

ANNUAL ACTIVITY STATEMENT

2017-18



GOODWIN
THE BETTER LIFE CHOICE



MS LIESEL WETT, CHAIR OF THE BOARD

With my fellow Board members, I reaffirm Goodwin's ongoing commitment to supporting all seniors to achieve quality of life and to take opportunity to stay productive in their communities. Together with my fellow Board members, I commend to you this statement of activity for the 2017–18 financial year at Goodwin Aged Care Services. Our successes this year have been exceptional, just as they have been in past years.

Over the past 18 months and in collaboration with representatives of our residents, clients and their families, the Board and team have contemporised Goodwin's longstanding vision, mission and values statements. These, noted on page two and the back cover of this publication, are expressions of our maturing culture, our modern clientele, and an affirmation of our focus into the future.

We welcomed a positive new direction in aged care funding in the Federal Government's Budget 2018–19, focussed on supporting quality of life and empowerment through choice for Australia's seniors. Goodwin's activities are aligned with the Government's well-rounded approach that gives consideration to financial options, work, physical activity, wellbeing, mental health and community engagement. Our industry saw 14,000 additional new places for home care; 13,500 residential aged care places and 775 short term restorative care places, with a \$60 million capital investment to support them; and \$82.5 million over four years for mental health services for people in residential aged care facilities.

With the number of Australians living with dementia expected to reach more than 1.1 million by 2056, residential aged care will continue to be an essential service for the community and I'm proud to say Goodwin continues to be an industry thought-leader. This year we funded a national-first trial of a pharmacist placement within a care facility, which exceeded expectations and has the potential to inform industry reform into the future (see page 17).

Our Farrer village is under redevelopment in this financial year. The popularity of the near-complete first apartment blocks is proof of our development strategy, showing demand for quality housing options for seniors, including new purpose-built housing stock within established communities.

On behalf of the Board, I thank Chief Executive Officer, Sue Levy and her executive team for their ongoing passion and commitment to their teams and our clients and residents.



MS SUE LEVY, CHIEF EXECUTIVE OFFICER

It is a great pleasure to present Goodwin's Annual Activity Statement 2017–18.

We celebrated two significant milestones this year: First, the 10-year anniversary of our Ainslie village redevelopment and, particularly meaningfully, attendance at the celebrations by staff and residents who have been at Ainslie village for those 10 years, and still remain.

We celebrate our first employees to have committed to Goodwin for 20 and 25 years.

The strength and benefits of such sustained commitment cannot be understated, particularly as our industry moves into an era of more stringent quality controls and where we rely on our foundations and our culture to support us through challenging times. Our focus will be to consistently meet increasing customer expectations.

In recent times, the worst failures across our industry are in the media spotlight and a Royal Commission into aged care has been announced. Goodwin welcomes all efforts to ensure all senior Australians can rely on consistently high levels of care and safety. This year we have been working towards implementing new single quality frameworks legislated by the Federal Government as part of the aged care reforms. I am pleased with the work that has been undertaken to date to ensure readiness by 1 July 2019.

This year we focussed on the customer experience, and more deeply understanding our customers. A positive employee experience is also key to customer experience, and some fantastic initiatives have taken place across our care programs. An example is our review of medication rounds (see page 11) which has had an astonishingly swift effect on efficiency, improving the experience for residents and carers alike, and supporting care workers with an in-house training program.

Creating discrete Village Manager roles per retirement village is also helping ensure better experiences, with greater focus on each community.

The Board, management, staff and volunteers can feel very proud of their achievements this year, and I offer heartfelt congratulations to all for their valued efforts and achievements.



QUICK OVERVIEW

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

WE BELIEVE

that every person should have quality of life and the opportunity to stay productive in their community.

2500

approximately how many seniors we helped this year

1954

the year we started operations

542

the number of Goodwin employees this year

78,000

approximately how many hours of home care we provided in the year

92%

the percentage of our retirement living residents who would recommend Goodwin to a friend

326

the number of residential care beds at Goodwin in Canberra (with the new George Sautelle House)

RESIDENTIAL AGED CARE



RALPH CARTWRIGHT CENTRE, MONASH



DAVID HARPER HOUSE, MONASH



GOODWIN HOUSE, AINSLIE



GEORGE SAUTELLE HOUSE, FARRER

RETIREMENT LIVING



THE CENTRAL BY GOODWIN, CRACE



GOODWIN VILLAGE MONASH



GOODWIN VILLAGE AINSLIE



GOODWIN VILLAGE FARRER (in development)

HOME AND COMMUNITY CARE



DAY CLUB MONASH



HOME CARE SERVICES



DAY CLUB CRACE



DAY CLUB QUEANBEYAN

STRATEGIC PILLAR 1

EXCELLING IN QUALITY OF CARE AND SERVICES



REFINING HOME CARE DELIVERY

Quality care and service delivery continues to be at the forefront of our objectives. Over the past year there has been a great deal of refinement in our operating structure to make efficiencies that will provide the best customer experience. In particular, we have refined rostering practices to help ensure clients are delivered services when and by whom best meets their need.

Innovation in care delivery and models of care have been a focus with the development of specific packages of care for chronic health conditions. Activity has so far focussed on developing partnerships with advocacy bodies, with the aim of bringing to their membership base the tailored, holistic care that a home care package can provide.

We are now providing care to over 900 clients throughout the ACT and now within regional parts of NSW, with a focus on Queanbeyan-Palerang and Yass/Murrumbateman areas where there has been an unmet need for seniors who are closely tied to their community and land.

ORGANISATION RESTRUCTURE RETIREMENT LIVING

We now have a dedicated Village Manager on each site, with a view to ensuring excellent service delivery and setting us up for future growth.

