

ANGLICAN HOMES
Annual Report 2004/05





*Just living is not enough, said the butterfly,
one must have sunshine and freedom
and a little flower.*

HANS CHRISTIAN ANDERSON



The Most Reverend Roger Herft, was appointed the new Archbishop of Perth in June 2005.

The Anglican Homes mission is to excel in providing Christian care to people who are elderly or disabled in Western Australia.

Our values

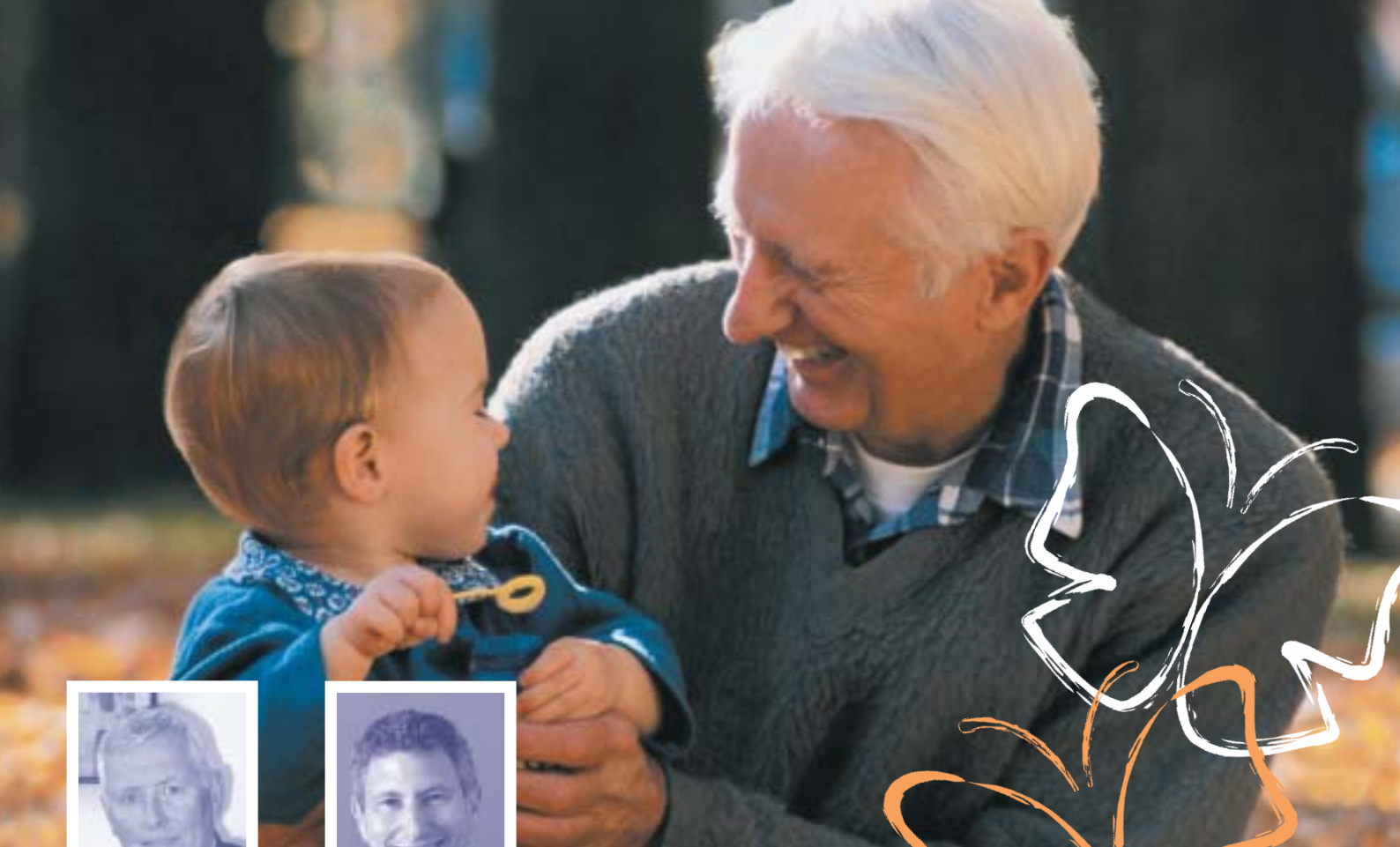
- Compassion** Courtesy and kindness are extended to each person in every circumstance.
- Justice** All interactions are based on fairness and honesty.
- Hope** Is the expectation of triumph over every challenge.

Our philosophy of care

- All people are unique individuals whose physical, spiritual, emotional and social needs should be respected. They should have genuine opportunities to enable all stages of life to be meaningful.
- All care should have its basis in ongoing consultation and assessment and be provided regardless of race, colour creed or social status.
- Elderly people, as far as possible should have real choice in deciding the environment in which they live. They should be encouraged to live as independently as their capacity permits and, if necessary, supportive care should be discreetly available.
- People who are frail, chronically ill or disabled have the right to seek rehabilitation in order to experience optimum quality of life.
- The individual worth of staff and volunteers should be recognised.
- Anglican Homes is committed to providing high quality and efficient services.

Contents

Chairman and CEO's report	2
Who we are	4
Meet the Board and Committee membership	6
A new journey begins	9
This year's achievements	10
Our people	13
Valued relationships	14
Our governance and management	16
Finance reports	17
Anglican Homes services map	



Peter Dawes
Chairman



Ray Glickman
Chief Executive Officer

Chairman and Chief Executive Officer's report

On 4 July 1962 a report submitted to the Anglican Archbishop of Perth, the Most Revd Robert Moline, detailed proposals for “supporting suitable housing for the aged and infirm”.

This submission reportedly had the “essence of good sense, deep thought, a caring attitude and, above all, had the full support of Church Authorities”. It was this document that formed the vision for the future of Anglican Homes and set in place the formation and planning of future complexes, dedicated to quality accommodation and care for Western Australia's elderly population.

Today, amidst an ever changing and increasingly complex aged care environment, we are proud to continue our contribution as a vital, strong and growing aged care

provider. Our work depends on the enthusiasm and commitment of many people, and we sincerely thank our staff, volunteers and supporters, as well as our Board of Directors. Special recognition must also go to our former Chairman Terry Hogan, who retired in February 2005 after 8 years in the role as Chairman and 24 years as a Board Member. As well, we acknowledge the valuable contribution made by Kent Carter who retired after 34 years on the Board.

In May 2005, we welcomed the new Archbishop of Perth, the Most

Reverend Roger Herft, and farewelled, with deep gratitude, the Most Reverend Dr Peter Carnley AO, who retired after 24 years as Archbishop of Perth and as President of Anglican Homes from 1980-1998. We also said goodbye to our Director of Chaplaincy, Reverend Stuart Good, who retired after 20 years of outstanding service.

