Celebrating our year in review

ANNUAL REPORT 2017 - 2018
Our Commitment to Delivering Quality Care

VISION, MISSION, VALUES

Our Vision
Yallambee... the most trusted aged care and health care provider, enabling people to live well and live at ease.

Our Mission
Yallambee... researching, developing and delivering an innovative range of high quality aged care and health care services.

Our Values

- **Dignity & Quality Of Life**
  We will act with dignity and enhance each customer’s quality of life and independence; based on a culture of exemplary service delivery.

- **Truth & Honesty**
  Individuals, teams and the organisation will act truthfully and honestly; supporting objective discussions and timely decisions.

- **Integrity & Reliability**
  The Directors, Chief Executive Officer, managers, staff and volunteers will, at all times, act with integrity and reliability; ensuring Yallambee is widely known for its competence and professionalism.

- **Compassion & Care**
  We will act with compassion and care; fostering links with each customer’s family or friends, treating each customer’s choices with empathy and understanding, and providing them with opportunities for personal expression.
Living Our Vision

Yallambee is a not-for-profit aged care service overseen by a community based, volunteer Board of Directors. Yallambee has a commitment to the provision of quality aged care and services to residents of Traralgon and the wider community through residential care and independent living. Yallambee demonstrates this commitment through the homes Vision, Mission and Values statement.

At Yallambee we are proud of our place in our local community and we are focused on delivering excellence in aged and health care through services and accommodation for our ageing community.

Within Margery Cole Residential Care Service we offer accommodation for 104 residents within four houses. Our home provides quality services for all levels of care, including specialist care within Waratah House for those residents living with dementia. We have Registered Nursing staff overseeing our Enrolled Nurses and Personal Care Workers to deliver the highest level of care and support to our residents. For those requiring short term care we offer respite stays to cater for all needs and services for residents and families.

Yallambee Retirement Village has a range of independent living units that allow our residents to live safely and independently whilst enjoying the benefits and community of retirement living. Our Village has one and two bedroom units and our latest Villa style which offer larger, contemporary interiors and private rear yard. Yallambee continues to provide secure accommodation through rental options for those aged in our community that are experiencing financial hardship.
Chairman & CEO/Director of Care Report

A REFLECTION ON OUR YEAR

We have much pleasure in presenting the Yallambee Traralgon Village for the Aged Report for 2017-2018. Much has changed and we acknowledge that change will continue to provide both opportunities and challenges. We are focussed on addressing the challenges, taking advantage of the opportunities and meeting the expectations of residents, families, customers and the community.

In July 2017, at its first meeting for 2017/18, the Board of Directors appointed Dr Roger Fitzgerald to a vacant position. Dr Fitzgerald has been associated with Yallambee in a clinical capacity for 35 years and as a director, is now an integral member of the governance team. As required by our corporate Rules, all Board executive positions were declared vacant and nominations for appointment called for at the first Board meeting after the AGM. Lorraine Bartling declined to accept a nomination as Chairman and nominated Peter Wallace as Chairman. That nomination was accepted and the appointment was supported unanimously. The incoming Chairman then nominated Dr Fitzgerald as Vice Chairman with the nomination being accepted and the appointment supported unanimously.

A huge debt of gratitude is owed to Lorraine Bartling OAM for commitment and wise guidance over 25 years of Chairmanship.

The Board has demonstrated its commitment to professional development for all staff and in the case of Board members, offers directors the opportunity to complete the Company Directors Course facilitated by the Australian Institute of Company Directors. Dr Fitzgerald successfully completed the course soon after his appointment.

During the year and with support of appropriate consultants, the Board undertook the task of developing the 2017 – 2020 Strategic Plan. The process of strategic planning is complex and necessarily addresses a wide range of factors and influences. The task is made doubly difficult in an environment where there is considerable uncertainty about both the structure of future funding mechanisms and actual expected funding levels. Consistent with the desire to be as widely informed as possible, the Executive and the majority of the Board travelled to Tasmania to visit a number of aged care facilities of similar size to Yallambee. We returned with an enhanced understanding of a wide range of initiatives that can be considered for implementation by Yallambee and with confirmation that the services we currently provide, withstand close comparison to those provided by others.

Much of the Strategic Plan is about examining how we, as an organisation, understand ourselves and how we relate to residents, clients and the community at large. We are making changes to ensure that our customers are central to our processes and that we strive to meet their expectations in this increasingly competitive world. As reported last year, the Board remains committed to the redevelopment of Acacia House and continues to investigate appropriate funding mechanisms.

