

capecare



Annual Report

2022 | 2023



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We acknowledge the Wardandi people as the traditional owners of the land we work on, and pay tribute to their elders past, present and emerging.

Front Cover:

A number of our sunny volunteers enjoyed a social and fundraising outing to Taylor Homestead in February.

Inside Cover:

Capecare Dunsborough.

Our History

Capecare came into being and continues to thrive today thanks to the generosity and charity of hardworking wheatbelt farming couple Jack and Maud Ray.

In the 1920s the Rays ran Welland Farm in Kalgarin, approximately 71km north of Lake Grace. They sold in 1961 and purchased 20 acres of beachfront land in Busselton. They had a vision to use the land for charitable purposes, specifically care of the aged.

Jack and Maud, along with Maud's brother Monsignor Charles Cunningham registered Villa Maria Homes, Capecare's original name, on 18 September 1961. The three formed the first Board and determined the aims of the organisation.

Development of the site commenced in 1962, with the hostel opening in 1969 and the nursing home in 1980. More than 60 years on, Capecare remains a tribute to the vision of Jack and Maud Ray and Charles Cunningham.

Capecare is today the largest regionally based independent aged care provider in WA, employing over 200 staff and assisted by more than 50 volunteers. Today Capecare continues to build on our history, experience and expertise to provide some of the most modern and forward-thinking services available to become the Southwest's provider and employer of choice in aged care.

"The object is to take care of the poorer people who are unable to do anything themselves. It could grow into something quite big.... Our object is to look after the aged people but later we may find that we want to do something else for charity."

- Maud Ray

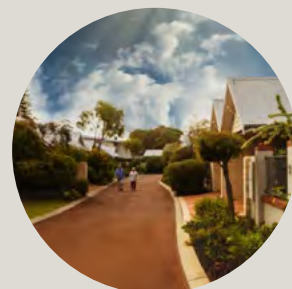
Capecare is a not-for-profit, independent, and incorporated entity, managed by an Executive Management Team. Leadership is supplemented by a skills-based Board with members selected from the local community. All funds generated by Capecare remain within the organisation.



Pictured: Jack and Maud Ray on their farm at Kalgarin

Timeline

1960	In the early 1960s Jack and Maud Ray purchased 20 acres of beachfront land in Busselton.
1961	Registered the name of Villa Maria Homes as an association on 18 September 1961.
1963	The first seven residents moved in.
1969	The 32-bed aged persons hostel named Ray Lodge opened in October. Jack Ray passed away whilst working on the hostel before it opened.
1970	Jack and Maud Ray were awarded a BEM (British Empire Medal) in the Queen's Honour List. Maud Ray passed away in October.
1982	The Cunningham Nursing Home opened, named in honour of Monsignor Cunningham.
1988	Villa Maria Homes expanded to consist of 16 aged persons units, 44 nursing home beds and 68 hostel beds.
1993	Land subdivided into 34 building lots known as Abbey Green.
1996	Involvement in community care begins with the takeover of Strelley Grange Adult Day Centre.
2000	First stage of building upgrade complete with a new 20 bed wing to replace the 20-year-old nursing home wing.
2003	Stage 1 (Units 13 – 31) of the new retirement village was finished in December. New name Capecare was adopted.
2005	Construction on the next replacement nursing home/hostel wing begins. Stage 2 (Units 32 – 46) of the retirement village begins.
2008	Stage 3 (Units 47 – 67) of the retirement village begins
2011	Construction of new day centre and village centre begins
2012	New day centre and village centre opens.
2021	The new Dunsborough facility opened in August, coinciding with our 60 year milestone celebrations.
Today	Capecare is today the largest regionally based independent aged care provider in WA, and remains a tribute to the vision of Jack and Maud Ray and Charles Cunningham.





Chairperson and CEO Statement

We are pleased to present the 2022/2023 Capecare Annual Report. As Chair of the Board and Acting CEO we reflect on our achievements and the many challenges of the year that was.

Capecare has continued to service the Capes community through providing high quality care and support during the past year. We have been able to achieve this in a very difficult and challenging environment, largely through the commitment and hard work of our senior management and staff.

