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ANNUAL REPORT

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About Amana Living

Amana Living is one of the largest providers of aged care services and retirement living for Western Australians.

We provide a full range of aged care including affordable housing for seniors, residential aged care, and home care services. Last year, we served more than 5,800 older Western Australians, and we employed over 1,470 people.

As a not-for-profit organisation established by the Anglican Church in 1962, our aim is to provide the highest quality services in the communities we serve. Amana Living operates 13 nursing homes, 17 retirement villages, 2 transition care facilities, 6 day clubs and one of WA's largest home care services.

Our mission and vision



mission

To excel in providing Christian care, accommodation and services to older Western Australians.



vision

To be the provider of choice

Quick Facts



5,800+

Customers served
in 2018/19



1,470+

Employees



9,541

Volunteer hours
contributed



330,120

Home Care
hours delivered



841,987

Residential Care
hours delivered

Overview of year



Stephanie Buckland
CEO

For more than 55 years, Amana Living has served the Western Australian community by providing vital aged care services and accommodation. We've experienced an enormous period of change, and the organisation has evolved while staying true to our Anglican heritage and philosophy of care.

This past financial year has marked even more change. We've seen ongoing government funding constraints and increased compliance requirements under the new Aged Care Quality and Safety Commission. The sector has also come under greater scrutiny due to the Royal Commission into Aged Care Quality and Safety, which is due to deliver its recommendations in November 2020.

We welcome the Royal Commission's focus on improving Australia's aged care system in the future; however, the Government cannot wait to address the inadequacy of funding for residential aged care and the unacceptably long waiting list for home care packages. They must act now. Nationally, residential care costs have increased three times more than income and home care costs have increased by 7% per consumer with income going down. Consequently, nearly 50% of aged care facilities in Australia operated at a loss in the nine months ending March 2019.

The increased cost of doing business combined with inadequate funding has contributed to Amana Living posting a loss for the second year in a row. The soft Western Australian real estate market has negatively impacted retirement village sales, and we are experiencing unprecedented demand for Amana Living's 370 affordable housing units.

Whilst we call on the Government to address the funding issues, we are doing all that we can to secure our organisation's future so we can continue to serve older Western Australians for many years to come.

This year we refreshed the Amana Living Strategic Plan 2017-22 to respond to the changing operating environment. The plan focuses on improving efficiency and investing in our people, technology and facilities to strengthen our foundations and help Amana Living return to surplus.

The organisation must operate more efficiently so we have reviewed our functions to identify cost savings. And we're investing in technology, including a new financial management system, to improve the efficiency of back office processes.

Our employees are central to our customers' experience with Amana Living. We continue to invest in our employees to ensure they have the skills and knowledge necessary to provide the best possible care and services. We are also investing in developing our leaders so they foster a culture that revolves around providing excellent service for our residents and clients. In the last year alone, we provided around 26,000 hours of training to our staff.

The Amana Living Training Institute (ALTI) plays an enormous role in meet the training needs of Amana Living employees, as well as individual students and the employees of other aged care providers. This year ALTI was approved to deliver a number of new qualifications including a Certificate II that provides people with an entry pathway into a career in aged and disability care.

We are also investing in our facilities. We have progressed the redevelopment plans for Kinross Care Centre to significantly expand our capacity to care for people living with dementia. A number of our residential care centres have also been upgraded, as part of our plan to ensure Amana Living's buildings meet the needs of current and future residents.

We've partnered with Curtin University to introduce a new way to gauge what our customers think about the organisation and the services we deliver. In 2018/19, more than 1400 Amana Living customers participated in the surveys and their feedback is helping to inform service improvements and innovations.

While the whole sector faces challenging times, Amana Living remains in a strong position. We have a solid financial foundation with a sound balance sheet, stable cash position and an established portfolio. The steps we've taken to secure the long-term sustainability of the organisation combined with the strength of our team means we're ideally placed to face the challenges head on.

A handwritten signature in dark ink, appearing to read 'Stephanie Buckland', written over a light blue horizontal line.

Stephanie Buckland
CEO

Farewell message from the Chair Steve Scudamore



Steve Scudamore
Chairman

I joined the Amana Living Board in September 2010, attracted by the enthusiasm of the then Chair and CEO for the organisation and its mission and values. The aged care industry was growing, and I welcomed the opportunity to be involved in an organisation dedicated to serving the community.

Nearly nine years have passed since that initial invitation and it has been eight years since I was elected Chairman of the Board in July 2011. It now comes time to say farewell to the organisation that I've had the pleasure of being involved in for almost a decade.

During my stewardship there have been massive changes in the aged care sector, many of which were prompted by the 2011 Productivity Commission, Caring for Older Australians, and the subsequent Living Longer Living Better reforms in 2013.

These reforms saw a change in government policy to help people remain at home for longer rather than entering residential care facilities. As a result, people are now going into residential aged care with more complex health conditions including advanced dementia.

Our customer base has also shifted as the Baby Boomers have entered the aged care market with different needs and expectations to the previous generation.

Combine this with significant funding restrictions, tighter regulation and more competition, and it's fair to say we've had some challenges. But I've been proud of the way the organisation has responded and grown.

In my time as Chair, the organisation has gone from supporting 3,400 customers in 2010/11 to around 5,800 people and their families this financial year. Revenue has grown by a third to nearly \$117 million and our assets have increased by more than 80% to \$291 million.

