

ANNUAL ACTIVITY STATEMENT

2016–17





MS LIESEL WETT,
CHAIR OF THE GOODWIN BOARD

On behalf of the Goodwin Board, I am proud to present our Annual Activity Statement for another progressive year.

This year is the half way point for our Strategic Plan 2014–2020. Energy and commitment towards this Strategic Plan is as strong as ever, with continued focus on:

- developing innovative and responsive care and accommodation models, with our clients being in the 'driver's seat' of care and service delivery;
- building and retaining a culture and workforce that is flexible, dynamic and professional; and
- continuing to grow and strengthen our organisation's capacity and capability for growth.

In particular, our professional development programs outlined in this publication are serving simultaneously to enable organisational growth through initiatives in care services, while building and retaining the quality workforce required to stay competitive.

Aged care continues to be one of Australia's fastest-growing employment industries, and fastest growing areas of market demand.

With completion of our newest village, The Central, we turn attention to the redevelopment of Goodwin Farrer, the final stage of a 10-year program of renewal of all Goodwin villages and live-in care facilities (built from the 1950s to 1970s). Renewals ensure our residents enjoy modern, quality homes and our facilities can adopt incoming technologies in care and lifestyle services.

The villages provide new seniors' housing options in established suburbs, and allow more people to stay within their communities as their needs change with age.

In line with the Strategic Plan 2014–2020 the Board endorsed the development of a five-year strategy to maintain our market share and sustain growth in this new era of an aged population, including strengthening linkages between business areas such as home care and retirement living.

I commend the team on the progression of the Strategic Plan, and thank all employees, volunteers and residents and clients for their work implementing our vision and 'living' our mission and values.



MS SUE LEVY,
CHIEF EXECUTIVE OFFICER

I am pleased to tender the Goodwin Aged Care Services Annual Activity Statement 2016–17.

Goodwin has continued to provide outstanding care and services to its residents and clients, throughout the year.

We continue to see the trends for people entering into our care services at a later age with most requiring a higher degree of complex clinical care. This trend affects our home care service area as well as residential care.

Home care changes introduced earlier this year marked a significant milestone on Australia's Aged Care Roadmap. The changes signalled a shift in the aged care marketplace and the delivery of aged care services, towards a new accountability framework, where clients choose the services they want and need.

We continue to increase our home care services in line with government objectives to meet population need by supporting more seniors to stay in their own homes. Our community teams have commenced packaging home care services with allied health services through our Health and Wellness Centre, which improves service offerings while encouraging reablement and prevention for long-term independence.

There has been a significant amount of media attention during the past year across the aged care and retirement living sectors that have led Federal and State Governments to review the regulatory environments, contractual arrangements, standards of care and the performance of the Living Longer Living Better reforms for Australia's residential and home care services.

I am pleased to say our home care program successfully went through its triennial Quality Review with all 18 expected outcomes met. The Aged Care Quality Agency was impressed with Goodwin's systems and processes and client-focused approach.

Also this year, we continued to make excellent progress on our development program with the completion of The Central in Crace and the commencement of the Farrer village redevelopment. We have secured additional land in Monash and were successful in obtaining 60 new bed licenses in the Shoalhaven.

I would like to thank our members, Goodwin Board directors, our dedicated employees and volunteers for all your support throughout the last financial year.



QUICK OVERVIEW

Goodwin is an independent, not-for-profit organisation owned by our 200+ members and governed by a skills-based Board.

OUR VISION To be an organisation that excels in the provision of innovative, effective and efficient services, care and accommodation for the aged.



GOODWIN HOUSE, AINSLIE



GEORGE SAUTELLE HOUSE, FARRER



RALPH CARTWRIGHT CENTRE, MONASH



DAVID HARPER HOUSE, MONASH



THE CENTRAL BY GOODWIN, CRACE



GOODWIN VILLAGE MONASH



GOODWIN VILLAGE AINSLIE



GOODWIN VILLAGE FARRER (in development)



DAY CLUBS: MONASH, CRACE, QUEANBEYAN



HOME CARE SERVICES

661 INDEPENDENT LIVING APARTMENTS AND VILLAS

153	AINSIE
135	CRACE
150	FARRER (with redevelopment)
223	MONASH

This housing provides our seniors with a range of locations, unit sizes, price points, building type and design that seeks to cater for all needs and expectations from chic apartments to sophisticated townhouses and modern, cottage style villas.

346 RESIDENTIAL CARE ROOMS

108	GOODWIN HOUSE, AINSLIE
92	DAVID HARPER HOUSE, MONASH
66	RALPH CARTWRIGHT CENTRE, MONASH
80	GEORGE SAUTELLE HOUSE, FARRER (with redevelopment)

77,455 HOURS OF HOME CARE DELIVERED

600+	HOME CARE CLIENTS
28,000	HOURS DOMESTIC ASSISTANCE INCLUDING MEAL PREPARATION AND SHOPPING
3000	TRANSPORT & ASSISTED APPOINTMENTS
29,000	PERSONAL CARE
6,000	MEDICATION ASSISTANCE