Three new positions were created, with a Village Manager at Ainslie, and new Village Managers appointed for our Monash and Farrer villages. We have successfully transitioned to location-based teams for each of our villages, under the new managers.

In addition to this, the asset maintenance delivery process was reviewed, and dedicated maintenance officers appointed to each of the villages. The maintenance officers now form part of the village based team, reporting directly to the Village Manager. Feedback from residents has already indicated improvements in service delivery and resident satisfaction.



ENHANCED HOTEL SERVICES: EAT WELL, LIVE WELL, BE WELL

In September 2017, we restructured hotel services to be delivered solely by Goodwin staff across all Goodwin residential aged care facilities.

With hotel service now on-site came innovation and creativity. Residents now have the luxury of a buffet breakfast served from 7.30 each morning, consisting of a full continental breakfast with a scrambled egg station set up on each floor, serving freshly cooked eggs to order.

RESIDENTS PARTICIPATE IN MENU DESIGN

Responding to feedback on food service in aged care, we invited residents to participate in menu design via Food Focus Groups. In our inaugural group, over 50 residents across our residential care facilities participated in an afternoon of dining, sampling menu items for inclusion on the next season's menu. The residents were so impressed with the new menu, it was endorsed and implemented after a review by our very own Goodwin dietitian, to ensure nutritional balance.

TRAINING FOR SERVICE STAFF

Our head chef, who brings experience in international hotels and restaurants, has delivered training sessions and created training videos for catering teams in professional food service including napkin folding, dining room setting, plating and presentation, to ensure our residents have the best possible dining experience.

IN-HOUSE RECIPE HIGH ENERGY HIGH PROTEIN SHAKES

Goodwin's dietitian and clinical team have created special in-house High Energy High Protein Shakes to improve on alternative supplements for the elderly who have lost appetite and/or weight. The in-house blend is made using natural whole foods, providing residents with nutritious fruit shakes, designed to increase calorie intake and encourage weight gain and maintenance for improved health outcomes. The shakes are given only as prescribed as a supplement by the dietitian so residents continue to be encouraged to eat meals and participate in the important social experience of dining.



Goodwin head chef Sandeep Vaid delivers food service training to his team



TOP SCORES IN THE NATIONAL RESIDENT SURVEY

Goodwin participated in the national resident survey of retirement villages, initiated by villages.com.au and conducted by independent research company Australia Online Research. Close to 20,000 residents nationwide participated in the survey, including 240 independent living residents from Goodwin. Against the national benchmark, Goodwin scored very well, particularly in the areas of overall satisfaction and village management.

93% of Goodwin residents said that their overall happiness and life satisfaction had at least stayed the same or had improved since they moved into the village, against the national average of 85%.

The Net Promotor Score* for Goodwin was 64, against a national average of 22.

Areas for improvement identified, although still scoring well above average, were complaints handling and understanding financial information regarding annual budgets and village contracts. Goodwin management is working on improving these areas for our

residents, for example through changing the way in which financial information relating to the village budget is presented to the residents and by making clearer the financial information that is provided to prospective residents. The initiative of developing simplified village contracts is currently underway.

Goodwin has run a series of information sessions throughout the year on retirement living village contracts and arrangements, to offer transparent, indepth information that our market tells us they want. We have delivered into meetings of various local seniors' groups such as Men's Sheds, plus an independent event in partnership with KJB Law, which attracted around 150 attendees.

*The Net Promoter Score is the world's leading metric for measuring customer satisfaction and loyalty. It goes beyond measuring how satisfied a customer is with a company; the Net Promoter Score system is designed to gauge the customers' willingness to recommend it to others. A NPS above 0 is considered 'good', +50 is 'Excellent,' and above 70 is considered 'world class'.



STRATEGIC PILLAR 2

SUSTAINABLE GROWTH

HOME CARE SERVICES EXPAND INTO NSW

With the expansion of home care services into regional NSW we've undertaken a considerable amount of planning to ensure long-term success and effective connection with our new communities.

The approach has been to embed ourselves within the local communities and to truly understand the needs of the residents. By using this method, we have seen an increase of clients within Braidwood, Bungendore, Murrumbateman and the Yass Valley who have started to use Goodwin as their provider of home care services.

We have focussed on supporting our expansion by recruiting local people to deliver care, which has created a win-win by providing employment opportunities to the local community, and carers who are likely familiar with their clients and/or community.

INCREASED SERVICES AT GOODWIN HEALTH AND WELLNESS CENTRE

Goodwin Health and Wellness Centre has increased its service offering to the Goodwin client base. We now offer:

- massage therapy
- physiotherapy
- fitness training
- podiatry
- geriatrician services
- general practitioner services.

The Health Club now has over 130 members and runs classes five days per week across our Goodwin sites providing fitness classes with a focus on strength and balance related programs.

Through the Centre in partnership with Queanbeyan Day Club, we also offered two-week Step Into Fitness programs to encourage Queanbeyan region seniors to try out light, tailored fitness classes as a re-introduction to fitness and preventative wellness measures.

AINSLIE VILLAGE ANNIVERSARY

We celebrated the 10th anniversary of the Ainslie Village redevelopment at a cocktail event in Goodwin House on 16 May.

While Goodwin House was first opened in 1961 by then Prime Minister Sir Robert Menzies, the entire village was redeveloped and re-opened as we know it today, in 2008, by then ACT Chief Minister Jon Stanhope.

Goodwin House was Canberra's first aged care facility and our village the first housing designed for seniors.

With thanks to builders Capezio & Co, the redevelopment won more than 10 significant industry awards.

The anniversary event was 'a wonderful evening to acknowledge residents, staff and all who have been here since the beginning of the decade-long journey, and all those who made this village what is it today', said Liesel Wett, Chair of the Goodwin Board.