The Executive team has undergone a restructure following the resignation of the Finance Manager. This was an opportunity to review the organisational requirements to support a customer centric culture, innovation and future growth. It is an exciting time for the Executive team as Jackie North accepts a new role as Customer Services Manager and Kate Keppitipola accepted an appointment into the newly developed role of Business Services Manager. The appointment of Shona Reed as Clinical Services Manager in July 2018 completes the team. The Executive are pushing ahead with the strategic plan with strong leadership skills, customer focus, business acumen and clinical expertise to ensure Yallambee is a leader in aged and health care for Traralgon and the wider community.

The organisation structure was also redefined and senior appointments made into the roles of Accountant, People and Culture Officer, Maintenance and IT Services, Lifestyle, Unit Coordinator, and Clinical Liaison Nurse. With a plan to bring catering services in-house a major recruitment drive commenced.

In June 2017 Yallambee was awarded a further 3 years of accreditation by the Australian Aged Care Quality Agency after successfully meeting all 44 expected outcomes. At a time when the sector has been thrust into the spotlight due to reports of poor clinical outcomes for residents at residential aged care services around Australia Yallambee remains committed to our vision, mission and values and the rights of older people to high quality care. Yallambee recognises that the delivering of high quality care requires early identification and management of risk. We have adopted five clinical quality indicators established by the Victorian Government for public sector residential aged care to strengthen our clinical governance. The quality indicators relate to specific high-risk care areas and three of the indicators have been adopted by the Commonwealth Department of Social Services as national indicators.

This Annual report allows us to share the Yallambee stories of our residents, families, staff, volunteers and community over the past year. It gives us the opportunity to publicly acknowledge and thank the Board of Directors, Executive team and staff for their commitment, enthusiasm and adaptability in an environment of constant change as we endeavour to improve the lives of the people who are entrusted to our care.

Mr. Peter Wallace
Chairman

Janet Moore
Chief Executive Officer
Director of Care
Board of Directors

Our Board of Directors are elected individuals who are responsible for the overall governance and strategic direction of Yallambee. Our Directors have a diverse range of skills and experience with expertise in corporate business, finance, medical and nursing, legal and community care. The Board are unpaid volunteers who meet monthly and also sit on individual sub committees within our organisation. The Board are aware of the increasing expectations and needs of our aged community and are entrusted with the role of governing and leading Yallambee into the future.

Executive Team

Our Executive Team are responsible for the oversight of operations and business and the management of corporate and clinical risk. Janet Moore CEO/Director of Care steers the executive team and provides strong, innovative and dynamic leadership in a complex and challenging sector. Customer Services Manager Jackie Northe strives to understand the experience of our many customers and is committed to offering high quality customer focused care and services for our ageing community.

Kate Keppitipola Business Services Manager embraces innovative business models and coupled with astute fiscal management provides a positive future direction for Yallambee.

The recent appointment of Shona Reed as Clinical Services Manager completes the Executive Team. Shona oversees the direct care and nursing staff. Her decisions around clinical governance and efficient management of the day to day operations ensures our residents have the best life experience possible.
STRENGTHENING PARTNERSHIPS

The year saw strengthened relationships with other service providers. Yallambee hosted a vision wellness program delivered to the community by Integrated Living. Participants experiencing vision loss were offered a series of assessments, education programs and reassessment to help promote independence and improved their quality of life. Our long history of offering student placement for future nurses and personal care workers was the motivation to work in partnership with Partners in Training who now conduct Certificate III in Individual Support courses at Yallambee.

OUR STORIES: VOLUNTEERING WITH MICK AYRE

We acknowledge and celebrate Mick Ayre, our Village resident who has spent the last 10 years delivering our Meals on Feet service to Village residents. Mick has been a wonderful asset and has kept the service going 7 days a week, by volunteering 5 days out of the 7, including weekends in rain, hail or shine.

Mick’s role is not just one of delivering the meals, he checks up on the residents and reports any concerns he has noticed with them or their surrounding environment. He makes sure they get their menus for selection and takes responsibility for returning them back to the kitchen ready for deliver.

Mick is also on the Village Advisory Committee and is an active member always suggesting improvements for residents that will enhance their quality of life and he is always on hand to assist residents with any “little jobs” needed.

