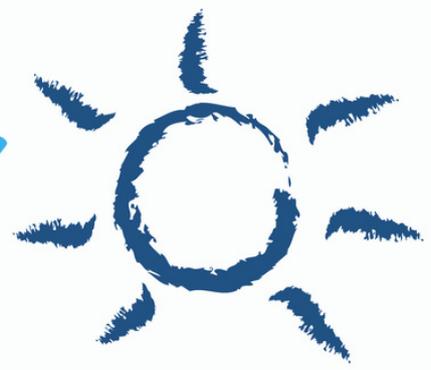


Helping you live well!



capecare

Your One Link for **South West Aged Care**



ANNUAL REPORT 2019-2020

OUR PURPOSE, VISION AND VALUES

Our Purpose

To deliver quality care, infrastructure and partnerships that enable people of the Capes' region to thrive in their community as they age.

Our Vision

Enabling people as they age, to live connected, enriched lives as valued members of the Cape's community.

Our Values

Our core values define the way individuals, teams and our organisation operate to deliver our services.

Compassion: To act with honesty, empathy and kindness.

Respect: To be attentive and present so people feel heard, valued and acknowledged.

Partnership: To engage and work collaboratively through shared purpose to achieve goals.

Commitment: To take responsibility for excellence with passion and positivity.

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Chairperson Report

It is with great pleasure that we present the 2019/20 Capecare Annual Report.

This year has been unprecedented for our community, our industry and the broader economy and will be reflected upon for years to come. The COVID-19 pandemic had an immediate and severe impact on aged care globally and throughout Australia, seeing a rapid succession of new health policy delivered from both Federal and State Governments. The pandemic has grounded Capecare in its purpose to deliver quality care, infrastructure and partnerships that enable people of the Capes region to thrive in their community as they age. The organisation has responded immediately and with vigilance to protect the most vulnerable in our care during this time.

The pandemic's impact has been in addition to the Royal Commission into Aged Care Quality and Safety and the continued Aged Care reform agenda. The Royal Commission delivered an extremely forthright Interim Report on 31 October 2019 and has continued hearings throughout the year. Capecare looks forward to positive improvements to the aged care system in Australia as a result of the Royal Commission recommendations in the final report to be delivered on 26 February 2021.

Despite the extremely challenging and continually changing environment, Capecare has continued to respond with agility to these shifts. We have remained firm in our Vision of enabling people as they age to live connected, enriched lives as valued members of the Capes community and have successfully delivered the first year of Capecare's 2019 - 2021 Strategic Plan. These strategic initiatives have seen the continued planned growth of Capecare's home care and respite services, the three year reaccreditation of Ray Village under the new aged care standards, the achievement of fifty percent construction milestone of the Capecare Dunsborough integrated aged care facility and continued innovation in service offerings. The dedication, effort and commitment of Capecare staff who delivered on these important initiatives is to be commended and we congratulate everyone involved. Underpinning our business strategy is our continued commitment to good corporate governance, risk management and sustainability.

During the year the Board farewelled Mr Michael Moore and we thank him for his excellent service to Capecare and the broader community. We welcomed three new Board Members Mr Glyn Palmer, Mr Kieran Kinsella and Mr Jeffrey Dick who bring extensive experience in health care, project development, finance and investment. I would like to wholeheartedly thank my fellow Board Members for their significant contributions and support throughout this extremely challenging year. Capecare has a volunteer Board and the time, wisdom and commitment given so freely is to be commended.

Chairperson Report

On behalf of the Board, I extend my sincere appreciation to the Capecare Executive, staff and volunteers for their commitment, compassion and for going that extra mile this year in the delivery of excellent safe care. I would especially like to thank Mr Stephen Carmody, Capecare's Chief Executive Officer who retired in May 2020 and for the past two and half years has led the development and implementation of our strategy. The Board welcomed Ms Elizabeth Hogarth Capecare's Chief Operating Officer to the role of Acting Chief Executive Officer and the Board has commenced a formal recruitment and selection process. Elizabeth brings a wealth of experience, knowledge and capability to the role.

There is no doubt that the 2019/20 financial year has been one of the most challenging that we have faced, however we are confident that Capecare has the strong foundations in place to withstand any future challenges and continue to grow in the coming years as conditions improve and structural changes in the sector play out. We look forward to the year ahead and thank you for your ongoing support and interest in Capecare.



Nadine Carter

CHAIRPERSON

Chief Executive Officer Report

While the challenges faced during the global COVID-19 pandemic has necessitated a different approach to our business, as always consumers needs across Independent Living, Community and Residential Care have remained our priority. We have implemented a number of innovative ways to ensure the least disruption to the health and wellbeing of the consumers and families during this time.

As the number of our elders in the population grows, so does their variety of needs and preferences. We welcome this partnership model and strive to wherever possible deliver an individual service across all areas of the business. The ability for people to choose where they receive care is a great sign of a strong society and healthcare provision, we are appreciative to be chosen as partners and take great pride in delivering services.

We continue to strive for our purpose, we are committed to deliver quality care, infrastructure and partnerships that enable people of the Capes' region to thrive in their community as they age. Our purpose remains clear and we deliver on this by growing the areas of the business where there is greatest need and to fill gaps in service in the sector. Along with the rest of the sector, we have seen a positive and growing demand for Community Care and for us this has provided the largest and fastest growth across our services. We have been careful to not over commit and ensure our current clients are not impacted by this growth. At CapeCare we recognise that for people to stay in their own home for longer, the provision of first class respite services is an essential component. We have seen an uptake in demand for this type of respite services complementing the home care service delivery and delivering much needed rest to carers in our community. This service is available to all carers in the region, whether or not their home care package is with us or another provider. We see this as being in line with our commitment to working in partnership to greater fulfil need.

Residential care at the Busselton site has remained consistently in demand and wherever possible we continue to prioritise admissions to ensure the least stress for families caring for their loved ones in the community. This year we have been able to accommodate a number of couples requiring care. It has been a delight to see and rewarding to keep partners together.

