

Celebrating
Fifty
years
of Living

AMANA LIVING ANNUAL REPORT 2011/12




AMANA
LIVING

part of the Anglican community

"Living the second half of life"



Mission

To excel in providing Christian care and services in Western Australia to people living the second half of life.

Values

Compassion — Courtesy and kindness are extended to each person in every circumstance.

Justice — All interactions are based on fairness and honesty.

Hope — Is the expectation of triumph over every challenge.

Inclusiveness — We exist to serve people from all walks of life.

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About Amana Living

Established in 1962, and a part of the Anglican Community, Amana Living turns 50 in 2012.

We are proud to be one of Western Australia's largest not-for-profit providers of care, accommodation and support for those living the second half of life.

Our services include five high care and 10 low care residential care facilities, three dementia specific day clubs, respite services, support services for those who choose to remain in their own home and 18 retirement communities.

Our Philosophy of Care

We strive to enrich the mind, body and soul of those we serve by:

- generating a sense of passion and energy about people living their life to the full;
- creating genuine choices so that people can live life in a meaningful way, reflective of their preferences and individuality;
- creating opportunities for people to stay connected with past friendships and to develop new ones;
- always involving and consulting people in decisions that affect them;
- creating opportunities to improve and restore physical abilities and mental agility so that people can keep fit, active, involved and independent wherever possible;
- providing excellent clinical and health care in all circumstances;
- supporting people to explore and develop their spirituality; and
- encouraging and acting on feedback to improve care and services.

Amana Living Service Locations

3

Perth Metropolitan Area:

- DS H R Kinross Care Centre
- DS D Kinross Day Club

- R NH E Lady McCusker Home
- RL Lady McCusker Village

- RL St Francis Court

- H R Moline Hostel
- RL Moline Village

- R H James Brown House
- DS D Catherine King Day Club

- NH R St George's Home
- RL Riley House

- R H Sundowner Hostel
- RL Sundowner Village

- H Dorothy Genders Hostel
- RL Dorothy Genders Village

- NH R E Peter Arney Home
- RL Peter Arney Village

- R RL H Hale Hostel
- RL Hale Village

- R H DS Lefroy Hostel
- R DS D Lefroy Day Club

- R H Frederick Guest Hostel
- RL Frederick Guest Village

- R RL H Thomas Scott Hostel
- RL Thomas Scott Village

Regional Centres:

- NH H R Wearne Home
- RL Wearne Village
- RL Treendale
- RL Wollaston Court



- NH H R Edward Collick Home
- RL Muschamp Village

- Le Fanu Court RL
- St Mary's Close RL
- Parry Hostel H R
- Parry Village RL

- Hillandale Village RL

- ROLEYSTONE

- CAMILLO

Key

- NH Nursing Home/High Care
- DS Dementia Specific
- R Respite Care
- E Extra Services
- H Hostel/Low Care
- D Day Club
- RL Retirement Living



Steve Scudamore
Chairman

In June 2012, the Commonwealth Government introduced changes that will effectively result in significant reductions in funding for residential care facilities. This is in addition to the already deteriorated position where Government subsidies have failed to keep pace with costs over the last few years.

In reviewing Amana Living's Strategic Plan and identifying priorities for the next two years, the Board has worked with the Executive to focus on mitigating the effect of those changes.

On a positive note, the year saw growth in our home care packages, 100% compliance in all 16 spot visits in our facilities, renewal of three-year accreditations for three of our properties, completion of refurbishment at Parry House and Riley House, completion of stage 2 and the leisure centre at Treendale, and a number of awards.

All involved should be congratulated for these outcomes.

The Board has remained stable with commendable involvement, given the other responsibilities Board members have, and I thank them all for their support during my first year as Chairman. I also commend CEO Ray Glickman for his leadership and vision, and the Amana Living staff for their diligence and loyalty, during what has been a challenging year for the industry.

The capacity of Amana Living to manage the possible outcomes from the Government's recent aged care policy will be paramount to the Board's actions and decisions in the year going forward. This will require changes to our Strategic Plan to ensure we stay financially sound while maintaining and improving Amana Living's delivery of service standards in the community.



Ray Glickman
CEO

The 2011/12 financial year saw us approaching our 50th anniversary as an organisation. As I reflect on this, I suspect that the year was a true reflection of our proud history. It was a year of dedication and quality service delivery, significant innovation and many challenges.

Once again, we delivered thousands of hours of care, thanks to our fantastic staff and volunteers. We also developed initiatives such as our Nurse Practitioner, who now offers more timely access to advanced level

assessment and treatments; and our Enrichment Army – projects to enrich the lives of residents and clients.

Our achievements were once again recognised at the peak body industry awards, with the McCusker Nurse Service topping the New Projects category, and staff member Terri Roberts taking home the Trainee award.

Regrettably, on the aged care reform front, once again the Federal Government promised much but delivered little. Its *Living Longer Living Better* package includes some positive initiatives, but fails to inject significant new funding into the system or to free our sector from the shackles of excessive regulation. What's more, two weeks before the end of the financial year, the Government introduced significant cuts to care subsidies and failed to pass on any indexation to help compensate aged care providers for cost increases. This Government, therefore, like its predecessors, stands condemned for failing to support older people in our community.

While Government cutbacks cannot be absorbed without impact, we are well placed to deal with crises such as this, and will continue to fight to serve the needs and protect the rights of WA's older people.

My heartfelt thanks go to the Amana Living Board for their generosity in offering expertise and support, and to our staff and volunteers for their skill, loyalty and dedication.

50 Years of Caring

2012 marks 50 years since the meeting, chaired by then Anglican Archbishop Robert Moline, that resulted in the foundation of the Anglican Homes for the Aged, whose aim was to help those who had neither capital nor personal assets.

The first facility, Moline House in Karrinyup, opened in February 1965, with 27 self-care units and a waiting list of 371.

In March 1979, the organisation was incorporated and had opened 11 more facilities. By 1985, 2,118 people had their names down for a place.

