



**Serving Those Who Served**

**Annual Report**  
**2020**

# Our Purpose

Serving Those Who Served

## Our Vision

That veterans and war widows live with independence, control and dignity, feeling safe, valued and respected.

## Our Promises

### 🌸 **Traditional Values:**

We honour our heritage and traditions.

### 🌸 **Security:**

We strive always to provide you with safety, predictability, punctuality and attention to detail.

### 🌸 **Care:**

We provide a person-centred approach to care.

### 🌸 **Camaraderie:**

We welcome and accept you: we encourage you to connect and share.

### 🌸 **Dignity:**

We foster respect, privacy and dignity for all.

### 🌸 **Fulfillment:**

We do everything in our power to enable you to continue to live a life with meaning and purpose.

### 🌸 **Quality:**

Our community deserves the best available care and we are committed to evidence-based, innovative practice that puts you at the centre.





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Marking Remembrance Day at Vasey RSL Care Frankston South. From left: resident Lewis, CDR David Zanker RAN, Residential Manager Jane Jones and Barry, a resident at the Frankston South ex-service units.

# Board of Directors



**Mr David Paroissien OAM**  
Chair to December 2019



**Mr Michael O'Meara OAM**  
Chair from December 2019



**Mr John Cullen OAM**



**Mr Tony Carr**



**Mr Barry Lowe**



**Dr Vanda Fortunato**



**Mr Victor Hamit**

The Vasey RSL Care Board is a skills-based board with Board Members bringing a wide range of experience, knowledge and expertise in health, aged care, quality and risk, veterans' services, finance, construction, governance and human resources.

Board Members are committed to the organisation's Purpose and Promises to serve and honour the ex-service community.

After five years as Chair and a total of 27 years' service to the Board of Vasey RSL Care since 2004 and Vasey Housing prior to the takeover, David Paroissien OAM retired in December 2019 (pictured below with CEO Janna Voloshin), with Mike O'Meara OAM taking over the role.



# 2019-2020 Financial Year

This year has been a story in two chapters: pre-COVID-19 and post-COVID-19.

## Pre-COVID-19

### Legislative Change

From 1 July, a slew of regulatory change came into law: the Aged Care Quality Standards, the User Rights Amendment (Charter of Aged Care Rights) Principles 2019, the Aged Care Legislation Amendment (Comparability of Home Care Pricing Information) Principles 2019, the Quality of Care Amendment (Minimising the Use of Restraints) Principles 2019 and the Aged Care Legislation Amendment (Quality Indicator Program) Principles 2019.

### Royal Commission

The Royal Commission continued its investigation, holding hearings around Australia and handing down its Interim Report entitled 'Neglect' on 31 October 2019 before continuing its investigations.

### Bushfire Season

Beginning in July, bushfires burned around the country, coming to a peak in December and January, with large areas of eastern and north-eastern Victoria badly impacted. The Australian Defence Forces were brought in to provide air support, manpower and logistical support to the firefighting effort during the crisis. The fires claimed the lives of 34 people and an estimated three billion terrestrial vertebrates alone, leading some species to the brink of extinction.

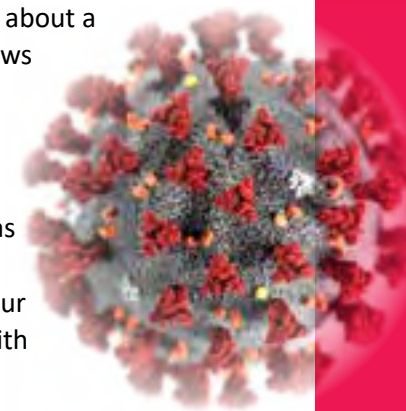
## Post-COVID-19

### COVID-19's Arrival

Over the Christmas break, news about a new virus began to make the news and by March, it was impacting every aspect of our lives.

### Proposed Sale

Meanwhile, our organisation was confronted with the need to go public about a proposal to sell our organisation - a proposal met with much opposition.