FARRER VILLAGE REDEVELOPMENT

Stage 1 of the Farrer Village redevelopment project is now well underway with the first three buildings in various stages of construction. Stage 1 consists of 80 independent living apartments, clubhouse facilities, basement parking and associated landscape areas.

New housing options for seniors within an established suburban area has proven popular, with interest in the new development high.

At release of Stage 1 in December 2017, the project had already attracted significant interest from the community and a customer database had been established. Those who had already engaged with Goodwin were rewarded with an exclusive pre-release with opportunity purchase an apartment off the plan. Forty applications were taken within the first two months, followed by another 25 applications in the subsequent four months of full market release in late February 2018.

This is evidence of a strong need for quality retirement accommodation and a credit to the Goodwin brand.

The first residents will be moving in to their apartments in late 2018.

TIMELINE

Completion of the remaining Stage 1 buildings will follow in early to mid 2019. We anticipate that Stage 2 works will commence on site in early 2019 and will include the final apartment building and the residential aged care facility.

The aged care facility, George Sautelle House, has continued to operate during this phase, supporting around 20 residents who have chosen to remain for as long as possible. Residents report enjoying watching the nearby construction, as the new village quickly takes shape.

Pictured above and right: Artist impressions of the new Farrer Village by Goodwin





STRATEGIC PILLAR 3

CAPACITY AND CAPABILITY BUILDING



NEW GOODWIN ALLIED HEALTH TEAM, RESIDENTIAL CARE

The Goodwin food philosophy of *Eat Well, Live Well, Be Well* has been enhanced by our new allied health team. In March 2018 we completed the new team, consisting of physiotherapists, occupational therapists, a podiatrist, dietitian and exercise physiologist to provide therapy programs, gymnasium sessions, non-pharmacological complex pain management treatments including massage, wax baths and dry needling (acupuncture) to our residents. Their work aims also to improve joint and muscle tone, mobility and overall functionality to optimal levels for each and every resident.

The allied health team have also been providing training to the care team at point-of-care (bedside), in managing skin pressure when assisting residents, and skin integrity to help better protect our fragile elderly.

NEW CUSTOMER SERVICE ROLES, RESIDENTIAL CARE

We've created new customer service roles for residents of our care facilities and their visitors, in new Customer Liaison Officers and Concierges at each site. The customer liaison role was implemented in August 2017, with the mandate to provide superior services to our customers including assisting consumers in navigating the aged care sector, providing comprehensive information and resources. The liaison officer conducts site tours, open house days and takes all enquiries, providing a more customer centric approach to both existing and new consumers.

The concierges operate on extended hours for visitors, assisting with day-to-day needs such as organising transport and appointments, and supporting any ad-hoc needs.



MEDICATION PILOT IMPROVES CONSUMER CARE

Following on from lessons learned through the residential aged care pharmacist research pilot (see page 17), Goodwin has reassessed procedures for medication rounds and associated training and piloted a new system, beginning with Goodwin House, Ainslie in March 2018.

The pilot was so successful the new system is being delivered across all sites and shifts at Goodwin, scheduled for full implementation by late 2018.

The pilot process involves splitting the large floors into corridors, serviced by care 'buddies' who are supported by ongoing training including on-site study groups lead by our nurse practitioner.

Previously, medication rounds took up to 3.5 hours of the carer's day which risked fatigue induced errors and miss-timed medication administration.

The streamlined processes have reduced rounds to 45 minutes.

'They don't dominate the day anymore or interrupt people's breakfast in the dining room', says Tamra Macleod, Goodwin's nurse practitioner.

'Carers have more time in their day to give to residents' other care needs, so the feedback so far is extremely positive. Carers are enjoying their days more and that can only help raise the customer experience, too.'

'This is an organisational initiative where eventually every carer will be trained to administer medications in a program designed to upskill all staff and improve our model of consumer directed care', says Robyn Boyd, executive manager residential care.



Pharmacist Richard Thorpe consults with Goodwin nurse Ian Pamintuan and nurse practitioner Tamra MacLeod, David Harper House



Goodwin Manager Operations Residential, John Penca role plays for food service training at David Harper House

A COMMITMENT TO TRAINING

Over the past 12 months there has been a significant increase in the development of tailored training for employees through a mix on internal and external training, leadership programs, buddy programs, and partnerships in research projects.

It has been a busy year for the Goodwin training team. In 2017-18 the training team delivered 60 sessions (approx. 240 hours) of mandatory face-to-face training to Goodwin employees and volunteers.

In 2017-18 Goodwin employees completed 2647 hours of on-line training.

In addition, Goodwin has supported 179 employees to complete qualifications and certificates in Cardio-Pulmonary Resuscitation, First Aid, Food Safety Supervision, Medication Assist, Responsible Service of Alcohol and attendance of the Asbestos Awareness course.

MINIMUM QUALIFICATIONS FOR CARERS

Goodwin continues with its commitment to up-skill all personal carers to a minimum qualification of Certificate III in Individual Support.

Goodwin is pleased to advise that 63.35% of our personal care workforce now have a minimum qualification of Certificate III in Individual Support. A further 28 employees are undertaking their Certificate III in Individual Support or Certificate IV in Ageing Support in 2017-2018.

DEMENTIA TRAINING

In 2017-18, Goodwin partnered with Dementia Australia to deliver a suite of dementia specific educational and training programs which were open to all employees.

The sessions focused on promoting the physical, mental and emotional wellbeing of a person living with dementia. The most recent project Goodwin delivered in partnership with Dementia Australia consisted of our Memory Support Unit personal care employees undertaking six dementia education sessions over a six-week duration.

This innovative training included the use of virtual reality technology to enhance employees' knowledge of the impact of dementia, with the aim of providing employees with a fuller and more meaningful understanding of what it is like to live with dementia from the perspective of the consumer through an Educational Dementia Immersive Experience (Enabling EDIE™).