We've become more customer focussed, particularly in how we help customers navigate an increasingly complex aged care system, and we've become more innovative. There's been an increased focus on governance, including clinical governance.

We've introduced a number of new services to meet the needs of the community including transition care in 2014, short term restorative care in 2017, and the Amana Living Training Institute in 2017.

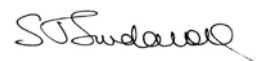
Amana Living has been able to adapt because we've regularly reviewed and updated our strategic plan to keep up with the pace of change, backed by a Board and leadership team who work well together.

We've maintained a strong culture with a commitment to our vision and mission, and the Anglican essence permeates the organisation. Our overarching drive is to make life better for the people we serve, whatever their background, and that has never wavered.

The coming years will see even more challenges for Amana Living. While this is the second year the organisation has recorded a loss, I'm confident the business transformation plan we have put in place will improve our financial performance and ensure the organisation's future. The appointment of John Langoulant as the new Chair is also an outstanding move for Amana Living.

Amana Living's biggest strength has always been its people and the passion for the community we serve. From the frontline staff to the leadership team to the Board, it will be the people I miss the most when I step down from the Board.

Thank you to everyone who has contributed to Amana Living and for making my time with the organisation so fulfilling.

A handwritten signature in black ink, appearing to read 'S Scudamore', with a stylized flourish at the end.

Steve Scudamore
Chairman

Introducing John Langoulant



John Langoulant AO
Incoming Chairman

I was approached to join the Amana Living Board at a time when the quality of aged care in the community had been on my mind. The opportunity to participate in the sector in an active way was attractive and Amana Living was a good fit with my previous experience and personal values.

Since joining the Board in March 2019, I've visited several Amana Living locations from Kinross to Mandurah and witnessed the genuine care and engagement of every staff member. The consistently high quality of Amana Living facilities has also been impressive.

Commitment to care and quality services is a clear indicator of the importance Amana Living places on its values and guiding principles. The culture is positive, and this is reflected in the high level of respect our staff have for each other and the people they care for.

As the incoming Chair, my goal is to build on the outstanding work done to date to establish Amana Living as the provider of choice for older Western Australians. My approach is quite simple – to work with the Board, the executive and our community to make the whole organisation an even better place.

Amana Living has a strong brand and has cemented its reputation as a high-quality provider of aged care. This presents a big opportunity in a marketplace where trust is paramount. We need to cherish our reputation because how we provide person-centred services to the people we care for today will be key to future successes.

Looking ahead, we have plans to keep pace with community need by increasing capacity in our aged care services. Residential care will always be a significant part of our organisation, and I think there's a real opportunity to expand this area. Likewise, home care has considerable potential as government continues to encourage older Australians to remain living at home for longer. We will also explore the introduction of other services to strengthen our offering to those we care for.

We will build on our dementia care expertise, which is increasingly needed and valued by everyone. I have no doubt that Amana Living has the capacity to be the leading provider of dementia care in Western Australia as set out in our strategic plan.

In addition to these opportunities, there are obvious challenges in the years ahead. As the population lives longer, our community's health care needs are becoming increasingly complex and more expensive to address. There is a clear mismatch between the needs of older people and what the system is funded to deliver. Improvements in the aged care sector won't be fully realised unless we see a commensurate response on funding, planning and workforce investment.

There are uncertainties around where the Royal Commission into Aged Care Quality and Safety will settle and what the inquiry's final recommendations will mean for operating arrangements in the sector.

From my experience of policy changes, both as a policy maker within government and as a board member across several organisations such as the National Disability Insurance Agency, we must remain attuned to the Royal Commission. We'll need to be nimble in responding to the inevitable policy and regulatory changes that will flow from the Commission. As I see it, we are well geared for these changes.

I wish to acknowledge outgoing chair, Steve Scudamore, for his commitment to Amana Living. Steve has presided over a period of strong growth at Amana Living and leaves it in a very good position. He's achieved much in his eight years as Chair including establishing a governance framework and culture of respect between the Board and the executive team which is one of the organisation's great assets. On behalf of the Amana Living community, thank you Steve for your dedicated service.

I'm honoured to take on the role of Chairman and look forward to working with the Amana Living team to realise our vision and to continue serving the Western Australian community.

A handwritten signature in dark ink, appearing to read 'John Langoulant'.

John Langoulant AO
Incoming Chairman

Board overview



Steve Scudamore
FCA, SF Fin, FAICD
Chairman

Steve Scudamore was appointed to the Amana Living Board in September 2010 and became Chairman of the Board in July 2011. Steve is the Chair of the Governance Sub-Committee.



Damian Gordon
FCA, SF Fin, MAICD
Board Member and Treasurer

Damian Gordon was appointed to the Amana Living Board in August 2013. Damian was appointed Chair of the Finance & Audit Sub-Committee and Treasurer in 2018. Damian is an Executive Director of the Hawaiian Group.



Dr Aresh Anwar
MBBS, MD, FRACP
Board Member

Dr Aresh Anwar was appointed to the Amana Living board in July 2018 and is a member of the Governance Sub-Committee. Aresh is the Chief Executive of the Child and Adolescent Health Services.



