



2024 - 2025 ANNUAL REPORT

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Chairman's Report

Lyn van Rooyen

A chairman's report typically offers an overview of the past year, highlighting key achievements and challenges, and thanking the individuals who contributed to its success. Somehow though, this seems inadequate this year, and I would like to ask for your indulgence to embark on a different journey – one that began 25 years ago when I participated in my first Trans-50 board meeting on 28 October 2000 and will end in October 2025, with my last board meeting.

I recall the years of struggle with business models, grappling with the intricacies of the King Reports, facing threats of legal action, and the discussions about ensuring the protection of resident rights through the appointment of an independent ombudsman. Today, I look at the professionalism and commitment of the managing director and the executive and non-executive board members, the focus and functionality of the board subcommittees, and the way in which resident committees share governance responsibilities.

I recall many hours of budget discussions, always struggling to balance the financial constraints of an increasingly ageing population, with the increasing needs of these residents and those to come. Today, I look at how every decision is carefully and competently focused on excellence and financial sustainability, even amid challenges such as a global pandemic.

I recall staff members dressed in hodgepodge clothes, doing the best they could, but not always knowing what that might entail. In the absence of an HR function or performance management system, managers also managed their staff with limited knowledge. Today, I look at a professional and innovative HR function, the proud and professional staff in all departments, wearing tidy uniforms, contributing to the organisation and their own growth through the company-wide Continuous Performance Improvement System. Staff who are valued and cared for and have a multitude of training opportunities, internally and externally, as well as virtually on platforms such as Udemu.

I recall "patients" sitting in despondent rows, the struggle of transitioning care from a medical model, ground-

breaking multidisciplinary team discussions, challenges of compliance, and fledgling dreams of an electronic patient care system. Today, I look at active and engaged residents, person-centred care tailored to their individual needs, and trained, compassionate caregivers supporting them in the activities of daily living and enrichment. I see a creative care and lifestyle programme, compliant within a complex legal environment, that

encourages ageing-in-place and home-based care and provides specialised dementia and palliative care, underpinned by a sophisticated yet practical electronic management system.

I recall hours of research into the optimum physical environment for older people and for those with specific needs, such as people living with dementia or disability, the struggles with old buildings that do not fit into new models, health and safety risks, and maintenance complaints. Today, I look at exciting, tailor-made developments, attractive buildings, and an exceptional standard of maintenance, albeit not always in ideal settings, underpinned by an ever-expanding technological platform and a cloud-based, custom teaching library.

“

I can go on and on highlighting the innovations and commitment of so many people. Is Trans-50 perfect? By no means! However, it is an organisation, a management team, and staff members who are continuously and visibly striving to be the leader in providing quality accommodation and quality person-centred care to older persons within a financially sustainable framework. I salute them!

”



Managing Director

Ruan de Wet

During the 2024-25 financial year, our focus from a financial viewpoint was rebuilding cash reserves. Financial control measures were agreed on and strictly adhered to. The increase of R3 million in cash reserves and expenditure growth of 6.3% (2024: 9%) testify to the effort and commitment of staff members. During this period, revenue increased by 7.7% (2024: 3.7%).

A warm welcome to all the residents who moved into Trans-50 villages during the year. We hope you find your new home to be much more than expected.

Average occupancy increased from 86.4% in 2024 to 88.8% 2025.

We would like to thank everyone involved with Trans-50 for the help and support during the past year. We value and appreciate you.

A special thank you to our village managers who continue to perform exceptionally, even during the most challenging times. Your commitment to the wellbeing of residents, their families, and our staff is visible and greatly appreciated.

The finance sub-committee held three meetings during the financial year. The members are Ray Claassens (chairman), Dirk van den Berg and Lindy Bossenger and Henry Janse van Vuuren.

The tasks of the committee include, but are not limited to:

- Take note of and manage financial risks
- Determine the influence of regulatory changes on the financial status of Trans-50.
- Gather information and draft contingency plans to mitigate possible risks.
- Check the consolidated and individual budgets of every working entity.
- Check short and long-term implications as well as risk elements in the budget.
- Define and apply budget policies.
- Supervise the investment policy of Trans-50.
- Test the long-term financial strategy of Trans-50.
- Check the effectiveness of the internal system to follow legislation and regulations.

The committee met with all village managers to finalise the 2025-26 budgets. The committee reviews the monthly financial results to ensure they meet budgetary targets.

The **audit committee** met twice during the 2024-25 financial year. The members are Dirk van den Berg (chairman), Anneke Liebenberg, and Robin Blake.

The audit committee supports the board in meeting its fiduciary requirements and responsibilities.

The committee evaluates the process of financial reporting, internal controls and ensures that the company meets statutory requirements. The committee is further responsible for ensuring compliance with ethical business practices and mitigating management risks.

The committee met with the external auditors to discuss the audit approach and scope. The external audit should generate the following for presentation to the board.

- Trans-50 Association NPC annual financial statements.
- Management report.
- Reconciliation between the management accounts and the financial statements.
- Certificate of the kitty funds (trust funds).
- Auditors' client risk profile.
- Auditors' secretarial department independence declaration.
- Auditors' taxation department independence declaration.
- Independence compliers report.
- Independent compilers letter of appointment.
- Report on the effectiveness of the internal audit function at the villages.



Financials

The following is an extract from the audited annual financial statements for the year ended 30 June 2025. The comprehensive AFS are available from the reception desks at each of our villages or can be obtained by contacting admin@trans50.org.za

TRANS-50 ASSOCIATION NPC (REGISTRATION NUMBER 1999/002024/08) ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	2025 R	2024 R
Assets		
Non-Current Assets		
Property, plant and equipment	4 022 592	4 356 837
Investment property	665 756 968	665 756 968
Investments	5 093 801	4 157 284
	674 873 361	674 271 089
Current Assets		
Trade and other receivables	1 145 268	744 650
Cash and cash equivalents	9 835 400	6 902 616
	10 980 668	7 647 266
Total Assets	685 854 029	681 918 355
Equity and Liabilities		
Equity		
Capital reserve	26 985 607	26 985 607
Levy reserve	2 293 608	3 256 106
Training reserve	679 621	910 045
Retained Income	533 175 495	525 717 881
	563 134 331	556 869 639
Liabilities		
Non-Current Liabilities		
Life right revenue in advance	78 298 041	76 152 884
Long term accrual	2 602 021	0
	80 900 062	76 152 884
Current Liabilities		
Trade and other payables	11 367 226	10 893 168
Life right revenue in advance	20 220 814	28 266 354
Provisions	1 850 333	1 757 187
Accommodation deposits	8 381 263	7 979 123
	41 819 636	48 895 832
Total Liabilities	122 719 698	125 048 716
Total Equity and Liabilities	685 854 029	681 918 355



Statement of Surplus or Deficit and Other Comprehensive Income

	2025 R	2024 R
Revenue	137 264 656	127 375 967
Other operating income	11 346 704	10 554 005
Other operating expenses	(132 032 800)	(124 201 834)
Operating surplus	16 578 560	13 728 138
Investment revenue	838 038	1 202 684
Surplus for the year	17 416 598	14 930 822
Building renovation costs	(11 080 215)	(22 334 070)
(Deficit)/Surplus for the year	6 336 383	(7 403 248)

Statement of Cash Flows

	2025 R	2024 R
Cash flows from operating activities		
Cash (used in) generated from operations	897 336	(8 690 683)
Investment revenue	838 038	1 202 684
Net cash from operating activities	1 735 374	(7 487 999)
Cash flows from investing activities		
Purchase of property, plant and equipment	(872 828)	(2 162 677)
Proceeds on disposal of property, plant and equipment	2 594	21 720
Net Cash movement in investments	(936 517)	8 624 336
Net cash from investing activities	(1 806 751)	6 483 379
Cash flows from financing activities		
Movement in accommodation deposits	402 140	526 033
Total cash movement for the year	2 932 784	(478 586)
Cash at the beginning of the year	6 902 616	7 381 203
Total cash at end of the year	9 835 400	6 902 617



Human Resources

Teresa Barnard - Human Resources Director

What a year it has been! Despite the ongoing challenges we all know too well in healthcare, particularly the persistent struggle to find qualified nursing staff, we've not just survived, we've thrived.