As with many health care providers, we continued to experience serious workforce challenges throughout the year. The onset of the COVID pandemic saw a rapid decline of available workforce in the health sector generally, including the aged care sector which continues to this day.

In an effort to meet workforce challenges, Capecare participated in two valuable government initiatives: the Pacific Australia Labour Mobility Scheme (PALM) and the Designated Area Migration Agreements (DAMA). Thanks to Capecare's participation in these initiatives we have welcomed 13 care workers from Fiji and Kiribati, and to date offered sponsorship places to 10 carers looking to permanently settle in Australia.

Capecare is currently hosting four sponsored registered nurses from the UK, Hong Kong and Singapore. Many of our sponsored staff reside on site at our Busselton facility while others are housed in rental accommodation across the community. In addition to our valued permanent workforce, we have a continuing need to source additional workforce cover from agency staff to ensure that our residents experience the best available care and support. This has always been and will always remain our number one priority.

In October 2021, we opened the new Capecare Dunsborough residential facility providing an additional 82 residential places for the community. Unfortunately, due to the industry's workforce challenges, 41 of those places remain unfilled. We hope to make those places available once we see some stabilisation in the sector workforce.

The COVID pandemic is still with us although less talked about. Capecare continues to manage this health risk, carefully ensuring we protect the health and safety of our residents, clients, staff and volunteers.

Capecare has continued to implement the reforms recommended by the Aged Care Royal Commission into Quality and Safety including achieving the required care minutes per resident per day, and the requirement for a registered nurse to be on-site for 24 hours per day. We continue to monitor and improve our operations to ensure we meet and exceed our obligations to our residents and have commenced planning for the further reforms to take place in the coming 12 months.

During the year we commenced work on upgrading the beach access at our Busselton facility. The upgrade will allow for safer access to the beach and rebuilding the much-loved beach gazebo. This was all made possible by a generous bequest from one of our long-time residents Ms Maureen Woolridge who resided at Busselton for some 29 years.

Capecare sadly farewelled our dear friend and fellow Director Mr Alex Hearn. Alex was a wonderful friend of Capecare devoting many years of service and commitment to the organisation. We have included a tribute to Alex further in this report.

We welcomed two new directors to the Board of Capecare in April 2023. Ms Lisa Shreeve and Ms Lesley Hooper, who both bring a wealth of experience and perspective to the Board.

The year ahead looks to be another full of challenges and the Board and Management are very focused on delivering a strategy to ensure the success and longevity of Capecare in the Capes region.

We could not have got through this difficult year without the extraordinary dedication, loyalty and hard work demonstrated by our team of staff and volunteers at Capecare. We are very proud of them and thank them all.



Martha Ryan
Chairperson



Philippa Ayre
Acting CEO

Board Members



Martha Ryan

Chairperson

Martha enjoyed a long and successful legal career. She has extensive Board and senior executive experience with specialist knowledge in legal, corporate governance, strategy, risk and compliance, and is committed to assisting local not-for-profit organisations.



Glyn Palmer

Deputy Chairperson

Glyn is a Registered General Nurse with a Masters in Health Administration. He has extensive Board experience and brings a wealth of knowledge as a clinician and respected senior leader in the private, not-for-profit, and public health care sectors.



Jeffrey Dick

Board Member/Chair - Finance Audit + Risk Committee

Jeffrey has extensive Board experience including investment and asset management in Australia and overseas. Holding both an MA Honours and Masters in Economics, Jeffrey is committed to assisting organisations that benefit the local community.



Yvonne Robinson

Board Member/Chair - Clinical Governance Committee

Yvonne is an experienced health executive and member and Graduate of the Australian Institute of Company Directors (GAAICD). She brings strong skills in corporate governance, clinical governance, and risk management.



Dr Mostyn Hamdorf

Board Member

Mostyn is a practicing GP and a Fellow of the College of Remote and Rural Medicine. He is committed to supporting the not-for-profit health care sector.



Lisa Shreeve

Board Member

Lisa is an experienced leader with a history of board involvement. Appointed to the Capecare board in April 2023, Lisa brings significant skills in strategic and business development, marketing and communications, fundraising, accounting, finance, and technology.