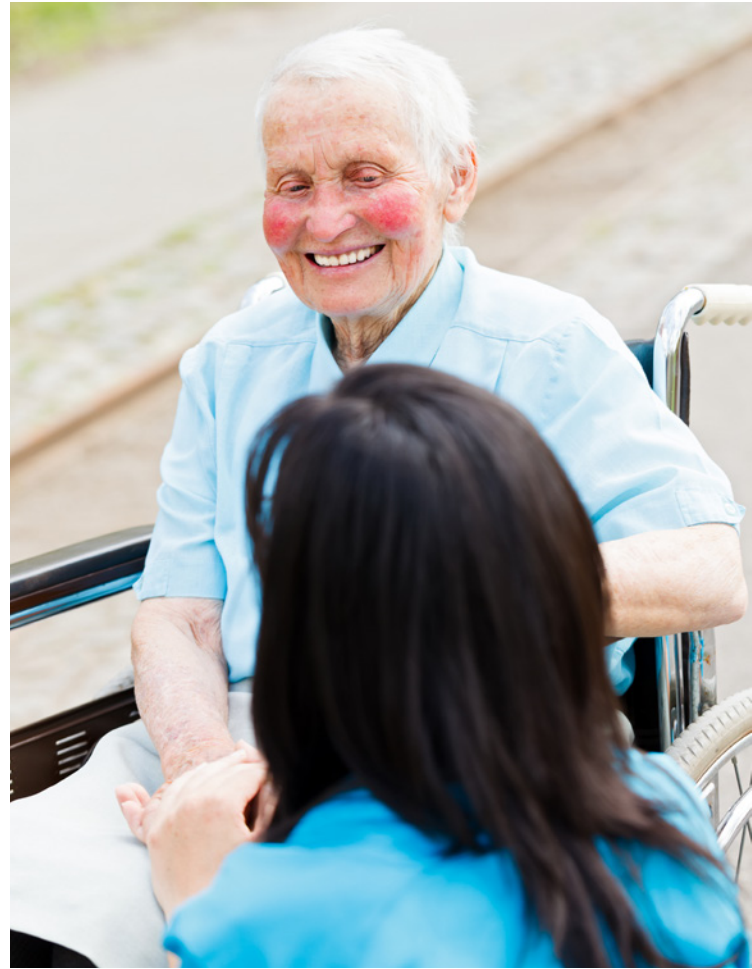
Goodwin's case management team for home care packages made over 11,000 calls or emails to clients and their loved ones to discuss how to maximise their care; and more than 6,800 calls and emails to actively link clients with services so they can stay in the home they love.

3	DAY CLUBS
70,099	HOURS OF CARE
250+	CLIENTS

EXCELLING IN QUALITY OF CARE AND SERVICES

Quality of care must be the first priority in each Goodwin residential aged care facility, independent living unit and home care service. In keeping with the demand for more specific care for an ageing cohort of residents/clients who have more specific requirements, it is essential that Goodwin deliver industry-leading services.

Residents and clients are able to access an integrated range of services across Goodwin that provides pathways which incorporate aged care and allied health service models. Goodwin continues to explore opportunities for improved service models and develop and implement an ageing-in-place strategy which spans independence to palliative care.



CLINICAL TRAINING AND LEADERSHIP

We have this year initiated a specialised clinical training facility based at David Harper House, to provide high level practical workshops to Goodwin's clinical teams.

Led by Goodwin's specialist Aged Care Nurse Practitioner, the training facility offers a fully simulated mannequin and x-ray viewer, allowing clinicians to practise hands-on skills, and meet complex clinical care requirements with increased competency.

Goodwin also welcomed on board an Endorsed Nurse Practitioner, joining the residential care team as a leader and mentor, ensuring high levels of care and assessment of our residents.

DRUG-FREE PAIN MANAGEMENT, 24/7

Thirty Goodwin nurses have completed massage therapy training to provide non-pharmacological pain management options in residential care. Formerly outsourced and only in business hours, massage therapy can now be offered by Goodwin's 24/7 nursing staff whenever a resident feels pain and in the comfort of their room or preferred space.

Massage can have a positive impact on arthritic pain, postural stability and blood pressure. Massage treatment for arthritic hands can also include warm wax hand baths, which are proving very popular.

The new service furthers a range of ongoing efforts towards reducing the use of pharmaceuticals in aged care, and the risks of polypharmacy.



BEST-PRACTICE INFLUENZA VACCINATION

For best-practice and the protection of residents, clients and employees, Goodwin this year further reinforced our influenza vaccination program aiming for 85% of employees vaccinated annually within three years. Setting a new precedent, we supported several of our nurses through training towards immunisation qualifications to enable multiple inhouse vaccination clinics across all Goodwin sites for employees and residents, plus repeat clinics as needed.

CAPPED DEPARTURE FEES IN RETIREMENT LIVING

In 2017, Goodwin responded to resident feedback and capped our Departure Fee (formerly the Deferred Managed Fee) at 10 years in our Monash and Ainslie retirement villages.

Uncertainty about financial contracts has been raised as a concern among retirement village residents nationally. The new Departure Fee makes it far easier for new and prospective residents to plan financially, knowing the maximum exit fee they will be asked to pay regardless of the length of their residency in the village.

(The Central was already capped at 10 years and financial arrangements for the upcoming new Farrer village are in planning stage at the time of writing.)

HOME CARE LEGISLATION CHANGES PROVE CUSTOMER LOYALTY

Significant legislative change to Australia's home care industry, effective February 2017, has created a free-market model that makes it far easier for a customer to both nominate and leave a care provider, if they are unhappy with services.

Goodwin is proud to report that all our clients have chosen to remain with Goodwin, and since February a total of 10 clients have come to us after leaving another provider in the hope of better service and/or results.

This aligns with the 100% customer satisfaction rating reported by our Home Care Package clients in November 2016.

CLIENT SURVEY RESULTS 2016

HOME CARE PACKAGES

86%

are delighted or happy with the service

100%

are satisfied

99%

would recommend Goodwin to a friend

INDEPENDENT LIVING

92%

said their overall experience of living at Goodwin was either 'excellent' or 'good'

91%

considered the facilities at Goodwin villages to be 'excellent' or 'good'

92%

would recommend Goodwin to their friends

RESIDENTIAL CARE

92%

of residents feel that they are treated with dignity and respect always or most of the time

83%

of residents feel that their health care needs are met always or most of the time

89%

of residents feel that the facility is well run always or most of the time

SUSTAINABLE GROWTH

Our strategic direction is forged in the context of an intensely competitive environment and significant regulatory reform. We will achieve sustainability through improved client focus, quality and financial performance and through an increase in the scale of our residential and community care services.