This financial year, in line with the Board's adoption of the strategic direction and vision for Anglican Homes, we implemented a number of operational changes, including management restructuring. All our staff now work in one of three Directorates – Corporate Services, Care and Services, or Strategy and Business Development. These changes ensure that we are proactive in leading the strategic analysis process which underpins Board and Management decisions regarding our future direction.

To support our development, a marketing consultancy has also been engaged to produce a communications plan and assist us in developing an effective brand image to position us positively within our target market.

We believe the unprecedented rate of change in society and the significant ageing of the Australian population demand a new dynamism in the planning and delivery of aged care.

Facilities renewal lies at the core of the future vision for Anglican Homes. As a not-for-profit aged care provider, we reinvest in our facilities to meet contemporary needs. Anglican Homes' consolidated revenue for the financial year was \$49.5 million and the value of our building assets was approximately \$230 million.

Again this financial year we experienced continued demand for high care beds and we committed \$1.2 million for building developments. As a result, we opened additional beds at St George's Home in Bayswater, Peter Arney Home in Como, and we also began construction of additional beds at Lady McCusker Home in Duncraig. We confidently make these investments because of the strong support we receive from the Commonwealth Government to meet community demand.

Because of Anglican Homes' high standards for accommodation, a decision was reluctantly made during the year, to decommission Armstrong House, (an independent living village) which provided accommodation for residents for 37 years.

In line with our philosophy of care, we constructed a meeting room at Edward Collick Home in Kalgoorlie which is culturally designed for indigenous residents to socialise with family and friends.

Prior to the end of the 2004-2005 financial year, we made significant progress in developing our operational systems to improve efficiency and allow for a computerised care management system to be implemented. We also began work on an amalgamated Information Technology service with other Anglican organisations and

commenced a property review to establish the most effective way to manage routine maintenance.

Throughout the year we have continued to build strong positive relationships with our partners. The strength of these relationships has enhanced our combined problem solving ability, improved communication and ultimately contributed to our business achievements. Our caterer, Total Catering Solutions, and Sir James McCusker Training Foundation continue to deliver quality outcomes. Similarly our business associates, Government organisations, industry colleagues, suppliers, corporate supporters, sponsors and donors, have all contributed substantially to a successful year.

Equally importantly, we have worked closely with our funders and continue to be responsible and efficient in all that we do as a Mission based organisation.

Certainly, Anglican Homes is committed to greater investment in developing its human, technological and physical infrastructure to enable us to successfully meet the challenges ahead.



Who we are...

Anglican Homes was founded in 1962 and is the principal aged care agency of the Anglican Diocese of Perth. We are a Public Benevolent Institution, incorporated under the Associations Incorporation Act 1987, and receive no financial support from the Diocese. However, we do receive significant operating subsidies from the Commonwealth Government for our nursing homes and hostels, and State subsidies for Home and Community Care (HACC) and dementia-specific care.




Celebrating Yesteryear at Peter Arney Home in Como (from left) Annette Roberts (daughter), 95 year old resident Winifred Lefroy, Allyson Jaschke (granddaughter) and Margaret James (daughter). Residents and their families were invited to provide a special something from their past for the exhibition of keepsakes.

We provide a supportive, safe and secure environment for 1,514 residents in the Perth metropolitan area, Mandurah, Albany and Kalgoorlie. Our services include residential care services (low care hostels and high care nursing homes), retirement villages, dementia-specific centres and respite services, community packages, pastoral care and support, volunteer services, professional staff training and special catering services.

Our modern accredited facilities employ over 1,200 multi-disciplinary staff, including registered nurses. We attribute our longevity to a focus on the needs of our clients and a willingness to adapt to ensure that we remain relevant to the community.

All Anglican Homes' nursing homes and hostels cater for a number of people with dementia, however two hostels, Kinross Care Centre and Lefroy Hostel are dementia-specific.



Admissions Service

In December 2004, the Federal Minister for Ageing, the Hon Julie Bishop MP, officially opened the Admissions Service office at Head Office in Cottesloe. This office is the gateway to Anglican Homes' residential services and is designed to streamline the admission process by providing information, processing referrals and screening for eligibility.

Nursing Homes and Hostels

Waiting lists continue to rise for nursing home accommodation, particularly for dementia-specific care. In addition, levels of dependency have increased with 588 people registered on Anglican Homes' waiting lists.

During the year, our 16 residential facilities provided 333 nursing home beds and 469 hostel beds. We cared for 428 male and 1,215 female residents and the average age of our hostel and nursing home resident is 79 years for men and 85 for women.

In addition, a significant achievement was obtaining 21 new nursing home and 16 hostel bed licences for the metropolitan area. As well we gained 28 'extra service' high care places.

Dementia-Specific Hostels

As Australia's population ages it is projected that the prevalence of dementia will increase significantly.

Certainly, this year, our dementia-specific facilities at Kinross and Bull Creek experienced full occupancy. Additional demand was required for people with dementia at all our centres, and we provided 2,994 hours of respite for residents and their carers at our dementia-specific day care and respite centres.

Independent Living Villages

Our 18 Independent Living Villages are designed to offer people the opportunity to remain independent and active and, to support this, residents have access to Anglican Homes' catering services and community care packages. Most of our villages have a Residents' Committee that organise social activities and events and many people remain involved in the community by volunteering and joining social clubs.

Community Services

We offered 47 'Your Choice' Community Services packages during the year (32 in the metropolitan area and 15 in the Goldfields). These included: Day Clubs, In-Home Respite and Support Services, Residential Respite Care, and Seniors Holiday Support. A bi-monthly newsletter was introduced for the interest of residents and their families.

Home and Community Care (HACC) provides funding for a number of services and this year we were successful in receiving increased funding. Community Aged Care Packages (CACP), are coordinated packages of care to assist individuals with complex care needs to remain living in their own home. A total of 449 clients received some form of home support during the financial year 2004-05.

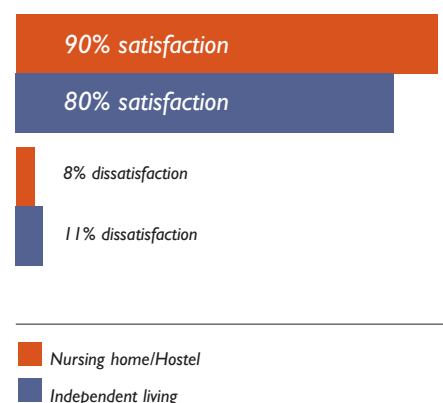


The Hon. Julie Bishop MP, Member for Curtin & Federal Minister for Ageing opens new Admissions Service office.