## Complexity, Challenge and Care

Vasey RSL Care is a significant community enterprise – specifically a Victorian ex-service community enterprise. It touches thousands of lives. Given its range of services, levels of specialisation and skill and the variety of settings in which it operates, this company is also a very complex organism. Consequently, living up to its promise to continue serving those who served brings with it attendant risk, responsibility and reward.

Rarely has this been highlighted so dramatically as in the extraordinary challenges that have confronted the organisation in the past twelve months.

Throughout 2019, along with the entire aged care sector, our focus was drawn to clinical performance and compliance issues, generated in large part by the unfolding Royal Commission and headlines of poor performance and malpractice. Moreover, our management and staff were required to implement in quick succession a raft of important new regulatory initiatives; Aged Care Quality Standards, Consumer Directed Care in residential aged care, a new accreditation system and clinical governance requirements. Staff needed firstly to understand these new obligations, and then to translate them effectively into the Vasey RSL Care setting, all within specified timeframes.

When taken on top of 'normal business', these undertakings represented a significant additional impost on time, energy and cost, but each in turn was delivered with outstanding effectiveness, because our organisation believes in the changes and in the continuous improvement underpinning them.

However, as demanding as this period was, none were prepared for the impact of the coronavirus pandemic that struck in the new year. We have been extremely grateful for the professional, dedicated and conscientious effort put in by our management and staff, not only to ensure that our residents and clients were effectively protected from

COVID-19, but to keep all informed every step along the way. Equally, we appreciated the understanding of our families in observing the difficult restrictions we were obliged to apply. As at 30 June, we have been spared COVID contamination, but clearly we have some way to go before this is over, and the vigilant stewardship of those in our care will continue.

As the coronavirus was taking off, the Board took the difficult decision to advise our residents and tenants that RSL Victoria and the War Widows Guild (Vic) had directed the Board to sell the company. While this position was not in fact new, dating back to an agreement reached between the League and the Guild in 2012, the Vasey RSL Care directors had sought to reach an agreed way forward. However, as uncertainty about the future of the company spread, the Board felt it had no alternative but to advise our stakeholders of the situation and our opposition to the proposed sale.

Our stance is grounded in the belief that, just as Vasey RSL Care and its forebears have done in the past, this veteran-specialist organisation provides a preferred model of care for Victoria's ageing veteran community, while at the same time tackling the glaring service gap for short-term accommodation for younger ex-service people in our state. We will deliver on this promise in accordance with the Board's detailed evidence-based strategic plan.

In closing, I would like to express my admiration of the work done by our CEO under extremely challenging circumstances, my gratitude for the unstinting support of my colleague directors, and in particular my thanks to our former Board chair, David Paroissien, for his long-standing dedication to Vasey RSL Care as a director since its inception, and as our Chair from 2015 until 2019.

Mike O'Meara OAM, Chair



## A Year of Being Tested

There was Pre-COVID-19 and the Time of COVID-19.

Thinking back to the early part of the year, there was much happening:

We were excited to embrace the true intent of the new Standards: their focus on those receiving care, supporting them to feel empowered to make decisions about their care and choices about their life, to enjoy freedom of movement, to maintain their independence and to minimise medication considered chemical restraint. Our Clinical Governance Framework was developed to support these goals and guide our decisions and accountability.

The Consumer Engagement Committee was finalised and began meeting.

The Board and Executive Management Team developed the strategy and roadmap for the future, based on research and data with an evidence-based approach to all decision-making.

Responding to our experience of greater numbers of younger veterans needing secure and affordable accommodation, we made changes to accommodate urgent need in our ex-service housing units.

Research shows that rates of mental health issues are higher among the ex-service community than the general public and these are exacerbated by and associated with homelessness. This is a major concern and a source of worry for all in the veteran community.

We do not pretend to have all the answers or to address all the needs, but we can make a difference to those who come through our doors. We can meet their need for safety and security with a roof over their heads.

From their feedback we know we are making a difference: however, more is needed to help this cohort and we have plans for the future to grow this service.