Lesley Hooper

Board Member

Lesley joined the board of Capecare in April 2023. She has significant experience in fundraising, marketing and communications, strategic and business development, has been a business owner and is a qualified teacher. Lesley has worked with high profile West Australian not-for-profit organisations PMH Foundation and Harry Perkins Institute of Medical Research and is a Fellow of the Fundraising Institute of Australia.

Executive Team



Joanne Penman

CEO

Jo commenced as CapeCare's Chief Executive Officer in October 2021, 10 years after last working with us as Director Care Services (2005 to 2011).

For more than 20 years Jo has worked in the aged care and health sectors in senior executive, management and clinical roles, most recently with not-for-profit provider Mercy Care. She served as Executive Director Aged Care & Disability Services for more than four years, along with a combined portfolio of Acting Executive Director Community, Family and Children Services. Prior to joining Mercy Care, Joanne was Director of Community Support Services, Country Services with the Silver Chain Group.



Philippa Ayre

GM of People & Culture / Acting CEO

During the financial year Pip was Acting CEO whilst Jo was on a period of extended leave. Pip is a highly skilled HR professional who brings more than 15 years of corporate and operational HR experience to CapeCare. Pip holds a Bachelor of Commerce (Honours) degree in Human Resources (HR) and Industrial Relations (IR).



Susan Stevenson

GM of Finance

Susan holds an Honours Degree in Economics and is both a qualified Management Accountant (ACMA) and Certified Practising Accountant (CPA). She has more than 25 years' experience in financial management and executive roles in both the UK and Australia.



Lachlan Hill

GM of Operational Services

Lockie joined CapeCare in September 2022. He holds an Advanced Diploma in Business and brings over 20 years of experience working predominantly in senior management roles in the retail sector.

General Manager Finance Statement

The Financial year to 30 June 2023 has resulted in a budget deficit of \$3.7 million. This deficit has been driven by a number of factors impacting Capecare's operations and the Aged Care Sector more broadly. Workforce challenges have meant that we are unable to open 41 beds in our Dunsborough facility despite demand being strong. This has resulted in fixed operating expenses exceeding income for a second year. The capitalisation of the new building and associated plant and equipment has resulted in higher depreciation expenses set against a facility that is not fully utilised.

While management has been very innovative in sourcing additional staffing through Government programs, this has come at a significant cost both at the initial onboarding of the staff and ongoing sponsorship costs.

The necessity to use external agency staff has also placed a significant burden of the staffing budget but it has ensured that the standard of care provided to our clients is not diminished.

Capecare's independent living apartments and units continue to be highly sought after allowing Capecare to ensure that it offers continuity of care to the Capes community.

Despite these significant challenges, Management is very focused on developing and implementing strategies to provide a clear pathway to financial sustainability going forward.

Assets
\$114.5m



- Cash and Cash Equivalents
- Financial Assets
- Property Plant and Equipment/Investment Properties
- Other Assets

Total Revenue
\$24.1m



- Residential Care
- Home Care
- Independent Living Units
- Other Income

Liabilities
\$74.3m



- Accounts Payable
- Refundable Accommodation Deposits
- Other Liabilities
- Lease bonds - retirements units
- Provisions

Total Expenses
\$27.7m



- Salary and Wages
- Direct Expenses
- Depreciation
- Others

Financial Statements

2022/2023

Financials

	\$'s	\$'000s	\$'000s
Summary of Statement of Comprehensive Income	2022-23	2022-23	2021-22
Income			
Operating Income	21,055,231	21,055	16,528
Investment Income	125,648	126	5
Other Income	0	0	0
Total Operating Income	21,180,879	21,181	16,532
Non Operating Income (Grant Income)	881,033	881	246
Other Non Operating Income	2,000,868	2,001	2,591
Total Non-Operating Income	2,881,901	2,882	2,837
Total Revenue	24,062,780	24,063	19,369
Expenditure			
Employee Costs	16,826,180	16,826	14,142
Catering costs	2,054,530	2,055	1,707
Depreciation	2,407,603	2,408	2,601
IT Support and Professional Services	724,286	724	1,012
Utilities and Insurances	406,449	406	649
Maintenance and repairs	847,217	847	556
Other Operating Expenses	2,700,933	2,701	1,779
Total Operating Expense	25,967,198	25,967	22,446
Non Operating Expense	1,776,145	1,776	205
Total Expenses	27,743,343	27,743	22,651
Profit/(loss) from Operating Activities	(4,786,319)	(1,904)	(3,077)
Total Profit/(loss) for the year	(3,680,563)	(3,681)	(3,282)