In 2007, the name change to Amana Living reflected a broader vision – embracing the whole community and focusing on ‘living’ the second half of life to the full.

Amana Living has blossomed into a major provider of services across the Perth metropolitan area, Mandurah, Australind, Kalgoorlie and Albany.

Throughout its growth, Amana Living has continued the traditions established 50 years ago: innovation and industry leadership, volunteering and spiritual care, support for people on low incomes, and needs-based care – regardless of race, colour, creed or social status.

In celebration of our 50th anniversary, we are throwing a spotlight onto ‘Wisdom’ – reawakening respect for the wealth of knowledge and experience amongst those living the second half of life.

Celebrations include ‘A Night of Wisdom’ at Government House with our Patron, His Excellency Malcolm McCusker, Governor of Western Australia, and The Most Reverend Roger Herft, Archbishop of Perth; ‘Pearls of Wisdom’ parties at each of our centres; a special service at Perth Cathedral; a series of radio interviews, supported by Amana Living, in which well-known Western Australians over the age of 50 share their thoughts on wisdom; and a campaign to boost our Enrichment Program.



Amana Living centres are holding ‘Pearls of Wisdom’ parties to celebrate our 50th anniversary.



Quality housing for the second half of life

Amana Living completed major refurbishments of two villages – Riley House in Shenton Park and Parry Village in Lesmurdie – creating options for people with limited means to enjoy the second half of life in quality housing.

We provided a valet service to relocate existing Riley House residents while their units were renovated. A facelift for the community centre brought Riley House, in a central, picturesque location opposite

Shenton Park's Lake Jualbup, to a very high standard of retirement living accommodation.

Involvement of the Department of Housing in a joint venture saved Parry Village from demolition. Department funding enabled us to install completely new kitchens, renovate the bathrooms, paint and supply new fittings throughout. Beautiful parquet flooring is a feature of this village and in most units it has been restored and polished. The newly landscaped gardens are now reticulated with grey water from a new biosystem.

The second stage of Treendale in Australind was completed, bringing to 29 the total number of units available so far in this much-sought-after lifestyle development. The iconic village leisure centre, The Club, is the focus of community life, where residents and their visitors can enjoy company and activities. With an eye-catching contemporary design, it includes a café, large lounge, kitchen, craft room, library, office, swimming pool and spa, gym and outdoor bowling green.

Plans for the development of a new village in Menora have been approved. This will be a new generation development, responding to the needs and aspirations of our future clients.



A unit in Parry's renovated retirement living community.

Amana Living has 638 retirement living units across 18 communities.

Lounge room in Parry Village



Kitchen in Riley House



A Treendale villa



Swimming pool at The Club, Treendale



The freedom of independent living

Steve Mullins felt a wonderful sense of freedom when an operation meant he was able to shift from residential care to independent living at Amana Living's Parry Village.

"I had been at Parry Hostel for two years, receiving a lot of good care, because I couldn't walk," Steve says. "Originally, doctors thought I had nerve damage from a neck fracture. Then a specialist nurse sent me to a vascular clinic and it turned out my arteries were blocked. After doctors inserted stents in the arteries, I was 90 per cent better and could walk again.

"Parry Village re-opened on 4 June, after extensive refurbishment, and I was the first one in.

"It was amazing, like being born again, to have my freedom back. I can come and go as I please, cook for myself and eat whenever I want.

"It's a terrific place to live – everybody looks after each other. I have a one-bedroom unit, all freshly redecorated with parquet floors, brand new kitchen and bathroom and stainless steel appliances. It's nice to be independent."

Now Steve volunteers at the hostel.

"I got a lot out of the hostel and it's nice to put something back," he says. "I help out at meal times, with people in wheelchairs, and I help with the men's club on Thursday afternoons, which arranges outings.

"The hostel is excellent. I thoroughly recommend it to anybody who needs care, but the independent living unit suits me down to the ground, now."

Parry resident Steve Mullins is happy to be living independently again.

A little help makes all the difference

With Home Care added to its retirement living and residential care options, Amana Living aims to offer flexible support options for people living the second half of life, that can change easily as individuals' needs change.

Mavis Thompson, who has lived at Amana Living's Moline Village for two years, can vouch for this approach.

She moved into Moline after her husband died and she had spent seven weeks in hospital recovering from two broken legs. She could no longer look after her villa home and was delighted to find a place at Moline.

"It's absolutely beautiful here and everybody is so friendly and helpful," she enthuses. "I'm in everything – I've joined the committee and the bowling club, I swim and I go to all the events and activities. It's like being on a holiday."

Mavis found it difficult to keep up with housework, so Amana Living arranged a home care worker to visit once a fortnight to help.

"I tried to do it myself but found I wasn't doing it properly," the 86 year-old admitted. "The home care worker is a lovely lady and it's made a big difference to know that she's coming, especially on days when I don't feel so well."

Mavis says she knows that if she ever needs more help at home, she just has to ask.

And there's a residential care centre at Moline she could move to if she needed it, and still stay in touch with her friends.



Mavis, right, enjoys the company of one of her good friends at Moline Village, Merl Friday.

Home care in demand

Over the last five years, through consultation with current and future clients and within the aged care industry, Amana Living has identified a clear desire for people to stay in their own homes for as long as possible.

As a result, we began offering a variety of home-based care options to support them in this choice.

Our home care direction has been validated by the Productivity Commission's June 2011 Report, *Caring for Older Australians*, and the Australian Government's response in its *Living Longer Living Better* package, unveiled in April 2012. Both reports acknowledge growth in demand for home care, and the need for choice, easier access to services, and flexibility to respond to individuals' changing needs.

Our home care services have grown dramatically over the last two years and we expect that growth to continue.