Rev Nick Freeland
DipHE, FCIM, MAICD
Board Member

The Reverend Nick Freeland was appointed to the Amana Living Board in July 2017 and is a member of the Finance & Audit Sub-Committee. Nick is the rector of the Anglican Parish of South Perth.



Dr Peter Rudolph
MBBS, DipGerMed, MHSM, AFRACMA
Board Member

Dr Peter Rudolph was appointed to the Amana Living Board in February 2010 and is a member of the Governance Sub-Committee. Peter works as Area Medical Director for International Health and Medical Services. Peter is an experienced Geriatrician.



Tim Urquhart
Bachelor Architecture (Honors)
Board Member

Tim Urquhart was appointed to the Amana Living Board in November 2016 and is a member of the Finance & Audit Sub-Committee. Tim is the Director of Property, Facilities and Development at Curtin University



Sue Wilson
B JURIS LLB, FGIA, FICSA, FAICD
Board Member

Sue Wilson was appointed to the Amana Living Board in 2017 and is a member of the Governance Sub-Committee. Sue is the General Counsel and Company Secretary of Iluka Resources Limited.

Our Newest Board Members



John Langoulant
B. Ec (Hons)
Incoming Chairman

John Langoulant was appointed to the Amana Living Board in March 2019.

John has extensive experience leading private, public and not for profit entities. He was WA Under Treasurer for 8 years and has held Chief Executive roles with Mitsubishi, CCIWA and Australian Capital Equity.



Jennifer Delany Vaessen
BCom CA
Board Member

Jennifer was appointed to the Amana Living board in December 2018 and is a member of the Finance and Audit Sub-Committee.

Jennifer is currently a partner in Deloitte's Audit & Assurance Advisory practice. She leads the WA Public Sector and Healthcare Advisory practice.

Our services and accommodation

Amana Living is one of WA's largest aged care providers offering a wide range of services and accommodation choices for older people.

Residential Care Centres

Amana Living has 11 residential care centres in Perth, one in Mandurah and one in Kalgoorlie providing permanent accommodation and 24-hour care and services for those who are no longer able to live independently in the community. Our residential care centres accommodate a wide range of care needs and levels of independence.

Amana Living provides specialist dementia care, which includes integrated dementia service centres in Perth's north and south, dementia-specific wings in many of our care centres, and enrichment projects dedicated to people living with dementia.

We also introduced a dedicated staffing model that ensures that our residents have a consistent group of staff caring for them. This is part of our model of person centred care.

Retirement Villages

Amana Living has seventeen retirement villages offering a range of facilities. Our retirement villages have a mix of unit, villa and apartment accommodation.

We also offer affordable housing to people in need. More than 50% of our retirement housing is available at below market rent which we offer to those in our community experiencing financial hardship.

Home Care

Amana Living's home care services support older people who want to remain living independently at home. Clients can get help with daily chores or remaining active in the community. Alternatively, they can access support for personal care or health needs, such as physiotherapy, podiatry and nursing. Services are available privately or via government subsidised programs.

McCusker Nurse Service

Amana Living's McCusker Nurses are experienced registered nurses specialising in dementia. The McCusker Nurse service offers support to carers of people living with dementia in the north and south regions of Perth. The service provides: advice, support and reassurance; accurate information on resources available; and guidance on the existing dementia services most suitable to the client's needs.

This service is free and is supported by the McCusker Charitable Foundation.

Day Clubs

Amana Living's day clubs provide a range of enriching activities in a caring, supported environment. Club activities are tailored to the client and can include the likes of gardening, cooking, music or crafts, plus there are regular outings in the community. There are six clubs in Perth including three dementia specific clubs in Kinross, Bull Creek and Osborne Park. There are also clubs for seniors of Italian and Vietnamese backgrounds.

Transition Care

Amana Living transition care delivers quality short-term care in Bull Creek and Mosman Park. It is aimed at older people who have been in hospital but need more help to recover. Transition care staff are experienced aged care workers who have received training in restorative care and they work with clients to assist them to return home or into a more suitable home environment. The types of services available including physiotherapy, occupational therapy, social worker and clinical support.

Transition care services can also be delivered in the client's home.

Short Term Restorative Care

The short-term restorative care program provides older Western Australians with a range of health-related services to help optimise their wellbeing and independence. Amana Living works with clients to develop a goal-oriented care plan and arranges support services to be delivered for up to eight weeks. The types of services available include physiotherapy, podiatry, occupational therapy, and social support.

Day Trips

The Amana Living Kites day trips program enables seniors to get out and enjoy life and have the peace of mind that assistance is there if needed. The Kites program helps older people to keep active and connected, matching them with others of a similar age, interests and abilities.

Total Catering Solutions

Total Catering Solutions (TCS) is Amana Living's catering division, which produces more than 2,500 meals daily for our care centres. TCS also offers Easy Meals - tasty, nutritious meals delivered to the door of existing Amana Living residents and clients each week.

Amana Living Training Institute the key to skilled workforce



Attracting, recruiting and retaining the right people to deliver our services is fundamental to Amana Living achieving our vision to be the provider of choice.

Since its relaunch in July 2017, the Amana Living Training Institute (ALTI) continues to play a vital role in developing our workforce, as well as that of the sector. In just two years, ALTI has enrolled more than 300 students and delivered nearly 56,000 hours of training to Amana Living staff.

This past year ALTI has put in place a number of new initiatives to make sure our people are equipped to meet the changing needs of our customers.