MANAGING BEHAVIOURAL AND PSYCHOLOGICAL SYMPTOMS OF DEMENTIA

Goodwin is engaged in a research partnership with the University of NSW for a study that focuses on developing a person-centred, drug-free approach to managing behavioural and psychological symptoms of dementia (BPSD).

The project was announced in 2016 by the Federal Government and is now rolling out at Goodwin House, David Harper House and Ralph Cartwright Centre. Approval from university Human Ethics Committee was granted in April 2017 and the ANZCTR trial registration was completed in late March 2017.

The training and subsequent intervention phases will rollout consecutively at each site, with two of three sites having completed training and begun interventions at the close of the financial year. Completion is expected in early 2019.

LEADERSHIP PROGRAM

In 2017-18, Goodwin acknowledges the requirement to build the capacity and capability of our employees and have embarked on a new nine-month leadership program for five elected managers across Goodwin. The elected managers participating in the program will receive one-on-one individualised coaching using a blend of learning (online learning, coaching and on the job application) on three of the 10 business topics assessed over a nine-month period.



Goodwin's allied health team, residential aged care

CHAMPIONS AND BUDDIES PROGRAM

In 2017-18, Goodwin has implemented an enhanced Champion and Buddy Program with the aim of appointing new employees with a Goodwin Champion to guide them in the requirements of the role by sharing their knowledge of expertise and skills.

Sixteen elected employees participated in the intense program, which comprised online learning, a one-day workshop about 'being a better buddy' and a one-day workshop on Safe Work and Manual Handling for Support Workers.

TRAINING GOODWIN CLINICIANS

Continuous Professional Development points

Goodwin continues to provide registered practitioners with an Ausmed subscription. Ausmed provides a platform for registered practitioners to undertake and store online training which is then accrued to make up the required Continuous Professional Development points as per the Australian Health Practitioner Regulation Agency registration renewal process.

This membership has now also been extended to the members of the new allied health team.

Immunisation training for nurses

In 2017-18, Goodwin once again offered registered nurses the opportunity to undertake training in immunisation administration via the Australian College of Nursing. This professional development allows Goodwin registered nurses to provide an additional service to our residents, clients and employees by administering primarily the annual influenza vaccination. Goodwin is pleased to advise that four nurses completed the immunisation training in 2017-2018, and an additional four are due to complete the training in 2018-19.

STRATEGIC PILLAR 4

SOCIAL OBLIGATION



SOLAR ENERGY INSTALLED AT AINSLIE VILLAGE

As part of a renewable energy solution to reduce our environmental footprint and energy bills Goodwin has recently completed the installation of a 477.7kW photovoltaic solar power system at our Ainslie village.

This will enable a reduction in electricity consumption at Goodwin House as well as the retirement living apartment buildings and common spaces throughout the village such as the clubhouse and basement parking areas.

Anticipated benefits of the system include a reduction in Ainslie's net energy consumption by approximately 50%, a carbon pollution offset of 2,054MT and generation of enough solar power equivalent to 200 homes and over 600 passenger vehicles driven for a year.

After a testing and monitoring period of this new solar system, we are hoping to be able to progress similar installations at our other villages to add to our existing sustainability initiatives.

POSITIVE AGEING AWARDS SPONSORSHIP

Goodwin was proud to sponsor the 2018 Seniors Advocate Award as part of the annual ACT Positive Ageing Awards, which recognise and celebrate outstanding older Canberrans and the individuals and organisations that work with, or for, them.

The Positive Ageing Awards are part of the Council on the Ageing (COTA) ACT Seniors Week celebrations. Anyone can be nominated for an award.

The Seniors Advocate Award recognises an outstanding commitment by a person or group in advocating for seniors, and was won in 2018 by Norma Sumner of Mirinjani.

LIFE STORIES BREAKFAST SPONSORSHIP

Goodwin was a very proud sponsor of Palliative Care ACT's Life Stories Breakfast in August 2017.

The Life Stories Breakfast is part of Palliative Care ACT's Dying to Know Day held on 8 August each year with events to encourage conversations and build 'death literacy', that is improving the capacity of individuals and communities to take action toward end-of-life communication and planning.

Monies raised from the breakfast helped fund specialised training of volunteers and much-needed resources.

SENIORS CYBER SAFETY WORKSHOP WITH TELSTRA

Goodwin partnered with Telstra's community volunteering program to deliver to retirement village residents a workshop on cyber safety, teaching them to protect themselves online and identify scams.

The workshop was tailored for seniors, who may have relatively less experience in the online environment and are therefore less aware of risks. Delivered by Telstra's 'digital ambassadors', it warned participants about 'unscrupulous' online organisations who try to manipulate seniors into providing their account information to siphon their funds.



CORPORATE RESPONSIBILITY POLICY

In 2018 we introduced a comprehensive Corporate Responsibility Policy with the following core elements.

Corporate Governance

Goodwin will operate ethically, with integrity and cultural sensitivity in employing clear standards of corporate governance, respecting the rule of Law and striving to achieve the most ethical standards of corporate behaviour.

Employees

Goodwin creates a corporate culture and environment which attracts and retains reliable, respectful and ethical employees. We respect fundamental human rights and the dignity of people by actively promoting equal opportunity, equality and diversity irrespective of race, ethnic or national origins, gender, sexuality, disability, marital status and religious belief.

Accountability and Transparency – Trust

Goodwin will be accountable and transparent and, subject to privacy and other obligations, prepared to disclose our performance and experiences in the management of our social and environmental impacts, using recognised frameworks for corporate responsibility and sustainability reporting.

Financial/Non-Financial Risk

Goodwin recognises both financial and non-financial risks in its operation. Goodwin will manage and balance the economic, social and environmental impacts of its activities through its long-term planning and decision making.