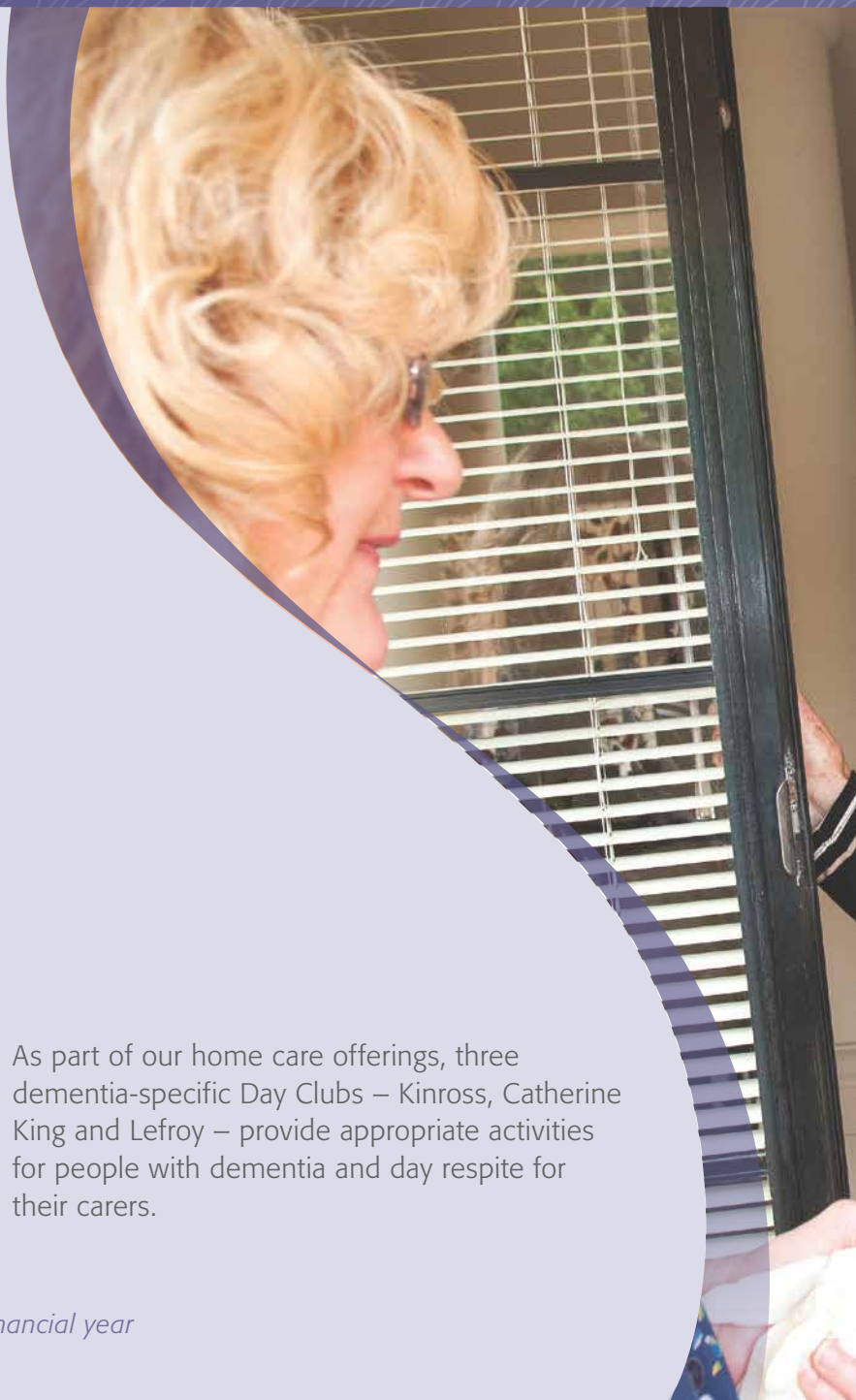
We currently have more than 200 field staff, delivering 550 to 600 home visits per weekday.

The rapid expansion challenges us to maintain adequate and appropriate infrastructure and organisational support to ensure that we can continue to deliver quality services into people's homes.

Our workers are dedicated to excellent client care, often working above and beyond their role to meet individual requirements. Through our continuous training options and careful creation of attractive career pathways, we strive to continue to attract and retain outstanding people.

As part of our home care offerings, three dementia-specific Day Clubs – Kinross, Catherine King and Lefroy – provide appropriate activities for people with dementia and day respite for their carers.

Amana Living provided 37,982 hours of home care services, and 60,540 hours of care in Day Clubs, during the 2011/12 financial year



*Pat Seares welcomes
home care worker Ann Wainscoat.*



Staying in our own home

Pat and Ron Seares' relationship with Amana Living started three years ago.

"I was in a walking frame after a foot operation and was finding it a bit difficult to keep up with housework," recalls 83-year-old Pat.

"Ron will be 90 in six months and his life was full of scratches. He would pass things in the garden that would scrape his skin and he spent a lot of time at the local clinic getting patched up. We really needed someone to help.

"The Amana Living services we have in place give us great peace of mind in being able to remain independent and in our own home. Our home care workers are very professional, attentive and conscientious, and it's a pleasure to have them in our home.

"Ann comes once a fortnight to keep the house clean, including vacuuming and doing the shower and bathroom. I'm thrilled to pieces with her because she's so thorough.

"Paul does all the gardening and pruning for us and keeps the outside of the house clean and tidy. He's exceptional.

"We are determined that we'll do everything we can to stay where we are and with Amana Living's help, I think we'll be able to do that.

"Here, we have room to move and a connection with family and friends in a familiar environment.

"It's a pleasure to have our home at a standard we're used to, thanks to Amana Living."

Quality residential care assured

St George's Home and Kinross and Lefroy Hostels passed comprehensive audits and were awarded three-year accreditation in 2011/12.

The Aged Care Standards and Accreditation Agency audits facilities against 44 outcomes, 17 of them clinical and care outcomes.

Auditors review processes and performance against set criteria, including living environment, quality of furnishings, buildings and maintenance, food, laundry, cleaning, and safety systems, lifestyle factors and management systems, and talk to residents and staff to verify them.

All three sites passed on every outcome. We know from benchmarking against other providers that this record of 100 per cent compliance is a very high achievement.

