



THE UNITED PROTESTANT ASSOCIATION OF NSW



ANNUAL REPORT 2022

An aerial photograph of a residential street. On the right side, there is a row of houses with grey roofs and light-colored walls. A paved road runs alongside them. On the left side, there are lush green trees and a grassy area. A teal-colored rectangular box is overlaid on the lower-left portion of the image, containing the table of contents.

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A woman with dark hair tied in a bun, wearing blue scrubs and a name tag, stands in a hallway with her arms crossed, smiling. The background shows a modern building interior with large windows and columns.

OUR **VALUES**

COMPASSION

RESPECT

INCLUSIVENESS

KINDNESS

INTEGRITY



OUR **PURPOSE**

IS TO OFFER **CARE** OF
THE **HIGHEST POSSIBLE
STANDARD** CONSISTENT
WITH UPA'S **CHRISTIAN
COMMITMENT** AND
THE **EXPECTATIONS
OF SOCIETY.**



OUR PHILOSOPHY OF CARE

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

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

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

UPA HAS **3 ASPIRATIONAL GOALS** TO GUIDE US:

1

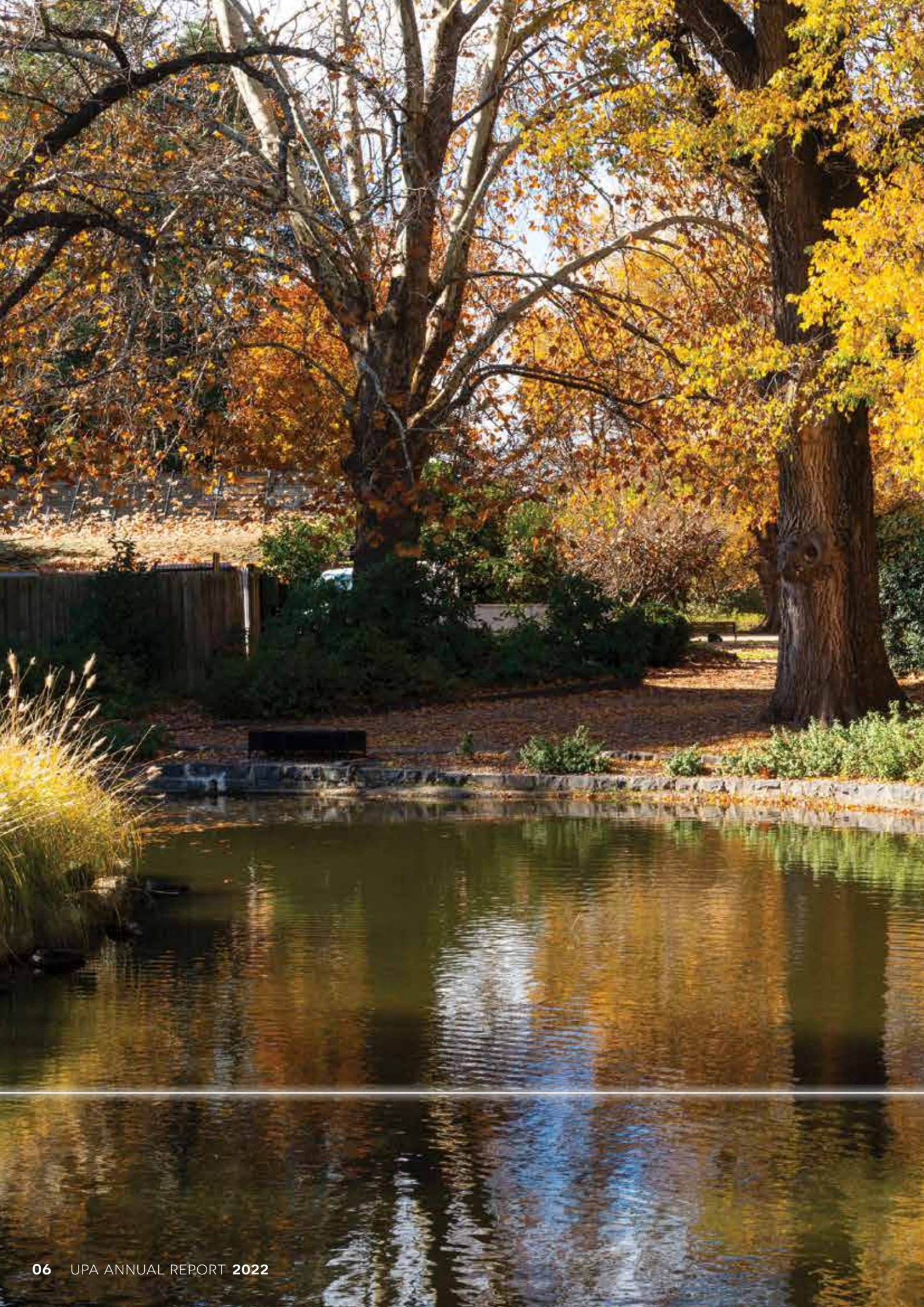
WITH CONSUMERS OF OUR SERVICES AT THE HEART OF ALL WE DO. OUR GOAL IS TO BE PARTNERS IN CARE AND SUPPORT, SO THEY CAN LIVE THE BEST LIFE THEY CAN.

2

WE AIM TO ENSURE THAT UPA IS A SUSTAINABLE, EFFECTIVE, SAFE, GROWING ORGANISATION FOCUSED ON CONTINUOUS IMPROVEMENT AND EVIDENCE BASED BEST PRACTICE.

3

WE AIM TO STAY TRUE TO OUR CHRISTIAN FOUNDATIONS AND OFFER SERVICES THAT DEMONSTRATE LOVE, HEALING, COMPASSION, JUSTICE, PEACE AND JOY.





A COMMITMENT TO AFTER CARE

The United Protestant Association of NSW (UPA) established 13 children's homes between 1940 and the early 1980's. For a further 10 years or so these large institutional homes were replaced by a number of smaller Group Homes or Family Cottage Homes. Over those two periods, some homes were well managed and some were not.

We sought to be trusted by children, parents, and the State, but we freely acknowledge that in many of our homes we failed to provide the safe and nurturing environment that children need to thrive. Emotional, physical and sexual abuse did occur at times in those homes. We are ashamed of those failures and offer our sincere and deep apology for the harm caused.

Today, we seek to make amends by listening and believing, offering access to records, reporting to authorities, funding counselling services and making redress payments. We welcome contact from any person who once resided in a UPA children's home.

Whenever we receive an allegation of abuse we work with NSW Police to ensure that each person has the opportunity to be heard and information gathered. We are committed to ensuring privacy is protected and that care, support and services are readily available.

OUR CONTACT DETAILS AT UPA ARE:

AFTER CARE SUPPORT:

Graham Hercus

Telephone 02 8998 5600

or email: graham.hercus@upa.org.au

CEO:

Tim Thorndyke

Telephone 02 8998 5600

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A MESSAGE FROM THE BOARD

THE **RESILIENCE** AND **DEDICATION** OF OUR STAFF TO DEAL WITH THE **COMPLEXITIES** OF PROVIDING **QUALITY CARE** AND DAY TO DAY MANAGEMENT DESPITE **ONGOING CHALLENGES** AND THE **INVALUABLE CONTRIBUTION** MADE BY OUR **WONDERFUL VOLUNTEERS** NEEDS TO BE **ACKNOWLEDGED** AND **CELEBRATED**. UPA IS **INDEED BLESSED**.

The past year has certainly been challenging with COVID-19 again being a dominating presence in our daily lives and impacting how we service those in our care, we are thankful to have finished the year safely and in a sound position. The resilience, passion and patience of our staff and volunteers has been incredible this year. They have remained committed to our values as they upheld our residents, consumers and their family's health, safety and wellbeing each and every day. We are also very thankful for the patience and support we have received from all our consumers as we have been working through the many disruptions the pandemic has caused.

COVID-19 remains a rapidly evolving situation with the advice from NSW Health being frequently updated to reflect the various restrictions being instituted across NSW at various times over the past year. The current B4 and B5 Omicron strain has significantly impacted service delivery with many of our homes suffering from outbreaks since January. We are fortunate that we have high vaccination rates among our residents and staff, coupled with the administration of anti-viral medication which has mitigated the severity of any outbreak. A significant challenge for our teams over this time has been maintaining our staffing compliments at each home with rosters being depleted as staff are being forced into isolation as close contacts, additionally many have been waiting an extended period for test results.

On a positive note, we have seen growth in our Home Care Services during the year and this is expected to continue into the future with the release of additional home care packages as the Government rolls out its response to the Royal Commission. We are excited about several new opportunities emerging in this area, a highlight being the expansion in the Short-Term Restorative Care (STRC) Program to cover all Regions.

In both Riverina Murray and North Coast, we have opened street-front properties to ensure easy access to our service offices for our communities. Like residential aged care, our Home Care Managers and staff have had to be adaptable through this turbulent period, and we thank them very much for their commitment and perseverance.

UPA After Care continues to support people who lived in UPA Children's Homes, many of whom suffered physical, sexual, and emotional abuse. We continue to welcome contact from anyone who was in a UPA Children's Home and have a range of support that we can offer.

The financial results for the year is an overall loss of \$10.3m, with the operation result being a \$9m loss. The result was exacerbated with a \$4.7m decline in the value of UPA's managed funds as shares took a hit in late May and June. Like the majority of aged care providers, the progressive decrease in Government funding over the last decade has taken a toll. We look forward to better days ahead. The balance sheet of UPA remains in a solid position with high levels of liquidity that will ensure our obligations can be met and additionally that there is flexibility to commence new projects from time to time. The Boards Financial Performance Subcommittee is working with management in the development of a financial rectification plan that outlines the strategies being implemented to address the operating results.

The major achievement of the year was the development of UPA's first organisation wide 3-year Strategic Plan which sees us set clear and measurable priorities across each area of our business; and most importantly ensures that we stay true to Our Philosophy, Our Values and Our Purpose upon which the past 80-plus years of UPA's hard work, dedication and success has been built.

At UPA we know who we are. Unafraid of ageing and working alongside the vulnerable; we stand humbly upon the shoulders of giants, those who have given countless hours and worked diligently to build an organisation whose identity is embedded in the DNA of the communities it proudly serves. The 3-year organisation wide Strategic Plan intends to secure this reputable, important work and ensure our service to our communities is able to be offered for another 80 years.

We are committed to delivering on our Strategic Plan as we evolve our services to meet the needs of our communities into the future. We will continue to strive each and every day to deliver high-quality, safe, evidenced based care as close to home as possible for all those we care for.

The challenge of the COVID-19 pandemic has reminded us, that just as those that have gone before us faced and overcame adversity to take the organisation forward; our sustainability is in safe hands - we are strong, we are resilient, we are innovative, and we are collaborative.

We will continue to utilise the talents of our people within our corporate and regional teams in partnership with our communities and many diverse stakeholders to embrace purpose-driven, safe and efficient ways of working, research and new technologies.