We thank Mick for his outstanding contribution and service to Yallambee.

“I love what I do, and while I can keep going and doing something for others I will.”

FUNDRAISING: MAKING A DIFFERENCE

Yallambee has a wonderful group of passionate, hardworking volunteers that work tirelessly to make a difference to the lives of our residents. Whether it is through raising money to fund equipment purchases, working within our café, weekly shop or delivering meals on feet or assisting our lifestyle team with programs and activities that enhance and enrich their daily lives they make an invaluable contribution.

We recently purchased a RAIZER CHAIR LIFT worth $5000 from funds raised from our Fashion Parade, Art Exhibition and Mother’s Day gift wrapping at the Traralgon Plaza.

The Raizer is a simple battery operated mobile lifting chair that helps a fallen person up to an almost standing position within a few minutes. Raizer can with ease be assembled and operated by only one assistant and does not require any physical effort besides a supportive hand.

A person who has fallen and cannot get up again is raised comfortably up to a sitting or almost standing position in a way that supports the entire body throughout the process. This way of lifting shows consideration for the importance of being helped up in a dignified and safe way.

THE KEITH CHENHALL CHARITABLE TRUST

The Keith Chenhall Charitable Trust once again provided generous support and donated $13,718 towards the purchase of a motorised all terrain wheelchair and the Dementia Australia’s screen-projected interactive game, The Virtual Forest.

A Grant was gratefully received from the Department of Justice for $10,000 to enhance security within our Village, these funds were utilised to complete our fencing along Gwalia and Campbell Streets.

This year our Friends of Yallambee Fundraising Group raised $24,608.79 in total.

Connecting with our Community
Our Stories: A Life Well Lived
MR. ARTHUR “ROY” GUENTHER

Mr Arthur “Roy” Guenther was born in Ivanhoe on the 20th October 1918 and this year we proudly celebrate his 100th birthday.

Roy has lived at Margery Cole for 3 years and still enjoys a regular and often very successful punt on the horses. Roy proudly calls Margery Cole home and during his time has reconnected with old friends and made many new ones.

Roy lost his beloved Bloss 8 years ago after 68 years of marriage. He met her when she was 15 in Thornbury and the Captain of the basketball team. Roy was the umpire and stuck to the rules, “in those days there was no talking on the court but Bloss never stopped, so I had to keep blowing the whistle and pulling her up – it worked out well as I ended up marrying her”.

Roy has been a butcher all his life and an avid Collingwood supporter for the last 96 years, he was given a football as a four year old by a Collingwood player on the condition that he barracked for them, as a dyed in the wool Magpie he did not take this year’s loss well, “they were robbed” according to Roy.

Roy is a World War 2 veteran, having served in the infantry with the 57th 60th Battalion (known as the Hard and Bold Regiment). He saw active service in New Guinea for 18 months and Bougainville for 20 months and lost many mates in battle.

A life well lived, with service to his country, hard work, plenty of fun and a wonderful wife and 7 children - we congratulate Roy on his 100th birthday and celebrate his wonderful achievements.

“They look after you well here and the people are the best, all are friendly to me.”
**Spotlight On Our Staff**

**RECOGNITION OF SERVICE**

The Board of Directors and Executive Team, along with our residents and families very much appreciate the ongoing dedication and commitment of our wonderful staff at Yallambee. We proudly acknowledge their contribution with the presentation of service badges and certificates for every 5 years of continued service.

This year we celebrate the following staff for their service to Yallambee.

<table>
<thead>
<tr>
<th>Years</th>
<th>Name</th>
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<tbody>
<tr>
<td>5</td>
<td>Robyn West</td>
</tr>
<tr>
<td>10</td>
<td>Cheryl Curtis</td>
</tr>
<tr>
<td>10</td>
<td>Michelle Brand</td>
</tr>
<tr>
<td>15</td>
<td>Meena Raman</td>
</tr>
<tr>
<td>25</td>
<td>Debra Walsh</td>
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<tr>
<td>25</td>
<td>Jackie Northe</td>
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</tbody>
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**EDUCATION AWARDS**

We continue to support our staff to further advance their careers by continued education, and we proudly congratulate our staff who received the following qualifications in Nursing:

- Penny O’Meara – Bachelor of Nursing
- Mariah Grant – Bachelor of Nursing
- Michelle Brand – Diploma of Nursing
- Cheryl Curtis – Diploma of Nursing
- Reanna Green – Diploma of Nursing
- Shannon Lane – Diploma of Nursing
- Brittany Mannik – Diploma of Nursing
- Georgia Prestney – Diploma of Nursing
- Meg Osborn – Diploma of Nursing
- Tod Domotor – Diploma of Nursing

**DEBRA WALSH**

DEBRA WALSH 25 YEARS OF SERVICE

Debra Walsh commenced as a State Enrolled Nurse at what was originally Traralgon and District Nursing Home and later became Bartling Place in 1993. Debra has worked predominately night shifts and afternoons caring for our elderly residents.