The trust in our business is likely to be strongest and most resilient where there is high levels of transparency and accountability.

Socially Responsible Investing

Socially responsible investing seeks to consider financial returns along with social, environmental, corporate and/or ethical factors to bring about a positive change. By Goodwin integrating non-financial factors such as ethical, social or environmental concerns into the investment process, Goodwin aims to earn both a financial and moral return, thereby contributing to our social obligation.

Environmental

Goodwin is committed to ensuring that its environmental footprint is neutral and that sustainability is a core value in all our endeavors. Sustainability is about ensuring that we do all things necessary to improve our environmental, economic and social performance without compromising the ability of future generations to enjoy the same or better economic, social and environmental conditions that we do today.

Community and Social Engagement

Goodwin maintains active consumer engagement and communication processes and mechanisms. We seek to enhance the opportunities for increasing consumer participation and satisfaction by empowering consumers with information about their care and Goodwin services.

Work Health and Safety

Goodwin is committed to providing a safe and healthy workplace for all employees and visitors to its facilities. A healthy workplace is key to retaining employees and attracting new employees.



Goodwin nurses celebrate International Nurses Day

STRATEGIC PILLAR 5

COLLABORATE FOR SUCCESS



REGIONAL NSW COMMUNITY PARTNERS

Ongoing relationships have been maintained with our ACT partners in the delivery of a broad range of home care services at client requests, and new relationships have been made within the communities of regional NSW as we expand services there.

Goodwin is a member of the Queanbeyan and Bungendore Agency Network Groups, and through that connection along with the local Councils of Queanbeyan-Palerang and Yass Valley, has been providing a series of information sessions to local region seniors and their families. We extend thanks to Carers ACT who have partnered in some sessions.

Having a local partnership with local services ensures that our approach increases work for the businesses within the local area whilst being able to deliver the services for our Goodwin clients.

ASSESSING RESULTS, HEALTH AND WELLNESS CENTRE

A partnership with external health consultant Trisha Rowlinson is enabling independent assessments of the health benefits and outcomes for clients who access Goodwin Health and Wellness Centre. Trisha has extensive experience in primary health care management. Her services help us to evaluate the Centre's services towards continual improvement and a better understanding of the customer experience.

PARTNERING FOR EMPLOYEE BENEFITS

In 2017-18 Goodwin has continued with its employee benefits program, offering benefits such as supporting our employees in securing placements in child care and school holiday programs, discounted gym memberships, participation in community events, celebrating cultural diversity, salary packaging, discounted IT purchasing, discounted purchasing on vehicles, free flu vaccination, birthday leave, domestic violence leave financial planning sessions and employees assistance services.

See our partners list on page 21.



AUSTRALIAN-FIRST TRIAL OF RESIDENTIAL AGED CARE PHARMACIST PLACEMENTS

Goodwin has pioneered Australian-first research into a pharmacist placement in residential aged care, which has potential to improve residents' quality of life through reducing over-medication and drug-related hospitalisations, among other benefits.

The research pilot project was a partnership with the University of Canberra, Discipline of Pharmacy and funded by Goodwin. Results were released in May 2018.

The pharmacist pilot feasibility study investigated integrating a clinical pharmacist into a residential aged care facility to improve the quality administration of medicines.

'The results exceeded my expectations with the feasibility of integrating pharmacists into aged care having the potential to become something greater as more discussion grows around this new model of pharmacy practice,' said trial leader Dr Mark Naunton, head of pharmacy at the University of Canberra.

The three key areas the project aimed to address were:

1. polypharmacy
2. the efficacy and frequency of medication reviews
3. staff education, attraction and retention.

RESTRAINT-FREE CARE

The residential care pharmacist trial is one of several research projects underway at Goodwin towards fulfilling its key philosophy for residents to be restraint-free.

Restraint includes:

- physical restraint, for example via equipment including sash belts and bed rails
- chemical restraint such as via sedatives and anti-psychotic drugs
- environmental restraint, such as restricted access dementia care wings.

'We have to improve residents' quality of life, as a whole industry,' says Goodwin Executive Manager Residential Care, Robyn Boyd.

In 2014 Goodwin began a program of review and removal of all forms of restraint, starting with the physical. The use of physical restraints is down from 57 at the start of the program to only two residents now using bedrails (at the time of writing), and those are at residents' request.

The next and current focus is chemical restraint, which is where the trial comes in, alongside our research partnership with the University of NSW (see page two).

'It is important to challenge the current landscape of medicines use in facilities in light of an ageing population, increasing co-morbidities and the changing care requirement,' said Goodwin Chief Executive, Sue Levy.

'The clinical, operational and economic evidence gained from the pharmacist placement study will be useful to inform whether the integration of a Residential Care Pharmacist into aged care facilities is feasible, and may inform potential government or private industry funding models to support the role of the Residential Care Pharmacist as part of the clinical team within facilities.'

Full story published *Australian Ageing Agenda* May/June 2018.



Pharmacist Richard Thorpe consults with David Harper House resident Aileen Walsh and Goodwin nurse Ian Pamintuan

OUR PEOPLE

Goodwin services are provided by dedicated employees who are appointed based on their passion for working with seniors and their commitment to the company's organisational vision, mission and values. Employees fill various roles including administration, business services, customer services, technology services, housekeeping, catering, maintenance, personal care (community and residential) nursing and allied health.

All employees undergo a rigorous selection process which includes interviews, professional reference checks and criminal record screening. Organisational orientation and mandatory training are a requirement of employment and all employees are required to complete a comprehensive mandatory refresher training.

In 2017–18 Goodwin have moved to more frequent surveying of our employees with the October 2017 staff satisfaction remaining high with 91.5% of employees reporting that they were proud to work for Goodwin.

