of an effective and efficient internal and external audit
- Compliance with laws and regulations
- Business dealings

The successful day to day functioning of UPA's many facilities would not be possible without our outstanding General Manager, Mr Steve Walkerden, supported by his secretary Chris Gellatly, and other Head Office staff.

The work of each member of each Regional / District staff team represents UPA's ideals and values in action. The organisation is indebted to all these caring, compassionate and committed staff members and volunteers.

During the past year:

- Ms Vicki Petrakis was appointed as Human Resources Manager attached to the Corporate Office
- Mr John Roache was appointed on a part time basis as the Fire Safety and Security Internal auditor, which involves Audit compliance with the Building Code of Australia and Commonwealth Certification Instrument together with security equipment procedures, fire safety training and fire drill procedures.
- Mr Graham Hercus was appointed to the position of part time After Care Worker, thus providing a referral point through Corporate Office for Child Care enquiries.
- The Board received and approved the Strategic Plans for all Regions / Districts for the years 2004 – 2007.
- The Board approved the distribution of the Year 2004 Employee Satisfaction Survey.
- A professional development training programme was introduced to members of the Board. This training was carried out by Chartered Secretaries, Australia.
- A self evaluation questionnaire was developed for use by Board members. The results have indeed been a valuable tool for assisting and improving Board performance and setting board agendas.
- A comprehensive Board Manual was completed and distributed to Board members in April 2004.
- The Board expressed appreciation to all Districts for the splendid effort that has been put into making fire and safety improvements a priority over the course of the year.
- The Board acknowledged the work of the Risk Management Working Group in conducting a comprehensive Risk Management study of the UPA.
- The Board acknowledged the bi-monthly receipt of the Regional / District Reports. All staff who assist in contributing to the reports are to be congratulated for their professional input.
- The Board acknowledges the Staff Representative (Mr Bob Case) for his dedication and ability to speak freely on all aspects involving UPA staff and Board agenda matters.

The Board acknowledges with special thanks the contributions to the UPA by Board members Ruth Church (Sydney South), (resigned August '03), and Clive Poole, (Far North Coast) – retired September '03 after serving on the Board from 1993 to 2003.

The Board and the whole UPA expressed a great loss in the passing in June, 2004, of Mr Norm Burton, a past Board Member 1996 – 2002, who was a great servant and leader within UPA. Our sympathy and love go to Margaret and family, with hope that God's special peace will continue to comfort them.

May God continue to bless the UPA, all in its care and all who work for its ideals.

UPA has been strengthened over the last year as together we have endeavoured to improve our work in all its facets. Under the direction of the Board, attention has been given to quality systems, risk management, fire safety compliance, networking support, construction of new buildings, inter-district financial loans, staff development, fundraising and expansion of services alongside of our usual solid programs of caring. Driving these improvements is the desire to express practically our Mission, which is to offer care of the highest possible standard consistent with the UPA's Christian commitment and the expectations of society.

My sincere thanks go to everyone involved in the caring work of UPA, and especially to our Board. We set our sights high and strive to achieve good results for all who come under our wing. It remains for me privilege to serve UPA alongside such good hearted and committed people in a myriad of roles throughout our widespread work.

Our goal to achieve long term growth through effective financial management is reasonably well reflected in the results for the year. After sustained pressure, the Federal Government in the 2004 budget released some much needed capital funds which for UPA amounts to \$1.6 million this year. They have also taken some modest steps to increase recurrent funding. For all providers of Aged Care in NSW however, these increases will prove to be well short of the mark as time goes by and costs increase at a faster rate than that allowed for by the Government.

It is a pleasure to report the appointment of Ms Vicki Petrakis to the position of Human Resource Manager for UPA. The position was created in response to issues raised in our employee satisfaction survey and now offers expert support to managers and staff alike on employment and related issues.

Training and development remains a major priority for us as the care needs of those we serve increase, new equipment and approaches are implemented and new staff commence. Recently, the Board approved a strategy that will see all UPA residential care services install the satellite TV Aged Care Channel. This will allow greater access for more staff to quality education related to the important day to day tasks of caring.

Without the support of Volunteers, UPA simply could not continue to do the work that it does. To everyone involved, we express our deep appreciation for your dedication to the task. At so many levels, our residents, clients and staff are indebted to you for the benefits that your efforts bring.

Currently, we are in the midst of a major period of rebuilding and expansion, with expenditure in this area topping \$30 million in the current year. In perspective, our average over recent years was around \$6 million pa. For many of our residents and staff, this means putting up with the noise and mess that a building site creates, and so to you, we say a big thank you. Our process for design review is rigorous and we are confident that in each case the end product will be a blessing for those we care for. Nonetheless, it certainly can be trying times along the way.

Projects under way or completed during the year include additional units at Park Hall Village, Wodonga now nearing completion; work in progress to build a new Shalem Hostel in Albury (with the assistance of a \$500,000 grant from the Federal Government); construction of 4 new units at Henty, and although not part of UPA, we are pleased to see the new Henty Hospital being built in a position that will allow it to be joined with Myoora Hostel.

Work is substantially under way at the new Ascott Gardens in Orange; a new special needs unit was opened extending Bracken House in Dubbo; at Heiden Park, Carramar, a new Chinese wing was opened, making way for the existing wing to become a new special dementia care wing, named after our long serving GP and Alzheimer's Association Australia board member, Dr Robert Yeoh; at Melrose the first stage of a complete rebuild was completed and named after Lyn Whitton, honouring Lyn's outstanding contribution to Melrose over 30 years; the new Thomas and Rosetta Agst development at Wahroonga continues to grow, and is scheduled for completion at the end of the year.

Projects on the drawing board which should get under way next year include Hillcrest Village at Stanwell Park, an extension to Woodlands Hostel and Valley View Apartments at Wallsend, stage two at Melrose, and construction of a new Far North Coast administration office in Alstonville.

For the majority of this work, we rely on support from the local communities to use and fund the cost of the building work, leading on we trust to a beneficial and caring relationship with UPA. If you are reading this as resident in one of the new buildings, a special welcome to you and your family - we appreciate your decision to select UPA to meet your accommodation needs.

Compliance with regulations and legislation is an important ongoing aspect of the life of UPA. Particular attention this year has been given to achieving compliance with the Workcover PDS 3 audit in the area of Occupational Health and Safety, along with significant ongoing work to continue to improve our fire safety measures across the board. As well, the State Quality Accreditation Committee's work has been of benefit and we are well represented at most industry conferences where new and potential legislation and regulations are discussed.

Our State Care Co-ordinator, Mrs Jenny Robertson has announced her intention to retire at the end of October 2004. Jenny has been in the role for nearly 5 years, winning the respect, admiration and friendship from Care Managers across UPA. Jenny's comprehensive expert knowledge of Aged Care and quality systems, calm manner and willingness to travel the state wherever the need arose makes her retirement a real loss for us all. Our best wishes go with Jenny for a fulfilling and enjoyable retirement.

Acts of grace are part of the Christian experience. A surprising act of kindness, generosity, or forgiveness can open our eyes to see the presence of God's love in our daily routines. Sometimes, under stress or pressure we limit our capacity both to be gracious, and to receive grace. Yet the opportunity to experience God's love through the caring actions of another person is often present, as is the opportunity for us each to offer that care ourselves to another. At times in our caring roles when we seem remote from this grace, we simply need a breather to restore us. Our hope is that God's love will be evident in our work.

Our values attempt to put into words the caring behaviour that we aspire to... compassion, commitment, positive leadership, honesty, teamwork and kindness. Recognise them as a difficult combination to achieve, but altogether rewarding as they are expressed daily. Always, we can count our blessings and as we reflect on the past year and look ahead to the future, give thanks to God for the work of UPA.

Summary of Services



| Service | No. of Centres | No. of Places |
|---------------------------------|----------------|---------------|
| Aged Care – Hostels (low care) | 16 | 558 |
| Retirement Village | 20 | 533 |
| Serviced Apartments | 1 | 50 |
| Nursing Home (high care) | 1 | 29 |
| Community Aged Care Packages | 7 | 173 |
| Dept Vet Affairs Community Care | 1 | 50 |
| Carer Respite Centres | 2 | - |
| Carelink Centres | 2 | - |
| Child Care | 3 | - |
| Respite Program | 5 | - |
| Day Centres | 1 | - |
| Total Programs | 59 | 1393 |

In addition we also operate 3 opportunity shops

Insured value of property \$132m

Number of staff including full time and part time – approximately 600

UPA in NSW

NORTH COAST REGION

Ken Maslen

Regional Manager

Highlights

- Three years Accreditation achieved at Richmond Lodge and Rathgar Lodge in August and September 2003.
- Had very successful Accreditation site visits at Rathgar, Richmond and Greenhills Lodges.
- Completed regionalisation with the transfer of the remaining accounting functions for the Clarence District to the Regional Office at Wollongbar.
- Youth Care UPA Header Agreements/Fee for Service program commenced with DoCS.
- Further implementation of our innovative staff nurturing and debriefing program.
- Volunteers at Ulmarra Country Crafts (formerly the Rathgar Opportunity Shop) moved the shop to bigger and brighter premises within the Art Gallery at Ulmarra.
- Continuing staff education program undertaken especially in the area of dementia with Mr Bob Price.
- Constructed new laundry facilities at Greenhills Lodge.
- Achieved PDS Audit 3 status throughout the Region.
- Full time staffing of Community Aged Care office at Murwillumbah.
- Continued upgrade and expansion of fire safety at all worksites within the Region.
- Community Aged Care Services participated with a stall and service presentation at the Aged Care Expo held in the Tweed Shire.



Richmond Lodge resident outing to Evans Head

The North Coast Region continues to provide excellence in aged care, youth care and disability support through its Hostels, CACP's/DVA, Carer Respite, Carelink and Youth Care UPA Services.

During the year Rathgar Lodge and Richmond Lodge were accredited again for a further three years as Greenhills Lodge in 2002.

Site visits have also been conducted by the Agency at all three Hostels during this year and all received excellent results.

The CACP/DVA program and Youth Care UPA are undergoing accreditation processes at this time.

The excellent care is also evidenced by the Resident Satisfaction Survey in 2003 which resulted in 79% Excellent, 20% Good and 1% Fair ratings.

Our flexible community and residential care services offer a broad range of options to all members of our community.

Far North Coast District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|-------------------|-------------------|-------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 5,065,017 | 5,371,764 | 4,870,186 | Government Subsidies | 5,563,992 | 4,885,331 | 4,540,510 |
| Inter-district Loans | 2,550,000 | 900,000 | 400,000 | Other Income | 908,742 | 1,239,822 | 1,062,247 |
| Debtors and Prepayments | 536,427 | 290,445 | 188,101 | Total Operating Income | 6,472,734 | 6,125,153 | 5,602,757 |
| Total Current Assets | 8,151,444 | 6,562,209 | 5,458,287 | Wages & Related Costs | 3,113,641 | 3,028,572 | 2,793,558 |
| Property, Plant & Equipment (Net) | 10,464,359 | 10,219,205 | 8,155,399 | Maintenance & Depreciation | 381,277 | 448,603 | 343,146 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 2,533,431 | 2,266,183 | 2,098,496 |
| Total Non Current Assets | 10,464,359 | 10,219,205 | 8,155,399 | Total Operating Expenditure | 6,028,349 | 5,743,358 | 5,235,200 |
| Total Assets | 18,615,803 | 16,781,414 | 13,613,686 | Operating Surplus/(Deficit) | 444,385 | 381,795 | 367,557 |
| Creditors and Accruals | 903,987 | 862,790 | 778,091 | Retentions/Supplements | 501,747 | 206,034 | 195,346 |
| Hostel Unit & Other Loans | 89,540 | 75,483 | 45,703 | Donations, Bequests & F/Raising | 24,940 | 73,831 | 42,810 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 355,798 | 271,356 | 244,103 |
| Staff Leave Provisions | 310,526 | 297,414 | 216,024 | Other Income | 40,851 | 89,557 | 74,309 |
| Total Current Liabilities | 1,304,053 | 1,235,687 | 1,039,818 | Total Non Operating Income | 923,336 | 640,778 | 556,568 |
| Loans - Hostels & Units | 1,866,496 | 1,288,634 | 1,168,546 | Depreciation | 178,057 | 177,925 | 153,467 |
| Staff Leave & Other Provisions | 89,786 | 50,951 | 116,832 | Other Expenditure | 40,338 | 30,867 | 58,329 |
| Total Non Current Liabilities | 1,956,282 | 1,339,585 | 1,285,378 | Total Non Operating Expenditure | 218,395 | 208,792 | 211,796 |
| Total Liabilities | 3,260,335 | 2,575,272 | 2,325,196 | Non Operating Surplus/(Deficit) | 704,941 | 431,986 | 344,772 |
| Net Assets | 15,355,468 | 14,206,142 | 11,288,490 | Net Surplus before Adjustments | 1,149,326 | 813,781 | 712,329 |
| Accumulated Funds | 10,318,727 | 9,169,401 | 7,971,015 | Write-offs, Provisions & Transfers | - | 384,605 | - |
| Reserves | 5,036,741 | 5,036,741 | 3,317,475 | Net Surplus after Adjustments | 1,149,326 | 1,198,386 | 712,329 |
| Accumulated Funds & Reserves | 15,355,468 | 14,206,142 | 11,288,490 | | | | |

Whilst the past year has seen costs of operations escalate, the Region has posted a very good operating surplus which will enable the UPA to achieve long term sustainable growth. The broadening of our works into areas such as Carer Respite, Carelink and Youth Care Fee for Service has enabled the administration of the Region to be more cost effective.