In addition to accreditation, we have had 16 spot visits, where auditors arrive unannounced. In every case, our sites were compliant.

This means we can be confident that our processes and systems are working well and residents receive care and services at a high standard, and live in a good environment.

Amana Living's Enrichment Program is an important element in creating a quality environment and lifestyle options for residents.

An auditor who was impressed with one of our enrichment projects, Windows to the World, recommended we nominate it for the Aged Care Standards and Accreditation Agency's Better Practice Award 2012.

Windows to the World uses internet technology and a big screen to bring together residents – especially those who are frail aged or have dementia – to explore the world, learn about social media, share new experiences and become better connected with their families and community.

*Amana Living can accommodate 822
people in its 15 residential care facilities*

A caring environment

After two years caring for her mother without a break, Lynne Mounier said she felt overwhelmed at times.

Her mother, Laurel Price, had dementia and, in desperation, Lynne rang the Alzheimer's Association, who put her in touch with Amana Living.

"It was an absolute godsend for me to be able to take her to the Kinross Day Centre two days a week, to have a break and do the shopping without worrying about her," Lynne recalls.

The people at Kinross thought it was time Lynne had a break to visit her daughter and grandchildren in Sydney and suggested respite accommodation for Laurel.

"I love my Mum so much and I was very reluctant to leave her with anybody, but they showed me through the Kinross Centre and promised they would all look after her – which

they did. She stayed there a couple of times while I went to Sydney.

"It was during one of those respites that they noticed how much Mum had deteriorated and offered a permanent place at Kinross that had become available.

"It was a hard decision to make but in the end Mum told me it was time.

"We feel so lucky she's in such a nice place. I know she's happy. She has a beautiful room, which we have personalised for her, and the carers are exceptional people. It's a lovely caring environment and nothing seems too much trouble for the carers. They take a lot of trouble to make Mum's life more pleasant."

Lynne enjoys a special moment with Mum, Laurel.



Awards for Excellence

Amana Living is proud of all employees and volunteers who have strived so hard over the year – and more – to help us achieve excellence in our care and services.

Some of this commitment has been recognised by our industry peers:

- **Winner ACSWA 2012 Excellence in Care:** New Projects – McCusker Nurse Service
- **Winner ACSWA 2012 Excellence in Care:** Trainee – Terri Roberts
- **Finalist ACSWA 2012 Excellence in Care:** Volunteer – Julie Neville
- **Finalist 2012 Provider Assist State Scholarship** – Linda Mortimer
- **Runner up ACAA 2011 Employer of Choice**

Commending our two finalists

Julie Neville volunteers at the Lefroy Dementia Specific Respite Care Centre in Bull Creek, working three full days a week in group activities, such as art projects, exploring the garden, playing bowls, mini golf, board games and bingo, and cooking and chats over a cuppa. She also beautified the garden.

Sustainability Coordinator Linda Mortimer is a strong, passionate, persuasive and persistent advocate of Amana Living's goal to reduce its environmental footprint. She has been outstanding in her sustainability role, showing initiative and generating good ideas. She has the drive and passion to turn those ideas into action.

You will find more information about our finalists and winners throughout this report.

Australia's first McCusker Nurse, Karen Malone, centre, with His Excellency Malcolm McCusker, Governor of Western Australia, and Mrs McCusker. The service was launched thanks to funding from the McCusker Foundation.



Quality health care through innovation

Amana Living is constantly looking for new and better ways to provide quality health care.

We are developing a dementia vision for specialised care services to respond to the forecast future growth in the rate of dementia amongst Australia's older people.

Our award-winning, innovative McCusker Nurse Service – designed to support carers of people living with dementia – is one thread in that vision. The service helps carers to link into the spectrum of existing services and information sources and navigate the options available to them at any stage in the illness.

Amana Living has been successful in attaining Nurse Practitioner designation for all parts of the organisation providing care. This means our Nurse Practitioner is now able to offer more timely access to advanced level assessment and treatments, adding value to current and future services. We are also partnering with the University of WA in a study to evaluate whether the Nurse Practitioner's involvement improves care planning and management and the quality of life for Amana Living residents and reduces unplanned admissions to hospital.