And then came the Time of COVID-19. It came as a storm from nowhere and tested us, as it did everyone else. Could

our organisation adjust, adapt and embrace this challenge?

The answer was yes: our workforce mobilised and made changes, without complaint they accepted the need and focussed on making it happen. Our executive management team worked as a single unit to build defences around our community, focussing on keeping the virus out and minimising its impact in our aged care homes, home care services and ex-service accommodation.

This was our time to demonstrate how we Serve Those Who Served. We took a protective approach. A few did not agree with our strong measures, but most were supportive, many were very grateful and some told us they felt their loved ones were safer with us than anywhere else.

I thank this community for your support during this time as it was important reassurance for us, particularly as we were dealing with an unknown situation, without precedent.

Our Advocacy Campaign: this was hard to start, but it was the right thing to do. We respect and acknowledge our founding organisations. Just as Mrs Vasey stood up for what was right, so must we, and as RSL Victoria 'accepted all in need', so must we. How many current and future generations will depend on us and need our services?

I would like to acknowledge the tremendous support from the whole ex-service community, our residents, families, consumers, unit tenants, staff and volunteers. Many told us how we had helped them or their loved one, and it left us with no doubt about what we must do: we must go on serving those who have done so much for us.

This has been a year of testing. Without the support and encouragement of our Directors, the expertise and hard work of our executive team, the loyalty and dedication of our staff and the support and encouragement from our whole community, we could not have managed it. Thank you.

Janna Voloshin, CEO

# Our Pillars

## 1 Those Who Have Served

The reason we are here is to serve those who have served our nation, directly in the line of duty, or indirectly as a dependant.

We support veterans, widows/widowers and their families and associates.



# Those Who Have Served

## Strategic Plan 2019-2021

Vasey RSL Care's Purpose is to 'Serve Those Who Served'. This clear purpose, together with Our Promises to our community (page 2) underpin and inform every aspect of our organisation. During the 2019-2020 financial year, a new Strategic Plan was developed to set the way forward for this and the next two years.

The new Strategic Plan was delivered at the Annual General Meeting in November 2019: it set out eight Strategic Pillars, on which 11 Strategic Priorities for the period of this plan are based.

To report on the 2019-2020 Financial Year, we are using one strategic pillar as the basis for each section.

## Our Vision

'Excellence in Aged Care' served as Our Vision from the merger in 2004 - and served us well.

However, with an evident increase in the need for our ex-service accommodation by 'younger veterans' (those under 60) and their dependants, and the new strategic plan aiming to encompass the wider needs of the ex-service community in Victoria, a new Vision was needed. In late 2019, the Board endorsed the new Vision:

ANZAC Day Services during COVID-19 were held without the usual ADF visitors.

That veterans and war widows live with independence, control and dignity, feeling safe, valued and respected.

## Serving Those Who Served

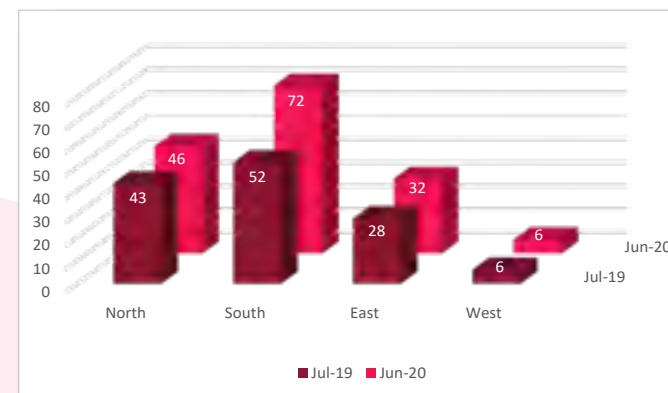
Vasey RSL Care continues to serve the ex-service community across all services offered.

### Residential Aged Care

In residential care, of our total 396 residents, 272 are veterans or war widows (or both) while 124 are from the general community; 69% are female and 31% male; the average age is 90.