The wide selection of services ensures the UPA is a strong service provider in the community of the North Coast Region.

To employ and retain committed people the UPA North Coast proceeds with the principles of EOWA followed by a strong orientation and educational program for staff and volunteers.

Our innovative staff nurturing and debriefing program continues to support all staff throughout their employment.

The following is a small list of educational courses provided for all staff and volunteers:-

- Fire Safety
- Risk Assessment



- Manual Handling
- First Aid
- Bullying and Harassment in the Workplace
- Safe Food Handling and Hygiene Practices
- AIN Training
- Dementia Care with Bob Price

The introduction of the Aged Care Channel training via satellite at each Hostel will further enhance specific training requirements.

The Rathgar, Richmond and Greenhills Auxiliaries and volunteers have again been instrumental in providing activities, fundraising and the provision of items for the enjoyment of residents and clients.

The District Executives and Advisory Committees of all programs are comprised of a wide range of interested parties including clients, volunteers and professionals networking together all aspects of our work within the community.

The Region has an ongoing Quality Improvement program in all its services and has systems in place to monitor safety. PDS Audit 3 status was achieved throughout the Region during the year.

Clarence & Mid North Coast District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|------------------|------------------|------------------|--|------------------|-----------------|----------------|
| Cash at Bank & Investments | 660,449 | 308,135 | 22,019 | Government Subsidies | 702,679 | 542,003 | 366,389 |
| Inter-district Loans | - | - | - | Other Income | 352,722 | 248,259 | 193,063 |
| Debtors and Prepayments | 163,178 | 79,813 | 67,675 | Total Operating Income | 1,055,401 | 790,262 | 559,452 |
| Total Current Assets | 823,627 | 387,948 | 89,694 | Wages & Related Costs | 590,802 | 514,901 | 370,571 |
| Property, Plant & Equipment (Net) | 3,852,475 | 3,936,749 | 3,287,333 | Maintenance & Depreciation | 71,090 | 55,225 | 37,659 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 335,000 | 201,156 | 150,983 |
| Total Non Current Assets | 3,852,475 | 3,936,749 | 3,287,333 | Total Operating Expenditure | 996,892 | 771,282 | 559,213 |
| Total Assets | 4,676,102 | 4,324,697 | 3,377,027 | Operating Surplus/(Deficit) | 58,509 | 18,980 | 239 |
| Creditors and Accruals | 50,645 | 62,186 | 10,246 | Retentions/Supplements | 224,610 | 85,361 | 68,496 |
| Hostel Unit & Other Loans | - | - | - | Donations, Bequests & F/Raising | 7,744 | 5,537 | 6,523 |
| Inter-district & Bank Loans | 750,000 | 900,000 | 400,000 | Interest & dividends | 20,308 | 5,138 | 35,337 |
| Staff Leave Provisions | 79,758 | 63,792 | 35,014 | Other Income | 22 | 19 | 23 |
| Total Current Liabilities | 880,403 | 1,025,978 | 445,260 | Total Non Operating Income | 252,684 | 96,055 | 110,379 |
| Loans - Hostels & Units | 1,129,916 | 784,295 | 400,206 | Depreciation | 122,596 | 62,033 | 51,545 |
| Staff Leave & Other Provisions | 12,853 | 7,709 | 18,836 | Other Expenditure | 42,382 | 59,012 | 5,918 |
| Total Non Current Liabilities | 1,142,769 | 792,004 | 419,042 | Total Non Operating Expenditure | 164,978 | 121,045 | 57,463 |
| Total Liabilities | 2,023,172 | 1,817,982 | 864,302 | Non Operating Surplus/(Deficit) | 87,706 | (24,990) | 52,916 |
| Net Assets | 2,652,930 | 2,506,715 | 2,512,725 | Net Surplus before Adjustments | 146,215 | (6,010) | 53,155 |
| Accumulated Funds | 2,488,173 | 2,341,958 | 1,970,402 | Write-offs, Provisions & Transfers | - | 377,566 | - |
| Reserves | 164,757 | 164,757 | 542,323 | Net Surplus after Adjustments | 146,215 | 371,556 | 53,155 |
| Accumulated Funds & Reserves | 2,652,930 | 2,506,715 | 2,512,725 | | | | |



Greenhills Lodge resident "pampering"

A great deal of work has been carried out to upgrade and improve all aspects of fire safety.

The following are some of the more significant works carried out during the past year:-

- Sprinkler systems installed in roof voids at Greenhills and Richmond Lodges
- Installation of fire hydrants where necessary
- Additional manual call points installed
- Smoke seals and safety glass fitted to doors and windows as necessary
- Additional exit signs installed
- Escape latches fitted to doors and gates
- Plans and specifications drawn up to enable the installation of a sprinkler system throughout Rathgar Lodge.

In addition the Region is in the process of introducing stand up night staff in all residential aged care facilities to enhance fire safety and resident care.

In conclusion I would extend my thanks to my team of managers, all staff, executives and volunteers for their dedication and efforts during what has been a difficult, but successful year.

HUNTER REGION

Allison Jordan
Regional Manager

Highlights from the Hunter

- The successful application for a further 12 low care bed licenses for Woodlands Lodge in the 2003 funding round.
- 20 low care places brought on line in the "Valleyview Wing" of Woodlands Lodge as from the 1st July 2004.
- Piloting the "Magic" program in Aged Care, which assists mature aged workers to gain entry into the industry and achieving the status as an "Employer of Choice".
- The completion of the 24 self-care units at

Woodlands Grove – with 100% occupancy.

- Achieving the requirements of the PDS3
- Featuring on the Regional News highlighting the wonderful work of our Activity Officers in introducing "Hospital Art" into the Lodge Activity program.

It has been another very productive year in the Hunter, which has meant a lot of hard work on behalf of all the members of the Hunter team.

It was a tremendous thrill to all of us when, after many frustrating months, many reports, inspections and a lot of capital work to bring our fire and safety systems into line within the Valleyview building, we finally heard the words – Woodlands Lodge has now been approved to operate "60" low care places as from July 1st 2004. The most satisfying aspect of this has been the fact that we did meet the original approval date – despite attempts to have the licenses brought on line earlier.

I am pleased to report that we have commenced admitting residents and our staff, many new to "Hostel" type care, under the guidance of Jenny Purvis, our Care Manager and two very dedicated team leaders - Sue Downie and Jo Drummond - are implementing care of a high professional standard and the residents could not be more delighted.

Subsequent to the upgrading of our fire and safety systems we have also commenced the installation of a fire sprinkler system, which will take the Hunter Region forwards in terms of meeting the Certification requirements for the future and ensure continuity of care.

The atmosphere of our village has changed with the addition of the new residents now having moved into the completed 24 self-care units at Woodlands. The new and the "old" have melded together so well and a new enthusiasm for life is pervading the village.

Many of our self-care residents - from Woodlands Village, Ellimatta Village and Sarina Court - have moved onto Hostel care over the past year and it has been gratifying that we have been able to accommodate them and they have been able to stay within familiar surrounds and amongst friends.

As with most of the other UPA Regions/Districts, along with most providers of aged care, we continue to plan and implement the upgrading/rebuilding of our existing buildings. This is an ongoing process, which whilst we



Woodlands Lodge Hospital Art

would like it done yesterday can only be achieved through a gradual and systematic process of improvement.

This year has presented us with many challenges and changes, which have affected everyone within the Hunter – Management, staff, volunteers and residents.

It is a pleasure to acknowledge the support, commitment and hard work of all the District Executive members, the management team, administration staff, maintenance staff and care staff for their efforts during the year – without this level of support from you all we would not have been able to achieve all the wonderful things we have done this year.

For the staff this has meant taking up external studies, commitment to training, continuing development and implementation of Continuous Quality Improvement processes, continuing process of risk assessments, improvement of fire and safety systems, the introduction of new and stimulating activities for residents, the encouragement and success in widening our Volunteer base (including people from the community as well as an increased involvement from families and friends) and a commitment by all staff to the Quality Improvement Plan through training, work processes and the care each individual member provides to the residents – directly and indirectly.

Thank you to all our residents who have supported us through the disruptions of building work, refurbishment, additions, inspections, audits and the mounting paperwork we present you with – at the end of the day it is gratifying to us that you are well satisfied and happy with having chosen to make your home within a UPA Hunter Region facility/village.

Thank you to the members of the Hunter Region Executive, lead by Nona Broadbent, who through their role of Governance are constantly monitoring our activities and planning for the future to ensure the continuity and longevity of our services here in the Hunter. Their support and encouragement for



Management and staff ensures that we can meet the demands of government legislation and the expectations of our residents.

Finally I would like to acknowledge the hard work and dedication of a person, who could only have been described as a "mover and shaker" for the Hunter Region. Sadly this year we said farewell to Norm Burton, who was a long-time member, President of the Hunter Region Executive and Director of the UPA. Norm would have been the first person to admit he could sometimes be hard to get along with - but without his tenacity, strong commitment, firmly held beliefs and support the Hunter Region would not have achieved the many things it has over the years. Whilst we may not have always seen eye-to-eye we will always be grateful for the things Norm "made" happen within our region and he will be missed.

We look forward to the next year and working towards achieving the goals we have set for the UPA Hunter Region. We are proud to be a part of the UPA and thank our wider network within the Organisation for your support and encouragement of the Hunter Region.

Hunter Region

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|-------------------|-------------------|-------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 2,886,373 | 2,298,216 | 4,021,849 | Government Subsidies | 841,193 | 798,662 | 799,643 |
| Inter-district Loans | 1,200,000 | - | - | Other Income | 874,491 | 839,020 | 813,738 |
| Debtors and Prepayments | 61,859 | 99,790 | 70,299 | Total Operating Income | 1,715,684 | 1,637,682 | 1,613,381 |
| Total Current Assets | 4,148,232 | 2,398,006 | 4,092,148 | Wages & Related Costs | 1,062,773 | 999,486 | 931,212 |
| Property, Plant & Equipment (Net) | 9,996,008 | 9,090,985 | 7,219,167 | Maintenance & Depreciation | 133,848 | 105,892 | 135,674 |
| Investments & Bed Licences | 450,000 | 450,000 | - | Food & Other Expenditure | 437,606 | 403,984 | 376,530 |
| Total Non Current Assets | 10,446,008 | 9,540,985 | 7,219,167 | Total Operating Expenditure | 1,634,227 | 1,509,362 | 1,443,416 |
| Total Assets | 14,594,240 | 11,938,991 | 11,311,315 | Operating Surplus/(Deficit) | 81,457 | 128,320 | 169,965 |
| Creditors and Accruals | 44,972 | 67,663 | 333,542 | Retentions/Supplements | 319,164 | 109,028 | 76,170 |
| Hostel Unit & Other Loans | 87,000 | 87,000 | 174,505 | Donations, Bequests & F/Raising | 2,200 | 2,020 | 1,505 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 176,203 | 146,934 | 172,694 |
| Staff Leave Provisions | 121,986 | 99,025 | 76,226 | Other Income | 71 | 137 | 75 |
| Total Current Liabilities | 253,958 | 253,688 | 584,273 | Total Non Operating Income | 497,638 | 258,119 | 250,444 |
| Loans - Hostels & Units | 8,821,638 | 6,444,542 | 5,595,494 | Depreciation | 276,686 | 268,316 | 259,796 |
| Staff Leave & Other Provisions | 76,512 | 49,637 | 36,217 | Other Expenditure | 51,401 | 22,330 | 33,272 |
| Total Non Current Liabilities | 8,898,150 | 6,494,179 | 5,631,711 | Total Non Operating Expenditure | 328,087 | 290,646 | 293,068 |
| Total Liabilities | 9,152,108 | 6,747,867 | 6,215,984 | Non Operating Surplus/(Deficit) | 169,551 | (32,527) | (42,624) |
| Net Assets | 5,442,132 | 5,191,124 | 5,095,331 | Net Surplus before Adjustments | 251,008 | 95,793 | 127,341 |
| Accumulated Funds | 5,032,963 | 4,781,955 | 4,686,162 | Write-offs, Provisions & Transfers | - | - | - |
| Reserves | 409,169 | 409,169 | 409,169 | Net Surplus after Adjustments | 251,008 | 95,793 | 127,341 |
| Accumulated Funds & Reserves | 5,442,132 | 5,191,124 | 5,095,331 | | | | |

SYDNEY NORTH DISTRICT

Stuart Leverton
District Manager

Highlights

- Good results from the Staff Satisfaction Survey in February 2004
- Completion of building works on the Kitchen, Laundry and Redleaf Extension.
- Six independent living units in Rosetta Park sold off the plan
- Three Redleaf Serviced Apartments sold off the plan
- Appointment of Julie O'Reilly Care Manager Redleaf to Marketing Manager as well
- Pass the PDS 3 Audit in March 2004
- St Ermes and Redleaf have had a number of fire safety improvements done to meet BCA Requirements.

