Our Mission

To offer care of the highest possible standard consistent with UPA’s Christian commitment and the expectations of society.

Our Values

Compassion
Respect
Integrity
Kindness

Our Philosophy of Care

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

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

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

## About UPA

4

## The Year in Review

President’s Report
8
General Manager’s Report
10
2014 Highlights
12

## Review of Services

19
Our People
20
Safety
25
Quality Improvements
26
Satisfaction Levels
29
Community Services
30
Technology
35

## UPA Districts

37
Riverina
38
Murray River
39
Sydney North
40
Sydney South
41
Sydney West
42
Hunter
43
Orange
44
Molong
45
Yeoval
46
Dubbo
47
Clarence and Mid North Coast
48
Far North Coast
49

## Our Governance

50

## Financial Information

53
UPA Directory of Services and Programs
73
Abbreviations
76

Mary Aspery, Thomas & Rosetta Agst.
About UPA

At some point in time in our lives many of us will find that living at home becomes more and more difficult for a variety of reasons such as ill health, reduced mobility or isolation. It can be a difficult decision to make whether to stay in our own familiar surroundings and obtain services such as Home Care or whether to move into a residential care facility. Our experienced and caring staff will assist clients and their families reach an informed decision regarding what is best for all concerned.

UPA’s involvement with the aged formally began in 1948 with the opening of the first cottage for the aged on the Melrose property at Pendle Hill. Informally, UPA has been assisting elderly people since the organisation was formed in the late 1930’s by providing food, medical care, rental assistance, home maintenance and gardening.

UPA’s record for providing quality care and service for the aged is consistently recognised by the Aged Care Standards Agency, all our facilities adhere to their standards with wheelchair access, emergency call systems, automatic sprinkler systems etc. In the case of our dementia clients, our secure dementia units are designed to ensure each resident feels comfortable and secure in a home-like environment. The safety and wellbeing of our residents is our focus and our villages are places where companionship and support is on hand when needed.

Youthcare UPA provides Out Of Home Care (Foster Care) with full Case Management for 63 children and young people who have been referred by NSW Department of Family and Community Services. A safe and secure living arrangement is provided for these children and young people along with intensive casework. Youthcare provides support for the child and their carers with regular visits including 24 hour on call support.

The main aim of Youthcare is to meet the individual identified needs of the young people. This is done in collaboration with the young person, carers, caseworkers, birth family and other interested persons or agencies.

In 1941 UPA opened the first of its 13 children’s home and now supports a growing number of people who were once children in our care by providing counselling, help and justice for those who need our support. The publicity accompanying the Royal Commission into Institutional Responses to Child Sexual Abuse has encouraged a number of people who were once in UPA Homes to seek information and records, and where applicable, to lodge complaints against individual workers, volunteers, and the organisation. UPA welcomes being contacted by any person who was once in a UPA Home, and has committed itself to help anyone who asks for assistance. Some enquirers, in search of file records and information, come to us via the excellent Find and Connect website (www.findandconnect.gov.au) Others come direct via UPA’s own website (www.upa.org.au/Home/YouthCareServices/FormerChildreninCare,); or call our After Care Support worker on 02 9487 1338; or email graham.hercus@upa.org.au.

We have a dedicated Archive where records have been preserved.

Our experience has shown that often, as people get older, they reflect upon their lives and start the process of seeking answers to their unresolved questions and issues. UPA does not hide from the evidence that some of those who were in positions of responsibility for children in our care, abused that trust and caused enormous suffering and severe detrimental effects on their lives. We believe it is extremely important for victims and for our organisation that these voices be heard. We are determined that we will provide every assistance to them to journey from victim to survivor – a process that can be difficult and requires patience, courage, kindness and grace.

Shirley Andrews, Bracken House and Irene Smith, Lillimur Cottages.
Expenditure for this financial year included the completion of Gumleigh Gardens Hostel in Wagga Wagga and new wing at Melrose Hostel in Pendle Hill, as well as early construction costs for the new Kennett Hostel in Stanwell Park, and new self care units in Dubbo and Lavington.

Despite good operating results, the high level of capital expenditure and increase in resident loans have combined to reduce this ratio to 74% for 2014 compared with 78% in 2013.

The result for 2014 is slightly lower than the previous year, mainly due to increased staff costs and lower interest income from investments.

Despite a modest increase in total surplus, the large increase in total assets this year has resulted in a slight reduction of this ratio to 3%.

Edith Batchelor, Valley View.
On behalf of the Board of the United Protestant Association of NSW it gives me great pleasure to present the Annual Report for the year ending 30th June 2014.

It is with great pride that I reflect upon the remarkable work the UPA undertakes to support and respond to the varied needs of the frail and aged and also the youth in our care. I encourage you to read the rest of this report which provides greater insight into the various aspects of our work and the communities which we serve.

Our strength as an organisation lies in our values of Compassion, Respect, Integrity and Kindness which in turn provide the cornerstones of our Mission “To offer care of the highest possible standard consistent with the UPA’s Christian commitment and the expectations of society”. This is embraced by our staff and volunteers on a daily basis and also provides the foundation for governance of the organisation. The Board is committed to ensuring the UPA delivers quality care in a manner which is economically sustainable and consistent with our mission and values.

The UPA’s financial results for 2013-2014 remain strong despite the pressures of the economic environment. A large proportion of our funding is provided by the Federal Government and we must acknowledge this ongoing support.

Undoubtedly the “Living Longer Living Better” aged care government reforms which are currently being implemented will present economic challenges to all providers but the UPA is well placed to meet these challenges with a strong balance sheet and a capacity and preparedness to embrace and manage change.

The UPA is engaged in an ongoing programme of sustainable growth in order to meet our future care needs. New construction projects are underway at Kennett Home in Stanwell Park and Murray Vale in Albury with others due to commence shortly at Bracken House in Dubbo and Gumleigh Gardens (Stage 2) in Wagga. Significant refurbishments have been undertaken at Yeoval; Molong, and are nearing completion at Woodlands Lodge Wallsend.

In August 2013 the UPA’s new Gumleigh Gardens Hostel in Wagga Wagga was officially opened. This represented the realisation of a long held vision of the past and present members of the UPA Murray and Riverina District Executives who were responding to what they saw as a much needed facility for the local community and a necessary addition to the existing self- care village. Funding for the project was generously provided from other Regions from within the UPA and this is a great addition to not only the Wagga Wagga community but also the UPA organisation.

The new Camellia Wing and Administration Hub addition to Melrose Village, Pendle Hill was completed in June 2014. I was privileged to be invited to open this wonderful new 31 bed hostel which offers a state of the art facility finished to a very high standard. The design and layout of the Camellia Wing will enable the provision of quality care in a beautiful environment for our residents for many years to come.
“Our staff and volunteers are committed, caring and compassionate, they enrich the lives of those in our care and on behalf of the UPA Board I would like to extend my thanks and appreciation to each and every one of you.”

Youth Care UPA continues to provide support to children in foster care in the North Coast Region. Currently there are 63 children in our care and the staff and caseworkers continue in their remarkable work in this challenging area.

People are at the heart of the UPA organisation. The UPA currently has 1033 staff and 818 volunteers who provide care and support for our residents and clients both in aged care and youth care. Our staff and volunteers are committed, caring and compassionate, they enrich the lives of those in our care and on behalf of the UPA Board I would like to extend my thanks and appreciation to each and every one of you.

I would like to thank our General Manager Steve Walkerden for his ongoing support, guidance and wise counsel. I have the deepest respect and admiration for Steve who meets the challenges associated with leading a complex and diversified organisation with remarkable grace. I would also like to acknowledge the contribution made by our Corporate team. They are all dedicated and committed and provide invaluable support for our Regions and Districts.

I would like to pay tribute to my fellow Board members who are not only dedicated in their governance of the UPA organisation but also share great vision when planning for our future needs. They give freely of their time and expertise and I consider myself privileged to work with you all.

The UPA was saddened by the passing of Mr Patrick Irwin in May 2014. Patrick was our former General Manager from 1981 to 1995 and led the organisation through a time of great change and expansion. He was much loved and has left a lasting legacy upon which the organisation has flourished. The last period of Patrick’s life was spent in the UPA’s care which was fitting given his faithful service and love of the organisation. Our sympathy goes to his family.

The UPA is thankful to God for the rich blessings we have received and we pray for the Lord’s continued guidance as we embrace the challenges that lay ahead.

Louise Buxton
UPA State President
My thanks go to everyone who has faithfully attended to their work, both paid and voluntary, throughout UPA over the last year. Collectively we have achieved very positive outcomes in accordance with our Mission and Values. This has been confirmed independently by the very many visits of regulators to all our services, the results of our satisfaction surveys, demand levels and financial results. Serving many communities, helping people, young and older who have complex needs will always be a challenge. Our values of Compassion, Respect, Integrity and Kindness guide and motivate us to strive to offer care of the highest possible standard.

Both our aged and youth care work have seen significant regulatory changes and growth during this last year. Youthcare UPA has tripled in size and in our work with older people we continue to see the roll out of changes related to recommendations in the Productivity Commission Caring for Older Australians Report of 2011.

The “myagedcare” website is steadily building in depth and quality. As a result our two north coast Carelink Centres have closed and with that comes the loss of a local touch in providing referral information. New business rules, assets and income tests, removal of high/low care distinction and significant growth in services are all designed to strengthen the sector and prepare for increasing need in the years ahead. We anticipate that as costs to consumers increase the Government will need to make some adjustments to ensure people are treated equitably and those on modest part pensioner incomes living at home can still afford basic community care services.

Residential, Home Care and Program Managers across UPA are to be congratulated for adapting to these changes and at the same time keeping quality of care an uppermost priority. Our District and Regional Managers have lead their Districts well and our District Executives, supported by our members have governed their work effectively.

As anticipated, our capital expenditure has significantly increased reaching $27m this year, up from $15m in 2013. Details of all projects are included in the report.

The development of our IT systems continues with the selection of Procura as our supplier of Home Care software. This product brings with it significant advantages in handling the complexity of consumer directed care packages as well as access for field staff to schedules, care plans, directions and support whilst on the road.

Early in 2014 we were pleased to see growth in our HACC services in Murray, Dubbo and Far North Coast Districts approved by the Commonwealth. The day centres, social, domestic and transport services have been welcomed in each community.

Quality, Work Health and Safety and Risk Management systems remain very high priorities across UPA. Practical safe work methods, regular local and state wide network meetings, training, competency assessments, supervision and audits are the backbone of our systems. My thanks especially go to all staff and volunteers who take on extra responsibility to maintain and build this aspect of our work.
It has been a pleasure to welcome Glenda McMaster to the role of State Home Care and Retirement Village Coordinator. Her leadership in this area will be crucial as consumer directed care is introduced and as services in our villages grow. Murray Riverina Regional Manager Marianne Warren resigned in May and we welcome Tony Dunn to the position, commencing in July.

During the year two people were charged by Newcastle Police with child sex offences that are alleged to have occurred in the 1970s and 80s at UPA. With the subsequent media interest we were able to place on the public record our support for the work of the Police in these matters, the courage of the victims and more broadly for the work of the Royal Commission into Institutional Responses to Child Sexual Abuse. Further to that public response we have also prepared a notice to be placed in properties of UPA that are linked to our former children’s homes that states… “We acknowledge that sexual and physical abuse occurred in many UPA children’s homes. If this is your experience, we would like to offer to you our deepest apology face to face. Today we offer help to each person who was abused in a UPA children’s home. We listen, believe, investigate, refer on to authorities and offer practical help. We welcome contact from you.”

Additionally, to our Philosophy of Care statement the words, “when we have failed to live up to our Mission, Values or Philosophy of Care we will seek to make amends” were added. These words confirm our open hearted and sincere approach to help those who have suffered.

My thanks go to President Louise Buxton and the Board for their wise direction throughout all the ups and downs of managing UPA. The wisdom and good judgment that they bring is deeply appreciated by me. The small team at Corporate Office is a pleasure to work with and together we are committed to enabling all Districts to be successful and grow.

All of us who dedicate ourselves to this work draw strength from the support of those around us. Willing help from our co-workers is vital day to day. Long term support from our families is invaluable. And for many of us our faith communities nurture and encourage an attitude of service and caring that is the foundation of our work. We can be grateful for all of this and more as we press on with this most important work.

Steve Walkerden
General Manager
2014 Highlights

Riverina

- Gumleigh Gardens Hostel opened in August 2013, with the first residents admitted on 1st October. This is a joint project with Murray River Region, and Stage 2 is set to commence later this year which will add a further 17 beds bringing the total number to 44.
- Twelve Homecare Packages commenced in September 2013 with all packages quickly filled. A waiting list is now maintained with many keen to access this service.
- High occupancy levels maintained at Knightleigh Cottages and W.T. Wilson Homes.
- Strong financial results have been achieved further strengthening Riverina’s ability to provide consistent quality care.
- New signage has been installed at Gumleigh Gardens Village which has created a greater street presence.

