

Rembrandt

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Staff Member Margaret with Rembrandt Court Resident Kata

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2016/17 Board of Directors



Frans de Ryk, Chairperson



Jacques Metzger, Dep Chair



John Bird, Treasurer



Joy Tol, Secretary



Anneke Schrale
(to November 2016)



David Lange



Charlie-Helen Robinson
(from June 2017)



Etienne Scheepers



Paul Thorne
(from June 2017)



Sef van den Nieuwelaar



Lyn Warnock

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Chairperson's Report

Frans de Ryk



The 2016/17 year has been an exciting year of consolidation and business development across the whole of Rembrandt Living. The most significant being the change of our organisation's name from Netherlands Australian Aged Services Association or Dutch Aged Care-NAASA to Rembrandt Living following member approval at the 2016 Annual General Meeting. This change, designed to refresh our profile in what is an ever-increasingly competitive market, is already paying dividends.

The name change is only one of the many projects that were successfully carried out as part of our development plans, on top of the provision of what we consider 'first class' services across both residential and home care. Rembrandt Court remained full throughout the year (occupancy rate of over 98%) with a healthy list of people waiting to move in. Our Home Care Services provided services to over 500 clients across the Commonwealth Home Support Program (CHSP) and Home Care Packages. Whilst our residents and clients remain in the vast majority of Dutch descent, the "Rembrandt-way" is proving desirable to other cultures.

As described in last year's report, a Board Task Group (affectionately known as the Dux Group) including Directors Jacques Metzger, David Lange and Sef van den Nieuwelaar was formed and successfully oversaw the huge volume of work completed as part of the first year of Business Development Action Plan. These projects included the name change, branding and marketing strategy, the Home Care Hub establishment and the various facility improvements at Rembrandt Court.

The Board is indebted to these three Directors as well as CEO Deb Dutton for their contribution towards the significant progress made in implementation of our Strategic Plan which is focussed on making Rembrandt Living the best it can be for our clients and residents, with significant investments to this end already made.

The launch of the new name, branding, marketing and associated paraphernalia has not only given our staff a boost but has resulted in a stronger, necessary presence in the market place. We have particularly focused our marketing efforts in the home care arena following the deregulation of the package care market in February 2017 when the control of home care packages was transferred to the consumer as another step towards a truly consumer-directed-care system. Whilst our desired growth overall in home care package numbers did not eventuate, we did extremely well to keep our numbers stable and look forward to some growth in this area next year.

The 2016/17 financial result reflects the level of the special projects in the Business Development Action Plan with an overall deficit of (\$427,479) being achieved however pleasingly operationally had a result of \$106,056 with the remaining being development work. The total spent during 16/17 on this development work was \$1,333,425.

The financial pressures of operating a small organisation continue to be apparent and thus the Board have commenced work looking at cost efficiency measures (e.g. solar panels and energy-efficient lighting) for potential fruition in 2017/18.

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The Board underwent some composition changes this year. After conducting a skills gap analysis the Board recruited Directors Charlie-Helen Robinson, who has a background in Marketing and Social Media and Paul Thorne who has a background in Aged Care and Business. Both of these Directors are up for member election at this AGM and I strongly recommend both for such.

We co-opted these Directors as replacement for Anneke Schrale who retired at last year's AGM and in preparation for my retirement at this AGM, Charlie as voting Director and Paul as my replacement as non voting Director as we exceeded our maximum of nine voting Directors allowed in our Constitution.

David Lange has indicated that he will be resigning as Director in September as he is moving to Sydney to pursue further career opportunities. David has been a valued Director who has brought youth, professionalism, Dutch straight talking, dedication, a cool head and some dry humour to our team. We are thankful for David's valuable contribution to our Board, not least of which as member of the Dux team and wish him well for the future.

With your support at this AGM we will have eight highly qualified Directors to take Rembrandt Living forward and I believe this is a great team to guide you to an exciting and very positive future.