With the huge amount of building work going on, the 2003-2004 year has been one of survival. We have



had many challenges placed in front of us, and it has been encouraging to see the Staff and Residents tackle these challenges and over come them.

In February 2004 the annual staff satisfaction survey was conducted. This year we had nearly 50 percent return rate from staff. The overall satisfaction for the District has increased compared to last year and from 2001. The survey indicated that Resident Care was important to the staff and the satisfaction level was also good. Like everything we do there is always a way to improve. I am sure in early 2005 once we have settled into our new building we will be able to further improve on the care given to our Residents.

Over the last 12 months the District has had a hard financial year with the loss of income from investments due to construction. It has been extremely helpful that other UPA Districts and Regions have extended their financial assistance in a way of allowing Sydney North to borrow just over \$10 million. Without this support our building project would not have got off the ground. We are looking for a brighter financial year in the next 12 to 18 months once the building works are completed by the end of 2004. The last 12 months the building works has taken its toll on staff, residents, deliveries and relatives. With many interruptions to water, power, access to the site, has put a lot of pressure and extra work onto staff. The two most difficult changes were the refurbishment of the kitchen and the laundry within Redleaf.

The kitchen refurbishment that was planned to only take 3 months but took 6 months. I wonder if you could image for a few moments a mobile kitchen with the following issues:

- Working in extreme heat of 40+ degrees during summer
- Preparing over 200 meals per day for 6 months out of a 6.1 metres long by 3 metres wide kitchen.

Sydney North District

FINANCIAL RESULTS

Balance Sheet

| | 2004 | 2003 | 2002 |
|---|-------------------|-------------------|-------------------|
| Cash at Bank & Investments | 2,750,007 | 1,177,450 | 4,241,025 |
| Inter-district Loans | - | - | - |
| Debtors and Prepayments | 4,142,548 | 370,080 | 457,120 |
| Total Current Assets | 6,892,555 | 1,547,530 | 4,698,145 |
| Property, Plant & Equipment (Net) | 31,312,625 | 17,347,472 | 13,168,241 |
| Investments & Bed Licences | 138,263 | 128,552 | 115,212 |
| Total Non Current Assets | 31,450,888 | 17,476,024 | 13,283,453 |
| Total Assets | 38,343,443 | 19,023,554 | 17,981,598 |
| Creditors and Accruals | 2,788,287 | 745,953 | 201,369 |
| Hostel Unit & Other Loans | 244,549 | 473,587 | 751,935 |
| Inter-district & Bank Loans | 14,945,000 | 1,000,000 | - |
| Staff Leave Provisions | 190,823 | 156,977 | 111,960 |
| Total Current Liabilities | 18,168,659 | 2,376,517 | 1,065,264 |
| Loans - Hostels & Units | 13,132,440 | 9,264,950 | 9,285,693 |
| Staff Leave & Other Provisions | 525,486 | 537,482 | 605,683 |
| Total Non Current Liabilities | 13,657,926 | 9,802,432 | 9,891,376 |
| Total Liabilities | 31,826,585 | 12,178,949 | 10,956,640 |
| Net Assets | 6,516,858 | 6,844,605 | 7,024,958 |
| Accumulated Funds | 3,346,695 | 3,674,442 | 3,854,795 |
| Reserves | 3,170,163 | 3,170,163 | 3,170,163 |
| Accumulated Funds & Reserves | 6,516,858 | 6,844,605 | 7,024,958 |

Income & Expenditure Detail

| | 2004 | 2003 | 2002 |
|--|------------------|------------------|--------------------|
| Government Subsidies | 1,545,519 | 1,407,641 | 1,281,308 |
| Other Income | 1,310,569 | 1,305,092 | 1,227,405 |
| Total Operating Income | 2,856,088 | 2,712,733 | 2,508,713 |
| Wages & Related Costs | 2,242,603 | 2,109,458 | 2,060,194 |
| Maintenance & Depreciation | 178,252 | 176,675 | 220,628 |
| Food & Other Expenditure | 667,015 | 633,183 | 594,135 |
| Total Operating Expenditure | 3,087,870 | 2,919,316 | 2,874,957 |
| Operating Surplus/(Deficit) | (231,782) | (206,583) | (366,244) |
| Retentions/Supplements | 598,983 | 487,779 | 451,587 |
| Donations, Bequests & F/Raising | 5,810 | 36,213 | 5,870 |
| Interest & dividends | 122,302 | 164,423 | 264,939 |
| Other Income | 17 | 34 | 25 |
| Total Non Operating Income | 727,112 | 688,449 | 722,421 |
| Depreciation | 324,928 | 321,203 | 362,827 |
| Other Expenditure | 498,149 | 219,071 | 114,728 |
| Total Non Operating Expenditure | 823,077 | 540,274 | 477,555 |
| Non Operating Surplus/(Deficit) | (95,965) | 148,175 | 244,866 |
| Net Surplus before Adjustments | (327,747) | (58,408) | (121,378) |
| Write-offs, Provisions & Transfers | - | (121,945) | (1,660,358) |
| Net Surplus after Adjustments | (327,747) | (180,353) | (1,781,736) |



- Ensure you do not run out of porta gas while cooking lunch or dinner!

These were only some of the challenges for the kitchen and we extend our thanks to Nigel and all the Redleaf staff.

The laundry refurbishment took about 3 months to complete. During this time our laundry was done at Northaven Retirement Village at Turrumurra using UPA staff to run their machines.

A number of fire safety improvements have been made to our buildings to further increase the safety level for Residents and Staff. At St Ermes we have installed Emergency lighting and Exit signs into the two storey buildings and now have regular checks twice per year on all fire safety measures at St Ermes.

Within Redleaf improvements like fully checking all fire dampers with each unit, mock fire training for staff and installation of hydrants into the Redleaf Extension has helped with fire safety. It has been extremely helpful having John Roache provide guidance and support in BCA Requirements for fire safety.

Sydney North has been able to achieve the PDS 3 requirements as we are now working towards PDS 4 the final audit.

UPA Sydney North is looking forward to offering a complete aged care service for the Wahroonga & surrounding community to tap into. With the provision



of Nursing Home, Hostel, Special Care Dementia and Respite options this will greatly assist potential residents' decision to move into Rosetta Park, Redleaf, St Ermes and Wahroonga Self Care.

I sincerely thank Kathy Pigott, Julie O'Reilly and Alisha Oblein for their hard work and invaluable support during the last 12 months.

I also extend my thanks for the support given by the District Executive along with the guidance and encouragement from Steve Walkerden to Sydney North. We look forward to no more builders, interruptions to power, water, gas and not having our driveway being constantly blocked by builder's traffic, soon.

SYDNEY WEST DISTRICT

Sandra Menzies
District Manager

Our Vision is:

"To be recognised for embracing our heritage and diverse cultures in communities of Aged Care".

2003-2004 has seen:

- Growth in care provision within our District
- Improvements to ensure a safer environment
- Strategic Planning for the future of Sydney West District
- Focus on Staff Education to improve our delivery of services to our Residents

The commitment of providing good quality care to our residents, both in the hostels and our Independent Living Units will always keep us focused in improving our services.

At **Heiden Park** we have:

- Finalised the construction of the new Goff Wing for our Chinese residents and increased the number of units from 12 to 16.
- Refurbished the old Goff Wing to provide accommodation for 12 Dementia Specific residents. It has been renamed "The Robert Yeoh Wing", after Dr. Robert Yeoh, who has provided medical care to our facility for over 12 years.
- Expanded the Activities area and created an outdoor "café style" courtyard.

Melrose Lodge saw the:

- Completion of the 30-bed extension to the Hostel, named "The Lyn Whitton Complex". This comprises of a 14-bed Dementia Specific wing and a 16 bed general wing. The need for provision of care in our area meant that we had the majority of our units booked ahead of completion date.

Sound financial management will always be a focal point for Sydney West Management. With the growth, both in building and staffing, we have experienced a difficult financial year. We now have a challenge to improve our position over the next 12 months.



Opening of
Lyn Whitton Complex

Sandra Menzies

Don Struckwicke

Lyn Whitton

Our organisation cannot exist without people, and we must continually look to improve our performance.

To assist us we undertake Resident Satisfaction Surveys and Employee Satisfaction Surveys annually and the subsequent reports help us to target areas that require improvement.

We have introduced Salary Packaging to assist staff to maximise their income.

Education & training is another key area that helps us to improve our skills. This coming year we will be utilising the services of a new provider of education via the "The Aged Care Channel". It combines the features of live television and distance education and ensures both day and night programming.

Our Volunteers are very important to our Residents and we thank them sincerely for their involvement in the lives of our residents and their assistance to our staff.

The following actions on our environment have been targeted:

- Mock fire drills & evacuation planning
- Creation of an education room at Heiden Park Lodge

- Refurbishment of a small sitting area into a consultation room for residents at Heiden Park Lodge
- Improvements to our 18 self-care units in Stage 1 to comply with changes in the Building Code of Australia.
- Expansion to the Accounting Office.

A major issue in Aged Care is to comply with all the requirements of many legislations. The following are just a few of those that have been achieved this year: -

- The commencement of testing for Listeriosis in our water system
- Achieved the PDS 3 Audit for workers compensation
- Compilation of our Strategic Plans for 2004-2007 with involvement from the District Executive members, Heiden Park Advisory Committee and our Staff.
- Annual Fire Safety Statements for all buildings.



Shuttleworth
Family Christmas

Sydney West District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|-------------------|-------------------|-------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 2,765,580 | 5,724,401 | 5,882,069 | Government Subsidies | 2,026,093 | 1,917,935 | 1,859,813 |
| Inter-district Loans | - | - | 300,000 | Other Income | 1,391,305 | 1,162,773 | 1,251,872 |
| Debtors and Prepayments | 3,138,216 | 244,651 | 178,050 | Total Operating Income | 3,417,398 | 3,080,708 | 3,111,685 |
| Total Current Assets | 5,903,796 | 5,969,052 | 6,360,119 | Wages & Related Costs | 2,775,532 | 1,927,437 | 1,739,055 |
| Property, Plant & Equipment (Net) | 20,791,362 | 14,587,995 | 12,309,781 | Maintenance & Depreciation | 379,672 | 297,545 | 252,513 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 872,012 | 817,618 | 829,849 |
| Total Non Current Assets | 20,791,362 | 14,587,995 | 12,309,781 | Total Operating Expenditure | 4,027,216 | 3,042,600 | 2,821,417 |
| Total Assets | 26,695,158 | 20,557,047 | 18,669,900 | Operating Surplus/(Deficit) | (609,818) | 38,108 | 290,268 |
| Creditors and Accruals | 453,089 | 762,508 | 351,746 | Retentions/Supplements | 1,096,287 | 394,263 | 455,631 |
| Hostel Unit & Other Loans | 100,000 | 199,360 | 199,360 | Donations, Bequests & F/Raising | - | 637,922 | 156 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 151,585 | 334,319 | 225,754 |
| Staff Leave Provisions | 232,802 | 192,961 | 141,342 | Other Income | 4,332 | 1,449 | 50 |
| Total Current Liabilities | 785,891 | 1,154,829 | 692,448 | Total Non Operating Income | 1,252,204 | 1,367,953 | 681,591 |
| Loans - Hostels & Units | 10,771,372 | 6,792,052 | 6,430,855 | Depreciation | 361,884 | 299,744 | 298,873 |
| Staff Leave & Other Provisions | 156,799 | 92,229 | 107,126 | Other Expenditure | 39,494 | 27,851 | 26,232 |
| Total Non Current Liabilities | 10,928,171 | 6,884,281 | 6,537,981 | Total Non Operating Expenditure | 401,378 | 327,595 | 325,105 |
| Total Liabilities | 11,714,062 | 8,039,110 | 7,230,429 | Non Operating Surplus/(Deficit) | 850,826 | 1,040,358 | 356,486 |
| Net Assets | 14,981,096 | 12,517,937 | 11,439,471 | Net Surplus before Adjustments | 241,008 | 1,078,466 | 646,754 |
| Accumulated Funds | 6,886,841 | 4,391,069 | 3,312,603 | Write-offs, Provisions & Transfers | (117,849) | - | - |
| Reserves | 8,094,255 | 8,126,868 | 8,126,868 | Net Surplus after Adjustments | 123,159 | 1,078,466 | 646,754 |
| Accumulated Funds & Reserves | 14,981,096 | 12,517,937 | 11,439,471 | | | | |

SYDNEY SOUTH DISTRICT

John Peberdy
District Manager

Our excellent results in internal audits held this year have given Sydney South a boost in confidence in regard to the care we provide to our residents as well as the proof that our Quality Systems are working.