Growth is focused on service-based models with a diverse range of care and service options aligned to our core business and consistent with our vision, mission and values.



NEWEST VILLAGE COMPLETE, CRACE

Construction of The Central apartment complex at Crace was completed this year. The final stage, officially opened in May 2017, brings the total apartments to 127 and adds eight townhouses. The two-storey, three-bedroom townhouses in particular offer a new choice in seniors' living for Canberra, responding to the changing needs and desires of new generations of seniors.

The five-year project has created a new option in urban-centre living designed especially for seniors, with a focus on active retirement (this village does not share the site with a care facility but accesses Goodwin home care services). Around 67% of the village is now occupied, with an average resident age of approximately 75 years.

FARRER REDEVELOPMENT COMMENCED

Construction on the five-year project to redevelop our Farrer village commenced in June 2017, after the resolution of appeals and slight amendments to the proposed building designs. We are very pleased to have arrived at a village design that meets the needs of all stakeholders. Information sessions held in June received very positive interest from the community in Farrer and surrounding suburbs.

The redevelopment will be a step up in sophisticated seniors' living with apartments designed to suit a range of needs and expectations with state-of-the-art amenities and best-practice environmental initiatives in building design and energy conservation. It brings a 40-year-old care facility into the new technological era, and able to accommodate innovations in care provision.

Care services in the existing George Sautelle House continue unaffected. Independent living residents have all been successfully relocated into other available units on the site, and look forward to moving into a brand new apartment when the first buildings are ready (expected final quarter 2018).





PREPARATIONS FOR AGED CARE ON THE SOUTH COAST

Goodwin was pleased to be awarded licences for 60 new aged care beds in the Ulladulla region including 10 specifically for dementia care and six respite places, under the 2017 Australian Government Aged Care Approvals Round (ACAR).

Population and supply projections indicate a high need for services in the Shoalhaven planning region.

The application meets Goodwin's long-term strategic plan to continue to expand, in a sustainable manner, aged care services into regional areas in need of local high level residential care.

Residential care options in Ulladulla will allow more local seniors to stay within their cherished community if their needs change with age.

ICT ROADMAP

2016-17 saw Goodwin commence a three-year roadmap to enhance its ICT services. Initially concentrating on the development and improvement of a robust network, the organisation is investing in systems that can deliver corporate efficiencies, but also additional services to its clients. Whilst the ICT systems in use will never cease being reviewed, at the end of the three-year roadmap, Goodwin will expect to have established a range of systems in meeting the growing number and complex needs of its employees, residents, clients and their families.

GROWING HOME CARE

Home Care Packages saw a 12% increase in clients from July 2016 to June 2017. This is largely due to the change in legislation in February 2017 allowing Goodwin to provide services to anyone who is assigned a home care package and chooses Goodwin.

GOODWIN HEALTH AND WELLNESS CENTRE

Goodwin's Health and Wellness Centre continues to grow with a successful application for funding to provide allied health and therapy services under the Commonwealth Home Support Programme for the Southern Highlands region. Goodwin will now deliver government-subsidised physiotherapy and podiatry for our clients in this region.

HEALTH AND WELLNESS CENTRE

SERVICE	CONSULTS	CLIENTS
General practitioner	513	132
Physiotherapist	496	62
Podiatrist	336	125
Geriatrician	87	61
Nurse practitioner/registered nurse	411	101

HEALTH CLUB

SERVICE	CLASSES	CLIENTS
Weights and Resistance	152	1362
Yoga and Meditation	142	1134
Seated Yoga	53	223
Tai Chi	77	880

Pictured: Goodwin's Health and Wellness Centre, Monash.

CAPACITY AND CAPABILITY BUILDING

The latest ACT government modelling predicts the ACT population of people aged 65 and over will increase to more than 56,000 by 2020 and more than 75,000 by 2030 (from approximately 51,000 today). The population of those over 85 years will rise by 12 per cent by 2020.

Rising demand for services and increased competition necessitate an innovative approach to aged care delivery. Essential to our journey is the commitment of our staff in an evolving environment. We recognise the valuable team we have and the Strategic Plan outlines our intent to complement our team's skills and diversity through attraction, retention and education strategies in the coming years.



MONASH LAND PURCHASE

Goodwin has taken up a rare opportunity to purchase land adjacent to our Monash village and released by the ACT Government, earmarked for retirement living or aged care.

The Monash site was identified by the Land Development Agency as one of the last large areas of community-facility-zoned land available in Tuggeranong; an area identified by the Commonwealth and the ACT as an area of need for aged care placements.

The acquisition strategically places Goodwin to offer increased choices in housing and services for seniors in the city's south.

NEW INTRANET IMPROVES INFORMATION SHARING

The capacity to support an increasing number of older Australians is reliant on our employee base. Goodwin looks for feedback from its employee base as to how we can improve the efficient and effective corporate business systems capable of supporting change and care delivery. Collaborating with our employee base, Goodwin has relaunched a new and improved

intranet available from within the organisation and from employees' home and mobile devices. The intranet provides employees with access to the latest employment news, policies, procedures and other key information to perform their roles, thus helping to continually improve professionalism and capability.

NEW SERVICES AT GOODWIN HEALTH AND WELLNESS CENTRE

In January 2017 the Health and Wellness Centre welcomed a physiotherapist and podiatrist on staff to deliver services to Goodwin clients and residents.

The Centre's Health Club commenced class delivery in August 2016, with a reviewed timetable implemented in October based on feedback.



BETTER ENGAGEMENT FOR HOME CARE

In November 2016 our home care business created a new role, Community Engagement Coordinator to provide a consistent, first point of contact for enquiries and to assist people to find the right care for them.

Further, the Case Management team welcomed training from Lorraine Poulos on industry-best case management approaches.