As part of our further engagement with staff and diving deeper into the culture of the organisation, Goodwin partnered with Silverstone Edge to run workshops with staff for insights into issues around motivation, leadership, accountability and effective communication styles.

OUR STAFF PROFILE

As the end of June 2018, Goodwin employed 542 staff. Goodwin staffing numbers were again stable in 2017–18, showing a 0.6% growth.

70% of our staff are part-time.

Employees aged 21–30 years and 31–40 years represent the largest portion (55%), followed by 41–50 years old (21%).

31% of our employees have worked for Goodwin for two to five years, while 26% have been with Goodwin for more than five years.

76% of our workers are female, 24% male.



Head chef Sandeep Vaid leads the hotel services team in our commercial kitchen at Goodwin House, Ainslie

EMPLOYEES BY BUSINESS AREA

Home and community care/day clubs/health club	149
Residential care	322
Lifestyle services	18
Corporate	53
Total number of employees	542

THANKS TO OUR VOLUNTEERS

Goodwin is forever grateful to its volunteers who generously donate their time, and help to make a difference to the lives of our clients and residents. Volunteers are extraordinary and compassionate people. In the last financial year, Goodwin was fortunate to have 47 active volunteers in the community and our residential villages.

HEALTHIER WORKPLACE GOLD AWARD

Goodwin launched the new and improved 2017–18 Wellness Calendar based on participant feedback. The calendar aims to provide a healthy work environment and to support the adoption of healthy habits by employees who want to improve their own health and fitness levels.



We believe that the quality health plays an important role in the success of our company and this ongoing initiative has been recognised by the ACT Government (Healthier Work Program) with Goodwin being awarded Gold status for its commitment to creating a healthier workplace.

The program covers a wide range of topics such as smoking cessation, healthy eating, physical activity, reduction of risky alcohol consumption, and mental health and wellbeing.

The program is tailored to meet the range of needs, interests, knowledge levels and participation capabilities of our staff, considering working hours and job types. Flexible working arrangements to enable participation are provided where feasible and participation rates are generally high.

INTERNAL AWARDS

LENGTH OF SERVICE AWARDS

In 2017–18, we are pleased to advise that this year we had our first instance of an employee reaching 25 years of service at Goodwin. One employee also completed 20 years of service with Goodwin.

5 years of service: 59 employees

10 years of service: 8 employees

15 years of service: 1 employee

20 years of service: 1 employee

25 years of service: 1 employee

ANNUAL BURSARY AWARD

Priyanka Sachdeva, Resource Allocation Officer

ANNUAL AWARD FOR EXCELLENCE

John Penca, Manager of Operations
Residential, Monash

EXTERNAL AWARDS

ACT Government (Healthier Work Program)
Gold status award

Aged Care Better Practice award

LASA 2018 NSW/ACT Excellence in Age Services Award, Team Award (plus finalists: Goodwin influenza vaccination program for the team award; and GOALS online training system for the organisation award).

Finalists, ACT Senior Achiever Awards,
COTA Seniors Week (Magdalena Bell, Lee Hill,
Noeleen Reid)

GOODWIN HEALTH AND WELLNESS CENTRE WINS STATE AWARD FOR EXCELLENCE IN AGE SERVICES

Goodwin's Health and Wellness Centre won the 2018 NSW/ACT Excellence in Age Services Award from peak body Leading Age Services Australia (LASA) at their annual awards.

Goodwin Health and Wellness Centre was an Australian-first when it opened in 2014 as a hub of coordinated health services set within a retirement living village.

The team at Goodwin Health and Wellness Centre, incorporating Goodwin Health Club, provide seniors with access to a hub of specialists in one location, which ensures that clients' various health services support each other in the context of the person's lifestyle and mental and physical health, rather than focussing on discrete diagnoses.

The multidisciplinary team includes a practice nurse, aged care nurse practitioner, GP, geriatrician, physiotherapist, and podiatrist. The Goodwin Health Club team includes our coach who is a qualified personal trainer, two registered nurses who assist with health assessments, an administrative assistant and the Centre's physiotherapist.

Their responsibility is to provide extra supports for our seniors' health and wellbeing goals, helping them stay active and independent for as long as possible, promoting enablement, resilience, and preventative health measures to reduce falls risk, pain and social isolation; improve joint and muscle tone; and maintain cognitive function to improve overall quality of life.

They also provide advice and support on pain management and living with chronic or complex conditions.

Our health assessments have shown clients have gained noticeable improvement in balance, cardiovascular fitness, and muscle strength.

'This award is a well-deserved public acknowledgement of the great work we see every day from the team at the Centre. They truly value their clients, and are dedicated to the work,' said Goodwin Chief Executive Officer, Sue Levy.