I notified the Board earlier this year of my intention to retire at this AGM and a Board policy guiding replacement of the Chairperson was developed and implemented as part of our new Board Governance Charter. Following this procedure the Board elected Sef van den Nieuwelaar as my replacement and Sef in turn elected his executive team. With your support for the Directors up for election, the Board will confirm these appointments in a meeting directly following this AGM. I believe Rembrandt Living will be in good hands with talented and experienced Sef leading the Board. Best wishes for a good ride Sef!

The Board has also continued to develop professionally both as individual Directors and as a group. This year we commissioned the services of the Australian Institute of Company Directors (AICD) to provide governance training which we look forward to continuing next year. I am confident that the Board is governing using best practice policies and processes however we continue to review and develop these further.

We look forward to a very positive future and another busy year next year. Rembrandt Living remains in a strong financial position and are able to further improve the efficiency and effectiveness of our operations ensuring a financially sustainable future in the long term. Our focus in 2017/18 will remain on the further development of our services and particularly the systems that underpin these. The adoption of technologies wherever possible will underpin these changes. These changes continue to place Rembrandt Living in an excellent position to be a desired service for residents and clients well into the future.

This is my last annual report after four years as Chair, six as Treasurer and almost twelve years as a Director on our Board. It has been a privilege to make some contribution to this wonderful place that has been and is such an iconic organization dedicated to the welfare of the older Dutch community in particular.

I again thank the talented volunteer Directors on our Board for their ongoing passion and contribution to Rembrandt Living and particularly the Directors on the Dux Group for the extra

time commitment required being a member of this group. My thanks also go to all past Directors, some of whom are with us today, for their contribution to making Rembrandt Living this wonderful organization it is today, where “gezelligheid” still rules!

The last four years have been challenging as we have undergone probably the biggest change in our history. We have been very fortunate to recruit such a talented and dedicated CEO in Deb Dutton two years ago, whose contribution toward planning and implementing the required change towards a necessary, more professional organization whilst retaining our unique culture of “gezelligheid”, has been absolutely invaluable. Thank you for that Deb, it has been a great pleasure working with you these last two years. Thanks also to her management team for their extraordinary effort in this very busy year.

Best wishes to you all for the future.



Rembrandt Court Residents Cathy & Pete

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Treasurer's Report

John Bird



As Frans noted earlier, 2016/17 was a year of significant business development for Rembrandt Living. We have forged ahead with our announced plans and successfully implemented them within budgeted cost, whilst, at the same time, sustaining our normal operations- again within budget.

As per the enclosed General Purpose Financial Report, the following is of note for the 2016/17 year:

- Our overall result is a deficit of (\$427,479) compared with a prior year deficit of (\$488,203) being better than our budgeted deficit of (\$605,087)
- Residential services at Rembrandt Court result was a \$73,387 surplus.
- Home Care Services result was a \$32,668 surplus.
- Special projects result was a deficit of (\$533,535) compared to a budgeted deficit of (\$626,263)
- The balance sheet remained strong with a slightly lower result at end of year - a healthy net equity of just over \$7.6 million.

The better than budgeted result in special projects is primarily a result of the room renovations project being slower and bigger than anticipated. It is pleasing that in an environment of major change we were able to record slightly better than budgeted results in home care and residential services.

The Board and Finance Committee (which, to reflect contemporary governance practice, underwent a name change and scope extension to the Finance Audit, Risk and Compliance Committee) has again overseen the significant year from a financial perspective and remained constantly vigilant in assessing the implications for our financial position.

The independent audit was again conducted by BDO and I am pleased to say that the Audit was Unqualified (meaning there were not any issues found) and received positive feedback from the Auditors on our internal controls and systems.

As part of the Business Development Action Plan the finance department undertook the huge task of changing financial software systems. This was completed successfully and has resulted in a more streamline system with many added features (like Direct Debit) for our clients and residents.