In October 2016 we introduced Mobile Care Worker, an electronic system to communicate rosters in real time with care staff while they are outside the office and in transit. The system improves roster management, and improves service to clients by allowing up-to-the-minute roster adjustments and communications.

A COMMITMENT TO TRAINING

The past 12 months have been busy for the Goodwin training team: The team has delivered approximately 572 hours of face-to-face training to Goodwin staff and volunteers, reviewed the induction and orientation programs and established the Goodwin on-line learning platform "GOALS" (Goodwin Online Active Learning System).

CERTIFICATE III-IV IN AGED CARE

Goodwin continues its commitment to up-skilling all personal carers to achieve a minimum qualification of a Certificate III in Aged Care. Goodwin is pleased to report that 60% of our personal care workforce now have this minimum qualification.

A further 24 employees have commenced their Certificate III or IV in Aged and Community Care.

Goodwin has further supported 89 employees for skills training such as medication assistance, food safety and supervisory skills.

ONLINE LEARNING PORTAL LAUNCHED

In 2016-17, Goodwin launched 'GOALS', the Goodwin Online Active Learning System. This online learning portal allows Goodwin to deliver training that is aligned to the Australian Aged Care Quality Principles and is available to all staff in a flexible learning environment that can adjust to the unusual hours, shifts and

casual employment undertaken in the aged care industry. As an electronic system, GOALS includes calendar and email features that improve communications around training and opportunities. It will also include a wide range of online resources, developed over time, for continued, free learning and development across a range of useful topics for all careers within Goodwin.

DEMENTIA EDUCATION PROGRAMS

Goodwin has partnered with Alzheimer's Australia to deliver a suite of specific dementia education programs to all staff, that promote the physical, mental and emotional wellbeing of a person living with dementia. Goodwin is pleased to report that since February 2017, 171 employees have completed the Montessori Fundamentals training; 69 employees have completed P3 Aggression Management and Self Defence in Dementia Care; 32 employees have completed Understanding Dementia; and three clinicians have completed the medical series. This program will continue in 2017-18.

TERTIARY-LEVEL CLINICAL TRAINING TOOLS

Further to page 4, Goodwin recently added a much anticipated new team member: a digital geriatric nursing skills mannequin providing in-house clinical training for our nurses with a level of equipment usually seen only in tertiary education institutions.

The Nasco Life Form, nicknamed Geri, realistically simulates human conditions and movements, providing practical experience in more than 35 procedures such as taking blood, administering injections, urinary catheterisation, and administering eye and ear drops. It can also be used to practise denture placement and removal, hearing aid placement, and dressing.

A remote control function allows the trainer to set particular heart and lung conditions allowing trainees to learn to distinguish between different sounds for more accurate patient assessments.

Pictured: Goodwin's Aged Care Specialist Nurse Practitioner Tamra MacLeod with Geri, Goodwin's new simulation nursing mannequin.

SOCIAL OBLIGATION

As a not-for-profit, benevolent organisation Goodwin's social obligation has several levels.

First, we must do our best to meet community need for aged care services and seniors' accommodation.

Second, community connections and engagement are invaluable for providing diversity in lifestyle services and resident activities, and depth to care.

As part of the ACT community for more than 60 years, it is important to us that we honour our role as a community member and give back to fellow non-profits and local groups and events.

Further, supporting research and advocacy organisations keeps us at the forefront of innovations in care, and helps us to find the best approaches for individuals and groups and to advocate for these among carers and policy-makers alike.



MEETING COMMUNITY NEED

Meeting community need for aged care services and accommodation options relevant to today's seniors are especially important in this era of ageing population. A range of measures are in place to ensure we keep up with need, and are outlined in this publication under the sections 'Building Capacity and Capability' and 'Sustainable Growth', and in Goodwin's new development plan outlined in the Chief Executive Officer's address on page 2.

SPONSORSHIPS AND DONATIONS

COUNCIL ON THE AGEING, SENIORS WEEK

Goodwin was proud to be primary sponsor of ACT Seniors Week 2017. To celebrate older people and the journey of ageing, the Council on the Ageing (COTA) each year compiles a program of around 100 events held across the city by government, community and commercial organisations. All events aim to:

- encourage older people to live healthy and active lifestyles all year round

- demonstrate that older age can be a time of learning and adventure, and
- celebrate older people and their continuing contribution to family, friends, workplaces and communities, and across generations.

ALZHEIMER'S AUSTRALIA (ACT) FLAGSHIP EVENTS

Goodwin sponsored both 2016 flagship events by Alzheimer's Australia (ACT) for Dementia Awareness Month, held each September. The inaugural Business Breakfast was one of the ACT chapter's largest fundraising events, bringing together business leaders, politicians, health practitioners and people living with dementia and their families. Goodwin has also sponsored the Memory Walk and Jog since inception, as it grows into a fixture on the Canberra community calendar and a key national event for raising awareness of dementia.





KNITTING 'FISH N CHIP' SUITS FOR NEWBORNS

Goodwin's Day Club members at Queanbeyan have donated hand-knitted 'fish and chip' suits for newborn babies in Africa.

Club members had fun working together over several months to knit these special soft, warm, and colourful suits donated to the Barbara May Foundation, a charity supporting underprivileged mothers through childbirth.

In some areas, African babies are, for want of clothing, wrapped in newspaper after they are born, so they are called 'fish and chip' babies. A newborn baby is considered lucky if they can be wrapped in a soft knitted suit rather than newspaper.

The Barbara May Foundation was founded to support the work of Australians Valerie Browning AM, and her nephew, Dr Andrew Browning in maternal healthcare in sub-Saharan Africa. The Foundation's primary focus is safer childbirth for mothers and children in rural areas and poorer communities.