Debra has found her role extremely rewarding and the interactions with residents and families are a highlight over her last 25 years. Debra is a well-respected nurse who has worked hard to provide a high standard of care to the residents in her care. We sincerely thank Debra for her commitment and dedication to Yallambee.

**CELEBRATING OUR STAFF**

This year the Board of Directors and Executive would like to recognise the outstanding contribution the department Managers have made in leading their teams through challenging and exciting times. They have all taken on new levels of responsibility and have embraced the changes made to move forward with our new strategic direction.

- **Ann-Maree Ahern**
  - Executive Assistant
  - Ann-Maree joined the team in that role of Executive Assistant in July 2018. Her vast knowledge and experience in Board governance and operations will be invaluable as she supports the CEO/Director and the Executive team as we continue to strive to be the service of choice and respond to the many challenges facing the aged care sector.

- **Evelyn Joseph**
  - Registered Nurse
  - Evelyn brings extensive acute nursing and chronic diseases management experience. Her knowledge is invaluable when planning and delivering increasingly complex care for our frail and aging residents.

- **Susan Cochrane**
  - Clinical Assessment Liaison Nurse
  - In April 2018 Sue was appointed to the newly developed position of Clinical Assessment and Liaison Nurse. As a Registered Nurse Sue has experience in all facets of aged care including Consultant and General Manager. Sue’s knowledge will help to ensure Yallambee is well positioned to deliver the quality of care our residents deserve.

- **Taylor Ritchie**
  - People and Culture Officer
  - Taylor is serving in the role of People and Culture Officer in May 2018. Her passion for creating a positive workplace culture means Taylor is striving to complete a Bachelor of Law degree at the end of 2018.

- **Christine Hopwood**
  - Lifestyle Team Leader
  - Christine brings extensive experience in recreation in the aged care sector, both residential and community, in Australia and Canada. Christine is enthusiastic and energetic offering an extensive calendar of events for residents.

- **Natalie Bransgrove**
  - Registered Nurse Unit Coordinator
  - Natalie brings a sound understanding of contemporary practice which is already evident in the practice of her staff and the delivery of care for our residents.

- **Kylie Crisp**
  - Accountant
  - Kylie commenced in 2007 as a qualified CPA Accountant with a Bachelor of Commerce. Kylie is responsible to oversee payroll, accounts payable, rosters and external and resident contracts. Her role as Accountant is integral to the new formed Business Services Department.

- **Haley Baron**
  - Quality Officer / Education Coordinator
  - Haley quickly advanced to the position of Quality Officer following the additional role of Education Coordinator. Promoting staff development, overseeing student placement and monitoring quality activities, Haley is developing a strong culture of learning and high expectations for our standards of care.

- **Geoff Crisp**
  - Maintenance Team Leader
  - Geoff commenced the role of Team Leader Maintenance in May 2018. With a diverse trade background Geoff is already expertly overseeing maintenance, building and grounds, IT services, and in consultation with the Environmental Team leader,

- **Lee Ruane**
  - Chef Manager
  - Lee commenced in 2018 as a chef. Lee has built a strong refreshment approach to meal provision. The resident’s smiles say it all.

**OUR WORKFORCE RANGE IN AGE FROM 20-70 YEARS OF AGE; OUR AVERAGE STAFF AGE IS 43 YEARS OLD.**

**20% OF OUR WORKFORCE ARE CURRENTLY FURTHERING THEIR CAREERS BY STUDYING.**
JACKIE NORTHE
25 YEARS OF SERVICE

Jackie North commenced work at Margery Cole Hostel in 1991 as a Personal Care Worker. Longing to be a nurse Jackie left to undertake a State Enrolled Nursing course at the Central Gippsland Hospital Traralgon and upon successful completion, and no SEN employment available, she accepted a position as an SEN at Margery Cole in 1993.