### Home Care

As shown in the graph below, there was significant year on year growth of 21% in home care.



Pat\* was referred to us by his ex-service organisation (ESO). He had been staying with friends after some health and relationship issues had put him in a marginal housing situation.

We worked with Pat and his ESO supports to provide him with temporary housing through our Transition Program. Pat was able to move into one of our comfortable, furnished units, which gave him the time and security to get to grips with his situation.

After a few months, with assistance from his support networks, a permanent unit that suited his needs became available and Pat has found himself at home.

\* Not his real name



**Serving Those Who Served.**

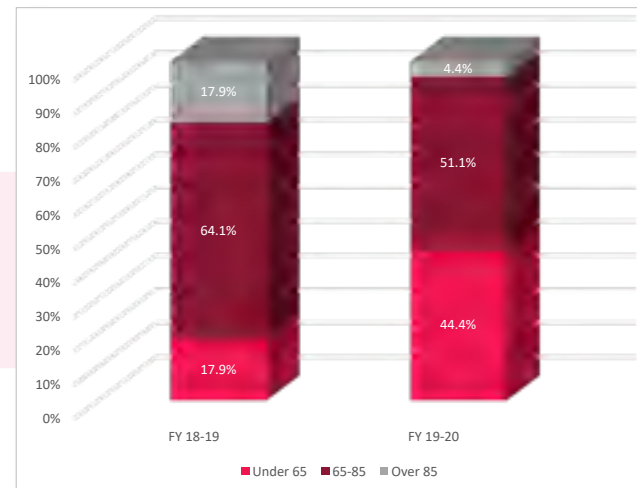
The greatest increase was in the south region, followed by east and north, with no change in the west region: 69% of consumers are female and 31% male; 36% have an ex-service background.

### Ex-Service Accommodation

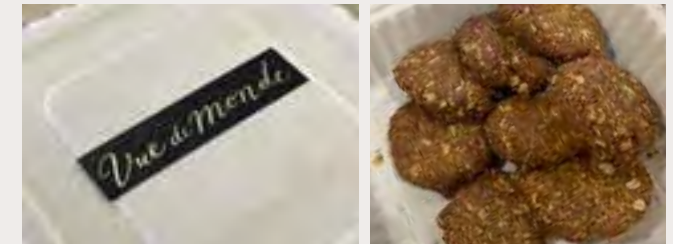
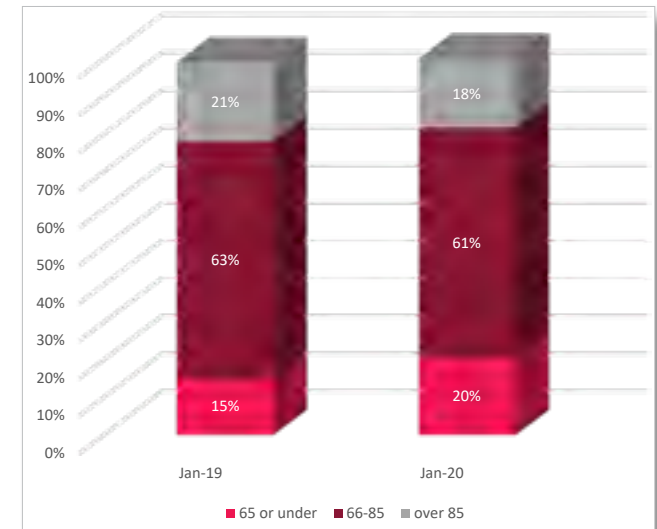
(Independent Living Units)

Specifically for the ex-service community, close to 100% of tenants are veterans, war widows or dependants.

During the 2019-2020 financial year, a higher proportion of younger veterans have moved into the ex-service accommodation, compared with the previous year.



The overall change in the demographic make-up of the tenants can be seen in the following graph, showing an increase in younger veterans and a decrease in both other age groups.



