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Strategic Objective 1

Contemporary Governance

At Capecare we are introducing leadership, education and support programmes to ensure that we have a caring, supportive and unified culture which we are calling The Capecare Way.



Chairman's statement

have been associated with Capecare for over thirty years and am immensely proud of the care and support services that we provide to our ever growing local aged communities. 2015/16 was a challenge for the aged care industry as providers worked to adopt and navigate the unprecedented level of reform occurring within the sector. This was no different for Capecare and as an organisation we worked tirelessly to lead and ensure service excellence throughout this process.

In January the Board and Executive Team commenced a review of Capecare's five year strategic plan to enable the organisation to be well poised to respond to the changing aged care landscape. I thank our Deputy Chair Ms Nadine Carter for leading the Board's role alongside our CEO, Krystal Laurentsch in the six month strategic review process which is outlined further within the Annual Report.

2015/16 also saw the Board work to further develop and refine Board governance and oversight processes. In August 2015 the Board engaged an external consultant to conduct a Board Assessment and Review resulting in a Governance Process Improvement Plan. This process was further enhanced by the completion of a Board Skills Audit which was tabled for consideration in January 2016. It has been through the strategic review and recommendations of both reports that the Board has worked over the year to:

- 1. Oversee a comprehensive risk management framework, including defining the organisations risk appetite and tolerances
- 2. Review the Board Sub Committee structure to ensure effective oversight and governance. Including, in line with our commitment to service excellence the adoption of the 'Seven Pillars of Clinical Governance' framework
- 3. Enhance organisational performance monitoring through the adoption of Kaplan and Norton's Balanced Scorecard reporting process now aligned with the revised five year strategic plan.

- 4. Work with the Executive Team to lead, develop and oversight the Capecare Way cultural realignment strategy including the benchmarking of current culture and defining the required culture to sustain high quality performance.
- 5. Embark on a Board Member targeted skills based recruitment process aligned with the organisations strategic objectives.

Furthermore in her new role as CEO, Ms Krystal Laurentsch who has an extensive clinical and aged care background, identified improvement opportunities across our integrated services. Krystal and her team worked tirelessly this financial year to embed enhanced practices to ensure the sustainable delivery of excellence in care services.

Plans for Capecare's development of Armstrong Park in Dunsborough are progressing and we were delighted to be successful in the allocation of 60 residential beds for the new facility in the 2015 Aged Care Approval Round. We have continued to provide updates to our clients and stakeholders through local community forums and newspapers.

At a Board Member level Ms Linda Nixon, Mr Jon Mulligan and Mr Max Jensen all retired during the 2015/16 year. They have been significant voluntary contributors to the organisation over many years which speaks volumes for the willingness of our local community members to make a difference. We are delighted to welcome Ms Yvonne Robinson to the Board. Yvonne has wide experience across the health industry and community organisations and will be a valuable member.

In closing I offer my grateful thanks and appreciation to Capecare's CEO, staff, volunteers and board members for their wonderful contributions over the past year. All of whom work to ensure people live well as they age in our wonderful south west communities.

John Reid | Chairperson

John Reid OAM, Chairman



John was appointed to the Board of Capecare in October 1982 and became Chairman of the Board in 2007. John is the chair of the Finance Subcommittee and a member of the Governance, Risk and Compliance Subcommittee.

As a licenced Real Estate, Business Agent and Auctioneer John has extensive experience in property development, sales and management.

Living in the Busselton and Dunsborough region since 1958, John been an active community member through the Busselton Repertory Club, Dunsborough Yallingup Chamber of Commerce and as both Councillor and Deputy Shire President for the then Shire of Busselton.

For his service to aged care and the Busselton community, John was awarded an Order of Australia Medal (OAM) in 2015.

Robert Davis

Rob was appointed to the Capecare Board in October 2010 and is a member of the Finance Sub-committee.

Rob has a Bachelor of Mechanical Engineering, Graduate Diploma Business and Graduate Certificate in



Finance and Investment. Rob has worked in various engineering and management roles, before moving into consulting 17 years ago. Rob is the Director and Principal Consultant of his own business, Enginuity Consulting, which provides a mix of corporate advisory, management consulting, executive mentoring, and innovation services at board, executive and operational levels.

Rob is a Graduate and member of the Australian Institute of Company Directors (AICD), Family Business Association, WA Angel Investors and is an Associate with Amplifi Board Governance.

Nadine Carter – Deputy Chairperson



Management Australia.

Nadine was appointed to the **Board of Capecare in October** 2011, and became Deputy Chair in 2014. Nadine is a member of the Governance Risk and Compliance Subcommittee, the Finance Subcommittee and the Clinical Governance Sub-Committee.

Nadine has a Bachelor of Business (Human Resources and Industrial Relations), a Graduate Diploma (Management) and has had an extensive career in Human Resource Management through positions held in Telstra, Modal and Leadership

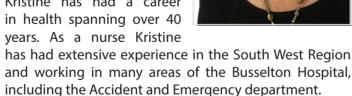
Living in Dunsborough with her husband and two children since 2000 Nadine has been actively involved in the community and has held voluntary roles with Volunteer South West and Uniting Outreach Busselton.

Nadine is a Graduate and member of the Australian Institute of Company Directors.

Kristine Carter



Living in Busselton with her husband and three sons Kristine has had a career in health spanning over 40



As Director/Secretary of a family business, Kristine has been involved in strategic planning, financial management, recruitment and management of staff, payroll and risk analysis.

For the past 25 years Kristine has been an active member of Zonta International, promoting the status of women both locally and internationally.

Coralie Tarbotton



Coralie was appointed to the Board at Capecare in October 1996 and is Chair of the Governance Risk and Compliance Committee.