Murray River

- Official opening of Gumleigh Gardens Hostel in August, followed by admission of residents from 1st October.
- Commencement of Stage 2 Murray Vale Village in January 2014.
- The installation of solar panels, battery backup, and LED lighting at Murray Vale Shalem Hostel has resulted in a considerable decrease in power consumption.
- Master plan development is underway for the Lavington site including redevelopment of the Community Centre and Regional Office.
- Our application for an increase to HACC funding and services was successful resulting in the expansion of our Community Services.
- We welcomed new Care Managers to Holbrook Village Hostel, Myoora Homestead Hostel, and Gumleigh Gardens Hostel.
- Tony Dunn has been appointed to the position of Regional Manager Murray River and Riverina Region, following the resignation of Marianne Warren.
Sydney North

- Successful outcomes in two audits, including Australian Aged Care Quality Agency spot checks at TRA.
- Appointment of Leecare / ACFI Co-ordinator for the Sydney North / South Districts in April 2014 to provide support and education to staff and identify and rectify any gaps or shortfalls in Leecare documentation.
- Introduction of additional nursing hours in Rosetta Hostel and Carise Place; also appointment of Team Leader in Rosetta Hostel.
- Introduction of online education (E-learning) for staff.
- Installation of sprinkler system and free arm door closers at Redleaf.
- Expansion of the Community Care user pays service within our local community.
- Successful UPA “Internal Audit” in March 2014 for Community Care Program.
- Maintained excellent resident and staff satisfaction results through Q.P.S. audits.

Sydney South

- Construction of the new Kennett Home on the Hillcrest site commenced in March 2014.
- Support visits from Quality Agency have helped us maintain high standards.
- Training calendar completed until the end of the year.
- Provision of work placements for Certificate III students has been ongoing with two students now on our roster.
- New ACFI/Leecare Co-ordinator, Rebecca Wilson, RN, appointed to Sydney North and South.
- In May 2014 Carolyn Paterson resigned as Care Manager of The Laurels and in June Stephanie Romano was appointed to the position.
- New fire sprinkler system installed at the Laurels.
- Client Satisfaction Survey had good results.
- Quality Report Audit by the Government in December 2013 had a great result with no issues raised.
**Hunter**

- A new Care Manager Nicola Styles joined our team in December 2013 and has used her extensive experience to bring about many positive changes in the Hostel.
- Commencement of new registered nurses ensuring 7 day week coverage. One of these nurses also acts as our Educator which is improving our staff’s skill level.
- New building development. After 3 years in the planning our redevelopment is due to be completed in September.
- As part of the redevelopment, our main kitchen was upgraded and included the purchase of new Bain Marie fridges and assorted appliances.
- Our Activity program was extended to include music to puppetry which has been a wonderful success particularly in our Dementia Unit.
- Passed first Home Care Quality Audit.
- Accreditation on July 29th and 30th with excellent result (44/44).

**Sydney West**

- We welcomed Mark Byron to the position of Clinical Nurse Educator at Melrose.
- Commenced with development of a Master Plan for the Heiden Park site.
- Launched online learning modules to provide additional educational resource for staff.
- Heiden and Melrose achieved ‘A’ rating in annual Food Authority Audits.
- The Home Care Team commenced introduction of Consumer Direct Care (CDC) to current clients. Our existing Home Care Packages must be converted to CDC by July 2015.
- Continued support of staff in use of Medsig and Leecare.
- Implementation of new software Procura.
- Installation of free arm door closers, upgrade of fire indicator panels, updating of the Emergency Response Plans into a new risk logic format.
- Commenced Clinical Governance Committees at Melrose and Heiden.
Orange

- Final Occupancy Certificate issued by Orange City Council for Astill Court Stage 3A.
- Update of Emergency Response Plan and additional training for staff in responding to emergencies.
- Commencement of E-Learning online training for staff at Ascott Gardens.
- UPA Orange nominated for finalist in Banjo Business Awards – People’s Choice most Outstanding Orange Business.
- Refurbishment of Regional Office.
- Implementation of Medsig medication management system.
- Building improvements at Buena Vista Opportunity Shop.
- Installation of Emergency Warning System (EWIS).
- New garden furniture for residents outdoor areas.
- Installation of levellers between vinyl and carpet areas in Westcott Lodge to reduce risk of falls.
- Refurbishment of the “Whipper Snipper” hair dressing salon in the Gallard Centre.
- District Executive Membership of nine volunteers.

Molong

- Consistent provision of a high level of quality care to the residents of Prunus Lodge.
- Continued growth in the provision of Community Care with an emphasis on the Consumer Directed Care approach.
- Completion of Prunus Lodge hairdressing salon – “Beauty On Bells”.
- Refurbishment of Prunus Lodge laundry, Care Manager’s office and Room 16.
- Relocation and refurbishment of staff room and storage area.
- New gopher shed and archive room built.
- New cleaner’s room built and Deco sanitiser installed.
- New hand washing facilities in East and West wing hallways.
- Continued refurbishment of the older Molong Lodge units and landscaping improvements.
- Purchase of adjoining property.
2014 Highlights continued

**Dubbo**

- Development application for Bracken House additions of 20 beds and refurbishment approved in May 2014.
- Implementation of Leecare to Bracken House in August 2014.
- Appointment of ACFI / Leecare Coordinator in February 2014 to be shared with Dubbo.
- New Care Manager commenced in February 2014.
- Provision of quality of care and ongoing continuous improvement to our residents and clients as supported by Assessment Contact Reports from the Agency.
- Successful NSW Food Authority audit for Bracken House achieving an A rating.
- Stage 4 of Oxley (7 independent living units) completed in March 2014.
- Appointment of Self Care Coordinator in October 2013.
- Successful application for HACC funding for a Centre Based Day Centre (including the provision of transport) and domestic assistance.
- Continued positive financial results.

**Yeoval**

- Installation of Questek, new nurse call system.
- Successful NSW Food Authority audit achieving an A rating.
- Appointment of ACFI / Leecare Coordinator in February 2014 to be shared with Dubbo.
- Consistently providing quality of care and ongoing continuous improvement to our residents and clients as supported by Assessment Contact reports from the Agency.
- Continued to access and provide allied health and other services into the community with the assistance of the Rural Primary Health Service and Non Government Organisation Grant.
- Regular bus outings, thanks to the generosity of Langley's of Dubbo for providing the use of their buses.
- Good financial results.
- Completion of renovations to the facility.

16 UPA ANNUAL REPORT 2014
Clarence and Mid North Coast

- Installation of additional fire safety technology at Rathgar Lodge has been completed during the year. The existing generator upgraded as part of this major works project.
- Staff training to meet the complex care needs of residents is ongoing, particularly in the area of palliative care, allowing residents to remain in familiar surroundings with continuity of care.
- Twelve months on since the introduction of the new Leecare/Medsig clinical care software implementation at Rathgar Lodge, ongoing training continues for both new and existing staff to ensure both tools can be used to their maximum capacity.
- The “Living Longer Living Better” Aged Care reforms were implemented from 1st July 2014. A steep learning curve for both aged care providers and new residents, the new legislation delivers some major changes to the way certain care fees are calculated in residential care and how accommodation prices are charged.

Far North Coast

- Our Youthcare UPA Program has trebled in size in the last two years now providing 63 placements.
- The Carer Respite Centres are still operating in uncertain times. An extension to the Carer Respite Program funding to 30th June 2015 has been granted.
- The installation of additional fire safety technology, including a new generator, at both Richmond Lodge and Greenhills Lodge has been completed during the year.
- There have been numerous changes in our Community Care Program over the last twelve months. The Department of Veteran’s Affairs have advised that our Contract has been extended to 30th June 2016, with the program continuing to grow across the Gold Coast area.
- An application for Home and Community Care (HACC) Funding for both domestic assistance and transport was successful. This new program commenced in early April and is growing on a daily basis as part of our UPA Community Care Services Program based at Tweed Heads and servicing Northern NSW.
### Review of Services

<table>
<thead>
<tr>
<th>Service Type</th>
<th>CENTRES</th>
<th>PLACES</th>
<th>CLIENTS PA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostels (low care)</td>
<td>19</td>
<td>766</td>
<td></td>
</tr>
<tr>
<td>Retirement Villages</td>
<td>24</td>
<td>563</td>
<td></td>
</tr>
<tr>
<td>Serviced Apartments</td>
<td>1</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Nursing Home (high care)</td>
<td>1</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Home Care Packages</td>
<td>14</td>
<td>433</td>
<td></td>
</tr>
<tr>
<td>Veterans Home Care (DVA)</td>
<td>4</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>Day Centres</td>
<td>4</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Carer Respite Centres</td>
<td>2</td>
<td>—</td>
<td>3,854</td>
</tr>
<tr>
<td>Youth Care</td>
<td>1</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Opportunity Shops</td>
<td>3</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>72</strong></td>
<td><strong>2,204</strong></td>
<td><strong>3,854</strong></td>
</tr>
</tbody>
</table>

Janelle Waters, Central West Region.
Our People

The United Protestant Association of New South Wales has been providing care and support to our older Australians since 1948 with the establishment of the first cottage for the aged on the Melrose property at Pendle Hill.

UPA’s staff and volunteers are committed to assist our residents, carers and their families enjoy a healthy happy safe and fulfilling experience at our facilities. One of the most significant factors in providing quality aged care is to ensure that at all times there is sufficient skilled staff to provide that care.

UPA employ 1,033 skilled staff members to meet the individual care needs of our residents and provides training programs to support them. UPA recognises that aged care is an ever changing environment and aims to provide opportunities for staff to keep their skills up-to-date. Staff complete training modules pertaining to residents care, safety and lifestyle. These include:

• Fire Safety
• Manual Handling
• Infection Control
• Food Safety
• Bullying and Harassment
• Medication Management
• Elder Abuse
• Missing Resident Drills
• Dementia
• Continence Management
• Wound Care
• Privacy and Dignity
• Meaningful Activities; and many more.

Other important progress and training has been in the area of Information and Technology and staff have been extremely positive in their approach to training in LeeCare, Webstercare, Medsig, E-Learning and Procura.

UPA has over 800 wonderful volunteers of all ages who contribute generously of their time to our organisation in so many ways throughout all our facilities. Our volunteers are family members, newly retired from the work force, former staff members, professionals and active seniors who add their unique skills and experience to support the organisation, our residents and to enhance our activity programs. They provide a valuable service to the UPA of their own free will and without financial payment. Volunteers contribute in many ways from District Executives and UPA Board Member, driving buses, gardening, accompanying residents to appointments, walking programs, playing music or games, bible studies, reading papers, books, letters and other information of interest, teaching art and craft or simply calling in and having a cup of tea and a chat.

continued ►

Helen McIlveen (Resident) and Charlotte Cary-Edwards, Bracken House.
The UPA recognises that our volunteers are valuable team members and that without their ongoing support, our residents lives would not be quite as enriched.

A number of our volunteers bring their children, grandchildren or trained therapy pets along with them which brightens up the residents day as they listen to the sound of children’s laughter, cuddle a therapy pet, or just sit back and enjoy the activities going on around them.

People choose to volunteer for a wide variety of reasons; most will agree that volunteering provides an individual with a sense of purpose, an opportunity to meet new people, to contribute to the local community and gain a sense of belonging.

Of the adult population in Australia 36% currently volunteer, that is more than 6 million volunteers throughout Australia. To those who are unfamiliar with volunteering, the thought of long term commitment can be daunting or unachievable due to family commitments or travel plans. People have the option to volunteer as much or as little of their time as they wish still allowing them to remain focused on their work and personal lives. UPA gives volunteers the opportunity to make the most of their hobbies, interests and become a valuable part of the organisation.

For information on volunteering opportunities with the UPA, please contact the facility closest to you, listed in the directory at the back of this report. Alternatively, you may go to the UPA website (www.upa.org.au) and complete the online volunteer application form. To ensure the safety of our residents those who choose to volunteer are required to undergo a Police Check which is arranged through the facility they have applied to and is at no cost to the applicant.

The passion, kindness and caring with which our staff and volunteers perform their roles and the strong bonds they build with our residents are a direct reflection of the values we hold dear.

We sincerely thank you.

Stanley Greenhill (Resident) and Kerry Whiteman, Yeoval Aged Care Service.
The work health and safety (WHS) and welfare of all persons employed within UPA, residents and clients, those who volunteer, contractors and others visiting the services, are of the utmost importance.

The UPA of NSW Ltd will ensure, so far as is reasonably practicable:

• The provision and maintenance of a work environment without risks to health and safety; safe plant, equipment and structures; safe systems of work.
• The provision of adequate resources for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities.
• The safe use, handling, storage and transport of plant, structures and substances.
• The provision of any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking.
• That the health of workers and the conditions at the workplace are monitored for the purpose of preventing illness or injury of workers arising from the conduct of the business or undertaking.