We welcomed 39 new team members across all our villages while managing 21 departures through a thoughtful mix of natural transitions and strategic decisions. Our Continuous Performance Improvement System (CPIS) has been a game-changer, leading to well-deserved performance bonuses for our star performers and creating clearer pathways for everyone to excel.

The numbers tell a story of growth: improved organisational climate scores from 87% to 89%, successful salary negotiations, and the implementation of comprehensive wellness programmes that have genuinely made a difference in our employees' lives.

Recruitment Success:

- 39 new appointments across all villages
- 16 care practitioners joined our team
- 10 nursing staff (5 registered nurses, 5 enrolled nurses)
- 2 care managers and 3 property maintenance managers

Departures Breakdown (21 total):

- 40% personal reasons/better opportunities/immigration
- 25% separation agreements
- 18% probationary period exits
- 17% retirement and natural transitions

Performance Excellence Through CPIS

Our Continuous Performance Improvement System has transformed our culture, creating clear feedback channels and goal-setting processes. Performance bonuses are awarded to top achievers, while structured development pathways support the growth of all staff.

Training Achievements:

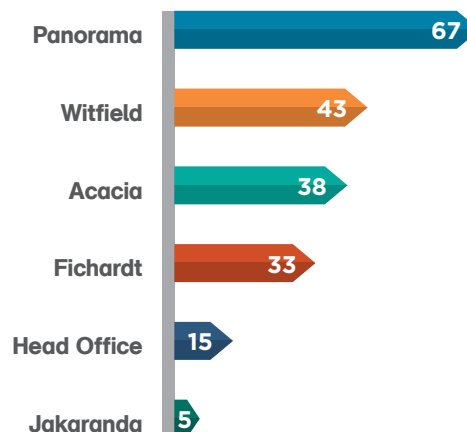
- COID (Compensation for Occupational Injuries and Diseases) Support System training for managers and nurses
- Employment Equity workshops across all villages
- Lexis RefCheck platform training for village managers
- Multiple IBC (institutionally based care) training completions with celebratory graduations

Employee Assistance Programme:

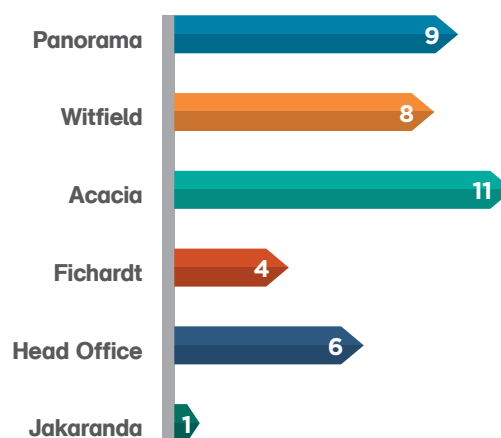
Supported 39 employees facing personal challenges from emotional trauma to health crises, demonstrating our commitment to comprehensive care.



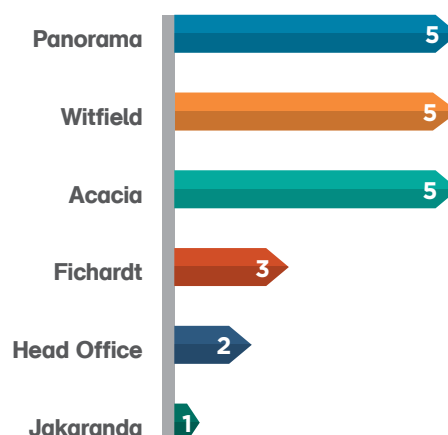
Total Employees Per Village



New Employees



Terminations Per Village



Wellness Initiatives:

- Mental health webinars on productivity and wellness
- Flu vaccinations and winter vitamin supplements
- Free hearing screenings with hearing aid provision
- Vision support for IBC students
- Team-building activities and long service recognition

Compliance and Safety

While only Panorama Palms requires formal reporting under new legislation, we maintain Employment Equity committees at all villages as part of our commitment to equity throughout the organisation.

The organisation successfully implemented Lexis RefCheck with 43 criminal checks completed and two requiring additional SAPS verification. All village managers are trained and confident with the system.

Our organisational climate survey results improved from 87% to 89%. Acacia Park and Witfield Park demonstrated particularly impressive gains through targeted management efforts addressing communication, recognition, and team cohesion.

Looking Ahead: 2025-2026

Our strategic priorities for the coming year focus on improvement and growth. We're advancing our recruitment approach for management positions to

attract leaders who share our values and vision. A skills gap analysis across all villages will identify where we need to develop our people, followed by targeted programs to close those gaps.

New engagement surveys will give everyone a voice in shaping their work experience with clear action planning that shows we're listening. We're also investigating new technology to make HR services more accessible and user-friendly while reducing administrative burden. Through all of this, we remain focused on becoming the employer of choice in our sector through genuine commitment to our people's success and wellbeing.

Acknowledgments

Thank you to our board and HR Sub-Committee: Norman Taylor, Ray Claassens, Lindy Bossenger, and Gordon Yekelo, for their strategic vision and dedication. Their leadership through two committee meetings was essential to our achievements. Most importantly, thank you to every team member across all villages. Your dedication to compassionate care while embracing change has made this year's success possible. You are the heart of Trans-50.

The 2024-2025 year proves that strategic HR management isn't just about policies; it's about creating a workplace where people build careers, feel valued, and make a real difference in others' lives. We've built something special, and this foundation gives us confidence for whatever 2025 and 2026 bring.

“ This report celebrates not just what we've accomplished, but who we have become as an organisation that truly puts people first. ”



Care, Ethics, Lifestyle and Technology

Christi Louw - National Care Director

The Care, Ethics, and Lifestyle Committee leads the development of our organisation's care and lifestyle strategies, setting quality standards and promoting best practices. It plays a crucial role in ensuring compliance with relevant legislation and mitigating organisational risks associated with healthcare service delivery. To effectively fulfil its mandate, the committee draws upon a deep understanding of national and global healthcare challenges and trends. This includes preparing for emerging risks such as future pandemics, addressing critical issues like nursing shortages, staying updated on advancements in geriatric care, and continuously enhancing our services to meet the evolving needs of the ageing population. In doing so, the committee safeguards the organisation's commitment to excellence and the provision of person-centred care.

Ensuring compliance with legal requirements from the Department of Health and Social Development, alongside the ongoing global nursing shortage, reduced bed occupancy rates, and the imperative to enhance our service delivery, made this a particularly challenging year. Key positions remained vacant for much of the year, placing additional pressure on care managers who had to oversee relief staff while managing increased absenteeism among permanent employees. High turnover in these critical roles significantly disrupted service delivery and teamwork, requiring substantial time and resources to recruit, appoint, and induct new staff members. Additionally, we observed a notable rise in verbal abuse directed at employees by residents' family members. To address this, the committee is actively developing organisational processes and guidelines to support employees in managing these difficult situations and to establish clear procedures for responding to such transgressions within the organisation.

A growing concern is the increasing number of residents who lack family or support networks due to the migration of their children. This demographic shift places a heightened responsibility on employees to bridge the gap left by absent family members. It also raises complex legal challenges, as some residents may develop conditions such as dementia or become terminally ill and incapacitated without having a curator, power of attorney, or sufficient financial resources to cover long-term care costs.

We are honoured by the ongoing interest from various organisations requesting visits to our villages and consultations with our management teams. Our lifestyle programmes and assisted living services consistently attract significant attention. While many organisations offer some resident activities, these often do not match the quality and diversity of the programmes and events created by our dedicated lifestyle teams. The exceptional standard of our offerings is continually elevated through the involvement of multi-disciplinary team members, ensuring rich, engaging, and meaningful experiences for our residents.