An improved induction program where new starters are introduced to the organisation via an online platform ensures staff receive information about the organisation in a consistent, engaging and professional way. This is followed up by face-to-face programs to integrate new staff, giving them a sense of belonging and important tools to perform their role.

ALTI was approved to deliver a Pre-Traineeship Program on behalf of the Western Australian government. This involves a new Certificate II qualification which provides an understanding of the aged care sector and develops core skills such as manual handling, infection control and workplace health and safety. The program will help us to identify people who have the right aptitude and attitude to work in aged care, and reduce drop-out rates among new starters.



We continue to invest in building leadership capability in the organisation and ALTI has created the Certificate IV in Community Services qualification to upskill middle management in our home care team.

Lastly, our training systems and processes have also been improved. For example, refresher training for direct care staff will be delivered online from the new financial year.

All of this work contributes to Amana Living's commitment to developing and sustaining outstanding people and culture, a key focus area of the organisation's Strategic Plan.



Putting the customer at the core

Our customers are the reason we exist and they are the centre of everything we do at Amana Living.

As part of our vision to be the provider of choice, we need to ensure our staff deliver an outstanding experience for our customers, respecting their dignity and right to choose. This is also integral to our mission to excel in providing Christian care.

This year has seen both internal and external changes to the way our customers are engaged and how standards of care are measured and upheld.

New approach to customer feedback

Internally, we have made a concerted effort to improve the way we seek and listen to customer feedback so we can continue to meet the expectations of our existing customers and their families.

We reviewed the way we gather feedback and introduced a new way to measure what our customers think about Amana Living and the services we deliver.

Consequently, Curtin University's School of Marketing was engaged to design and execute the customer survey. In 2018/19 more than 1,400 customers were surveyed, either face-to-face or on the phone, across all areas of the organisation.

The survey tells us what customers like about Amana Living and identifies areas where we can improve. It also provides us with a Net Promoter Score (NPS) which measures the likelihood of our customers recommending Amana Living to other people. NPS is a globally recognised customer experience tool used by leading organisations around the world.

We received a Net Promoter Score of 49. To put this in context, a score above 20 is favourable and 50 is excellent. One of the biggest factors influencing people's decision to recommend Amana Living is our staff.

Feedback from all areas of the organisation revealed that our empathetic care staff are what they most like about Amana Living. This shows the impact of having the right people, skills and culture.

Survey Results



1,433
People Responded



61%
Response Rate



49
Net Promoter Score (NPS)

Aged Care Quality Standards

Externally, a new set of Aged Care Quality Standards were implemented by the Commonwealth government on 1 July, defining the standard of care and services the community can expect from organisations including Amana Living. The new standards have been designed to make it easier for customers, carers and families to understand what they can expect from aged care.

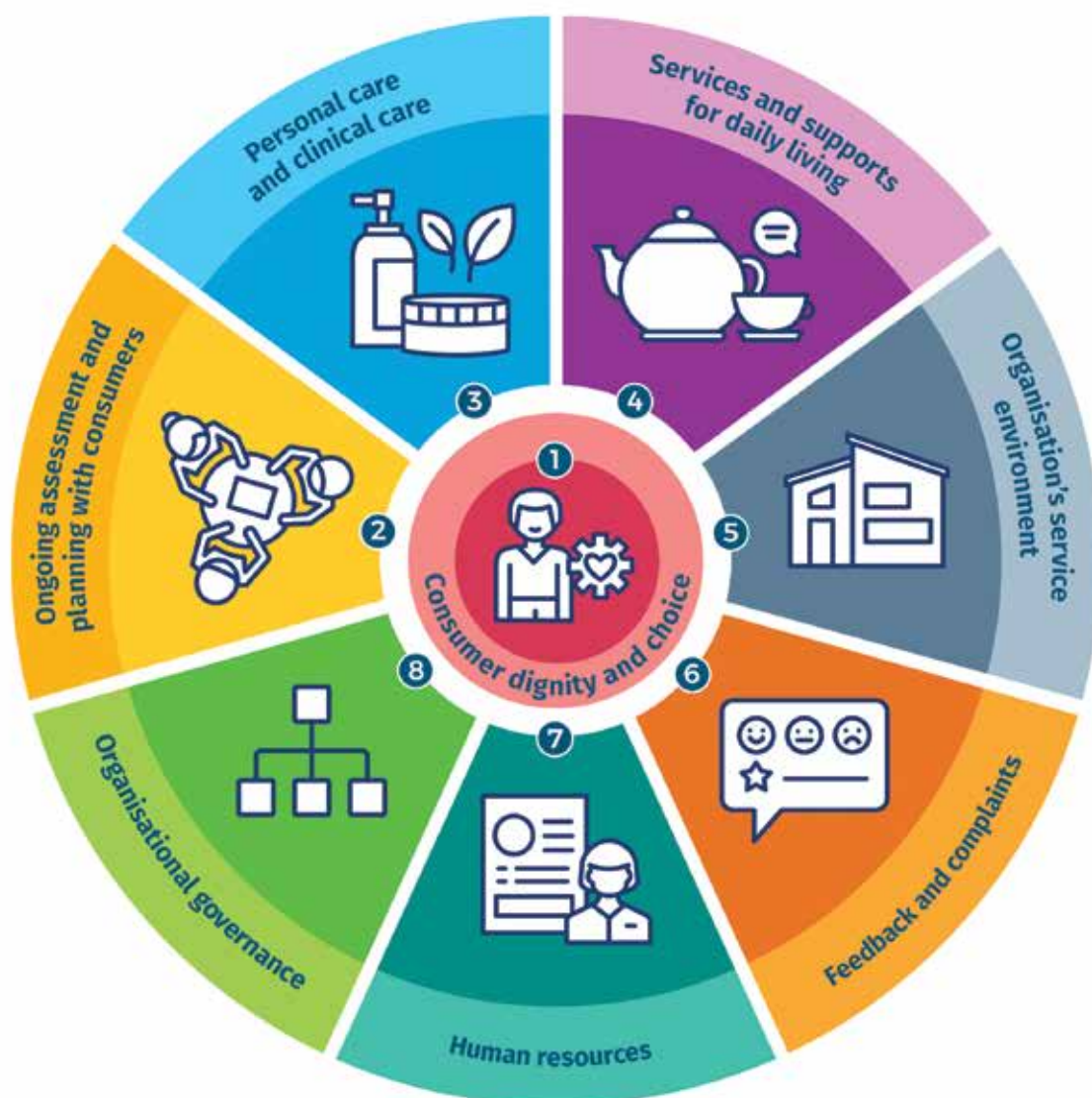
There are eight standards and each one is about an aspect of care that contributes to the safety, health and wellbeing of people accessing aged care services, whether that's in a nursing home or at home. Amana Living has embraced the new Aged Care Quality Standards as a reflection of our own vision and philosophy of care.