Coralie is Deputy Mayor of the City of Busselton and actively participates in a number of local Government committees.

She has been a partner in a livestock and farming agency business for the past forty years, and has also been involved in the financial services industry.

Living in Busselton with her husband and four children since 1976, Coralie has been an active within the community, including membership of a local Meditation Group participating and facilitating international retreats and national programs.

Barbara Jeffery



Barbara was appointed to the Board of Capecare in October 2007 and is a member of the Finance Sub-committee.

Barbara has background extensive in administration and training, which she has gained through local court,

banking and regional press roles and has owned and operated a small business. She currently supports her husband with his Industrial Safety Training and Consulting business.

Barbara has lived in Busselton with her husband and daughter since 1993 and volunteers at the Local Court and enjoys her involvement with the Voice of Vasse.

Our Board Members

Yvonne Robinson

Dr Michael Massey, MBBS (UWA) FRACGP

Michael was appointed to the Board of Capecare in October 2012 and is a member of the Clinical Governance Sub-committee, and Governance, Risk Compliance Suband committee.



of the Governance, Risk and Compliance Subcommittee Clinical Governance Subcommittee.

> Yvonne and her husband John established the

and



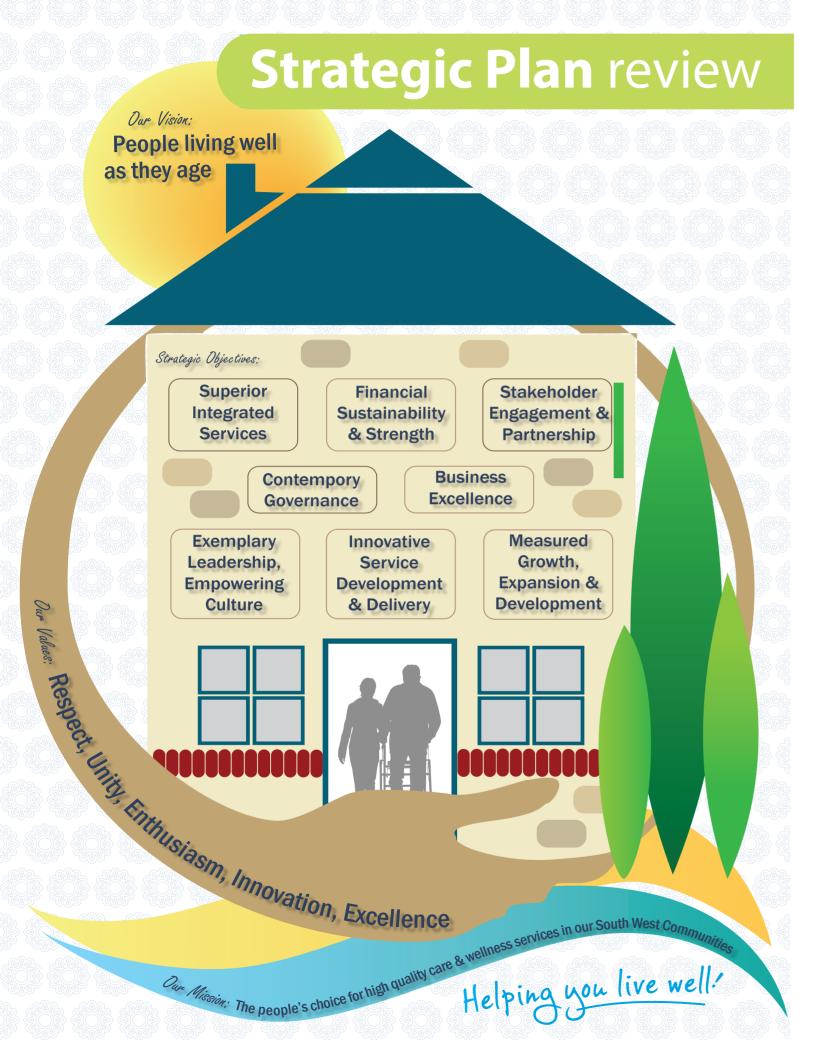
Duchess Medical Practice in 1987 where Yvonne was the Practice Manager. She then joined the staff at GP down south holding many roles' including CEO, delivering health related programs across the South West. Yvonne is now retired and greatly enjoys spending time with her grandchildren.

A member and graduate of the Australian Institute of Company Directors, Yvonne has served on a number of Boards and Committees including Busselton Water, the District Health Advisory Committee and Uniting Outreach Busselton. Yvonne brings strong skills in corporate governance, clinical governance and risk management.

Michael is a rural General

Practitioner and joined as partner in a private medical practice in Busselton in 1998. In the time Michael has been in Busselton he has provided obstetric, anaesthetic, emergency and inpatient services at Busselton Hospital as well as family medical practice in the private setting. Prior to this, he spent time working and training in rural general practice in tertiary hospitals in Perth, Derby and Manjimup.

Michael was a long serving member of the Medical Advisory Committee at the Busselton Hospital.





Capecare recognises that strategy development and planning is a continuous proactive process and in January undertook the review and further development of a five year Strategic Plan. The review process enabled the Board and Executive Team to consider and respond to the aged care strategic landscape in light of the significant internal and external environmental changes. Whilst adjustments have been made to the organisations strategy our South West communities, clients, staff and volunteers remain at the heart of Capecare.

The road map for the next five years incorporates an expanded Mission, measured growth and an increased range of integrated services to ensure people live well as they age, both in their homes and within residential care. Capecare's 2016-2021 Strategic Plan has been depicted in the theme 'To Build a Home' and each of the eight Strategic Objectives represents a critical building block underpinning the strength of the organisation. Embracing and providing a framework for achievement of Capecare's Vision and Mission are the newly developed organisational Values. Within the imagery the beach and the waves provide the basis for our Mission and reason for being, depicted on the shores of the beautiful Geographe Bay.