As the property market declined with the lock down of regional and national borders, our independent living at Busselton has seen a higher vacancy rate than usual. This is slowly recovering and for the residents on site we have tried to support them as much as possible during this turbulent year.

At CapeCare we are well positioned for the future, but remain aware of the industry benchmarks and financial concerns across the sector. It has been a tough year for aged care in general. With negative media attention and the constraints on funding, it can be a challenge to keep focused on what we, as a quality provider are achieving, and remember to give ourselves and all who make it possible, a pat on the back. The interim report from the Royal Commission released in October 2019 was damning of the industry to say the least. We await with anticipation the final findings and the change that will inevitably be recommended. As an organisation we welcome this review and the opportunity for increased support to provide a much needed range of services for the aged population.

The Organisational Strategy is underpinned by our commitment to meet the needs across the care continuum for elders in the Capes region. From Independent Living to a bit of assistance in the home, respite, through to high care residential and palliative care delivery, we are proud to be able to meet that demand.

Chief Executive Officer Report

The Capecare Dunsborough project is now well underway and showcased within this report. This project has been generously funded by Federal and State Government initiatives to assist in meeting the needs of the ageing population. Reaching the 50% milestone has been a significant event in the project and a cause for celebration. A key aim was to allow Dunsborough residents to remain connected to their own community and this project has historically received great community support which has continued to grow as the buildings have taken shape.

Working in aged care prior to 2020 would always have been viewed as a demanding vocation but nothing could prepare our loyal and hardworking staff for the challenge that 2020 presented. With genuine passion and commitment to be of service to our clients, all staff have been unwavering in their resolve to remain present and focused to maintain high standards of service delivery and care.

For our large group of volunteers, the period of lockdown required us to consider the demographic of our volunteers and potential vulnerability for them during the pandemic. The facility lost this extra value in having a richer presence of personalities and characters in the building. As soon as the situation allowed, we put a call out for help and their willingness to be back in the facility has been heart-warming.

Our Board members who also volunteer a significant amount of time and who bring a variety of skills and expertise to the organisation were on hand and of great support to the Leadership Team whilst we navigated and steered the services throughout the year, especially during the planning and preparation for a potential COVID-19 local outbreak. I acknowledge their input and admire this commitment.

COVID-19 has proven just how agile and adaptable to change we can be as an organisation and on an individual level for all of those working through these uncertain times. It fills us with great admiration to see this dedication and loyalty to the organisation and to those who are entrusting us to deliver services and care to themselves or their loved ones.

We continue to work in partnership and collaboration with a number of external providers to allow us to achieve our vision and support the direction of the organisation. At Capecare we believe it is the residents, families, friends, volunteers, the Board and all of the amazing staff across all business units that make Capecare who we are and enable us to continue to grow and be strong into the future.



Elizabeth Hogarth

A/CHIEF EXECUTIVE OFFICER

The Board



NADINE CARTER
CHAIRPERSON

Nadine was appointed to the Board of Capecare in October 2011, becoming Chair in 2016 after previously serving as Deputy Chair from 2014. Nadine a member of the Clinical Governance Subcommittee and Dunsborough Project Subcommittee. Nadine has a Bachelor of Business (Human Resources and Industrial Relations) and a Graduate Diploma (Management and Marketing) and has had an extensive career in Human Resource Management through positions held in Telstra, Modal and Leadership Management Australia. 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 member and Graduate of the Australian Institute of Company Directors (GAICD).



JOHN REID, OAM
DEPUTY CHAIRPERSON

John was appointed to the Board of Capecare in October 1982 and became Deputy Chairman of the Board in 2016 after serving as Chair from 2007. John is a member of the Dunsborough Project 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 has 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.



PETER MANOLAS

Peter was appointed to the Board of Capecare in October 2017 and is the Chair of the Finance, Audit and Risk Subcommittee as well as a member of the Dunsborough Project Subcommittee. Peter holds a Bachelor of Business Degree and a Master of Taxation Laws Degree. Peter has had a long career employed as a Certified Public Accountant in public practice and as a sole practitioner before merging with AMD Chartered Accountants and becoming a Partner/Director. Peter has also served on a number of local not for profit Boards before retiring and is committed to assisting organisations that benefit the local community.

The Board



**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 Subcommittee. 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.



YVONNE ROBINSON

Yvonne was appointed to the Board of Capecare in May 2016 and is the Chair of the Clinical Governance Subcommittee. Yvonne, and her husband John established the 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. She is now retired from paid employment and greatly enjoys spending time with her grandchildren. Yvonne is a member and Graduate of the Australian Institute of Company Directors (GAICD). She 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.



MARTHA RYAN

Martha was appointed to the Board of Capecare in October 2017 and is a member of the Finance, Audit and Risk Subcommittee. Martha has returned to Western Australia after a long legal career in Sydney across financial services, insurance, general commercial law and employment law. Martha has extensive Board and senior executive experience with specialist knowledge in the areas of legal, corporate governance, strategy, risk and compliance. Martha is committed to assisting local not for profit organisations and becoming involved in the community.

The Board



JEFFREY DICK

Jeffrey was appointed to the Board of Capecare in October 2019 and is a member of the Finance, Audit and Risk Subcommittee. Jeffrey has had an extensive career at Board level in investment and asset management in Australia and overseas, holding both a Master of Arts Honours and Masters in Economics. Jeffrey is now retired and residing in Dunsborough and continues his investment practice as a Senior Fellow of the Financial Services Institute of Australia and is an active mentor of young finance professionals through FINSIA. Jeffrey is committed to assisting organisations that benefit the local community and to applying his experience and expertise to Capecare.



GLYN PALMER

Glyn was appointed to the Board of Capecare in October 2019 and is a member of the Dunsborough Project Subcommittee and Clinical Governance Subcommittee. Glyn joins the Board bringing a wealth of experience as a clinician and also as respected senior leader in the private not for profit and public health care sectors, including positions of Chief Executive Officer at St John of God Hospital Murdoch and Regional Director East Metropolitan Health Service. Glyn has had numerous Board appointments comprising of Member of the Advisory Committees at three of Perth's universities and later serving as Chairman of the Nursing Advisory Committee and Member of the Medical Advisory Committee at Notre Dame University. Glyn is a Registered General Nurse with a Masters degree in Health Administration.