We will constantly monitor and be open to improvements in our care, learning from and listening to our consumers, and growing the many capabilities of our workforce, our people.

We will drive forward the important work that we do, protecting our history and safeguarding the care and services that we provide to our communities into the future.

The Board Sub Committee structure was reviewed and refreshed as part of the Strategic Plan with the following subcommittees being formed to reflect a contemporary approach

- Clinical Governance
- Financial Performance
- Planning & Strategy
- Audit & Risk
- Property & Projects
- People & Culture

A key component of the Strategic Plan was identifying the skills required to deliver on the objectives outlined in the plan. This resulted with the Board initiating a restructure of the Corporate Office and two new key positions being created, Chief Financial Officer and Director of Clinical Governance, Quality and Education.

In May 2022 we congratulated Kimberley Matchett on her appointment as Director of People and Culture.

Kim brings a wealth of knowledge across many different facets of HR and People Management having worked in a broad range of industries including Health and Human Services, Local Government, Telecommunications and Aged Care. A true team player Kimberley's professional experience, attention to detail, initiative and strategic and systems approach to continuous improvement are a critical asset to UPA. Kimberley holds a Graduate Diploma Psychology and a Bachelor of Business HR Management.

We are looking forward to the continued growth of the People and Culture Team and the delivery of the Our People strategy under her leadership.

UPA has been very fortunate to secure Lucy Thompson in the role of Chief Operating Officer (COO) in February 2022. Lucy has over 30 years experience in healthcare in Senior Executive roles covering clinical care, policy development and leadership. Lucy has quickly become an invaluable member of the executive leadership team, bringing much needed strength, enthusiasm and a strategic vision to the UPA which will ensure the future sustainability of our organization.

This year has seen the departure of long serving members of staff. Steve Walkerden (CEO) retired in September 2021 after 26 years of faithful service. We hope that this next chapter of his life is as rewarding and blessed as his time with UPA. I would also like to acknowledge the contribution and dedication of both Bob Case and Sally Cox. Bob leaves the UPA after 25 years of service and Sally after 17 years of service. We wish them both well in their future endeavors.

Tony Dunn left his role as the Regional Manager of Riverina Murray in January 2022 taking up a CEO role with another organisation locally. He was very ably replaced by Jacqui Hastings, with over 20 years of service at UPA across a range of roles including Enrolled Nurse, Team Leader, Care Manager and Acting Regional Manager, Jacqui has a demonstrated track record of agility, commitment, and high performance. Jacqui's local knowledge of the region in combination with her understanding of evidenced based high-quality care and her business acumen, stand her in good stead to lead the region forward through the next part of its journey.

Even though it has been a difficult year in many respects we are thankful to have ended it in good shape. Our Values guide decision-making across UPA and express in a practical way our Christian heritage, faith, and approach. Especially in times of change we draw strength from a common purpose to offer care of the highest possible standard consistent with our Christian commitment and the expectations of society.

With thanks for all that you do and all that you continue to do to support.

A PERSONAL NOTE FROM TIM THORNDYKE

It was an honour to be appointed to the position of CEO. Over my time with the UPA I have gained an appreciation of UPA's complexities and a deep understanding of what is required to ensure we can continue to evolve and provide services for the next 80 years. I will work to ensure interactions continue to be respectful, acknowledging people's efforts over the years in building the organisation.

Continuous scanning and interpreting the world around us is critical to the long-term quality and success of UPA. Staying up to date with the latest trends, demographics, technologies, opportunities, policies and practices ensures we can deliver the best experience, care and support for our consumers and staff.

Across aged care there is a shift in how people want to live their life's journey and how organisations are able to assist with that. There is an increasing demand for 'ageing at home', community and social demands, technology supplemented living, new or refurbished buildings, individualised consumer directed care, and better food and activities. At UPA, exceeding these expectations will evolve the way we operate our organisation and approach care.

UPA will need to successfully navigate a myriad of changes occurring in the industry over the next 3 years, most notably:

- Developing and adapting UPA's systems and processes to achieve the outcomes required to meet the Government's legislative and policy adjustments outlined in their response to the Royal Commission into Aged Care Quality and Safety.
- Reviewing and adapting how we provide support from the Corporate Office as we are now sharing learnings and improvements to assist the Regions manage the increasingly complex auditing approach from the Aged Care Quality and Safety Commission.
- Responding to workforce and financial viability pressures.

Being proactive in responding to regulatory change, will provide UPA opportunities to be more strategic and effective in our actions. By being proactive to regulatory requirements, we are better able to service our consumers. Over the past year and the next, some of the regulatory changes we face include:

- From 1st September 2021 the "Improved Home Care Payments" came into effect so that Home Care providers are now reimbursed in arrears for the amount actually spent providing care in the payment period, with the balance of any subsidy to be held by the Commonwealth.
- In October 2021 we commenced reporting on the amount UPA spends on food and nutrition at our residential homes in order to receive the basic daily fee supplement.
- In October 2022, the AN-CCC funding will replace the ACFI and this will require significant work to ensure a smooth transition. Part of our preparation has commenced with ACFI reviews being undertaken at all our homes to ensure the care delivered is reflected in the funding we receive.

UPA needs to be nimble and adaptable in how we respond to these changes, being proactive and responsive as circumstances such as government policies evolve and change.

In consultation with the Management Teams, we will be developing change management and implementation plans that provide clear direction and guidance on how UPA is responding to all significant changes.

To provide clarity and direction over the next three years:

- The Board has developed UPA's first organisational wide Strategic Plan that clearly identifies and outlines the directions and initiatives being undertaken at an organisational level to support Regional operational performance and success.
- This will be supported by program specific consumer engagement plans that draw on feedback from consumer consultations (residents, staff and families) leading to the development of action plans that constructively address the ideas presented.

As we look to the future, we need to ensure UPA's ongoing success by continuing to build a progressive growing organisation that embraces change, enabling us to meet and exceed our consumers' expectations, maintain a reputation for quality in the communities we serve, with an engaged and committed workforce who see UPA as an employer of choice.

As we explore new opportunities, we will always be mindful of meeting our purpose to offer care of the highest possible standard consistent with our Christian commitment and the expectations of society.

I would like to acknowledge and thank the Management teams as they continue to provide calm and effective leadership, that most importantly values people in achieving UPA's Purpose and Vision.

My thanks to the State Board and Regional Executives who wisely allocate resources that enable and support our teams to deliver on our purpose in providing exceptional consumer experiences.



Tim Thorndyke
UPA Chief Executive Officer

A PERSONAL NOTE AND FAREWELL FROM LOUISE BUXTON

As this is my final annual report as UPA State President I have taken the opportunity to reflect upon my past 13 years serving on the UPA State Board. It was a great privilege to be elected as UPA State President back in 2012 and at the time I recall the regard I had for those that went before me and the growth that had taken place since the founding of UPA by Thomas Agst in 1940. Indeed, UPA's charitable work commenced with the establishment of Children's Homes to provide care for vulnerable children. This continued as the core mission until the early 1980's when the 10 remaining Homes were closed due to a change in government policy, thus shifting the charitable work of UPA to providing care for the frail and aged. At that point in time the UPA was able to pivot and respond to changing times. Despite the inevitable disruption and heartache that ensued, the leaders of the day were able to prevail and lay the foundations for provision of aged care. This of course has grown into the UPA we see before us today.

In 2022 we again are facing challenging times. COVID-19 continues to remain a significant concern. Consequently various protocols must remain in place to protect our consumers and staff. In-reach clinics were held within our Homes to enable residents to have COVID-19 boosters and flu vaccinations. UPA staff were all triple COVID-19 vaccinated by 31st May, 2022. Even so some Homes have experienced exposures and outbreaks but thankfully all have been well managed. It is expected that COVID-19 will remain very active within our communities for some time, so we remain vigilant and responsive.





It has been a pleasure to work with Tim during his first 12 months as CEO. The amount of change that the Aged Care Sector is currently undergoing is unprecedented and Tim has worked tirelessly to position the UPA to both respond and adapt. In February 2022 UPA welcomed Lucy Thompson as our new COO. Lucy brings a wealth of experience to the organization and has quickly become an indispensable and respected member of the team. Tim and Lucy are our corporate leaders and they bring much needed strength, enthusiasm and a strategic vision to the UPA which will ensure the future sustainability of our organization.

In April the UPA State Board approved the decommissioning of "The Laurels", our residential aged care home situated in Kogarah. The Laurels was originally a grand Victorian-Italianate home built by Elizabeth and Martin Murray in 1886. The UPA purchased the home in 1950 and in 1951 it became a much-needed home for young girls who had reached working age and required somewhere to live. "The Laurels" was eventually converted to enable provision of aged care in 1979.

Earlier this year "The Laurels" was deemed unsuitable to remain as a residential aged care home due to its condition and inability to be modified. This was a sad moment given "The Laurels" had been providing care for over 72 years but thankfully, after consultation, the current residents were able to be accommodated in alternate homes and the staff either redeployed within UPA or provided with assistance to find employment in their local area. The entire process was compassionately and deftly handled by Tim, Lucy, Care Manager Stephanie Romano and Sydney Regional Manager Rebekah Ferguson.

Our homes on the North Coast were all impacted by the unprecedented floods of February and April. Regional Manager Matt Ashby and the UPA North Coast Team went well beyond the call of duty when managing the crises with the welfare of the residents always being at the forefront. All residents remained safe and well cared for under the most difficult of circumstances but sadly some staff and volunteers were seriously impacted, losing homes, cars and having their lives turned upside down. Rathgar Lodge was partially inundated and residents evacuated; Richmond Lodge was under threat but avoided serious impact; but unfortunately Greenhills Lodge was seriously affected. The home was cut off by flood waters with a handful of amazing staff providing care and comfort to the residents. As a consequence of the flood the site became undermined due to the collapse of the river bank and part of Greenhills Lodge required evacuation. After consultation with Geotechnical Engineers, it was determined that the site was unable to be remediated. With no other viable alternative, the UPA State Board had no option but to approve the decommissioning of Greenhills Lodge in May 2022.

Greenhills Lodge had been providing care to the frail and aged for over 43 years since its opening in 1979. It is indeed sad to see this closure which represents a great loss to the Murwillumbah community who have been so incredibly supportive over the years. UPA North Coast are committed to rebuilding Greenhills Lodge in a more sustainable location.

In May 2022 long serving UPA Director Lindsay Doust retired from the State Board. Lindsay had been personally impacted by the recent Floods and is intending to undertake more voluntary work in the local area. I wish to thank Lindsay for his valuable contribution to the governance of UPA over the past years. At this time the State Board also welcomed Colin Isaacs who has stepped up to represent the North Coast Region.

Another retirement from the UPA State Board will occur in October 2022 when John Horsfield steps down after 13 years serving as both a Director and also, for part of this time, as Chair of the Audit Committee. I would like to acknowledge John's commitment to the work of the organization, especially in the areas of accounting and finance.