BOARD OF DIRECTORS



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Director



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

AARON STILL CONSULTING	COMMUNITIES@WORK	MOMENTUM CHURCH
ABLAZE	COTA	NATIONAL FIRE SOLUTIONS
ACACIA CONNECTIONS	DELTA DOGS	NATIONAL HEART FOUNDATION
ACT HEALTH DIRECTORATE	DEMENTIA AUSTRALIA	NURSE TRAINING AUSTRALIA
ACT RETIREMENT VILLAGES AND RESIDENTS ASSOCIATION	DEMENTIA BEHAVIOUR MANAGEMENT ADVISORY SERVICES (DBMAS)	OPEN SESAME
ADACAS	DEPARTMENT OF HEALTH	PBS BUILDING
ADVANCED COLLEGE HEALTH	DOWSE PROJECTS	PROBUS CLUB, QUEANBEYAN
AGED CARE CHANNEL	EGI REACH	PROPERTY COUNCIL OF AUSTRALIA
ALTURA LEARNING	ERNST & YOUNG	QUEST TRAINING
AMC ARCHITECTURE	FARM FRESH FYSHWICK MARKETS	REACHLOCAL
ANYTIME FITNESS	FERST TRAINING SOLUTIONS	RETIREMENT LIVING COUNCIL AUSTRALIA
APPSCORE	GUNS N HOSES	SAGE THINKING
ARTS HEALTH INSTITUTE	HEALTHIER WORK ACT	SILVERSTONE EDGE
AUSMED	HEARING AUSTRALIA	SOUTHERN AREA HEALTH
AUSTRALIAN NATIONAL UNIVERSITY	HESTA	STAR COMMUNITY COLLEGE
AUSTRALIAN PRACTICE NURSES ASSOCIATION OF AUSTRALIA	ISABELLA PLAINS MEDICAL PRACTICE	SURE WAY TC
BEYOND BANK	JB WERE	START COMMUNITY COLLEGE
BEYOND BLUE	JCE POSITIVES	TELSTRA
CANBERRA BUSINESS CHAMBER	LASA	TERTIARY TO WORK
CANBERRA INSTITUTE OF TECHNOLOGY	KEY2LEARNING	THE MARK AGENCY
CANCER COUNCIL AUSTRALIA	KIRANA	TOYOTA CANBERRA
CAPCORP	LEADING AGED SERVICES AUSTRALIA	UNIVERSITY OF CANBERRA
CLARE HOLLAND HOUSE	MANTEENA	VOLUNTEERS ACT
COMMONWEALTH BANK OF AUSTRALIA	MEYER VANDENBERG	WISDOM LEARNING
	MINTER ELLISON	WORKSAFE ACT

SUMMARY OF FINANCIAL OPERATIONS

The 2017–18 financial year continued to see the effect of federal legislation decisions that have placed fiscal pressures on the aged care industry. Significant work continues throughout the organisation to respond to changes and ensure a continued strong fiscal strategy.

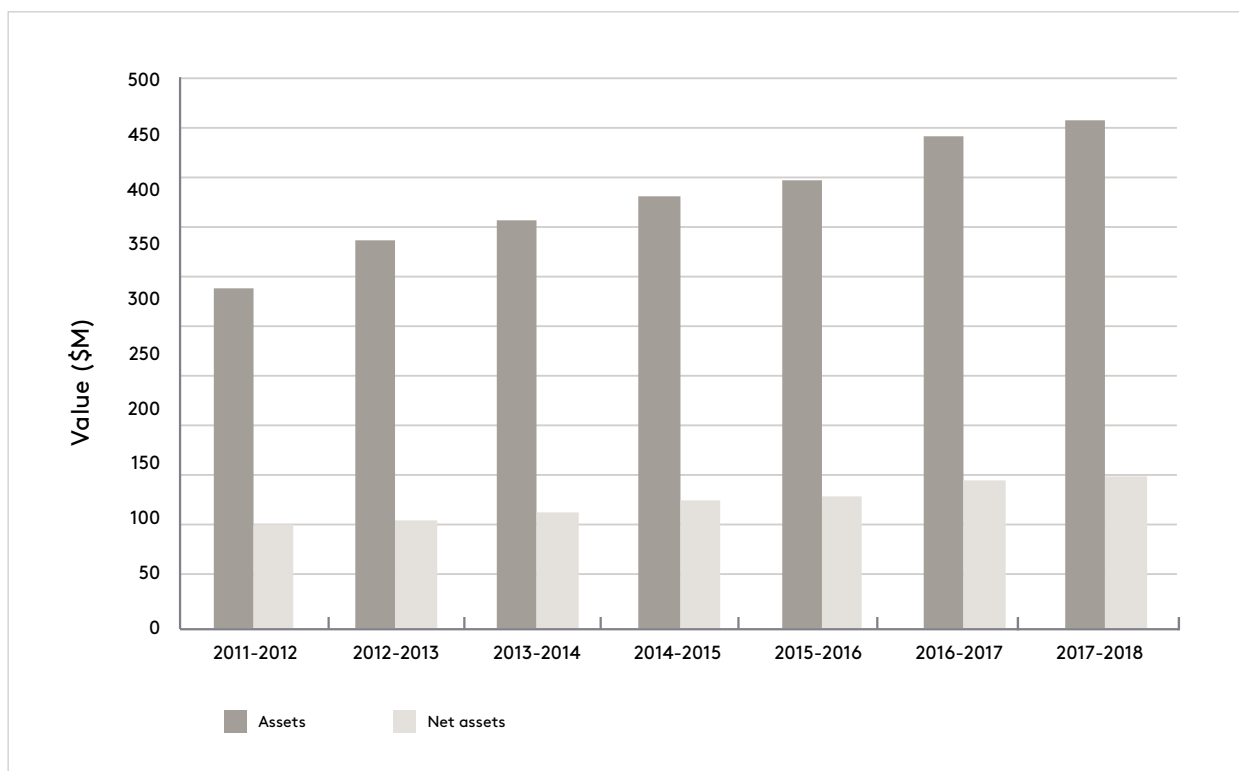
One of the ongoing challenges to the organisation is the My Aged Care website, which is a federal onboarding process for home care and residential care and restricts opportunities for prospective clients to liaise with the organisation directly. As reported in media outlets, under this framework, there are currently in excess of 100,000 Australians awaiting assessment, which has limited opportunities for the industry and the organisation to service clients with needs. Regardless of these inhibitors, the organisation continues to operate with a high level of occupancy, indicating the attractiveness of the facilities and quality of service to clients.

Property price movements across the country have now begun to tighten in comparison to previous years. Whilst not as volatile as other

regions, the ACT has had a reasonably flat period of movement when looking at both unit and housing prices and their respective geographical areas. This profile was reflected in the revision of the property valuations across our villages and is a significant contributor to the reduced revenue recorded for the organisation in comparison to the previous year.