### Vue De Monde

In honour of ANZAC Day, head chef at Vue de Monde, Hugh Allen and his team made and delivered ANZAC biscuits for residents at Vasey RSL Care Brighton East as a gesture of thanks to veterans and war widows for their service and sacrifice - a very kind thought and gratefully received.

# Our Pillars

## Sustainability and Innovation

Our service delivery must be financially sustainable, built on systems and processes that promote quality, continuous improvement and accountability.



# Sustainability and Innovation

## New Aged Care Quality Standards

Implementation of the new Aged Care Quality Standards from 1 July 2019 resulted in a number of projects to ensure sustainability and compliance. These included:

1. Antimicrobial stewardship
2. Responding to deterioration
3. Minimising restraints
4. Open disclosure

Implementation required extensive research on best practice, to develop procedures to not only meet compliance, but to do so in a way that responded to the specific needs of our community, informed by consultation with residents and their families. One example is restraint minimisation: a consultation process guided us on needs for free movement as well as needs for safety and security.

The staff education program continued from the previous financial year to bed down the changes.

Vasey RSL Care Brighton East was the first of our aged care homes to go through accreditation under the new standards, taking place from 23 to 25 July 2019.

## National Aged Care Mandatory Quality Indicator Program

From 1 July 2019, government-subsidised residential

aged care services must adhere to the National Aged Care Mandatory Quality Indicator Program (QI Program) and must submit data on three quality indicators - pressure injuries, use of physical restraint, and unplanned weight loss - every three months.

While this was a new legal requirement, we have been collecting this data as part of our own quality management for over ten years and believe this is a positive step for the aged care community as a whole.

## Impacts on Sustainability

The aged care industry has come under increased financial pressure over the past few years resulting from legislative changes, new Aged Care Quality Standards and the Royal Commission into Aged Care Quality and Safety. Achieving sustainability has been challenging, with figures published on 18 June 2020 by chartered accountancy firm StewartBrown for the March quarter, revealing that 60 per cent of aged care operators were in the red, and in regional areas, that figure was 74 per cent. This data was drawn from respondents accounting for 44 per cent of aged care beds in Australia representing 201 approved providers. Given the impact of the COVID-19 pandemic from mid-March onwards, StewartBrown anticipated full year figures would see the situation worsening.



Serving Those Who Served.

In light of the challenging fiscal landscape, we engaged aged care financial management experts, Pride Living, early in the financial year to assess our performance. Recommendations were provided to reduce expenditure through efficiencies in rostering and staff modelling, and to increase revenue through optimising our ability to attract funding, and via greater flexibility and faster response to environmental factors.

It is anticipated that an improved funding system, recommended by the Royal Commission will be established: however, it is not sustainable for us to wait for this. We have been proactive in seeking and implementing improvements to develop a more efficient business model to ensure our future strategy.

By the end of the financial year ACFI funding changes and home care pricing adjustments had been implemented, both measures returning positive outcomes. Action on other recommendations is being conducted as early as possible, depending on the impact of the pandemic on the organisation's operations.

### COVID-19 Impact

The pandemic had a major impact on the organisation from March onwards. With the majority of our community in the most vulnerable age group for the virus, and the devastating consequences overseas, an 'abundance of caution' approach was taken.

In residential aged care, visiting restrictions in line with government regulation were implemented: this involved frequent changes and regular communication with residents, family members and staff. Alternative means of communicating with loved ones were implemented, including 'window visits' and online video calls. A substantial investment in information technology was made to ensure that each site had adequate devices.

◀ A window visit at Vasey RSL Care Ivanhoe: Thelma is visited by her granddaughter and her family.

Changes also affected staff, contractors and volunteers: staff have had to accommodate multiple changes to practices, contractors were restricted to essential-work only, and volunteers were unable to continue, which had a major impact on residents.

As government ruled that staff who could work from home must, additional technology resources were required to maintain service levels.

In home care, the main changes were the additional requirements for care staff visiting consumers and added complexities for consumers needing to leave their homes for medical appointments.

In our ex-service accommodation, maintenance work was limited to emergency work only during the lockdown and tenants were not permitted to use community halls.