As mentioned earlier the other significant project was the commencement of our Room Renovation Program, converting the rooms in House 4 to include full bathrooms. Whilst the project is progressing well the commencement of the projects was delayed and the scope of works is larger than anticipated. This means that this project will take longer to implement.

The contribution of management and staff in the finance area, led by Sandy Murgatroyd, General Manager Corporate Services is highly appreciated throughout this year. Their list of achievements particularly during this challenging year is to be commended.

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Our 2017/18 plans include the organisation continuing to forge ahead with Year 2 of the 3 year Business Development Action Plan to ensure the viability of the organisation for the longer term.

The Board and Finance Committee have approved a budget for 2017/18 again with two distinct aspects: one for "Operations" (i.e. the normal running of the business) and the other for "Special Projects", which has been developed from the 3 Year Business Development Action Plans.

The 2017/18 budget has a projected surplus of \$27,500 for Operations with a separate expenditure deficit of (\$527,000) for Special Projects. I am pleased to say that based on the first 3 months of the 2017/18 financial year we are very confident in achieving the budget as presented.

I look forward to another exciting year at Rembrandt Living.

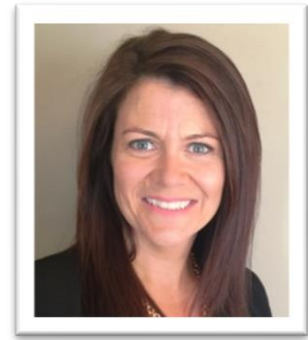


Home Care Client Tinie & Staff Member Irene

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Chief Executive Officer Report

Deb Dutton



Firstly I acknowledge the Rembrandt Living residents and clients that have passed away during this year – it something that never gets easier for those of us that care for these people. They are gone but not forgotten.

What an exciting year! Whilst the development work has ensured we have been kept very busy, our focus remained on providing the highest possible quality clinical and care services to the hundreds of Rembrandt Court Residents and Home Care Clients in Rembrandt Living's care. I am extremely proud of our services and how they are 'different' and I think much better than others in our industry. I witness daily our staff providing truly consumer-direct care with genuine love and compassion. We hear often from visitors "there is something about this place" and "there is a certain feel about what we do"... we call this gezellig! By the way, before you ask, my Dutch pronunciation has only improved marginally!

We have particularly focused our growth initiatives this year in the home care area as sustainability in this area will ensure long term viability for both Rembrandt Court and Rembrandt Living as a whole. The national reforms have certainly disrupted the industry and pleasingly we have been able to adapt effectively and efficiently.

In order to improve our services to client and residents we have worked this year on many projects and I am proud of what we have achieved including:

- **The 'birth' of Rembrandt Living** and its increased presence in the aged care market. We now have a new logo, branding, uniforms, website and Facebook Page. Our orange theme is easily recognised and already we are known by many stakeholders as simply "Rembrandt". Our Facebook Page, which has over 500 Followers has proven to be particularly popular with family and friends of clients and residents who are kept up to date with the happenings of their loved one.
- February 2017 saw the **opening of our Home Care Hub** at Green Fields in the northern suburbs, next to the Dutch Club. This followed an extensive refurbishment of the building to fit our proposed activities. This space is now home to our Home Care team and hosts a range of new group activities for our home care clients including the IT and Art Classes which are particularly popular.
- The continuation of our **Uit en Thuis** (social program for people living in the community) is pleasing with numbers stable and increased satisfaction from the people that attend these sessions across the state.
- **The Rembrandt Court Room Renovation Program and facilities upgrade** commenced where the resident rooms in House 4 are being upgraded to all include a fully-equipped ensuite bathroom (3 completed this year) and all resident rooms across Rembrandt Court received new state-of-the-art beds and mattresses.
- **House 4 Garden Makeover.** The garden outside of House now includes walker-friendly walking paths, sensory plants, park benches, a large group eating area and a water

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feature. The residents are now able to enjoy this space both from inside and out of House 4.