In 1998 Jackie was appointed to Margery Cole Deputy Supervisor and 3 years later promoted to Hostel Supervisor, reporting directly to the CEO. In 2005 Jackie undertook the role of Extended Care Coordinator and was instrumental in the amalgamation of Bartling Place and Margery Cole Hostel. In 2010 she became the Operational Services Manager for the organisation which remained unchanged until this year when the role was redefined as Customer Services Manager, following an organisational restructure. Jackie has acted as deputy CEO for the past 8 years using her expertise to oversee service provision in the absence of the CEO/DOC.

Jackie’s greatest achievements include responding to the Aged Care Act 1997 and developing quality systems and processes that have resulted in Yallambee consistently meeting accreditation standards; the amalgamation of not only Bartling Place and Margery Cole but also the Village which had previously operated in isolation to residential care; the design and coordination of numerous Margery Cole building projects taking residential bed numbers from 76 to 104; and elevating the status of Nurses and the overall professionalism of the organisation.

Jackie is passionate about people, our residents, families, staff and community. She tirelessly looks for opportunities to improve the experience of every one who is touched by Yallambee’s service. Jackie has significantly contributed to the positive reputation that Yallambee holds dear through her engagement with, and commitment to our customers. Jackie has a vision for Yallambee’s future and she is a dedicated and valued member of the Executive team.

Village Life

We have progressed with building our next pair of Villa Units within our Retirement Village due to continued interest in this option. Work is due for completion early October 2018 and we have presold both off the plan.

The look and feel of our gardens and grounds is so important and following feedback from our Resident Advisory Committee a successful tender process was completed and a new gardening contractor engaged. This has seen the strengthening of our ongoing maintenance of existing landscaping as well as planned improvements to the overall beautification of gardens.

Works were completed to refurbish our carports in Matthews Crescent which needed significant repairs.

Security was improved with the extension of our fencing around our Retirement Village which now includes Gwalia Street, Mason Street, Campbell Street and a section of Matthews Crescent. The feedback from our residents and families was extremely positive and that the increased fencing added to their feelings of safety and security within the Village.

OUR STORIES: MAKING THE MOVE TO RETIREMENT LIVING

KEN AND MARGARET MOONEY

Ken and Margaret made the move to Yallambee 6 years ago after deciding it was time to downsize from their large family home of over 40 years. The garden was too big, Ken was sick of cleaning the pool no one swam in and they had a security scare. Yallambee seemed like the perfect option and then the time was just right to make the move.

Margaret hasn’t had to compromise her lifestyle, we still entertain, we continue with all of our previous activities – we just have less work to do and more time to have fun. They feel safe and secure in the Village, it’s the perfect location being close to town and the Bowling Club.

“Best thing we ever did, we live well in a safe, secure community”

MARGARET WALL

Margaret made the big move to Yallambee Retirement Village 15 years ago and has never regretted it. It’s a friendly place, you can always find someone to say hello to. Margaret keeps herself busy by doing the books for the Yallambee Café and is a long serving member of our Friends of Yallambee Fundraising Committee. At 90 years of age Margaret still enjoys volunteering and is a much valued member of our community.

“I have a much better quality of life since moving, it’s affordable and the best move I ever made”
Focus On Quality Improvement

The Aged Care Sector is both a challenging and rewarding environment and has seen us undergoing significant change in recent years. In July 2017 legislation for the new Aged Care Standards was passed and we commenced the transition from July 2018 with assessment under the new standards from July 2019. These assessments will be conducted by the new Aged Care Quality and Safety Commission which will absorb the previously separate Australian Aged Care Quality Agency and Aged Care Complaints Commissioner. Accreditation and assessment visits are now unannounced and a risk based approach will inform the frequency of assessment.

Our commitment to quality improvement and our strong focus on systems and processes was rewarded in June 2018, when Yallambee achieved a further 3 years of accreditation by the Australian Aged Care Quality Agency after successfully meeting all 44 expected outcomes. Through our Clinical Governance and Risk Committee we adopted the five clinical quality indicators established by the Victoria Government for public sector residential aged care, this has strengthened our clinical governance and improved our management of high risk – high impact clinical care needs. Our continuous improvement focus has seen us implement key changes with significant positive outcomes for our residents and staff.