With the review and development of the revised Strategic Plan Capecare senior management also undertook the development of the 2016/17 Operational Plan aligned to the strategic plan objectives and strategies. This process has embedded the revised strategy across the organisation.

Furthermore the Board and Executive Team recognised that the achievement of Capecare's Vision and business strategy required the development and inculcation of a robust and engaged organisational culture that would sustain high performance. To this end, Capecare embarked on a cultural realignment program, which included conducting a Leadership Cultural Survey across all levels of leadership to determine the existing and desired cultures. Along with the revised Values and Signature Behaviours, this cultural benchmark has enabled the alignment of business processes and systems to shape, support and ultimately sustain "The Capecare Way'.

Nadine Carter | Capecare Deputy Chair

Strategic Objectives

STRATEGIC OBJECTIVES:

1. Contemporary Governance

The Capecare Board/Directors will govern and oversight the organisation in line with contemporary governance practice, whilst the Chief Executive Officer will manage the organisation with exemplary leadership and skill

2. Superior Integrated Services

Capecare will exceed the needs and expectations of our clients whilst effectively and efficiently ensuring the long term sustainability of our client service operations.

3. Exemplary Leadership, Empowering Culture

Staff will be engaged and supported to embody the Vision, Mission and Values of Capecare, thereby building our client centred culture that makes us the employer of choice in the region

4. Business Excellence

Capecare will build organisational and operational capacity through a strong commitment to business excellence principles and continuous improvement

5. Innovative Service Development & Delivery

Capecare's clients will have access to innovative and responsive services that are underpinned by a customer driven service model

6. Financial Sustainability & Strength

Capecare's current and future business operations will be profitable, viable and sustainable

7. Stakeholder Engagement & Partnership

Capecare will be widely recognised and supported as the leading niche provider in aged care services for its integrated, community driven approach to client services

8. Measured Growth, Expansion & Development

Aligned with our Vision, Capecare will actively pursue future development opportunities and partnerships that secures the organisations place in the increasingly competitive operating environment

CEO's Report

It is with great pleasure and pride that I present the Chief Executive Officer (CEO) Report for 2015–2016. The past financial year has been one of great consolidation and dedication from all who have been involved with the innovations and projects of Capecare. As our Chairman mentioned in his report, 2015/16 has not been without its challenges. Our team have come together to manage and rise above these challenges, strengthening our organisation for the future whilst gaining the well-earned confidence of key stakeholders.

Within this financial year, Capecare's senior management team and board of management collaborated to develop and produce the 2016-2021 Capecare Strategic Plan. The Senior Management Team's ability to identify opportunities within the strategic objectives and implement responses is evident through Capecare's Operational Plan, as is the passion and commitment that Capecare has to achieving our vision of "People living well as they age".

Our new wings- Ludlow and Quindalup, were commissioned this year, offering 54 lovely new rooms with en suites over two floors. The opening ceremony was well attended by our staff, consumers, community, dignitaries and VIPs. The Minister for Ageing at the time - Hon. Mitch Fifield, officially opened the much anticipated new wings on the 31st August 2015.

Planning work for the development of Armstrong Park in Dunsborough has continued through this year, with the application and subsequent successful allocation of 60 residential beds for Dunsborough in the 2015 Aged Care Approvals Round (ACAR). Environmental and design research also occurred throughout the year in preparation for what we hope will be a "showcase" site for excellent accommodation for the aged. There is a strong focus on best practice, integrated services and consumer choice within a homely environment.

Our intent to promote and enable greater health and wellbeing at Capecare has seen us engage with our customers to ensure their satisfaction as well as identifying areas to improve existing services. Beyond survey engagement we have undertaken reviews to our feedback process, morning tea process, newsletter format/ frequency and launched our Capecare Consumer Advisory Committee. In undertaking these activities we have endeavoured to provide our customers with personalised solutions that deliver a better and more rewarding experience. I sincerely acknowledge and thank our stakeholders who demonstrate dedication and passion towards supporting Capecare's vision and mission.

During this period we farewelled some long term and key team members. Of special mention, I would like to acknowledge our Chief Financial Officer of almost 8 years, David Mottram and also our General Manager of Client Services, Steve Blackwell. While he was only with us for a short while, Steve made a lasting impression on our organisation. I finally wish to express our gratitude to our wonderful and dedicated staff, for the hard work and the continued support they have demonstrated over the year. Add to the everyday work done in our services, we acknowledge the incredible, over and above contributions of staff and volunteers in the significant changes and quality improvements during the period. Our people form Capecare's heart.



Krystal Laurentsch | Chief Executive Officer

Strategic Objective 4 Business Excellence

2015/16 has been an important year for Capecare as we have continued to prepare, respond and perform well to the major changes and opportunities occurring in the Australian aged care industry. With a commitment towards continuous improvement, Capecare has valued our collaborative relationships with regulatory compliance bodies- to the benefit of our consumers.

Strategic Objective 8 Measured Growth, Expansion & Development

After a year of consolidation, 2016/17 activities will focus on growth and development opportunities in both services and facilities at Capecare.

Our **Team**



Krystal Laurentsch - Chief Executive Officer

Krystal Laurentsch commenced with Capecare in June 2015, bringing a wealth of skills to the organisation including a Bachelor of Nursing Degree and post graduate qualifications in both Clinical Governance and Health Service Management.