In preparation for the new standards, Amana Living undertook a review of its quality management systems, conducted a gap analysis against the new standards, and commenced a project with a dedicated project team. The main focus of the project was training all Amana Living staff – from the Board to direct care staff – in the intent of the standards.

We paid particular attention to improving understanding of key concepts such as the customer's right to choose and their right to 'dignity of risk' – the concept that all adults have the right to make decisions that affect their lives and to have those decisions respected, even if there is some risk to themselves.

The new standards also have a stronger focus on clinical and organisational governance. While Amana Living has well-established governance processes in place, the new standards have also provided the Amana Living Board and other leaders of the organisation with the opportunity to review and enhance our approach to ensuring that Amana Living is delivering safe and quality care and services to our customers.

By embedding the new Aged Care Quality Standards and continuously seeking and acting on customer feedback, Amana Living will achieve its goal of delivering an outstanding customer experience.





Help is at hand for carers of people living with dementia

More than 40,000 Western Australians are living with dementia and these numbers will soar, with Dementia Australia predicting there will be 117 new cases diagnosed each day in 2050.

Despite the prevalence of dementia in our community, there is still a mystery and stigma surrounding it. A report by The Royal Commission into Aged Care Quality and Safety found “misunderstandings about dementia are common and knowledge about dementia treatments among the Australian public is reported as poor.”

Consequently, a dementia diagnosis can be a stressful and lonely time. This is compounded by a lack of joined up services, unclear referral pathways, and insufficient home care packages. Carers of people living with dementia are often left to figure out the best way to cope by themselves.

In June 2011 Amana Living launched the McCusker Nurse service in response to the desperate lack of support for carers of people living with dementia. The service consists of two specialist dementia care nurses providing counselling and support free to carers of people living with dementia in Perth.

The service is the only one of its' kind in WA and Amana Living receives no government funding for it. Instead, the McCusker Nurse service is supported by the McCusker Charitable Foundation and this year they have re-affirmed their commitment through a donation of \$160,000.

Since 2011, the McCusker Nurses have provided invaluable support to more than 3,000 families. Each month the nurses help more than 100 clients, providing a holistic service that is tailored to each family's individual circumstances.

The McCusker Nurse service won an award for excellence at the 2019 Anglicare Australia National Awards.

The McCusker Nurses work with carers to identify priorities, and then help them access practical support. Over time these priorities can change quite dramatically, at one stage they might need financial assistance while at another stage it might be respite care. However, our nurses have a broad knowledge base and cover a wide range of issues and topics from the support available at initial diagnosis through to palliative care.

Dementia is one of the largest health and social challenges facing Western Australia, Australia and the world. The need for readily accessible services for the carers of people living with dementia, such as the McCusker Nurses, with their personalised approach and depth of knowledge and compassion is vital.

Amana Living takes great pride in providing this service to the WA community and is grateful for the ongoing support of the McCusker Charitable Foundation.



Kinross redevelopment underway

As the number of people living with dementia continues to grow in WA, it's vital we provide accommodation choices in the community that offer specialist dementia care and a high quality of life.

In Perth's north-west suburbs, there is already increased demand for dementia care services and this will continue to escalate. Dementia Australia WA predicts the number of people living with dementia in the City of Joondalup will increase 336% by 2050.

In response to this, Amana Living has progressed its plans to redevelop Kinross Care Centre.

The proposed Kinross Care Centre redevelopment will include a multi-storey building of 96 permanent residential care beds and will include a centre for day respite. The new \$25 million building will sit alongside the existing care centre to form a campus that will become a hub for specialist dementia care.

A planning application for the redevelopment was approved by the Metropolitan North West Development Assessment Panel in May.

It is expected construction of the new building will start in mid-2020 and will take approximately 18 months to complete. The existing care centre will continue to operate during the construction period.