HOME CRAFTS FOR CHARITY

Independent living residents at Goodwin Monash continue their fundraising efforts, running two fetes in the Clubhouse in the past 12 months. Residents initiate and organise the fetes and stock stalls with their own home crafts including knitting and cooking. Market tables are also rented to external vendors. Around 500 people attended the most recent fete. They raised more than \$8000, with just over \$4000 each donated to The Children's Starlight Foundation and Snowy Hydro Southcare.

SUPPORTING RESEARCH, ANU CONFERENCE

Goodwin proudly sponsored the National Conference of Emerging Researchers in Ageing, held on 31 October at the Australian National University (ANU), with a special session on "Pathways through Dementia" created in light of current research hosted at Goodwin sites.

A key event in the Australian ageing research calendar, the conference brought together early-career scholars from across the country. Sessions explored a range of aspects of ageing from physical function, health and wellbeing, services planning, psycho-social aspects, social relationships, and diet and nutrition.

The theme of this year's conference, 'Pathways to ageing well' raised questions about what it means to 'age well', what limits our efforts to do so, and what services are needed to support 'ageing well'.

INTERGENERATIONAL PROGRAMS

Goodwin works with local schools on three intergenerational programs building relationships between youths and seniors, who are often greatly disconnected in today's age of fast moving technological change: Ralph Cartwright Centre (Monash) with Trinity Christian School; David Harper House (Monash) with St Mary Mackillop College and Marist College; and Goodwin House (Ainslie) with Campbell High School.

Pictured left: Marist College students join David Harper House residents for a morning stroll around Monash village pond. **Pictured right:** Cheryl Rath, Queanbeyan Day Club Coordinator, 'fish and chip' suits knitted by day club clients.

COLLABORATE TO COMPETE

Goodwin will continue to create and enhance partnerships and strategic alliances with industry organisations, research institutes and universities to improve knowledge sharing.

We continue to work co-operatively with government, the health services sector and the aged care sector to contribute to policy agendas and service delivery standards that impact on the lives of older Australians.

It is also crucial that we remain competitive as an employer, attracting and retaining quality employees in a sector that provides job seekers with an increasingly competitive marketplace as more providers enter the area, and that in the future will be one of Australia's fastest growing employment sectors.



PARTNERING FOR EMPLOYEE BENEFITS AND WELLNESS

We continue to energetically build a suite of partnerships to entice and benefit Goodwin employees. All employees have access to a comprehensive employee benefits program that includes salary packaging, gym memberships, discounted IT purchasing, discounted purchasing on vehicles, free flu vaccination, birthday leave, domestic violence leave and financial planning sessions.

As part of our annual staff wellness program of activities, this year we partnered with Beyond Blue to deliver free mental health workshops, and the National Heart Foundation to deliver a seminar on physical wellbeing.

TERTIARY WORK PLACEMENTS

Over the past year we have facilitated aged care work placements for University of Canberra students undertaking Master degrees in occupational therapy, physiotherapy and pharmacy. Through three-week placements in our residential care facilities, students experience a new context for their field, engage with residents and participate in programs, and create connections for future opportunities.

PARTNER SERVICES FOR HOME CARE

Goodwin continues to forge strong links in the region to ensure a robust list of services that can be provided to clients with home care packages. Goodwin hosts a list of over 25 partner agencies to deliver services to clients.

The partners list continues to expand in response to client feedback. Current partners include MRC Interiors, Scope Home Access, Easier Living Services, Total Mobility, Trim Lawns, Red Cross Meals on Wheels, Ideal Cleaning, KNY Cleaning, The Walking Clinic and Neurospace.

SUPPORTING EMPLOYEE FAMILIES

In 2016-17 Goodwin, has continued to grow its employee benefits program, by partnering with Communities@Work to support our employees in securing placements in child care and school holiday programs.

Further to this we reinvigorated the Employee Assistance Program to support our staff and their immediate families by offering counselling to help to deal with challenges, concerns or issues at the workplace or at home.



SOLUTIONS FOR A NEW FUTURE IN PALLIATIVE CARE

Research in collaboration with Clare Holland House palliative care nurse practitioner, Nikki Johnston was published in 2016 to international interest and holds significant implications for new models of palliative care in residential facilities, as well as cost savings for public hospitals.

Specialist palliative care is not a standardised component of service delivery in nursing homes in Australia, and is often not brought into a facility until after a resident shows end-of-life symptoms. Conversely the national trend is that seniors are moving to residential care closer to end of life.

The research trialled early intervention across Goodwin facilities, with an ultimate view to allowing more people to be in their preferred place at death, reducing the number of deaths that occurred in hospital, and reducing the length of hospital stays for end-of-life residents.

It was hoped the trial would also see more residents and families undertaking advance care planning, and better symptom management.

The trial saw a substantial reduction in the length of hospital stays and a lower incidence of death in the acute care setting. Length of hospital admission was reduced by an average of 3.22 days, a 67% decrease in admitted days.

CONNECTING WITH COMMUNITY

We continue to foster numerous linkages across the community to help engage our residents and care recipients with their communities, and lead a more fulfilled life.

Goodwin extends heartfelt thanks to all the community groups, venues and individuals who host our residents, or visit our sites. The list is too large for this space, but includes the following with whom we've recently visited. See also our list of partners on page 17.

ANU Preschool and Child Care
Australian National Botanic Gardens
National Gallery of Australia
Campbell High School
Farrer Primary School
Delta Dogs
Troppo Bob
The National Arboretum
Tidbinbilla Nature Reserve
Landcare
Canberra Symphony Orchestra
ANU School of Music
Music For Canberra
Sutton Bakery

Ginninderra Labour Club
Canberra Yacht Club
The Carrington of Bungendore
Cockington Green
Greengold Nursery

PROGRESS REPORTS – RESEARCH COLLABORATIONS

AUSTRALIA'S FIRST PILOT OF PHARMACIST PLACEMENTS IN AGED CARE

A pilot program was planned in 2016 in partnership with the University of Canberra (UC), aimed at testing the benefits of having an on-site pharmacist within a residential aged care facility.