She has a long standing family connection to the area, having moved to Busselton at the young age of 4. Krystal's love of aged care amazingly began as young volunteer at Capecare (then known as "Villa Maria") back in the late 1980's, visiting loved neighbours who had moved into residential care. Krystal is passionate about quality, customer service and the provision of excellent care to Capecare clients and the local community.

Amy Beaton - Human Resources Manager

With a Bachelor of Business (Major in Human Resources) from ECU, Amy joined the management team in July 2013. The majority of her previous roles have been in the Mining sector, but prior to starting with the organisation, she also focussed for a number of years in the areas of Recruitment and Training.

"I love everything about my role with Capecare – it is a stimulating work environment in a beautiful location and I thoroughly enjoy my daily interaction with residents and other staff".





Dominic Trombetta - General Manager Operations

Dominic Trombetta commenced with the organisation in January 1993. He enjoys bringing his past experience, as a qualified Chef for a variety of high profile resorts and events, to his role at Capecare. Dominic also holds a Diploma of Business and Diploma of Project Management.

Dominic feels that the reputation of Capecare in the community is extremely important. He believes that by instilling the organisation's values into everything it does, will ensure the broader community continues to recognise and hold Capecare in high regard. Dominic's goal is to build further on this in the future and continue to deliver quality care and services to all aged people in our community.

Russell Pratt - Chief Financial Officer

With a Bachelor of Commerce and experience in a number of not-for-profit industries, both in Australia with Aged Care organisations and overseas leading relief and development projects, Russell joined the team in June 2016. His motivation is to ensure that not-for-profits and community based organisations are managed as professionally as those in the for-profit sector, that organisations couple good intentions and passion with sound strategic vision and management oversight. He is excited at the potential that Capecare's future holds with the Armstrong Park facility commencing development and the planned changes within the Aged Care Industry by the Federal Government.



Quality and **Continuous Improvement**

Capecare has embarked on a journey of continuous improvement in 2015-16. With the introduction of a new, robust audit schedule; we are able to be increasingly proactive in identifying and addressing areas for improvement.

A review of the feedback system also saw significant improvements made in the period with a move to a single form to use for feedback, complaints, compliments and suggestions. This reduces confusion as to the "right form to use" whilst encouraging stakeholders to provide input without the need to identify the nature of the feedback. We experienced an increase in feedback and have sustained this high level, an exciting indication that stakeholders feel listened to and trust that action will result from their communication. Capecare have also formed a residential Consumer Advisory Committee for residential care (home care group to be formed in 2016/17) and made changes to morning teas, newsletters and associated communication with residents and relatives.

A number of these improvements considered the results from the 2015/16 Quality of Service Survey that saw a 78% response to the statement "I have input into improving the home". We are therefore anticipating further improvement in the 2016/17 survey.

Training for our teams in quality and continuous improvement emphasises the role of and commitment required from each and every individual. We do acknowledge that the inevitable changes that occur with continuous improvement may be difficult for some to accept, especially in the instance of long-term practices. Capecare has adopted a change management process to support our people.

We are looking forward to continuing our quality journey with engaged and active stakeholders into our future.

Lifestyle

I am provided with emotional support

Staff support me to be independent

My privacy and dignity is respected

I am provided choice in activities of daily living and care

I feel secure at the home

Physical Environment and Safe Systems

The living environment is pleasant

Staff practice safely with consideration to my safety

Catering services meet my needs

Cleaning services meet my needs

Laundry services meet my needs

Health and Personal Care

I am consulted about my care

The clinical care provided meets my needs

I have access to nursing staff

I have access to other health professionals

Staff respect my end of life wishes

Staff support me to manage my sensory losses

Management

I have input into improving the home

Staff have the knowledge and skills to care for me

I can make comment and complaint freely

I am kept informed by management and staff





















































"There are three highlights to my day. The staff, the visitors and the food"

John Cannam - Resident

Residential Care



Over the last twelve months our residents have settled in to our wonderful new wings and continue to enjoy the facility's fabulous amenities.

This year we explored different processes to safely deliver medications to our residents. We have initiated a new system which minimises the risks to residents and is time efficient for our nursing staff. In addition we have reviewed and updated our policies and procedures to ensure we utilise "Best Practice" methodology. Changing the system has been a significant task including educating our staff, implementing the system across the facility and working collaboratively with the Pharmacy.

We have continued to work closely with both the TAFE and Edith Cowan University in the South West to provide work placements for their students. These partnerships have resulted in developing an opportunity to nurture and introduce Capecare values, at an integral time in their studies.

We have also recruited many of these students to become permanent members of our staff once they have finished their training.

Our Respite rooms that are located in Monks wing and Prevelly wing and are both consistently booked throughout the year, providing a much needed service to our community.

The Consumer Advisory committee has been established to serve as collaboration between families, residents and staff to enable Capecare to respond to the needs of all stakeholders.

Our clinical team has also experienced a few changes this year, our coordination team currently consists of our Clinical Manager, Clinical Nurses and Clinical Assessor- each member brings their own strengths and abilities to the team. The team has proven to work very well together and provide the best possible care to our residents.

As part of our ongoing commitment to quality improvement the clinical team continue to review, assess and update policies and procedures relating to clinical care.

Keri Biggs | Residential Clinical Manager

Strategic Objective 5 Innovative Service Development & Delivery

Throughout 2015/16, Capecare has embraced technology to maximise outcomes for our clients. With a strong focus on single entry, processes involving duplication have been addressed and practices modified. Innovative service delivery models in staffing have further supported efficiencies over the year.



Lifestyle & Therapy Programs

Our residential lifestyle and therapy programs at Capecare are managed by the Physical therapy and Lifestyle Teams.

A significant donation was received by the Freemason Lodges of Busselton combined with the Grand Lodge for mobility equipment, following research and consultation with Capecare. Capecare gratefully acknowledges this support and the positive impact that it has had on our residents.