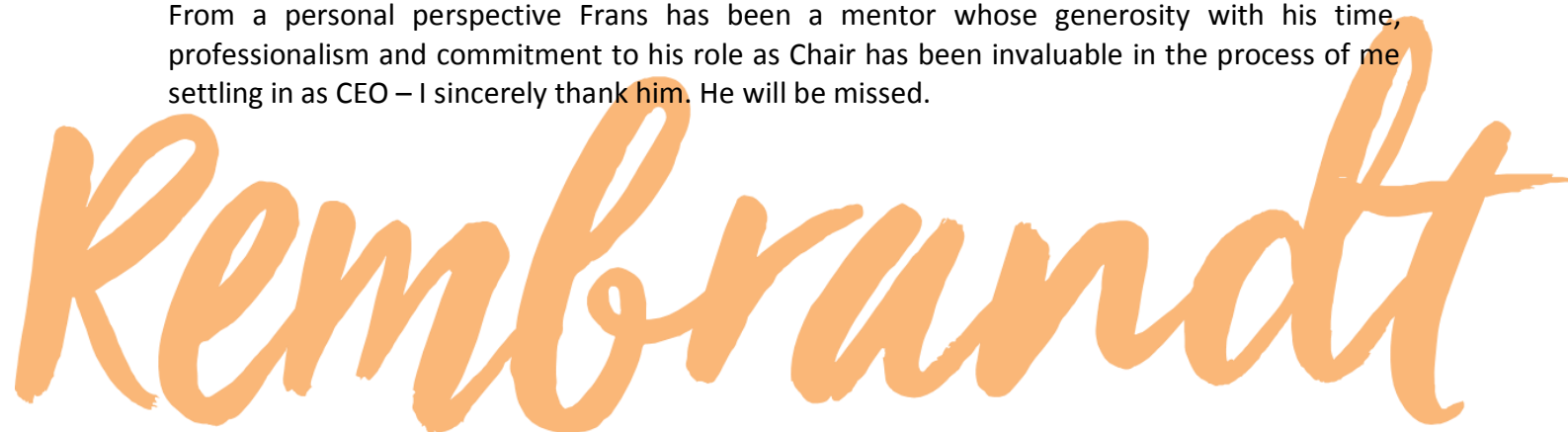
- April 2017 saw the introduction of a **new food service system** across Rembrandt Court including portable Bain-Maries and specialised food staff allowing residents at the point of service being able to choose the composition of their meal including size which has had lots of positive feedback.
- **The upgrade of our IT systems** including the finance software system (that John Bird mentioned earlier) the installation of a new server and WIFI systems were completed and will result in better services for residents and efficiencies across the finance area.
- The installation of a new **Nurse Call Bell System throughout Rembrandt Court** is a huge project that is nearing completion.
- Following its relaunch last year **the Kleine Café has gone from strength to strength** with its gezellig ambience (and food and drink) being enjoyed by staff, residents, clients and families on a daily basis. Whilst the Café doesn't cover its costs, the benefits enjoyed by us all have been considered by the Board as paramount.
- We have had lots of **fun along the way** with the introduction of Theme Days at Rembrandt Court being combined events for residents and home care clients. The Circus Day and the Hawaiian Days being particularly memorable.

On a personal note I again participated in the Vinnie's CEO Sleepout. I sincerely want to thank residents, clients, staff and families for buying raffle tickets and donating money to this fantastic cause. I managed to raise over \$10,500 in total! Vinnies, the homeless of Adelaide and I thank you all from the bottom of our hearts!