KIERAN KINSELLA OAM

Keiran was appointed to the Board of Capecare in October 2019 and is Chair of the Dunsborough Subcommittee and a member of the Finance, Audit and Risk Subcommittee. Keiran retired to the Cape's region after a long career in senior executive roles within the State Government, most recently as Chief Executive Officer of the Perth metropolitan Redevelopment Authority. Kieran has extensive experience in providing strategic leadership, planning, delivery and activation of major redevelopment projects. Kieran has served on numerous State Government and not-for-profit Boards and is committed to assisting local not-for-profit organisations whilst becoming involved in the community. To that end he also has been appointed the Chairman of the Southern Forests Food Council.

Leadership Team



ELIZABETH HOGARTH
A/CHIEF EXECUTIVE OFFICER

Elizabeth has been employed at Capecare since June 2017 and holds a Bachelor of Commerce degree majoring in Business Law and Management from Curtin University. She also brings a range of clinical expertise and knowledge having trained as a Registered Nurse in Scotland and worked in the United Kingdom, New Zealand and Australia in Intensive Care, Accident and Emergency as well less acute environments. In amongst that time, Elizabeth worked for a number of years in a commercial role with Siemens and GE Medical. After moving to Australia in 2005 Elizabeth has been a partner in a successful small business whilst working and raising a family. She is an active member of her local community volunteering her time and as a Board member for Arts Margaret River. Currently she has been appointed as the acting CEO where she is committed to leading the organisation to meet Strategic and Operational goals. Previously in the organisation, Elizabeth led Capecare's operational and clinical teams across all areas of the business, ensuring quality of care and service delivery whilst maintaining business efficiencies to ensure the business remains in a strong position into the future.



DENISE QUATHAMER
CHIEF FINANCIAL OFFICER

Denise Quathamer commenced at Capecare in January 2019 as the Chief Financial Officer. After growing up in Perth, Denise decided to move to Busselton with her husband and two young children, joining the Executive Team at Capecare. Denise has over 20 years' experience within Financial and Management Accounting, with experience in a range of industries from manufacturing, Facilities Management in Health, Insurance and not-for-profit. Denise holds a Bachelor of Commerce with a major in Accounting and is a qualified Certified Practising Accountant (CPA). Denise leads the finance team to provide business support across all areas of Capecare to initiate efficiencies, process improvements and cost savings. Denise is excited about the strategic vision into the future especially leading into the exciting phase with the development of Capecare Dunsborough.

Leadership Team



**TIFFANIE RUSHTON
FACILITY MANAGER**

Tiffanie has been employed at Capecare since January 2019 and holds a Bachelor Nursing and has post graduate qualifications in Infection Prevention and Control. Tiffanie has held numerous clinical and management roles in community and residential care across regional Western Australia in both private and not-for-profit sectors. This role brought Tiffanie “back home” to the South West where she is happy to be close to family and the amazing beaches. With over 25 years’ experience in aged care, Tiffanie brings a wealth of industry-specific knowledge to the team and is committed to using this experience to deliver quality care and services. This commitment is fed by a desire to see the recent change and growth in aged care continue as Capecare responds to the changing needs of our community.



**MICHELLE MCKIVETT
COMMUNITY MANAGER**

Michelle has been employed at Capecare since October 2019, holds a Bachelor of Nursing and Graduate Certificate in Clinical Nursing, and has been nursing for over 32 years. Michelle has worked in both Acute and Community nursing, working the last 10 years predominantly in Community. Michelle and her husband moved to Busselton two years ago to enjoy the quieter life and their love of the ocean. Michelle has a passion for care of the elderly in our communities and ensuring all have access to quality care, of their own choosing and that will provide them the best life possible.



**PHILIPPA AYRE
HUMAN RESOURCES
MANAGER**

Philippa has been employed at Capecare since May 2019 and holds a Bachelor of Commerce (Honours) degree in Human Resources (HR) and Industrial Relations (IR), working as a Human Resources Professional for over 10 years. Prior to joining Capecare, Philippa worked predominately within the resources sector where she held both corporate and operational roles within HR/IR fields working across Australia, Canada and Africa. Philippa enjoys spending time with her husband and son on their family farm. Philippa will look to turn her passion for people and organisational culture towards supporting the executive team in all aspects of employee engagement and workforce development.

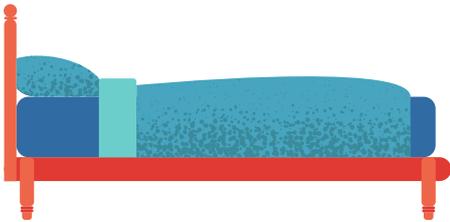
Highlights



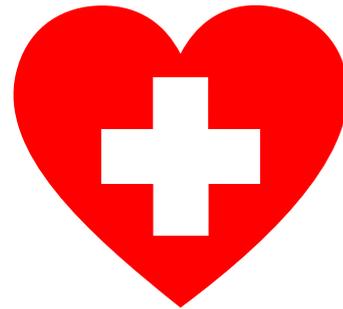
Number of clients accessing
Community Care
426



Operational revenue
increased by 7.0% to
\$15,830,375



120 residential care beds +
55 independent living units
and community respite beds



Staff members
245



Above average occupancy
statistics greater than 97%
for residential care and 85%
for independent living units



70 Volunteers
A total lifetime contribution
of 301 volunteer service
years

Chief Financial Officer Report

The Aged Care sector continued to be a challenging environment throughout the 2019/2020 financial year, with COVID-19. The biggest challenge for Capecare was in having to close the Respite Centre during the COVID-19 lockdown, which had an impact on lost revenue. However, after all the challenges, Capecare has managed to finish ahead of budget, with EBIT (Earnings Before Interest and Tax) being \$18k favourable to budget.