SAFETY IN MEDICATION MANAGEMENT

We are always looking at ways to enhance our medication management systems and minimise risk, in December 2017 we moved to an electronic medication management software program MED SIG based on legislative requirements, professional guidelines and contemporary practice to ensure the organization is supported in its quality improvement and risk management programs.

The positives of this program have been a much reduced missed signature error rate, staff satisfaction in that the medication order is clear and concise and checks are in place to ensure the staff member has given the medication. MIMs information is readily available and reports can be written for individual residents and staff members in relation to medication administration. This involved a large financial commitment of over $80,000 plus an annual cost of $7,500.

TOTAL RESIDENT CARE MODEL

Yallambee recognises that each resident, their needs and preferences, must be at the centre of all decisions relating to care delivery if we are to provide each individual resident with the best possible experience.

Driven by our Vision, Mission and Values we identified a need for change. A need to move away from traditional task focused care models and move towards empowering care staff to offering holistic care for a small allocation of residents whilst working under the expert supervision of enrolled and registered nurses.

A new ‘Total Resident Care Model’ policy has been introduced to provide the framework for care delivery and guide staff practice to ensure the resident is at all times the primary focus of their care.

INNOVATION IN FOOD SERVICES

In Margery Cole 28% of our residents suffer from some form of dysphagia and they require a Texture Modified Diet. Once meals are pureed to the correct consistency they can have reduced nutritional value, meals look bland and unappealing to residents and they may be limited in variety with minimal options available. Yallambee has engaged I Cook Foods (ICF) a company that is at the forefront of development and innovation for Texture Modified Diets. These meals offer whole undiluted product, increased nutritional content, advanced presentation in the form of actual appearance of components. ICF have endeavoured to recreate food that is pure and nutritious in the effort to create social inclusion so the elderly and dysphagia sufferers can ‘Dine with Dignity’. We are proud to serve these meals up to our residents, they have incredible visual appeal and so far we have seen less waste, decrease in weight loss and reduction in use of supplements.

A NEW STANDARD IN HOSPITALITY

Yallambee made the decision at the start of this year to cease outsourcing our catering department and bring the service back inhouse. We are thrilled with our decision and although early days we have made some significant changes and our residents and families are noticing a marked improvement in the food services department.

The appointment of Lee Ruane to the role of Chef Manager has been instrumental in transitioning to inhouse catering after 7 years. He is passionate about the provision of high quality food and hospitality services, whether that is in a 5 star restaurant or Residential Care Service he believes that through using fresh, local, quality produce and products combined with the energy, enthusiasm and skill Lee and his team bring we can deliver exceptional, nutritious food to all our residents.
Lifestyle and Recreation Programs

“RECREATION’S PURPOSE IS NOT TO KILL TIME, BUT TO MAKE LIFE; NOT TO KEEP A PERSON OCCUPIED, BUT TO KEEP THEM REFRESHED; NOT TO OFFER AN ESCAPE FROM LIFE, BUT TO PROVIDE A DISCOVERY OF LIFE.” – AUTHOR UNKNOWN.

Our lifestyle team play a key role in the life of our residents and together with our volunteers provide a range of innovative activities for our residents. We promote engagement and interaction in our program as well as ensuring we continue to foster links with other services and the community.

Residents have input into the program which provides a range of activities and entertainment that suits the varied needs and interests of all of our residents.

Our staff are always looking at ways we can engage our residents and the wider community in positive and meaningful interactions. They offer programs where our seniors are actively involved, adding more community engagement with guest speakers on special interest topics, and a wider variety of musical entertainment. With regular intellectual stimulation, cardiovascular fitness and positive social engagement our residents have a richer life experience.

Intergenerational programs include regular visits from our local primary school Liddiard Road who participated with our residents in writing down their life stories. Our fortnightly playgroup where parents and their babies and toddlers join together with residents for a wonderful morning of play and story time has seen lovely interactions between young and old.

Gippsland Vintage Motor Cars on display, Line dancing, Guest speakers and using TVs to promote and encourage participation and keep families and visitors informed have all been great initiatives.
Financial Overview

It is with great pleasure we present the consolidated financial results for the year ended 30th June 2018. Yallambee has experienced another successful year and the financial results reflect consistent conscientious financial management. The financial year ended 30th June 2018 delivered a surplus of $304,163 which is a significant increase on the 2016/17 surplus of $153,040. Prudent management of costs, and active management of ACFI (funding instrument), resulted in Yallambee achieving positive results in what is an increasingly competitive market.