This year has seen the departure of 10 long serving members of staff. I would like to acknowledge the contribution and dedication of both Bob Case and Sally Cox. Bob leaves the UPA after 25 years of service and Sally after 17 years of service. I sincerely thank both Bob and Sally and wish them both well in their future endeavors.

The resilience and dedication of our staff; the capacity of our Regional Managers to deal with the complexities of both provision of quality care and day to day management; the enthusiasm and professionalism displayed by our Residential and Home Care Managers, despite the ongoing challenges of both COVID-19 and workforce shortages; and the invaluable contribution made by our wonderful volunteers needs to be acknowledged and celebrated. UPA is indeed blessed.

It has been both a pleasure and privilege to serve as UPA State President. I wish to thank my fellow directors both present and past for their fellowship and for their commitment to the work, mission and values of the UPA and those we serve. I have appreciated and greatly valued the wise counsel and dedication of our CEO Tim Thorndyke. Tim is indeed charting the course through turbulent times and under his leadership UPA is emerging as a resilient and sustainable organization.

Over the years I have met so many wonderful staff and volunteers – you have my heartfelt admiration and deep gratitude.

Take Care and God Bless.



Louise Buxton
UPA State President

I would like to thank UPA Archivist Deb Wager for providing historical information for both The Laurels and Greenhills Lodge and acknowledge her ongoing work recording and preserving the history and heritage of UPA.

UPA SERVICES

RESIDENTIAL AGED CARE

18 Centres / 838 Places

SERVICED APARTMENTS

1 Centre / 20 Places

HOME CARE PACKAGES

921 Packages

RETIREMENT VILLAGES

22 Centres / 590 Places

VETERANS HOME CARE (DVA)

6 Centres / 592 Clients

YOUTH CARE

1 Centre

OPPORTUNITY SHOPS

2 Shops

COMMONWEALTH HOME SUPPORT PROGRAMME

537 Clients

SHORT TERM RESTORATIVE CARE

6 Regions





UPA'S **SEVEN REGIONS** EXTEND ACROSS AN AREA FROM THE NORTHERN PARTS OF VICTORIA TO THE QUEENSLAND BORDER. UPA **PROVIDES QUALITY CARE**. IT HAS THE PRIVILEGE OF **ASSISTING THOUSANDS** IN **PARTNERSHIP WITH THE COMMUNITY**.

THE YEAR IN REVIEW

SINCE ITS INCEPTION IN **1938** UPA HAS FACED MANY **CHALLENGES** AND THE LAST TWELVE MONTHS EXPERIENCED NEW BUT EQUALLY CHALLENGING ONES. **OUR THANKS** GO TO OUR **DEDICATED STAFF** AND **VOLUNTEERS** FACED WITH THESE WORRYING TIMES WHO CONTINUED TO PROVIDE **AMAZING CARE, COMPASSION** AND **SUPPORT** TO ALL OUR **RESIDENTS** AND THEIR **FAMILIES**.

As always, it is helpful to look at the year that has just passed and conduct a review that includes some critical analysis of the decisions and the events that have taken place. Like other years in our long history, 2021/2022 will be recorded as one that has been quite unlike any other that has passed in the previous 84 years of the UPA's operations.

COVID-19 AND UPA

It would seem fair to say that this past year, like the two previous ones, has been most clearly marked by the impact that the COVID-19 virus has had on most human activities across the world. For everyone involved in the work and activities at UPA, be they residents or home care clients, staff, or Board, the precautions, the provisions, and the restrictions, have been front of mind all year, without a break.

NEW LEADERSHIP OF THE UPA

As reported in last year's Annual Report, after 26 years at the helm of UPA, Steve Walkerden called time on his work for this Association, retiring with effect from the 2021 Annual Conference. With the benefit of hindsight, we can report here that Steve left the UPA in very good shape at a very turbulent time for the whole aged care industry. At the Conference, the Board announced the appointment of Tim Thorndyke, another long serving senior UPA Manager, as the new Chief Executive Officer. As Steve noted in his final report, Tim has been handed a number of exciting projects that are in an early stage of progress, as well as many newly emerging and some quite unforeseen, challenges, to be going on with. Some of these challenges have been met with the appointment, or the proposed appointment, of several new Executive Managers who are to carry the business of the Association forward into the years ahead.

THE LAURELS, KOGARAH

In July, 1950 the newly formed Sydney South District Branch of the UPA arranged the purchase for £6,750/- of 45 English Street, Kogarah to be opened as a residential Home for girls. The heritage house, built in 1886, was officially opened with much fanfare and rejoicing on the 22nd February, 1951. Initially it was conceived of as a Home for older girls from any of the other UPA Homes who, upon turning 14 or 15, wanted to move to the city, especially including those that wished to be employed at the UPA Head Office or at the printing works then owned by UPA, H. Gorton Printers. In May, 1973, both the need and the management of such a Home close to the city was no longer viable, and the house and extensive grounds were turned over to the provision of aged care. Over time, single ensuite units were built around the heritage house and enjoyed both good occupancy rates and good staffing for many years. As time passed, the demand for single room units declined, as did occupancy, and so it was, in May 2022 the decision was taken to close the facility. As at the time of printing, decisions are to be made about the future status of this significant property.



NORTH COAST FLOODS

Apart from COVID-19, another outstanding and alarming natural disaster to strike Australia was the advent of several severe rain events. From the last months of the summer of 2021/2 and through into the first half of 2022, the east coast of Southern Queensland and northern NSW was frequently inundated as dams failed, rivers broke their banks, and, tragically, lives, houses and businesses were lost to floods. UPA's facilities at Greenhills Lodge at South Murwillumbah, Rathgar Lodge at Ulmara, and Richmond Lodge at Casino were all impacted by rising flood waters that required residents to be evacuated to some degree or other. Ongoing plans and provisions are under way to protect residents from the obviously distressing impacts of future flood events.





THE UPA COMMUNITY—



AT UPA, OUR **GREATEST STRENGTH** LIES IN OUR **PEOPLE**. WE EMPLOY AND RETAIN **DEDICATED, CAPABLE, AND CARING** MANAGEMENT AND STAFF MEMBERS. OUR MANY **VOLUNTEERS** ARE INDIVIDUALS WHO **GENEROUSLY GIVE** THEIR TIME AND ARE AN **INSPIRATION** TO MANY.

WE **LOVE** TO SEE OUR **PEOPLE GROW** IN **CAPACITY** AND **SKILL** AND TO KNOW THAT OUR RESIDENTS AND CLIENTS RECEIVE THE **BEST CARE POSSIBLE**. EACH AND EVERY MEMBER OF **STAFF** IS **VALUED** AND **ENCOURAGED** TO **CONTRIBUTE** TO THE **QUALITY OF LIFE** OF OUR RESIDENTS.

RESIDENTIAL CARE

UPA operates 18 Residential Aged Care Facilities which continue to provide a wide range of care options and accommodation for older people who are unable to continue to live independently. In partnership with our residents and their families, our model of care is about embracing the wisdom and strength of aging to deliver high-quality, evidenced based care. We pride ourselves on understanding the needs of each individual consumer living within UPA's caring homelike environment. We partner with government, industry, and academic organisations to keep abreast of changes and to ensure the experience of residential aged care at UPA enables each person to live their best quality of life possible.

Residential Respite Care is available at many of UPA's facilities.

RETIREMENT VILLAGES

UPA's 22 retirement villages with more than 590 units provide residents with the choice to downsize and minimise home maintenance thereby allowing them time to pursue activities they enjoy. Our villages offer a range of services depending on the location and size and include regular social activities, 24-hour emergency call systems, home and garden maintenance as well as being a part of a community of people at a similar stage of life.

Each village also has a variety of amenities available, that can include a library, hairdresser, community centre, chapel, computer room and outdoor areas. With a number of our villages co-located with an aged care facility and UPA Home Care services available residents have the peace of mind that they can age in place with an organisation that has over 80 years of experience in caring for young people and the elderly.

OPPORTUNITY SHOPS

UPA's two opportunity shops are located in Dubbo (122 Brisbane Street) and Orange (197-199 Peisley Street) and are run predominantly by a wonderful team of dedicated volunteers. As has been the case since the opportunity shops first opened, funds raised from the sale of goods are invested back into the local UPA community and services.

YOUTH CARE UPA

Youth Care UPA is a program of the UPA Far North Coast Region to provide a secure, safe and caring alternate living arrangement for those young people who cannot or choose not to live with their natural families. The children and young people decided that the name Youth Care UPA reflects the service UPA provides to them (children and young people). Furthermore, the name change acknowledges the contribution, which UPA makes to the program.

It is our mission to provide an effective support placement service, which empowers young people, and creates opportunities for their future to enhance their quality of life. This is to be achieved in collaboration with the young person, their family and other relevant people. Youth Care UPA plans for quality outcomes, while providing outreach and support to young people with identified needs.





UPA HOME CARE — IN REVIEW



UPA'S HOME CARE SERVICES ARE **CONTINUALLY EXPANDING**. THE **AIM** IS TO **SUPPORT MORE** OLDER AUSTRALIANS WHO WISH TO **REMAIN LIVING** IN THEIR **OWN HOMES** AND **MAINTAIN** THEIR **INDEPENDENCE** FOR AS LONG AS THEY POSSIBLY CAN.

STARTING IN **1995** WITH **30 COMMUNITY AGED CARE PACKAGES** (NOW KNOWN AS HOME CARE PACKAGES) IN THE **TWEED SHIRE** UPA'S WORK HAS **GROWN** OVER THE YEARS INTO AN **EXTENSIVE** AND **VARIED** HOME CARE SERVICE PROGRAM **THROUGHOUT NSW**.

UPA Home Care staff, consumers and their families and our volunteers have experienced another year with COVID-19 in our day to day lives. Personal protective equipment, rapid antigen testing and COVID-19 questionnaires are a big part of our daily routine and we take this opportunity to thank all concerned for accepting the additional measures required to ensure our clients and workforce are protected. Communicating differently through COVID-19 with technology is an integral part of our ability to keep service contact with our consumers. UPA sourced many new products and services to assist in this area and have had some amazing and heartfelt experiences with families and consumers connecting during isolation and earlier lock down periods in 2021.

As with all approved aged care providers, UPA are faced with a staff recruitment struggle with workforce shortages of major concern. Already under significant staff shortage pressures following the Royal Commission, COVID-19 has only added to these pressures. In order to fill this staff shortfall, the recently formed UPA People and Culture Unit headed by Kimberly Matchett aim to recruit new staff and sustain a strong workforce. Our Home Care consumers have been very understanding of staff shortages and the necessity to rearrange their services. UPA Home Care staff have also been very flexible in their availability to service our consumer recipient needs.

In March 2022 UPA North Coast Region faced yet another flood and services to our home care consumers was severely affected mainly due to road closures resulting in increased travel time to reach care recipients. Staff shortages also occurred when staff members themselves were personally affected by the floods.