The introduction of Stand-Up Staff at both Kennett and The Laurels is seen as greatly enhancing residents safety in the evenings.

The Hillcrest Development, which is seen as the key feature of Sydney South growth, was given a considerable boost in June when Wollongong Council allowed us to proceed with the submission of our modified and revised D.A.

Results in the Resident Satisfaction Survey shows the care we provide to our residents is meaningful and meets their needs and expectations.

Excellent results in the Staff Satisfaction Survey show that our systems are allowing staff to be open and comfortable in their workplace and our management is fair and reasonable towards staff.

The excellent results we received in our very detailed PDS-3 Audit by CMS has strengthened our position as far as providing a safe and caring environment for our staff and residents.

- Many improvements in Fire Safety Upgrades have taken place at Kennett Home and The Laurels following Reports from John Roache.
- Manual Handling Risk Assessments are performed for all staff and Action Plans are created to cover any gaps.
- Mock Fire Drills are carried out on a regular basis. Staff can be told that there will be a fire drill at a moment's notice. Their ability to cope during this exercise is monitored and results are recorded with staff made aware of any inadequacies in this area.

OUR VISION is 'working as a team we will provide a safe and caring environment which recognises our residents' individuality and aims to maximise their quality of life'.



Kennett residents celebrating Queen's Birthday



Heiden Park Chinese Wing Residents & Staff making Chinese Dumplings

Thanks goes to Steve Walkerden and the team at Head Office for their guidance and support, and a special "farewell" and good wishes to Jenny Robertson as she retires to enjoy life outside of U.P.A.

I conclude this report with the expression of my grateful thanks to all our wonderful staff and to the District Executive members and the Heiden Park Advisory Committee members for their guidance and assistance and to Lyn Whitton, Judy Oblein and Sue Haley for their wonderful care and leadership to both residents & staff.



Sydney West Staff Awards Day

The following employees have worked at U.P.A. Sydney West for 10 years or more. Listed in descending order:

| | |
|------------------|------------------------|
| Lyn Whitton | Karen Sheehy McDonough |
| Sandra Menzies | Sandra Trigg |
| Pauline Williams | Sue Haley |
| Faten Kaldas | Marie Pallister |
| Gay Norford | Tai Fan |
| Mary Stapleton | Lucy Naufau |
| Katrina Yang | Lidia Jiang |
| Suzie Liu | Barbara Covel |
| | Vera Chen |

Thank you for your contributions to life at Melrose Village and Heiden Park Lodge.

Our Staff Training Programme continues to provide staff with all the necessary training in relation to their work roles, and welcome our new Registered Nurse Lyn Roberts.

We have recently signed a contract with the Aged Care Channel which will provide staff with invaluable training needs via television. It will be interactive and allow staff to ask questions while the programme is being shown. It will also be of benefit to our residents with Sunday services.

Our financial position continues to cause concern. Our High Care residents have fluctuated this year although now we can see our numbers returning to a better average. Also additional staff hours have been made available to ensure that our quality systems have been fully implemented and this has proved costly.

Hillcrest Village

As mentioned earlier in this Report, we will be submitting our revised plans for the Hillcrest Development by mid-August 2004.

The D.A. requires us to provide a study in regard to the Little John Tree Frog and the Golden Bell Frog. This will be undertaken around the end of September 2004. Whatever the outcome, I don't believe it will affect the development proceeding.

Hillcrest residents are involved in many activities throughout the year. Special thanks to Greame and Jean Ratten and Barbara and Max McKay for their devotion and support throughout the year.

On a sadder note, we lost one of our residents this year. Fay Moore was a tireless worker for Hillcrest and a very active Member of our District Executive. Fay was a Life Member recipient at last year's Annual Conference.

The Laurels

An Internal Audit on Standards 1 & 3 in May this year achieved excellent results. Staff training is a top priority at The Laurels.

Mock Fire Drills are ongoing for all staff and Manual Handling is also on top of our training calendar.

Special thanks to Michele Daly and her excellent team and to Alistair Carlin for his work on the quality systems.

Dolly Cooper celebrated her 103rd birthday on Friday, 16th July, 2004. A special party was held with her family and residents.

Kennett Home

Kennett Home, as The Laurels, is highly regarded for its excellent standards of quality care and the residents really benefit from the many 'special' days which are celebrated throughout the year.

Training is also a top priority and as at The Laurels, we have identified all training needs for our staff.

Mock Fire Drills are ongoing for all staff and Manual Handling is also on top of our training calendar.

Over the last 12 months we have had six students from schools throughout the area for work experience



Sydney South District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|------------------|------------------|------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 1,015,709 | 2,551,023 | 2,048,064 | Government Subsidies | 1,028,014 | 1,057,781 | 928,593 |
| Inter-district Loans | 1,425,000 | - | - | Other Income | 542,519 | 526,414 | 525,916 |
| Debtors and Prepayments | 591,473 | 48,655 | 217,630 | Total Operating Income | 1,570,533 | 1,584,195 | 1,454,509 |
| Total Current Assets | 3,032,182 | 2,599,678 | 2,265,694 | Wages & Related Costs | 1,006,032 | 983,579 | 816,592 |
| Property, Plant & Equipment (Net) | 5,971,777 | 6,001,113 | 5,948,916 | Maintenance & Depreciation | 185,190 | 183,972 | 152,176 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 437,945 | 440,288 | 352,728 |
| Total Non Current Assets | 5,971,777 | 6,001,113 | 5,948,916 | Total Operating Expenditure | 1,629,167 | 1,607,839 | 1,321,496 |
| Total Assets | 9,003,959 | 8,600,791 | 8,214,610 | Operating Surplus/(Deficit) | (58,634) | (23,644) | 133,013 |
| Creditors and Accruals | 67,797 | 106,281 | 90,251 | Retentions/Supplements | 289,239 | 81,889 | 94,905 |
| Hostel Unit & Other Loans | - | 194,007 | 97,840 | Donations, Bequests & F/Raising | 1,065 | 215 | 11,350 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 124,306 | 103,395 | 100,042 |
| Staff Leave Provisions | 98,165 | 96,090 | 73,209 | Other Income | - | 1,018 | 14,000 |
| Total Current Liabilities | 165,962 | 396,378 | 261,300 | Total Non Operating Income | 414,610 | 186,517 | 220,297 |
| Loans - Hostels & Units | 2,039,715 | 1,647,480 | 1,484,712 | Depreciation | 92,814 | 88,460 | 85,454 |
| Staff Leave & Other Provisions | 99,148 | 96,586 | 75,914 | Other Expenditure | 24,375 | 6,750 | 10,697 |
| Total Non Current Liabilities | 2,138,863 | 1,744,066 | 1,560,626 | Total Non Operating Expenditure | 117,189 | 95,210 | 96,151 |
| Total Liabilities | 2,304,825 | 2,140,444 | 1,821,926 | Non Operating Surplus/(Deficit) | 297,421 | 91,307 | 124,146 |
| Net Assets | 6,699,134 | 6,460,347 | 6,392,684 | Net Surplus before Adjustments | 238,787 | 67,663 | 257,159 |
| Accumulated Funds | 3,456,112 | 3,217,325 | 2,737,611 | Write-offs, Provisions & Transfers | - | 412,051 | - |
| Reserves | 3,243,022 | 3,243,022 | 3,655,073 | | | | |
| Accumulated Funds & Reserves | 6,699,134 | 6,460,347 | 6,392,684 | Net Surplus after Adjustments | 238,787 | 479,714 | 257,159 |



who are interested in the hospitality industry. They each spent 38 hours working with our Cook and helping generally, serving food, etc. We congratulate Moira for supporting this important programme.

Special thanks to Moira and the team support at Kennett over the last 12 months.

Alistair Carlin has again been working exceptionally hard this year in keeping our Quality Systems up-to-date and his valuable work in our very successful PDS 3 Audit and the Internal Audit covering standards 1-3.

I would like to extend my personal thanks to all staff at Sydney South – Moira Partis/Michele Daly and Alistair Carlin for their commitment to the care of our residents. Thanks to my secretary, Rosetta Truin, for her support over the past 12 months. To Sydney North for their support and advice, to Sydney West for their support as we tackled PDS3. Thanks Sandy Menzies. Special thanks to Vicki Petrakis (UPA's new H.R. Manager) for her invaluable work in resolving workers compensation issues and other issues that have arisen at both The Laurels and Kennett. Staff feel comfortable in discussing any issues with Vicki.



Thanks also to our District Executive Members, under the guidance of Graham Chewgidden, to Jenny Robertson for her invaluable support to Sydney South and our General Manager for his support to Sydney South District Executive and the Hillcrest Development.

DUBBO DISTRICT

Greg Miller
District Manager

Our Special Needs Unit for Dementia care was formally opened on 21 February, enabling us to offer a secure environment and the individual care that these special folk need to ensure they enjoy quality of life. This twelve bed facility was specifically designed with comfort and safety in mind, and provides a beautiful atmosphere for staff and families to enjoy. The spacious lounge area and beautiful furnishings and decorations provide a very calm environment, and the walking track and pergola area are available for families to share quality time with their loved ones.



Bracken House continues to provide quality care for the residents in Low care, and with the ongoing renovations will provide accommodation for another Resident.

The CACP's program continues to offer quality care to clients who wish to remain in their own homes, and there is significant demand for our services. Our aim is that this important service will grow to meet the increasing demand, and continue to allow more clients to live safely in their own homes for longer.

Our Lillimur Cottages continue to provide a self care environment for fourteen Residents who wish to remain independent, but also enjoy the opportunity to mix with our Residents in Bracken House.

Dubbo District has had another strong financial year, with continued growth in both Bracken House, and our CACP's program. The new Dementia wing of Bracken House, known as the Special Needs Unit, with the additional twelve residents contributing to a growth in income for the last few months of the year.

With twenty five CACP's, we are now making a significant contribution to Community Care in Dubbo, but we are still faced with a large waiting list of aged persons who wish to remain in their own homes. We hope that in the future we will be able to continue to expand this important service, and to relieve the extensive waiting list of aged persons who are currently waiting for Low Care hostel placement.

Lillimur Op Shop continues to provide a generous income for Bracken House, and this year the ladies



New Bus purchased as a result of many months of fundraising

made a significant contribution to our new bus, and also to the quality furnishings of the new Special Needs Unit.

We have increased our staff from twenty eight in June 2003, to forty eight in June 2004, due to the new wing, increased CACP's, and the need for more staff in the administration area. With so many new faces, it's good to know we all have the same desire to work with aged people.

The provision of training to so many new staff has presented a challenge, but we received a grant from the Aged Care Standards Agency to install the "Aged Care Channel" to bring video training into our facility on a regular basis. This provides us with quality training in aged care topics, and is of significant benefit to us, not to mention the huge saving in training costs.

With the opening of the new wing, we took the opportunity to replace the existing fire reporting system and nurse call systems throughout Bracken House. Combined with the installation of smoke doors and the replacement of all 'Exit' light fittings, we have achieved a significant improvement in the safety of the entire facility. Our new fire panel and reporting system is a vast improvement, and is connected to the nurse call system, to alert staff.

Our new Toyota bus arrived on 9 July 2004 and is fitted with an internal wheelchair lifter, which allows all Residents to go on functions and outings. It was worth the long wait, and now we can travel in safety and air conditioned comfort. After many months of fundraising, the Bracken House Auxiliary and their supporters had raised \$99,600 towards the cost of the bus.

One week before the new wing was finished and in between the builders and painters, came a spot visit from the Standards Agency. We passed the audit successfully, and impressed the auditor with our Medication Management. Despite the presence of the builders and contractors, the auditor also commented that our building program was a definite indication of our commitment to Continuous Improvement.

We also passed our PDS 3 audit, and were offered a free audit from NSW Food Authority. No doubt we will hear more from them in the future when the Legislation is complete.

With the quality services Dubbo UPA offers, and the facilities we provide to the Dubbo Community, we believe that the Dubbo District is making a significant contribution to aged care in our Community.