We commenced the build for the new Dunsborough facility in October 2019, this has reduced our cash flow reserves from \$24m down to \$17m. We were fortunate in securing the State Royalty for Regions grant of \$2.5m and the Federal Building Better Regions grant for \$7.1m which is a significant contribution to the Dunsborough investment.

Capecare's balance sheet remains well positioned for future growth, with a growth in equity of \$1.9m.

A summary of key financial performance indicators are as follows:

- Operational revenue increased by 7.7% over the previous year to \$15,830,375.
- Operating Earnings before interest, tax, depreciation and amortisation (EBITDA) for the year ending 30 June 2020 was \$1,146k compared to \$1,167k for 2019.
- Operating cash for the year ending 30 June 2020 was \$17.1m compared to \$24.4m for 2019, a decrease of \$7.3m due to the Dunsborough construction.
- Total Cash to Accommodation Bond cover was 99.4% (\$17,082,000/\$17,189,000) compared to 123% (\$24,407,000/\$19,860,000) for 2019 giving comfort of meeting all RAD/Bond obligations.
- Average occupancy statistics were greater than 97% for the year ending 30 June 2020 in the Residential Care facility and 85% occupancy of the Independent Living Units. These figures are a reflection of Capecare's strong reputation in the region.
- Employee expenses for year ending 30 June 2020 amounted to 74% of revenue (above 2019 - 68%).
- Net Assets of Capecare as at 30 June 2020 were \$35,972,451 (an increase on the 2019 figure of \$34,113,944).



Denise Quatham

CHIEF FINANCIAL OFFICER

Finance Statistics 2019-2020

Financials

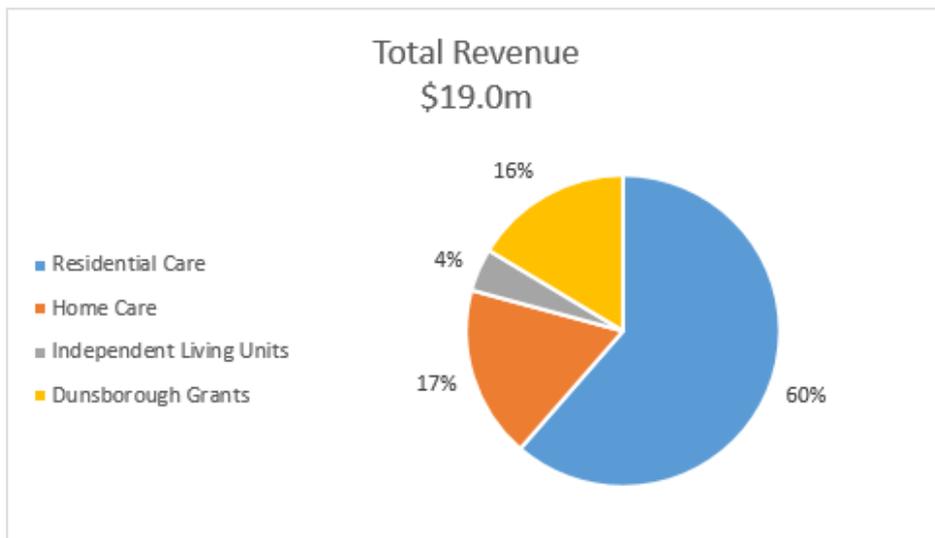
	\$'000s	\$'000s
Summary of Statement of Comprehensive Income	2020	2019
Income		
Operating Revenue	15,138	13,898
Investment Revenue	365	580
Other Income	328	228
Total Operating Income	15,830	14,705
Non Operating Income (Grant Income)	3,163	773
Total Revenue	18,993	15,478
Expenditure		
Employee Costs	11,784	10,560
Catering costs	429	411
Maintenance and repairs	508	548
Depreciation	1,640	1,556
Other Operating Expenses	1,779	1,806
Total Operating Expense	16,140	14,881
Non Operating Expense	999	0
Total Expenses	17,139	14,881
Profit/(loss) from Operating Activities	(309)	(176)
Total Profit/(loss) for the year	1,854	597

	\$'000s	\$'000s
Summary of Statement of Financial Position	2020	2019
Assets	80,293	79,690
Liabilities	(44,320)	(45,576)
Net Assets	35,972	34,114
Equity	35,972	34,114

Finance Statistics 2019-2020

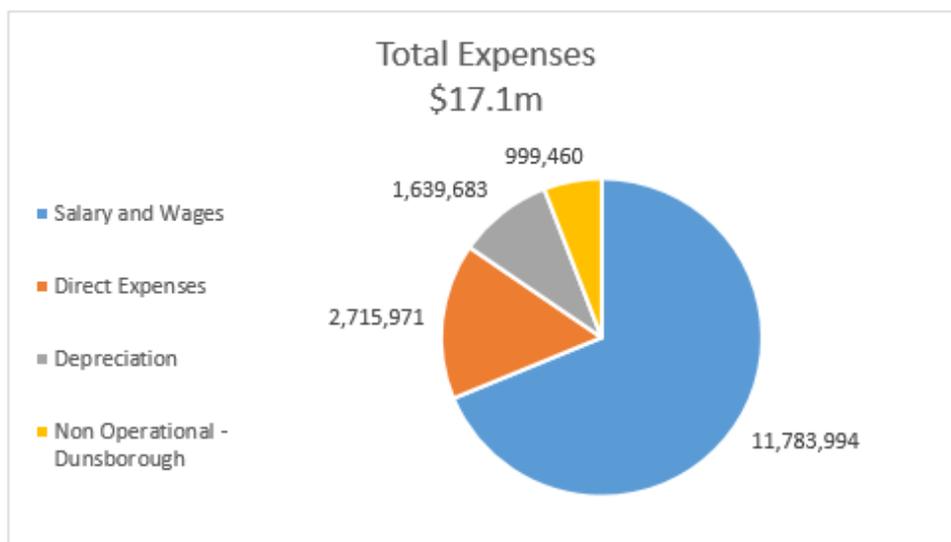
Income

Residential Care	11,424,593
Home Care	3,320,453
Independent Living Units	826,962
Dunstable Grants	3,043,012
Other Income	377,927
	18,992,948