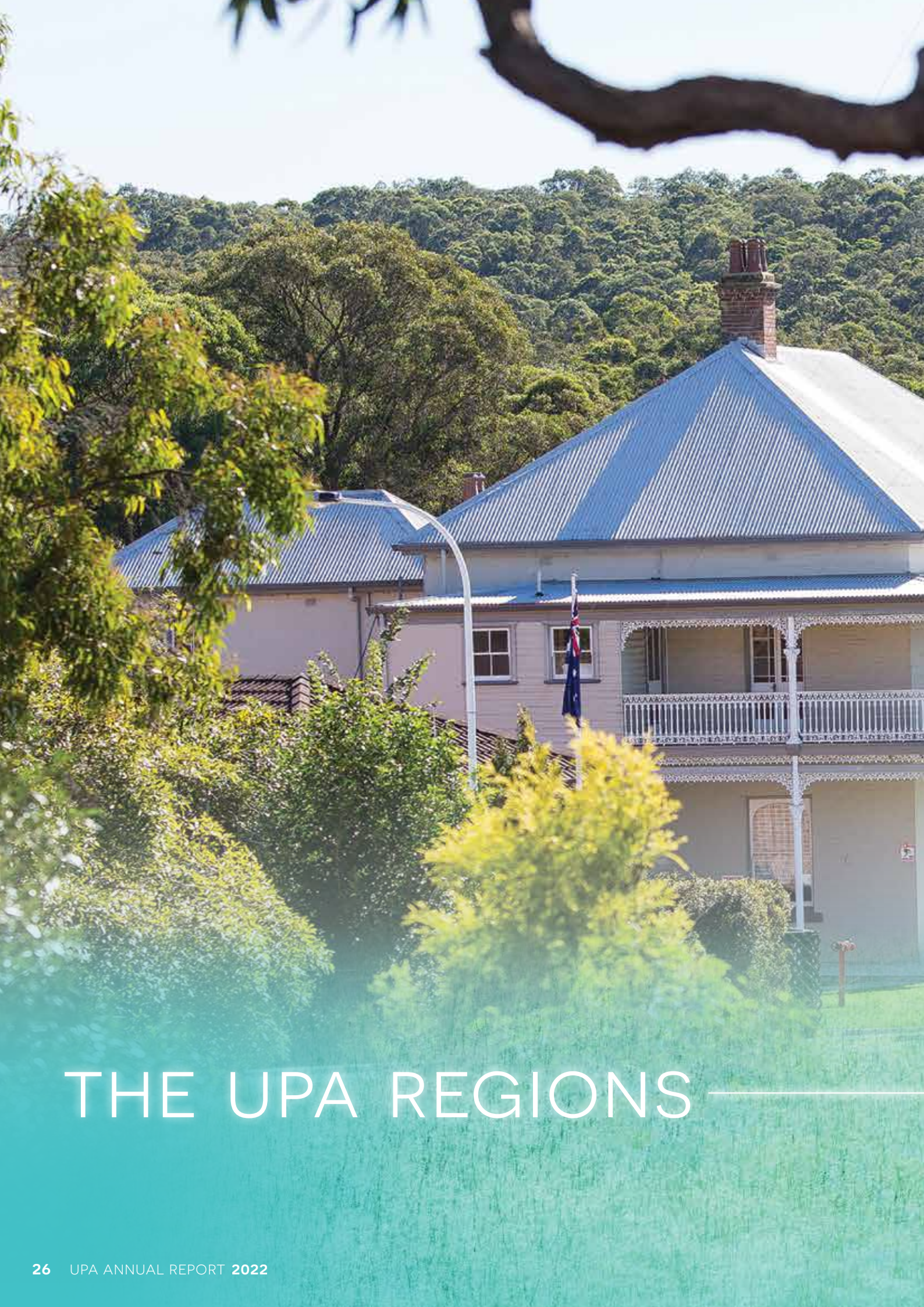
From 1 September 2021 Home Care faced yet another change that was the requirement for the service providers to decide to opt in or opt out to return unspent funds for a care recipient. This was a major change to the way we completed our month end processes and we will see further change in the way we present consumer statements and transparency improvements in the home care sector.

In 2019 the context of responding to the Royal Commission's Interim Report, the Government announced that they would establish a new form of home care, this would be a single unified system for care in the home delivered as one single unified system "Support At Home". This would join most of our home care services together, (the Commonwealth Home Support Programme (CHSP) and the Home Care Packages Program and short-term restorative care), which would be flexible with services tailored to consumer's needs. Providers were waiting the transformation in home care to take place in 2023. However it was announced in July of this year that the Support at Home system would now extend to July 2024 due to concerns with the proposed funding model.

UPA eagerly awaits the transformation and the final release of both the Departments work in surveying consumers and providers of home care services and the resulting new operating guidelines around Support at Home.

UPA look forward to our future in Home Care and by creating our UPA Strategic Plan, one of the highlights in 22/23 for home care will be how innovative planned concepts will bring together our UPA streams of services and care with home care, retirement villages and residential care working closely together to provide a seamless approach to entry points into UPA.





THE UPA REGIONS



IN THE COMING YEARS, UPA AIMS TO ACHIEVE **SUSTAINABLE GROWTH** AT A **STEADY PACE**. WE WILL DO THIS BY **EXPANDING** OUR MANY EXISTING SERVICES AS WELL AS BY **DEVELOPING** AND **ACQUIRING NEW SERVICES** FOR THE BENEFIT OF OUR **VALUED CLIENTS**.

OUR SKILLED AND DEDICATED STAFF EMBRACE THE MISSION AND VALUES OF UPA AND WE WILL NOT COMPROMISE IN OUR ENDEAVOR TO EMPLOY HIGH CALIBRE, COMPASSIONATE, CARING PEOPLE TO MEET THE NEEDS OF OUR RESIDENTS.

HUNTER REGION

The past year has presented many changes and challenges for the Hunter Region. It has been a testing time for all concerned and the support and resilience of staff, volunteers, residents and their families has been sincerely appreciated.

Hunter Home Care continued to grow with increased services to additional consumers and 101 Home Care Packages. Service delivery areas expanded to offer CHSP and Home Care Services to consumers on the Central Coast. A second Registered Nurse was employed to provide increased choice and clinical input for consumers.

Legislative changes were implemented across our Retirement Villages with the introduction of the Asset Management Plans. Refurbishments and preventative maintenance continued throughout the Retirement Villages and included the refurbishment of four units and painting and restoration of roofs at Ellimatta Village.

Despite COVID-19 interruptions, restrictions and lockdowns, Woodlands Lodge staff continued to provide care of the highest standard and embraced opportunities to ensure a range of activities were available to residents. One highlight was the “Henny Penny” Project with an incubator installed in the lounge room enabling residents to watch young chicks hatching.

Woodlands Lodge were fortunate to partner with Dementia Training Australia (DTA) in a program on how to improve the health and wellbeing of those living with dementia. Outcomes of the program have been implemented and have positively influenced our activities and environment.

Training and development opportunities were encouraged and offered to staff throughout the year. The annual 2-day Mandatory Competency Days in May provided an opportunity for Residential and Home Care staff to meet and enjoy interactive learning and team support.

The Development Application was approved for the Valley View dining room and kitchen refurbishments and work scheduled to commence in July 2022. The acquisition of additional properties in Hanley Street has continued which will increase the size of the current Woodlands site and allow for future growth and development.

Thank you to the Regional Executive, management team, staff and volunteers for their hard work during these difficult times and for their commitment and dedication to our residents and consumers.

RIVERINA MURRAY.

Restructure of our management team was a major project this year. Following extensive consultation with all stakeholders, “Hostel Clusters” were introduced. Care Managers assumed management of several facilities with a strengthened support base in each facility. The first cluster is Murray Vale Shalem and Holbrook hostels and the second Oolong, Jindera and Myoora hostels. In each facility we introduced a Clinical Nurse Specialist to assist with oversight of the clinical care and support for our residents. The Team Leader role was reviewed and new Team Leaders employed to assume responsibility for day to day running of each service.

The existing Home Care Programs merged into a single Regional Community Care Service. This enabled our Home and Community Care Service in Riverina Murray to be functionally managed under one Home and Community Care Manager. Coordination and scheduling of operations now functions from the Murray Region, with a satellite office continuing to operate in the Riverina overseen by a Riverina Site Coordinator and supported by our existing team of clinicians and care support employees. This will provide greater capacity to grow our services whilst continuing to maintain current care provision, regulatory requirements and focus on continual improvements.

The Community Care Office at Wagga has been altered to match the new regional structure that was recently implemented. Accommodation for visiting staff to use involving two refurbished units adjacent to the Community Care Office has been developed.

A Regional Nurse Educator has been employed to ensure all staff regularly receive consistent high-quality training right across our residential and community care services.

Financially the year has been challenging, especially trying to reach a balance between the Residential Aged Care operating income and funding environment and providing great care, dealing with extra costs for COVID-19 outbreak, staffing and shortages, and the continued very low investment and interest returns. Taking all this into account our YTD results are positive at both an operating and non-operating level.

Redevelopment of Oolong Hostel to increase bed numbers by nine and provide larger spaces for resident social activities has progressed to now having an approved development application. Building will commence in August 2022 with work anticipated to be finished in late 2023.







The introduction of a therapy dog to work with residents at Murray Vale Shalem has been a great success. Louis the Labrador came to UPA as a puppy and is being professionally trained to therapy dog level. Louis has a positive effect on residents, staff, and visitors.

There have been major Information Technology upgrades throughout the year to ensure the region is running high levels of protection and security for our organisational information.

To help minimise our environmental footprint, vehicle purchases have been hybrid cars. Skins have been applied to increase the profile of UPA in the community.

CENTRAL WEST REGION

The preceding 12 months for Central West Region has been one of opportunities as well as challenges. Firstly, a big thank you is extended to the UPA staff and volunteers caring for all residents, community clients and retirement village clients. Their services are the backbone of our organisation and one for which we are truly thankful.

Ascott Gardens has seen the appointment of Catherine Quick as Care Manager and her managerial leadership with an exceptional team securing a successful 3-year accreditation. Ascott Gardens has sustained a year of strong growth for staff recruitment and service project development with completion of a meeting room for staff handovers, case conferences and resident meetings/activities. Further achievements include 2 full time staff completing the Australasian College of Infection Prevention and Control Course, to become Infection Prevention Control Leads to manage ongoing outbreaks; 100% compliance for staff receiving COVID-19 vaccinations, booster and Influenza vaccinations to protect their clients in care; 100% of staff completed appraisals and positive feedback gained in this process and local managerial participation in the leadership VOICE Program to ensure sustainability of quality leadership across the Central West region.

Prunus Lodge has seen the appointment of Tanya Jackson as Care Manager with smooth transition from Clinical Registered Nurse and as Acting Care Manager to recognised and valued appointed leader. Tanya ensures services are well prepared for the commission visit and compliance assessment against the Quality Aged Care Standards. The gardens have been upgraded under the expert eye and attention of Kris Robbins to the great satisfaction of all residents and visiting family and friends.