Care Manager Robyn and Team Leader Karen

Dubbo District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|------------------|------------------|------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 901,560 | 2,786,585 | 2,888,141 | Government Subsidies | 1,266,543 | 1,065,196 | 860,925 |
| Inter-district Loans | 2,000,000 | 1,000,000 | 200,000 | Other Income | 697,730 | 607,346 | 573,082 |
| Debtors and Prepayments | 29,126 | 22,575 | 52,835 | Total Operating Income | 1,964,273 | 1,672,542 | 1,434,007 |
| Total Current Assets | 2,930,686 | 3,809,160 | 3,140,976 | Wages & Related Costs | 1,128,736 | 849,414 | 640,551 |
| Property, Plant & Equipment (Net) | 4,328,778 | 2,528,376 | 2,413,732 | Maintenance & Depreciation | 104,241 | 82,851 | 109,921 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 477,308 | 374,088 | 308,168 |
| Total Non Current Assets | 4,328,778 | 2,528,376 | 2,413,732 | Total Operating Expenditure | 1,710,285 | 1,306,353 | 1,058,640 |
| Total Assets | 7,259,464 | 6,337,536 | 5,554,708 | Operating Surplus/(Deficit) | 253,988 | 366,189 | 375,367 |
| Creditors and Accruals | 146,970 | 90,849 | 81,667 | Retentions/Supplements | 292,127 | 122,986 | 141,057 |
| Hostel Unit & Other Loans | 128,829 | 84,262 | - | Donations, Bequests & F/Raising | 55,580 | 30,896 | 12,112 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 169,158 | 170,257 | 127,409 |
| Staff Leave Provisions | 85,116 | 57,709 | 35,179 | Other Income | 53 | 61 | 14,092 |
| Total Current Liabilities | 360,915 | 232,820 | 116,846 | Total Non Operating Income | 516,918 | 324,200 | 294,670 |
| Loans - Hostels & Units | 1,657,287 | 1,527,717 | 1,460,386 | Depreciation | 94,477 | 88,254 | 86,448 |
| Staff Leave & Other Provisions | 10,866 | 7,523 | 6,227 | Other Expenditure | 15,509 | 3,908 | 18,098 |
| Total Non Current Liabilities | 1,668,153 | 1,535,240 | 1,466,613 | Total Non Operating Expenditure | 109,986 | 92,162 | 104,546 |
| Total Liabilities | 2,029,068 | 1,768,060 | 1,583,459 | Non Operating Surplus/(Deficit) | 406,932 | 232,038 | 190,124 |
| Net Assets | 5,230,396 | 4,569,476 | 3,971,249 | Net Surplus before Adjustments | 660,920 | 598,227 | 565,491 |
| Accumulated Funds | 5,165,396 | 4,504,476 | 3,369,795 | Write-offs, Provisions & Transfers | - | 536,454 | - |
| Reserves | 65,000 | 65,000 | 601,454 | Net Surplus after Adjustments | 660,920 | 1,134,681 | 565,491 |
| Accumulated Funds & Reserves | 5,230,396 | 4,569,476 | 3,971,249 | | | | |

RIVERINA DISTRICT

Kaylene Carter

Administration Officer

The region has had a steady year with a few challenges along the way. The continued support and leadership from Murray River District along with the dedication of our District Executive and staff have greatly assisted in achieving a pleasing financial result.

A strategic planning day was held and key issues identified regarding the future direction of the region.



*Gumleigh Gardens
Christmas Celebrations
Mr & Mrs Santa Claus*

Gumleigh Gardens

Construction has finished on Unit 34 bringing the village to 50 self-care units. All units are occupied. The entertainment committee keeps residents diaries full with functions such as Halloween, Melbourne Cup Luncheon, Christmas in July, Musical Evenings, Christmas Party, Hoy Nights, Pie Nights & Soup Nights.

The Residents have continued to take daily bus trips around the District and sailed the Murrumbidgee with a picnic lunch.



*West Wyalong
Residents at WT Wilson Home*

West Wyalong

The Residents of West Wyalong are very supportive of one another. They constantly demonstrate the practical side of UPA's values. West Wyalong is made up of 4 bed-sitter units along with 5 one-bedroom units. Investigation is currently being carried out to determine the feasibility of converting two of the bed-sitter units into a 1-bedroom unit. The residents of WT Wilson Homes take the time to look in on each other and take turns to cook communal meals such as a pancake day.

When visiting the Residents you can't help but admire the compassion and kindness they have for each other.

Knightleigh Cottages

Knightleigh Cottages has had a year of improvements with new kitchens being installed to units 1 & 6. New concrete paths around units 1 – 3 have been approved and will start shortly. Volunteer efforts of Bruce & Shirley Tutty and Roy Seberry keep the grounds looking neat and tidy.

To everyone involved in Riverina District, our thanks for all you have done over the last year and we look forward to another busy year ahead.

Riverina District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|------------------|------------------|------------------|--|----------------|-----------------|-----------------|
| Cash at Bank & Investments | 426,747 | 886,479 | 552,305 | Government Subsidies | - | - | - |
| Inter-district Loans | 750,000 | - | - | Other Income | 187,221 | 165,622 | 185,925 |
| Debtors and Prepayments | 12,735 | 12,002 | 220,527 | Total Operating Income | 187,221 | 165,622 | 185,925 |
| Total Current Assets | 1,189,482 | 898,481 | 772,832 | Wages & Related Costs | 31,098 | 33,650 | 39,409 |
| Property, Plant & Equipment (Net) | 4,493,733 | 4,519,909 | 4,585,906 | Maintenance & Depreciation | 67,106 | 65,119 | 72,088 |
| Investments & Bed Licences | 452 | 452 | 452 | Food & Other Expenditure | 79,198 | 81,648 | 110,253 |
| Total Non Current Assets | 4,494,185 | 4,520,361 | 4,586,358 | Total Operating Expenditure | 177,402 | 180,417 | 221,750 |
| Total Assets | 5,683,667 | 5,418,842 | 5,359,190 | Operating Surplus/(Deficit) | 9,819 | (14,795) | (35,825) |
| Creditors and Accruals | 16,893 | 8,267 | 13,803 | Retentions/Supplements | 197,686 | 227,158 | 171,082 |
| Hostel Unit & Other Loans | - | - | 4,000 | Donations, Bequests & F/Raising | 90 | 1,150 | 93,490 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 41,881 | 26,605 | 8,055 |
| Staff Leave Provisions | 2,077 | 1,723 | 1,430 | Other Income | 70 | 39 | 15,073 |
| Total Current Liabilities | 18,970 | 9,990 | 19,233 | Total Non Operating Income | 239,727 | 254,952 | 287,700 |
| Loans - Hostels & Units | 3,513,976 | 3,318,555 | 3,325,543 | Depreciation | 153,353 | 149,098 | 125,380 |
| Staff Leave & Other Provisions | 1,232 | - | - | Other Expenditure | 37,001 | 15,176 | 53,922 |
| Total Non Current Liabilities | 3,515,208 | 3,318,555 | 3,325,543 | Total Non Operating Expenditure | 190,354 | 164,274 | 179,302 |
| Total Liabilities | 3,534,178 | 3,328,545 | 3,344,776 | Non Operating Surplus/(Deficit) | 49,373 | 90,678 | 108,398 |
| Net Assets | 2,149,489 | 2,090,297 | 2,014,414 | Net Surplus before Adjustments | 59,192 | 75,883 | 72,573 |
| Accumulated Funds | 1,504,418 | 1,445,226 | 1,369,343 | Write-offs, Provisions & Transfers | - | - | - |
| Reserves | 645,071 | 645,071 | 645,071 | Net Surplus after Adjustments | 59,192 | 75,883 | 72,573 |
| Accumulated Funds & Reserves | 2,149,489 | 2,090,297 | 2,014,414 | | | | |

MURRAY RIVER DISTRICT

Trevor Cowell
Regional Manager

Highlights

- Construction of new 20 bed dementia unit (Shalem) well underway with completion due March 2005
- Final 15 units at Park Hall Village (Wodonga) are more than 50% complete. All units are scheduled for completion by February 2005.
- Myoora Homestead has had major upgrades to Fire systems and air-conditioning.
- Henty Multi Purpose Service is being constructed next to Myoora Homestead. The facilities will be joined via a walkway.
- Myoora Homestead has improved training opportunities available on-site with the installation of the satellite Aged Care Channel.
- Four new self-care units have been completed and occupied at Henty.
- Continued comprehensive training provided to staff with a total of 1123 instances of staff attending training staff throughout the year.
- Extensions to Murray Vale completed providing new laundry, staff room and storage areas.

Our continuous improvement processes help to maintain focus on delivering high quality care to our residents/clients based on UPA's Christian values.

The regions staff put in an exceptional effort to consistently meet the needs of our Residents/Clients in a climate of ever increasing legislative requirements and the expectation of providing more service with limited resources.

The Region has been able to continue with an extensive expansion and redevelopment program by



Shalem
Melbourne Cup Celebrations

constantly reviewing our financial viability and obtaining grants to assist with important redevelopment programs. Internal borrowings for the development of our 59-unit village in Wodonga have all been repaid.

The redevelopment of our 20-bed dementia unit has been supported through a \$500,000 grant from the Federal Government.

On completion of the current major projects it is planned to go through a period of consolidation before further development on the Lavington site commences.

It has often been stated that people are an organisations most valuable asset. In the case of Murray River Region this statement could not be more accurate.



CACP
Client at the
Annual Christmas Dinner

The quality of the service that we deliver is largely dependant on our staff and volunteers.

Murray River District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|-------------------|-------------------|-------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 2,491,956 | 2,275,783 | 2,388,205 | Government Subsidies | 2,071,629 | 1,905,596 | 1,819,882 |
| Inter-district Loans | - | - | - | Other Income | 1,184,703 | 1,049,389 | 935,496 |
| Debtors and Prepayments | 551,439 | 751,619 | 526,463 | Total Operating Income | 3,256,332 | 2,954,985 | 2,755,378 |
| Total Current Assets | 3,043,395 | 3,027,402 | 2,914,668 | Wages & Related Costs | 2,111,927 | 1,900,162 | 1,744,782 |
| Property, Plant & Equipment (Net) | 15,480,937 | 11,659,891 | 9,078,250 | Maintenance & Depreciation | 255,968 | 225,974 | 221,613 |
| Investments & Bed Licences | - | - | - | Food & Other Expenditure | 721,787 | 652,681 | 577,159 |
| Total Non Current Assets | 15,480,937 | 11,659,891 | 9,078,250 | Total Operating Expenditure | 3,089,682 | 2,778,817 | 2,543,554 |
| Total Assets | 18,524,332 | 14,687,293 | 11,992,918 | Operating Surplus/(Deficit) | 166,650 | 176,168 | 211,824 |
| Creditors and Accruals | 375,182 | 221,287 | 567,917 | Retentions/Supplements | 1,144,755 | 524,178 | 385,344 |
| Hostel Unit & Other Loans | - | - | - | Donations, Bequests & F/Raising | 18,291 | 5,740 | 77,349 |
| Inter-district & Bank Loans | - | - | 700,000 | Interest & dividends | 134,094 | 106,950 | 79,118 |
| Staff Leave Provisions | 284,334 | 218,484 | 202,896 | Other Income | 10,379 | 2,469 | 85 |
| Total Current Liabilities | 659,516 | 439,771 | 1,470,813 | Total Non Operating Income | 1,307,519 | 639,337 | 541,896 |
| Loans - Hostels & Units | 10,478,181 | 7,730,488 | 4,239,669 | Depreciation | 488,099 | 383,480 | 314,648 |
| Staff Leave & Other Provisions | 70,640 | 52,384 | 45,316 | Other Expenditure | 134,725 | 204,495 | 130,398 |
| Total Non Current Liabilities | 10,548,821 | 7,782,872 | 4,284,985 | Total Non Operating Expenditure | 622,824 | 587,975 | 445,046 |
| Total Liabilities | 11,208,337 | 8,222,643 | 5,755,798 | Non Operating Surplus/(Deficit) | 684,695 | 51,362 | 96,850 |
| Net Assets | 7,315,995 | 6,464,650 | 6,237,120 | Net Surplus before Adjustments | 851,345 | 227,530 | 308,674 |
| Accumulated Funds | 6,398,448 | 5,547,103 | 4,743,875 | Write-offs, Provisions & Transfers | - | 575,698 | - |
| Reserves | 917,547 | 917,547 | 1,493,245 | Net Surplus after Adjustments | 851,345 | 803,228 | 308,674 |
| Accumulated Funds & Reserves | 7,315,995 | 6,464,650 | 6,237,120 | | | | |



*Park Hall
Resident enjoying the lovely gardens*

Having dedicated well-trained staff with a caring attitude consistent with UPA's Christian values will always be the key to our service provision.

During the year large investments have been made in improving both the quality and safety of our buildings.

This has included:

- Installation of a new fire detection and sprinkler system at Myoora Homestead. Replacing the gas heaters at Myoora with a large reverse cycle commercial air-conditioning system.
- Installing lock down systems connected to the Fire alarms that improve safety and security for Residents and staff.
- Redevelopment of buildings to meet building certification requirements and the expectations of society.

UPA's systems, processes and training continually focus on the need to meet our requirements under the plethora of legislative requirements enforced by all levels of government.

Our quality system is the basis of how our requirements are effectively implemented on a day-to-day basis.

The quality system consists of the following key areas:

- Policy Manual
- Work Instructions



*Amaroo Day Club
Co-ordinator & Client at the Annual Ball*

- Quality Manuals
- Continuous Improvement Tools
- Quality Plans
- External & Internal Audits
- Education

The services in the Region regularly receive letters/cards and other forms of acknowledgement regarding the high quality of care that is provided by the staff.