Expenses

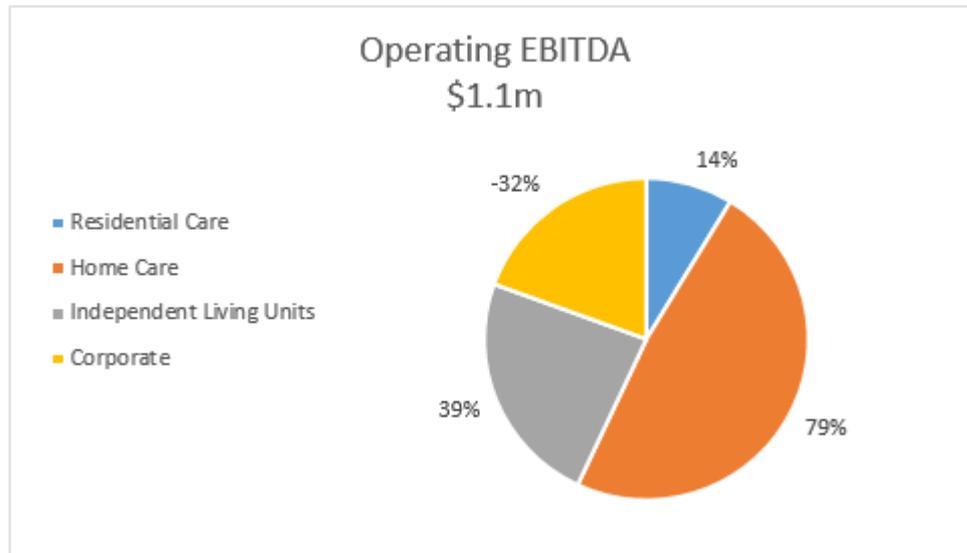
Salary and Wages	11,783,994
Direct Expenses	2,715,971
Depreciation	1,639,683
Non Operational - Dunstable	999,460
	17,139,108



Finance Statistics 2019-2020

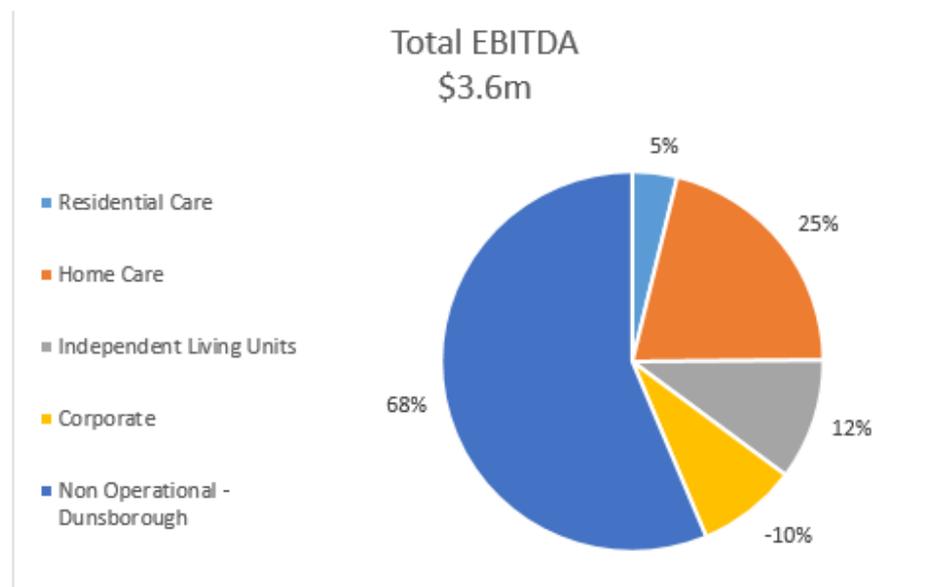
Operational EBITDA

Residential Care	162,838
Home Care	905,944
Independent Living Units	442,247
Corporate	(364,619)
	<hr/>
	1,146,410



Total EBITDA

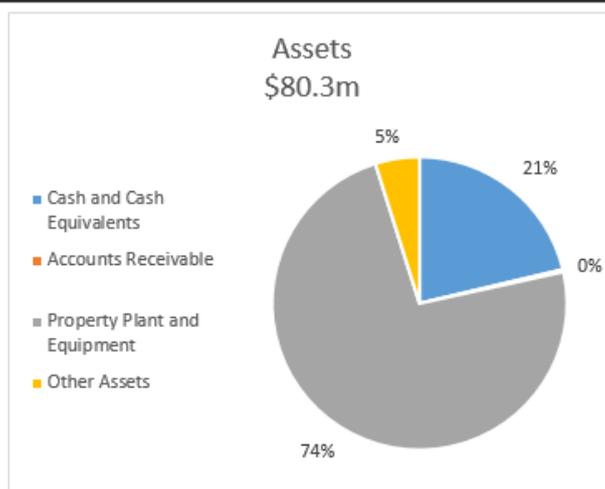
Residential Care	162,838
Home Care	905,944
Independent Living Units	442,247
Corporate	(364,619)
Non Operational - Dunsborough	2,419,313
	<hr/>
	3,565,722