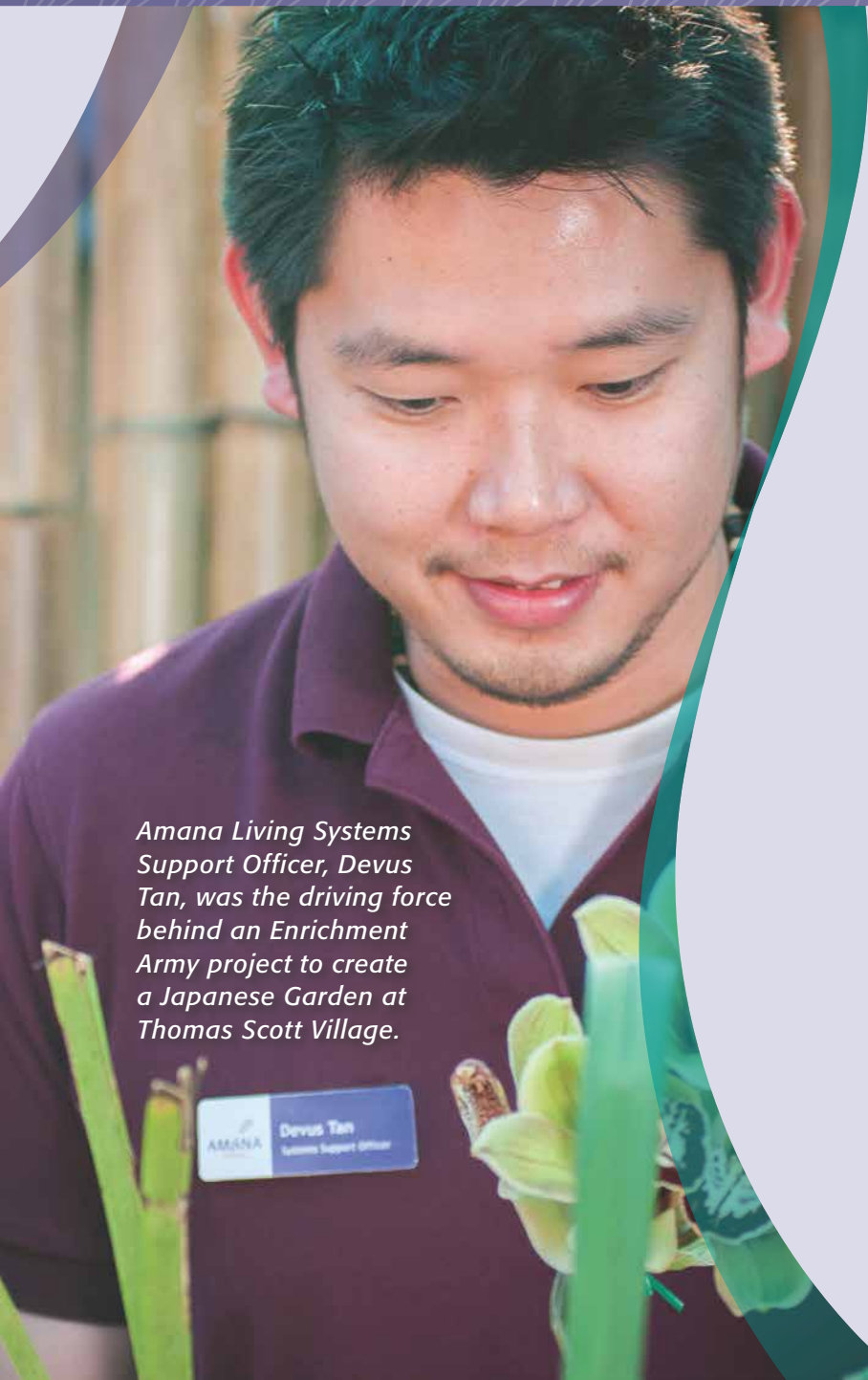
Our clinical governance framework has been implemented to provide clinical accountability, including a robust structure to capture, monitor and report clinical indicators, which will be reported to Amana Living's Board.

The Clinical Governance Framework ensures that staff understand what is good clinical care and that we have good clinical practices and processes

in place. The framework centres on four pillars: customer value, clinical performance and evaluation, clinical risk, and clinical professional development and management.

Collecting data and reporting on key clinical performance indicators allows us to clearly identify where clinical systems may need to be improved or where more staff training is needed.





Amana Living Systems Support Officer, Devus Tan, was the driving force behind an Enrichment Army project to create a Japanese Garden at Thomas Scott Village.

Enriching mind, body and soul

Amana Living's Enrichment Army mobilised its corporate office staff to enrich the lives of residents through simple, engaging and social volunteer opportunities.

Each corporate office team found a need that could be fulfilled by donating up to one day per team member.

Seven teams completed projects during the year, including building a Japanese garden at Thomas Scott Village, renovating a games room and library at James Brown Hostel, fundraising to build a chook pen and helping out at Christmas parties at Peter Arney Village.

Two teams spent time in conversation with residents, over a cuppa, recording their wisdom to pass on to following generations. A slideshow was made of the wisdom gathered and there are plans to make it into a book.

Another team organised a competition day for residents who played Wii and Xbox games, topped off with lunch at the Department for Sport and Recreation.

Project Picasso received a boost from the Enrichment Army, with corporate volunteers joining residents with dementia to support them as they painted and created interesting artworks.

A corporate team joined students from Presbyterian Ladies' College and Christ Church Grammar School in a net surfing project to connect residents to the wider world through the internet and introduce them to contemporary communication tools.

The Enrichment Army demonstrates how both the giver and the receiver are enriched by the experience.



*Reverend Deborah Joyce
with the cross salvaged
during renovations of
Parry Village.*

Moments that make a difference

For Amana Living chaplains, highlights of the year are individual moments when they feel they have been able to make a difference to someone.

Whether it's residents, their families, volunteers or staff, it's about sharing the depths of what they are going through, listening and maybe saying something that helps, or sharing a comforting prayer.

Five chaplains offer this service – three full time and two part time – covering Perth and Kalgoorlie, with support from retired clergy and parish clergy who assist with services.

Nine pastoral care volunteers are being trained in a program modelled on one developed by Southern Cross Care NSW. Each volunteer will build a relationship with up to six residents through weekly visits. This will offer people the opportunity to have someone to talk to and share with.

Like everybody who works in aged care, chaplains are challenged by a lack of time. The support of volunteer clergy and pastoral carers allows chaplains to spend more time with residents and their families.

Chaplains participate in the general life of Amana Living at all levels, contributing to the unique caring quality of the organisation. They also contribute at a broader level by talking to clergy-in-training about ministry to older people. This opens up new parish clergy to a greater understanding of how to care for older people, better equipping them for their work.

Volunteer impact

Deloitte Australia called it Impact Day – 53 employees volunteered across six Amana Living sites, one day in November. They painted, established a men's shed, gardened, sorted store-rooms, cleaned lights and blinds, and moved furniture.

It's just one part of the volunteer effort that helps Amana Living to enrich the lives of residents and clients.

A total of 309 volunteers contributed in a variety of ways, including taking people on bus excursions, helping with men's sheds, onsite shops, gardening, administration and resident activities. Musicians entertained, others offered companionship, reiki and aromatherapy.

Each year we thank our volunteers for their important work with morning tea and a movie.

One of our dedicated volunteers, Julie Neville, was a finalist in the ACSWA (Aged and Community Services WA) Excellence in Care Awards.

Julie exemplifies the commitment and caring, selfless respectfulness of our volunteers, and her story provides an insight into the work our volunteers undertake.