Under the leadership of Ms Lyn van Rooyen, the committee convened twice during the year. The committee comprises Ms Lyn van Rooyen (chairman and non-executive member), Mr Norman Taylor (non-executive member), Ms Anneke Liebenberg (non-executive member), Mr Ray Claassens (non-executive member), Mr Ruan de Wet (managing director), Ms Christi Louw (National Care Director), and Ms Sylvia Birkhead (co-opted member). The combined expertise, experience, and business acumen of these members have been invaluable to the committee's work throughout the past year.



Our care vision centres on fostering an environment that understands and responds to the needs of our residents. We are committed to inspiring a life of purpose and dignity, while delivering care grounded in compassion and respect. It is with great pride that I present the annual activities of our care and lifestyle departments, highlighting the exceptional dedication and tireless efforts of our employees in bringing this vision to life.

The committee's objectives for the year under review focused on improving occupancy and ensuring financial sustainability by enhancing our service offerings. Efforts were made to investigate registration with the Board of Healthcare Funders and to implement efficient data management systems with the rollout of Integrated Healthcare Facilities Management technology across all villages. The committee conducted quality risk assessments to identify risks within the care and lifestyle departments and developed guidelines to strengthen the organisation's preparedness for future pandemics. A significant emphasis was placed on embedding ethical principles throughout the organisation and exploring secure channels that enable employees at all levels to report concerns freely, without fear of victimisation or intimidation. The committee also reviewed the alignment of the organisation's values with the code of ethics applicable to employees, residents, and their families.

The risks identified in the lifestyle and care departments primarily relate to the urgent need for essential equipment such as hospital beds, mattresses, and mobility aids, as well as tools to enhance lifestyle programmes. Additionally, there is a pressing requirement for the upgrading and refurbishment of older care and memory care units to maintain safety and quality of care.

With Africa's ageing population growing rapidly, and South Africa's elderly population projected to double by 2050, the combination of historical inequalities,

inadequate retirement savings, and the rising costs associated with employing professional nursing staff presents significant challenges. Many older adults, especially those living well beyond 80 years, are finding it increasingly difficult to afford frail care services. In response, Trans-50 promotes active living and encourages residents to remain independently in their units for as long as possible. We continue to observe a growing number of residents opting for assisted living services as a preferred intermediate care option.

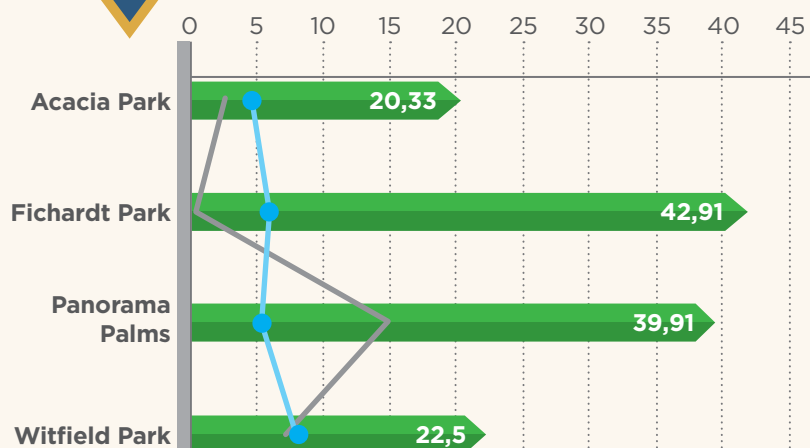
In addition to the Community Schemes Ombudsman Services (CSOS) available to residents, Trans-50 provides access to an independent Ombudsman, Ms Pat Lindgren, who is available to assist both residents and their families. During the period under review, only one complaint was lodged with Ms Lindgren, reflecting the effectiveness of improved communication and complaint management practices among all stakeholders.

The annual lifestyle and care workshops provide an invaluable platform for village teams to share their skills and ideas while aligning their goals with the strategic direction of the organisation. This year's workshops were particularly well-received, featuring expert facilitators who delivered training on residents' and employees' rights, the importance of cultural diversity and sensitivity within lifestyle programmes, and effective strategies for managing challenging teams or individual team members.

Our lifestyle consultants are the vibrant heart of our villages, dedicated to designing and facilitating meaningful programmes that engage residents physically, mentally, spiritually, and socially. Together with the volunteers and healthcare team, they form a compassionate partnership, creating a nurturing environment where every resident is treated with compassion, dignity, love, and respect.



Assisted Living Services



	Room	Life Right	Rental
Acacia Park	20,33	2,83	4,75
Fichardt Park	42,91	0,25	5,5
Panorama Palms	39,91	14,58	5,41
Witfield Park	22,5	6,83	8

Trans-50 is fortunate to have a dedicated team of resident volunteers who play a vital role in supporting the delivery of our lifestyle programmes and activities. These volunteers serve as members of management committees, care advocates, activity facilitators, and companions providing much-needed social support. Our lifestyle programmes encompass a diverse range of group and individual events, including exercise groups, physiotherapy, psychological and social support, cognitive and sensory activities, as well as spiritual gatherings. The following reflects the volunteer contributions across our

villages: Acacia Park has 38 resident volunteers and 20 external volunteers; Fichardt Park includes 14 resident volunteers and 17 external volunteers; Jakaranda Park has 21 resident volunteers and 7 external volunteers; Panorama Palms boasts 66 resident volunteers and 13 external volunteers; and Witfield Park proudly engages 82 resident volunteers and 19 external volunteers. We extend our heartfelt gratitude to all volunteers—without your generous contributions, the richness and variety of our programmes would not be possible.



Activities and Events Average Per Month



Utilising technology to capture client information significantly enhances the accuracy, accessibility, and overall quality of record-keeping. Digital systems reduce errors commonly associated with manual data entry and duplication, resulting in more reliable records. They provide healthcare providers with swift access to comprehensive medical histories and essential health information. Furthermore, technology boosts operational efficiency and promotes resident safety by generating automated alerts to prevent potential medication errors. The use of digital health tools also enables real-time documentation of resident care and outcomes,

contributing to improved service quality and higher client satisfaction.

Trans-50 utilises Integrated Healthcare Facility Management (IHFM) technology to comprehensively capture resident information across both the care and property maintenance departments. All healthcare, lifestyle, and maintenance processes are recorded within this system, with ongoing upgrades to the dashboard enhancing reporting capabilities. The next phase will incorporate a billing module, enabling precise accounting for consumables and assisted living services. Employees



receive ongoing system training and have demonstrated unwavering dedication to ensuring accurate data capture. We sincerely appreciate their valuable input and suggestions for further enhancements.

I would like to express my heartfelt gratitude to our employees for their tireless dedication and compassionate service to our residents. Witnessing their empathy, love, and commitment each day is truly humbling. I am continuously inspired by the village and departmental managers who give so much of themselves under challenging circumstances – and often go beyond what is required of them.

To the Board of Directors, thank you for your vision, guidance, knowledge, and unwavering support. A special acknowledgement goes to Ms Lyn van Rooyen, whose

mentorship over the past twenty years has profoundly shaped my journey at Trans-50 and played a pivotal role in establishing the care and lifestyle services we proudly offer today. Her impressive business acumen, profound compassion, healthcare expertise, strong work ethic, and dedication to her profession and her faith are deeply commendable. Her resignation, after 25 years of devoted service, represents a significant loss to the committee and the organisation.

I would also like to extend my sincere thanks to our managing director, Mr Ruan de Wet, for his visionary leadership, exceptional insight, and unwavering ability to inspire and bring out the best in his team, all for the benefit of our residents.

“

Let our hearts and hands be stretched out in compassion towards others, for everyone is walking his or her own difficult path. ~ Dieter F. Uchtdorf

”



Property and Maintenance

Allen van de Weide - National Property Manager

“Look after the walls and roof as you would your own health, both protect what’s inside.”

This saying reminds us of the value of proper maintenance and care. At Trans-50, we see maintenance as an investment in the future of our communities, ensuring safe, welcoming, and world-class living spaces for our residents.