	\$'000s	\$'000s	\$'000s
Summary of Statement of Financial Position	2022-23	2022-23	2021-22
Assets	114,537,287	114,537	107,459
Liabilities	(74,273,783)	(74,274)	(63,512)
Net Assets	40,263,504	40,264	43,947
Equity	40,263,504	40,264	43,947

Creating Opportunities



PALM Program

It has been just over 12 months since our first group of carers under the PALM Scheme joined Capecare's team, and we are extremely pleased the group has grown to 13. Capecare has been very fortunate to be part of this program that provides numerous benefits to both our operations and to the Pacific Island Workers. The stability to our residential workforce and the consistency of care and services it provides to our residents is invaluable. The PALM team has achieved some significant milestones and personal goals including developing and furthering their skills and careers and financially supporting their families and extended communities at home.

We recognise the sacrifices these individuals have made to be part of the PALM Scheme, being so far away from home and loved ones, and we sincerely hope they feel they can call Busselton their home away from home.

Sponsorship

The second integral component to our strategic workforce plan has been our ability to sponsor care workers under a local Designated Area Migration Agreement (DAMA) with the Shire of Dardanup. To date we have successfully sponsored seven carers under the program and look to add to this number in the new year.

Traineeship Program

Capecare is extremely proud of its continued partnership with South Regional TAFE in the delivery of our Traineeship Program. This year three graduates completed a Certificate III Individual Support (Ageing) across our residential and community teams. This program is designed to combine a structured learning setting with practical placement, allowing students to put into practice the skills learnt in the classroom into a real-life setting while helping them develop into competent and confident carers/support workers.

Congratulations to our 2022/2023 graduating trainees: Kim Gledhill, Terri-Anne Johnstone and Ntazana Simsokwe. It's been pleasing to see past graduates from the program continue their careers with Capecare and we wish the first intake of trainees for the 2023/2024 period all the best in commencing their studies.



Celebrating our Team

Throughout the year our amazing team tirelessly dedicated themselves to providing high quality, compassionate care and services. Capecare's annual Winter Warmer event acknowledges and celebrates those in the team who have reached significant service milestones. Staff gathered at Dunsborough & Districts Country Club in August for social lawn bowls and award presentations. This year the Capecare Way Champion was May Ling Yap, recognised for consistently demonstrating Capecare values.

May works within our hospitality team and is a dedicated and hardworking team member loved by both staff and residents. Nothing is ever too much for May who always goes above and beyond.

Susan Erceg and Robyn Pearce were recognised for 20 years of service to Capecare. Sue is an Enrolled Nurse in our Residential team and is a much loved and respected member of the nursing team and a natural leader and mentor always ready to help others. Admissions Coordinator and Resident Advocate Robyn has had an amazing and varied career with Capecare. Robyn is in most instances the first contact our residents and family members have with Capecare, and we couldn't wish for a better representative of who we are and what we offer to support the community.

Awards and Recognition

Capecare Way Champion Award 2023

May Ling Yap

20 Years Service

Susan Erceg
Robyn Pearce

10 Years Service

Carolyn Reeve
Sonia Williamson
Parminder Kaur

5 Years Service

Claire Rice
Manoj Matthew
Shayne Macri
Liza Hellstrom



Volunteers

Our outstanding volunteer team has continued to support Capecare throughout the past year. Capecare's volunteers were celebrated during National Volunteer Week in May. They were treated to a morning tea and a surprise car wash by the students at Cornerstone Christian College to celebrate their enormous contribution to Capecare and the residents and clients we support.