The UPA Board, General Manager, State Accountant, District Executive Members, District and Regional Managers, Care and Program Managers will meet their duty to exercise due diligence to ensure UPA fulfils its health and safety obligations by taking reasonable steps to:

• Gain and update knowledge of WHS matters.
• Understand the nature of UPA’s operations and the general hazards and risks involved.
• Ensure UPA has and implements processes for complying with any legal duty or obligation, such as: consultation, providing training and instruction, reporting of notifiable incidents.
• Ensure UPA has processes for receiving, reviewing and responding to information about incidents, hazards and risks in a timely manner.
• Ensure processes are verified, monitored and reviewed.
• Ensure UPA has appropriate resources and processes for identifying, eliminating / minimizing risks, and that these resources / processes are actually used.

Employees, volunteers, work experience students, contractor or sub contractors must, while at work:

• Take reasonable care for their own health and safety.
• Take reasonable care for the health and safety of others.
• Comply with any reasonable WHS instruction by UPA.
• Cooperate with any reasonable policies and procedures of UPA.

Residents/clients and representatives, friends and visitors have work health and safety responsibilities and must:

• Care for their own and others’ health and safety.
• Take reasonable care not to adversely affect the health and safety of others.
• Comply with any reasonable instruction given by the UPA, so far as they are reasonably able.

A program of activities and procedures has been established that relates to all aspects of work health and safety including: Annual WHS plan, Risk Management Program, Safe Work Instructors, WHS Committees, Fire and Emergency drills, audits, inspections and reporting.
The UPA quality system is integral to the way we operate. It is grounded in our Mission and Values and supported by comprehensive policies and detailed work instructions. It actively promotes communication and consultation using a Continuous Improvement Tool for staff and a ‘What do you think’ form for residents, volunteers and families. Ideas for improvement are welcomed and presented at regular Quality Improvement Group meetings. From there, appropriate action is determined and if needed the proposal recommended for funding or approval.

Monitoring of performance comes through a range of activities. Key amongst them is a detailed Quality Planner of checks and audits. They include:

- Clinical and medication systems
- Environmental
- Work health and safety
- Food safety
- Financial
- Variety of satisfaction surveys

Selected areas of our work are benchmarked against other aged care services using an external consultancy. Quality Performance Systems (QPS) graphs on three areas, employee satisfaction, resident satisfaction and family satisfaction are shown on page 29. Additionally clinical indicators such as incidents and injections are benchmarked.

Complementing these elements of our quality system are regular performance appraisals and competency assessments for staff. A training calendar for every service ensures that staff are up-to-date with current information and equipped to do their work well.

Education and training is provided in a variety of ways using external and internal trainers, The Aged Care Channel and E-learning on line.

The graph (above) showing number of Continuous Improvement Tool forms completed shows in a small way, the level of activity District by District. Variability in the number completed arises from the size of the District and other operational factors.
Satisfaction Levels

**QPS Employee Satisfaction**

The QPS Employee Satisfaction Survey covers 203 residential aged care services. The survey comprises 31 questions covering:

- Teamwork
  - Occupational Work, Health and safety
  - Client Focus
  - External Relationships
- Leadership and Culture
  - Equipment
  - Skills and Knowledge
  - Decision Making
  - Workplace Culture
- Information and Communication
  - Performance and Feedback

The range of results for UPA is narrower (18%) than the sample (28%) reflecting positive work environments and low staff turnover.

**QPS Resident Satisfaction**

The QPS Resident Satisfaction Survey compares UPA results to 217 services. The range of questions includes:

- Are Care Staff kind, supportive and helpful?
- Do Care Staff ensure the resident feels safe and secure?
- Are there enough activities in the home?
- Is the resident happy with the food?
- Is there easy access to transport?
- Is there ease of access to the call button/buzzer?

The trending results for the organization continue to improve from 80% in 2008 to 88% in December 2014 reflecting UPAs Quality Management System and a responsive caring attitude of staff.

**QPS Relatives Satisfaction**

The QPS Relatives Satisfaction Survey compares UPA results to 193 services. The range of questions includes:

- Are Care Staff kind, supportive and helpful to your relative?
- Do Care Staff ensure your relative feels safe and secure?
- Do Care Staff help you to maintain your relative’s dignity?
- Is support given by Care Staff to meet your relative’s spiritual needs?
- Is Care Staff meeting individual needs?
- Are there opportunities provided for your relative to socialise with others?

The range of results for UPA is 17% compared to the survey 28%. Positive results flow on from both employee and resident satisfaction levels.

---

Kevin Simpson, Woodlands Lodge.

---

UPA ANNUAL REPORT 2014 29
Community Services

UPA Community Care programs provide assistance to frail older people to assist them maintain their independence and avoid premature admission to residential care.

Starting in 1995 with 30 Community Aged Care packages (now known as Home Care Packages) in the Tweed Shire our work has grown over the years into an extensive and varied community care program throughout NSW.

In 2002 the UPA in Tweed Shire obtained 75 Veterans Home Care (DVA Home Care) places within the community. We now support 298 veterans. The program offers respite, personal care and domestic assistance to eligible veterans in need of support.

The Murray River Region has for many years provided services under the Home and Community Care program (HACC) for people with Dementia living in the community through the Social Club, a Day Club which operates 3 days a week and provides either respite for carers or social support for people living with dementia. The region also provides social support and Meals on Wheels for eligible people living in the Murray region.

In 1997 the community programs extended from aged care to also include support for family carers with the establishment of Commonwealth Carer Respite Centres (CCRC) in both the Far and Mid North Coast Regions. The CCRC organise respite on a short term planned or emergency basis. They also run a variety of programs that target carers who are ageing, young carers and carers of a person with dementia or palliative care needs, who are frail aged or with a physical or mental disability. The CCRCs assist over 5000 carers per year.

Over the years community programs have grown through a mixture of successful funding applications, good management and the reputation of UPA within the communities in which we serve. In 2014 our funded services include:

**HOME CARE PACKAGES - LEVEL 2**

<table>
<thead>
<tr>
<th>Region</th>
<th>Level 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Far North Coast</td>
<td>140</td>
</tr>
<tr>
<td>Orange and Molong</td>
<td>40</td>
</tr>
<tr>
<td>Dubbo and Yeooval</td>
<td>48</td>
</tr>
<tr>
<td>Albury and Henty</td>
<td>25</td>
</tr>
<tr>
<td>Sydney North</td>
<td>48</td>
</tr>
<tr>
<td>Sydney South</td>
<td>10</td>
</tr>
<tr>
<td>Sydney West</td>
<td>82</td>
</tr>
<tr>
<td>Hunter</td>
<td>14</td>
</tr>
</tbody>
</table>

**HOME CARE PACKAGES CONSUMER DIRECTED CARE (CDC)**

<table>
<thead>
<tr>
<th>Region</th>
<th>Level 1</th>
<th>Level 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverina</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Orange</td>
<td>5</td>
<td>2</td>
</tr>
</tbody>
</table>

continued ➤
Community Services continued

HOME AND COMMUNITY CARE (HACC) PROGRAMS

Murray Riverina
- Social Support
- Meals on Wheels
- Centre Based Day Care
- Transport
- Domestic Assistance
- Personal Care

Far North Coast
- Domestic Assistance
- Transport

Dubbo
- Domestic Assistance
- Centre Based Day Care

Our regions are also involved in providing services to the community through agreements with brokerage agencies including Department of Veteran’s Affairs (more than 250 clients) and other local service providers. They also provide private services to people living in the communities in which we serve. UPA is committed to meeting the needs of the people in our Districts and we look for opportunities of increasing and expanding service delivery when opportunities arise.

All our community programs have a commitment to providing care of the highest possible standard, promoting independence, dignity and choice for all the frail older people, veterans, persons with a disability and the carers who access our services.

TECHNOLOGY

Government reforms will have an increasing impact on how UPA delivers and manages Community Care Services. The introduction of Consumer Directed Care, income tested fees and the increasing aged population combined with a shrinking workforce provide challenges and opportunities for UPA into the future.

In 2013 UPA investigated a number of software packages to assist in the management of client/consumer information and to assist in scheduling community care services. A decision was made to purchase Procura software with contracts signed in December 2013. This software package provides flexibility for the organisation to deliver a multitude of different services throughout the regions and allows the opportunity for staff to collect information in real time through a number of mobility options. To ensure maximum benefit to the users, the rollout of the software will be gradual across the regions with staff champions identified and trained to assist all community staff in the use of the system.

Procura software is one of the few Community Software vendors who have adapted their software to meet the requirements of Consumer Directed Care providing a comprehensive budget and statement capability. They are currently in the process of developing an income tested fee component which will be released in July 2014. With the rollout of Procura we are also looking at ways of increasing communication across the Districts whilst minimising travel through the use of various new applications which allow users to communicate over the internet, sharing documents and allowing an online option for trouble shooting. We look forward to improving and growing our Community Care Services.

Doris Vanderheld (Resident) and Trish Robinson (HACC Coordinator), Murray Vale Village.
Welcome to our Online Learning Portal

Online training
Login to share, learn and develop your knowledge and skills with our online training.

Using the site
If you have questions about how to use this website, check out the Frequently Asked Questions.

Support
If you have questions, please click here.
UPA recognises that with the aged care sector facing many challenges it is important that UPA operates efficiently. In 2010 new technology was implemented throughout our facilities to improve quality of care and productivity of staff.

From August 2013, the deployment of Leecare across all of UPA was completed. This has brought with it significant changes in documentation, communication, audit and management processes through the quality of electronic data available. Staff messaging and alerts have been a popular tool among users and the time saved from entering data only once and having it populate various reports as required by different users and roles is valuable.

Electronic Medication Management is an emerging technology platform in aged care that assists safe practice and simplified process management. WebsterCare Medsig connects the resident medication record with the pharmacy that supplies their medications and provides a communications portal between the pharmacy and UPA care staff.

The UPA Staff Education Portal is an on-line tool for maintaining education credentials of staff in a broad range of skills and competencies. All employees are listed as registered users and their respective managers can follow and support their progress through mandatory training topics.

Consumer Directed Care changes the way UPA delivers and manages Community Care services. Procura is a product used extensively in Australia and overseas that provides better information in a timely manner to our home care staff and helps us effectively meet our reporting requirements. Our Sydney West service will be first with other regions following once we have the design settled.

Telehealth offers a great advantage to residents where remote consultation is used. Dermatologists, Geriatricians, General Practitioners and even family in another location can participate in a virtual consult. Care staff are available to assist with the consultation. Residents comment that they appreciate the convenience of telehealth consultations without having to leave their home.

UPA facilities are deploying Guest Wireless networks so that resident families can stay connected when visiting as well as providing internet services for medical and consultant staff whilst onsite. Residents may also use their own devices to stay connected.

The new technology implemented throughout UPA facilities will reduce the time staff spend on paperwork and administration tasks and allow them to focus their time on doing what they enjoy and are trained to do, deliver high quality care in compassionate and considerate ways.
The UPA Association is made up of twelve Districts which have a healthy degree of autonomy, yet are bound together under the one mission and company structure. A foundational principle used since the very beginning of our work was that funds raised in the town would stay in the town. Local Governance, Management and Administration are a core strength of UPA’s work.
The Riverina Region was successful in gaining funding for 12 Homecare Packages in August 2013. Sandy Brown began the Homecare Package Program in conjunction with her role as a Coordinator for Gumleigh Gardens Retirement Village. The first packages were filled in September 2013 and the 5 Level 1 and 7 Level 2 packages filled by early 2014. A team of dedicated and caring staff assist our consumers to remain living independently in their own homes for as long as they choose.

Gumleigh Gardens Retirement Village hosted a “Biggest Morning Tea” for the Cancer Council, with many residents and community members attending. Nearly $1,000 was raised for this very worthy cause.

Gumleigh Gardens Retirement Village has experienced some vacancies this year due mainly to the opening of Gumleigh Gardens Hostel, with 4 of our village residents moving in on the first day of opening. High occupancy levels have been maintained at Knightleigh Cottages and W.T. Wilson Homes.

The Region’s financial performance has been further strengthened by the introduction of Homecare Packages and has continued to improve this year.

This year we farewelled Phil Knight our Maintenance and Gardening man who has relocated to Mansfield. Phil was a valued member of the Riverina team, and will be missed by residents and staff. We welcomed Phil Errington to this role.
Gumleigh Gardens Hostel welcomed its first residents on 1st October 2013, and quickly filled to capacity. The official opening was held in August 2013 with many board members, staff, and families attending. Plans for Stage 2 of this project are currently with council, and building is expected to commence in September 2014, increasing the bed numbers from 27 to 44.

Murray Vale Village Stage 2 commenced in January 2014 with 15 units currently completed. Our first resident moved in on 26 May, and it is expected that all units will be completed and sold by the end of September 2014.