Some of the very special activities that occurred during the year between the Lifestyle and Physical Therapy programs include:

- Our annual summer of swimming and the end of swimming party, often with the children and parents from our Ray Village Intergenerational Playgroup. Our season windup involved fish and chips with a beautifully decorated beach theme
- Introduction of a new Falls Prevention Program and Balance Group by the Physical Therapy Team, to complement gentle gym.
- A special Anzac Service was held for residents with guest speakers, followed by a special afternoon tea.
- For Mothers Day, we had a spectacular Happy Hour, with a fairy dropping off lovely cards and heart chocolates to be given to our Mothers on the morning of Mothers' Day.
- A celebration of Volunteer Week in style with a well deserved pamper of our amazing volunteers and an afternoon High Tea at the Day Centre.
- At our Biggest Morning tea we raised \$524, with lots of donations that were provided. Many residents and family received something nice from the raffles.
- We coordinated an amazing memorial Service that was conducted by Anita Gill (Civil Celebrant). Anita gave a great eulogy and had beautiful music from harp player, Jenny. A powerpoint displayed photos and was followed by an afternoon tea.





Home Support and Care

The concept of aging well emphasises the need for a variety of social, recreational and lifestyle initiatives and services. Capecare Home Care Services has proven itself to be adaptable and nimble with strong, innovative and creative staff that work in partnership with our consumers in the design and delivery of their Consumer Directed Care (CDC) services. Staff are busy looking for services and activities that are sophisticated and relevant to the needs of the healthy older person and the more active baby boomers as well as providing services to those whom otherwise may be considering early entry into Residential care so that step is delayed.

Over the last financial year various changes to how Capecare delivers our in home care programs have been implemented to comply with the new legislation surrounding Consumer Directed Care and the Home and Community Care Program. The staff have embraced these changes and continue to promote Capecare as a center of excellence in the Busselton region.

Capecare home care staff operate with one underlying principle and that is to assist in keeping older people as independent, active and as socially connected to their family, friends and community for as long as possible. This means providing them with opportunities to reconnect to their communities and realise their full potential.

Capecare home care services include a full range of domestic, personal, respite, nursing, home and garden maintenance, wellness and lifestyle/ social services that can be provided to consumers who

have daily living challenges but who wish to remain living independently in their own home for as long as

Capecare has resourceful staff that works collaboratively with our consumers, their families and other health care providers to design and implement a suite of services and support plan within their budget that will fulfil lifestyle wishes and meet consumer goals. These support plans are consumer driven and dynamic and adjust to consumer needs and circumstances, but at all times are focused on the consumers goals, safety and independence.

Aged Care Reform:

Capecare home care services has had another busy year continuing to implement the many changes in aged care through the Aged Care Reforms.

CDC provides the consumer with more choice and a greater opportunity to say how the funds allocated to them from the Commonwealth, are used to deliver the care and support they need to enable them to remain living as independently and safely as possible in their home. Home Care staff and the Capecare finance department implemented a new financial management system for CDC; in managing client services and CDC budgets, consumer billing and monthly statements, and staff scheduling to comply with new legislation. Each Consumer has an agreed budget with a range of flexible supports that will assist them to achieve their goals.

The main goal of people who attend the Day Centre continues to be connecting with others, enjoying conversations and developing friendships.

Strelley Adult Day Centre

Capecare staff have had to adopt new ways of thinking and new skills to deliver the changes within CDC, they have had to maintain up to date knowledge an active engagement and positive attitude with our consumers that has been characterised in the excellent response

Private Care Services

Capecare also operates private services which is a fully flexible alternative for those in need of at home care and who cannot obtain immediate support from subsidised government programs. Care and service plans can be designed to meet almost any need and there are no waiting lists for this service type.

Veterans' Home Care (VHC)

This Department of Veterans' Affairs program assists Australian veterans, war widows and widowers with low care needs to maintain their health and wellbeing and remain living independently in their own homes. A full range of domestic and personal care is available to eligible clients.

Adult Day Centre

Capecare consumers who attend the Strelley Day Centre are supported to realise their full potential, provided with opportunities to interact with and contribute to activities and participate in outings (bus trips). The day centre is a stimulating environment where meaningful relationships of trust and respect can develop, where all attendees are encouraged to form new friendships, try new crafts and expand their locus of control in their retirement years. It also provides activities to enhance the skills required for daily living at home. The transport service continues to provide access to the day centre and therefor reduces the risk of social isolation as well as providing on many occasions a scenic drive home past the beach.

There are plans to develop the Day Center further with a funding application that has been submitted to provide a IT hub for our HACC eligible consumers, exercise and gentle gym programs using modern equipment that is accessible for people with all levels of disability and therapy programs for those who have cognitive changes.

Jennifer Richards | Home Care Manager

Activities at Strelley Adult Day Centre

The Centre Choir The All Sorts is continuing to thrive with membership consisting of 20- 30 people. A number of the ILU residents are regular attendees, helping people to find pages in the singing books, setting up the chairs and adding their voices so that the singing is more lustrous.

People who have a diagnosis of dementia have been able to learn and retain new songs. Those who have experienced a stroke or live with Parkinson's find it beneficial for strengthening throat muscles which can then assist with speech and swallowing. Morale is greatly lifted for all who attend and those amongst those who are serious about music help to lead the others in song.

The Centre no longer has a dementia specific day as these people are now included in group activities. Most of the clients with a diagnosis of dementia attend twice a week. Family members, clients as well as staff noted that the level of satisfaction was increased when these people were included in the larger group. The culture of the Centre has grown into one where people aren't seen to have a 'diagnosis'. Clients simply accept and support one another.