In line with our vision to increase the community services provided by Anglican Homes, we will be actively applying for more packages as well as HACC funding to increase the 'stay home' hours currently provided.

In October 2004 a Resident Satisfaction Survey was conducted across all our nursing homes, hostels and independent living centres. The number of responses received increased from the 2002 survey to 66% and the findings demonstrate that staff, care activities, and facilities across all sites continue to rate as areas of excellence.

2004 Resident Satisfaction Survey



Meet the Board and Committee membership



The Right Reverend Roger Adrian Herft was elected as the Seventh Archbishop of Perth and Metropolitan of the Province of Western Australia and was inaugurated in June 2005. He is a member of the General Synod Standing Committee, Appellate Tribunal and chairs the General Synod Liturgy Commission. **Visitor (AH), Visitor (AHF)**



Mr Peter Dawes became Chairman of the AH Board in February 2005 replacing retired Chairman Terry Hogan. He is Managing Director of Amex Corporation Pty Ltd, a national residential land development company, and director of a number of other companies. Before joining Amex in 1985 he owned and operated a Perth-based manufacturing company that became national market leader in the supply of sports clothing to the AFL. **(G, F, I, SAG-TCS)**



Dr Mark Donaldson MBBS (WA), FRACP joined the AH Board in 1993. Commenced with the SJMTF Board in 1996 and is current Chairman. Head of Department of Geriatric Medicine at Royal Perth Hospital where he is involved in acute care of the elderly. At Bentley Hospital his role is in commissioning and developing Bentley Aged Care Service and in developing services for people with dementia, including strongly supportive involvement with AH Lefroy Hostel. **(SAG-C, SJMTF)**



Mrs Lorraine E Allchurch joined the AH Board in 1998 and AHF Board in 1999. She has managed family business interests for many years, was previously a member of the Kings Park Board, and has worked with a number of charitable organisations. In 1993 she received a Meritorious Service Award from the Liberal Party of WA, of which she has been an active member for over 25years. **(I)**



Mrs Karen L Field BEcon was appointed to the AH Board in September 2002. Karen has had extensive experience in the resources sector over several decades and brings to the Board specialist strategic planning, human resources and project management skills. Following completion of an assignment as Chief Executive of a large copper/gold project in Argentina, Karen returned to Australia in 2001 and currently consults to the minerals and related industries as well as assuming a number of directorships. **(G-Chair)**



Mr Ian Ludlow BCom, CA, AFAM, FTIA joined the AH Board in July 2003 as the Archbishop's nominee. He is Honorary Treasurer, Chairman of the Finance and Audit Committee. He was appointed the Executive Director of Swanleigh in February 2004 and has previous experience in business management in independent schools and tax and business services in public practice. **(F-Chair)**



Mrs Brenda Mazzuchelli OAM, BSc joined the AH Board in 1987 and became Deputy Chairman in 1998; appointed to the Sir James McCusker Training Foundation (SJMTF) Board in 1996 and also served on the Anglican Homes Foundation (AHF) Board. In recognition of her service to the community, particularly through education and welfare organisations associated with the Anglican Church of Australia, she was presented with an Order of Australia Medal in 2004. Brenda was on the Parkerville Children's Home Council from 1998 – 2003 and undertook voluntary work on diocesan and parish committees. She worked in science education in the UK and Australia for ten years and was the first woman member of the Guildford Grammar School Council, on which she served for 12 years. **(SAG-C)**

Mr Roger M Port BA, CA, FSIA, MAICD was appointed to the AH Board in 1997. He is a member of the Finance and Audit Committee and has been a Perth Diocesan Trustee since 2002. A graduate of Macquarie University, he is a partner of PricewaterhouseCoopers, specialising in corporate finance, business valuation advice, mergers, acquisition and due diligence services. (F)



Mr Eric Maitland Ross-Adjie B.Juris, LL.B joined the AH Board in December 2003. He is a partner of the law firm Karp Steedman Ross-Adjie. Eric practices in the areas of general commercial, property, corporate and banking and finance law. Appointed a Trustee of the Anglican Diocese of Perth in 1994, he is also a member of the General and Diocesan Synod and a Pastoral Assistant of St Andrew's Subiaco. (G)



Mr Andrew H Scotford LFAIQS, FRICS joined the AH Board in 1997. Other Diocesan appointments include the Perth Diocesan Trustees Property Sub Committee, and The Anglican Schools Commission. He is a life fellow and past national president of The Australian Institute of Quantity Surveyors.



The Venerable Angela Webb BEd, BD joined AH Board in May 2004, as the Archbishop's nominee. She trained for the ministry at Murdoch University, was ordained Deacon and Priest in 2000 and is currently Rector of St Martin in the Fields, Kensington and Co-adjutor Archdeacon of Perth, with particular responsibilities for women's Ministries. Angela is a member of General and Diocesan Synods. She is an Honorary Fellow of St Catherine's College, within the University of Western Australia. (SAG-C)



Mrs Sue van Leeuwen RN, RM, BAppSc, PGradDip, GradDipBus, MBA was appointed to the AH Board in May 2004. She commenced her career in the nursing profession and after undertaking further academic qualifications became Manager of Primary Health Care, in South Western Australia. In 1998 Sue left the health sector to join Edith Cowan University's South West Campus as the inaugural Faculty Manager. She was appointed Director of Swanleigh in 1999, and is currently Assistant Provost at the University of Notre Dame. Sue is completing her Doctoral studies in the area of innovation in the public sector. She is an active member in the community being a participant in the inaugural Leadership WA program and Board member of St John Ambulance. (G, SAG-C)



Board movements

- Mr Terry Hogan OAM, BEcon, FCPA, FCIS, FAICD, ASIA (retired Chairman)
- Mr Kent Carter JP, MPS, PhC (retired)
- Dr Richard Lefroy AM (retired)
- Mr Nigel Tulloch MA, BCom, ASIP (retired)
- Mr Clive Annear AWASM (retired)

Ex Officio Members

- Mr Ray Glickman (F, G, I, SAG-TCS, SAG-SJMTF)
- Ms Toni Stampalija Grad Cert Mgmt (F, G, I)
- Ms Suzi Cowcher RN, Grad Dip Business Admin, MBA (SAG-C)

All Board Members are members of Anglican Homes (AH) Anglican Homes Foundation (AHF) and the Sir James McCusker Training Foundation (SJMTF)

Committee codes: F = Finance and Audit G = Board Governance I = Investment

Strategic Advisory Group (SAG) codes: Care & Services (SAG-C) Total Catering Solutions (SAG-TCS)
Sir James McCusker Training Foundation (SAG-SJMTF)





*If nothing ever changed
there would be no butterflies.*

UNKNOWN



After more than 40 years of excellence in aged care, we at Anglican Homes Incorporated (AHI) are setting out on a new journey in the mid-2000s.