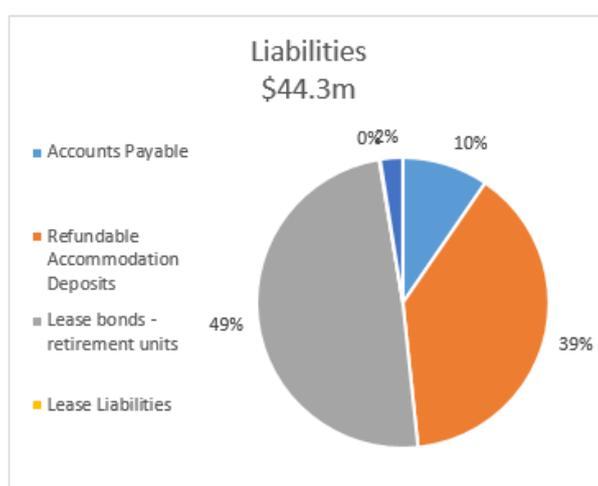
Finance Statistics 2019-2020

Balance Sheet Summary

Assets	80,274,753
Liabilities	(44,302,302)
Net Assets	35,972,451
Equity	35,972,451



Cash and Cash Equivalents	17,082,208
Accounts Receivable	214,768
Property Plant and Equipment	59,087,954
Other Assets	3,889,823
Total Assets	80,274,753



Accounts Payable	4,228,067
Refundable Accommodation Deposits	17,188,613
Lease bonds - retirement units	21,735,001
Lease Liabilities	52,351
Provisions	1,098,270
Total Liabilities	44,302,302

Our People

It has been another busy year for the close to 250 staff at CapeCare with new challenges being presented in the form of the COVID-19 pandemic. Our staff have been amazingly resilient throughout the unprecedented crisis reminding us of just why our people are our greatest asset.



We recently celebrated Aged Care Employee Day which recognises the more than 360,000 aged care staff Australia wide. This year's theme was 'Thanks for Caring' which was in recognition of all those within the industry involved in caring for the 1.3 million older Australians who receive care and support in their homes or within a residential setting.



Our People

Capecare recently worked with the South West Development Commission to develop a video that will be used as a community engagement tool to attract new workers to the industry. A number of our staff were selected to be interviewed to demonstrate the variety of career paths that Capecare and the industry offers, and just how rewarding a role in aged care can be, working in a job where you truly get to make a difference in someone's life.

Looking forward to the year ahead we will be preparing for our new Dunsborough facility and expanding our workforce to ensure that our ongoing commitment to the high level of care provided to our residents and community clients will continue.



As the industry continues to struggle with skill shortages we have recently introduced a Traineeship Program whereby we have engaged eight Trainees across the Care and Lifestyle teams, who Capecare will support to complete their Certificate III in Individual Support (Aged Care). We anticipate this to be an ongoing program to ensure that we have a sustainable workforce to deliver care and services to the region now and into the future.



In 2020 Capecare would like to acknowledge and thank the following staff members who have reached significant service milestones.

The Capecare Way Champion Award 2020

In recognition of a staff member who consistently demonstrates the Capecare values

Claire Rice - Registered Nurse

30 Years of Service

Margaret Unsworth - Team Leader, Residential

25 Years of Service

Pamela Holroyd - Lifestyle Assistant

20 Years of Service

Kate Harvey - Carer, Residential

15 Years of Service

Majorie Gibsone - Hospitality

Joanne Morgan - Hospitality

10 years of Service

Whata Eparaima - Hospitality

Kerrie Larsen - Lifestyle Assistant

Judy Muir - Community Support Worker

Faye Piggott - Lifestyle Assistant

Kelley Robinson - Property Coordinator

Dulcie Seinor - Carer, Residential

Elizabeth Willis - Registered Nurse

5 Years of Service

Jane Ainsworth - Registered Nurse

Edwin Aquino - Carer, Residential

Elizabeth Avery - Clinical Nurse

Angela Boulter - Finance Officer

Michelle Dallachy - Registered Nurse

Leeanne Doran - Allied Health Assistant

Evangline Gartner - Hospitality

Del Stanley - Carer, Residential

Leonie Stead - Hospitality

Lesley Stone - Quality Coordinator

Renate Clancy - Community Support Worker

An additional honourable mention to Brenda Drummond who has been part of our Lifestyle Team for over 38 years!

We feel privileged to attract and retain the type of individuals who align closely with our values as an organisation and in doing so are a shining example of why this industry is such a rewarding one to work in.

Capecare Volunteers

At the end of June 2020 the Capecare Volunteer program had 70 active volunteers. In the 2019/2020 period, we welcomed 24 new volunteers to a program that looks very different now than at the beginning of the year.

Our volunteer team have, like all community groups, been impacted by challenges posed by the COVID-19 pandemic. As much of our volunteer cohort is at higher risk of COVID-19 related complications due to age, we saw many of our team of over one hundred choose not to participate actively in the program for part of this year, a decision that we have encouraged and supported. Our Volunteer Coordinator, Fran Robinson has worked hard to keep this group connected with the Capecare community, and we look forward to their return in more certain times.

Those who remained have steadfastly continued to support us and work tirelessly in the best interests of consumers. As government restrictions on visitors accessing the home have been in place, a number of new roles have been created within our volunteer team, including:

Concierges - If you visited the home in recent months you will have been greeted by one of the smiling team in blue, who have assisted with health screening and directing visitors to the designated visiting areas. This team of seventeen volunteer a total of one hundred and thirty hours a week.

Social support - the reduction of visitors within the home saw demand skyrocket for assistance to place and receive video calls and telephone "window chats". Keeping up with the bookings and volume of calls would not have been possible without volunteer support. The overwhelmingly positive response from residents and their loved ones is testament to the value of this program, which we have continued with after the relaxation of visiting restrictions.

Within the Community Program, volunteering was put on hold for a period while the Wellness Centre was unable to open due to COVID-19. By June 2020 this team began returning to their roles assisting with activities including car and bus transport, musical entertainment and visiting pet therapy.

While we were unable to hold a group social function this year, we did recognise the length of service of our long-standing volunteers. This year we celebrated the contribution of seven volunteers with three years continuous service, five volunteers with five years continuous service and three volunteers with ten years continuous service.

The nature of volunteering at Capecare continues to change as we are yet to return to full group activities within the home or recommence excursions. The role that volunteers have played in keeping our people socially connected with their loved ones cannot be overestimated, and we remain grateful to each and every one of our volunteers who continue to support Capecare and enhance the lives of those whom we care for.