The redevelopment is part of Amana Living's commitment to becoming the provider of choice for older Western Australians, and it is a key initiative in our five-year strategic plan. It is an exciting opportunity to design an environment that is fit for purpose, enabling us to provide a high quality of life for people living with dementia as their care needs increase.

The role of pastoral care

Aged care is more than looking after a person's physical health. It's also about nurturing people's spiritual and emotional wellbeing which is why Amana Living offers pastoral care to our residents and clients.

We have a large and dedicated Chaplaincy team led by the Senior Chaplain, the Reverend Jenifer Goring, who works alongside ten full and part-time chaplains, including eight ordained priests and two honorary chaplains. The Chaplaincy team is bolstered by the support of two retired priests, five parish priests and six volunteer pastoral carers.

We've also partnered with the parishes of Bull Creek, Lesmurdie, Scarborough, Shenton Park, and South Perth to provide worship services to our metropolitan villages and care centres, while the Parish of Kalgoorlie and the Diocese of Bunbury support our regional centres.

The time we invest in pastoral care and the links we've established with local parishes demonstrates our commitment to meeting the spiritual needs of our residents and clients. This is part of a comprehensive approach to supporting people as they age, and it's offered to people from all backgrounds and religious affiliations.

Pastoral care can be particularly helpful for older people during difficult times like illness, trauma and palliative care. Family members and friends are a vital emotional resource but chaplains provide a gentle presence, support and counselling that is highly valued.

For those aged care residents without any family, chaplains provide much-needed companionship, helping them to feel less isolated and more connected.

Amana Living Sunday

The inaugural Amana Living Sunday was held on 18 November 2018. This saw the Perth Anglican Diocese celebrate Amana Living at all of its masses. As part of this special day, an Evensong was held at St George's Cathedral, led by Chaplain Emeritus, the Reverend Stuart Good. The event was attended by Amana Living residents and staff and members of the wider community.

17,108 hours of pastoral care delivered in 2018/19

Chaplains can also act as an advocate for the resident, encouraging them to speak to staff about issues that matter to them or taking on that role if the resident is uncomfortable or perhaps unable to advocate for themselves. They are also there for the person at the end of life.

As long as we are responsible for meeting people's health, emotional and spiritual needs, Amana Living will continue to provide pastoral care for our residents and clients which reflects our Anglican essence and Christian values.

Golden time for Amana Living locations

Amana Living has been serving the community since 1962 and a number of our locations celebrated their 25th and 50th anniversaries this year.

Congratulations to our staff and residents at Le Fanu Court, South Perth and Riley House, Shenton Park for celebrating 50 years, and St Mary's Close, South Perth and Dorothy Genders Village and Transition Care, Mosman Park for celebrating 25 years.



50th celebrations at Le Fanu Court, South Perth

Celebrating the right people

Our internal culture program to align values with behaviour is known as the 3Rs, which helps staff to focus on what matters – being the right person for the job, doing the right things by our residents and clients, and working in the right way. A strong culture is integral to delivering an exceptional customer experience and we continuously reinforce the 3Rs in everything we do.

A key initiative is a monthly award program where each team nominates a colleague whom they believe exhibit 3R attributes. This culminates in an annual awards night where individuals are celebrated for being '3Rtists'.

Congratulations to the following staff for being named 3Rtists for 2017/18.



Right People Award

Bronagh McQuade
Registered Nurse
Home Care

Bronagh was nominated by Elspeth Finlay, Registered Nurse Home Care, for consistently going the extra mile to support home care clients.



Right Things Award

Helen Jones
Carer
Wearne House

Helen was nominated by the daughter of a former resident for supporting her parents (both residents at Wearne House) during the wife's death.



Right Way Award

Gaytribahen Patel
Hospitality Services
James Brown Care Centre

Gaytri was nominated by Yulunda Matau, former Service Manager James Brown Care Centre for washing residents' laundry at her own home during a week-long interruption to gas services at the site.

There were 9 finalists for the awards who all exemplify our 3Rs.

The other worthy finalists were:

Name	Department
Leonie Demunck	Customer Service
Jennifer Crossing	Club Catherine King
Kym Chivers	Health Care
Isabel Clews	Wearne House
Louise Molyneux	Enrichment
Ajanthi Dharmabandu	Hale Hostel

Long Service Awards

Name	Length of Service
Victoria Hill	40 yrs
Kathryn Cordin	30 yrs
Lynne Sayer	25 yrs
Christine King	25 yrs
Elizabeth McDonald	20 yrs
Ena Jones	20 yrs
Bruno Tribolet	20 yrs
Brett Carroll	20 yrs
Denise Cheesman	20 yrs
Madeleine O'Sullivan	20 yrs



Music is medicine for the mind and soul

There's a move internationally to put a greater focus on the role of arts and creative expression in treating physical and mental health conditions. Research has shown music can help relieve anxiety and depression, as well as being used as a medium to connect people of different cultures and communication styles.

Since recruiting registered music therapist Giuseppe Reina in February 2018, Amana Living's music therapy program has grown substantially. The program now operates across 21 different sites including residential care, transition care and day clubs. At each of these locations Giuseppe works with staff to run group and individualised music therapy sessions with residents and clients.

The program also includes Tune into Life, which is specifically for people living with dementia. It entails the daily use of iPods and personalised play lists to soothe specific symptoms and stimulate the memory.