Property Maintenance

Our maintenance strategy is designed to keep improving year after year. With a structured 5-year plan, regular site surveys and inspections, we focus on continuous upgrades and the preservation of our properties. The property committee plays a key role in this effort. Under the capable leadership of the chairman, Norman Taylor, the committee ensures that standards are set and maintained. The managing director, Ruan de Wet, oversees executive priorities, while non-executive directors Lyn Van Rooyen and Robin Blake challenge us to find the best solutions for the future.

Allen van de Weide (secretariat) takes care of the admin, research, and operational tasks.

Our village managers and property maintenance managers deserve special thanks for their commitment and professionalism. They make sure every project, repair, and improvement is managed effectively with the support of every maintenance assistant:

- Acacia Park:** Vanessa de Villiers (VM), Gert Conradie (PMM)
- Fichardt Park:** Andrea Kruger (VM), Shaun Ramsbottom (PMM)
- Jakaranda Park:** Sylvia van de Weide (VM), Herman Bredenhann (PMM)
- Panorama Palms:** Shaun Fabricius (VM), PD de Wet (PMM)
- Witfield Park:** Marna Mare (VM), Werner Wilkinson (PMM)

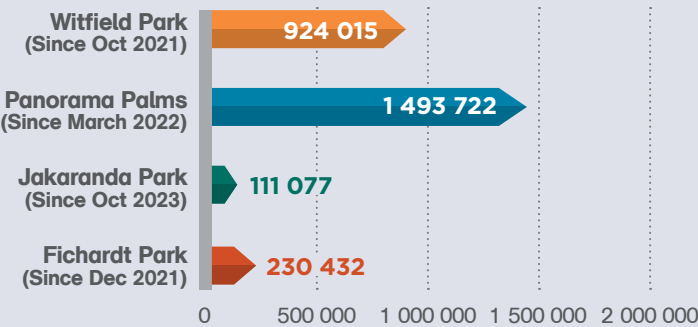
Sustainability & Infrastructure

With municipal infrastructure becoming less dependable, we are prioritising long-term, self-sufficient solutions. Solar energy (grid-tied) is now used in four of our five villages, resulting in significant savings. Acacia Park will soon join them with a fully off-grid solar solution, thanks to a secured Power Purchase Agreement (PPA).

The savings achieved so far through solar, highlight the effectiveness of these strategies.

The following savings was achieved since the installation and commissioning of solar systems.

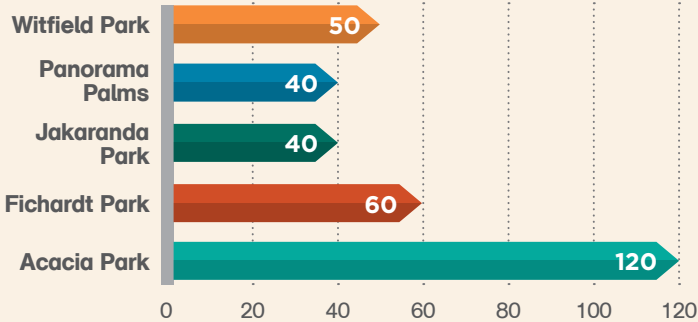
Solar Saving Since Installation (R)



We are also exploring water sustainability projects, such as borehole water filtration at Panorama Palms, to ensure a steady, safe supply for residents.

Our current backup water supply is outlined below. This system enables us to provide the main building with stored municipal water in the event of a supply disruption from the municipality. Annual borehole water tests are conducted to assess the quality and suitability as potable water. Borehole water can be used as grey water when required.

Water Storage Per Village (Kiloliters)



Upgrades & Investments

In 2024/2025, we invested R 10,400,611 in upgrading 42 life-right units and R 679,604 in refurbishing 6 rental units.

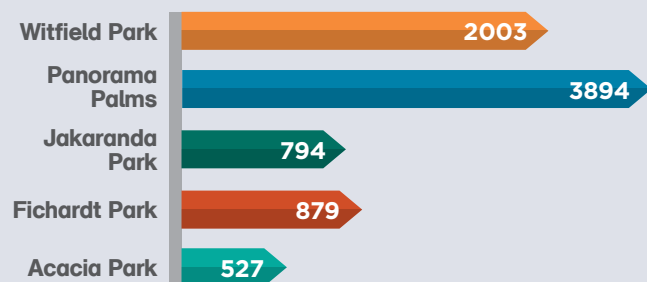
Some key projects completed include:

- **Acacia Park:** New vinyl flooring at the main entrance
- **Fichardt Park:** Partial upgrade of the main laundry
- **Jakaranda Park:** Revamped main entrance
- **Panorama Palms:** New flooring in the dining room and administrative passage
- **Witfield Park:** New aluminium frames for administrative offices

*Panorama Palms new vinyl flooring***IHFM**

The use of an integrated system to manage and monitor maintenance has become invaluable. At any given time, a clear status of day-to-day maintenance activities is available. Daily maintenance reports provide a daily overview of any failing municipal services (electricity and water) as well as the operational conditions of our lifts. We also have a quick insight into any security-related issues. We have access to monthly reports, stock control, and statistical data.

We received 8097 maintenance requests in 2024/2025, and all requests were completed.

Maintenance Requests Completed

The expanded functionality of IHFM, including health & safety functionality, has allowed us to use this digital platform for inspections. The IHFM dashboard provided us with an overview of all non-compliance health & safety items, as well as various related and important data. We plan on including asset management and accounting as part of this platform in the future.

Annual Workshop

The annual Property and Maintenance workshop was held in April 2025. The attendees spend two days at Trans-50 Head office and one day at Jakaranda Park. The evolution of maintenance is an ongoing process that requires constant focus on using new and innovative ideas and methods.

**Looking Ahead**

The year ahead will present both challenges and opportunities. We will continue to prioritise enhancing infrastructure, reducing dependence on external utilities, and investing in the comfort and safety of our residents. Due to the dedication of our teams and the support of our board, Trans-50 is well-positioned to continue raising the standard of safe senior living.

Thank you to the Board of Directors for their continued guidance. Thank you to Ruan, Christi, and Teresa for the exceptional executive insights, management, and support. Thank you to each staff member for their hard work and perseverance. **Trans-50 is better because of you!**



Acacia Park

Vanessa de Villiers - Village Manager

“**To care for those who once cared for us is one of the highest honors in life.**”
~ Tia Walker

Throughout a year that has been both challenging and rewarding, we at Acacia Park have had the privilege of supporting our residents on their journey with compassion and dedication. This annual report, which we are proud to share with you, demonstrates that despite setbacks, we remain steadfast in our commitment to delivering world-class, person-centred care in an environment that upholds the values we cherish.

Acacia Park celebrated its 40th anniversary this year with exceptional enthusiasm and a series of memorable events. Leading up to the milestone, we hosted the inaugural “Glamorous Granny Beauty Pageant” and a wellness day for both staff and residents. Community figure Chris Mpisi, served as the master of ceremonies. The event featured extensive entertainment, including 47 stalls, performances by three local artists, and an engaging segment titled “On the Couch with Chris Mpisi,” where he interviewed four residents. Employees and residents enjoyed a plate of “potjiekos” prepared by Feedem, followed by two large birthday cakes.

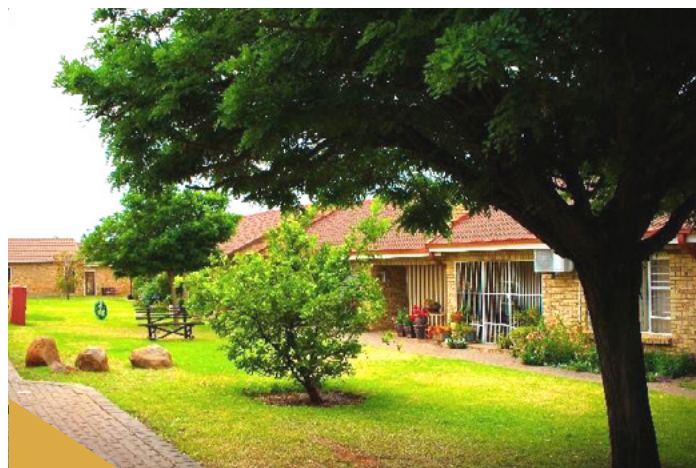
Reviewing the past financial year, although it still ended with a negative balance, the actual loss was R225 179 less than initially budgeted. The loss would have been significantly lower if we had not been required to reimburse Sol Plaatje Municipality an additional R30 000 per month for an alleged arrears account caused by a faulty electricity meter at the nearby municipal sub-station.