Julie volunteers at the Lefroy Dementia Specific Respite Care Centre in Bull Creek three full days a week, supporting residents in physical activities, such as exploring the garden, playing bowls or mini golf, board games or bingo, and art projects. She cooks with residents or just joins them for a cup of tea or lunch and a chat. Staff appreciate the calming effect that Julie has, her thoughtful, respectful way with residents, and the care she takes to listen to their stories.



Attracting top staff

Amana Living's staff are central to our quality care for residents and clients, and we strive to be an employer of choice to attract and retain excellent people.

Two new enterprise agreements negotiated this year – for carers, enrolled and registered nurses, hospitality and maintenance staff – maintained Amana Living's position as the highest-paying aged care organisation in WA.

Outstanding results in injury management and very low workers' compensation claims have been achieved through strong preventative practices, and intensive injury management and return-to-work programs.

This investment in injury prevention and management is important for continuity of care for our residents and clients, as well as caring for our staff and reducing workers' compensation premiums – money that can be better applied to enriching residents' and clients' lives.

The labour market remains difficult, with continued pressure on recruitment from both supply and demand directions. Resources sector activity has driven down unemployment in Western Australia to historically low levels. At the same time, Amana Living's demand for staff has increased with the growth in our home care services.

Human resources staff have to be creative in their approach to attracting new people, attending expos,

visiting shopping centres with 'pop up' information displays, and organising recruitment days at Amana Living centres.

A new, online rostering system, e-tivity, is set to improve rostering efficiency and continuity of care in our residential care centres, and provide opportunities for staff to increase their hours, if they wish, through a tool that allows them to notify their availability.





Care Manager Barbara Foggin with resident Jacqui Bursa in the sensory garden at Edward Collick Home.

The individual touches

People are at the heart of Amana Living's world – the people we serve and the people who care.

We go out of our way to attract the best people – those who strive to enrich the lives of residents and clients and respond to their individual needs.

Barbara Foggin, Care Manager at Amana Living's Edward Collick Home in Kalgoorlie, is an example of this commitment and high quality service. She provides a fine model for quality aged care in regional and remote areas, especially for people with dementia and Indigenous people.

With input from Alzheimer's Australia and support from Kalgoorlie Consolidated Mines, Barbara developed a specially designed garden and decorated the dementia unit to improve the environment. When she discovered that one of the residents was a pianist, she arranged for his piano to be moved in and he now enjoys playing it.

Barbara organised a bush tucker garden for the Aboriginal unit, with funding from the City of Kalgoorlie-Boulder. She gathered Aboriginal prints and artefacts to help make familiar, comfortable surroundings inside the home for the Indigenous residents, who come from different parts of Australia, and their visitors.

Barbara fosters a sense of independence amongst residents and connection with their wider community, and takes them to concerts, ballets and other performances. She frequently gives up her own time to enrich the lives of residents, support her staff and research new methods.



Terri Roberts' career path exemplifies the opportunities open to Amana Living staff.

Learning and development

In addition to a comprehensive induction program for new staff and ongoing mandatory training, Amana Living runs a registered training organisation (RTO) through which employees can gain nationally recognised qualifications.

This enhances the skills of our staff so they can provide the best possible services to our clients and residents, while also providing career pathways to encourage staff retention and attraction.

In 2011, the first year that we ran our RTO exclusively for our own people, we quadrupled the number of employees participating in accredited training; we are set to match that number again in 2012.

Amana Living's commitment to training has been recognised by our peers in the aged care industry, winning ACSWA's Excellence in Care (Trainee) award two years running.

This year's winner, Terri Roberts, has built on her experience as a home care support worker, providing care for people in their own homes, and as a physiotherapy assistant at Amana Living's residential care centre, James Brown House, by pursuing a nursing qualification.

Terri has shown that a career path is possible in aged care. She also demonstrates the value of a broad range of skills – updated regularly – in providing quality care and responding to the trends in aged care that encourage older people to continue living in their own homes for as long as possible.

Reducing our carbon footprint

Focusing on small changes in behaviour – such as switching off lights, computers and TVs when not in use – has helped to reduce Amana Living's carbon footprint.

Motivated by Sustainability Coordinator Linda Mortimer, four Amana Living locations took up the challenge to reduce electricity use, achieving high percentage reductions in kilowatt consumption over two years: Moline and Hale Hostels, Kinross Care Centre and St George's Home.

The second annual Green Day – a staff member's initiative – was enthusiastically embraced across all Amana Living sites. Staff and residents dressed up in green, for morning teas with a green theme, including green balloons and green foods – to remind people about Amana Living's commitment to the environment.

Some centres re-evaluated their 'green' housekeeping and came up with new ideas for reducing their environmental impact. All reported the value of the day to refresh their

commitment to their green goals.

The laundry project, initiated by staff members, is saving water and reducing the amount of chemicals released into our waterways. Inspired by hotels that invite guests to re-use their bath towels, staff don't automatically throw used towels in the laundry bag. They first check to see if they are suitable to reuse.

The idea has taken hold and Lady McCusker Home has extended the concept to the dining room. Breakfast napkins and tablecloths are only consigned to the laundry skip if soiled; otherwise, they are used again at lunch.

Amana Living is gratified to see staff coming up with their own ideas to help reduce our environmental footprint.

Stability and consistency as we look to the future

The Board renewed CEO Ray Glickman's contract for a further five years, locking in stability and consistency in Amana Living's direction and management.

A Strategic Plan review confirmed the validity of the course Amana Living has set. However, reforms being considered by the Federal Government have created a difficult environment for long-term planning. Until the Government makes clear the funding details of its *Living Longer Living Better* aged care reform package, released in May in response to the Productivity Commission's 2011 *Caring for Older Australians* report, there is considerable uncertainty about the future shape of funding and services.

We feel certain, though, that as the years unfold, consumers will exercise more control and influence over the services they receive, more services will be delivered in the home, the traditional boundaries between health care and aged care will blur and providers will need to ensure they have high level capabilities in clinical standards, dementia and end-of-life care.

The Amana Living Strategic Plan will undergo a full review in 2014, when we expect that the shape of aged care reform will be clearer and political uncertainties resolved.