Alongside this we are also piloting a project involving the use of reverie harps, a small harp which is used specifically as a music therapy instrument. Playing and listening to a reverie harp can help people to relax, as well as stimulate connection and conversation. The pilot is being trialled at Moline Care Centre with the aim of rolling it out to other Amana Living locations.

"By the end of the session everyone was up on their feet and singing along with smiles on their faces. It was such a pleasure to see such a lovely and attentive team working here. Very lovely indeed!"

To ensure our music activities are sustainable, we've recruited musicians as volunteers and they've been involved in running events for our residents ranging from drumming circles to ukele workshops. We've also become a centre for Perth-based music therapy students from the University of Melbourne.

From enhancing self-esteem through to improving cognitive and physical skills, music therapy can positively impact older people's health and wellbeing. As a result, we'll continue to put music on prescription at Amana Living.



Generations learning from each other

Digital technology has become a part of everyday life but a generation of people are missing out because they are unable to use technology or have limited access.

To tackle this, the Office of the eSafety Commissioner has designed a program called 'Be Connected' to help all Australians thrive in the digital world. Amana Living has been part of the rollout of Be Connected and we've implemented the program across our retirement villages.

The partnership came about when Amana Living applied for a grant to run the program which aims to increase the confidence, skills and online safety of older Australians in using digital technology. Our residents now attend weekly drop-in sessions where they receive one-on-one tuition on how to use their digital devices, as well as support to use the 'Be Connected' learning portal.

Amana Living became involved because we are passionate about ensuring older people have the opportunity to go online, making the internet and all of the services accessible to them. We're giving them the tools by ensuring there is a computer at each of the 12 sites, and the support to use them. We're hoping to help more than 350 residents improve their digital literacy with this project.

As a result of our involvement in the 'Be Connected' project, Amana Living was selected to be part of a new pilot 'Be Connected Young Mentors' with the eSafety Office. The pilot commenced in March and looked at how young people can share their digital skills with seniors.

Amana Living was the only WA aged care provider selected to be part of the pilot which saw us run two intergenerational projects at St Mary's Anglican Girls' School and All Saints' College. Building on the work we've done to establish GenConnect where students have mentored our residents in technology.

Like GenConnect, the pilot realised the untapped potential of intergenerational learning. A nationwide survey by the eSafety Office found 60% of young people aged 8–17yrs reported that they have taught a family member to use technology or a device. It also discovered overwhelming support for inspiring older Australians to learn about the internet and using mentoring to improve digital literacy.

Thanks to our work in this space, we've been approved for a national grant to extend our digital literacy and mentor programs and work is underway to roll these out in the second half of 2019.



Digital literacy facts

60% of young people aged 8–17yrs have taught a family member to use technology or a device.

50% of Australians aged 50 years and over want to use the internet more.

4mil older Australians are keen to improve their digital literacy.

23% of Australians between 50 and 69 have limited or no digital literacy.

53% of older Australians have never taken and sent a photo on a smartphone before.

Source: Office of the eSafety Commissioner



2019 Amana Living Arts Festival

This year we were delighted to stage the second Amana Living Arts Festival with a focus on laughter, learning and friendship.

Last year's Festival showed us there was huge appetite for a dedicated arts festival. Residents and clients told us it encouraged them to try and learn new things, meet people, and explore areas of Perth they'd forgotten or never visited. Staff said it offered a fun and different way of engaging with their residents and clients.

While we already have a year-long enrichment program, concentrating activity into six weeks puts a spotlight on the arts in our organisation. It's heightened our understanding of how we can help our residents and clients benefit from creative ageing.

In designing the 2019 Festival, we put a greater emphasis on immersive experiences for our residents and clients where they can take an active role in the events. This is important as research has shown the greatest benefit is drawn from participating rather than simply observing.

This year's program offered more than 90 events including puppetry and song writing workshops, dance lessons, theatre performances, poetry classes, dementia-friendly sculpture tours and more. The breadth of the activities provided a choice while making sure people of all ages and abilities could take part.

One of the biggest differences this year was the involvement of two schools, John Wollaston Anglican Community School and All Saints' College. The project with John Wollaston saw year 5 and year 6 students come together with residents



from Thomas Scott Care Centre over eight weeks to collaborate on different art forms. While All Saints' College worked with Theatre 180 to create a play based on the life of residents from Frederick Guest Village.

An event like this is only possible with dedicated staff and our generous sponsors: Anglican Community Fund, John Hughes, Curtin University School of Marketing, Jasol, Marsh and the League Agency. The Festival is also part-funded by a bequest from the estate of Miriam Stannage.

Finding meaning through volunteering



A life with purpose. That's what Kinross resident Brenda Dean was searching for when she came across an Amana Living sign while going for a walk in 2015.

Brenda enquired about volunteering at Amana Living's Club Kinross Day Centre, which provides respite services to older people living with dementia in the community. Not long after this, she started volunteering two days a week.

She was a natural according to Yvonne Pedersen, the Coordinator at Club Kinross. Yvonne said: "She's got a beautiful way and is very passionate about making a difference. She shares love everywhere she goes and is simply a bubble of happiness. She shines joy and I wish we could bottle her up. She's made a difference to our clients and residents, some of whom she has supported right up to their very last breath. Volunteers like Brenda are the glue that hold the services together, they are the icing on the cake in aged care."