Lifestyle Program

This year, lifestyle has taken on a new meaning and level of importance to ensure the well-being of residents. As well as the impact of COVID-19, our renewed focus on holistic care and consumer choice are reflected in the changes made to the Lifestyle program in the last twelve months.

A full time Coordinator was appointed at the end of February. Maria Bomm brings an energy and enthusiasm to the department and has led the team through significant changes as we adapt to the new way of approaching activities. Programming has been enhanced by our subscription to “Golden Carers” software, which provides a range of activity resources as well as holding a database of residents’ social history and interests. This allows the Lifestyle team to plan activities around the social and cultural needs of residents.



Restrictions imposed by COVID-19 precautions meant that this team needed a novel way to approach the delivery of their service. In order to maintain physical distancing and reduce movement between different areas of the home, large group activities were replaced by smaller groups in each wing. The response to this has been overwhelmingly positive, with residents expressing a preference to this approach, evidenced by improved attendance.



During various phases of visiting restrictions, the lifestyle team worked closely with the volunteers to maintain residents' connectedness with their loved ones, including video and telephone calls and “window visits”.

While we were unfortunately unable to continue with many activities, Maria and the team have been creative in finding substitutes.

Our ANZAC day service was held outdoors, with social distancing observed. Residents were

Lifestyle Program

able to observe the service from locations indoors or on verandahs rather than as a large group. Group religious services were replaced with “streamed” services, delivered individually or to small groups.

Our intergenerational activities have continued; while unable to hold playgroup we have a letter writing program “Penpals”, with students from the Dunsborough and Busselton Primary Schools. Rather than holding large group concerts, we are enjoying karaoke and sing-a-longs in each wing (with a few hidden talents being discovered along the way).

Our Easter raffle funds were used to purchase a number of new floor games, bocce and dementia specific games perfect for small groups. New destinations for “armchair travel” meant we were still able to enjoy trips to other countries. Our virtual borders are always open!

Earlier this year we introduced guided meditation and aromatherapy to the lifestyle program which has been enjoyed by all as an opportunity to relax and reflect.



2019/2020 also saw an increase in the involvement between the Lifestyle and Clinical teams. This multidisciplinary model recognises the importance of a “whole of person” approach to providing care and services, and ensures that our residents’ emotional, cultural and spiritual needs are given the same priority as their physical health.

Lifestyle Program

A special thanks to Ms Tamara Clark and the students from St. Mary McKillop College, who along with Chris White, President (pictured with Maria Bomm) and Ollie Behiels of the Rotary Club of Busselton-Geographe Bay, initiated the project: "Music for Dementia". The Rotary Club of Busselton-Geographe Bay facilitated the project by fundraising through their sausage sizzles, purchasing and distributing the headphones through their sister Club in Geraldton. Twelve specially designed headsets have been donated with music and audio books stored digitally. They will be used for the audio book club and silent disco groups.



Independent Living Units



At Capecare we pride ourselves on having a peaceful village located on the picturesque Geographe Bay which provides an intimate and relaxing atmosphere while still maintaining a sense of privacy and independence, with average occupancy rate of 95%.

2019/2020 has been a challenging year for the Independent Living Unit village, heightened by the effects of COVID-19 restrictions and border closures, resulting in units remaining vacant for an extended period of time. We are confident that the village will return back to the normal occupancy levels very soon, providing a community environment for all the residents.

During the year Carole Lambert was appointed as the Independent Living Unit Coordinator, supported by the CFO, Denise Quathammer. Carole works very closely with the Independent Living Unit committee and residents to ensure Capecare provides the best possible service to the village. Regular engagement including meetings and satisfaction surveys ensure everyone in the village has the opportunity to voice any potential concerns, contribute to planning events or make suggestions to benefit the village residents.



Capecare provide a weekly update containing any relevant information beneficial to the village. Increased communication and support is being provided to the village residents with the threat of COVID-19 in addition to the weekly updates.

Capecare is always looking at new ways to benefit the Independent Living Unit residents to ensure they continue to live well as they age.

Residential Care

In 2019/2020, Capecare continued to rise to the challenge of providing quality aged care services in an evolving landscape with greater than ever scrutiny, challenges us as an organisation.

Capecare have continued to make improvements and efficiencies that benefit residents. The clinical team has been strengthened with three full time Clinical Nurse roles. Elizabeth Avery and Hazel Gordon continue to lead the care and nursing staff and oversee clinical care, with Lesley Stone in the Quality Coordinator role. Over the last twelve months, this team have created a robust Clinical Governance Framework, and reviewed our entire suite of clinical policies and procedures. This enormous body of work ensures that our practices and resources are current, evidence based and guide to serve the needs of those in our care.

In January 2020, Capecare achieved the full 3 year accreditation from the Aged Care Quality and Safety Commission, the first of our regulatory audits under the new standards introduced on 1 July 2019. As one of the first providers to go through this process since the transition to the Single Quality Framework, this was a learning curve for both the Capecare team and the auditors themselves. The focus of the Commission is firmly on consumer outcomes, and we are proud that our Consumer Experience Report was overwhelmingly positive and complimentary about our care and service delivery.

An enormous amount of time and resources has gone into ensuring Capecare residents, representatives, staff, volunteers, and other key stakeholders are educated and prepared for the unique challenges posed by the COVID-19 pandemic. Capecare initiated the Crisis Management Team (CMT) early on, releasing a comprehensive Preparedness and Response Plan by mid March. This has been updated and expanded as new information has become available. As with all aged care providers, we weathered initial concerns about shortages of Personal Protective Equipment (PPE) and the need for additional staffing in the event of a local outbreak. We are confident in our stock levels of essential equipment and surge staffing plans.

Capecare has been reactive to the legislated changes in visiting guidelines, and have been gratified by the positive feedback of residents and their families who have supported wholeheartedly the sometimes difficult decisions that we have made to ensure the safety of residents. While we have been fortunate in Western Australia to this point, at the time of writing, our thoughts are with our aged care colleagues in the eastern states, as we maintain our vigilance. The residential team look forward to another year of continuing to find innovative ways to care for and support our residents, and remain confident in our abilities to meet the challenges ahead.