We are eager to advance the solar project following a delay resulting from a complaint to the Department of Environmental Affairs. All necessary documentation has been submitted, and we are currently awaiting final approval. In the meantime, the battery cabinets, panels, and associated equipment have been delivered and are ready for installation once approval is granted. We anticipate achieving significant electricity cost savings moving forward.

Staffing continued to be a concern over the past year; however, for the first time in over two years, the clinic is fully staffed with permanent nursing staff. Our current challenge is to retain these employees amid competition from institutions like Mediclinic, who are keen to recruit

our staff. Absenteeism has reached a record high, requiring the use of relief staff, but measures are in place to address and reduce absenteeism. Additionally, we have welcomed a new Property Maintenance Manager and administrator, both of whom have quickly adapted to their roles and integrated well into the team.

In an environment with evolving healthcare needs, we continue to expand our assisted living services to residents who require additional support. We have also intensified our efforts to promote our temporary stay service, recognising that many residents who use this option, eventually become permanent residents.



While assisted living services are expanding, we are facing challenges with occupancy in the flats due to residents relocating to the main building and concerns about affordability. As a result, some of the ground-floor flats, which have previously been in high demand, are now vacant.

The implementation of IHFM is progressing as planned, and issues are addressed promptly. Staff feedback indicates that the system is highly effective, user-friendly, and adds significant value to their work experience.

Kimberley has experienced numerous water shutdowns lasting several days, as well as extended nightly water outages due to ageing infrastructure. This has affected the quality of the water supply from Sol Plaatje Municipality, necessitating weekly treatment of our water tanks with chlorine. Regular tests conducted by Test-it-Lab have confirmed that the water samples are safe for human consumption.

All quality risk assessments carried out during the financial year have demonstrated significant improvement. A 21% increase in the Organisational Climate





Questionnaire results indicates that employees feel more secure, valued, and engaged with their work and colleagues.

Although staffing in the clinic has presented challenges, I must acknowledge and commend our Care Manager, Maria Lekhobo, who consistently stepped into the role of clinic sister without hesitation or complaint to ensure the well-being of our residents. I would like to express my sincere gratitude to my exceptional team and every staff member for their dedication, resilience, and commitment to excellence throughout the year. Our collective efforts have helped overcome team challenges and keep us focused on continuous improvement in everything we do.

I would like to thank every member of the Management Committee for their confidence in the Acacia team and for the trust and support extended to us. I look forward to collaborating with you over the next three years and feel truly honored and thankful to have your partnership on this journey.



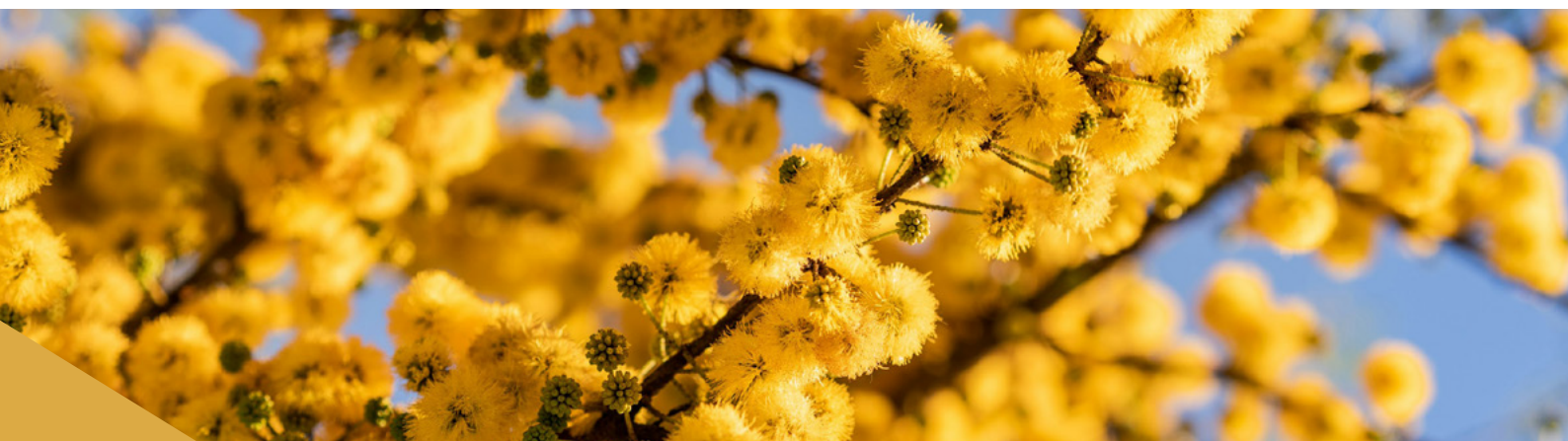
On behalf of all staff at Acacia Park, I would like to extend a heartfelt word of thanks to the Board of Directors for their ongoing support of our initiatives. I also wish to thank our Managing Director and the entire Head Office team for their encouragement and support, which inspire us to continually strive for excellence and to carry out our work with dedication and compassion.

To every resident, thank you for every smile, hug, and kind word. It is both a privilege and an honour to work at Acacia Park.

The Acacia Park team has consistently demonstrated that our collective strength and perseverance far exceed the capabilities of any individual. I am filled with great anticipation and optimism about what we can accomplish moving forward as a united team. Together, I am confident that we will achieve remarkable success and continue to make a meaningful impact.

In conclusion, I wish to pay homage to Jesus Christ, whom we will continue to seek for His guidance and blessings beyond measure!

Warm Acacia Park regards



Fichardt Park

Andrea Kruger - Village Manager

When we begin compiling our annual report, we are given a meaningful opportunity to reflect on the past fiscal year. A year filled with remarkable opportunities, meaningful challenges, and cherished memories.

Throughout the year, we have been

delighted to hear visitors and potential residents remark on the warm, welcoming atmosphere at Fichardt Park. Many have commented that our village does not look or feel like a typical retirement facility at all. This is a testament to the quality and care consistently invested in maintaining our beautiful grounds and well-kept buildings. Over the past year, we repainted all our road signs, added several speed humps, and installed new signage to further enhance safety and accessibility within the village.

Our intensified marketing efforts have borne fruit, showing a noticeable increase in enquiries and waiting lists of applications. Interestingly, word-of-mouth marketing has proven to be our most effective channel, yielding the best results. This demonstrates of just how happy, content, and proud our residents are to call Fichardt Park their home.

The residents' energy and willingness to socialise and remain active are the strongest endorsements for which we can hope. The impressive 97% occupancy that we maintained contributed to our financial sustainability, resulting in a successful year financially.

Our memory and frail care have been operating at full capacity. We are deeply thankful to our dedicated employees, who are the heart of our care and without whom we would be unable to render the necessary services to our residents. In recognition of their efforts, our staff were treated throughout the year to appreciation events that included meals, braais, team-building sessions, wellness days, and numerous training interventions.

We also celebrated the graduation of 5 IBS students. To each member of our team, I salute you and thank you sincerely.



Fichardt Park remained a lively and joyful place this year. Residents enjoyed a wide range of events and celebrations, including Valentine's Day, Mother's Day, Father's Day, Spring Day, Nachos Day, and many more. Our year-end party was a memorable highlight, with residents displaying their talents in a drama written especially for Fichardt Park by a local drama student from Fichardt Park High School.

Our spirit of outreach remains strong as we visited Lettie Fouche School for persons living with disabilities on Mandela Day and attended a Soup Day for the Association of the Blind – moments that brought residents and staff closer through shared purpose and compassion.