Murray River Region successfully applied for Federal Government HACC funding to provide services in the Albury and Greater Hume local government areas. Services include Domestic, Personal Care, Transport and Social Support. These services are an addition to our original HACC Programs of Meals on Wheels and Centre Based Day Care in Albury and Henty.

Gumleigh Gardens Hostel had a successful Accreditation Audit on 17th and 18th June 2014. All of our facilities have had positive reports from a range of audits, including visits from the Aged Care Quality Agency. An A rating in food safety has been maintained for all facilities.

In May 2014 Marianne Warren resigned from her position of Regional Manager. Marianne made significant contributions to UPA Murray and Riverina Regions.

Tony Dunn has been appointed to the position of Regional Manager Murray and Riverina. Tony comes to UPA from the position of Regional Director Health and Aged Care, Victorian Department of Health and Aged Care.
Sydney North

REGIONAL MANAGER - STUART LEVERTON

Thomas Rosetta Agst, Redleaf and Rosetta Park continue to provide an excellent standard of care to our residents. Sydney North’s reputation for providing a high standard of care extends out to the local community which is evident by the number of enquiries we receive and our lengthy waiting list. We promote a home like environment for our residents and pride ourselves in delivering care reflecting UPA’s Mission and Values.

Throughout the year we have been assisting clients to plan and develop their individual Home Care Packages and we continue to offer private services to UPA residents, Hornsby and Ku-ring-gai communities with an aim to expand our Community Care Services further. We acknowledge the great efforts from all Community Care staff and thank them for their efforts in providing consistently high quality care and maintaining safe working practices.

The introduction of regular training every month within our staff meetings covering subjects such as nutrition, self-care, safe driving has been proved to be beneficial for team building and learning. A number of staff completed the Certificate III & IV in Aged and Community care and we continue to benefit from the knowledge they are gaining through their studies.

Our activities program continues to provide a variety of leisure and lifestyle activities.

Thank you to all of the staff at Sydney North for their ongoing support and assistance throughout the year. I also express my thanks to the District Executive and Corporate Office for their support and encouragement.

Resident 265
Clients 64
Staff 112
Volunteers 18

Overview

Sydney North has had steady growth with excellent quality of care and services to our Residents, clients and families. We have been able to tailor our services to meet the Residents needs and ensure our dedicated staff always strive to meet the mission and values of UPA.

Self Care Apartment, Sydney North District.
Sydney South continues to provide an excellent level of care to our elderly residents. Our reputation for providing such a high standard of care extends out to the local community which is evident by the number of enquiries we receive about aged care placements and our waiting list. We promote a home like environment for our residents and pride ourselves in delivering care reflecting UPA’s mission and values.

Our services at Sydney South continues to offer all level of care to our residents and as their care needs change we can provide Community Care packages to our Hillcrest Village residents. Once our new Residential Aged Care Service is completed we will be able to provide increased services from the new Kennett Aged Care Service as well as the excellent higher level of care provided by Kennett Home.

Happy Hour, exercise classes, U3A classes and church services have consistent participation.

Approval has been given by the District Executive to appoint an Assistant Manager who will be based at Kogarah and assist in the running of the Sydney South District.

I wish to thank all of the staff at Sydney South for their ongoing support and assistance through the year and also extend my thanks to the District Executive and Corporate Office for their support and encouragement. I look forward to a great year ahead.
The past twelve months have been extremely productive across Sydney West, the highlight being the official opening of the new Camellia Wing by our State President Louise Buxton on 21 June. Our wonderful and enthusiastic team of staff provide excellent quality care for our residents and are supported with a wide range of training programs.

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

A number of significant changes are being introduced as part of the “Living Longer Living Better” Aged Care and we remain flexible and responsive to these changes.

The financial position of the District remains solid despite Government policy changes. We will continue to investigate funding options such as the Significant Refurbishment subsidy enabling providers that have undertaken major refurbishments to be eligible for a higher rate of subsidy.

Architects have been engaged to assist in developing a Master Plan for Heiden Park Lodge. Once in place we can commence construction of a new laundry and review future site development.

Our Mission and Values remain the focus of UPA Sydney West and our work.

I acknowledge and thank the District Executive for their support and passion in pursuing improvements within the district, all staff and volunteers for their dedication and care and I acknowledge the tremendous efforts and enthusiasm of our team of managers and the quiet efficiency of our Administration staff.

Overview

UPA Sydney West provides excellence and diversity in quality aged care services. We ensure that individual needs of our residents are met by maintaining a safe, happy and caring environment through our dedicated staff and volunteers.

Residents 209
Clients 82
Staff 207
Volunteers 16
A major highlight this year has been the redevelopment of our Hostel which took 4 years in the planning with multiple architects and several builders before work could commence in February this year.

It was always going to be difficult project as the work needed to be done whilst the Hostel continued to fully function with 72 residents. A lot was done in our Dementia wing with new extensions added onto the existing 14 bed unit. Unfortunately this saw the removal of the pool to make way for 5 new rooms, upgrades the nursing station, a new servery, utility rooms and additional space for residents to have participate in activities and have extra room to move around. A new outside landscaped courtyard with sensory gardens, water features, seating and a walking track all covered by a beautiful sail. This allows our dementia residents to enjoy the outdoors in a safe and covered environment.

The Hostel refurbishments started at the front entrance with soft fall, covered entry with sliding front doors and extensive landscaping. The most dramatic and functional improvement was the covering of the small court yard and incorporating it into a separate larger activity area with an open fire place, new flooring, new front reception desk and staff station. This leads to an upgraded main kitchen with new clean utilities and much needed utility rooms.

One of the most requested upgrades from residents and staff was the addition of a chapel or quiet room. This has been provided for in the development by losing two residents rooms. I would like to thank our DE for giving us this opportunity to improve and upgrade our facility.
The past 12 months has seen growth, innovation and excellence in services provided. Caring for people with higher and more complex needs has significantly influenced our delivery of services.

During the past year Ascott Gardens’ staff have been working on 200 suggestions for improvement (CITs) where issues have been identified, suggestions made, actions taken and improvements introduced.

A major focus has also been the development plans for Ascott Gardens to incorporate new dementia cottages and the refurbishment of Westcott and Waratah Wings. Preliminary plans include an additional 16 beds, resident gym, coffee shop, Day Care Centre and sensory room. The new dementia cottages will adopt the Dementia Enabling Environment Principles providing an environment for people living with dementia that will make a significant difference in peoples’ level of independence, quality of life and wellbeing.

In readiness for building more new units at Astill Court Retirement Village (Stage 3B), another 6 of the original units have been vacated. Following the departure of Care West, Stage 3B building works of Astill Court will commence.

The Buena Vista Op Shop has enjoyed another outstanding year ensuring ongoing support to the Orange Family Support Service. This success is attributed to the efforts of our wonderful volunteers.

Orange Community Care Service continues to flourish, offering Homercare Packages, DVA Services and private and brokered services. All services provided have encompassed the Consumer Directed Care approach and have expanded their delivery of service, now offering private and brokerage services throughout the Central West planning area.
UPA Molong continues to thrive and improve services. Stage 1 of the Prunus Lodge refurbishment was completed. Improvements have addressed some long term building issues resulting in significant benefits for both staff and residents. We look forward to commencing Stage 2 which will include extending the southern side of the building in order to include a stainless steel kitchen and larger dining area.

Advances in technology have continued throughout the year. An upgrade of the telecommunication cabling for wireless broadband is allowing faster internet response for new IT programs.

Staff have embraced the introduction of Medsig medication management system, resulting in more accurate and efficient medication administration.

Additional equipment was purchased for Rose Cottage Dementia Specific Unit to address the higher level of care needs of residents. A floor safety crash mat and a floor line bed were also purchased.

ACFI / Clinical Systems Coordinator, Debra Russell, was appointed in June 2014 on a part time basis to assist staff in the requirements of ACFI and Leecare.

Molong Community Care Service has continued to flourish, offering Homecare Packages, DVA Services, private and brokered services. All services have encompassed the Consumer Directed Care approach in response to the diverse needs of clients and in recognition of the necessity to provide greater choice.

In the midst of Government reform and amongst change, UPA Molong will continue to provide quality services that ensure the unique needs of the Molong community are met.
Renovations to our Yeoval facility were completed with a permanent link now between the two buildings. Removal of existing walls opened up the area and new furnishings have been ordered to complete the interior. The changes have achieved what we had planned by providing a more comfortable yet homely environment for our residents and staff.

A new nurse call system Questek was installed during the year which provides better safety for residents and improved productivity and efficiency for staff.

Leecare was implemented in August 2014. To ensure that our documentation in Leecare was completed adequately, a ACFI / Leecare Coordinator was appointed in February 2014.

The Home Care Packages provided by Yeoval Community Care provide much needed care into our small community. We are lucky to have such wonderful committed carers who continually provide quality care complementing our Mission and Values.

The Netherwood Group, a group set up for the elderly community to meet once a week, has gone from strength to strength. There are generally either speakers or a weekly outing.

With the assistance of a non-government organisation grant and the Rural Primary Health Service Grant, various services including podiatry, physiotherapy, occupational therapy, dietetics and transport are provided to the community.

Our dedicated staff ensure that all residents, clients and community members are treated with Compassion, Respect, Integrity and Kindness. We are committed to provide the highest possible standard of care.

Overview

UPA Yeoval Branch has a reputation in the wider community for their excellence in care offering warmth, friendliness and a home like environment of which we are extremely proud.
The Development Application for the Bracken House extension of 20 beds was approved in May 2014. The extension will be constructed in three stages commencing with the 8 special needs unit beds on the east side, a new central lounge and 12 bed hostel on the western side.

Leecare was implemented in Bracken House in August 2014. To ensure that our documentation in Leecare is completed adequately, an ACFI / Leecare Coordinator was appointed in February 2014.

Also in February 2014, Leaza McMahon commenced as Care Manager of Bracken House. We continue to provide quality care and look for areas for continuous improvement to benefit our residents and clients as supported by Assessment Contact Reports from the Agency.

Stage 4 of Oxley was completed in March 2014 which consisted of another 7 units. Oxley now has 31 Self Care Units. With the growth of our retirement villages, a Self Care Coordinator was appointed in October 2013 to assist with the day to day running and timely attending to resident requests.

UPA Dubbo Community Aged Care Services continues to provide excellent care to our Home Care and DVA clients in the community. Our application for HACC funding to commence a Centre Based Day Centre with the provision of transport and domestic assistance was successful. In April 2014 the provision of domestic assistance and our Lillimur Centre Based Day Centre commenced providing service. This compliments our community care services.

We continue to look forward to the expansion of Bracken House and our Community Care Programs and the challenges it brings. With this growth we will continue to provide quality services and ensure that our services continue to grow.
The installation of additional fire safety technology at Rathgar Lodge has been completed during the year. The existing generator was upgraded as part of this major works project. In line with other UPA facilities, Rathgar Lodge completed a new Emergency Response Manual. All of these measures see our facilities exceed the minimum safety standard requirements and confirms our commitment to ensuring the safety of our residents, staff and visitors.

As has become the trend in residential aged care, the majority of residents entering our care have more complex care needs. Care Manager Deirdre Bubear and her team continue to ensure their needs are met through appropriate staff training. A number of staff have completed specialised training in the area of palliative care, recognising the benefits for residents being able to remain at Rathgar Lodge in familiar surroundings and enjoying continuity of care.

It is coming up to twelve months since the new Leecare/Medsig clinical care software has been implemented at Rathgar Lodge. Ongoing training continues to ensure both tools are used to their maximum capacity.

1st July this year saw the “Living Longer Living Better” Aged Care reforms implemented. It involves a steep learning curve for both aged care providers and new residents with major changes to the way certain care fees are calculated in residential care and how accommodation prices are charged.

What does endure is the ongoing work of a generous team of volunteers who help out across a range of activities, together with the continued commitment of staff who strive to deliver the highest standard of quality care for our residents.
Far North Coast

Regional Manager – Ken Maslen

Our Youthcare UPA Program trebled in size over the last two years with 63 placements now contracted to the Department. A number of carers and young people have successfully transitioned across to our program from the Department of Community Services.

The Carer Respite Centres are still operating in uncertain times. Carelink Program Funding ceased on 30th June 2014 resulting in staff reductions. An extension to the Carer Respite Program funding to 30th June 2015 has been granted. These measures are part of the Government’s “Living Longer Living Better” Aged Care reforms which saw a number of major changes implemented from 1st July 2014.

Greenhills Lodge and Richmond Lodge continue to focus on the delivery of the highest quality of care for their residents, working hard to ensure a trend of more complex care needs are met. Greenhills Lodge is prepared for its Accreditation Audit on 5th and 6th August 2014.

The installation of additional fire safety technology (including new generators) has been completed at both Lodges this year. Our facilities now exceed the minimum safety standard requirements confirming our commitment to ensuring the safety of our residents, staff and visitors.