The Centre has seen re-enablement where clients' passions or skills are being reignited or reused when they may have lain dormant for some time - for example a former singer has been enabled to take it up again. He now sings in a small group and the All Sorts Choir as well as at the Busselton Choral Society. He has spoken/ sung at an event publicising the Centre. This gentleman is also drawing alongside other clients to reignite their singing capacity if they too used to enjoy singing.

Strategic Objective 7 Stakeholder Engagement & Partnership

At Strelley Day Centre, strategic objective 7stakeholder engagement and partnership is truly alive. Capecare has partnered with other agencies and formed brokerage agreements with like organisations, to provide services that don't just benefit Capecare consumers but rather extend to our wider community.

Ready to sing again

Jim Carwardine is a regular visitor to the Strelley Adult Day Centre and happily credits the Centre and staff with giving him reason to live and sing again.

Many years ago Jim was in a band called 'The Night Riders' who sang regularly in Liverpool and visited neighbouring Manchester - even venturing as far as London to perform.

In 1965 Jim migrated to Australia and worked as a Toolmaker here in Western Australia, including time in Collie at the Muja Power Station and at Chamberlains in Perth before starting up his own business, 'Sweden Tooling' with a friend from Germany.

After the business sold Jim injured his back whilst working on a Lathe, work options were restricted and so he made his move to Busselton.

Jim lost his wife 22 years ago but has 5 children who must be so very proud of the wonderful man he is today. When asked to write a testimonial for the Day Centre Jim was more than happy to contribute...





I had struggled with addiction for years and didn't feel good. I was depressed. I would buy meals from the supermarket to heat up in the microwave. I used to be a singer, I hadn't sung for 33 years.

This place - the Day Centre- has changed my life. I now feel better about myself and I no longer have the same trouble that I did have with alcohol dependency - it is still a concern for me, but not to the same degree. I cook a roast once a week and make five meals out of it, some of which I freeze. The other two nights I don't need to cook as I have eaten a good meal at the Centre. This is because I am feeling better in myself from being with people. I feel more content in myself.

The song has turned back on in me. I sing in a small group there and I find myself sinaina all the time at home now. Songs I haven't remembered for years are all coming back

I have developed friendships with people here and the staff - the staff are unreal and we have such laughs here. I no longer have a feeling of loneliness as I feel I belong within the community. My whole family has noticed the difference in me."

Since starting at the Centre Jim has joined the Busselton Choral Society and with thanks to the exercise program run by Strelley Adult Day Centre has been able to throw away his walking stick that he had become dependent upon.

Jim has become an advocate for the centre and has spoken within the community about his experiences. "Everyday brings sounds of laughter, chatting, music and singing. Even sad times are made easier, as candles are lit and special memories are shared.."

Volunteer Program

Capecare's Volunteer Department continues to grow and evolve according to the needs of Capecare's residents. During the past 12 months the volunteer program has introduced 2 new volunteer run programs. On Thursday mornings a small team of volunteers facilitate an art- chat -music group. This has been incredibly popular, with residents enjoying drawing, coffee, photo sharing on iPads and the wonderful sounds of MacKillop College Music students singing and playing instruments. 2015/2016 also saw the introduction of Fresh Flower Thursday, where volunteers arrange fresh flowers with residents in the Wonnerup Wing. The resulting arrangements are then displayed around our facility for all to enjoy.

The Capecare Volunteer Program works closely with the Leisure and Lifestyle Department to enhance the social and emotional wellbeing of our residents. Capecare Volunteers support and assist across a diversity of areas including:

- One on one visits with residents. We currently average 110 one-on-one visits with residents per month.
- Assisting hairdressing, podiatry staff with transferring residents to appointments.
- Bus and community car driving. Our 11 drivers average 40 driving hours per week.
- Assisting the Leisure and Lifestyle Department and Day Centre staff to run weekly groups, activities and special events.
- · Visiting pets and pet therapy. We have 9 visiting pets at our facility.
- Volunteering in Capecare's Village Shop and twice a week Café Villa Coffee Shop.
- Running special interest activities including, knitting groups, gardening, men's catch ups and flower arranging.

Currently Capecare's Volunteer Program has a total of 118 volunteers. Over the past 12 months, 38 new volunteers were welcomed to our team. 46 volunteers have left the Capecare Volunteer Team due to retirement, finding paid work, ill-health or family duties.

There is a high value placed on volunteers at Capecare. Volunteers play a vital role in maintaining a connection to the community. The success of our volunteer program is greatly facilitated by ensuring volunteers are provided with support, fulfilling roles and recognition.

For the 2015/2016 period our achievements included:

- 38 volunteers were recruited, trained and inducted
- Training sessions were facilitated and well attended on the topics of: Wheelchair Handling, Dementia, Coffee Shop and Dysphagia
- 4 editions of Vollie News, the Capecare Volunteer Newsletter were produced and distributed to all volunteers.
- The Village Shop began opening 7 days per week. The shop is 100% run by volunteers.
- 2 Volunteer Recognition events were held to celebrate National Volunteer Week in May and International Volunteer Day on December 5th.
- 4 Capecare Volunteers were nominated for the inaugural Busselton Volunteer of the Year award. The Volunteers attended 2 events as guests of the City of Busselton. All received certificates acknowledging their nominations.

Capecare's Volunteer Program continues to expand and evolve as new ideas and needs emerge. Future directions for the program include developing a team of palliative care volunteers and the development of a new volunteer data base management system.

Fran Robinson | Volunteer Coordinator

People & Culture

The Capecare Human Resources (HR) team provide expert advice to management and staff on a broad range of issues including performance management, training & development, recruitment, industrial relations, equal employment opportunities, employment/award related enquiries and employee contract management.