Our calendar remained filled with engaging activities. Residents were spoilt to have activities like sing-along, bingo nights, knitting groups, chair gym, baking, arts and crafts, darts, snooker, and our beloved monthly "Kloek vir Koek", to mention a few. Our men's group enjoyed special outings and braais. Our volunteers represented us at the yearly ENGO "kierie-kaskenades", and the Acacia Golden Oldies championships in Kimberley.





None of this would be possible without the unwavering support, commitment, and passion of our volunteers, both internal and external. Thank you for enriching the lives of our residents in such meaningful ways.

During the past year, we announced our new management committee, and we give a heartfelt thank you to past and present members for their invaluable support and hands-on involvement in the daily running of the village.



To our Board of Directors, we are grateful for your clear direction. To our Managing Director, Ruan de Wet, and his dedicated team at head office, thank you for your strategic insight and steadfast support during both



smooth and challenging times.

Lastly, to our 155 residents and their families, thank you for your participation, encouragement, and support throughout the year. You are the heart of this village, and we are honoured to walk this journey with you.

We give thanks to our Heavenly Father for the countless blessings and abundant grace we have received—often far beyond what we deserve.



Jakaranda Park

Sylvia van de Weide - Village Manager



The 2024-2025 financial year began with great anticipation, as residents looked forward to a fully booked lifestyle programme and the roll-out of major maintenance projects. Like any year, it brought its share of challenges, but the dedicated staff rose to the occasion, delivering world-class service to the residents while also investing in the wellbeing of the team. Looking back, the year was marked with significant milestones and meaningful achievements that have strengthened the village and set a positive course for the future.

Occupancy, New Residents, and Financial Performance

A well-maintained and updated website generated 1,145 enquiries during the year. To further promote the village, a two-week series of “life reads” was broadcast on the local radio station, Groot FM, in August 2024. In addition, Sylvia and Elsa engaged with a church senior group, providing valuable insights on what to expect when moving into a retirement village and addressing potential challenges residents may face.

A total of 23 new residents were welcomed at the village during this year, with the majority moving in over the last six months. The village maintained an average occupancy rate of 95%. A significant decrease in occupancy occurred from May onwards due to residents transferring to frail care facilities, and a smaller number relocating to other facilities due to financial constraints.

A notable demographic change was observed, with the average resident age at year-end recorded at 61 compared to 69 at the beginning of the year.

No major upgrades on units were undertaken during this financial year, however, the maintenance team completed in-house renovations on all vacant units, ensuring they were ready for new occupants while managing costs effectively. The maintenance

team addressed 1,248 maintenance requests during this financial year.

From a financial perspective, Jakaranda Park achieved a surplus of R1.7 million at the end of the financial year, reflecting prudent fiscal management and operational efficiency.

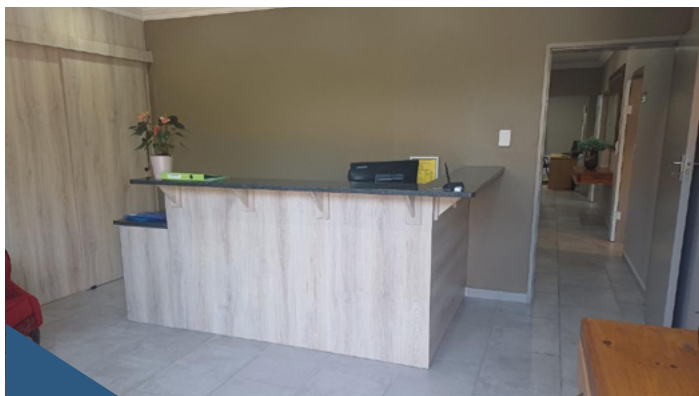
Highlights of the Year

Jakaranda Park experienced several remarkable highlights during the 2024–2025 financial year.

A significant highlight was the commencement of a three-year project to replace the palisade fencing with Clear View fencing. The project commenced replacing the palisades from the main gate to the small gate at Tambotie. This fencing, generously donated by Witfield Park, was a welcome contribution. The project will continue for two years, as the upgrade not only enhances the aesthetic appeal of the village but also plays a key role in minimising security risks.

Another long-awaited achievement was the renovation of the main building’s reception area.

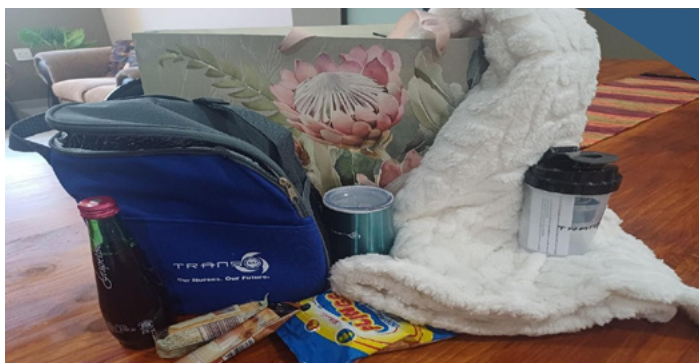




The transformation has made the entrance more prominent and inviting for visitors, while also providing a welcoming reception area. The office space has been redesigned to include a fully equipped boardroom, ensuring a professional setting for meetings and village operations.

Staff matters

The 2024–2025 financial year brought exciting developments on the human resources front. The HR Committee approved the addition of an administrator position to strengthen operational capacity. The vacancy was advertised, and interviews were conducted in June 2025. The successful candidate assumed duty on 1 July 2025, bringing valuable support to the team. This appointment will streamline work processes and create a functional reception area to welcome visitors and potential residents.



A special investment in staff development was made by hosting an insightful training session focused on understanding human behaviour and managing conflict effectively. Motivational speaker Lynette Beer, from Seeds of Inspiration, presented her course Windows to Personalities, equipping staff with practical ways to communicate and build stronger relationships with both colleagues and residents.

The spiritual well-being of staff was also addressed by facilitating a Healing Art session, which allowed team members to express emotions through colour. This session encouraged the understanding that emotions are not the enemy but can be recognised, managed, and channelled positively.



Several achievements were celebrated during the year. At the annual staff recognition function, five years of service of Herman Bredenhann (Maintenance Manager) and William Molaba were acknowledged and celebrated. Our outsourced care staff were treated on nurses' day at the Green Olive restaurant. The registered nurse and carers each received a gift pack as a token of appreciation for their dedication.

Staff changes during the year included the resignation of the cleaner in October 2024, with the position filled in February 2025.

The much anticipated annual team building event did not disappoint, with the team enjoying quad bike rides over challenging terrain, connecting with nature and ending the day with a traditional braai.



Lifestyle

The team delivered an enriching and diverse programme during the 2024–2025 financial year, meeting the requirements of a person centred approach for residents.

The programme included:

- 47** social gatherings
- 23** creative activities
- 23** sensory events
- 18** special events
- 10** outings
- 11** resident training sessions
- 11** counselling sessions with a social worker

...and many more engaging activities throughout the year.

Volunteers signed up to lead the newly established social club, arts and crafts group and support group. These initiatives encouraged creativity, strengthened friendships, and renewed residents' sense of purpose. The support group prepared and delivered care packs to residents who were ill, a gesture that was deeply appreciated and warmly received.

The lifestyle quality risk assessment (QRA) confirmed compliance and highlighted purposeful activities that promote meaning, connection, and a sense of belonging among residents. Additional activities were suggested and will be explored in the new year.

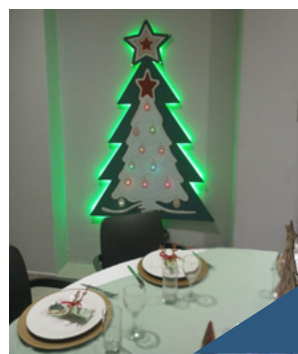
Several standout events deserve special mention. 'Oupa en Ouma' Day was a joyful celebration, marked by an outreach to Jakaranda Park where each resident received a gift valued at R250, enjoyed a musical performance, and received a lunchbox.