The measurable outcomes will be assessed before and after the pilot and are expected to include:

1. benefits for the residents in terms of measurable health indicators; and
2. benefits for the staff in facilitating day-to-day patient care, and efficiency and accuracy of medication administration rounds.

The application to the Human Research Ethics Committee at the university has been approved and baseline data collection commenced in February 2017.

A trial pharmacist is on site at Goodwin two days per week for six months commencing April 2017.

University of Canberra has selected a PhD candidate who will survey nursing staff about their experiences with the medication management review service with a focus on reviews for residents with a dementia diagnosis.

ANU RESEARCH INTO MANAGING BEHAVIOURAL AND PSYCHOLOGICAL SYMPTOMS OF DEMENTIA

Work began in 2016 on a four-year research project in partnership with Dr Moyra Mortby from the Australian National University's Centre for Research on Ageing, Health and Wellbeing. The joint venture will see high level training for staff to implement appropriate interventions in the management of Behavioural and Psychological Symptoms in Dementia (BPSD).

The primary aims of the research are to evaluate: the relative efficacy of BPSD care to reduce frequency and severity of behavioural and psychological symptoms of dementia; and minimise the use of anti-psychotic medication to manage BPSD in care facilities. The project will include extension care and clinical training across Goodwin staff. A training model is currently under development.

Pictured: Ken Smith with Tracy McGregor and Georgia from Delta Dogs.

OUR PEOPLE

Our Strategic Plan 2014–2020 highlights building and retaining a culture and workforce that is flexible, dynamic and professional, with staff who love their jobs and see it as a privilege to work with seniors.

It is our people who will establish our reputation as a provider of high quality services, care and accommodation to the senior community which focus on the individual's right to be treated with dignity and respect.

We encourage a high level of teamwork and integration of work and multi-skilling, fostering a positive workplace attitude and use of initiative, mutual understanding and trust.



OUR STAFF PROFILE

At the end of June 2017, Goodwin employed 539 staff. Goodwin staffing numbers were again stable in 2016–17, showing a 2.5% growth.

Seventy per cent of our staff are part-time and the vast majority are women (77%).

Employees aged between 21–30 years and 31–40 years represent the largest portion of positions within Goodwin (56%), followed by 41–50 years old (18%).

Thirty per cent of our employees have worked for Goodwin for 2 to 5 years, while 26% have been with Goodwin for more than five years.

EMPLOYEES BY BUSINESS AREA

Home and community care/ day clubs/health club	141
Residential care	323
Lifestyle services	27
Corporate	48
Total number of employees	539

In our 2016–17 employee satisfaction survey more than 80% of staff that responded to the survey rated their employment with Goodwin excellent or good.

The top three reasons why they work at Goodwin:

1. quality time with clients/providing care
2. being part of a wonderful team
3. rewarding work and good conditions/benefits.

THANKS TO OUR VOLUNTEERS

Goodwin is lucky to have many generous volunteers working tirelessly throughout the organisation. In 2016–17 Goodwin increased its volunteer cohort to 73.

We celebrated our volunteers with a special morning tea during National Volunteers Week in May, with a guest speaker from Volunteers ACT and nominations for the 2017 ACT Volunteering Awards.

Our volunteers' roles are varied and include:

- bus driving, to assist with creating varied and enjoyable social outings;
- pet therapy, to assist with improving social and emotional wellbeing or cognitive function;
- pastoral care, to assist with religious services and provide emotional and spiritual support;
- assisting with group activities liked arts and crafts.

The Goodwin volunteer program is always looking for volunteers or volunteer groups interested in enhancing the quality of life for our residents.

EMPLOYEE WELLNESS CALENDAR

In 2016–17, Goodwin launched its employee Wellness Calendar. The program is designed to help provide a healthy work environment and to support the adoption of healthy habits by employees. We believe that good employee health plays an important role in the success of our company and this new initiative is the foundation for a healthier work environment into the future.





Wellness activities included social and emotional wellbeing ('thank you' boards, multicultural days, mental health workshops); physical activity (including discounted gym memberships and staff yoga); healthy eating; and health awareness campaigns such as quit-smoking information.

INTERNAL AWARDS

LENGTH OF SERVICE AWARDS

In 2016–17, we are pleased to advise that Southida Savatvong completed 20 years of service with Goodwin. Congratulations were extended to Southida at the staff annual dinner.

5 years of service: 47 employees

10 years of service: 20 employees

20 years of service: 1 employee

ANNUAL BURSARY AWARD

Luke Anforth, ICT Officer

ANNUAL AWARD FOR EXCELLENCE

Jo Williams, Monash Resident Liaison Officer

INTERNATIONAL NURSES DAY

Award for significant contribution to their own professional development as well as the wellbeing of older people and other Goodwin employees.

Shule Tang

Cindy Hansen

Charlotte Bai

EXTERNAL AWARDS

2017 VOLUNTEERING AWARDS

Campbell High School (nominee)

Lai Chiu Dawson (nominee)

Mark Warren (nominee)

Yvonne Farr (nominee)

STUDENT OF THE YEAR

Joanne Blake (nominee)

Theresa Marchant (nominee)

ACT GOVERNMENT, HEALTHIER WORK

Silver certificate to Goodwin for commitment to creating a healthier workplace.