Electronic keycode swipes have been upgraded to all areas to reduce the impact of environmental restrictive practices.

Central West welcome support from the Corporate team who commenced weekly leadership meetings giving the opportunity to share ideas with each UPA region.

Prunus Lodge has seen an increasing financial viability with beds being filled and ACFI submission uplifts and commitment to participating in offered learnings for the AN-ACC funding model.

Retirement Village living continues to see an 100% average of occupancy with long waitlists across the four villages. The residents have been able to participate as desired with offered social activities that include a hairdresser service, indoor bowls, weekly bus trips around the region and booked out lunch dates. A recent activity has seen the commencement of a physiotherapy led exercise class and resulting goals for happy and fit clients.

At Molong, a retaining wall repair continues to slowly progress with council engagement. All RVs have completed the Fire Safety Equipment checks and resident training with resulting fire statements issued and updated across all villages and activity centres

In January we warmly welcomed the appointment of Mary Therese Carey as Home Care Manager. Mary Therese has had a focus of increasing service growth for all packages and STRC programs and has become involved with the local community by attending Networking and Marketing events. Mary Therese has also met with the local Orange Council Coordinator in Ageing and Sector Support across Central West and centred on opportunities to network and collaborate and promote UPA Home Care Services with accessing the Official Visitors Scheme.

Benchmark consumer experience surveys remain high with 83.77% satisfaction results. Flow on measures indicate clients recommend UPA services to others which increases community service applications. An outstanding result.

My thanks go to the Manager and amazing volunteers who run the Buena Vista Opportunity Shop. Sales from the shop continue as always to support the local community.

Central West Region management continues to give thanks for the high calibre of staff and volunteers who work for UPA and model the values of Respect, Kindness, Compassion, Integrity, and Inclusiveness promoting our region to be an employer of choice in a highly competitive aged care market.

WESTERN REGION

Throughout the COVID-19 challenges, including several outbreaks, our teams have continued to provide a very high level of care and support to our residents, consumers, and their families. Their commitment to the Values and Mission of UPA is to be commended.

In the Western Region, we were able to remain reasonably calm in regard to the COVID-19 restrictions but did however make the decision to lockdown down in early June following a client leaving Melbourne during a lockdown and returning with a positive result. COVID-19 vaccinations 1 and 2 for Bracken House and Yeoval residents ran very smoothly with both having excellent take-up results. Conducted COVID-19 Outbreak Management Meetings are held on a regular basis.

Our Regional Executive President, Tod O'Dea resigned from the Executive Committee last September after 12 years and we sincerely thank him for his contribution to the organisation. We welcomed Wendy Herd who has been on the Committee since 2016 as the new Regional Executive President.

Also in 2021 we bid a fond farewell to Lee Oddy, Care Manager of Bracken House, and welcomed Jodie Nelson to the position. Jodie has been with the UPA for seven years in the role of ACFI/Quality Co-ordinator. Our Retirement Village Manager, Mitch Rogers, another valuable member of the UPA team for five years, also left the Western Region. Mitch is replaced by Jodi Martin, who has been warmly welcomed by residents at Oxley Village.

Early March saw both our aged care facilities receive a visit from The Aged Care Quality and Safety Commission (ACQSC) in relation to infection control. The team from ACQSC conducted a Service Risk Assessment – COVID-19 Status with the staff. We are pleased to report both facilities did extremely well and no major issues were identified.

Following an unannounced visit by ACQSC Assessors in late March at Bracken House. Bracken received reaccreditation period of two years commencing April 2022.

Yeoval's bed occupancy rate has increased from 60% in October 2020 to 91.1% in May 2021. Yeoval is also looking at re-opening the Netherwood Wing for low respite residents.

Application has been submitted for 6 x STRCs but only two were received for the Region.

Over the past year, Managers have carried out their Leadership Training Program with Illana Halliday, with the most recent workshop being 'Critical Conversations'.

A Staff Harmony Day luncheon was held in March 2021. That was very successful with many of our staff bringing in their cultural foods for each other to try.

Lillimur Cottage units have now been deregistered from the Retirement Village Register and leased on the private market. This creates additional income for the region and also supports staff retention with three currently leased to Bracken House employees.

My sincere thanks go to all the UPA Western Region Management team, staff and volunteers who have all worked so tirelessly over the year. My thanks also to the Corporate Office and the Executive Committee for their guidance and support in what has definitely been a trying year for one and all.

NORTH COAST REGION

COVID-19 restrictions, lockdowns and border closures impacted heavily on staffing and Home Care Services in the North Coast Region late in 2021. Growth of our Home Care Program was hampered by restrictions which prevented recruitment of more staff and until these challenges are resolved it became necessary to decline new admissions.

In August 2021, Matthew Ashby was appointed Principal Officer of the Youth Care Program.

A Youth Care Accreditation Audit was conducted by the Office of the Childrens' Guardian (OCG). This comprised two remote audits, one in August and another in February. An on-site OCG audit will also occur in November 22 and will complete the accreditation process. The team are working through a comprehensive action plan developed from the OCG's feedback from assessment 1 and 2, with support from AllambiCare.

Despite a re-invigorated marketing program, the Youth Care Program has been unable to recruit new foster carers and this has hampered growth of the program to 80 places. The program averaged 60 places and operational losses were addressed through non replacement of staff as positions became vacant. The existing contract with Department of Communities and Justice (DCJ), due to expire on 30 June 2022, has been extended by three months and negotiations are underway to finalise the terms for a new contract.

March 2022 saw the North Coast Region impacted by the worst flooding in history. The first flood followed major flooding in Brisbane in late February/early March and just as communities cleaned up the initial floodwater, a second flood impacted saturated catchments in late March. Greenhills Lodge was cut off by floodwater for 48 hours with two staff members and neighbours caring for residents until floodwaters receded. Rathgar Lodge was also evacuated with residents and ILU residents accommodated either in Grafton, or returned home with family, or with other aged care providers for eight nights. At Richmond Lodge, although floodwater came close to the front and rear entrances, only seven residents were evacuated to the Casino Hospital as a precaution.







Following the flood events, on Tuesday 29 March 2022 a section of the riverbank at Greenhills Lodge collapsed. Ten residents were immediately relocated to other aged care homes whilst consultants assessed the area. Following extensive risk assessments in consultation with geotechnical engineering consultants; it was determined the river perimeter is continually at risk of further erosion and the UPA Board made the very difficult decision to close the service in May 22 for the safety of residents, visitors and staff in light of the potential for future similar incidents.

Rathgar and Greenhills Lodge experienced their first COVID-19 outbreaks in January 2022, with Richmond Lodge following in May 2022. In each case the Care Managers and staff did an outstanding job ensuring our residents were well cared for.

Rathgar, Greenhills, and Richmond Lodge Re-accreditation Audits are due in 2022.

Lorraine Thompson was appointed new Care Manager at Richmond Lodge in February 2022.

Tyrone Dungey resigned from the Rathgar Lodge Care Managers position to take up a Home Care Coordinators role in our Home Care services. Recruitment is underway to find a new Care Manager for Rathgar.

Substantial work on the Seniors Living Development Project at Wollongbar has progressed. Architect Sue Kenny has been steering the work as various consultants were engaged and initial discussions held with Ballina Shire Council. We are hoping to lodge a Development Application in 2023.

Lindsay Doust resigned as President of the North Coast Region and the Region's Representative on the Board. We thank Lindsay for his dedicated service to UPA since 2013. Don Dezentje was elected as the new Regional Executive President in June 2022.

The North Coast Region does look set to produce a positive overall 30 June result and return a better than budget surplus thanks to the Region's Non-Operating Income.

SYDNEY NORTH REGION

The renovations at Thomas and Rosetta Agst Aged Care facility have finally been completed after several COVID related delays, becoming three large homes with homelike lounge rooms, kitchenettes, dining, and family rooms. Our residents have enjoyed watching the transformations take place throughout the year. The corridors have lost their institutional look and we are learning more about each resident through the hallway memorabilia outside each resident's room. Many units in Redleaf have been renovated to support residents to receive high care when they need it, rather than having to move to a high care facility. This change has been welcomed by residents and families alike, and the transition to high care is much easier for those residents.

We welcomed Margaret Frappell to manage our maintenance services who brings new ways of working in maintaining our resident's living environment.

We have commenced the development of our registered nurse team with a mentoring and a leadership development program.

This year, we finalised the upgrade to our nurse call system with a new best of breed system integrated with a staff communications that makes it easier to respond to resident calls and to get help from other staff when more than one person is needed. Our new system is available to residents in the retirement villages and high care residents in Rosetta Park, Redleaf and Thomas and Rosetta Agst.

Our high care services increased from 73 places to 90 places as part of our strategic plan to be able to offer 110 places by the end of 2023.

We have also focused on increasing education opportunities to staff this year and strongly encouraged staff to use our online learning. Our focus on face-to-face learning has been on mandatory training, Lee Care system training, dementia training, wound care training for registered nurses, and training in the new nurse call and smart badge technologies.

Financially it has been challenging with increased costs and limited income streams. We look forward to new opportunities and improved results in the coming year. Thank you to the Regional Executive, management team, staff and volunteers for their hard work during these difficult times and for their commitment to our consumers.



SYDNEY REGION

The Sydney Region leadership team has continued to grow and adapt this year. In December 2021, Faye Sim was recruited as the new Care Manager of Frank and Jess Kennett Home in Stanwell Park. In March 2022, we farewelled Alistair Carlin as a Regional Executive member and thanked him for his valuable contributions to UPA over many years. During the same month, we welcomed Gaya Balakrishnan to the team as Regional CNC after Richa Timilsina-Kharel took up an external position. We have been fortunate to welcome Richa back as our Quality Manager at Melrose in May this year, along with our new CNS Carla Cataluna, who joined the Heiden team in March.

Stephanie Romano, Care Manager at The Laurels facility decided she would retire in 2022. Due to Stephanie's retirement plan and the age of the buildings, the Regional Executive considered the viability of the site and made the hard decision to close its doors. After seventy two years of ownership by UPA, The Laurels started the process of decommissioning in April. Our last residents left for new homes in May and we farewelled the staff who remained caring for residents until they moved.

Improvement works have continued at each of our other sites throughout the year which included the installation of new fire panels and sensors at Melrose Retirement Village and structural repairs on Hillcrest House.

Work finally commenced on the Hillcrest emergency egress in July after two years of waiting on council final approval.

During the year audits have been attended and data collected for the Retirement Villages Asset Management Plan in line with legislation. Additionally, Heiden had the opportunity to participate in the National Quality Indicator pilot program.

We underwent a successful compliance audit for Hillcrest Retirement Village with NSW Fair Trading in July.

The Sydney Region is moving into the next year with plans to progress Stage 3 of the Hillcrest development at Stanwell Park. A geotechnical survey and soil contamination analysis has been completed and a site survey is planned. Fittingly the Regional Executive had the opportunity to view the Stage 3 site during the Hillcrest Diamond Anniversary luncheon held in December in recognition of sixty years since UPA were gifted the site for aged care.