Volunteer Awards

1000 Hours of Service

Cheryl French
Debbie Tsakalos

10 Years Service

Jan Assan
Daphne Preston

5 Years Service

Remy Adler
Karyn Jenkin
Anne McFarlane
Amanda Taylor
Lesley Youngs
Robyn Bowering
Martha Ryan



Our Services



Residential Care

Capecare has two Residential Aged Care facilities (RACF) located in Busselton and Dunsborough, providing permanent accommodation and care to older people who are no longer able to live independently in the community. We accommodate a wide range of care needs and provide 24-hour clinical support.

Retirement Living

Our retirement living communities, include 55 villas in Busselton and 21 beautifully appointed apartments in Dunsborough. Both locations boasting stunning beachside living on Geographe Bay while maintaining connections with the thriving local communities.

Home Care

Capecare is committed to providing high quality home care services. We support over 300 older people in the Capes region to live independently in their homes for as long as possible. We provide a range of services including support with personal care, nursing, allied health, domestic assistance, and assistance with transport. Our tailored services support individual needs and preferences and we partner with our clients to ensure they remain connected with their community and live their best life.

Private Respite

With the easing of COVID restrictions we were pleased to recommence our Private Respite Centre service to the community. Private Respite provides 24-hour care for loved ones, offering complete peace of mind during the respite period. It can be funded via a range of homecare package options, privately, or in a brokered agreement.

Wellness Centre

Our Wellness Centre provides a caring, supportive, social and therapeutic environment where participants can engage in a range of activities, enjoy outings, maintain social connection, and meet new friends. The relocation of the Wellness Centre and Private Respite into the Busselton facility this year has allowed us to offer an expansion to our activities program. After COVID restrictions lifted, our focus for clients has been to provide an opportunity to socially re-engage with the community.



Working Together



'Magic Table'

The lives of our residents living with cognitive and/or mobility impairment have been enhanced thanks to a generous donation by the Lions Club of Busselton. Club members purchased a much-anticipated Tovertafel and visited Capecare Busselton to officially hand it over to Acting CEO Pip Ayre and witness the interactive technology in action.

The augmented reality gaming system promotes joyful, social connections for seniors through its wide range of interactive games. The games are designed to create a purposeful play experience increasing activity, connections, fun and learning opportunities, whilst creating memorable moments. The Tovertafel can be located at two points within the facility and is routinely moved to allow an opportunity for all the residents to enjoy. The Tovertafel has become a regular addition to the lifestyle calendar and has been lovingly dubbed the 'Magic Table'. We wholeheartedly thank the Lions Club of Busselton for this extremely generous donation.



Standing strong

Throughout the month of May, the team at Soul Care Chiropractic worked up a sweat to support the needs of our residents by raising money to purchase mobile exercise rails. For every dollar donated, they completed push-ups and squats as a team. The fundraiser ended with an Open Day morning at Soul Care, where our Acting CEO Pip Ayre came down to support the crew. A big congratulations and thank you to the Soul Care Chiropractic team. We are extremely grateful for the support to enable us to continue to improve the lives of our residents.



Getting down to earth

Capecare residents and members of the Geographe Bay Gardening Club got their hands dirty at our Dunsborough facility earlier this year, planting a variety of flowers and hardy vegetation thanks to a generous donation of gardening supplies by Soils Aint Soils Dunsborough. The garden instalment was a project the Capecare residents could get involved with, promoting positive mental health, fun, and interaction with the local community.

Growing water wise

Capecare has installed sustainable and water wise garden beds in our courtyard areas to help improve the movement and mental health of residents and their families. This project was completed with support from Busselton Water's Community Partnership Program. Busselton Water provided wheelchair accessible garden beds allowing people of all mobilities access to enjoy the therapeutic experience of gardening and connecting with nature.



Cater Care

Cater Care provides an innovative catering solution while creating a warm, home-style atmosphere at Busselton and Dunsborough facilities. Our residents are consulted through Food Forums to improve engagement and encouraging resident involvement in developing a food service that suits their needs. Menus are based on Australian Dietary Guidelines for Healthy Eating recommendations and aged care-specific guidelines to ensure all meals meet nutritional intake requirements for age, gender, and vulnerability.

The nutritional value of seasonal menus is analysed by Cater Care's professional dietitian and Cater Care team members are trained to prepare special dietary requirements and provide our residents with empathy and kindness. Our Cater Care team focuses on familiar and popular classic dishes, professionally and appealingly presented.