Pictured left: Goodwin care managers review cases
Pictured right: Goodwin's International Nurses Day breakfast celebration

BOARD OF DIRECTORS



LIESEL WETT
Chair of the Board of
Directors



TERRY CHAMBERLAIN
Vice Chair



PETER CARTWRIGHT
Director



GEOFF KNUCKEY
Director



MARIA STORTI
Director



BARRY JACKSON
Director



LOIS FORDHAM
Director



LAURANN YEN
Director



DAVID MURPHY
Director





Morning tea launch of National Palliative Care Week hosted by Patron of Palliative Care Australia, His Excellency General the Honourable Sir Peter Cosgrove, Governor-General of Australia and Lady Cosgrove. Goodwin residents Mary McPake, Jessie Bennett and Mollie Bouquet attended along with Chair of the Goodwin Board, Liesel Wett, Robyn Boyd, Executive Manager, Residential Care, Sue Levy, Chief Executive Officer and Tamra MacLeod, Nurse Practitioner. Image: Palliative Care Australia

OUR VALUED MEMBERS

Through its constitution, Goodwin extends membership to those interested in the operations and strategic direction of the organisation. With many members as current residents, we are proud

to be owned 'by our members, for our members'. At the close of another successful year, Goodwin extends gratitude to all members for their continued contributions, support and insights.

OUR PARTNERS

ACACIA CONNECTIONS
 ACT HEALTH DIRECTORATE
 ADACAS
 AGED CARE CHANNEL
 ALZHEIMER'S AUSTRALIA
 AMC ARCHITECTURE
 ANYTIME FITNESS
 APPSCORE
 ARTS HEALTH INSTITUTE
 AUSMED
 AUSTRALIAN NATIONAL UNIVERSITY
 AUSTRALIAN PRACTICE NURSES ASSOCIATION
 BEYOND BLUE
 CANBERRA BUSINESS CHAMBER
 CANBERRA INSTITUTE OF TECHNOLOGY
 CANCER COUNCIL AUSTRALIA
 CAPCORP
 CLARE HOLLAND HOUSE
 COMMONWEALTH BANK OF AUSTRALIA

COMMUNITIES@WORK
 COORDINATE GROUP
 CUSHMAN & WAKEFIELD
 DELTA DOGS
 DEMENTIA BEHAVIOUR MANAGEMENT ADVISORY SERVICES (DBMAS)
 DEPARTMENT OF HEALTH
 DOWSE PROJECTS
 ERNST & YOUNG
 FARM FRESH FYSHWICK MARKETS
 FERST TRAINING SOLUTIONS
 GUNS N HOSES
 HEALTHIER WORK ACT
 HEARING AUSTRALIA
 HESTA
 ISABELLA PLAINS MEDICAL PRACTICE
 JB WERE
 KEY2LEARNING
 KIRANA
 LEADING AGED SERVICES AUSTRALIA

MANTEENA
 MOMENTUM CHURCH
 NATIONAL HEART FOUNDATION
 NURSE TRAINING AUSTRALIA
 NURSES ASSOCIATION OF AUSTRALIA
 PBS BUILDING
 PROBUS CLUB, QUEANBEYAN
 PROPERTY COUNCIL OF AUSTRALIA
 QUEST TRAINING
 REACHLOCAL
 RETIREMENT LIVING COUNCIL AUSTRALIA
 SCREENCRAFT
 SOUTHERN AREA HEALTH
 TELSTRA
 TERTIARY TO WORK
 THE MARK AGENCY
 TOYOTA CANBERRA
 UNIVERSITY OF CANBERRA
 VOLUNTEERS ACT
 WISDOM LEARNING
 WORKSAFE ACT

SUMMARY OF FINANCIAL OPERATIONS

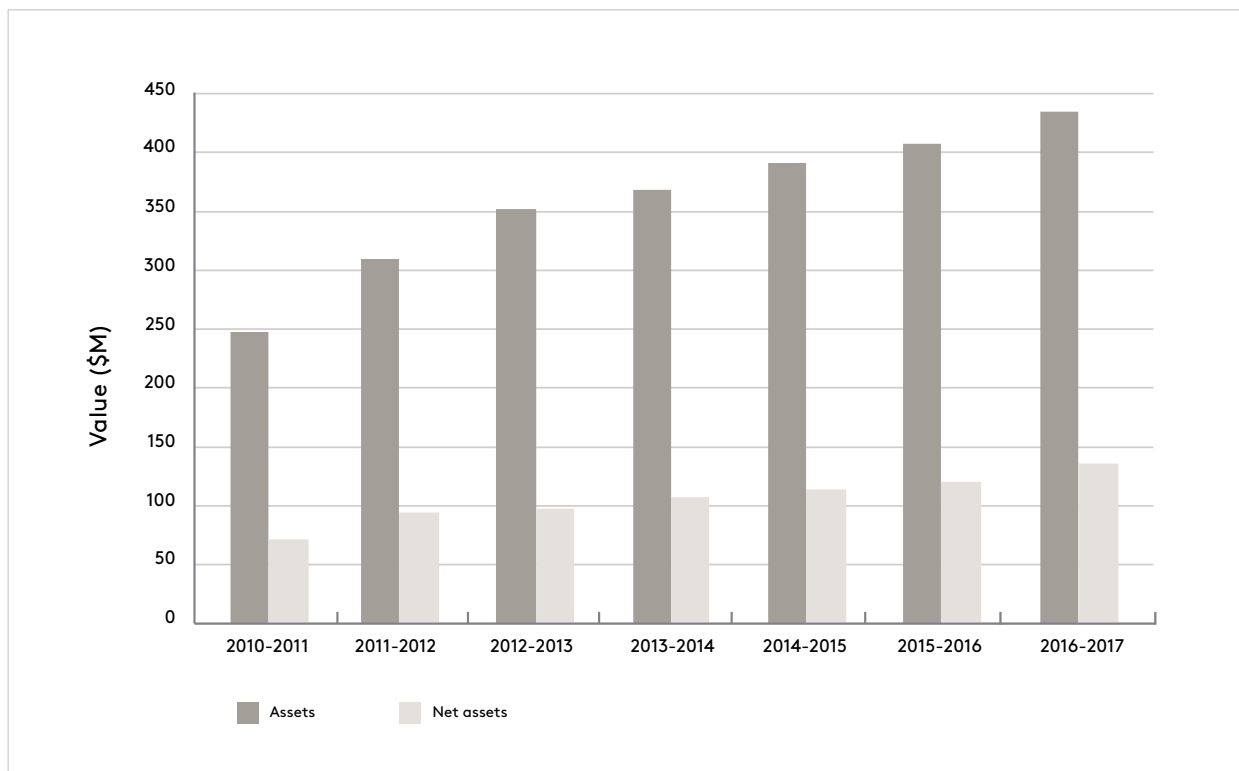
The 2016–17 financial year has continued to see external pressures increase on not-for-profit organisations and the aged care industry. Changes to federal and territory legislation has continued to place financial pressures on the organisation and the industry in which it operates. Goodwin has undertaken significant work to ensure a continued strong fiscal strategy that responds to these changes.