A new journey begins...

The unparalleled pace of change in our culture and the substantial ageing of the Australian population require innovation in the planning and delivery of aged care. As we embark upon another momentous period in our history, we are focused on ensuring our services are relevant to all older people.

In 2005, the Board of AHI has set a long-term strategic course towards:

- ✓ Clear **relevance to all** people in the “second half of life”
- ✓ **Outward looking focus** to society and local communities
- ✓ Ongoing commitment to **excellent care standards**
- ✓ **Revitalised facilities** relevant to future market demand
- ✓ Integration of aged, **health and lifestyle services**
- ✓ Balanced **focus on community** and residential care
- ✓ **Enriched experience** for older people in our care
- ✓ Long-term **financial sustainability**

...with all of this to be supported by:

- ✓ Adherence to **Christian values** and principles
- ✓ **Excellence** in corporate governance standards
- ✓ Participative **leadership** and management
- ✓ Strong focus on **strategic planning**
- ✓ Emphasis on **business excellence**
- ✓ Commitment to **sharing and partnership building**
- ✓ Bond of **trust and mutual commitment** between organisation and staff



We have taken a number of important steps on our journey, and are excited about what we have to learn and the challenges that lie ahead.

This year's achievements...

The 10 year Strategic Plan adopted during the year, outlines the preferred future direction for Anglican Homes. It addresses internal and external Key Result Areas and strategies needed to achieve the desired outcomes, as well as Key Performance Indicators which measure our progress toward our 2015 targets.

Our journey has begun and we are delighted to report the following milestones for this financial year.

- ✓ Appointing Peter Dawes as Chairman and Ray Glickman as Chief Executive Officer
- ✓ Appointing Toni Stampalija as Director Corporate Services and Deputy Chief Executive Officer and her appointment to the board of Aged Care Services WA (ACSWA)
- ✓ Appointing Suzi Cowcher as Director Care and Services
- ✓ Developing three new Directorates - Corporate Services, Care and Services, and Strategy and Business Development
- ✓ Adopting the new strategic direction and vision for the next decade
- ✓ Establishing 8 Focus Teams to address key issues for the future and to develop strategies to move the organisation forward
- ✓ Establishing Strategic Advisory Groups to assist key areas of the organisation
- ✓ Developing a communications plan
- ✓ Obtaining 21 high care and 16 low care bed places
- ✓ Obtaining 28 Extra Services high care bed places
- ✓ Receiving Commonwealth Government funding for \$1,000 per resident to support improvement in business practice and efficiencies and increase staff training
- ✓ Committing \$1.2 million towards construction and redevelopment at three nursing homes at St George's in Bayswater, Peter Arney in Como and Lady McCusker in Duncraig
- ✓ Achieving the maximum rating of three years accreditation from the Aged Care Standards and Accreditations Agency for all nursing homes and hostels
- ✓ Opening the Meeting Room at Edward Collick home for indigenous residents in Kalgoorlie
- ✓ Opening the Admissions Service office designed to centralise all nursing home and hostel admissions
- ✓ Achieving 31 funding places from the Commonwealth Government for carers to train to become Enrolled Nurses
- ✓ Implementing Anglican Shared ICT Services (ASIS) designed to improve services and reduce costs to all partners for IT services
- ✓ Being assessed by the Commonwealth Government as being compliant with the Equal Opportunity for Women in the Workplace Agency Act 1999



During Seniors Week in October 2004, more than 800 residents, families staff and volunteers enjoyed the Anglican Homes annual party at the Burswood Convention Centre ballroom. The Hon. Julie Bishop MP, Member for Curtin and Federal Minister for Ageing welcomed everyone and acknowledged Anglican Homes' four decades of care in the community.

Highlights...



At the official launch (L-R) Dr Scott Blackwell, Fiona Hewitt (Manager Kinross Care Centre), The Hon Julie Bishop MP, Dr Mal Washer MP, Ray Glickman (CEO Anglican Homes) and Dr Peter Foley.

The Federal Minister for Ageing, Hon Julie Bishop, and the Federal Member for Moore, Dr Mal Washer, launched "The Aged Care GP Panels Initiative" at Kinross Care Centre in September 2004. The initiative creates partnerships between Divisions of GP's and aged care homes across the nation and is designed to provide elderly people better access to doctors and high quality primary care services.



Hale House in Coolbellup celebrated its 10th anniversary in October and marked the occasion with more than 60 residents, staff and volunteers meeting for a celebratory lunch.



A number of residents celebrated their 100th birthday during this financial year, one of whom was Annie Mann who lives at Kinross Care Centre. Even though Annie is one of the oldest residents, she still visits the activities centre every day and reckons: 'every day above the ground is a good day'. Anglican Homes ensures that all residents reaching their centenary milestone are given a special celebration.

New manager at Parry Hostel

PARRY Hostel in Lesmurdie has a new manager.

The new manager is Lesmurdie resident Diana Bateman, who joined the Anglican Homes team from Baptist Care.

Ms Bateman, who is a registered nurse, said she hoped that the fact she lived locally would help her tap into local services.

"I hope this will mean Parry Hostel residents become a great and important part of that community," she said.

The 40-bed hostel



Diana Bateman (right) with Henri, Michael

Ben happy with his lot



BEN, the five-year-old golden retriever, is a good friend to dementia patients and staff at Kiaros Care Centre.

Manager Fiona Hewitt saved the dog from death row at Wanneroo pound in January after it was found wandering thin and hungry on Christmas Eve.

Now happily adapted to a new life, Ben spends all day with residents, who "adore him". At night, he accompanies staff on rounds.

"He has made a huge difference," Mrs Hewitt said.

Anglican Homes Aged Care Initiative

The Hon Julie Bishop MP, Member for Curtin and Minister for Ageing, officially launched the Anglican Homes Admissions Service in December at Anglican Homes head office, Cottesloe.

The newly created Admissions Service is designed to centralise its nursing home and hostel admissions. Prospective residents and their families no longer need to apply individually to the four metropolitan nursing homes and 11 hostels. Staff at the Admissions Service office, will handle all enquiries and provide the necessary information to prospective residents to help them select a Centre.

Grant gives carer a chance to do more

CLARKSON woman Arnette (Tiger) has always wanted to be a nurse.