There have been numerous changes in our Community Care Program over the last twelve months. The Department of Veteran’s Affairs has extended our contract to 30th June 2016. The Program also passed its Quality Audit in February 2014. An application for Home and Community Care (HACC) Funding was successful, commencing in early April and is growing on a daily basis.

What doesn’t change is the focus of our staff on delivering the highest possible quality of care to our residents and the support of a generous group of volunteers.

Residents 87
Clients 4,467
Staff 154
Volunteers 80

Overview

UPA Far North Coast District delivers diversity in quality care - ranging from our Youth Care Program, to disability and support programs for carers through our Respite and Support Programs and care for many folk through both Community and Residential Care Services.
The role of the Board is to govern the programs and activities of UPA and each member of the Board shares responsibility for the whole of UPA’s work. The focus and function of the Board is to deliver sound governance ensuring that required outcomes are achieved and that thinking and planning for growth continues. To assist in fulfilling these responsibilities, the Board appoints a General Manager to manage the work and carry out the policy decisions of the Board.

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

The role of the President is to ensure that the meeting process is effective, to monitor the performance of the General Manager with the full Board, to liaise with the General Manager, to provide guidance to other Board members, to be impartial in debates and to have a good understanding of UPA’s range of activities. The President also has the right to participate in all UPA meetings.

The District Executive is elected by members at the District Annual General Meeting. The role of the District Executive in UPA is a very important one. It is to govern the programs and activities of UPA within a geographic area. The District Executives are responsible for achieving UPA’s goals and objectives and control of assets and liabilities under the supervision of the Board. In general the District Executive is responsible for giving overall direction to the District, overseeing and controlling the executive actions of its management and satisfying legitimate external expectations for accountability and conformance with law and regulation.

The Board and District Executives may establish sub-committees to report and recommend action on particular topics, such as finance, audit, risk, quality of care for residents or buildings. Sub-committees enable discussion on particular issues in greater depth. This allows the Board or District Executive to devote more time to major decisions.

Each Region/District is responsible for developing a strategic plan that outlines how they will achieve its plans and objectives in relation to

Care, Compliance, Finance, Growth and People.
UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann

UPA Ann
# Financial Information

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director’s Information</td>
<td>55</td>
</tr>
<tr>
<td>Objectives of the Company</td>
<td>59</td>
</tr>
<tr>
<td>Review of Financial Information</td>
<td>60</td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>64</td>
</tr>
<tr>
<td>Statement of Profit or Loss and Other Comprehensive Income</td>
<td>65</td>
</tr>
<tr>
<td>Statement of Changes in Equity</td>
<td>66</td>
</tr>
<tr>
<td>Statement of Cash Flows</td>
<td>67</td>
</tr>
<tr>
<td>Notes to the Financial Results</td>
<td>68</td>
</tr>
<tr>
<td>Audit Report on Summary Financial Statements</td>
<td>72</td>
</tr>
<tr>
<td>UPA Directory of Services and Programs</td>
<td>73</td>
</tr>
<tr>
<td>Abbreviations</td>
<td>76</td>
</tr>
</tbody>
</table>
The names of and other information on the directors in office during or since the end of the year are:

**LOUISE BUXTON**  
President (since 2012)  
Year appointed: 2009  
Qualifications and experience: Bachelor of Science (Hon.), PHD, Diploma of Education, Graduate of the Australian Institute of Company Directors. Over 20 years experience as a director and financial manager of a medium sized family company. Member of the Australian Institute of Company Directors and the Governance Institute of Australia. Member of the Hunter Region District Executive since 1991 and District President since 2005.

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

**STEVE WALKERDEN**  
Director and Company Secretary  
Year appointed: 1995  

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

**IAN MORANTE**  
Senior Vice President (since 2012)  
Year appointed: 2002  
Qualifications and experience: Bachelor of Commerce, Diploma of Financial Planning, Diploma and Advanced Diploma of Financial Services (Super), Fellow of Australian Institute of Superannuation Trustees. Currently a practicing Company Secretary and Superannuation Fund Secretary. Extensive experience in administration and human resources and investments. Active involvement in local Anglican Parish for over 45 years. Member of the Hunter Region District Executive since 2000.

Special responsibilities: Member of Remuneration Committee.

**JOHN ROACHE**  
Junior Vice President (since 2012)  
Year appointed: 2001  

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

**WILLIAM RYAN OAM**  
Director  
Year appointed: 1988  

Special responsibilities: Member of Projects Committee, Planning Committee, Audit and Risk Committee, Remuneration Committee, WHS Committee.
JOHN GILL  
Director  
Year appointed: 2012  
Qualifications and experience: Extensive experience in financial management, involved in community organisations such as Environmentally Concerned Citizens of Orange (ECCO), Orange District Executive member since 2002 and District President since 2011. Special responsibilities: Member of Projects Committee, Planning Committee, Audit and Risk Committee.

JANICE WHEELER  
Director  
Year appointed: 1996  
Qualifications and experience: Secretarial diploma. Previous involvement in Community organisations. Volunteer for UPA in Casino since 1986. Chairperson of Youth Care UPA since its inception. Far North Coast District Executive member since 1988 and District President since 2004. Special responsibilities: Member of Projects Committee, Planning Committee, WHS Committee.

ELIZABETH GEMES  
Director  
Year appointed: 2012  
Qualifications and experience: Currently working in advocacy and policy for Local Government to State and Federal Governments in emergency services, emergency management, rural affairs, and previously public health policy areas. Member of several NSW Government consultative committees for rural affairs and emergency services policy areas. Certificate of Governance for Not for Profit from the Governance Institute of Australia. Extensive previous experience in hospitality management with hotelier's license. Member of Sydney North District Executive since 2009. Special responsibilities: Member of Projects Committee, Planning Committee, Audit and Risk Committee, Remuneration Committee.

SALLY COX  
Director (Staff Representative)  
Year appointed: 2006  
Qualifications and experience: Master of Health Science (Gerontology), Graduate Diploma in Gerontology, Registered Nurse, Orthopaedic Nursing Certificate, qualified auditor with The Australian Aged Care Quality Agency. Extensive experience working in aged care, including the current position of Senior Care Coordinator with UPA since 2004 and previous appointments as Deputy and Director of Nursing within both the private and not for profit sector. Currently the chair of UPA’s State Quality Accreditation Committee and a member of the ACS Residential Care Advisory Committee. Special responsibilities: Member of Projects Committee, Planning Committee, WHS Committee.

BARBARA MURRAY  
Director  
Year appointed: 2000  
Qualifications and experience: Pre-school assistant, with many years association with the work of UPA in Albury, NSW. Special responsibilities: Member of Projects Committee, Planning Committee.

ROBERT COLVIN  
Director  
Year appointed: 2011  
Qualifications and experience: Bachelor of Commerce, Fellow of Institute of Chartered Accountants, Registered Tax Agent, Registered Company Auditor. Over 40 years experience in chartered accounting, including 30 years as principal of own practice. Extensive experience in management, accounting, audit and tax. Currently a director and co-owner of a community (in-home) care and support company assisting the aged, children and those living with a disability in the Newcastle/Hunter area. Member of the Hunter Region District Executive since 2009. Special responsibilities: Member of Projects Committee, Planning Committee and Audit and Risk Committee.
**MARGARET MOON**  
Director  
Year appointed: 2008  
Qualifications and experience: Extensive financial management experience running own business, Dubbo District Executive member since 1989, and involved in many local church and other not-for-profit organisations including the Country Women’s Association, Meals on Wheels, Dubbo Base Hospital Auxiliary and Masonic Village Ladies Auxiliary.  
Special responsibilities: Member of Projects Committee, Planning Committee.

**BRUCE TUTTY**  
Director  
Year appointed: 1984  
Qualifications and experience: UPA President from 2007 – 2010. Self employed in agriculture since 1962. Member of various UPA committees in Wagga Wagga since 1968, served as District President for 29 years, and involved in the committees of other community not-for-profit organisations.  
Special responsibilities: Member of Project Committee, Planning Committee, Audit and Risk Committee, Remuneration Committee, WHS Committee.

**KEN MORTON**  
Director  
Year appointed: 2008  
Certificate in Governance for Not for Profit from the Governance Institute of Australia.

**JOHN HORSFIELD**  
Director  
Year appointed: 2009  
Qualifications and experience: Bachelor of Economics, Fellow of CPA Australia, Fellow of Governance Institute of Australia and Fellow of Financial Services Institute of Australasia, Life Member Australian Institute of Bankers. Over 30 years experience as a financial controller and company secretary, and extensive managerial experience. Trustee and treasurer of St John’s Parramatta Cathedral Endowment Trust, and previously on the Parish Council for 15 years. Member of the Sydney West District Executive since 2007.  
Special responsibilities: Chair of Audit and Risk Committee.

**HEATHER WOODHOUSE**  
Director  
Year appointed: 1997  
Qualifications and experience: Extensive experience in retail, farm and catering management. Past Councillor for Cabonne Shire, and involved in local church and other not-for-profit organisations at committee level.  
Special responsibilities: Member of Projects Committee and Planning Committee.

**TEMPLE CORNISH**  
Alternate Director  
Year appointed: 2012  
Qualifications and experience: Over 30 years administration management experience with the Department of Education. Current active commitment to the Orange Uniting Church, past Regional Commissioner for Girl Guides, current Trefoil Guild Advisor for Mid-West Girl Guide movement, Justice of the Peace, weekly volunteer Meals on Wheels, Director from 2005 to 2012 and Orange District Executive member since 1980.  
Special responsibilities: Alternate Director in the absence of John Gill.
SUSAN KIRKWOOD
Alternate Director
Year appointed: 2011
Qualifications and experience: Extensive experience in Tertiary Education Administration (retired), past member of Record Managers Association of Australia (RMAA), involved in community activities including teaching SRE at school for children with special needs, coordinator and trainer of child protection policies and procedures in the local Presbyterian Church. Murray River District Executive member since 2006.
Special responsibilities: Alternate Director in the absence of Barbara Murray.

GRAHAM CHEGWIDDEN
Alternate Director
Year appointed: 2011
Qualifications and experience: Master of Laws (UNSW), Legal Practitioner, Member of the Law Society of NSW, member of the Law Society’s Senior Solicitors Scheme. Senior Associate of the Financial Services Institute of Australasia. Association with UPA since 1989. Member of Sydney South District Executive since 2001 and President since 2003.
Special responsibilities: Alternate Director in absence of Ken Morton.

TERENCE ODEA
Alternate Director – Dubbo
Year appointed: 2013
Qualifications and experience: Certificate of Business Management, OHS Consultation certificate, Numerous short courses with Dulux Paint Academy. General Manager of Brennans Mitre 10 (27 years), NSW Store Manager of the Year (2005), President of Dubbo CYMS Football Club (4 years), Former Secretary of Dubbo CYMS Football Club (3 years), Macquarie Social Club President for 5 years (charitable organisation raising money for charities), Fundraiser for Dubbo & District Preschool, Voluntary Coordinator for building a house to raise funds for St Johns College, Fundraiser for Dubbo & District Basketball Association to build new stadium, Fundraiser for bushfire victims at Yeoval, Former Board Member for Mitre 10 Home & Trades (3 years). Voluntary bus driving for Bracken House.
Special responsibilities: Alternate Director in the absence of Margaret Moon.

PETER WOOD
Alternate Director
Year appointed: 2013
Qualifications and experience: 41 years in the commercial furniture and joinery industry. 28 years self-employed. Sat on the disability employment board, Wagga City Council E-commerce Committee, Wagga Chamber of Commerce board, Gümleigh District Executive.
Special responsibilities: Alternate Director in the absence of Bruce Tutty.

CHRIS FOSTER
Alternate Director
Year appointed: 2013
Qualifications and experience: Diploma of Education, Bachelor of Science, Registered Nurse and Midwife.
Former Director of Care Services for a large Aged Care Facility, many years involvement in Nursing Education, Senior Nurse Management, NSW Area Health and Out of Home Care Program Management. Far North Coast District Executive member since February 2013, serves on both the Youth Care UPA and Richmond Lodge Advisory Committees.
Special responsibilities: Alternate Director in the absence of Janice Wheeler.