Key Achievements for 2015/16 included:

- Development and Implementation of the Capecare Way Onboarding Program
- Continued improvement of the Capecare Training
- Reduction of injury to staff resulting in a vastly reduced number of Workers Compensation Claims
- Reduction of staff turnover by 4% over the 12 months
- Continued review and improvement of the HR policies and procedures
- Undertook an Employee Satisfaction Survey with a result of 75.28% identifying areas for improvement that were subsequently addressed

Workers Compensation

Capecare have successfully managed to reduce their incidence of Workers Compensation Claims over the 2015/16 financial year. Capecare managed three workers compensation claims throughout the year, significantly down from previous years which shows an average of 14 claims per year over the previous five

Wellness Program - In May 2016 Capecare introduced a new Smoking Policy for all staff members. This policy outlined that staff members are not permitted to smoke inside any of Capecare's premises and only allowed to smoke within a designated smoking area. This is a transition to a full non-smoking site which will become effective in January 2017. To assist staff members who want to guit smoking, Capecare offers staff members support and assistance

Commitment to Safety - OSH

Capecare is committed to providing a safe workplace that supports workers to develop and grow, provides a flexible, supportive and inclusive work culture where the importance of employee and employment retention and individual contribution and diversity is valued and supported.

Over the 2015/16 year a number of key initiatives were undertaken to assist Capecare in minimising risk and improving the health and safety of our workforce.

These included

- Training for all Managers, Supervisors and OSH Representatives on Accident/ Incident Investigations. This was so that during the investigative process the true, root cause, of an incident could be identified and addressed
- Safety added to all staff meeting agenda's to keep the topic and the forefront of all employees minds.
- All Return to Work Programs managed in-house by appropriately skilled and qualified staff members. This has ensured that all injured workers return to the workplace at the earliest opportunity which assists in reducing their feelings of exclusion and inability to add value.
- Physical Capability Assessments undertaken on all new staff members to ensure that they are fit for the role they are recruited into.

An improved Orientation process for all staff was implemented which included a revised Onboarding Process ensuring new staff members received the appropriate training, including manual handling training, as early into their engagement as possible to reduce risk of injury.

Training & Development

In December 2015 Capecare's Mandatory Training program underwent significant review and relaunch.

The Capecare Way On Boarding/ Mandatory Training was introduced as an integral way of introducing new staff to the Capecare ethos and ensuring existing staff are well aware of Capecare's Vision Mission & Values as well as legislative requirements.

Strategic Objective 3 Exemplary Leadership, Empowering Culture

In the 2015/16 period, Capecare has commenced a cultural change process. With a strong commitment to being an employer of choice, Capecare has invested in our people more than any other year.

"Everything you do for mum is of the highest standard and we know she is happy with everything"

Comment taken from the Quality of Service Survey

Topics traditionally delivered face to face are now being accessed via online training modules, with many staff embracing the flexibility this mode of training provides.

Other training opportunities provided to Capecare staff over the 2015/2016 period included

- Small Group Dementia Training
- Continence Education
- Palliative Care Training
- **Medication Competencies & System Training**
- Dysphagia Awareness Workshops
- **Teamwork Building Sessions**
- **Quest Workshops**

A total of 4,128 Training Hours were provided for staff, these hours being divided between mandated training and professional development requirements.

Amy Beaton | Human Resources Manager



Service Awards

In June 2016 Capecare were pleased to honour those employees whose commitment to Capecare had been for extended periods of time, including 5, 10, 15, 20 and 25 years of service.

> 20 years of service **Brent Panizza**

> 15 years of service **Sheryl Cockin**

> 10 years of service **Linley Zanetti Karen Moylan Tanya Chatfield Christine Hope**

5 years of service **Barbara Gillan Kuranita Mead Talinah Presnell Violet Angel Paula Watkins**

Living Units

Our Independent Living Units offer the perfect setting for retirement in Busselton; our architecturally deigned units are available to seniors 65 years and over.

Ideally located on Geographe Bay the village comprises of 55 independent units and a Village Centre for social activities.

Many of our residents have taken up optional services run by Capecare. Through a referral process we support residents to access Domestic assistance Personal Care, Gardening and Home Maintenance. Day Respite care is available on site at Strelley Day Centre. Respite and permanent residential care is available on site at our aged care facility should the need and availability be there.

Over the past year we have worked with our unit residents to pave, replant garden areas and purchase new outdoor furniture to extend the barbeque area attached to the Village Centre.

Residents have worked tirelessly throughout the year to maintain the communal vegetable garden for all Village residents to access and enjoy.

Several preventative maintenance programmes have been completed during the year, such as external painting & lighting, door lock replacement to name a few. We acknowledge the patience of our residents while undertaking these works and we appreciate being able to meet and worklosely with them

"The staff are wonderful, like family, cleaned well, gardens lovely and balcony superb - thank you for my move."

Comment taken from the Quality of Service Survey

Facilities & Growth

Capecare continues to provide excellent services for the residents and clients of Capecare. We focus heavily on continuous improvement and safety for all of our stakeholders.

Our food service operations continue to shine as a strength, which take into account all of the complex dietary considerations required as well as offering a high quality food service delivery. The residents and clients are encouraged to provide suggestions and ideas to assist with menu planning and choice so that we can include their preferences. This further

Major improvements to our Main Laundry have recently taken place. The significant investment and installation of 2 large industrial 'tilt' washing machines was completed to assist the in their work practices and provide for an even safer working environment.

enhance the dining experiences.

The implementation of IT security systems and software programs ensure Capecare operates efficiently and with minimal risk or impact to our stakeholders.