The year-end function was an unforgettable highlight. Residents were welcomed with a breathtaking entrance, colourful decorations, the elegance of classical music, and a five-star meal, creating a memorable experience. One of the most enjoyable outdoor activities was Fun in the Sun, where teams competed in light-hearted games. The winning team was awarded a trophy, adding a spirit of friendly rivalry, laughter, and camaraderie to the day.



Care

Care services during the 2024–2025 financial year continued with one carer per shift and a registered nurse on-site once a week. The carers collectively



managed 3 748 check-in visits, took 2 410 vital signs during home visits, assisted eight residents with activities of daily living, and provided ongoing emotional support. They also attended to 41 emergency callouts. Throughout the year, their work reflected compassion, professionalism, and strong relationships with both residents and staff.

Capacity was strengthened by training an additional registered nurse to stand in for Sister Hermien during periods of leave, as well as appointing another carer to provide back-up support. Staff changes included the resignation of Johanna, with Ester appointed as her replacement. Ester adapted quickly to her new environment and earned the trust of residents in a short time.

The outcome of the care quality risk assessment (QRA) was positive, confirming compliance while commending the streamlined processes. It also highlighted that the needs of residents are being effectively addressed. The Care team also embraced technology, fully utilising the IHFM system to streamline processes and improve service delivery.

In conclusion, I wish to extend my deepest gratitude to the Board of Trans-50, the Managing Director, and the Care and HR Director for their unwavering support and guidance throughout the year. Their commitment has been instrumental in ensuring the continued success of our village. I also sincerely thank the staff, the management committee, and our dedicated volunteers, whose hard work, loyalty, and contributions have been vital in achieving the milestones of this year. Together, we look forward to building on these accomplishments as we enter the year ahead with confidence and renewed purpose.



Panorama Palms

Shaun Fabricius - Village Manager

Panorama Palms' Ruby Jubilee!!!

We turned 40!!!

A 40th birthday is known as the 'Ruby Jubilee,' which is seen as a significant milestone. It is often celebrated and used as an opportunity to reflect, be thankful for blessings and past achievements and excited for future possibilities.

Opportunity to reflect

So many things happen in a twelve-month period that one becomes amazed when reflecting and seeing what was achieved. Things don't just happen; they take hard work from dedicated people.

We are privileged to have constant engagement and relationship-building opportunities with residents through our residents' meetings, coffee discussions, management committee meetings, sub-committee meetings, resident functions, newsletters, manager's teas, and digital communication, to name but a few.

Thank you to Joey Lourens and Alida van der Bank, as well as their teams, for ensuring that accounting and administrative standards were met through quality checks, quality and risk assessments, and continued training. We are fortunate to have a well-structured and transparent levy draft process, which allows for interaction. Thank you to the finance committee for their assistance and to the residents who participated in the information sessions as well as the Annual General Meeting.

Our yearly interaction with the Department of Health, Social Development, and the City of Cape Town's Environmental Department went well. Thank you to everyone who made this possible. We were blessed with a smooth transition from one management committee to another, as a result of a transparent process of nominating and electing new members.

Our staff continued to engage with IHFM, a paperless electronic data platform. Thank you to everyone who spent hours adding data to the platform, attended training, and worked on infrastructure and processes to make this work. I know that the implementation will continue to have growing pains as we strive for excellence. Thank you for your effort and for what we have achieved.

We value how Allen van de Weide, Christi Louw, and Teresa Barnard assisted us with our yearly quality risk assessments and advised us on how we could improve our health and safety, care services, lifestyle offering and improve our staff support.

In partnership with the Association for Dementia and Alzheimer's South Africa, our village is now a venue for their support group. This is such a valuable initiative that is much needed within all communities.

Thankful for blessings

The Affies Boys Choir blessed our residents with their beautiful voices, but surprised us by arriving in two buses, with a total of 85 scholars. A good surprise though!!! Netwerk 24 celebrated its 10th anniversary with our residents and organisations such as AVBOB, NSRI, and SAPD shared their knowledge with us through informative sessions.



Under the guidance of Annemarie Heydenrych, our residents and staff were treated to a variety of world-class activities. The creative way in which our lifestyle department and our staff find to purposefully engage our residents are amazing. The impact of our volunteers on many of these activities is incredible. More than 2,300 planned activities took place during 2024-25. This excludes all the ad hoc activities our staff do with our residents. These activities are designed to fulfill the various needs of residents. Our 40th birthday party exceeded all our expectations and was truly a celebration to be proud of.

We were also privileged to make a difference in our community by reaching out to Huis Eureka, Ruyterwacht Service Centre, Protea Old Age Home and holding a "Noot vir Noot" quiz in benefit of the Read to Rise Foundation.

Our 40th birthday is nothing compared to 104. We enjoyed our oldest resident, Ms Maree's, 104th birthday, a good example to us all on how to live life with joy and thankfulness.



Achievements

We are privileged to have added a “Jukskei” course and completed our 9-hole putt-putt course, not only for the enjoyment of our residents, but it also promotes intergenerational engagement. To enhance intergenerational connectedness, we now have a play area for kids at our coffee shop. ALL KIDS WELCOME!!!!

Some 40-year-olds do need a facelift, and we are no different. We were able to continue facelifting our Lovealot Care unit by adding an extra care suite. We also upgraded our reception area, and the new floors in and around the admin office look wonderful.

With fast-evolving technology, we realised the need for our IT infrastructure and support to evolve as well. Thank you to PD de Wet and his maintenance team for the work that went into upgrading our IT infrastructure and support services. I would also like to thank the whole maintenance team, not only for managing multiple projects but also for completing 19 upgrades and 3,885 day-to-day maintenance jobs. The building of a retention

a 40-year-old, we will continue with facelifts to ensure our village remains fit for purpose and beautiful.

We welcomed PD de Wet as property maintenance manager and Sr Anne-Marie van Greunen as care manager. We are excited to see what innovative and creative approaches they will take to the benefit of residents and staff.

No reflection or achievements would be possible without the efforts of wonderful people.

Thank you to our newly elected and previous management committee members, under the leadership of Mr Rewitzky and Mr Sharp, respectively, for your efforts in helping to care for our Panorama Palms community. Your selfless offering of your time and expertise does not go unnoticed and is much appreciated. Strong collaborative relationships and open communication are key to the success of Panorama Palms.

This report gives us the opportunity to reflect on the positive impact our staff have on so many residents' lives.



Whether they work in admin, maintenance, reception, memory care, frail

pond with overflow drainage in an area prone to flooding really helped to safeguard residents against “The Cape of Storms.” We are in the process of building and erecting a secure world-class perimeter around our village. We are glad that, after many years of working on this project, the final component - sufficient lighting, has been added.

Finding permanent enrolled and registered nurses was a big challenge, but thanks to Sr Moss, we were able to find suitable permanent clinic staff. Annemarie also achieved the impossible by arranging for the Department of Labour to come to the village and assist residents with applying for their ID cards. This was a significant benefit to residents who are unable to sit at the Home Affairs office for hours.

Future possibilities

We look forward to finding ways to balance affordability with needs and the ever-increasing expectations. As

care, home care, or as part of lifestyle, everyone makes a difference. Things such as assisting new staff, stepping up and getting the work done when someone is absent, being kind to one another, supporting one another in difficult times, and so much more, don't go unnoticed. I would like to thank and salute each of you for what you have done and are still doing. To our 75 volunteers, I want to send a huge thank you for blessing others. I am in awe when I witness these selfless acts.. You bring the saying: “it's better to give than to receive” to life with your acts of kindness.

Thank you to the chairman of the board, Lyn van Rooyen and all the directors who guided the villages in their decision-making processes. A special word of thanks must go out to our three executive directors, Ruan de Wet, Christi Louw, and Teresa Barnard, for their exceptional work and support.



How do we invest in these wonderful people.

Although we can always do more, we take pride in investing in people. This can take many forms, whether it as a simple thank you to uplift someone, formal training, or even just a shoulder to cry on - any type of investment is important. All the various "Thank You" functions, special days, or gifts for volunteers and staff are appreciated. Transforming our lounge into a beauty salon for a day to spoil our staff, taking the maintenance men go-kart racing, or the admin ladies enjoying a breakfast might seem small, but it is significant.