Despite increasing competition in the Aged Care sector within Latrobe Valley, Yallambee has continued to perform well maintaining average occupancy above 95.9% for the year and continues to maintain a waiting list of future potential residents. Yallambee achieved and maintained ACFI funding above industry average consistently for the twelve month period.

Profitability and viability of independent living units continues to be challenged by changes in market demands, pricing factors, competition and the increased expectation of a new (and on average, older) generation of potential residents. The village strategic, marketing and redevelopment plans continue to be implemented and building works during 2017/18 have progressed to continue the redevelopment of Villa Units along Gwalia and Campbell Streets. To date, a total of six Villa Units have been redeveloped and sold, with the two most recent Villa Unit re-developments being sold off the plan, prior to building completion. This is viewed as a very favourable outcome and has positive cash flow implications for the organisation. Further planning for redevelopment of additional Villa Units and larger two bedroom units are underway for 2018/19. Availability of rental options for low means residents within the village has also assisted to increase occupancy and revitalise the village.

FINANCIAL PERFORMANCE

Yallambee performed well for the year given the increased completion and supply of Residential Aged Care Services and available beds within the local area. In summary;

- We have delivered an end of year profit of $304,163
- Conventional reporting of EBITDAR (Earnings before Interest Tax Depreciation Amortisation and Revaluations) provided Yallambee a profit of $771,380
- Operating revenue has increased by $634,092 on previous year
- Yallambee employed over 150 local people and paid more than $6.99 million in wages and superannuation during 2017/18

FINANCIAL RISK AND INVESTMENT POLICY

As an Aged Care Provider Yallambee continues to receive considerable funds by way of Refundable Accommodation Deposits for Margery Cole residents, as well as Ingoing Contributions for independent living units within Yallambee Village;

- Margery Cole Accommodation Bonds and Refundable Accommodation Deposits $9,135,109
- Yallambee Retirement Village $3,605,522
- Total Funds $12,740,631

The Liquidity Management Strategy (LMS) introduced during 2016/17 remained in place without change during 2017/18 and at no point during the reporting period did Yallambee’s liquidity fall within the 30% LMS trigger. The liquidity management strategy allows for Yallambee to hold conservative investments such as cash, bank deposits, term deposits, bank bills, overdraft facilities and similar. During 2017/18 Yallambee held investments with Commonwealth Bank of Australia and Bank of Melbourne. In additional to the Liquidity Management Strategy, all accommodation bonds and refundable accommodation deposits for the Aged Care Facility are government guaranteed.

BORROWINGS

Yallambee utilises a single Line of Credit Facility with Commonwealth Bank of Australia for an approved value of $300,000. This line of credit facility is used for the purposes of village redevelopments and renovations. As at 30th June 2018 only $604 was drawn from the Line of Credit.
### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30th JUNE 2018

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<tr>
<th>Note</th>
<th>2018</th>
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<td>Revenues</td>
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<td>Employee Expenses - Superannuation</td>
<td>(684,789)</td>
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<td>Catering Expenditure</td>
<td>(1,069,831)</td>
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<td>Resident Supplies and Services</td>
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<td>Utilities and Property Services</td>
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<td>Income Tax Expenses</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Profit for the Year</td>
<td>304,163</td>
<td>153,042</td>
</tr>
<tr>
<td>Other Comprehensive Income for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Comprehensive Income for the year</td>
<td>304,163</td>
<td>153,042</td>
</tr>
</tbody>
</table>

*The Statement of Comprehensive Income is to be read in conjunction with the full notes to the financial accounts.*

### STATEMENT OF CHANGES IN EQUITY AS AT 30th JUNE 2018

<table>
<thead>
<tr>
<th>General Reserves</th>
<th>Retained Surplus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as at 1 July 2016</td>
<td>8,058,598</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>153,040</td>
</tr>
<tr>
<td>Other comprehensive income for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer between retained earnings and general reserve</td>
<td>153,040</td>
<td>(153,040)</td>
</tr>
<tr>
<td>Balance as at 30 June 2017</td>
<td>8,211,638</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 1 July 2017</td>
<td>8,211,638</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>304,163</td>
</tr>
<tr>
<td>Other comprehensive income for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer between retained earnings and general reserve</td>
<td>304,163</td>
<td>(304,163)</td>
</tr>
<tr>
<td>Balance as at 30 June 2018</td>
<td>8,515,801</td>
<td>-</td>
</tr>
</tbody>
</table>