In the meantime, the Board will continue to review progress against the Strategic Plan, along with key organisational KPIs, at six monthly intervals and

ensure that implementation of the plan remains an important element in the organisation's performance management process.

Board systems are well-managed under new Chairman Steve Scudamore and Amana Living operates under the ASX Corporate Governance Principles, where applicable to a not-for-profit organisation.

Executive Team



Mr Ray Glickman

Chief Executive
Officer,
MBus, MA(Oxon),
MA(Brun), CQSW, FAIM,
FAICD



Ms Suzi Cowcher

Chief Operating
Officer,
RN, MBA, GAICD, FLWA

Board Members

Mr Steve Scudamore

MA (Oxon), FCA,
SF Fin, FAICD
Appointment: 2010
Position: Chairman

Ms Tracy Armson

BA (Hons), MBA, GAICD
Appointment: 2007
Position: Member

Mrs Karen Field

BEC, MAICD
Appointment: 2002
Position: Member
and Chair Governance
Sub-Committee

The Right Reverend Kay Goldsworthy

BTheol
Appointment: 2008
Position: Member

Mr Ian Ludlow

BCom, CA, AFAIM
Appointment: 2003
Position: Member,
Treasurer, Chair Finance &
Audit Sub-Committee

Mr Geoff Mather

BBus, GradDipFin&Inv,
FCPA, F Fin, FAICD
Appointment: 2007
Position: Member

Mr Roger Port

BA, FCA, GradDipAppFin
(SecInst), SF Fin, GAICD
Appointment: 1997
Position: Deputy Chairman

Dr Peter Rudolph

MBBS DipGerMed MHSM
Appointment: 2010
Position: Member



*The Amana Living Board (left to right):
The Right Reverend Kay Goldsworthy, Mr Ian Ludlow,
Mrs Karen Field, Mr Geoff Mather, Mr Steve Scudamore,
Mr Roger Port, Ms Tracy Armson, Dr Peter Rudolph*

Financials

Note to the Financial Statements for the financial year ended 30 June 2012

Basis of Preparation

The summarised financial report, comprising the Summary of Consolidated Income Statement and Summary of Consolidated Balance Sheet, have been derived from the full financial reports of Amana Living Incorporated (ALI) and Amana Living Anglican Foundation Incorporated (ALAF).

Going Concern

The financial report has been prepared on a going concern basis. Current liabilities exceed current assets due to the A-IFRS requirement to classify Accommodation Bonds and Interest Free Loans as current liabilities, however the Directors believe that it is highly improbable that those liabilities will be required to be settled within the next 12 months and therefore believe that the entity can repay all its debts as and when they fall due.

A full description of the accounting policies adopted by the above entities is provided in the 2012 financial statements which form part of the respective full financial reports.

**STATEMENT BY
BOARD of DIRECTORS**
for the financial year ended 30 June 2012

The Board of Directors declare that the attached financial statements have been derived from the full financial reports of Amana Living Incorporated and Amana Living Anglican Foundation Incorporated.


S Scudamore
Chairman


I Ludlow
Treasurer

Dated 26/9/2012

Deloitte.

Deloitte Touche Tohmatsu
A.B.N. 74 490 121 060

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Report of the Independent Auditor on the Summary Financial Statements to the Members of Amana Living Incorporated

The accompanying summary financial statement prepared by Amana Living Incorporated, which comprises the summary statement of financial position as at 30 June 2012 and the summary statement of comprehensive income, for the year then ended, derived from the audited general purpose financial report of Amana Living Incorporated (the Association) and special purpose financial report of Amana Living Anglican Foundation Incorporated (the Subsidiary) for the year ended 30 June 2012. We expressed an unmodified audit opinion on the Association's financial report in our report dated 26 September 2012 and a qualified audit opinion on the Subsidiary's financial reports in our report dated 26 September 2012.

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards to the extent described in Note 1 of the financial reports of the Association and the Subsidiary. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial reports of the Association and the Subsidiary.

Board of Directors' Responsibility for the Summary Financial Statements

The Board of Directors are responsible for the preparation of the summary financial statements in accordance with the basis described in the note to the summary financial statements.

Auditor's Responsibility

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

Opinion

In our opinion, the summary financial statement derived from the audited financial reports of the Association and the Subsidiary for the year ended 30 June 2012 are consistent, in all material respects, with those audited financial reports, in accordance with the basis described in the note to the summary financial statements.

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Touche Tohmatsu Limited.

Deloitte.

Basis of Accounting and Restriction on Distribution and Use

Without modifying our opinion, we draw attention to the "The Board of Directors' Responsibility for the Summary Financial Statements" paragraph above which states that the summary financial statements have been prepared in accordance with the basis described in the note to the summary financial statements. The summary financial statements have been prepared to assist Amana Living Incorporated to meet the financial reporting requirements of the Association. As a result, the summary financial statements may not be suitable for another purpose. Our report is intended solely for the Members of Amana Living Incorporated and should not be distributed to or used by parties other than the Members of Amana Living Incorporated.


DELOITTE TOUCHE TOHMATSU

Leanne Karamfilis
Partner
Chartered Accountants
Perth, 26 September 2012

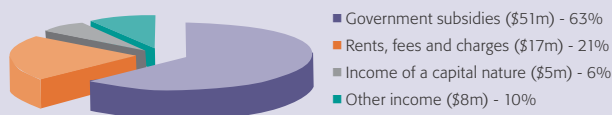
Summary of Consolidated Statement of Comprehensive Income for the financial year ended 30 June 2012