Now that dream has a chance of coming true, thanks to Anglican Homes and the Federal Government's Better Skills for Better Care program.

Anglican Homes has government funding so the 55-year-old can complete a two-year training course to become an enrolled nurse while still working as a carer at

Anglican Homes. "I've always wanted to be a nurse," she said. "I have to thank the residents at Malvern House in Kalamunda where I work for pushing me to do this."

"They told me that I would be a nurse and that I should do the course."

"I am really thankful for their encouragement."

"I feel as if they are part of my family."

Anglican Homes' human resources manager Sharon Chapman said the course

Rates threat worry church bodies

If local councils hit aged care homes with rates bills, the people living in them could be affected, according to Ray Glickman, CEO of Anglican Homes Incorporated.

Mr Glickman, who used to be chief executive of Fremantle City Council, said a lack of clarity in the Local Government Act meant that charitable church organisations could

be charged rates.

Most councils have a tradition of not charging rates on land used exclusively for a charitable purpose, but that is changing.

He said: "Lately, some local councils have issued rate notices to providers operating charitable or church retirement accommodation and residential services (nursing home and hostels).

"We are one of the providers affected and we are very concerned about the lack of clarity in this situation and the potential negative financial impact that would occur."

Until recently, most properties operated by the church and charitable groups have been exempt as Local Government Authorities (LGAs) have interpreted the Act as exempting not

for profit organisations.

The Act says that all land is rateable except where the land (is) used for exclusively charitable purposes.

Some councils have begun to question the interpretation and have issued rate notices.

"We need a commitment from the government that they will clarify this once and for all," Mr Glickman said.

Our people

Anglican Homes' places a high value on innovation and creativity. Ours is a solution oriented organisation. New ideas are welcome and everyone has a role to play in finding the best way forward.

Our employees represent a broad mix of occupations and professions. They include front-line nursing staff, allied health, personal care, domestic, catering and maintenance staff, as well as administrators and transport workers.

- We are a significant provider in the residential aged care and community sectors throughout Western Australia and employ more than 1,200 staff.
- We continue to develop strategies to provide quality care and implement the best possible use of staff and other resources without compromising our commitment to quality.
- As part of our goal to be an employer of choice, we are pleased to report recruitment and selection continued to be a major activity, with a total of 274 positions being filled in the financial year. A Staff Centralised Orientation Training program (SCOT) is undertaken by all new staff.
- Also during the financial year, 26 people celebrated more than a decade of service to our clients and the community.

Training & Development

- Our staff are encouraged to continue training in many fields, including Certificate III in Aged and Community Care, Dementia Care and customised training with our dedicated training foundation.

- 31 Anglican Homes' carers have been given the opportunity to undertake Enrolled Nurse training through a Commonwealth Government initiative.
- All direct care staff, as well as community care centres, are being introduced to a specific rostering software program that will assist in automating the rostering and timesheet process.

Volunteers

- Again this year our 569 volunteers have devoted thousands of hours to assist Anglican Homes' achieve its mission. Our volunteers are involved in supporting our professional staff as well as residents at our independent living villages.
- A special mention goes to the following volunteers who were honoured by the UN Volunteer International Day in December 2004 – Linda Sproule; Sharon McCallin; Kathleen Gregory; Pat Finch; Sonia Smith and the Auxillary Ladies at Wearne House.

During the last financial year, 107 staff members contributed fortnightly to the Anglican Homes Staff Giving Plan, and donated \$10,075. The funds are used to purchase practical gifts for our nursing homes and hostels.



Town planner Alan Gray has been appointed to the position of Strategic Property Manager. He is part of the newly formed Strategy and Business Development unit which was set up in the second quarter of 2005 to strengthen Anglican Homes' capacity to plan and develop for the future. The unit has a strong emphasis on long term planning for our future facilities. In addition, it will work on understanding Western Australia's demographic trends and the potential future needs of our next generation of residents and clients, together with financial models to ensure sustainability.



Volunteers at St Francis Court in Inglewood, Gwenda Morgan (left) and Daphne Lynds enjoying themselves at a special function to acknowledge the contribution of Anglican Homes volunteers.

Valued relationships...

We recognise that there are many people and organisations that support Anglican Homes and work with us to achieve our mission. We are conscious of being part of a complex caring network and understand the importance of working collaboratively and sharing our knowledge with other service providers in the industry.

During the financial year 2004-2005, Anglican Homes' donors contributed a total of \$324,993 from donations, sponsorships and bequests. As well we received significant financial and professional support from our corporate partners, and the Commonwealth Government. Anglican Homes is very appreciative of the support shown by the Anglican Community Fund for their generous \$30,000 contribution.

A very positive relationship was forged this year between Peter Arney Home in Como and Notre Dame and Curtin Universities. More than 100 Bachelor of Applied Science (Nursing) students undertook 7 weeks clinical placement with the centre as part of their degree course. This is a strategic relationship designed to encourage greater interest in nursing within the aged care industry, which historically experiences difficulty in attracting and retaining nursing staff.



John Mitchell (General Manager Total Catering Solutions), looks on as Dorothy Genders residents Don Fisher and Eileen Johnston enjoy their meal.

Corporate Supporters and Partners

- Affinity
- Alzheimers Association
- Anglican Community Fund
- Anglican Diocese
- Anglicare
- Baxter Management Corporation Pty Ltd
- Benatas Melbourne
- brainCELLS Creative Marketing
- Challenge Bank
- Challenger Portfolio Management Limited, Financial Services
- Chamber of Commerce & Industry
- Clifton Coney Stevens (WA)
- Deloitte
- Hogan & Partners, Stockbrokers
- ITS People Solutions
- Jackson McDonald, Lawyers
- James Underwood & Associates
- Jardine Lloyd Thompson, Insurance Brokers
- John Massey Group
- Karp Steedman Ross-Adjie, Barristers & Solicitors
- Lotterywest
- Loughton Patterson, Architects
- Management Search Australasia
- Market Equity, Research
- Mosman Park Council
- National Australia Bank, Bayswater
- Shire of Mundaring
- Silver Chain Nursing Association
- Uniting Church Homes
- Verso Consulting Pty Ltd

ASIS Work began on a probable amalgamation of the IT services of the Anglican Church Office and Anglican Homes. This is a strategic relationship created to share knowledge and expertise, thus improving outcomes and streamlining IT services to all groups.

Total Catering Solutions (TCS) is a division of Anglican Homes and was awarded the Deloitte/WA Business News 2005 Rising Stars Award in May 2005. It is one of the State's leading catering enterprises producing 7,000 meals per day to a diverse range of clients. TCS has shown big growth in income and bottom line profitability over the past five years.