UPA Sydney Home Care has experienced significant growth this past year which includes the additions of CHSP and STRC. Due to the growth, we have recruited more Care Staff, Coordinators and an Allied Health Professional to our team.

The extended COVID-19 lockdown across greater Sydney impacted heavily on our Region. The Administration Hub office was closed and office-based staff worked remotely from home. Personal Protective Equipment (PPE) directives were in place for all our onsite staff and a vaccination program for staff and residents was implemented. To support our Retirement Villages residents at both sites, UPA provided meals from a catering company which were well received by the residents. We also provided them with additional support such as online grocery shopping and payment of their bills online.

COVID-19 continues to remain prevalent in the Greater Sydney community which has kept us on high alert. Our staff have worked extraordinarily hard to reduce risks to residents and consumers. There were a number of declared outbreaks across our residential sites and staff continue to wear PPE and undertake precautionary Rapid Antigen Tests. I would like to take this opportunity to acknowledge the dedication and strength the staff have shown throughout the year. We have continued to meet the needs of our residents and consumers each day because of their efforts and I am very thankful for the opportunity to work alongside them.



THE UPA BOARD

LOUISE BUXTON

PRESIDENT (SINCE 2012)

Year appointed: 2009

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

Special Responsibilities: Member of Projects, Planning, Audit, Risk and Remuneration Committees.

ANTHONY SHORT

VICE PRESIDENT

Year appointed: 2016

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

Special Responsibilities: Member of Investment, Audit and Remuneration Committees.

SUE HERBERTSON

VICE PRESIDENT

Year appointed: 2017

Qualifications and experience: Registered Nurse, Grad. Cert. in Social & Community Practice, Cert. IV Training & Assessment, Cert. IV Disability. NUM Residential Disability Service, Senior Manager Care West Aged Care Services. Chairperson Orange Family Support services, Chair Western Region Dementia Interagency Committee.

Special Responsibilities: Member of Projects, Chair of the Risk Committee, WHS and Remuneration Committees.

TIM THORNDYKE

CHIEF EXECUTIVE OFFICER

Year appointed: 2021

Qualifications and experience: Registered Nurse – General / Mental Health / DD. Graduate Dip Health Management Charles Sturt University. Psychiatry of Old Age Certificate, NSW Institute of Psychiatry. Extensive experience (over 35 years) in aged care in both senior clinical and management positions in the not-for-profit sector. Leadership and management of the UPA Sydney Region since 2006, ensuring that service development and delivery are consistent with UPA's mission, values and code of conduct. Previous experience involved working in the field of mental health specialising in psycho-geriatrics.

Special Responsibilities: Member of Audit, Planning, Projects, Investment and Risk Committees.

DAVID WALLACE

DIRECTOR – SYDNEY NORTH REGION

Year appointed: 2014

Qualifications and experience: Bachelor of Business, Certified Practising Accountant (CPA), aged care consultant for 40 years providing operational, financial and strategic advice to not for profit and private operators. Other services have included industry education/training, projects for Federal and State Governments, and board membership of aged care operators.

Special Responsibilities: Member of Projects, Planning and Risk Committees.

NORM EVERS

DIRECTOR – RIVERINA MURRAY REGION

Year appointed: 2017

Qualifications and experience: Past Executive Member Wagga Wagga Soccer Association; Past President Ashmont Soccer Club, Past Board Member Riverina Finch Society, OH&S Committee Board member Wagga TAFE, Wagga Wagga Baptist Church Deacon and Treasurer for 10 years.

Special Responsibilities: Member of Planning, Projects and Risk Committees.

IN 2021, WE FAREWELLED **CEO STEVE WALKERDEN** AFTER A REMARKABLE **26 YEARS SERVICE** TO THE UPA. STEVE DISPLAYED A **DEEP COMMITMENT** TO PROVIDING **QUALITY CARE AND SUPPORT** TO THE FRAIL AND VULNERABLE.



JOHN HORSFIELD

DIRECTOR – SYDNEY REGION

Year appointed: 2009

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

Special Responsibilities: Chair of Audit Committee and Member of Investment Committee.

REX MORRIS

DIRECTOR – WESTERN REGION

Year appointed: 2017

Qualifications and Experience: Graduate member Australian Institute of Company Directors. Adv. Dip. of Rural Business Management. Certificate of Accounting, Justice of the Peace. Principle of an Agriculture Business. RFS volunteer, active in local church and community organisations.

Special Responsibilities: Member Planning, Projects, Audit and Investment Committees.

PAUL SOPER

DIRECTOR – HUNTER REGION

Year appointed: 2019

Qualifications and experience: Over 52 years' experience in the Building & Construction Industry. The last 25 years as Senior Project Manager. Projects varied from Retail / Commercial / Residential / Refurbishments / Private Hospital / Aged Care etc. Positions held included: Building Foreman, Supervisor, Clerk of Works for Dept. of Housing, OH&S Safety Committee, Construction Manager, Quantity Surveyor and Senior Project Manager. During this time Paul has had experience in most areas related to Construction and associated Engineering Works.

Special Responsibilities: Member of Projects and Planning Committees.

LINDA HAMILTON

STAFF REPRESENTATIVE

Year appointed 2019

Qualifications and experience: Bachelor of Business, Swinburn University, Advance Dip of Management, TAFE NSW, Diploma of Management, TAFE NSW, Member Case Management Association of Aust., Diploma Case Management, Cert III and IV Aged Care and Community.

COLIN ISAAC

DIRECTOR – NORTH COAST REGION

Year appointed: 2021

Qualifications and experience: B.Sc Engineering (Civil) 1980, MBA Business Administration 1990, Member AICD – Graduate of Company Directors 2019. Managing Director BOC South Pacific. Non Executive Director - MineMet and Thomas Global Chairman - Oceana Gases Limited.

IAN MORANTE

DIRECTOR – HUNTER REGION

Year Appointed 2021

Qualifications and experience: Bachelor of Commerce, Diploma of Financial Planning, Diploma and Advanced Diploma of Financial Services (Super), Graduate Australian Institute of Company Directors. Retired Chief Executive of a not-for-profit public offer multi-industry superannuation fund. Currently a Director and Company Secretary of a register company. Extensive experience in administration, governance, investments and management. Active involvement in local Anglican Parish for over 50 years. Member of the Hunter Region District Executive since 2000, and currently Regional President. Currently the UPA Governance Development Co-ordinator (voluntary role). Has previously served as a Director of UPA for 17 years, including terms as a Vice President.

Special responsibilities: Member of Remuneration, Audit, Risk, Investment, Nominations and Governance Committees.



FINANCIAL INFORMATION



THE BALANCE SHEET OF UPA REMAINS IN A **SOLID POSITION** WITH HIGH LEVELS OF LIQUIDITY THAT WILL ENSURE OUR **OBLIGATIONS CAN BE MET** AND ADDITIONALLY THAT THERE IS **FLEXIBILITY** TO **COMMENCE NEW PROJECTS** FROM TIME TO TIME.

SUMMARY STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2022

| | 2022 \$ | 2021 \$ |
|--|--------------------|--------------------|
| ASSETS | | |
| Cash and cash equivalents | 158,153,864 | 162,103,730 |
| Trade and other receivables expected to be received within 12 months | 13,425,517 | 16,869,789 |
| Financial assets | 38,943,810 | 39,114,252 |
| Capital work in progress | 8,417,155 | 5,728,144 |
| Property, plant and equipment | 367,474,786 | 375,687,919 |
| Non Current Assets available for sale | 2,216,487 | – |
| Right-of-use assets | 112,972 | 213,646 |
| Total assets | 588,744,591 | 599,717,480 |
| LIABILITIES | | |
| Trade and other payables | 27,633,219 | 30,602,201 |
| Refundable loans expected to be paid within 12 months | 67,384,492 | 65,573,789 |
| Lease liabilities expected to be paid within 12 months | 104,772 | 100,170 |
| Provisions expected to be paid within 12 months | 5,709,742 | 4,814,091 |
| Refundable loans expected to be paid after 12 months | 191,219,049 | 191,401,022 |
| Lease liabilities expected to be paid after 12 months | 17,924 | 122,696 |
| Provisions expected to be paid after 12 months | 928,028 | 1,023,663 |
| Total liabilities | 292,997,226 | 293,637,632 |
| Net assets | 295,747,365 | 306,079,848 |
| EQUITY | | |
| Accumulated funds | 201,664,362 | 211,996,845 |
| Reserves | 94,083,003 | 94,083,003 |
| Total equity | 295,747,365 | 306,079,848 |

SUMMARY STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

AS AT 30 JUNE 2022

| | NOTE | 2022 \$ | 2021 \$ |
|---|------|----------------------|----------------------|
| Revenue | 4 | 123,377,632 | 119,452,460 |
| Other income | 4 | 4,073,885 | 10,037,591 |
| | | 127,451,517 | 129,490,051 |
| Expenses | | | |
| Administration expenses | | (6,389,270) | (5,051,153) |
| Cleaning and laundry expenses | | (2,760,305) | (2,810,766) |
| Depreciation and amortisation | | (12,877,003) | (13,056,576) |
| Fair Value Loss on Financial Assets | | (4,838,323) | – |
| Finance costs | | (467,088) | (303,256) |
| Food supplies | | (6,468,477) | (6,767,352) |
| Maintenance costs | | (5,935,426) | (4,854,794) |
| Resident and client expenses | | (9,160,417) | (7,040,719) |
| Salaries and employee benefits | | (80,001,277) | (74,531,994) |
| Utilities | | (1,499,835) | (1,847,108) |
| Other | | (3,535,942) | (9,859,706) |
| | | (133,933,363) | (126,123,424) |
| Surplus (deficit) before COVID-19 net effect | | (6,481,846) | 3,366,627 |
| COVID-19 net effect | | (3,850,637) | (184,669) |
| Surplus (deficit) before income tax | | (10,332,483) | 3,181,958 |
| Income tax expense | | – | – |
| Surplus (deficit) for the year | | (10,332,483) | 3,181,958 |
| Other comprehensive income | | | |
| <i>Items that will not be reclassified subsequently to profit or loss</i> | | | |
| Gain on revaluation of land | | – | 94,083,003 |
| Other comprehensive income for the year | | – | 94,083,003 |
| Total comprehensive income (loss) for the year | | (10,332,483) | 97,264,961 |