	2012				2011			
	Consolidated \$000's	ALI \$000's	ALAF \$000's	SJMTF \$000's	Consolidated \$000's	ALI \$000's	ALAF \$000's	SJMTF \$000's
INCOME								
Revenue	79 344	79 331	58	-	72 616	72 591	22	15
Investment revenue	1 455	1 453	2	-	1 833	1 830	3	-
Other gain and losses	24	24	-	-	936	936	-	-
Revenue from Ordinary Activities	80 823	80 808	60	-	75 385	75 357	25	15
EXPENDITURE								
Employee benefits	54 956	54 956	-	-	50 734	50 734	-	-
Catering and food supplies	4 332	4 332	-	-	4 183	4 183	-	-
Maintenance and repairs	3 875	3 875	-	-	3 934	3 934	-	-
Depreciation	6 195	6 195	-	-	5 673	5 673	-	-
Other expenses from ordinary activities	8 826	8 814	72	-	8 651	8 643	46	19
Expenses from Ordinary Activities	78 184	78 172	72	-	73 175	73 167	46	19
Profit/(loss) from Ordinary Activities	2 639	2 636	(12)	-	2 210	2 190	(21)	(4)
Total Profit/(loss) for the year	2 639	2 636	(12)	-	2 210	2 190	(21)	(4)
OTHER COMPREHENSIVE INCOME								
Net value gain on available-for-sale financial assets	(1 097)	(1 097)	-	-	478	478	-	-
Transfer from specific purpose donation	-	-	-	-	(19)	(19)	-	-
Total Comprehensive Income for the Year	1 542	1 539	(12)	-	2 669	2 649	(21)	(4)

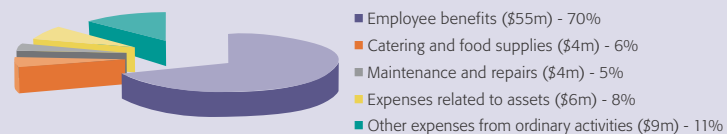
Summary of Consolidated Statement of Financial Position as at 30 June 2012

	2012				2011			
	Consolidated \$000's	ALI \$000's	ALAF \$000's	SJMTF \$000's	Consolidated \$000's	ALI \$000's	ALAF \$000's	SJMTF \$000's
Current Assets	17 758	17 721	50	-	19 750	19 699	104	31
Non-Current Assets	148 129	148 129	-	-	139 277	139 277	-	-
Total Assets	165 887	165 850	50	-	159 027	158 976	104	31
Current Liabilities	86 362	86 422	13	-	81 236	81 310	55	-
Non-Current Liabilities	714	714	-	-	870	870	-	-
Total Liabilities	87 076	87 136	13	-	82 106	82 180	55	-
Net Assets	78 811	78 714	37	-	76 921	76 796	49	31
Total Accumulated Funds	78 811	78 714	37	-	76 921	76 796	49	31

Consolidated Operating Income 2011/2012 (\$81m)



Consolidated Operating Expenditure 2011/2012 (\$78m)





How you can help

By enriching the lives of others, we enrich our own lives too.

At Amana Living, we go beyond quality care to help people live a rewarding and meaningful life after 50.

Our Enrichment Army of staff and volunteers is integral to this, supporting programs such as the Wii Games tournament and the Project Picasso art program for people living with dementia, creating and enhancing gardens and living spaces, or running social events.

Government funding doesn't support initiatives that increase quality of life in this way. Amana Living therefore relies heavily on the generosity of the Perth community to enable the Enrichment Program to survive.

Your donation will enable us to enrich the lives of our residents and clients – over and above the care they already receive through residential and retirement living, and home care services.

From all at Amana Living – thank you for your support.

Project Picasso participant Gwen Chalmers, and daughter Margaret, with Gwen's artwork.

I would like to help Amana Living

Please complete and return this form to:

Amana Living Anglican Foundation, PO Box 933, Subiaco WA 6904.

You are invited to make a donation to a particular Amana Living care centre,
or a general donation to the Amana Living Anglican Foundation:

☐ Donation to (specify name of centre):.....

☐ General donation to the Amana Living Anglican Foundation

☐ I would like to give the following amount:

☐ \$25

☐ \$50

☐ \$100

☐ \$250

☐ \$500

or a different amount of your choice: \$.....

☐ I would like to make a regular donation to the Amana Living Anglican Foundation
to be drawn automatically from my credit card (until I choose to discontinue):

☐ Monthly

☐ Bimonthly

☐ 3 monthly

☐ 6 monthly

other (please specify):

Please deduct the following amount from my credit card for each payment:

☐ \$25

☐ \$50

☐ \$100

☐ \$250

☐ \$1000

or a different amount of your choice: \$.....

Name:..... Bankcard Mastercard Visa (please circle)

Address:..... Card no:.....

..... P/Code..... Amount:..... Expiry Date: /

Email:..... Cardholder Name:.....

Phone:..... Signature:.....

Donations over \$2.00 are tax deductible

Cheques should be made payable to the Amana Living Anglican Foundation

☐ Please contact me with information about how I can contribute time or expertise as a volunteer.

☐ Please send me information about helping Amana Living through a Will or Bequest.

☐ Please include me on the Annual Report mailing list.

THANK YOU for enriching the lives of our residents and clients!

Students from Rosalie Primary School spent their time with Riley House residents in response to our Give 50 campaign.



Thank You

Philanthropy

On behalf of the Amana Living Board, our staff, residents and clients, we acknowledge with appreciation the support we have received from our many community and corporate partners, donors and volunteers.

Thank you to our people

To the staff and volunteers who are dedicated to caring, supporting and enriching the lives of our residents and clients: thank you for your time, your energy and your passion.

Thank you to our donors

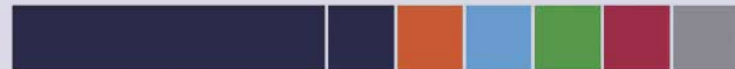
To all our generous supporters: thank you for your contributions which allow us to continue to make life better for our residents and clients and to help them continue to have interesting lives.

Thank you to our sponsors

To our valuable sponsors: thank you for your generosity which has enabled us to publish this Annual Report, hold our Annual Residents' and Clients' party and put on a special event to celebrate our 50th anniversary. We thank you for your ongoing commitment to our organisation and aged care.

NORTHERLY Group Holdings

BETTER BUILT ENVIRONMENTS





part of the Anglican community

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Website: www.amanaliving.com.au