The more than 170 training interventions for staff and volunteers have a big impact on the quality of service and self-confidence. Congratulations to our Institutionally based care students who successfully passed their exams under the guidance of Christa Pretorius and support of our Care Managers. Well done to the maintenance staff who completed their various skills training courses. The opportunities to attend EXPOs, strategic meetings, EXCOs, workshops, and conferences allow staff to network, stay informed, and gain knowledge.

Interacting one-on-one with our 71 staff three times per year through our CPIS allowed them to set individual goals, confirming their worth and unlocking their potential. Having Trans-50 members such as Allen van de Weide, Norman Taylor, Teresa Barnard, Christa Louw, and Ruan de Wet assisting new staff with training, induction, guidance, and motivation is of tremendous worth.

Investing in the wellness of our staff is not just something we say, but actually do. A special thank you to Annemarie, Sr Anne-Marie, Sr Desiree, and all the department managers who actively promote the wellness of our staff. Care-4-the-Caregiver programmes, flu packs, clinic days, flu vaccines, team building, employee assistance programmes, staff year-end functions, wellness days, etc., go a long way in taking care of our most valuable asset ... our staff.

These investments made in our staff are not just morally the right thing to do but also have a positive impact. One such example is the recent long service awards where 13 employees were acknowledged. Amongst these 13 staff members, there were 216 years of experience or experience at Panorama Palms, with one staff member celebrating 30 years of service. What an achievement! We are looking forward to one of our staff members celebrating her 40 years of service with us next year.



Last but not least, We thank our Heavenly Father for His blessings and support during 2024-25.

"Remember, 40 is not the end of our story. It's just a fresh start!!!"



Witfield Park

Marna Maré - Village Manager



Gate at reception done by Vulkaan

The contents of this annual report present what transpired at the village over the past 12 months. These facts evoke a wide range of emotions: the triumphs and successes bring pure joy, while the challenges and hardships can have a deeply devastating effect. During difficult times, staff have had to dig deep to remain resilient and motivated. It is in these moments that we are especially grateful for the support of our team members, head office colleagues, the board, and the overwhelming majority of our residents.

One of the greatest challenges of the past year was the turnover of staff in key positions. One such appointment and subsequent separation agreement resulted in CCMA proceedings. This however, was followed by the successful appointment of an exceptional property maintenance manager who greatly strengthened our maintenance team. Other key roles were also filled, bringing some stability back to the management team and providing a solid foundation for future growth. Our second biggest challenge was the noticeable decline in the financial situations of residents and their families. Increasingly, we had to apply pressure due to overdue accounts, witnessing their fear and worry as they struggled to meet their financial obligations to Witfield Park.

Vacancies for Registered Nurses remained a challenge, placing pressure on the clinic team. Staff wellbeing and continued empowerment remained a priority, with several training courses attended, including but not limited to Institutionally based care training. Additional investments in the team's health included health days, flu vaccinations and vitamins, psychological support following trauma, and celebrations such as Valentine's Day, Heritage Day, Administrators' Day, Maintenance Day, Social Work Day, and Nurses' Day.

These initiatives contributed to an impressive level of commitment, reflected in low absenteeism among staff and six long-service awards, including one for 30 years of service. Our commitment to staff was further demonstrated by promoting from within,



Marie Bronkhorst - 30 Year Long Service Award

facilitating transfers between villages, and presenting a Top Performer award to an outstanding maintenance assistant. One maintenance assistant retired early after 20 years at Witfield Park, but we were fortunate to appoint an exceptional replacement. These efforts were reinforced by the CPIS (Continuous Performance Improvement System) process.

Believing that our service partners are valued collaborators rather than just service providers, we invited Feedem staff, Circinus security, and other long-standing contractors to appreciation events. They commented that Trans-50 is the only company that has ever done this for them, which strengthened their commitment to us and ultimately benefited our residents and village.

Lifestyle activities continued to play a major role in ensuring residents live with purpose and enjoyment.

Several outings to shows and interesting places, regular activities, training on relevant topics and celebrations of special days brought excitement and opportunities for social engagement in a safe environment. Families and loved ones were invited to many functions and encouraged to attend meetings and group discussions with staff.



Winter Funfest- Julie 2024



These engagements kept families informed about their loved ones' well-being, helped them cope with the challenges of ageing, and highlighted our commitment to going the extra mile to ensure the best possible care in an environment conducive to exceptional care.



Nurses Day 2025

Two groups of volunteers deserve special mention. Our Management Committee was re-elected with two new residents and one new community member. Under the leadership of Mr David van der Merwe, the committee led by example with integrity, ensuring fair and proper application of rules and management. Secondly, volunteers from the Vulkaan continued their efforts to raise funds to beautify the village. Profits from the on-site second-hand shop funded improvements such as enhancements to the entrance gates, reupholstering furniture in offices, common areas as well as the care centre and main building. Further enhancements included air conditioning in the Hub and revamping the garden area at the coffee shop. The time, effort, and money invested by these residents are immeasurable.

Care services operated with a near-full care centre and between 35 to 40 assisted living contracts monthly. Extra beds were kept available to accommodate residents transitioning from mid-care to full-time care when they could not be assisted in the care centre or at home. A Department of Health inspection noted only two deviations, which were immediately corrected and a follow-up visit found everything in order. A significant effort was made to re-assess all independent residents and update their information on IHFM. During the year, general practitioners who provided services on-site have not been able to do so due to demands at their private practice. We are in the process of sourcing new general practitioners for medical assistance.



Spring Walk 2024

The maintenance department excelled over the last eight months of the financial year, gradually erasing a backlog of maintenance caused by earlier management challenges. The key to this success was rebuilding trust, teamwork, and commitment. Several smaller upgrade projects were completed, including improvements to the men's club, braai area, thousands of metres of painting both inside and outside buildings, levelling the paving of dangerous and uneven walkways, and exceptional reorganisation of the maintenance area and stockyard, which increased productivity and improved asset and stock control. Focus on health and safety standards and adherence to policies reduced risks and improved contractor performance. A fire in a life-right cottage prompted extensive information sessions, attention to the fire detection system, and reinforcement of emergency evacuation procedures and protocols.



Memory care sensory garden

Marketing efforts continued to focus primarily on internal marketing through regular and effective communication. Monthly informal meetings with residents, family meetings on Saturdays, managers' teas, and topic-specific groups and discussions kept residents well informed. This engagement helped residents feel comfortable and confident in marketing the village. Word of mouth remains our most effective marketing tool, confirmed by visits throughout the year from various other facilities that came to learn from us and left impressed with our quality of services, equipment, systems, and especially our lifestyle.





programme, supported by a well-managed budget and comprehensive plan. Our TV advertisements in doctors' rooms continue, and subscriptions are renewed annually.

High occupancy in the rental cottages, care centre, and many rooms in the complex indicates excellent service and effective marketing. However, vacant life-right units were a significant concern, with eight units unoccupied at one point. This was largely due to a downturn in the property market and constraints at the deeds office. Fortunately, this situation turned around dramatically, with four life-right contracts signed in June.

The levy increase caused upset, with many residents expressing dissatisfaction. Concerningly, a large

proportion of residents did not understand why the increases were necessary. This may have been exacerbated by the fact that there had been no increases for over three years, which created a false sense of comfort and the mistaken impression that the village could operate without annual increases. It is also challenging when residents need to vote without attending budget information meetings.

Despite these challenges, the overall progress and positive outcomes of the past year strongly indicate continued success and a bright future for Witfield Park, its staff, and residents.





From behind (left to right): Christi Louw; Henry Janse van Vuuren; Ruan de Wet; Robin Blake; Norman Taylor, Dirk van den Berg, Anneke Liebenbeg.

Front (left to right) Ray Claassens, Lyn van Rooyen, Lindy Bossenger, Teresa Barnard

Kindly note that Gordon Yekelo was not present at the time this photo was taken.





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