Among significant challenges to our organisation were changes to federal processes for home care and residential care which directs all clients through the government's My Aged Care portal. This service, in addition to the National Waitlist for home care services, has restricted direct access to prospective clients and therefore opportunities to establish early relationships and understand their needs. Regardless of these inhibitors, the organisation has been able to continue to operate with a high level of occupancy, indicating the quality of service to clients and the attractiveness of the facilities it operates.

Property prices within the region have continued to increase over recent years, with average prices increased by approximately 5.1% in 2016–17. This results in increased property revaluations for our independent living apartments and villas which during 2016–17 reflected a net increase of approximately \$14.5M across the villages. This will see a capital gains improvement for Goodwin village residents, and is directly reflective in the overall surplus result of the organisation.

During 2016–17, completion of The Central by Goodwin at Crace has increased the number of apartments available at the site to 135. Also in line with Goodwin's development program, the organisation was able to start the redevelopment of its Farrer site. The redevelopment strategy has impacted the operational performance of the site, which will continue over future financial years but is well within the organisation's expectations.

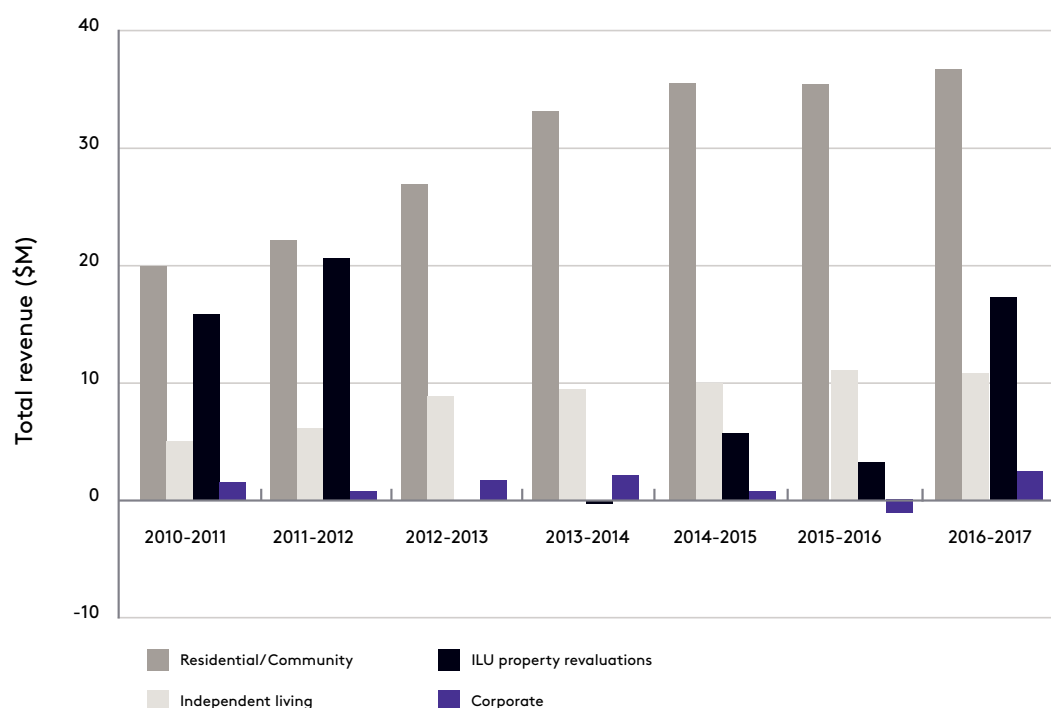
All of these undertakings have seen the organisation's total asset base grow to \$438M, with a net asset holding of \$135M.



GOODWIN AGED CARE SERVICES LIMITED
CONDENSED FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2017

	2017 (\$'000)	2016 (\$'000)
Revenue		
Subsidies	24,129	23,948
Rent, board and maintenance charges	10,787	9,793
Residents' retentions	6,621	6,553
Investment & interest income	3,115	4,044
Grant income	3,137	3,196
Other revenues	19,673	2,696
TOTAL REVENUE	67,462	50,230
Statement of financial position		
Current assets	47,871	33,766
Non-current assets	389,795	374,891
TOTAL ASSETS	437,666	408,657
Current liabilities	302,767	288,347
Non-current liabilities	169	146
TOTAL LIABILITIES	302,936	288,493
NET ASSETS	134,730	120,164



INTERNATIONAL NURSES DAY 2017
IN THEIR WORDS



GOODWIN
THE BETTER LIFE CHOICE



Goodwin village
Ainslie &
Goodwin House
35 Bonney St
Ainslie

Goodwin village
Farrer & George
Sautelle House
22 Marshall St
Farrer

Goodwin village
Monash & Ralph
Cartwright Centre
27 Cockcroft Ave
Monash

Goodwin village
Monash & David
Harper House
15 Cockcroft Ave
Monash

The Central
by Goodwin
20 Galore Street
Crace

Call 02 6175 5100 · Email info@goodwin.org.au
Goodwin Aged Care Services Limited. 22 Marshall Street, Farrer ACT 2607.

GOODWIN.ORG.AU



GOODWIN
THE BETTER LIFE CHOICE