*The Statement of Changes in Equity is to be read in conjunction with the full notes to the financial accounts.*
### STATEMENT OF FINANCIAL POSITION AS AT 30th JUNE 2018

<table>
<thead>
<tr>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current Assets</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Cash Assets</td>
<td>4,492,000</td>
</tr>
<tr>
<td></td>
<td>Receivables</td>
<td>284,065</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>65,122</td>
</tr>
<tr>
<td></td>
<td>TOTAL CURRENT ASSETS</td>
<td>4,841,187</td>
</tr>
<tr>
<td></td>
<td>Property, Plant &amp; Equipment</td>
<td>13,482,781</td>
</tr>
<tr>
<td></td>
<td>Investment Property Held as Stock - ILU's</td>
<td>4,600,000</td>
</tr>
<tr>
<td></td>
<td>TOTAL NON CURRENT ASSETS</td>
<td>18,082,781</td>
</tr>
<tr>
<td></td>
<td>TOTAL ASSETS</td>
<td>22,923,968</td>
</tr>
<tr>
<td></td>
<td>Current Liabilities</td>
<td>14,298,388</td>
</tr>
<tr>
<td></td>
<td>Payables</td>
<td>613,267</td>
</tr>
<tr>
<td></td>
<td>Other Liabilities</td>
<td>12,740,631</td>
</tr>
<tr>
<td></td>
<td>Provisions</td>
<td>943,886</td>
</tr>
<tr>
<td></td>
<td>Borrowings</td>
<td>604</td>
</tr>
<tr>
<td></td>
<td>TOTAL CURRENT LIABILITIES</td>
<td>14,298,388</td>
</tr>
<tr>
<td></td>
<td>Non Current Liabilities</td>
<td>109,779</td>
</tr>
<tr>
<td></td>
<td>Provisions</td>
<td>109,779</td>
</tr>
<tr>
<td></td>
<td>TOTAL CURRENT LIABILITIES</td>
<td>109,779</td>
</tr>
<tr>
<td></td>
<td>NET ASSETS</td>
<td>8,515,801</td>
</tr>
<tr>
<td></td>
<td>EQUITY</td>
<td>8,515,801</td>
</tr>
<tr>
<td></td>
<td>TOTAL EQUITY</td>
<td>8,515,801</td>
</tr>
</tbody>
</table>

The Statement of Financial Position is to be read in conjunction with the full notes to the financial accounts.

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30th JUNE 2018

<table>
<thead>
<tr>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash Flows from Operating Activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Receipts from residents</td>
<td>3,032,267</td>
</tr>
<tr>
<td></td>
<td>Commonwealth Subsidies</td>
<td>7,864,307</td>
</tr>
<tr>
<td></td>
<td>Payment to Suppliers and Employees</td>
<td>(10,091,455)</td>
</tr>
<tr>
<td></td>
<td>Interest Received</td>
<td>56,677</td>
</tr>
<tr>
<td></td>
<td>Finance costs paid</td>
<td>(2,682)</td>
</tr>
<tr>
<td></td>
<td>Net Cash Provided by Activities</td>
<td>859,114</td>
</tr>
<tr>
<td></td>
<td>CASHFLOWS FROM INVESTING ACTIVITIES</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payments for plant and equipment</td>
<td>(88,812)</td>
</tr>
<tr>
<td></td>
<td>Net Cash Provided (Used) by Investing Activities</td>
<td>(88,812)</td>
</tr>
<tr>
<td></td>
<td>Net Cash Provided by Financing Activities</td>
<td>1,521,585</td>
</tr>
<tr>
<td></td>
<td>Net increase/(decrease) in cash and cash equivalents</td>
<td>2,291,887</td>
</tr>
<tr>
<td></td>
<td>Cash and cash equivalents at beginning of year</td>
<td>2,200,113</td>
</tr>
<tr>
<td></td>
<td>Cash and cash equivalents at end of year</td>
<td>4,492,000</td>
</tr>
</tbody>
</table>

The Statement of Cash Flows is to be read in conjunction with the full notes to the financial accounts.
Matthews Crescent, Traralgon
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info@yallambee.com.au
yallambee.com.au
ABN 43 287 362 778