This achievement only occurs due to the continued and sustained effort put in by all staff, volunteers, service providers, health services, doctors and allied health professionals along with many other people in the community including our residents and clients who together support UPA in providing aged care services throughout the Murray River Region.

CENTRAL WEST REGION

Val Bradley

Regional Manager

Highlights

- Construction commenced on the new building project, Ascott Gardens, Orange.
- Upright night staff are now employed in the two Orange facilities.
- Molong UPA has entered into negotiations to purchase, from the Anglican Church, the land adjacent to Prunus Lodge.
- Excellent training opportunities now available for Molong staff through the satellite Aged Care Channel.

Christian Quality Care in all the Central West services has been delivered by skilled and dedicated staff. Despite a heavy workload, particularly with paper work, the care given residents has always been of a high standard.

The care of young children and families has continued through the expertise of Orange Family Support Service which operates from UPA's Buena Vista Home.

Working with traumatised children, family breakdowns and dysfunctional families is a specialised field and Family Support provides a very important service to the community. Orange District Executive fully supports the Service in various ways. UPA provides funding for a staff member, provides a vehicle, provides the building and maintains both the building and grounds. All funds raised from the Buena Vista Opportunity Shop in Orange goes to supporting the work of Orange Family Support. Without the wonderful work the Managers and Volunteers do in the shop the Service would be without UPA funding. We thank these people with sincere appreciation.

Financial viability enables the continued growth of Central West Region— An exciting time is on the horizon for both Orange and Molong Districts with the opportunity of major building upgrades. Prunus Lodge

is now in the position where planning can go ahead to extend and apply for additional beds. The current \$7 million project to redevelop Astill House is being funded by the Orange District together with inter-district borrowings of \$2.5 million. The generosity of both Molong and Dubbo Districts in making loan funds available to Orange District is recorded with appreciation.

The volunteers of Molong District continue to fundraise with enthusiasm and their efforts see a large injection of funds for their district. The income has been put to good use with two major assets acquired, a bus with lifter and additional property adjacent to the Molong Lodge Retirement Village which will enable further growth of independent self-care living units.

The Region is supported by the amazing combined skills and talents of just on 200 committed volunteers who can be relied upon no matter what the request for help may be.

Volunteers are found in:-

- District Executive positions
- Opportunity Shops
- Catering groups
- Stall holders
- Bus driving
- Driver Reviver vans
- Activity programs
- Library convenors
- Handicraft sessions
- Gardening
- Shopping... and the list goes on!



An Orientation Program for the volunteers assists in their understanding of the importance of safety, security and privacy issues. Fire Awareness Sessions are also held for Volunteers.

The staff of Central West have applied themselves admirably to further enhance their training and skills. The training opportunities provided have included:-

- Certificate III in Aged Care
- Certificate III in Hospitality
- Care Managers Course
- Certificate IV Workplace Assessor
- Train the Trainer
- Level 1 Fire Officer
- Manual Handling
- Risk Assessment
- Fire Training
- Occupational Health and Safety and Injury Management
- Medication Management
- Palliative Care
- Grief and Dying

Orange District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 | Income & Expenditure Detail | 2004 | 2003 | 2002 |
|---|-------------------|------------------|------------------|--|------------------|------------------|------------------|
| Cash at Bank & Investments | 1,819,779 | 4,494,460 | 3,964,140 | Government Subsidies | 1,243,383 | 1,250,271 | 1,132,161 |
| Inter-district Loans | 2,000,000 | - | 200,000 | Other Income | 910,760 | 839,212 | 854,717 |
| Debtors and Prepayments | 113,114 | 74,020 | 87,524 | Total Operating Income | 2,154,143 | 2,089,483 | 1,986,878 |
| Total Current Assets | 3,932,893 | 4,568,480 | 4,251,664 | Wages & Related Costs | 1,240,745 | 1,224,406 | 1,083,741 |
| Property, Plant & Equipment (Net) | 6,838,932 | 4,349,887 | 4,221,836 | Maintenance & Depreciation | 234,114 | 288,928 | 259,939 |
| Investments & Bed Licences | 4,133 | 4,133 | 4,133 | Food & Other Expenditure | 462,650 | 485,096 | 418,853 |
| Total Non Current Assets | 6,843,065 | 4,354,020 | 4,225,969 | Total Operating Expenditure | 1,937,509 | 1,998,430 | 1,762,533 |
| Total Assets | 10,775,958 | 8,922,500 | 8,477,633 | Operating Surplus/(Deficit) | 216,634 | 91,053 | 224,345 |
| Creditors and Accruals | 587,811 | 98,189 | 99,370 | Retentions/Supplements | 401,289 | 227,240 | 225,901 |
| Hostel Unit & Other Loans | - | - | - | Donations, Bequests & F/Raising | 49,692 | 18,117 | 7,412 |
| Inter-district & Bank Loans | - | - | - | Interest & dividends | 219,902 | 202,360 | 183,649 |
| Staff Leave Provisions | 214,484 | 163,202 | 120,019 | Other Income | 143,658 | 7,069 | 1,149 |
| Total Current Liabilities | 802,295 | 261,391 | 219,389 | Total Non Operating Income | 814,541 | 454,786 | 418,111 |
| Loans - Hostels & Units | 1,806,471 | 1,377,827 | 1,355,821 | Depreciation | 132,401 | 134,986 | 137,890 |
| Staff Leave & Other Provisions | 129,290 | 103,826 | 104,494 | Other Expenditure | 23,876 | 29,326 | 21,936 |
| Total Non Current Liabilities | 1,935,761 | 1,481,653 | 1,460,315 | Total Non Operating Expenditure | 156,277 | 164,312 | 159,826 |
| Total Liabilities | 2,738,056 | 1,743,044 | 1,679,704 | Non Operating Surplus/(Deficit) | 658,264 | 290,474 | 258,285 |
| Net Assets | 8,037,902 | 7,179,456 | 6,797,929 | Net Surplus before Adjustments | 874,898 | 381,527 | 482,630 |
| Accumulated Funds | 6,630,099 | 5,751,657 | 4,989,391 | Write-offs, Provisions & Transfers | - | 380,739 | - |
| Reserves | 1,407,803 | 1,427,799 | 1,808,538 | Net Surplus after Adjustments | 874,898 | 762,266 | 482,630 |
| Accumulated Funds & Reserves | 8,037,902 | 7,179,456 | 6,797,929 | | | | |

- Food Handling and Hygiene
- Dementia Care
- Bullying & Harassment in the workplace
- Behaviour Management
- Continence Care
- Pain Management
- Chemical Awareness & Safe Handling
- Infection Control & Wound Care
- Documentation
- Clinical Care
- Use of equipment
- Senior First Aid
- Cleaning & Laundry Practices
- Physical Aggression & Challenging Behaviour
- Duty of Care

The introduction of training via satellite on The Aged Care Channel has been a great advantage to staff of Molong District. The need to travel great distances for training has been eliminated and it has provided more staff the opportunity to benefit from training sessions.



The Region is committed to providing a safe and pleasant environment for both residents and staff. It actively promotes Quality Improvement in all services and has systems in place to monitor areas of safety.

The systems include :

- The C.I.T. form (Care Improvement Tool)
- The Hazard Alert Form
- The 3 C's Form (for Comments, Compliments and Complaints)
- Fire Safety Inspections
- Mock Fire Drills
- Safety Audits
- On-site Safety Inspections

The high standard of care given in the Central West UPA Services is recognised and highly regarded by the community as well as allied professionals. We are confident that the future for UPA in Central West is full of promise and exciting growth and development.

Molong District

FINANCIAL RESULTS

| Balance Sheet | 2004 | 2003 | 2002 |
|---|------------------|------------------|------------------|
| Cash at Bank & Investments | 885,292 | 2,061,164 | 1,784,286 |
| Inter-district Loans | 1,500,000 | - | - |
| Debtors and Prepayments | 14,860 | 16,881 | 23,176 |
| Total Current Assets | 2,400,152 | 2,078,045 | 1,807,462 |
| Property, Plant & Equipment (Net) | 1,206,419 | 1,192,946 | 1,247,855 |
| Investments & Bed Licences | 7,104 | 7,104 | 7,104 |
| Total Non Current Assets | 1,213,523 | 1,200,050 | 1,254,959 |
| Total Assets | 3,613,675 | 3,278,095 | 3,062,421 |
| Creditors and Accruals | 28,076 | 48,640 | 42,630 |
| Hostel Unit & Other Loans | - | - | - |
| Inter-district & Bank Loans | - | - | - |
| Staff Leave Provisions | 50,909 | 52,140 | 42,089 |
| Total Current Liabilities | 78,985 | 100,780 | 84,719 |
| Loans - Hostels & Units | 777,633 | 734,409 | 714,422 |
| Staff Leave & Other Provisions | 36,945 | 33,312 | 27,607 |
| Total Non Current Liabilities | 814,578 | 767,721 | 742,029 |
| Total Liabilities | 893,563 | 868,501 | 826,748 |
| Net Assets | 2,720,112 | 2,409,594 | 2,235,673 |
| Accumulated Funds | 2,720,112 | 2,409,594 | 1,771,148 |
| Reserves | - | - | 464,525 |
| Accumulated Funds & Reserves | 2,720,112 | 2,409,594 | 2,235,673 |

| Income & Expenditure Detail | 2004 | 2003 | 2002 |
|--|----------------|----------------|----------------|
| Government Subsidies | 531,999 | 366,903 | 362,096 |
| Other Income | 298,995 | 277,226 | 254,887 |
| Total Operating Income | 830,994 | 644,129 | 616,983 |
| Wages & Related Costs | 351,199 | 269,033 | 246,864 |
| Maintenance & Depreciation | 96,948 | 87,519 | 72,156 |
| Food & Other Expenditure | 278,844 | 219,335 | 186,726 |
| Total Operating Expenditure | 726,991 | 575,887 | 505,746 |
| Operating Surplus/(Deficit) | 104,003 | 68,242 | 111,237 |
| Retentions/Supplements | 121,480 | 58,641 | 71,332 |
| Donations, Bequests & F/Raising | 9,279 | 9,104 | 5,332 |
| Interest & dividends | 113,573 | 86,828 | 83,101 |
| Other Income | 84 | 76 | 66 |
| Total Non Operating Income | 244,416 | 154,649 | 159,831 |
| Depreciation | 45,399 | 44,677 | 42,894 |
| Other Expenditure | 8,954 | 4,293 | 13,152 |
| Total Non Operating Expenditure | 54,353 | 48,970 | 56,046 |
| Non Operating Surplus/(Deficit) | 190,063 | 105,679 | 103,785 |
| Net Surplus before Adjustments | 294,066 | 173,921 | 215,022 |
| Write-offs, Provisions & Transfers | - | 464,525 | - |
| Net Surplus after Adjustments | 294,066 | 638,446 | 215,022 |

AFTER CARE SUPPORT

Graham Hercus
After Care Support



For people who were in care in UPA Children Homes

For a number of years we have received enquiries from people who were in UPA's care during their childhood, seeking information that they hope UPA may still hold on file. The rate these enquiries are coming in is increasing, rather than decreasing. Consequently, late last year, Graham Hercus, an organisational psychologist and an elder at Wahroonga Presbyterian Church, was engaged to provide this After Care Support.

Graham is able to photocopy our records and hand them to the owners, with an explanation of just what it is they are reading. Whilst, sadly, in some cases we have little or no records on file, in others there is something there that can help to fill in missing gaps. Some people need help dealing with this information, and others take it in their stride – in all cases it is rewarding and satisfying.

SENATE ENQUIRY

Many members will be aware that the Senate has set up an enquiry into Children in Care that is due to report later this year. UPA's submission noted that for many people their time in care was difficult. In our submission and again now UPA unreservedly apologises for any harm or abuse that may have occurred to any person whilst they were in care. If we become aware of any such occurrence, it is dealt with openly and constructively, with assistance from external agencies as appropriate.

RE-UNIONS

On the June long-weekend this year a re-union was organised for people who were formerly residents in the "Murray Vale Girls Home", in Albury. The particular trigger for this event was the soon-to-occur demolition of the old house to make way for a modern dementia care unit. Fourteen women who were in care during the 60's and 70's, together with three former staff members had a wonderful time. All shared in the laughter and tears that flowed during an emotionally healing weekend. We are hoping to organise other re-unions soon, especially in the event of an old home being demolished or radically altered. We have found that it was a great help to a lot of people to re-visit the actual building in which they had lived as a child.

THE FUTURE?

Many of the boys and girls who were in our care back in the 40's, 50's, 60's, and 70's are now approaching their own turning points where they are asking all those classic questions of life, such as who am I really? why do some odd things upset me? what is my family history? If we at UPA can provide some assistance to help them to find the answers to these big questions, then we have truly provided quality Christian care.