LEX BRAMBLE
Alternate Director
Year appointed: 2011 (ceased 26 October 2013)

PETER GUNTHORPE
Alternate Director
Year appointed: 2010 (ceased 26 October 2013)

DAVID WALLACE
Alternate Director
Year appointed 2012 (ceased 26 October 2013)
Objectives of the Company

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

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

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

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

COMPLIANCE
- Maintain compliance with all relevant legislation and regulations.
- Maintain a proactive system for identifying and controlling risk.
Summary Financial Statements

FOR THE YEAR ENDED 30 JUNE 2014

NOTE 1 - BASIS OF PREPARATION
INFORMATION ON THE UNITED PROTESTANT ASSOCIATION OF N.S.W. LIMITED FINANCIAL RESULTS

This review of the financial information is a summary of the audited financial report for the year ended 30 June 2014. This review has been prepared by management based on extracts from the audited financial report. A copy of the audited financial report will be sent to any member, free of charge, upon request as well as being available on the website (www.upa.org.au)

NOTE 2 - REVIEW OF PERFORMANCE
OVERVIEW

The company achieved a net profit before tax of $11,332,454, which was $376,148 higher than the previous year. This result helped generate an increase in cash and cash equivalents of $5,057,987. The following information provides some analysis of the statements that have been included in these financial extracts.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Revenue for the company increased by $6,475,301 (8.5%) to $82,274,060 during the year ended 30 June 2014, compared with the 3.3% revenue growth for the previous financial year. The graph above shows a break-up of the revenue by activity and the areas where revenue growth was achieved. The growth in revenues was mainly in the areas of

REVENUE COMPARISON BY SEGMENT

- Residential Care
- Retirement Villages
- Community Care
- Other Services
- Investment Income
- Donations & fundraising

Graph showing revenue comparison by segment over the years 2010 to 2014.
residential care ($4,601,730), community care ($1,398,529) and retirement villages ($584,183), whilst revenue decreased in the area of interest income ($918,941).

The $6,000,259 in additional revenue earned by residential and community care services is due to increases in revenues from government subsidies and charges to residents. The majority of this increase ($4,368,388) is directly related to the increased acuity of residents and associated higher subsidy rates, as well as growth in the number of residential beds and the size of community programs.

Despite the increase in cash and cash equivalents during the year interest income was 14.8% lower than the previous year as a result of declining interest rates.

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

Total expenses rose by $6,099,153 or 9.4% during the 2014 financial year compared to an increase of 7% in the previous financial year. Salaries and associated costs also increased by $4,020,466 or 10.2% during the period. This increase is higher than the rate of pay increases, mainly due to increases in nursing and other care staff hours to cover the growth in services, and also to meet the increased care needs of existing residents.

The result for the year was a net profit of $11,332,454 which was an increase of $376,148 (3.4%) on the profit for the previous financial year. These surplus funds will be used in future growth and ensure United Protestant Association of NSW Limited is in a strong position to meet future obligations.
STATEMENT OF FINANCIAL POSITION

Total assets of the company increased by $27.5M this year and liabilities rose by $15.6M resulting in an increase in net assets of $11.9M. Additions to property, plant and equipment totalled $27M during the financial year. This included capital expenditure on the following projects: Melrose Hostel extensions in Pendle Hill ($9M), New Kennett Hostel in Stanwell Park ($2.9M), Gumleigh Gardens Hostel in Wagga Wagga ($2M), Murray Vale Village Stage 2 in Lavington ($4.5M) and Oxley Village in Dubbo ($2.2M).

The company’s liabilities increased by $15.6M, mainly due to a $14M increase in liabilities to residents, made up of accommodation bonds and resident entry contributions. All of these liabilities to residents are disclosed as current liabilities as there is no right to defer the repayment of the liability past 12 months should the resident leave. Based on the history of departures over a period of time, the directors have estimated that the amounts that are likely to be payable within the next 12 months may total $37.8M. The amount actually repaid during the current financial year was $30.1M and this was fully funded by the incoming loans of new residents. The company has no borrowings from any third parties at balance date other than from residents.
STATEDMENT OF CASH FLOWS
Cash and cash equivalents increased by $5M during the financial year to $127.6M. This follows an increase of $7.3M during the previous financial year. This was achieved after $27M in capital expenditure during the year.

Cash flows from operations decreased by $0.8M during the year, mainly as a result of decreased interest revenues received. Cash flows from financing activities were $10.5M higher than the previous financial year. This was mainly due to growth in new resident loans compared to the previous financial year. Capital outlays were $11.9M higher than the previous financial year, mainly due to the construction of the Melrose Hostel extensions in Pendle Hill and other previously mentioned projects during the financial year.

STATEMENT OF CHANGES IN EQUITY
The main change to equity this year was due to $11,332,454 profits earned by the company. There was also a $566,969 positive adjustment to the asset revaluation reserve to reflect an increase in the fair value of financial assets available for sale. These assets are comprised of equities in listed companies and managed funds.
## Summary Statement of Financial Position

**As at 30 June 2014**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>127,592,871</td>
<td>122,534,884</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>12,624,902</td>
<td>10,412,679</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>140,217,773</td>
<td>132,947,563</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td>5,693,305</td>
<td>5,186,242</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>218,695,982</td>
<td>199,912,653</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>17,865,000</td>
<td>16,897,500</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>242,254,287</td>
<td>221,996,395</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>382,472,060</td>
<td>354,943,958</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>8,526,227</td>
<td>7,567,979</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>166,733,740</td>
<td>152,667,875</td>
</tr>
<tr>
<td>Provisions</td>
<td>3,291,452</td>
<td>2,678,201</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>178,551,419</td>
<td>162,914,055</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>817,754</td>
<td>826,439</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>817,754</td>
<td>826,439</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>179,369,173</td>
<td>163,740,494</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>203,102,887</td>
<td>191,203,464</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained earnings</td>
<td>201,970,851</td>
<td>190,638,397</td>
</tr>
<tr>
<td>Reserves</td>
<td>1,132,036</td>
<td>565,067</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>203,102,887</td>
<td>191,203,464</td>
</tr>
</tbody>
</table>
**Summary Statement of Profit or Loss and Other Comprehensive Income**

*For the year ended 30 June 2014*

<table>
<thead>
<tr>
<th>Note</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>81,187,799</td>
<td>75,645,789</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1,086,261</td>
<td>152,970</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>82,274,060</strong></td>
<td><strong>75,798,759</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration expenses</strong></td>
<td>(3,934,840)</td>
<td>(3,307,947)</td>
</tr>
<tr>
<td><strong>Cleaning and laundry expenses</strong></td>
<td>(1,415,175)</td>
<td>(1,347,280)</td>
</tr>
<tr>
<td><strong>Depreciation and amortisation</strong></td>
<td>(7,958,184)</td>
<td>(7,551,047)</td>
</tr>
<tr>
<td><strong>Finance costs</strong></td>
<td>(180,438)</td>
<td>(154,636)</td>
</tr>
<tr>
<td><strong>Food supplies</strong></td>
<td>(2,610,844)</td>
<td>(2,466,907)</td>
</tr>
<tr>
<td><strong>Impairment loss</strong></td>
<td>(44,078)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Maintenance costs</strong></td>
<td>(2,527,809)</td>
<td>(2,580,433)</td>
</tr>
<tr>
<td><strong>Salaries and employee benefits</strong></td>
<td>(3,913,548)</td>
<td>(3,088,174)</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>(43,383,988)</td>
<td>(39,363,522)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>(1,795,123)</td>
<td>(1,705,035)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70,941,606</strong></td>
<td><strong>64,842,453</strong></td>
</tr>
</tbody>
</table>

**Profit before income tax** | 11,332,454 | 10,956,306 |

**Income tax expense** | – | – |

**Profit for the year** | 11,332,454 | 10,956,306 |

**Other comprehensive income**

<table>
<thead>
<tr>
<th>Items that may be reclassified subsequently to profit or loss</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fair value gains (losses) on available-for-sale financial assets</strong></td>
<td>566,969</td>
<td>558,491</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>11,899,423</td>
<td>11,514,797</td>
</tr>
</tbody>
</table>
## Summary Statement of Changes in Equity

**For the year ended 30 June 2014**

<table>
<thead>
<tr>
<th></th>
<th>Retained Earnings $</th>
<th>Financial Assets $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 July 2012</strong></td>
<td>179,682,091</td>
<td>6,576</td>
<td>179,688,667</td>
</tr>
<tr>
<td><strong>Comprehensive income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit for the year</td>
<td>10,956,306</td>
<td>–</td>
<td>10,956,306</td>
</tr>
<tr>
<td><strong>Other comprehensive income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair value gains on available-for-sale financial assets</td>
<td>–</td>
<td>558,491</td>
<td>558,491</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>10,956,306</td>
<td>558,491</td>
<td>11,514,797</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2013</strong></td>
<td>190,638,397</td>
<td>565,067</td>
<td>191,203,464</td>
</tr>
<tr>
<td><strong>Balance at 1 July 2013</strong></td>
<td>190,638,397</td>
<td>565,067</td>
<td>191,203,464</td>
</tr>
<tr>
<td><strong>Comprehensive income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit for the year</td>
<td>11,332,454</td>
<td>–</td>
<td>11,332,454</td>
</tr>
<tr>
<td><strong>Other comprehensive income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair value gains on available-for-sale financial assets</td>
<td>–</td>
<td>566,969</td>
<td>566,969</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>11,332,454</td>
<td>566,969</td>
<td>11,899,423</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2014</strong></td>
<td>201,970,851</td>
<td>1,132,036</td>
<td>203,102,887</td>
</tr>
</tbody>
</table>
### Summary Statement of Cash Flows

**For the year ended 30 June 2014**

<table>
<thead>
<tr>
<th>Cash flows from operating activities</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from customers and government</td>
<td>71,878,227</td>
<td>65,937,825</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(64,414,050)</td>
<td>(58,134,055)</td>
</tr>
<tr>
<td>Dividends received</td>
<td>152,367</td>
<td>148,086</td>
</tr>
<tr>
<td>Donations and bequests received</td>
<td>58,818</td>
<td>69,083</td>
</tr>
<tr>
<td>Interest received</td>
<td>5,378,804</td>
<td>6,232,582</td>
</tr>
<tr>
<td>Other receipts</td>
<td>186,061</td>
<td>163,767</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(180,438)</td>
<td>(154,635)</td>
</tr>
<tr>
<td>Net GST refunded/(paid)</td>
<td>2,022,569</td>
<td>1,624,258</td>
</tr>
<tr>
<td><strong>Net cash flows from operating activities</strong></td>
<td><strong>15,082,358</strong></td>
<td><strong>15,886,911</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from investing activities</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(27,052,593)</td>
<td>(15,016,454)</td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td>299,617</td>
<td>296,233</td>
</tr>
<tr>
<td>Proceeds from sale of available-for-sale financial assets</td>
<td>193,274</td>
<td>53,444</td>
</tr>
<tr>
<td><strong>Net cash flows from investing activities</strong></td>
<td><strong>(26,559,702)</strong></td>
<td><strong>(14,666,777)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from financing activities</th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from resident contributions and accommodation bonds</td>
<td>46,657,633</td>
<td>29,810,466</td>
</tr>
<tr>
<td>Repayment of resident contributions and accommodation bonds</td>
<td>(30,104,227)</td>
<td>(23,764,618)</td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>(18,075)</td>
<td>(8,441)</td>
</tr>
<tr>
<td><strong>Net cash flows from financing activities</strong></td>
<td><strong>16,535,331</strong></td>
<td><strong>6,037,407</strong></td>
</tr>
</tbody>
</table>

| Net increase in cash and cash equivalents | 5,057,987 | 7,257,541 |
| Cash and cash equivalents at the beginning of the financial year | 122,534,884 | 115,277,343 |
| Cash and cash equivalents at the end of the financial year | 127,592,871 | 122,534,884 |
## NOTE 3 - REVENUE

<table>
<thead>
<tr>
<th>Service Type</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential aged care services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government subsidies and recurrent grants</td>
<td>38,125,814</td>
<td>34,847,053</td>
</tr>
<tr>
<td>Resident fees and charges</td>
<td>13,882,759</td>
<td>12,749,996</td>
</tr>
<tr>
<td>Other revenue</td>
<td>287,997</td>
<td>208,682</td>
</tr>
<tr>
<td>Retentions from accommodation bonds</td>
<td>1,065,945</td>
<td>1,023,144</td>
</tr>
<tr>
<td>Accommodation bond periodic payments</td>
<td>416,469</td>
<td>348,379</td>
</tr>
<tr>
<td>Total</td>
<td>53,778,984</td>
<td>49,177,254</td>
</tr>
<tr>
<td><strong>Retirement villages</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident fees and charges</td>
<td>3,879,007</td>
<td>3,650,019</td>
</tr>
<tr>
<td>Other revenue</td>
<td>216,167</td>
<td>152,568</td>
</tr>
<tr>
<td>Retentions from resident loans</td>
<td>3,277,326</td>
<td>2,985,730</td>
</tr>
<tr>
<td>Total</td>
<td>7,372,500</td>
<td>6,788,317</td>
</tr>
<tr>
<td><strong>Community care</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government subsidies and recurrent grants</td>
<td>12,555,804</td>
<td>11,466,177</td>
</tr>
<tr>
<td>Client fees and charges</td>
<td>629,109</td>
<td>571,690</td>
</tr>
<tr>
<td>Other revenue</td>
<td>401,745</td>
<td>150,262</td>
</tr>
<tr>
<td>Total</td>
<td>13,586,658</td>
<td>12,188,129</td>
</tr>
<tr>
<td><strong>Other services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>232,506</td>
<td>220,827</td>
</tr>
<tr>
<td>Donations and bequests</td>
<td>48,246</td>
<td>63,744</td>
</tr>
<tr>
<td>Interest income - third parties</td>
<td>5,281,225</td>
<td>6,200,166</td>
</tr>
<tr>
<td>Fundraising income</td>
<td>18,862</td>
<td>15,423</td>
</tr>
<tr>
<td>Other revenue</td>
<td>515,319</td>
<td>542,764</td>
</tr>
<tr>
<td>Sales of merchandise</td>
<td>353,499</td>
<td>449,165</td>
</tr>
<tr>
<td>Total</td>
<td>6,449,657</td>
<td>7,492,089</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>81,187,799</td>
<td>75,645,789</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net gain on the disposal of property, plant and equipment</td>
<td>71,342</td>
<td>7,805</td>
</tr>
<tr>
<td>Net gain on sale of available-for-sale financial assets</td>
<td>42,980</td>
<td>–</td>
</tr>
<tr>
<td>Reversal of impairment loss from prior periods</td>
<td>4,439</td>
<td>145,165</td>
</tr>
<tr>
<td>Government grants and bed licences</td>
<td>967,500</td>
<td>–</td>
</tr>
<tr>
<td>Total other income</td>
<td>1,086,261</td>
<td>152,970</td>
</tr>
<tr>
<td><strong>Total revenue and other income</strong></td>
<td>82,274,060</td>
<td>75,798,759</td>
</tr>
</tbody>
</table>
NOTE 4 - RESIDENTIAL AGED CARE SEGMENT
The following information is provided in compliance with Part 10, Division 4 of the Residential Care Subsidy Principles 1997 which deems residential aged care to be a reporting segment for the purposes of AASB 8: Operating Segments.