Our organisation has recently introduced a Water Efficiency Management Plan. The plan looks to identify short and long term opportunities to save on water usage. We are able to monitor our usage on a daily basis since installing a 'logger' and can now identify any trends and/ or leaks as they occur. We are also looking at further energy saving strategies that will assist us in sustaining the environment and reducing our costs which of course, could be better spent on our consumers.

Key Results:

- Continued high customer satisfaction for services provided. Capecare are consistently averaging 90% satisfaction rating for services including catering, cleaning & laundry.
- Implementation of a Water Efficiency Management Plan
- Reduced significant staff injuries in the workplace (three for the 2015/16 year compared to five in 2014/15 and eight in 2013/14).
- Increased operational and site security
- Increased parking capacity with safe access for visitors and clients

Dominic Trombetta | General Manager Operations

Strategic Objective 2 Superior Client Services

In the 2015/16 period, Capecare undertook a number of improvements to progressively integrate services between care and operations to the benefit of our consumers. One such example was the combined team review of the nutrition and hydration, with a move towards a standardised approach to documentation and multi-disciplinary nutritional supplement management.

Finances

The 2015/16 financial year was a challenging one for most industries and organisations, Capecare was no exception.

Although an underlying profit of \$300k was initially recorded, the Capecare Board and management team took the strategic decision to initiate an increased depreciation rate of our buildings. This resulted in an additional \$817k of depreciation expense and a loss of \$580k. The additional depreciation should be viewed in light of a \$6M property value increase that was recorded last financial year as a result of regular revaluations, and represents a prudent approach to recognizing the remaining useful life of our facilities. This strategic decision was taken to ensure that to provide modern, best practice facilities e technologies. As a result the normal life dings has reduced from a standard of 40 a more realistic 30 years, recognizing the nanging consumer expectations in our ket. Our next strategic step will be to adjust r current operational performance to accommodate the increased depreciation expense.

Another key activity for the finance team this year has included the introduction of new software packages and systems that will grow with Capecare's future needs. These needs include bringing the Armstrong Park project on line, as well as the constant adjustments within the Aged Care sector from budgetary and legislative changes.

One certainty is that the next few years will continue to be challenging but also full of opportunity. Sustainability and viability will be constant topics of discussion with in both the senior management team and the Board. Our focus is ensuring that Capecare continues to operate from a strong financial position and is able to take advantage of inevitable opportunities as they present.

We feel that we are well placed to achieve that.

Russell Pratt | Chief Financial Officer

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Strategic Objective 6 Financial Sustainability and Strength

Capecare demonstrates commitment to future viability in 2015/16, evident through the development and implementation of business models such as depreciation and staffing models.

	Balance Sheet as at 30 th June 2016	5
This Year \$		Last Year \$
	Accumulated Funds	
16,345,512	Reserves	16,920,500
16,527,741	Accumulated Surplus (Retained Earnings)	16,527,741
32,873,253	TOTAL FUNDS	33,448,241
	Represented By:	
18,061,974	Current Assets	18,208,610
54,234,550	Non-Current Assets	54,895,792
72,296,524	TOTAL ASSETS	73,104,402
2,181,582	Current Liabilities	2,097,195
37,241,689	Non-Current Liabilities	37,558,966
39,423,271	TOTAL LIABILITIES	39,656,161
32,873,253	TOTAL NET ASSETS	33,448,241

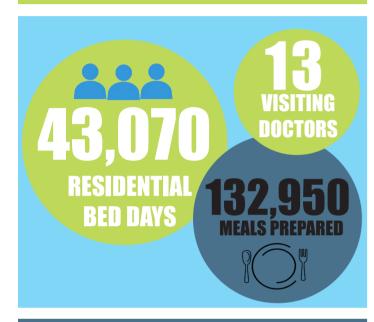
PROFIT & LOSS ACCOUNT FOR THE YEAR TO 30TH JUNE 2016

This Year \$		Last Year \$		
INCOME				
4,770,170	Customer Charges	4,119,015		
8,797,589	Government Funding	8,328,451		
744,851	Other Income	1,110,091		
Less: EXPENDITURE				
9,677,433	Wages and wage related expenses	9,320,030		
5,193,376	Other Expenses	3,609,221		
(558,199)	OPERATING Result	628,306		
NON-OPERATING ITEMS				
0	Income	1,500,000		
22,635	Disposal & impairment of assets	47,612		
(580,834)	NET Result	2,080,694		



Highlights at a glance





\$69 MILLION IN ASSETS



recognised at

Busselton Volunteer

of the Year Awards

98%
OCCUPANCY IN RESIDENTIAL CARE
42,325
nights of care









SOUTH WEST LARGEST AGED CARE PROVIDER

Acknowledgements

Capecare takes this opportunity to acknowledge the significant contribution/partnership of the following individuals, groups and businesses over the 2015/16 year:

Capecare Employees

Capecare Clients/ Families

Capecare Volunteers

Capecare Board

City of Busselton

Agonis Business Services Pty Ltd

Busselton Councillors

Busselton Health Campus

Local General Practitioners

Busselton Jetty Swim

Jazz By The Bay

Hon. Libby Mettam (MLA)

Hon. Nola Marino (MP)

Hon. Barry House (MLC)

Local Community

Busselton Library

Australian Aged Care Quality Agency

Regional Assessment Team

Aged Care Assessment Team

Southwest Regional Aged Care Team

WA Country Health Services

Dunsborough Branch of the CWA

South West Development Commission

Freemason South West & Grand Lodge

Intergenerational Playgroup (Playgroup WA)

Contractors & Suppliers

Kevin Harrison (Senior State Land Officer, South West Dept of Lands)

Redcross- Commonwealth Respite and Carelink Centre





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