During 2017–18 Goodwin's development program has continued, with Stage 1 of the Farrer site progressing well and scheduled for completion early in the 2019 calendar year. Stage 1 includes 80 new apartments at the Farrer site, and the strong demand for the quality product in the region is reflective of the minimal units left available for sale prior to its opening. The relocation strategy established for the Farrer redevelopment reflected an impact on the operational performance of the site, which was aligned with the organisation's expectations.

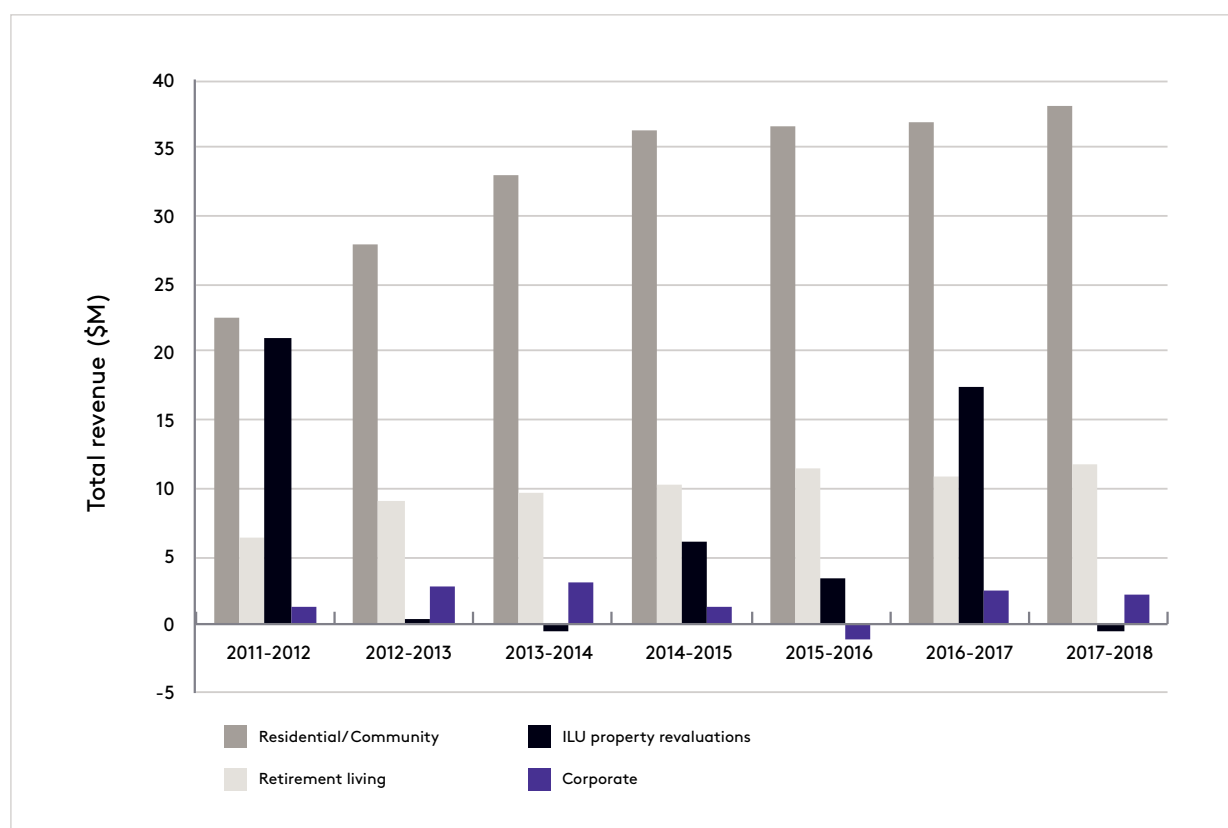
All of these undertakings have seen the organisation's total asset base grow to \$461M, with a net asset holding of \$139M.



GOODWIN AGED CARE SERVICES LIMITED
CONDENSED FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2018

	2018 (\$'000)	2017 (\$'000)
Revenue		
Subsidies	24,359	24,129
Rent, board and maintenance charges	12,397	10,787
Residents' retentions	7,050	6,621
Investment & interest income	3,121	3,115
Grant income	3,229	3,137
Other revenues	1,525	24,362
TOTAL REVENUE	51,681	72,151
Statement of financial position		
Current assets	31,337	47,871
Non-current assets	429,868	400,092
TOTAL ASSETS	461,205	447,963
Current liabilities	321,636	313,064
Non-current liabilities	107	169
TOTAL LIABILITIES	321,743	313,233
NET ASSETS	139,462	134,730



VALUES — MISSION — VISION

WE BELIEVE

that every person should have quality of life and the opportunity to stay productive in their community.

TO NURTURE

a professional team which will foster pride, integrity and growth; and satisfaction for our residents and clients.

TO PROVIDE

quality services, including care, accommodation, support and assistance which will enable people to live with dignity and independence.

TO BE ADAPTABLE

and prepared for creative change in the achievement of our purpose.

EXCELLENCE

We do the job right, the first time, to the highest quality standards and incorporating best practice procedures.

CARE

We strive for excellence in care, services and accommodation focused on the individual's right to be treated with dignity and respect.

INNOVATION

We encourage new initiatives and support innovation to develop our services for improved outcomes and to maintain best practice.

SOCIAL RESPONSIBILITY

We stay true to our benevolent status, ever mindful of our role as a community member, the social and environmental impacts of our activity and reinvesting into services and facilities.

ENCOURAGEMENT

We are committed to supporting our people through fostering a positive workplace, high level teamwork, use of initiative, mutual understanding and trust.

**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