### Royal Commission

In August 2019, our CEO was invited to brief the Victorian Veteran Council on issues related to the Royal Commission into Aged Care Quality and Safety, and in March 2020, she collaborated with the CEOs from RSL LifeCare (NSW) and LifeCare (SA) to provide a response to the legal team of the Royal Commission on the issues of veterans living in aged care.

The Commission's Interim Report was handed down on 31 October 2019 and the new date for the final report is 12 November 2020 and makes for sobering reading.

It is distressing and disappointing to be part of an industry that is in receipt of this assessment: it is worrying for those living in aged care and their loved ones, and discouraging for older Australians and their families who may be thinking about aged care in the near future. Moreover, it is disheartening for existing staff and may dissuade those considering a career in aged care.

# Our Pillars

## The Broader Community

We offer a welcoming environment for all and honour the ethos of accepting all people in need.

# The Broader Community

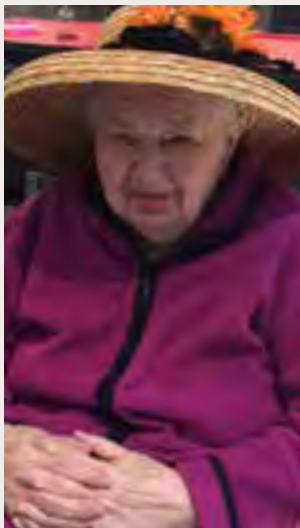
## Prioritising Veterans and War Widows

Vasey RSL Care prioritises members of the ex-service community, irrespective of their financial position. In our Residential Aged Care, however, if there are no veterans or war widows on the waiting list and there is a vacancy, we welcome people from the general public who share our values and ethos.

In our Home Care, our organisational heritage is attractive to the ex-service community and those with

similar values, while our Ex-Service Accommodation is solely for veterans and war widows and their dependants.

All three services welcome people from culturally diverse backgrounds, and similarly, our staff is culturally diverse, with links to some 40 countries around the globe.

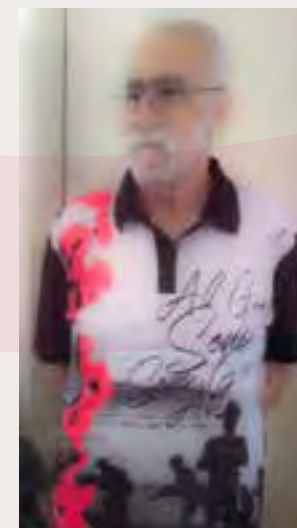


**Olga Shudler** was a resident at Vasey RSL Care Brighton East. Born in a small village in the Ukraine, she was 15 when WWII broke out and a year later her village was occupied by the Germans. She spent much of the war as a prisoner of war in a labour camp. After the war, she married Vladimir, a soldier who fought the Germans

from the age of 19. Olga and Vladimir immigrated to Australia in 1993. Vladimir passed away in 2004 and Olga came to Vasey Brighton East in 2017 for respite: after spending just a week there, she said, “I don’t want to leave. I had a hard life: war, starvation, camp, emigration and hard work all my life looking after my family. I am now in a place where I can have a rest and as I can’t look after myself anymore, I have help here. This is the place for me: I feel home, I feel safe and I want to live here for the rest of my life.”

Even with limited English, Olga made friends with residents and staff, and being a musician she enjoyed playing the piano.

Sadly, Olga passed away in June, aged 96.

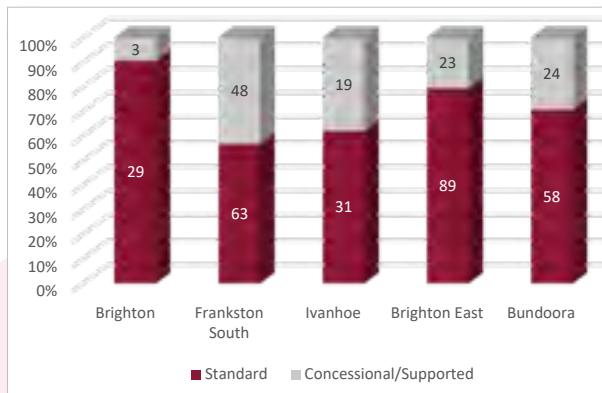


**Dmitri (Jim) Franghis** has lived at the ex-service village at Cheltenham for 10 years, the last two with his wife, Aurora.