Anglican Homes' training provider **Sir James McCusker Training Foundation** has undergone restructuring following last year's comprehensive review of its existing services. Bruce MacAdam was appointed to the position of General Manager. In May 2005 he and his team reinvigorated training services and began delivering specialised programs to our nursing home staff and external clients in metropolitan and regional Western Australia. With the demands for specialist training in both aged care and dementia growing in developed societies, McCusker Training will pursue opportunities to work across Australia and overseas.



Residents of the Frederick Guest Village and Hostel being entertained by a talented group known as "The Dutch Singers".



Year 12 student, Stacey Wellington, with Moline resident Mrs Desmar Jordan.

St Mary's Anglican Girls' School partnership - At Christmas, pupils from St Mary's Anglican Girls' School brought plenty of Christmas cheer to more than 50 residents of Moline House when they presented their annual Christmas concert.

Also during the financial year, students from Years 8 to 12 volunteered to take part in an orientation program established by St Mary's Head of Boarding Marilyn Freitag and Moline Houses's Occupational Therapist Karen Fenner.

Acknowledgements

Anglican Homes would like to thank the following community partners for their outstanding contributions. We also acknowledge, with much appreciation, the generosity of the many parishes, donors, auxiliaries and volunteers who support our work.

- All Saints Anglican Church, Dianella
- All Saints' College Bull Creek
- Anglican Schools Commission
- BEGA
- Christ Church Grammar School, Claremont
- Curtin University of Technology
- Deanmore Primary School, Karrinyup
- Guildford Grammar School, Guildford
- Helena College, Glen Forrest
- Morley Senior High School
- Notre Dame University
- Nth. Kalgoorlie Primary School
- O'Connor Primary School
- People Who Care (Community Visitors Scheme)
- Red Cross Volunteers
- Riverton RSL
- Sacred Heart School, Mundaring
- Soroptomist Club of Riverside
- St. Mark's Anglican Community School, Hillarys
- St. Mary's Anglican Girls School, Karrinyup
- St. Mary's Primary School, Kalgoorlie
- St. Pius X School, Manning
- St. Stephen's School, Duncraig
- Star & Garter Hotel-Motel, Kalgoorlie
- Swan Christian College, Mundaring
- Swanleigh
- University of Western Australia
- Vetwest Animal Hospitals Pty Ltd, Clarkson

Our governance and management

Strong and decisive corporate governance ensures Anglican Homes delivers services that are socially and financially sound and sustainable, and provides strategic direction for the organisation's continued success and growth.

At the heart of Anglican Homes' governance is a strong and unyielding commitment to delivering appropriate client-driven and client-focussed services. Our aim is to provide quality residential and community-based aged care services to our residents and individuals in the community. We aim to strive at all times to enhance the reputation and performance of Anglican Homes and maintain excellence in all of our services.

During the financial year, a review of Anglican Homes' governance was undertaken resulting in:

- The reforming and aligning of Anglican Homes Incorporated, Anglican Homes Foundation and Sir James McCusker Training Foundation Boards.
- The updating of the Anglican Homes Incorporated and Anglican Homes Foundation constitutions.
- The development of a Director's Handbook.

Heading the governance of the organisation is a multi-disciplinary Board. Directors are selected for their varied and complementary skills and are drawn from a wide range of backgrounds, including healthcare, business, law and finance. They are empowered to seek external professional advice as considered necessary. The Board oversees services and operations and, along with the Executive Management team, establishes strategies and financial objectives and monitors the organisation's performance.

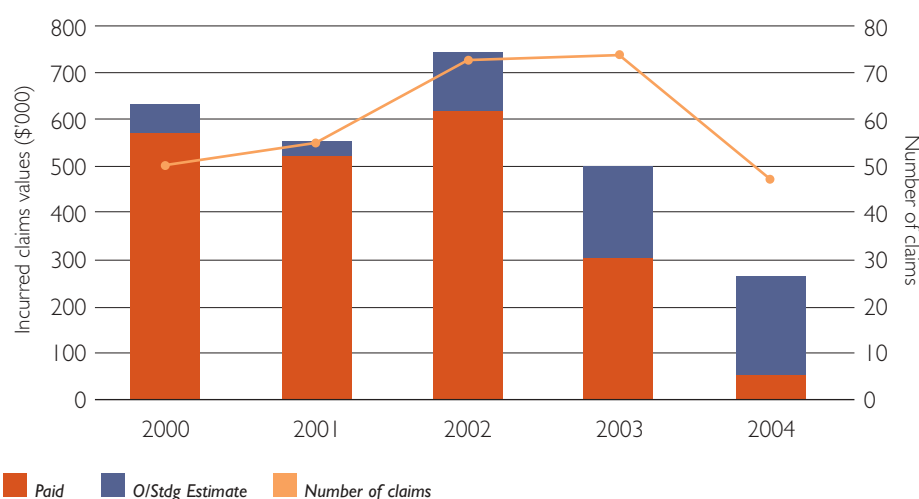
The Executive, consisting of the CEO Ray Glickman, Director Corporate Services and Deputy Chief Executive Officer Toni Stampalija, and Director Care and Services Suzi Cowcher are directly responsible for leadership and management of operations. Centre and department managers oversee the management of specific areas and recognise the importance of delivering responsible professional services. Internally these are demonstrated through:

- Organisational HR policies, encouraging equity and diversity.
- Facilitating increasingly flexible, responsible cost effective services.
- Increasing public awareness of services.
- Enhancing fundraising effectiveness.

- Creating long term financial sustainability.
- Developing and seeking new models and areas of service delivery which are compatible with the organisation's Mission.

A Corporate Risk Management policy and register has been developed in keeping with the Australian Standards. All risks are now rated and a monitoring system has been developed. As part of Corporate Governance, the Anglican Homes Board receives a progress report every six months in relation to risk management. The success of the Safety Risk Management Strategy has directly attributed to a reduction in lost-time injuries and an improvement in our claims history.

Workers' Compensation YOA Summary (12 month period) as at 30 June 2005



As well, the internal audit function continues to provide analysis, recommendations, counsel and information concerning activities reviewed or undertaken, and follows on from the first formal internal Audit Plan for 2004/05.

Financial results

Consolidated gross revenue for 2004/05 was \$49.5M including income of a capital nature comprising fundraising for capital works, resident bond retentions and accommodation charges, and the sale of ILU properties. Income of a capital nature continues to play an important role in maintaining profitability. Total expenditure for the same period was \$48.9M thus providing consolidated profit of \$0.6M for the year.