SUMMARY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2022

| | 2022 \$ | 2021 \$ |
|---|---------------------|--------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Receipts from customers and government | 122,289,041 | 121,532,656 |
| Payments to suppliers and employees | (128,312,034) | (116,219,066) |
| Dividends received | 1,057,745 | 507,968 |
| Donations and bequests received | 49,760 | 36,300 |
| Investment income received | 2,799,775 | 3,196,246 |
| Interest paid – other | (459,108) | (290,878) |
| Interest paid – leases | (7,980) | (12,378) |
| Net GST refunded (paid) | 1,333,256 | 2,867,635 |
| Net cash flows from operating activities | (1,249,545) | 11,618,483 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Purchase of property, plant and equipment – residential | (568,564) | (2,107,745) |
| Purchase of property, plant and equipment – other | (5,980,707) | (2,063,413) |
| Purchase of capital works in progress – residential | (2,591,964) | (2,060,160) |
| Purchase of capital works in progress – other | (619,867) | (1,884,225) |
| Proceeds from sale of property, plant and equipment | 354,997 | 733,446 |
| Purchase of financial assets | (4,667,881) | (1,633,976) |
| Net cash flows from investing activities | (14,073,986) | (9,016,073) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | |
| Proceeds from refundable accommodation deposits | 56,932,093 | 48,765,691 |
| Proceeds from refundable entry contributions | 13,271,825 | 13,980,718 |
| Repayment of refundable accommodation deposits | (45,414,479) | (41,191,631) |
| Repayment of refundable entry contributions | (13,315,604) | (8,670,666) |
| Repayment of lease liabilities | (100,170) | (95,113) |
| Net cash flows from financing activities | 11,373,665 | 12,788,999 |
| Net increase (decrease) in cash and cash equivalents | (3,949,866) | 15,391,409 |
| Cash and cash equivalents at the beginning of the financial year | 162,103,730 | 146,712,321 |
| Cash and cash equivalents at the end of the financial year | 158,153,864 | 162,103,730 |

NOTES TO THE SUMMARY OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

NOTE 4 - REVENUE AND OTHER INCOME

| | 2022 \$ | 2021 \$ |
|---|--------------------|--------------------|
| RESIDENTIAL AGED CARE SERVICES | | |
| Government subsidies and recurrent grants | 65,448,749 | 61,535,482 |
| Resident fees and charges | 18,581,017 | 18,065,703 |
| Daily accommodation payments | 2,767,188 | 2,617,557 |
| Government non-recurrent subsidy | 5,000 | 20,000 |
| Other revenue | 495,563 | 385,686 |
| | 87,297,517 | 82,624,428 |
| RETIREMENT VILLAGES | | |
| Resident fees and charges | 4,234,504 | 4,608,983 |
| Retentions from resident entry contributions | 4,104,839 | 4,555,454 |
| | 8,339,343 | 9,164,437 |
| COMMUNITY CARE | | |
| Government subsidies and recurrent grants | 3,160,951 | 910,146 |
| Client fees and charges | 22,383,123 | 25,169,072 |
| | 25,544,074 | 26,079,218 |
| OTHER SERVICES | | |
| Donations and bequests | 49,760 | 35,937 |
| Fundraising income | 4,406 | 347 |
| Property rent | 626,033 | 381,760 |
| Sales of merchandise | 334,008 | 447,671 |
| Other revenue | 1,182,491 | 205,803 |
| | 2,196,698 | 1,071,518 |
| Total revenue | 123,377,632 | 118,939,601 |
| OTHER INCOME | | |
| Finance income | | |
| Dividends | 1,057,745 | 537,732 |
| Investment income – third parties | 2,922,943 | 2,991,258 |
| Fair value gain on financial assets | - | 6,411,752 |
| Total finance income | 3,980,688 | 9,940,742 |
| Net gain on the disposal of property, plant and equipment | 93,197 | 96,849 |
| Total other income | 4,073,885 | 10,037,591 |
| Total revenue and other income | 127,451,517 | 128,977,192 |

NOTES TO THE SUMMARY OF FINANCIAL STATEMENTS CONTINUED

REGIONAL SEGMENTS (DERIVED FROM MANAGEMENT ACCOUNTS)

| | HUNTER | | NORTH COAST | | CENTRAL WEST | | WESTERN | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|
| | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | |
| REVENUE | | | | | | | | | |
| Resident & client fees and charges | 4,607,398 | 3,266,185 | 13,486,578 | 7,842,594 | 4,208,435 | 4,457,709 | 5,310,203 | 5,164,708 | |
| Government subsidies and grants | 5,146,234 | 5,955,595 | 7,869,244 | 13,850,659 | 8,720,009 | 8,308,543 | 6,945,583 | 5,942,922 | |
| Investment income | 942,866 | 2,433,111 | 1,518,869 | 4,151,057 | 146,899 | 196,755 | 209,648 | 441,966 | |
| Fundraising income | – | – | 30,383 | 29,390 | 276,487 | 329,382 | 68,938 | 92,546 | |
| Net gains on sale of non-current assets | – | – | 41,140 | 76,279 | – | 14,470 | 18,568 | – | |
| Other income | 1,002,287 | 978,441 | 554,056 | 488,572 | 1,039,369 | 923,448 | 873,044 | 902,923 | |
| Total revenue | 11,698,785 | 12,633,332 | 23,500,270 | 26,438,551 | 14,391,199 | 14,230,307 | 13,425,984 | 12,545,065 | |
| EXPENSES | | | | | | | | | |
| Employee expenses | (5,699,507) | (5,473,136) | (14,072,427) | (13,760,031) | (9,135,804) | (8,882,309) | (7,953,198) | (7,521,272) | |
| Depreciation and amortisation | (781,415) | (801,318) | (1,189,776) | (1,224,995) | (1,944,899) | (1,947,895) | (1,238,201) | (1,192,517) | |
| Interest expense | (41,466) | (22,016) | (39,464) | (52,003) | (84,406) | (52,351) | (31,652) | (31,372) | |
| COVID-19 net effect | (314,386) | (108,345) | (359,380) | (145,588) | (379,552) | 109,632 | (476,112) | (93,921) | |
| Other expenses | (5,380,056) | (4,028,466) | (9,368,501) | (8,384,144) | (3,893,223) | (3,799,845) | (4,671,966) | (4,137,222) | |
| Total expenses | (12,216,830) | (10,433,281) | (25,029,548) | (23,566,761) | (15,437,884) | (14,572,768) | (14,371,129) | (12,976,304) | |
| Segment result after income tax | (518,045) | 2,200,051 | (1,529,278) | 2,871,790 | (1,046,685) | (342,461) | (945,145) | (431,239) | |
| SEGMENT ASSETS | | | | | | | | | |
| Current assets | 30,154,084 | 32,021,323 | 25,189,477 | 28,517,550 | 23,361,179 | 24,986,370 | 10,385,047 | 10,714,897 | |
| Non-current assets | 33,290,572 | 33,787,996 | 47,898,612 | 49,342,785 | 40,423,364 | 41,149,721 | 30,851,116 | 31,267,678 | |
| Total segment assets | 63,444,656 | 65,809,319 | 73,088,089 | 77,860,335 | 63,784,543 | 66,136,091 | 41,236,163 | 41,982,575 | |
| SEGMENT LIABILITIES | | | | | | | | | |
| Current liabilities | 10,271,001 | 11,306,731 | 8,679,155 | 10,070,543 | 13,306,833 | 14,169,337 | 8,653,137 | 8,950,450 | |
| Non-current liabilities | 20,306,797 | 20,885,428 | 9,021,210 | 10,363,182 | 23,275,739 | 23,420,246 | 16,529,739 | 15,779,080 | |
| Total segment liabilities | 30,577,798 | 32,192,159 | 17,700,365 | 20,433,725 | 36,582,572 | 37,589,583 | 25,182,876 | 24,729,530 | |
| Net assets | 32,866,858 | 33,617,160 | 55,387,724 | 57,426,610 | 27,201,971 | 28,546,508 | 16,053,287 | 17,253,045 | |
| CAPITAL EXPENDITURE | 1,482,938 | 391,950 | 1,054,943 | 597,663 | 844,838 | 227,892 | 703,462 | 551,027 | |
| CASH FLOW INFORMATION | | | | | | | | | |
| Cash as at 1 July | 29,820,549 | 26,127,306 | 25,675,917 | 23,831,058 | 23,075,662 | 18,231,987 | 8,341,395 | 7,938,348 | |
| Net cash flow from: | | | | | | | | | |
| Operating activities | 645,699 | 1,071,133 | (33,623) | 1,418,039 | 262,208 | 1,166,864 | (543,671) | 625,948 | |
| Investing activities | (1,482,938) | (891,950) | (1,484,061) | (14,133) | (1,344,838) | (202,968) | (1,165,462) | (1,527,527) | |
| Financing activities | 470,019 | 3,514,060 | (906,640) | 440,953 | (106,899) | 3,879,779 | 2,360,301 | 1,304,626 | |
| Net cash increase (decrease) | (367,220) | 3,693,243 | (2,424,324) | 1,844,859 | (1,189,529) | 4,843,675 | 651,168 | 403,047 | |
| Cash as at 30 June | 29,453,329 | 29,820,549 | 23,251,593 | 25,675,917 | 21,886,133 | 23,075,662 | 8,992,563 | 8,341,395 | |