STATE QUALITY ACCREDITATION COMMITTEE

Jenny Robertson
State Care Coordinator



Accreditation has continued to be a focus during the past year and it is pleasing so say that Accreditation Agency support and 'spot' visits have resulted in only positive outcomes for all of our Facilities.

Some SQAC emphasis has been placed on ensuring the placement of upright night care staff in all our Residential Facilities and this will be achieved by December 2004. With the increasing number of High Care Residents in our Hostels this was seen as an important change to the delivery of care to meet our Residents' needs.

Preparation is underway for Food Safety Audits, probably in 2005, and once the audit criteria guidelines are available the SQAC will be commencing mock audits in preparation for the real thing.

A major project for 2004 will be the total revamp of the UPA Policy Manual. Previous Manuals have been structured around the four Standards and forty four Outcomes of the Aged Care Standards. The shift now will be to a Systems Based approach covering:

- Management/Administration
- Human Resources/Education and Training
- OHS&IM
- Care
- Environmental Services

This shift in approach will enable the Policy Manual to be used in all UPA Services, rather than just Residential as it has been in the past, and representatives from all of the Services will attend SQAC meeting to have input into the review.

SQAC developed their 2004-2007 Strategic Plan based around the UPA Strategic Goals of:

1. Care: Deliver excellence in care services based on Christian values and continues improvement
2. People: Attract and retain suitable qualified, appropriately stilled and qualified staff
3. Compliance – Comply with all relevant legislation.

2004 saw some changes to membership of this Committee and there was a warm welcome given to Trevor Cowell, returning as Convenor of the Group. We also welcomed Kathy Pigott (Sydney North) replacing Rita Jeffery and Rita was thanked for her contribution and Vicki Petrakis our Human Resource Manager.

As this is my last year with the Group I would like to thank all members for their comradeship and fellowship over the seven years I have been a member and then Convenor. It has been a privilege to work with such dedicated people.

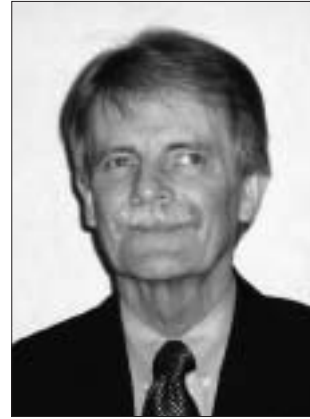
Board of Directors



Mr William Ryan
President



Mr Andrew Boog
Senior Vice President



Mr Dennis Thibou
Junior Vice President



Mr Robert Case
Staff Representative



Mr Ian Morante
Hunter



Mrs Barbara Murray
Murray



Mr Greame Rattan
Sydney South



Mr John Roache
Sydney North



Mrs Gwen Smith
Orange



Mr Bruce Tutty
Riverina



Mr Steve Walkerden
General Manager



Mrs Janice Wheeler
Far North Coast



Mrs Heather Woodhouse
Molong

Financial Results

These financial reports are an extract from the full annual financial report which is issued as a supplement to this report.

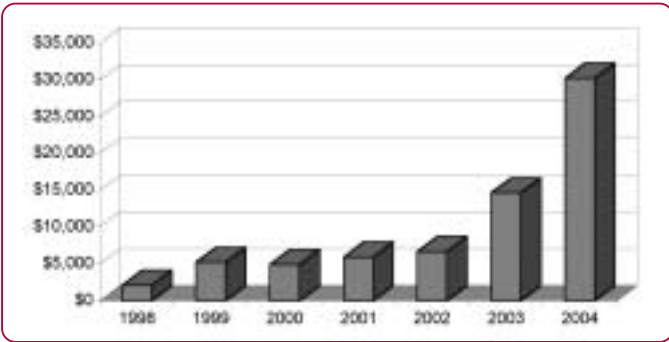
Consolidated 5 Year Balance Sheet

| | 2004 | 2003 | 2002 | 2001 | 2000 |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| Cash at Bank & Investments | 21,963,708 | 30,370,366 | 33,263,580 | 31,825,710 | 26,863,949 |
| Debtors, Prepayments & Loans | 20,804,519 | 3,944,132 | 3,466,844 | 3,303,415 | 5,690,850 |
| Total Current Assets | 42,768,227 | 34,314,498 | 36,730,424 | 35,129,125 | 32,554,799 |
| Property, Plant & Equipment (Net) | 115,570,958 | 86,209,910 | 72,432,567 | 66,980,268 | 63,511,616 |
| Investments & Bed Licences | 802,551 | 768,963 | 126,901 | 114,185 | 85,374 |
| Total Non Current Assets | 116,373,509 | 86,978,873 | 72,559,468 | 67,094,453 | 63,596,990 |
| Total Assets | 159,141,736 | 121,293,371 | 109,289,892 | 102,223,578 | 96,151,789 |
| Creditors and Accruals | 5,494,593 | 3,187,123 | 2,863,304 | 3,044,454 | 4,355,142 |
| Hostel Unit & Other Loans | 16,344,918 | 3,013,699 | 2,373,343 | 2,524,927 | 2,769,584 |
| Staff Leave Provisions | 1,724,629 | 1,454,593 | 1,085,668 | 1,029,930 | 893,906 |
| Total Current Liabilities | 23,564,140 | 7,655,415 | 6,322,315 | 6,599,311 | 8,018,632 |
| Loans - Hostels & Units | 55,995,125 | 40,910,949 | 35,461,347 | 32,834,927 | 28,827,795 |
| Staff Leave Provisions | 1,239,889 | 1,047,581 | 1,165,559 | 462,795 | 409,719 |
| Total Non Current Liabilities | 57,235,014 | 41,958,530 | 36,626,906 | 33,297,722 | 29,237,514 |
| Total Liabilities | 80,799,154 | 49,613,945 | 42,949,221 | 39,897,033 | 37,256,146 |
| Net Assets | 78,342,582 | 71,679,426 | 66,340,671 | 62,326,545 | 58,895,643 |
| Accumulated Funds | 54,734,492 | 48,018,727 | 41,654,951 | 39,627,081 | 36,251,782 |
| Reserves | 23,608,090 | 23,660,699 | 24,685,720 | 22,699,464 | 22,643,861 |
| Accumulated Funds and Reserves | 78,342,582 | 71,679,426 | 66,340,671 | 62,326,545 | 58,895,643 |

Consolidated 5 Year Income & Expenditure

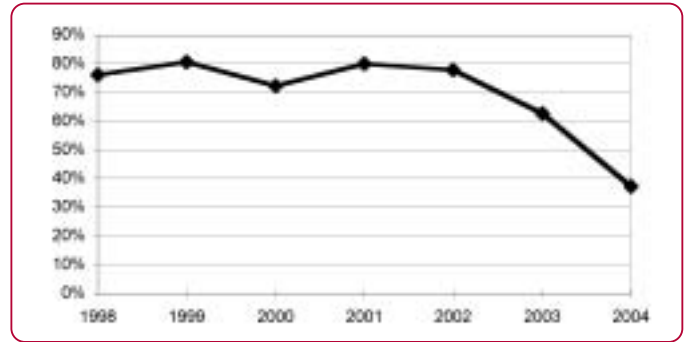
| | | | | | |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Income | | | | | |
| Government Subsidies | 16,821,044 | 15,197,319 | 13,951,320 | 11,753,130 | 10,879,136 |
| Other Income | 9,275,341 | 8,717,711 | 8,287,892 | 7,506,742 | 7,142,765 |
| | 26,096,385 | 23,915,030 | 22,239,212 | 19,259,872 | 18,021,901 |
| Operating Expenditure | | | | | |
| Wages & Related Costs | 16,094,299 | 14,206,673 | 12,785,425 | 11,661,722 | 10,905,193 |
| Food Supplies | 1,333,202 | 1,255,101 | 1,198,129 | 1,110,123 | 1,056,363 |
| Maintenance | 1,317,774 | 1,297,959 | 1,180,276 | 1,111,245 | 1,322,405 |
| Depreciation | 803,952 | 745,124 | 719,303 | 651,604 | 651,427 |
| Other Expenditure | 6,139,288 | 5,462,077 | 4,950,749 | 3,571,555 | 3,533,603 |
| | 25,688,515 | 22,966,934 | 20,833,882 | 18,106,249 | 17,468,991 |
| Operating Surplus | 407,870 | 948,096 | 1,405,330 | 1,153,623 | 552,910 |
| Non Operating Income | | | | | |
| Retentions/Supplements | 5,187,367 | 2,524,557 | 2,336,851 | 2,245,832 | 2,123,743 |
| Donations, Bequests & F/Raising | 176,441 | 821,645 | 264,509 | 69,950 | 636,567 |
| Interest & dividends | 1,650,860 | 1,646,062 | 1,549,867 | 1,827,814 | 1,387,818 |
| Other Income | 203,771 | 105,204 | 122,248 | 248,640 | 248,184 |
| | 7,218,439 | 5,097,468 | 4,273,475 | 4,392,236 | 4,396,312 |
| Non Operating Expenditure | | | | | |
| Fund Raising | 21,708 | 14,456 | 15,325 | 5,954 | 28,972 |
| Building Depreciation | 2,277,267 | 2,024,749 | 1,925,794 | 1,815,270 | 1,639,480 |
| Other Expenditure | 903,744 | 617,484 | 476,203 | 579,382 | 462,178 |
| | 3,202,719 | 2,656,689 | 2,417,322 | 2,400,606 | 2,130,630 |
| Non Operating Surplus | 4,015,720 | 2,440,779 | 1,856,153 | 1,991,630 | 2,265,682 |
| Net Surplus before Adjustments | 4,423,590 | 3,388,875 | 3,261,483 | 3,145,253 | - |
| Write-offs, Provisions & Transfers | (100,434) | 2,974,901 | (1,660,358) | - | 2,818,592 |
| Net Surplus after Adjustments | 4,323,156 | 6,363,776 | 1,601,125 | 3,145,253 | 2,818,592 |

Financial Performance Graphs



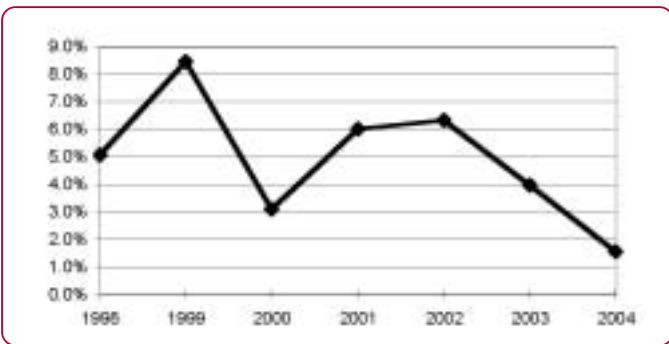
Capital Expenditure (\$'000)

Indicates the total amount spent on capital improvements. This expenditure is necessary to maintain and improve the quality of care for existing and future residents. Expenditure for 2004 included re-developments in progress at Wahroonga, Orange and Albury, plus expansion of facilities at Dubbo, Carramar, Pendle Hill, Wallsend and Wodonga.



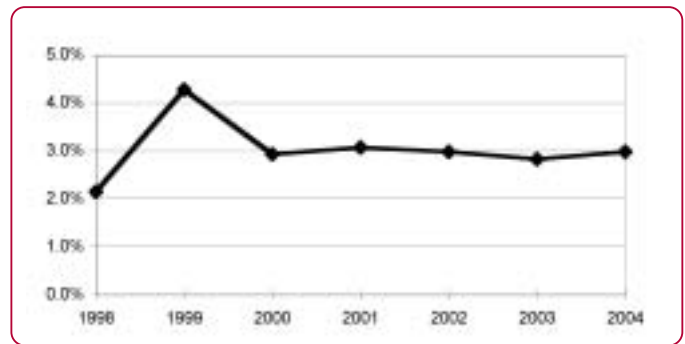
Cash and Investments as a % of Total Liabilities

Compares total cash reserves & investments with total liabilities. Prudent management aims to fully cover these liabilities, i.e. 100%.