Employee benefits reflect an increase of 6% and containment of these costs continue to be a major challenge due to a shortage of skilled and experienced staff and in particular nurses and carers. These costs were partially offset by government subsidies which increased 6% (this included the Conditional Adjustment payment of 1.75% from the Department of Health and Ageing and increased occupancy levels at Edward Collick Nursing Home) and CPI increase in resident fees of 3%. Graphs 2a and 2b (see page 19) provide illustration of sources of income and areas of expenditure.

The consolidated Statement of financial position remains robust with retained equity of \$54.8M and assets of \$100.8M. All liabilities are non-interest bearing.

From 1 January 2005 all Australian entities will be required to prepare their financial statements under International Financial reporting standards (IFRS). These standards will be applicable to Anglican Homes Incorporated and its other entities for the year ending 30 June 2006.

The major financial highlights for 2004/05 were:

- ✓ Receipt of \$25.7M in government subsidies (\$24.2M 2003/2004) and \$12.1M in resident fees and charges (\$11.7M 2003/2004).
- ✓ Receipt of \$0.8M in non-recurrent subsidy from the Commonwealth Government to assist with expenditure on information technology applications to enhance the provision of care and associated training in the use of the applications; dementia specific training; and enhancing business skills. These funds are included in the Statement of Financial Position as income received in advance as the funds are only required to be spent by December 2006.
- ✓ Independent Living Unit Deferred Management Fees and amortisation of Initial Lease Sale Price of \$2.7M (\$2.2M 2003/2004).
- ✓ An increase in employee benefits of \$1.7M, reflecting EBA and CPI increases and additional staff (\$31.8M 2004/2005, \$30.1M 2003/2004).
- ✓ An increase in total assets of \$4M (\$100.8M 2004/2005, \$96.1M (increase in liquid reserves and investments in securities). This was due to a positive cash flow generated from operating activities of \$2M (2003/2004 a negative cash flow of \$1.7M).

The improved financial performance for the year saw total cash flows increase by \$3.7M for the year.

Summary of Consolidated Statement of Financial Performance for the financial year ended 30 June 2005

	2005				2004			
	Consolidated \$'000s	AHI \$'000s	AHF \$'000s	SJMTF \$'000s	Consolidated \$'000s	AHI \$'000s	AHF \$'000s	SJMTF \$'000s
Income								
Government subsidies	25,706	25,694	-	12	24,202	23,926	0	276
Rents, fees and charges	12,081	12,072	-	299	11,745	11,692	0	517
Donations and bequests	438	42	396	-	129	47	377	0
Income of a capital nature	3,686	3,686	-	-	5,885	5,885	0	0
Other income	7,577	6,891	781	100	13,557	10,189	3,294	75
Revenue from Ordinary Activities	49,488	48,385	1,177	411	55,518	51,739	3,671	868
Expenditure								
Employee benefits	31,849	31,683	96	360	30,052	30,021	36	459
Catering and food supplies	3,372	3,372	-	2	3,236	3,234	-	3
Maintenance and repairs	2,137	2,113	-	24	2,218	2,194	-	24
Expenses related to assets	3,982	3,951	7	25	6,003	5,968	6	29
Donations - Anglican Homes (Mission Possible)								
Other expenses from ordinary activities	7,570	7,064	365	333	13,207	10,050	3,177	275
Expenses from Ordinary Activities	48,910	48,183	468	744	54,716	51,467	3,219	790
Profit/(loss) From Ordinary Activities	578	202	709	(333)	802	272	452	78
Total Profit/(loss)	578	202	709	(333)	802	272	452	78

Summary of Consolidated Statement of Financial Position as at 30 June 2005

	2005				2004			
	Consolidated \$'000s	AHI \$'000s	AHF \$'000s	SJMTF \$'000s	Consolidated \$'000s	AHI \$'000s	AHF \$'000s	SJMTF \$'000s
Current Assets	25,616	23,586	1,378	1,081	22,282	20,398	912	1,124
Non-Current Assets	75,216	72,521	2,556	139	74,510	72,005	2,364	142
Total Assets	100,832	96,107	3,934	1,220	96,792	92,403	3,276	1,266
Current Liabilities	8,083	8,046	53	412	6,587	6,518	101	120
Non-Current Liabilities	37,959	37,959	0	0	35,993	35,985	3	5
Total Liabilities	46,042	46,005	53	412	42,580	42,503	104	125
Net Assets	54,790	50,102	3,881	808	54,212	49,900	3,172	1,141
Total Accumulated Funds	54,790	50,102	3,881	808	54,212	49,900	3,172	1,141

Note to the Financial Statements for the financial year ended 30 June 2005

Basis of Preparation

The summarised financial report, comprising the Summary of Consolidated Statement of Financial Performance and Summary of Consolidated Statement of Financial Position, have been derived from the full financial reports of Anglican Homes (Incorporated) (AHI), Anglican Homes Foundation (Incorporated) (AHF) and Sir James McCusker Training Foundation (Incorporated) (SJMTF).

A full description of the accounting policies adopted by the above entities is provided in the 2005 financial statements which form part of the respective full financial reports.

Statement by Board of Management for the financial year ended 30 June 2005

The board of management declare that the attached financial statements have been derived from the full financial reports of Anglican Homes (Incorporated), Anglican Homes Foundation (Incorporated) and Sir James McCusker Training Foundation (Incorporated).



P Dawes
Chairman



I Ludlow
Treasurer

September 2005

TABLE 1:
Comparison of Anglican Homes Group Financial Performance for the period 1999 - 2005

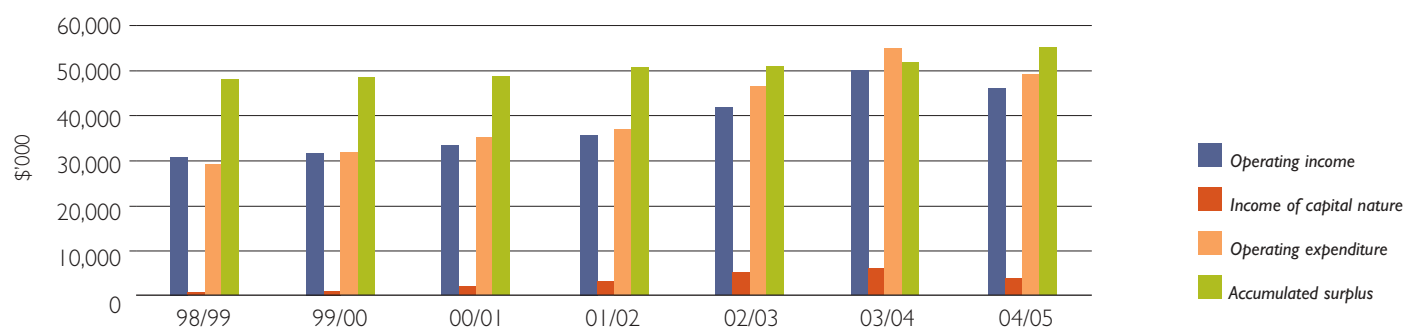


TABLE 2A:
Consolidated Operating Income 2004/05 (\$49.5m)