*"It's done me the world of good.
I've found my path in life, my purpose."*

In November 2017, Brenda started volunteering at Kinross Care Centre, the dementia specific nursing home adjoining the day centre, because she wanted to give more time. She was soon based at Kinross Care Centre permanently and now volunteers there three days a week.

Brenda supports the Centre's occupational therapy team in activities to engage residents, as well as providing support to residents in palliative care.

One of Brenda's big passions is music and she plays a large role in helping residents to participate in Tune into Life, Amana Living's specialist music program for people living with dementia. Brenda creates a sensory experience for residents to enjoy, hanging crystals in the trees, offering tea and coffee, and playing music they love.

Giuseppe Reina, Amana Living Music Therapist, said: "I've seen Brenda's passion for music and for Tune into Life. She takes residents outside, so they can listen to music in a natural environment. She also used Tune into Life with a resident in palliative care, providing music for him until he passed away. He was quite emotional, and this was quite a challenging thing for a volunteer to do but Brenda is amazing."

Brenda may not have a background in aged care, but she understands the importance of connection and she plays a vital role in engaging with residents to live a joyful and meaningful life.

Brenda says she has found her calling and that she is the happiest she's ever been. "It's done me the world of good. I've found my path in life, my purpose."

Finance

Summary of Consolidated Statement of Comprehensive Income for the financial year ended 30 June 2019

	2019 Consolidated \$'000s	2018 Consolidated \$'000s
Income		
Revenue	116,662	110,719
Investment revenue	2,405	3,344
Other gain and losses	82	40
Revenue from Ordinary Activities	119,149	114,103
Expenditure		
Employee benefits	87,416	82,554
Catering and food supplies	5,353	5,178
Maintenance and repairs	6,729	7,911
Depreciation	6,057	6,867
Other expenses from ordinary activities	15,466	13,358
Expenses from Ordinary Activities	121,021	115,868
Profit/(loss) from Ordinary Activities	(1,872)	(1,765)
Total Profit/(loss) for the year	(1,872)	(1,765)
Other comprehensive income		
Net value gain on available-for-sale financial assets	-	395
Changes in fair value of financial assets in OCI	470	-
(Loss) on sale of financial assets in OCI	(106)	-
Transfer from specific purpose donation	-	5
Total Comprehensive income for the year	(1,508)	(1,365)

Summary of Consolidated Statement of Financial Position as at 30 June 2019

	2019 Consolidated \$'000s	2018 Consolidated \$'000s
Total Assets	291,024	287,260
Total Liabilities	175,685	170,369
Net Assets	115,339	116,891
Total Accumulated Funds	115,339	116,891



71%	Government Subsidies
16%	Rent, Fees & Charges
7%	Other Income
5%	Income of a Capital Nature



72%	Employee Benefits
4%	Other Expenses
6%	Expenses Related to Assets
5%	Catering & Food Supplies
13%	Maintenance & Repairs



55%	Investment Property
25%	Property, Plant & Equipment
16%	Cash & Desposits
2%	Debtors
3%	Financial Assets



5%	Trade & Other Payables
35%	Resident Accommodation Deposits
55%	Other Liabilities
5%	Provisions



Thank you!

Amana Living is a not-for-profit organisation and we re-invest the revenue we generate into delivering high quality care, services and accommodation for our residents and clients.

In order to provide an experience that is above and beyond expectation, we seek the support of foundations, grant-making organisations, private businesses and individuals.

Their support enables us to deliver initiatives like the McCusker Nurse service and the 2019 Amana Living Arts Festival.

Thank you to the organisations and individuals who have generously supported Amana Living this financial year.

We'd particularly like to thank a new supporter, John Hughes Group, for their \$30,000 donation to this year's 2019 Amana Living Arts Festival.

Thank you to these organisations for supporting us:

MCCUSKER CHARITABLE FOUNDATION



Anglican Community Fund (Inc)
An incorporated member of the Anglican Diocese of Perth

John Hughes



Curtin University



MARSH

LEAGUE

**THE ESTATE OF
MIRIAM STANNAGE**

How you can help



Amana Living is committed to enriching the lives of older Western Australians. You too can make a difference to seniors in our community by lending your support to Amana Living.

There are a number of ways you can help.

Spread the word

Talk to your family, friends, neighbours about the good work we do. You can also follow us on Facebook.

Recommend Amana Living

Talk to a friend or family member about Amana Living's services. For more information please call **1300 26 26 26**.

Pursue an aged care career

Join one of Australia's largest and most rewarding sectors or encourage somebody else to do so.

To find out more about working for Amana Living, please visit www.amanaliving.com.au/careers or call **1300 26 26 26**.

Volunteer

Give your time to helping older Western Australians by volunteering. To find out more about the volunteer opportunities at Amana Living, please visit www.amanaliving.com.au/help/volunteering, email volunteers@amanaliving.com.au or call **1300 26 26 26**.

Make a donation

We welcome any donation from a small one-off amount to a bequest. Donations go towards helping us deliver the services we provide above and beyond what the government funds.

To make a donation, please visit www.amanaliving.com.au/help/donations or call **1300 26 26 26**.

For bequests, you can call **1300 794 519** or email bequests@amanaliving.com.au

Pray

Whatever your denomination, you can pray for our residents, clients, families and employees.