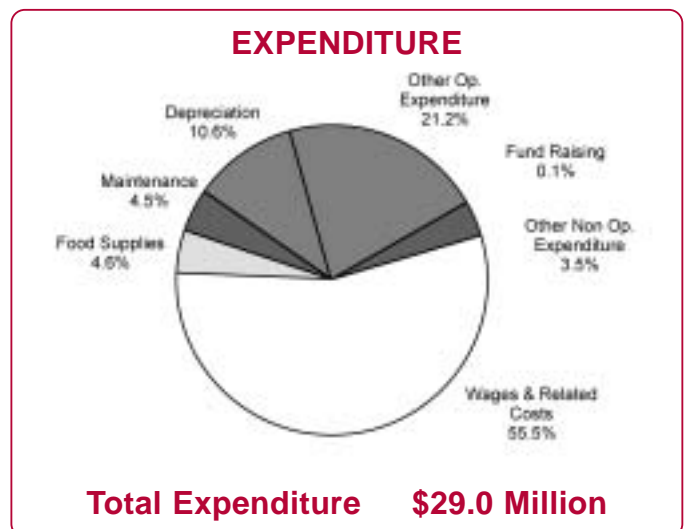
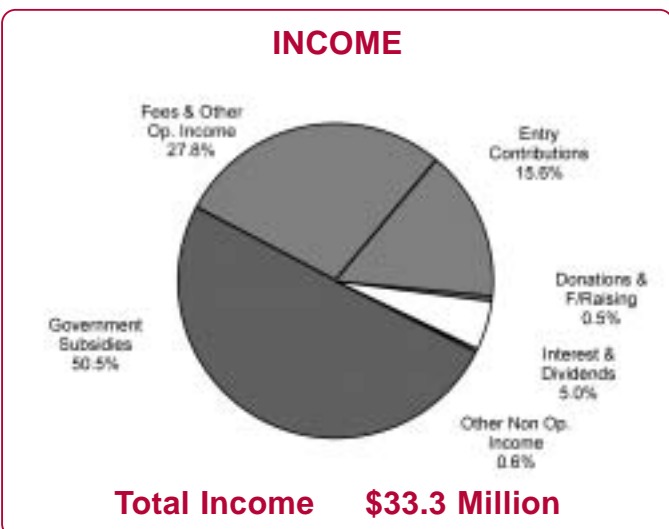
Operating Surplus as a % of Operating Income

Compares surplus funds retained from operating activities with the total revenue received from those activities.



Total Surplus as a % of Total Assets

Indicates the percentage return on funds employed in the organisation.



UPA Directory

| Name of Service | Description | Address |
|-----------------------------------|--|---|
| FAR / MID NORTH COAST | Administration Office | PO Box 10 Alstonville 2477 |
| • Greenhills Lodge / CACP | Hostel & Community Aged Care Program | 437 Tweed Valley Way Sth Murwillumbah |
| • Rathgar Lodge | Hostel | 30 Lynhaven Cres Ulmarra |
| • Rathgar Self Care | Self Care Units | 30 Lynhaven Cres Ulmarra |
| • Richmond Lodge | Hostel | 67 Barker St Casino |
| • Richmond Self Care | Self Care Units | 67 Barker St Casino |
| • Tweed Heads CACP / DVA | Community Aged Care Program & Veteran Home Care | 12 Corporation Circuit Tweed Heads Sth |
| • Ulmarra Country Craft | Opportunity Shop | 5 Coldstram St Ulmarra |
| DUBBO | Administration Office | 315 Macquarie St Dubbo 2830 |
| • Bracken House / CACP | Hostel & Community Aged Care Program | 315 Macquarie St Dubbo |
| • Lillimur Cottages | Self Care Cottages | 315 Macquarie St Dubbo |
| • Lillimur Opportunity Shop | Opportunity Shop | 122 Brisbane St Dubbo |
| HUNTER | Administration Office | 100 Lake Rd Wallsend 2287 |
| • Ellimatta | Self Care Units | Porter Ave East Maitland |
| • Sarina Court | Self Care Units | 12 Sarina St Maryland |
| • Woodlands Grove | Self Care Units | 100 Lake Rd Wallsend |
| • Woodlands Lodge | Hostel | 100 Lake Rd Wallsend |
| • Woodlands Place | Self Care Units | 100 Lake Rd Wallsend |
| ORANGE / MOLONG | Administration Office | PO Box 8090 East Orange 2800 |
| • Astill House / CACP | Hostel & Community Aged Care Program | 75 Nile St Orange |
| • Kooronga Lodge | Self Care Units | 35-39 Kooronga Ave Orange |
| • Molong Lodge | Self Care Units | Bells Lane Molong |
| • Buena Vista Opportunity Shop | Opportunity Shop | 197-199 Peisley St Orange |
| • Prunus Lodge / CACP | Hostel & Community Aged Care Program | Bells Lane Molong |
| • Sunset Vista Village 1 | Self Care Units | 64 Nile St Orange |
| • Sunset Vista Village 2 | Self Care Units | Rear 75 Nile St Orange |
| • Westcott Lodge | Special Care Hostel | 211B March St Orange |
| SYDNEY NORTH | Administration Office | PO Box 273 Wahroonga 2076 |
| • Redleaf | Serviced Apartments | 1630 Pacific Highway Wahroonga |
| • RJ Martin & Northcott House | Self Care Units | 1614 Pacific Highway Wahroonga |
| • Rosetta Park | Self Care Units | 1634 Pacific Highway Wahroonga |
| • St Erme's Court | Self Care Units | 5-7 Isis St Wahroonga |
| • Thomas & Rosetta Agst Aged Care | Nursing home & Hostel | 2-12 Neringah Ave Wahroonga |
| SYDNEY WEST | Administration Office | PO Box 17 Pendle Hill 2145 |
| • Heiden Park Lodge | Hostel | 16 Matthews St Carramar |
| • Melrose Lodge | Hostel | 157 Bungaree Rd Pendle Hill |
| • Melrose Village | Self Care Units | 157 Bungaree Rd Pendle Hill |
| SYDNEY SOUTH | Administration Office | 45 English St Kogarah 2217 |
| • Frank & Jess Kennett / CACP | Hostel | 103-107 The Drive Stanwell Park |
| • Hillcrest | Self Care Units | Railway Crescent Stanwell Park |
| • The Laurels | Hostel | 45 English St Kogarah |
| RIVERINA | Administration Office | PO Box 5630 Wagga Wagga 2650 |
| • Gumleigh Gardens | Self Care Units | Albury St Wagga Wagga |
| • Knightleigh Cottages | Self Care Units | John St The Rock |
| • W T Wilson Homes | Self Care Units | North St West Wyalong |
| MURRAY RIVER | Administration Office | PO Box 123 Lavington 2641 |
| • Amaroo Day Club | Dementia Day Club | 342 Wagga Rd Lavington |
| • Murray Vale Hostel | Hostel | 342 Wagga Rd Lavington |
| • Murray Vale Self Care | Self Care Units | Moore St Lavington |
| • Myoora Homestead | Hostel | Cnr Bartsch & Keighran Sts Henty |
| • Myoora Self Care | Self Care Units | Allen St Henty |
| • Park Hall Village | Self Care Units | Park Hall Village Place Wodonga |
| • Shalem Dementia Cottages | Special Care Hostel | 342 Wagga Rd Lavington |
| • The Elms Self Care | Self Care Units | Balfour St Culcain |

| No of Places | Telephone | Facsimile | Email | Contact |
|--------------|--------------|--------------|-----------------------------------|---------------------------------------|
| | 02 6628 5559 | 02 6628 5562 | office@upanthcoast.org | Ken Maslen Regional Manager |
| 44 Bed | 02 6672 3435 | 02 6672 7367 | greenhillslodge@dodo.com.au | Carol Bell Care Manager |
| 32 Bed | 02 6644 5475 | 02 6644 5441 | rathgar@hotmail.net.au | Diedre Bubear Care Manager |
| 4 Units | 02 6644 5475 | 02 6644 5441 | rathgar@hotmail.net.au | Diedre Bubear Care Manager |
| 28 Bed | 02 6662 1937 | 02 6662 7466 | lodge@nor.com.au | Colleen Page Care Manager |
| 10 Units | 02 6662 1937 | 02 6662 7466 | lodge@nor.com.au | Colleen Page Care Manager |
| 104 Packages | 07 5524 8303 | 07 5524 6080 | cacptweed@better.com.au | Lorraine Melling Program Manager |
| | 02 6628 5559 | 02 6628 5562 | office@upanthcoast.org | Ken Maslen Regional Manager |
| | 02 6884 4604 | 02 6884 2764 | info@dubbo.upa.org.au | Greg Miller District Manager |
| 52 Bed | 02 6884 4604 | 02 6884 2764 | info@dubbo.upa.org.au | Robyn Fisher Care Manager |
| 14 Cottage | 02 6884 4604 | 02 6884 2764 | info@dubbo.upa.org.au | Greg Miller District Manager |
| | 02 6884 9210 | | info@dubbo.upa.org.au | Greg Miller District Manager |
| | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| 17 Units | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| 12 Units | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| 24 Units | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| 60 Units | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| 30 Units | 02 4951 3583 | 02 4950 1755 | HunterRegion@telstra.com | Allison Jordan Regional Manager |
| | 02 6362 7820 | 02 6362 9148 | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| 34 Bed | 02 6362 2201 | | astill@netwit.net.au | Margaret Langford-Smith Care Manager |
| 10 Units | 02 6362 7820 | 02 6362 9148 | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| 12 Units | 02 6362 7820 | 02 6362 9148 | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| | 02 6361 7884 | | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| 16 Bed | 02 6366 8097 | 02 6366 8793 | prunus@netwit.net.au | Cheryl Trotter Care Manager |
| 13 Units | 02 6362 7820 | 02 6362 9148 | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| 40 Units | 02 6362 7820 | 02 6362 9148 | admin@centralwest.upa.org.au | Val Bradley Regional Manager |
| 12 Bed | 02 6361 3825 | | Westcott@netwit.com.au | Margaret Langford-Smith Care Manager |
| | 02 9487 1337 | 02 9489 1703 | info@upa.org.au | Stuart Leverton District Manager |
| 58 Apts | 02 9489 7836 | 02 9487 6535 | info@upa.org.au | Julie O'Reilly Care Manager |
| 10 Units | 02 9487 1337 | 02 9489 1703 | info@upa.org.au | Lee Oxspring Self Care Coordinator |
| 36 Units | 02 9489 7836 | | info@upa.org.au | Julie O'Reilly Marketing Manager |
| 24 Units | 02 9487 1337 | 02 9489 1703 | info@upa.org.au | Lee Oxspring Self Care Coordinator |
| 29 / 11 Bed | 02 9489 5423 | 02 9487 6549 | info@upa.org.au | Kathy Pigott Director of Nursing |
| | 02 9631 3714 | 02 9631 6806 | info@sydneywest.upa.org.au | Sandra Menzies District Manager |
| 83 Bed | 02 9725 731 | 02 9727 7916 | heiden.park@sydneywest.upa.org.au | Judy Oblein Care Manager |
| 65 Bed | 02 9636 7878 | 02 9631 0540 | info@sydneywest.upa.org.au | Sue Haley Care Manager |
| 42 Units | 02 9631 3714 | 02 9631 6806 | info@sydneywest.upa.org.au | Sandra Menzies District Manager |
| | 02 9588 1522 | 02 9588 1566 | info@sydneywest.upa.org.au | John Peberdy District Manager |
| 22 Bed | 02 4294 1275 | 02 4294 2632 | info@sydneywest.upa.org.au | Moira Partis Care Manager |
| 15 Units | 02 4294 1336 | | info@sydneywest.upa.org.au | Greame Ratten Resident Caretaker |
| 27 Bed | 02 9588 4312 | 02 9588 4323 | info@sydneywest.upa.org.au | |
| | 02 6921 3219 | 02 6921 7142 | riverina@bigpond.net.au | Kaylene Carter Administration Officer |
| 50 Units | 02 6921 3219 | 02 6921 7142 | riverina@bigpond.net.au | Kaylene Carter Administration Officer |
| 7 Units | 02 6921 3219 | 02 6921 7142 | riverina@bigpond.net.au | Kaylene Carter Administration Officer |
| 9 Units | 02 6921 3219 | 02 6921 7142 | riverina@bigpond.net.au | Kaylene Carter Administration Officer |
| | 02 6025 1776 | 02 6025 5712 | regionaloffice@upamurray.org.au | Trevor Cowell Regional Manager |
| | 02 6025 1776 | | regionaloffice@upamurray.org.au | Liz Black Coordinator |
| 39 Bed | 02 6025 4889 | 02 6025 0072 | caremanagers@upamurray.org.au | Ann Kuljurgies |
| 58 Cottage | 02 6025 1776 | 02 6025 5712 | regionaloffice@upamurray.org.au | Trevor Cowell Regional Manager |
| 14 Bed | 02 6929 3200 | 02 6929 3602 | myoora@upamurray.org.au | Julie Meyer Care Manager |
| 13 Units | 02 6025 1776 | 02 6025 5712 | regionaloffice@upamurray.org.au | Trevor Cowell Regional Manager |
| 45 Units | 02 6059 3958 | 02 6059 5655 | parkhallvillage@bigpond.com | Wendy Killeen Liaison Manager |
| 20 Bed | 02 6025 6479 | 02 6025 9634 | caremanagers@upamurray.org.au | Ann Kuljurgies |
| 6 Units | 02 6025 1776 | 02 6025 5712 | regionaloffice@upamurray.org.au | Trevor Cowell Regional Manager |



HEAD OFFICE (Registered Office)

1614 Pacific Highway Wahroonga NSW 2076 PO Box 273 Wahroonga NSW 2076

Phone: (02) 9487 1338 Fax: 02 9487 7362 Email: info@upa.org.au