| | RIVERINA MURRAY | | SYDNEY NORTH | | SYDNEY | | CORPORATE | | INTER-REGION ELIMINATION | | TOTAL | |
|--|---------------------|---------------------|---------------------|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------------|--------------------|----------------------|----------------------|
| | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ | 2022 \$ | 2021 \$ |
| | 9,911,501 | 9,604,681 | 3,371,890 | 3,162,426 | 6,702,728 | 7,378,336 | – | – | – | – | 47,598,733 | 40,876,639 |
| | 15,412,637 | 13,852,175 | 4,586,762 | 3,713,867 | 18,010,322 | 17,808,986 | – | – | – | – | 66,690,791 | 69,432,747 |
| | 224,421 | 623,172 | 558,218 | 1,166,549 | 314,079 | 767,746 | 60,715 | 160,386 | – | – | 3,975,715 | 9,940,742 |
| | 11,793 | 31,025 | 1,063 | 1,171 | 506 | 441 | – | – | – | – | 389,170 | 483,955 |
| | 29,500 | – | – | – | 41,095 | – | 57,587 | 6,100 | – | – | 187,890 | 96,849 |
| | 2,033,974 | 2,005,494 | 1,635,805 | 1,786,899 | 1,516,326 | 1,523,478 | 3,602,806 | 3,226,614 | (3,648,449) | (3,176,750) | 8,609,218 | 8,659,119 |
| | 27,623,826 | 26,116,547 | 10,153,738 | 9,830,912 | 26,585,056 | 27,478,987 | 3,721,108 | 3,393,100 | (3,648,449) | (3,176,750) | 127,451,517 | 129,490,051 |
| | (16,543,181) | (16,068,208) | (5,936,327) | (4,824,324) | (15,544,458) | (15,341,233) | (5,116,375) | (2,661,481) | – | – | (80,001,277) | (74,531,994) |
| | (3,186,991) | (3,458,616) | (1,282,701) | (1,164,279) | (3,004,756) | (3,038,948) | (248,264) | (228,008) | – | – | (12,877,003) | (13,056,576) |
| | (77,891) | (38,301) | (95,519) | (48,262) | (96,579) | (58,951) | – | – | – | – | (466,977) | (303,256) |
| | (887,439) | 115,175 | (514,641) | 31,679 | (765,272) | (93,301) | (153,855) | – | – | – | (3,850,637) | (184,669) |
| | (7160,095) | (6,199,377) | (4,094,565) | (3,389,981) | (9,205,666) | (7,805,969) | (462,483) | (3,663,344) | 3,648,449 | 3,176,750 | (40,588,106) | (38,231,598) |
| | (27,855,597) | (25,649,327) | (11,923,753) | (9,395,167) | (28,616,731) | (26,338,402) | (5,980,977) | (6,552,833) | 3,648,449 | 3,176,750 | (137,784,000) | (126,308,093) |
| | (231,771) | 467,220 | (1,770,015) | 435,745 | (2,031,675) | 1,140,585 | (2,259,869) | (3,159,733) | – | – | (10,332,483) | 3,181,958 |
| | 33,833,359 | 31,671,550 | 15,801,745 | 13,050,360 | 28,673,009 | 34,632,299 | 4,184,397 | 3,603,275 | (224,488) | (224,105) | 171,357,809 | 178,973,519 |
| | 66,841,491 | 68,261,367 | 92,302,591 | 90,070,966 | 97,562,385 | 98,621,830 | 17,941,754 | 14,775,748 | (9,725,103) | (6,534,130) | 417,386,782 | 420,743,961 |
| | 100,674,850 | 99,932,917 | 108,104,336 | 103,121,326 | 126,235,394 | 133,254,129 | 22,126,151 | 18,379,023 | (9,949,591) | (6,758,235) | 588,744,591 | 599,717,480 |
| | 19,416,184 | 19,385,532 | 19,639,312 | 14,899,507 | 19,403,775 | 21,044,767 | 1,468,750 | 1,487,489 | (224,488) | (224,105) | 100,613,659 | 101,090,251 |
| | 49,583,190 | 48,104,966 | 42,775,267 | 40,565,418 | 30,619,381 | 33,397,837 | 9,997,347 | 6,565,354 | (9,725,103) | (6,534,130) | 192,383,567 | 192,547,381 |
| | 68,999,374 | 67,490,498 | 62,414,579 | 55,464,925 | 50,023,156 | 54,442,604 | 11,466,097 | 8,052,843 | (9,949,591) | (6,758,235) | 292,997,226 | 293,637,632 |
| | 31,675,476 | 32,442,419 | 45,689,757 | 47,656,401 | 76,212,238 | 78,811,525 | 10,660,054 | 10,326,180 | – | – | 295,747,365 | 306,079,848 |
| | 1,044,032 | 1,514,772 | 3,889,208 | 3,645,773 | 523,637 | 1,008,845 | 220,735 | 177,621 | – | – | 9,763,793 | 8,115,543 |
| | 30,489,151 | 28,243,522 | 10,422,441 | 13,823,238 | 31,167,179 | 25,046,790 | 3,111,436 | 3,470,072 | – | – | 162,103,730 | 146,712,321 |
| | 1,158,272 | 3,037,514 | (862,736) | 184,390 | 1,912,145 | 6,824,112 | (3,787,839) | (2,709,517) | – | – | (1,249,545) | 11,618,483 |
| | (2,002,854) | (1,511,363) | (4,080,417) | (3,756,016) | (2,461,865) | (941,762) | (51,551) | (170,354) | – | – | (14,073,986) | (9,016,073) |
| | 2,431,247 | 719,478 | 7,207,936 | 170,829 | (4,041,601) | 238,039 | 3,959,302 | 2,521,235 | – | – | 11,373,665 | 12,788,999 |
| | 1,586,665 | 2,245,629 | 2,264,783 | (3,400,797) | (4,591,321) | 6,120,389 | 119,912 | (358,636) | – | – | (3,949,866) | 15,391,409 |
| | 32,075,816 | 30,489,151 | 12,687,224 | 10,422,441 | 26,575,858 | 31,167,179 | 3,231,348 | 3,111,436 | – | – | 158,153,864 | 162,103,730 |

DIRECTORY OF SERVICES

HEAD OFFICE (REGISTERED OFFICE)

1614 Pacific Highway,
Wahroonga NSW 2076

Street address:

5 Munderah St
Wahroonga NSW 2076
(02) 8998 5600

CENTRAL WEST REGION

Administration Office

68 Nile St
East Orange 2800
(02) 6362 7820

RESIDENTIAL CARE

Ascott Gardens

83 Spring St
Orange 2800
(02) 6362 2201

Prunus Lodge

Bells Lane
Molong 2866
(02) 6366 8097

HOME CARE

Community Aged Care Services Central West

211 March St
Orange 2800
(02) 6361 3322

RETIREMENT VILLAGES

Kooronga Lodge

35–39 Kooronga Ave
Orange 2800
(02) 6362 7820

Sunset Vista Village

64 Nile St
Orange 2800
(02) 6362 7820

Astill Court

102–110 Autumn St
Orange 2800
(02) 6362 7820

Molong Lodge

Bells Lane
Molong 2866
(02) 6362 7820

OPPORTUNITY SHOP

Buena Vista Op Shop

197–199 Peisley St
Orange 2800
(02) 6361 7884

HUNTER REGION

Regional Administration Office

100 Lake Rd
Wallsend 2287
(02) 4965 2200 (Option 3)

RESIDENTIAL CARE

Woodlands Lodge

100 Lake Rd
Wallsend 2287
(02) 4965 2200 (Option 2)

HOME CARE

100 Lake Rd
Wallsend 2287
(02) 4965 2200 (Option 1)

RETIREMENT VILLAGES

Ellimatta

27 Porter Ave
East Maitland 2320
(02) 4965 2200 (Option 3)

Sarina Court

14–16 Sarina St
Maryland 2287
(02) 4965 2200 (Option 3)

Woodlands Grove

100 Lake Rd
Wallsend 2287
(02) 4965 2200 (Option 3)

Woodlands Place

100 Lake Rd
Wallsend 2287
(02) 4965 2200 (Option 3)

NORTH COAST REGION

Administration Office

101–103 Main St
Alstonville 2477
(02) 6628 5559

RESIDENTIAL CARE

Richmond Lodge

67 Barker St
Casino 2470
(02) 6662 1937

Rathgar Lodge

30 Lynhaven Cres
Ulmarra 2462
(02) 6644 5475

HOME CARE

North Coast Home Care

PO Box 430
Tweed Heads NSW 2485
2/35 Bay Street
Tweed Heads 2485
1300 026 594

RETIREMENT VILLAGES

Richmond Self Care

67 Barker St
Casino 2470
(02) 6662 1937

Rathgar Self Care
30 Lynhaven Cres
Ulmarra 2462
(02) 6644 5475

YOUTH CARE

Child and Adolescent Care

PO Box 414
Shop 9, Level 2, 75 Main St
Alstonville 2477
(02) 6620 4400

RIVERINA MURRAY REGION

Administration Office

342 Wagga Rd
Lavington 2641
(02) 6025 1776

RESIDENTIAL CARE

Murray Vale Shalem

342 Wagga Rd
Lavington 2641
(02) 6025 4889

Myoora Homestead

2 Keighran St
Henty 2658
(02) 6929 3200

Oolong

91–97 Sturt St
Howlong 2643
(02) 6026 6800

Holbrook Hostel

47–55 Bowler St
Holbrook 2644
(02) 6036 2817

Jindera Gardens Hostel

74–80 Creek St
Jindera 2642
(02) 6026 3799

Gumleigh Gardens Hostel

29–41 Shaw St
Wagga Wagga 2650
(02) 6931 0409

HOME CARE

Riverina Home Care

Unit 46, 43 Shaw Street
Wagga Wagga 2650
(02) 6921 3219

Murray Home Care

342 Wagga Rd
Lavington 2641
(02) 6025 1776

RETIREMENT VILLAGES

Gumleigh Gardens

23 Albury St
Wagga Wagga 2650
(02) 6971 9357

Knightleigh Cottages

John Street
The Rock 2655
(02) 6921 3219

W.T. Wilson Homes

North St
West Wyalong 2671
(02) 6971 9357

Murray Vale Self Care

Wagga Rd
Lavington 2641
(02) 6025 1776

Park Hall Village

Park Hall Village Place
Wodonga 3690
(02) 6025 1776

Myoora Self Care

Allen St
Henty 2658
(02) 6025 1776

The Elms Self Care

Balfour St
Culcairn 2660
(02) 6025 1776

Hillsborough Village

32 Sydney Road
Beechworth 3747
(02) 6025 1776

SYDNEY NORTH REGION

Administration Office

1614 Pacific Hwy
Wahroonga 2076
(02) 9450 8300

RESIDENTIAL CARE

Thomas and Rosetta Agst

1614 Pacific Hwy
Wahroonga 2076
(02) 9450 8320

RETIREMENT VILLAGES

Redleaf Serviced Apartments

1630 Pacific Hwy
Wahroonga 2076
(02) 9450 8310

Rosetta Park

1634 Pacific Hwy
Wahroonga 2076
(02) 9450 8311

St Erme's Court

5–7 Isis St
Wahroonga 2076
(02) 9450 8311

SYDNEY REGION

Administration Office

123-157 Bungaree Rd
Pendle Hill 2145
(02) 8197 9317

RESIDENTIAL CARE

Heiden Park Lodge

16 Matthews St
Carramar 2163
(02) 8197 9325

Melrose Lodge

123-157 Bungaree Rd
Pendle Hill 2145
(02) 8197 9300

Frank and Jess Kennett Home

1A Railway Crescent
Stanwell Park 2508
(02) 4291 3000

HOME CARE

UPA Sydney Home Care

123-157 Bungaree Rd
Pendle Hill 2145
(02) 8197 9306

RETIREMENT VILLAGES

Melrose Village

123-157 Bungaree Rd
Pendle Hill 2145
(02) 8197 9304

Hillcrest Village

1A Railway Crescent
Stanwell Park 2508
(02) 8197 9304

WESTERN REGION

Administration Office

315 Macquarie St
Dubbo 2830
(02) 5852 4700

RESIDENTIAL CARE

Bracken House

315 Macquarie St
Dubbo 2830
(02) 5852 4700

Yeoval Aged Care

3–7 Lord St
Yeoval 2868
(02) 5852 4600

HOME CARE

Western Region

315 Macquarie St
Dubbo 2830
(02) 5852 4725

RETIREMENT VILLAGE

Oxley Village

331 Macquarie St
Dubbo 2830
(02) 5852 4700

OPPORTUNITY SHOP

Lillimur Op Shop

122 Brisbane St
Dubbo 2830
(02) 6884 9210



UNITED PROTESTANT ASSOCIATION OF NSW LIMITED

Founded in 1940 by Thomas U. Agst B.E.M. J.P.

HEAD OFFICE (REGISTERED OFFICE)

1614 Pacific Highway,
Wahroonga NSW 2076

PO Box 273 Wahroonga NSW 2076

Phone (02) 8998 5600 Fax (02) 9487 7362

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