Concentric

Concentric and Capecare have collaborated to establish an advanced allied health rehabilitation centre for residents and clients of Capecare and the local community. Concentric's multidisciplinary model of care enables individualised support to help clients achieve meaningful goals and encourage them to reach their potential. Services include physiotherapy, occupational therapy, psychology, exercise physiology, falls prevention, reablement and rehabilitation through a mixture of one-to-one and group sessions. Within the residential aged care setting, Concentric provides residents with allied health care including individual assessments, pain management and mobility care plans and facilitates with assistive technology, equipment and interventions to reduce the risk of pressure injuries.



Life at Capecare



Lifestyle

Capecare has a lifestyle program designed to enrich residents' lives with a range of activities to provide emotional support, social interaction, mental stimulation, and physical activity, all essential for healthy aging. Our residents have enjoyed a variety of outdoor excursions into the community since the ease of COVID restrictions this year. Outing highlights include an afternoon concert by the Sydney Male Choir held at Nova Village, Wildflower and Environment Show at ArtGeo Cultural Complex, regular walks to the beach and through the bush at both facilities, and outings to Origins Markets in Busselton.

With reduced visitor restrictions we have also been able to accommodate more groups from the community coming into the facilities to interact with and perform for our residents. They've enjoyed musical performances, visits from Fantasy Party Ponies, and wine tastings hosted by Natalie Halliday from Accolade Wines.



Volunteers

Capecare's dedicated team of volunteers has continued to add value to the role that staff play in supporting our residents and clients to live meaningful and fulfilling lives. With the easing of COVID we have been fortunate to continue to grow our volunteer numbers with over 50 individuals now on the team.

Our Volunteers fulfill various roles within our services ranging from concierge, running our village shop, driving buses, and supporting our Allied Health and Lifestyle teams with various activities. Capecare is honoured to have this dedicated team of community members who not only give their time but play an integral part in the joy of human connection.



Pictured: Volunteers Cathy and Remy



Looking to the future

Workforce and culture

We strive to be an employer of choice in the Capes region through recruiting and retaining an appropriate workforce supported by volunteers. We are focussed on providing employment to a local workforce through traineeships, flexible, supporting working conditions and a supportive rewarding work environment.

Strategic growth

We aim for planned and measured growth that aligns with community needs. Highlights in the 2022/2023 Financial Year include growing community in-home care to support older people in our region to remain independent in their own homes, and reopening private respite services.

Innovation and partnerships

We partner with Government and private organisations to secure a stable workforce and enrich the lives of our residents and clients.

Service quality and compliance

Capecare provides consistently high-quality services that are fully compliant, and person-centered through our commitment to clinical governance and support for aged care reform recommended by the Royal Commission into Aged Care Quality and Safety.

Governance and leadership

We aim for excellence in governance & leadership standards. The Executive Team is supported by an experienced Board of Directors committed to excellence in governance.

Financial viability and sustainability

Despite significant challenges in the 2022/2023 Financial Year, our financial stability for the future remains a strategic focus.



Alex Hearn

Sadly, towards the end of this year Capecare lost one of our dedicated board members - Alex Hearn.

Alex was a great and long-time supporter of Capecare with two terms as a Board member. Alex's first term was for more than 20 years and then he returned for a second term in 2021 after assisting in an advisory capacity in the commissioning of our new Dunsborough facility.

Alex brought a wealth of experience as a senior leader in both the public and private not for profit health sector over a period of four decades.

Alex devoted many years of service to Capecare, he was an integral part of our organisation, and we valued his contribution to so many facets of the important work we do. He brought a great deal of wisdom, pragmatism, humour and compassion and he is sorely missed.

RIP Alex



Acknowledgements

Capecare wishes to acknowledge the many individuals, businesses, and groups for their continued support throughout 2022/2023. This endeavor would not have been possible without your continuing support which has enabled Capecare to deliver on the vision of Jack and Maud Ray some 60 years on. Capecare is extremely lucky to have many supporters in the Capes region and looks forward to fostering new relationships and strengthening existing partnerships in the years ahead.

Ray Village Aged Care Services Inc. trading as Capecare
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