<table>
<thead>
<tr>
<th>INCOME STATEMENT</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government subsidies</td>
<td>38,125,814</td>
<td>34,847,050</td>
</tr>
<tr>
<td>Resident charges</td>
<td>13,830,553</td>
<td>12,701,851</td>
</tr>
<tr>
<td>Bond retentions</td>
<td>1,482,414</td>
<td>1,369,959</td>
</tr>
<tr>
<td>Interest</td>
<td>583,667</td>
<td>635,180</td>
</tr>
<tr>
<td>Trust distributions</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Donations and contributions</td>
<td>43,425</td>
<td>24,364</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>282,603</td>
<td>242,243</td>
</tr>
<tr>
<td>Total operating revenue</td>
<td>54,348,476</td>
<td>49,820,647</td>
</tr>
<tr>
<td>Non-operating revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital grants</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Profit on sale of assets</td>
<td>1,614</td>
<td>–</td>
</tr>
<tr>
<td>Revaluation increase</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Insurance claims</td>
<td>4,439</td>
<td>–</td>
</tr>
<tr>
<td>Other non-operating revenue</td>
<td>28,148</td>
<td>28,761</td>
</tr>
<tr>
<td>Total non-operating revenue</td>
<td>34,201</td>
<td>28,761</td>
</tr>
<tr>
<td>Total revenue</td>
<td>54,382,677</td>
<td>49,849,408</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BALANCE SHEET</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>60,408,939</td>
<td>54,684,400</td>
</tr>
<tr>
<td>Liquid assets (non cash)</td>
<td>–</td>
<td>179,980</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>7,250,929</td>
<td>3,497,001</td>
</tr>
<tr>
<td>Inventory</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Other</td>
<td>4,476,430</td>
<td>1,796,075</td>
</tr>
<tr>
<td>Total current assets</td>
<td>72,136,298</td>
<td>60,157,456</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans</td>
<td>82,394</td>
<td>3,913,527</td>
</tr>
<tr>
<td>Property, plant &amp; equipment</td>
<td>98,549,335</td>
<td>84,279,788</td>
</tr>
<tr>
<td>Investments</td>
<td>575,019</td>
<td>1,221,645</td>
</tr>
<tr>
<td>Intangibles</td>
<td>17,865,000</td>
<td>16,177,500</td>
</tr>
<tr>
<td>Other</td>
<td>108,029</td>
<td>–</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>117,071,748</td>
<td>105,700,489</td>
</tr>
<tr>
<td>Total assets</td>
<td>189,208,046</td>
<td>165,857,945</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term borrowings</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Trade payables</td>
<td>3,426,727</td>
<td>3,758,849</td>
</tr>
<tr>
<td>Employee provisions</td>
<td>2,675,511</td>
<td>2,167,959</td>
</tr>
<tr>
<td>Accommodation bonds</td>
<td>39,752,737</td>
<td>32,487,959</td>
</tr>
<tr>
<td>Other</td>
<td>54,006</td>
<td>170,862</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>45,908,980</td>
<td>38,585,629</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term borrowings</td>
<td>5,000,000</td>
<td>5,800,000</td>
</tr>
<tr>
<td>Employee provisions</td>
<td>517,453</td>
<td>563,370</td>
</tr>
<tr>
<td>Accommodation bonds</td>
<td>30,673,977</td>
<td>27,883,207</td>
</tr>
<tr>
<td>Other</td>
<td>650,000</td>
<td>850,000</td>
</tr>
<tr>
<td>Total non-current liabilities</td>
<td>36,841,431</td>
<td>35,096,577</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>82,750,411</td>
<td>73,682,206</td>
</tr>
<tr>
<td>Net segment assets</td>
<td>106,457,635</td>
<td>92,175,739</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages - care</td>
<td>20,535,454</td>
<td>18,504,844</td>
</tr>
<tr>
<td>Wages - administration</td>
<td>812,179</td>
<td>736,660</td>
</tr>
<tr>
<td>Wages - other</td>
<td>3,348,930</td>
<td>3,289,575</td>
</tr>
<tr>
<td>Management fees</td>
<td>4,119,499</td>
<td>2,315,793</td>
</tr>
<tr>
<td>Depreciation &amp; amortisation</td>
<td>3,930,248</td>
<td>3,662,559</td>
</tr>
<tr>
<td>Interest</td>
<td>345,802</td>
<td>206,199</td>
</tr>
<tr>
<td>Bad debts</td>
<td>4,099</td>
<td>9,264</td>
</tr>
<tr>
<td>Donations/fund raising</td>
<td>27,974</td>
<td>41,599</td>
</tr>
<tr>
<td>Fees &amp; charges</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Gas &amp; power</td>
<td>1,416,420</td>
<td>1,392,158</td>
</tr>
<tr>
<td>Insurance</td>
<td>242,971</td>
<td>241,632</td>
</tr>
<tr>
<td>IT &amp; communications</td>
<td>112,946</td>
<td>104,999</td>
</tr>
<tr>
<td>Motor vehicle expenses</td>
<td>112,946</td>
<td>104,999</td>
</tr>
<tr>
<td>Rents &amp; rates</td>
<td>255,684</td>
<td>238,408</td>
</tr>
<tr>
<td>Repairs &amp; maintenance</td>
<td>1,456,774</td>
<td>1,305,341</td>
</tr>
<tr>
<td>Wages “on costs”</td>
<td>5,818,067</td>
<td>4,782,646</td>
</tr>
<tr>
<td>Other expenses</td>
<td>6,103,620</td>
<td>7,813,090</td>
</tr>
<tr>
<td>Total expenses</td>
<td>48,627,976</td>
<td>44,733,801</td>
</tr>
<tr>
<td>Net segment profit</td>
<td>5,754,701</td>
<td>5,115,607</td>
</tr>
</tbody>
</table>
## Notes to the Summary Financial Statements continued

### NOTE 5 - DISTRICT SEGMENTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$1,364,823</td>
<td>$1,555,016</td>
<td>$10,623,010</td>
<td>$7,079,925</td>
<td>$20,442,662</td>
<td>$19,458,290</td>
<td>$12,511,109</td>
</tr>
<tr>
<td></td>
<td>$1,365,900</td>
<td>$1,296,653</td>
<td>$162,534</td>
<td>$122,417</td>
<td>$122,534</td>
<td>$115,277,343</td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td>(3,780,952)</td>
<td>(3,946,270)</td>
<td>(7,242,610)</td>
<td>(6,996,438)</td>
<td>(3,137,734)</td>
<td>(2,172,259)</td>
<td>(3,312,803)</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>(663,267)</td>
<td>(657,371)</td>
<td>(657,496)</td>
<td>(578,023)</td>
<td>(177,622)</td>
<td>(167,222)</td>
<td>(716,631)</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(39,255)</td>
<td>(1,735)</td>
<td>(4,991)</td>
<td>(10,087)</td>
<td>(2,222)</td>
<td>(19,527)</td>
<td>(2,120,121)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>(1,418,240)</td>
<td>(1,679,380)</td>
<td>(3,548,975)</td>
<td>(4,605,557)</td>
<td>(676,968)</td>
<td>(622,561)</td>
<td>(1,247,897)</td>
</tr>
<tr>
<td>Total expenses</td>
<td>(5,871,467)</td>
<td>(5,215,929)</td>
<td>(11,331,202)</td>
<td>(11,175,111)</td>
<td>(2,192,352)</td>
<td>(2,263,204)</td>
<td>(5,298,248)</td>
</tr>
<tr>
<td>Segment result after income tax</td>
<td>983,821</td>
<td>827,416</td>
<td>2,193,857</td>
<td>305,282</td>
<td>354,974</td>
<td>118,828</td>
<td>319,498</td>
</tr>
<tr>
<td>Revenue</td>
<td>$5,766,571</td>
<td>$5,538,415</td>
<td>$35,059,729</td>
<td>$29,929,153</td>
<td>$50,162,663</td>
<td>$49,375,389</td>
<td>$3,335,919</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>20,432,379</td>
<td>19,305,230</td>
<td>25,675,347</td>
<td>21,520,248</td>
<td>3,449,382</td>
<td>3,618,844</td>
<td>16,384,928</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>17,325,056</td>
<td>16,070,111</td>
<td>24,936,455</td>
<td>16,831,956</td>
<td>4,560,210</td>
<td>4,958,586</td>
<td>16,802,992</td>
</tr>
<tr>
<td>Total segment assets</td>
<td>37,757,435</td>
<td>35,375,341</td>
<td>50,611,792</td>
<td>38,352,204</td>
<td>8,009,592</td>
<td>8,577,430</td>
<td>33,285,912</td>
</tr>
<tr>
<td>Segment liabilities</td>
<td>18,134,052</td>
<td>17,614,357</td>
<td>6,544,163</td>
<td>6,239,982</td>
<td>792,674</td>
<td>1,136,276</td>
<td>15,199,293</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>56,769</td>
<td>51,093</td>
<td>147,529</td>
<td>142,170</td>
<td>22,241</td>
<td>27,029</td>
<td>73,806</td>
</tr>
<tr>
<td>Total segment liabilities</td>
<td>18,190,841</td>
<td>17,665,446</td>
<td>4,691,692</td>
<td>4,682,139</td>
<td>812,915</td>
<td>1,363,275</td>
<td>15,668,999</td>
</tr>
<tr>
<td>Net assets</td>
<td>19,546,984</td>
<td>18,497,891</td>
<td>45,920,101</td>
<td>42,063,059</td>
<td>17,997,376</td>
<td>17,154,695</td>
<td>32,613,923</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>1,206,186</td>
<td>429,829</td>
<td>394,357</td>
<td>302,829</td>
<td>408,625</td>
<td>301,819</td>
<td>1,739,513</td>
</tr>
<tr>
<td>Cash flow information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash as at 1 July</td>
<td>$14,214,588</td>
<td>$14,214,588</td>
<td>$14,214,588</td>
<td>$14,214,588</td>
<td>$14,214,588</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash flow from:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities</td>
<td>(1,231,940)</td>
<td>(1,275,716)</td>
<td>(3,124,320)</td>
<td>(1,623,415)</td>
<td>(562,298)</td>
<td>502,129</td>
<td>(1,245,796)</td>
</tr>
<tr>
<td>Investing activities</td>
<td>(1,071,616)</td>
<td>(1,911,809)</td>
<td>(1,367,683)</td>
<td>(1,350,223)</td>
<td>(802,483)</td>
<td>(81,845)</td>
<td>(1,208,616)</td>
</tr>
<tr>
<td>Financing activities</td>
<td>1,345,791</td>
<td>1,379,599</td>
<td>289,230</td>
<td>624,831</td>
<td>(330,820)</td>
<td>(132,741)</td>
<td>3,482,112</td>
</tr>
<tr>
<td>Net cash flow (decrease)</td>
<td>1,486,215</td>
<td>741,496</td>
<td>2,270,421</td>
<td>2,220,402</td>
<td>(116,923)</td>
<td>(181,253)</td>
<td>4,666,489</td>
</tr>
<tr>
<td>Cash as at 30 June</td>
<td>$19,336,213</td>
<td>$18,571,298</td>
<td>$24,582,117</td>
<td>$21,821,966</td>
<td>$3,281,404</td>
<td>$3,397,621</td>
<td>$15,559,680</td>
</tr>
</tbody>
</table>