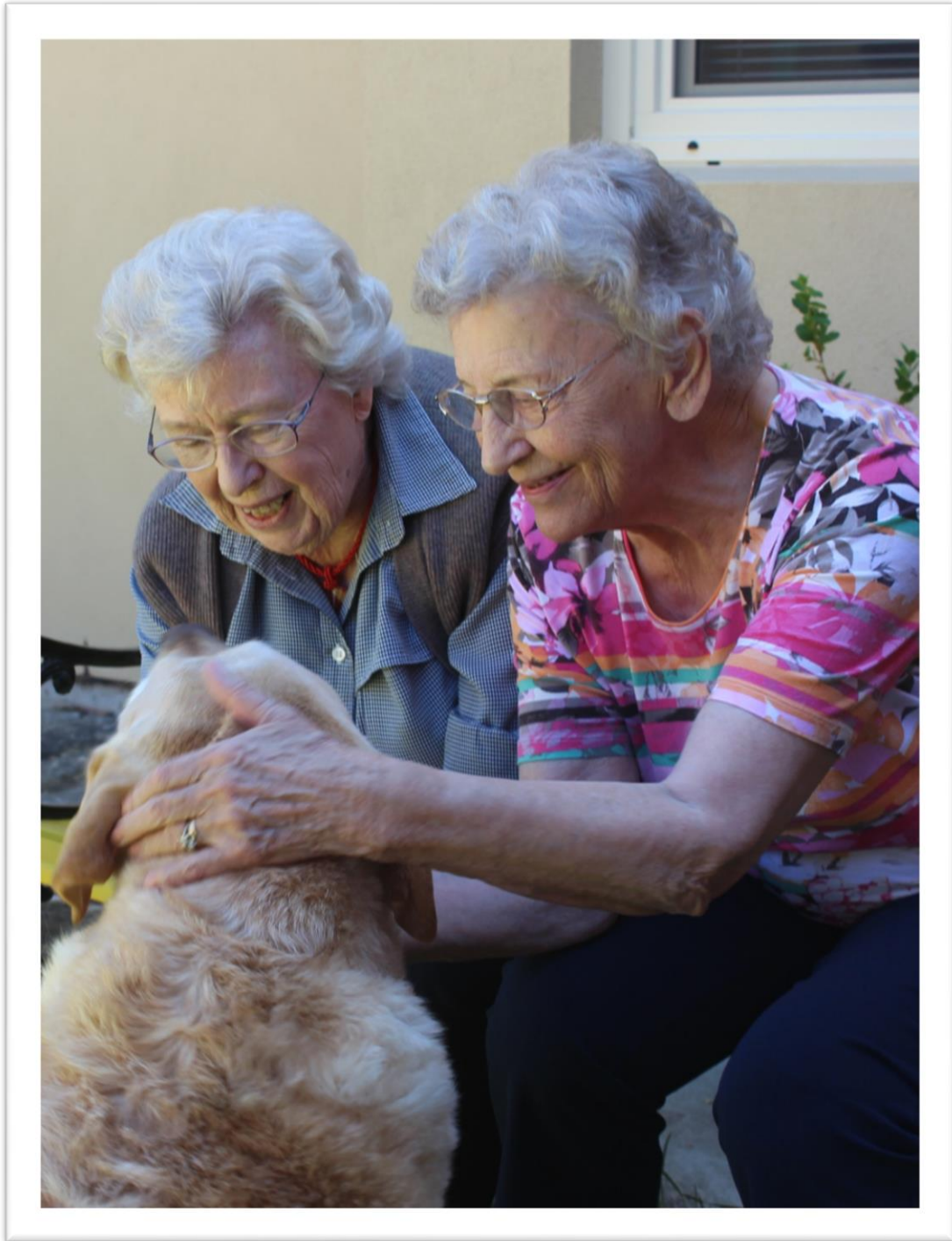
2017/18 looks like an equally busy year with growth in our services predicted and the second year of our Business Development Action Plan.

I sincerely thank the Board, staff, residents, clients and other stakeholders for their hard work and dedication to Rembrandt Living. I find the empathy, professionalism and love for our residents and clients that I witness every day inspirational.