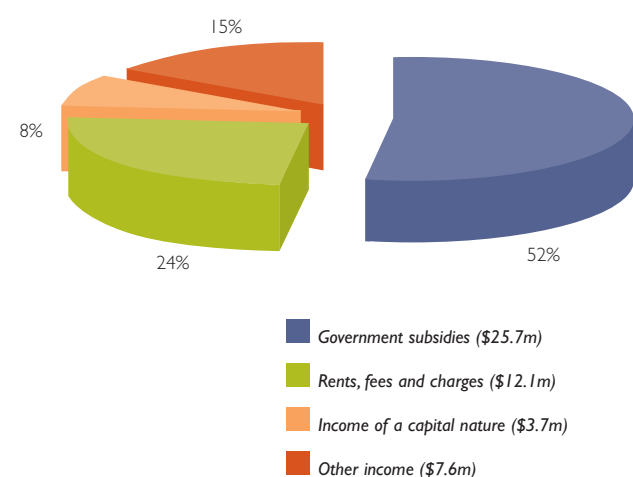
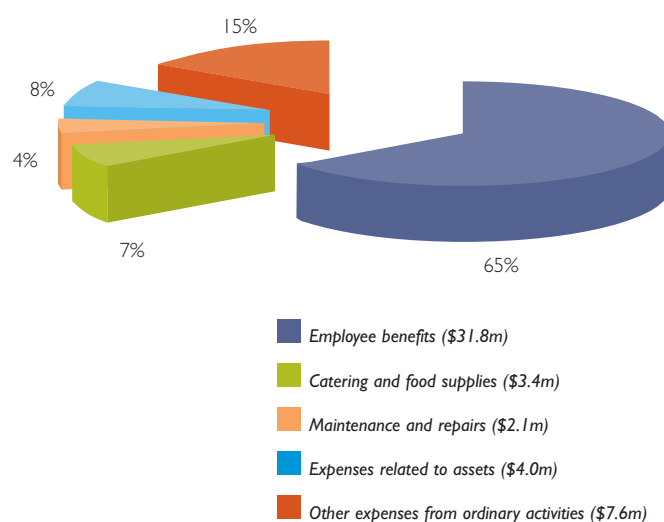


TABLE 2B:
Consolidated Operating Expenditure 2004/05 (\$48.9m)



Independent audit report to the Board Of Management of Anglican Homes Incorporated

Scope

We have audited the summarised financial report of Anglican Homes (Incorporated), Anglican Homes Foundation (Incorporated) and Sir James McCusker Training Foundation (Incorporated) for the financial year ended 30 June 2005 comprising the Summary of Consolidated Statement of Financial Performance, Summary of Consolidated Statement of Financial Position and note to the financial statements in accordance with Australian Auditing Standards.

In our opinion, the information reported in the summarised financial report is consistent with the annual statutory financial reports from which it is derived and upon which we expressed unqualified audit opinions in our reports to the Board of Management dated 21 September 2005. For a better understanding of the scope of our audits, this report should be read in conjunction with our audit reports on the annual statutory financial reports of Anglican Homes (Incorporated), Anglican Homes Foundation (Incorporated) and Sir James McCusker Training Foundation (Incorporated).

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU



L Karamfiles
Partner
Chartered Accountants
Perth, 21 September 2005

Anglican Homes services map

Perth Metropolitan Area:



Regional Centres:

MANDURAH	KALGOORLIE	ALBANY
IL NH H R Wearne Home	R NH H Edward Collick Home	IL Wollaston Court
	IL Muschamp Village	

Community Care:

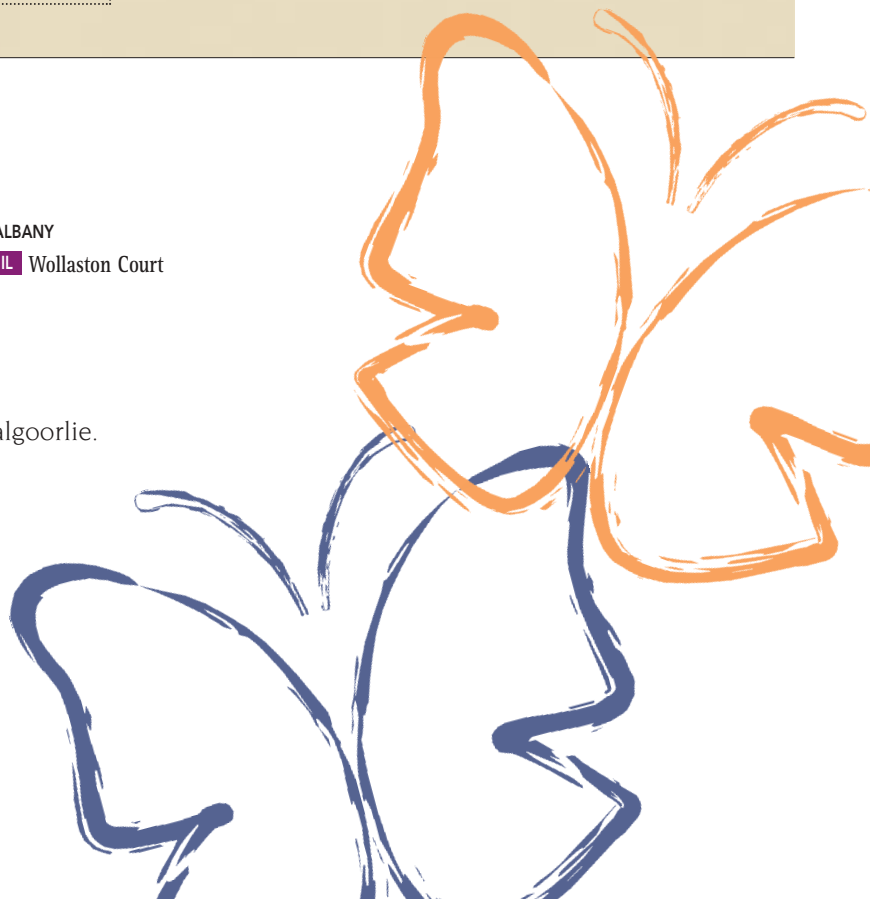
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