Source: UPA Annual Report 2014
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverina</td>
<td>360,514</td>
<td>326,639</td>
<td>3,687,975</td>
<td>3,297,298</td>
<td>5,145,707</td>
<td>4,091,143</td>
<td>2,872,748</td>
<td>2,142,758</td>
<td>3,123,470</td>
<td>2,504,500</td>
<td>4,680,313</td>
<td>3,987,479</td>
<td>18,390,875</td>
<td>15,971,705</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murray River</td>
<td>66,298</td>
<td>–</td>
<td>8,659,525</td>
<td>7,254,361</td>
<td>9,805,247</td>
<td>7,650,877</td>
<td>2,202,282</td>
<td>1,852,064</td>
<td>3,073,242</td>
<td>2,130,201</td>
<td>9,984,431</td>
<td>5,823,499</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Sydney North</td>
<td>27,029</td>
<td>65,519</td>
<td>375,896</td>
<td>397,954</td>
<td>1,111,541</td>
<td>913,303</td>
<td>1,015,946</td>
<td>1,145,732</td>
<td>3,061,396</td>
<td>2,655,820</td>
<td>825,941</td>
<td>70,846</td>
<td>65,533</td>
<td>(205,478)</td>
<td>(74,650)</td>
<td></td>
</tr>
<tr>
<td>Sydney South</td>
<td>–</td>
<td>1,165</td>
<td>1,963</td>
<td>–</td>
<td>–</td>
<td>1,526</td>
<td>1,910</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>19,692</td>
<td>15,421</td>
<td></td>
</tr>
<tr>
<td>Sydney West</td>
<td>–</td>
<td>–</td>
<td>1,126</td>
<td>2,325</td>
<td>–</td>
<td>11,101</td>
<td>–</td>
<td>9,598</td>
<td>–</td>
<td>12,850</td>
<td>410</td>
<td>–</td>
<td>–</td>
<td>71,342</td>
<td>7,005</td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td>2,465,466</td>
<td>243,721</td>
<td>1,204,584</td>
<td>895,661</td>
<td>2,145,774</td>
<td>1,954,269</td>
<td>295,130</td>
<td>261,972</td>
<td>774,346</td>
<td>581,116</td>
<td>1,993,625</td>
<td>1,614,064</td>
<td>(2,418,902)</td>
<td>(2,273,331)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inter-District Elim.</td>
<td>10,192</td>
<td>9,879</td>
<td>15,559,640</td>
<td>10,913,151</td>
<td>4,995,530</td>
<td>4,680,076</td>
<td>8,802,919</td>
<td>8,003,822</td>
<td>2,556,335</td>
<td>2,444,469</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>719,427</td>
<td>637,879</td>
<td>14,329,928</td>
<td>11,588,347</td>
<td>34,277,588</td>
<td>27,332,357</td>
<td>6,323,873</td>
<td>5,580,813</td>
<td>13,220,603</td>
<td>11,462,825</td>
<td>1,977,339</td>
<td>1,602,007</td>
<td>(2,646,348)</td>
<td>(2,147,891)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
- Figures may not add up due to rounding.
- Negative numbers are highlighted in red.
- The table includes financial highlights for the years 2013 and 2014, with segments listed as Riverina, Murray River, Sydney North, Sydney South, Sydney West, Corporate, and Inter-District Elimination.
- The financial highlights include total revenue, expenses, operating income, cash flows, and other financial metrics.
Report on the Summary Financial Statements
The accompanying summary financial statements, which comprises the summary statement of financial position as at 30 June 2014, the summary statement of profit or loss and other comprehensive income, summary statement of changes in equity and summary statement of cash flows for the year then ended, related notes and management’s review of financial information statement, are derived from the audited financial report of United Protestant Association of N.S.W. Limited for the year ended 30 June 2014. We expressed an unmodified audit opinion on that financial report in our report dated 20 September 2014.

The summary financial statements do not contain all the disclosures required by the Corporations Act 2001. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of United Protestant Association of N.S.W. Limited.

Management’s Responsibility for the Summary Financial Statements
Management is responsible for the preparation of a summary of the audited financial report on the basis described in Note 1.

Auditor’s Responsibility
Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Opinion
In our opinion, the summary financial statements derived from the audited financial report of United Protestant Association of N.S.W. Limited for the year ended 30 June 2014 are consistent, in all material respects, with that audited financial report, on the basis described in Note 1.

StewartBrown
Chartered Accountants

S.J. Hutcheon
Partner
20 September 2014
UPA Directory of Services and Programs

NORTH COAST - FNC AND MNC Administration Office
PO Box 10 Alstonville 2477
(02) 6628 5559

FAR NORTH COAST
Greenhills Lodge / CACP Hostel (44 beds)
437 Tweed Valley Way
Sth Murwillumbah 2484
(02) 6672 3435

Richmond Lodge / DVAHC Hostel (30 beds)
DVA Home Care (8 places)
67 Barker St Casino 2470
(02) 6662 1937

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

Tweed Heads CACP / DVAHC Community Care (140 places)
DVA Home Care (270 places)
PO Box 6671 Tweed Heads Sth 2486
(07) 5524 8303

Far North Coast
Carer Respite (2160)
Carelink (14339)
Shop 34 Alstonville Plaza
Alstonville 2477
(02) 6628 6911

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

MID NORTH COAST
Rathgar Lodge / DVAHC Hostel (32 beds)
DVA Home Care (16 places)
30 Lynhaven Cres Ulmarra 2462
(02) 6644 5475

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

Mid North Coast
Carer Respite (1973 clients)
Carelink (16351 clients)
2/9 River St Macksville 2447
(02) 6568 4164

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

DUBBO
Administration Office
315 Macquarie St Dubbo 2830
(02) 6884 4604

Bracken House / CACP / DVAHC Hostel (53 beds)
Community Care (37 places)
DVA Home Care (4 places)
315 Macquarie St Dubbo 2830
(02) 6884 4604

Lillimur Cottages
Self Care (14 cottages)
315 Macquarie St Dubbo 2830
(02) 6884 4604

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

Oxley Village
Self Care (31 units)
331 Macquarie St Dubbo 2830
(02) 6884 4604

YEoval
Administration Office
315 Macquarie St Dubbo 2830
(02) 6884 4604

Yeoval Aged Care / CACP Hostel (28 beds)
Community Care (12 places)
3–7 Lord St Yeoval 2868
(02) 6846 4100

HUNTER
Administration Office
100 Lake Rd Wallsend 2287
(02) 4951 3700

Hunter CACP
Community Care (14 places)
100 Lake Rd Wallsend 2287
(02) 4951 3700

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

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

Woodlands Grove
Self Care (24 units)
100 Lake Rd Wallsend 2287
(02) 4951 3700

Woodlands Lodge
Hostel (72 beds)
100 Lake Rd Wallsend 2287
(02) 4951 3700

Woodlands Place
Self Care (30 units)
100 Lake Rd Wallsend 2287
(02) 4951 3700
UPA Directory of Services and Programs continued

CENTRAL WEST – ORANGE AND MOLONG
Administration Office
PO Box 8090 East Orange 2800
(02) 6362 7820

ORANGE
Ascott Gardens / CACP Hostel (62 beds)
Community Care (27 places)
83 Spring St Orange 2800
(02) 6362 2201

Kooronga Lodge
Self Care (10 units)
35–39 Kooronga Ave Orange 2800
(02) 6362 7820

Sunset Vista Village
Self Care (13 units)
64 Nile St Orange 2800
(02) 6362 7820

Astill Court
Self Care (36 units)
102–110 Autumn St Orange 2800
(02) 6362 7820

Buena Vista Op Shop
Opportunity Shop
197–199 Peisley St Orange 2800
(02) 6361 7884

MOLONG
Molong Lodge
Self Care (22 units)
Bells Lane Molong 2866
(02) 6362 7820

Prunus Lodge / CACP Hostel (28 beds)
Community Care (8 places)
Bells Lane Molong 2866
(02) 6366 8097

SYDNEY NORTH
Administration Office
PO Box 273 Wahroonga 2076
(02) 9487 1337

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

RJ Martin and Northcott Self Care (7 units)
1614 Pacific Hwy Wahroonga 2076
(02) 9487 1337

Rosetta Park Self Care (36 units)
1634 Pacific Hwy Wahroonga 2076
(02) 9489 7836

St Erme’s Court Self Care (24 units)
5–7 Isis St Wahroonga 2076
(02) 9487 1337

Thomas and Rosetta Agst Nursing Home (29 beds)
Special Care Hostel (32 beds)
1634 Pacific Hwy Wahroonga 2076
(02) 9489 5423

Sydney North CACP Community Care (48 places)
1634 Pacific Hwy Wahroonga 2076
(02) 9487 1337

SYDNEY WEST
Administration Office
PO Box 17 Pendle Hill 2145
(02) 8197 9303

Heiden Park Lodge
Hostel (85 beds)
16 Matthews St Carramar 2163
(02) 8197 9325

Melrose Lodge
Hostel (80 beds)
123-157 Bungaree Rd Pendle Hill 2145
(02) 8197 9300

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

Sydney West CACP
Community Care (82 places)
123-157 Bungaree Rd Pendle Hill 2145
(02) 8197 9306

SYDNEY SOUTH
Administration Office
45 English St Kogarah 2217
(02) 9588 4312

Frank and Jess Kennett / CACP Hostel (24 beds)
Community Care (10 places)
103–107 The Drive Stanwell Park 2508
(02) 4294 1275

Hillcrest Village
Self Care (24 units)
1a Railway Crescent Stanwell Park 2508
(02) 4294 1336

The Laurels
Hostel (27 beds)
45 English St Kogarah 2217
(02) 9588 4312
RIVERINA
Administration Office
PO Box 5630 Wagga Wagga 2650
(02) 6921 3219

Gumleigh Gardens
Self Care (51 units)
23 Albury St Wagga Wagga 2650
(02) 6921 3219

Knightleigh Cottages
Self Care (7 units)
John Street The Rock 2655
(02) 6921 3219

W.T. Wilson Homes
Self Care (8 units)
North St West Wyalong 2671
(02) 6921 3219

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

MURRAY RIVER
Administration Office
PO Box 123 Lavington 2641
(02) 6025 1776

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

Murray Vale Shalem Hostel
Hostel (59 beds)
342 Wagga Rd Lavington 2641
(02) 6025 4889

Murray Vale Self Care
Self Care (53 units)
Wagga Rd Lavington 2641
(02) 6025 1776

Myoora Homestead / CACP
Hostel (20 beds)
Community Care (5 places)
Cnr Bartsch and Keighran Sts
Henty 2658
(02) 6929 3200

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

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

The Elms Self Care
Self Care (6 units)
Balfour St Culcairn 2660
(02) 6025 1776

Murray CACP
Community Care (20 places)
342 Wagga Rd Lavington 2641
(02) 6025 1776

Oolong
Hostel (21 beds)
91-97 Sturt St Howlong 2643
(02) 6026 6800

Holbrook Village
Hostel (21 beds)
45-47 Bowler St Holbrook 2644
(02) 6036 2817

Jindera Aged Care Services
Hostel (21 beds)
80 Creek St Jindera 2642
(02) 6026 3799

Gumleigh Gardens Hostel
Hostel (27 beds)
29-35 Shuw St Wagga Wagga 2650
(02) 6931 0409
The Government has established a quality system that has 44 quality outcomes that must be met.

**Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>44/44</td>
<td>The Government has established a quality system that has 44 quality outcomes that must be met.</td>
</tr>
<tr>
<td>ACAR</td>
<td>Aged Care Approval Round</td>
</tr>
<tr>
<td>ACFI</td>
<td>Aged Care Funding Instrument</td>
</tr>
<tr>
<td>CACP</td>
<td>Community Aged Care Program</td>
</tr>
<tr>
<td>CCP</td>
<td>Community Care Program</td>
</tr>
<tr>
<td>CDC</td>
<td>Consumer Directed Care Packages</td>
</tr>
<tr>
<td>CIT</td>
<td>Continuous Improvement Tool</td>
</tr>
<tr>
<td>DVA</td>
<td>Department of Veterans Affairs</td>
</tr>
<tr>
<td>EACH</td>
<td>Extended Aged Care at Home</td>
</tr>
<tr>
<td>FNC</td>
<td>Far North Coast</td>
</tr>
<tr>
<td>HACC</td>
<td>Home and Community Care</td>
</tr>
<tr>
<td>HACCP</td>
<td>Hazard and Critical Control Point (Food Safety System)</td>
</tr>
<tr>
<td>HCP</td>
<td>Home Care Packages</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>MNC</td>
<td>Mid North Coast</td>
</tr>
<tr>
<td>QPS</td>
<td>Quality Performance Systems</td>
</tr>
<tr>
<td>WHS</td>
<td>Work Health and Safety</td>
</tr>
</tbody>
</table>