I particularly want to thank the outgoing Chair, Frans de Ryk, who is retiring from the Board as he is relocating to Melbourne to be close to his family. I thank him for his dedication and commitment to the NAASA-Dutch Aged Care/Rembrandt Living Board for more than 10 years including 4 years as Chair during what was a particularly challenging time for our organisation. From a personal perspective Frans has been a mentor whose generosity with his time, professionalism and commitment to his role as Chair has been invaluable in the process of me settling in as CEO – I sincerely thank him. He will be missed.



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Rembrandt Court Residents Fenna & Antoinetta

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HOME CARE SERVICES REPORT

Jo Hackett



2016/17 has been a challenging yet successful year of changes across home care services both at the industry and organisational levels. I am pleased to report that despite these changes we have continued to provide high quality home care services to over 500 clients across the state.

February 2017 saw the opening of our Home Care Hub at Green Fields (next to the Dutch Club) and the moving of our office-based team members to this newly renovated space. The Hub not only provides a real home for our Home Care team and premises for group activities it gives Rembrandt Living Home Care the profile it needs in this ever-competitive industry. The new name and launch of marketing activities could not have come sooner with the rewards of this work already being seen.

As Deb mentioned earlier, our focus this year in home care services has been on growth, both in client numbers and the range of services being offered. Providing home care services is crucial to the longevity of Rembrandt Living - providing services to people in their home generally means they will choose our residential and respite services in Rembrandt Court if and when the need arises. Over this 12 month period 30% of the Rembrandt Court respite clients and 41% of the permanent clients were existing Home Care Clients.

The continuation of Federal Government home care package reforms, particularly those launched in February 2017 (where home care package became portable between providers) has opened the 'flood-gates' for many new providers to join the market, over 100 nationally so far. Newspapers, TV and radios are littered with advertisements from many of our competitors utilising their big marketing budgets. We have had to be more creative with our marketing spend utilising our website, our Facebook Page, letter drops and client visits.

Whilst our growth in package clients has been slower than anticipated we have retained almost all of our clients which is excellent considering many of our competitors have seen reductions. We have managed to upgrade the Package level of several clients and built strong relationships with our existing low level clients and potential clients. The new National Waitlist was also implemented in February however the approval for packages is slow for some people hampering our efforts to provide the level of support often required to keep clients living at home.

The CHSP program has continued with us providing services with over 450 clients serviced this year which is a significant increase from last year. This program allows us to provide a continuum of care to clients from lower level services through to Home Care Packages and Residential Aged Care should they choose. The continued growth of the Uit en Thuis (social program for people living in the community) is pleasing with numbers increasing in our metropolitan programs. Regionally we have continued to provide Uit en Thuis in Mount Gambier, Whyalla and Victor Harbor. These programs provide us with a good foundation to build on our existing services with further deregulation of the sector in 2017/18.

2017/18 promises to be our biggest ever year in home care with a mutually beneficial partnership with a large retirement village operator being worked on. We look forward to the

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continuation of providing our Dutch-inspired services to an even larger group of clients across the state. I thank the home care team for their ongoing efforts and look forward to 2017/18.



Staff Member Nicoline with Rembrandt Court Resident Annie

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RESIDENTIAL SERVICES REPORT

Fiona Reynolds



Rembrandt Court has again had a very successful year. I joined the 'Rembrandt family' in February 2017 as Clinical Nurse Coordinator, taking over from Anthea LeCornu whose caretaker year came to an end. I have enjoyed meeting the staff and particularly getting to know the beautiful residents of Rembrandt Court and thank everyone for making me feel welcome.

The clinical and care services provided at Rembrandt Court again were of a continuously high standard incorporating the improvements made this year. All 84 of our permanent rooms have remained full with a constant stream of people utilising our 3 dedicated Respite Rooms. Whilst our waiting list in number remains healthy, when the time arises, many of these people are not ready (for varying reasons) to move straight in meaning we have had to look wider at times during this year. The majority of our residents remain of Dutch-speaking descent with people of other cultures enjoying the Dutch-style services we continued to offer.