Community Care

Capecare Community Services have continued to grow over the past twelve months with a strong focus on Home Care Packages (HCP) and Community Home Support Program (CHSP).

The Community team has seen some changes in the last six months to align with the Community needs of Busselton and the surrounding areas. With this has come the placement of a Community Manager to create and lead a team with ability to meet the emerging demands in Community Services. The team has now seen changes to roles to increase its ability to provide Care Management to our clients and ensure effective support to staff who are providing client services. Two roles that have been introduced are a dedicated Registered Nurse and Occupational Therapist. This has provided the ability to support clients to remain at home with service offerings that meet individual needs and allow us to partner with clients to develop and deliver care of their choosing.

This year has presented many challenges with COVID-19 being the major faced by all communities. During this time, Capecare Community Services has been required to be innovative around care delivery to clients. While our Wellness Centre had to close for a period of time we continued to provide much needed Carer support to clients by individual home visits and remote support. Some clients chose to self-isolate during this time, so for Capecare Community Services to provide support and value to the lives of these clients alternative services were offered, such as telephone welfare checks, shopping by list and transport in a safe way to medical appointments, to name a few. Care Management for a period of time had to be delivered by telephone to ensure that clients were continuously assessed for their ongoing needs and to ensure provision of these services. Increased training occurred during this time to ensure quality of service and to provide our care staff with the confidence to face these changing events in our Community.

With the reopening of our Wellness Centre and the ability to again provide Day Centre Activities and Cottage Respite we have seen an increase in demand which has allowed us to provide much needed Carer respite. This supports our families in the Community to be able to continue to provide care, in their home, for family members. Capecare's ability to provide short term respite care in an environment that is active and engaging for clients is seen as essential in the continued support of the South West Communities and families.

Package and CHSP client numbers have had significant growth over the past six months and continue to grow daily with an increasing demand for services within the community. Capecare Community Services is now in a position to meet these demands with whole package offerings to all clients. Capecare Community has entered a changing and exciting time in its evolution and look forward to continuing to provide care in partnership to ensure clients receive an individualised package that meets their ongoing needs and allows them to remain in their community and home, living the life they choose.

Dunsborough Project

2019/20 has seen significant progress on the Capecare Dunsborough site. The support of the community has been outstanding and despite the challenges of COVID-19 Perkins builders have adapted and continued with little hindrance to the project.



Perkins Managing Director Dan Perkins, Member for Forrest Nola Marino, Jan Button, Country Women's Association, Capecare Chair Nadine Carter, Melissa Wade, South West Development Commission and retired Capecare Chief Executive Officer Stephen Carmody.

Following the Sod Turning ceremony and community celebration on 4th November 2019, construction of the new Capecare Dunsborough integrated care facility got underway with earthworks and some foundations prior to the end of 2019.



Dunsborough Project



Following the festive break, work continued in earnest with January 2020 seeing the installation of in ground infrastructure (water, sewer, fire water, drainage, electrical) and concrete footings ongoing to both apartments and residential care facility .

February 2020 saw the central section of the residential care facility coming along with walls going up, slabs poured in the east wing and footing complete in the west. Preparation of the apartment first floor slab.



The first floor slab for the apartments was poured during March 2020 and central section of the residential care facility being prepared for the first floor slab, with east and west wing walls going up.

Whilst April 2020 saw the additional challenges of COVID-19 threatening site delays, the team made good progress to the apartment and residential care facility buildings with first floor slabs being completed.



Dunsborough Project



May 2020 saw the Apartments being prepared for the 3-storey slab pour and the residential care facility progressing with first floor slabs completed to the central and east wing.

Another very productive month of June 2020 notwithstanding lost days due to bad weather. Multiple slabs were poured including: the third storey for the apartments, two slabs on the residential care facility west wing, with east wing plant room ready for its concrete slab.



Grants

We would like to acknowledge both the State and Commonwealth Governments. Capecare are already planning for a number of community funding and grant submissions that will allow us to continue to support our consumers in innovative ways throughout 2020/2021.

Royalties for Regions Project

Capecare received a \$2.5m grant from the State of Western Australia for the Regional Aged Accommodation Program (RAAP). This funding contributes to the civil and construction works for the Dunsborough Project. The duration of the grant is from April 2019 to June 2021, with payment made once milestones are achieved. All funds have now been received from the State of Western Australia.

Building Better Regions Fund (BBRF)

Capecare was granted \$7.1m from the Commonwealth Government as part of the Building Better Region



Capecare Chair Nadine Carter, Member for Forrest Nola Marino, Capecare A/Chief Executive Officer Elizabeth Hogarth and Perkins Managing Director Dan Perkins demonstrate the view from atop Capecare Dunsborough.

Department of Social Services

Capecare Volunteers were successful in gaining Department of Social Services grant assistance which allowed the purchase of new volunteer lockers and a 'tablet' to assist with video calling. Capecare gratefully acknowledges this support and recognition of the importance of the Volunteer Team.

Acknowledgements



Capecare is very proud to acknowledge Kris Carter who served on the Board for 13 years from 2003-2016, and was awarded a Medal of the Order of Australia in the Queen's Birthday Honours List.

As a clinician, Kris added welcome leadership as Chair of our Clinical Governance Committee as well as being an active member of the Board. Dedication to a not-for-profit aged care organisation for this length of time is outstanding, we are very grateful for her service to the organisation.

We would like to acknowledge all the local businesses and suppliers that we work with, and thank them for their ongoing service. While too numerous to mention, your contribution to the care and services we provide is greatly appreciated.

Special thanks to those local businesses who acknowledged and supported our staff and consumers during COVID-19 restrictions.

Capecare is very lucky to have numerous supporters in the Capes Community. We look forward to fostering new relationships and strengthening our existing partnerships in the coming year.

Helping you live well!



capecare

Your One Link for **South West Aged Care**