We have implemented a variety of strategies to improve and further develop our communication and relationships with resident's family and loved ones. The twice-yearly Resident and Family Information Evenings, one was held in August 2016 and the other March 2017 with over 60 people being in attendance at both. These nights cover lots of subjects including room renovation work; Advanced Care Directives; staff composition; food safety in resident fridges and the announcement that Direct Debiting for accounts is now available. We receive lots of positive feedback at these sessions, of note was the number of compliments in relation to the re-opening of the Kleine Café, particularly that families appreciate having somewhere to take their loved-ones when visiting.

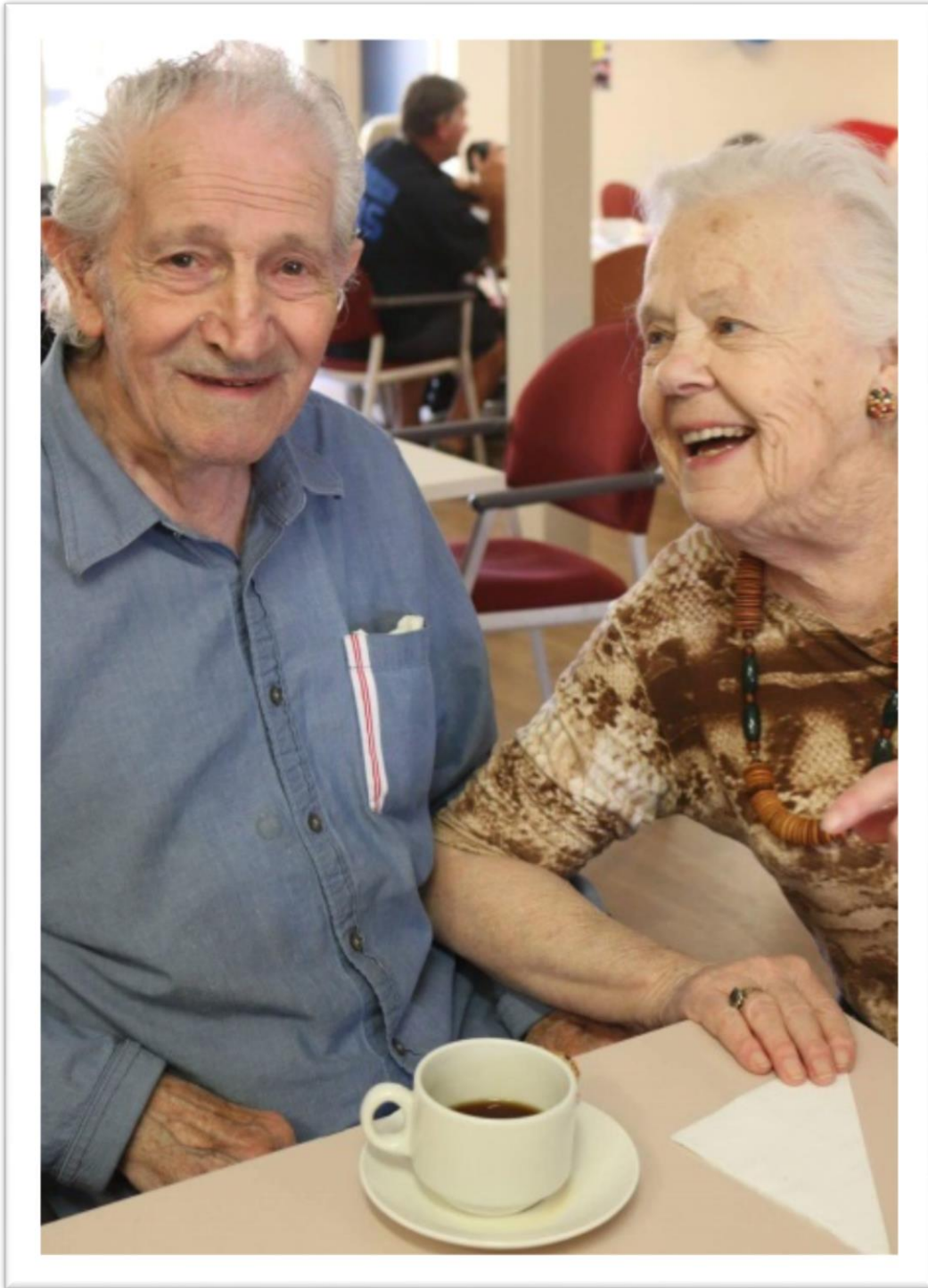
Another significant change this year was the introduction of a new food-serving system. I am happy to say that we have transitioned successfully to a full buffet bain-marie serving system for residents for both lunch and dinner. This involved purchasing 4 x Bain Marie and rolling out this new way of serving our food. It is only early days but has been extremely positive. Residents do not have to pre-order, they simply decide at the point of service what they want and how much they want. We have witnessed the increase in "control" felt by the residents to be the most significant benefit.

Other improvements included upgrading our security controls with a new full-perimeter fence being installed including automatic gates at all entrances and our CCTV systems upgraded. We also have ordered new beds and mattresses for all 87 rooms and we upgraded some old equipment across the site. Our room renovation program commenced in House 4 and we look forward to this continuing next year.

Like many other South Australians, we experienced a significant number of power blackouts, six in fact. We successfully managed these periods thanks to a few desperate trips to Bunnings and our wonderful group of staff that all worked together to ensure the safe continuation of our services – some staff even coming into work volunteering their time to help. The residents at times almost enjoyed the fuss and commotion!

I thank the residential services team for their efforts and look forward to 2017/18.

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Rembrandt Court Residents Dante & Riet

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CORPORATE SERVICES REPORT

Sandy Murgatroyd



This year has been another challenging yet rewarding year in the Corporate Services area. We provide residential and home care services with the corporate functions they need including reception, administration, quality assurance, finance and payroll services, work health and safety, risk management, human resource services, Information Technology (IT) services and property maintenance services. I am pleased to say our team was able to provide a consistent and high quality service throughout this year, and at the same time reduce corporate costs by 13%.

In March this year we completed the mammoth task of replacing our outdated financial management software system to a contemporary, industry specific one called CareSystems. This system allows us to now process our payroll in-house and includes an integrated rostering system, we can manage our accommodation payments from within the software, and provide better reporting to Managers and Board. Stage 2 will see us incorporate HR and Maintenance into the system. It has resulted in improvements to clients and residents through enabling direct debits and emailed statements. Whilst this changeover took a lot of time and effort I am pleased to report that the system is working well and is reaping rewards.

2016/17 has also seen some significant upgrades in our IT area – the installation of a new server, a new backup system and importantly for Residents, a new Wi-Fi system. The new Wi-Fi now enables our residents to Skype, and access the internet quickly and easily. We also have installed IT 'Hot Desks' for use by residents and staff in our Café at Rembrandt Court and in the Home Care Hub.

Under the direction of our new Quality, WHS, Quality & Risk Manager, we further developed our systems in this area, getting ready for our re-accreditation in April of 2018.

From a Human Resource perspective, we have been busy with rolling out staff wellbeing initiatives and the recruitment of 54 new staff across the year. We are pleased to report that we have retained our levels of Dutch -speaking staff with 18 individuals at the end of this year.

As mentioned by John earlier we had our external financial audit conducted by aged care specialists, BDO and we again, pleasingly, received an Unqualified Audit. We have continued our relationship with Stewart Brown Chartered Accountants and have again utilized their professional finance, administration and corporate governance advice.

Going forward we are looking forward to implementing a number of significant improvements to our systems including new Home Care software integrated with finance, HR and Maintenance.

I thank the Corporate Services team for their dedication during a difficult year and we all look forward to a busy yet rewarding 2017/18 year.

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Rembrandt Court resident Marjorie with Staff Members Ashley & Heather

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