Jim was born in Lebanon and his parents were born in the middle-east, but of Greek heritage. When the authorities withdrew work permits for a great many Europeans after the post-war British Mandate ended, Jim’s parents were forced to leave

## Helping those in Need

In our Residential Aged Care, 30% of places are concessional/supported places. The breakdown by location can be seen in the chart.



In our Ex-Service Accommodation, which is social housing, priority is given to those most in need. Rent is set at well below equivalent commercial rentals in the same area and averages at about 55 per cent of what tenants would expect to pay elsewhere.

The Home Care staff provide assistance to people not yet receiving any services to connect to My Aged Care and begin the process. No charge is made for this unfunded service.

As a whole, the organisation works to support the needs of the ex-service community, particularly the most vulnerable, while maintaining sustainability.

to find work. Jim was only 3 months old when he arrived in Australia and his family worked hard to make this home and are proud to have played their part in building Australia.

Jim served in the RAAF from 1978 to 1987 and flew with 34 (VIP) Squadron Canberra, transporting the likes of Malcolm Fraser and Bob Hawke. But life wasn't always so good.

Jim says, "Vasey rescued me from destitution and a life on the street. The ex-service accommodation program stands head and shoulders above any comparable agency."



**Shirley Thornley** is currently receiving a home care package with Vasey RSL Care and thinks the care that she receives is wonderful and makes such a difference to her life.

She is living with her daughter Simone and her daughter reports that the assistance coming in is the difference between her being able to continue to care for her mother, and

## Advocacy Campaign

In light of the proposal by our two major stakeholders, RSL Victoria and the War Widows Guild Victoria, to sell Vasey RSL Care by 2023, much work has been done in the last four months of the financial year to ensure accurate information is in the hands of our community members and to inform the ex-service community of the proposal and ensure that our role and our services are fully understood.

In response to publication of this news, letters and emails of support were received from ex-service organisations, many RSL sub-branches, and every part of our community - those living in ex-service accommodation, those receiving home care, and those in aged care, as well as many of their family members and representatives.

her having to go into residential care.

Mrs Thornley was married to an officer who served in the British Army in WWII and was posted to India. He was captured and was a POW in Europe and escaped only to return to service. He passed away in 1981 and Mrs Thornley then had contact with the War Widows Guild and Legacy.

She has a love of gardening, and through her home care package had some lessons in French for her enjoyment.

Simone says that the care provided helps her manage her mum's care and believes that Vasey is brilliant for what it does to help her with her mum.

# Our Pillars

## 4 Connections and Partnerships

We will strengthen and develop partnerships with industry leaders, ex-service organisations and other groups with complementary goals.

The psychosocial program seeks to improve mental health and wellbeing and associated quality of life.



# Connections and Partnerships

## Community Advisory Committee

During the previous financial year, the process to implement an advisory committee made up of members of our care community was conducted.

The purpose of the committee is to represent the views of community members so they can be integrated into the planning and running of the organisation. Members advocate on behalf of their communities and advise the Board on the needs and opinions of these stakeholder groups in order to ensure sensitivity, attention and understanding by the Board which is reflected in policy development and service delivery.

Appointments were made early in the financial year with three representatives from the ex-service accommodation, one home care consumer, one aged care resident and three family member representatives of aged care residents appointed. The Committee includes two Board members and the CEO and works as a Board Sub-Committee, reporting back to the Board.

The Committee met for the first time in November 2019 with the intention of meeting approximately quarterly. Unfortunately, the pandemic resulted in cancellation of further meetings and the Committee will resume as soon as practicable.

## Psychosocial Support Program

According to the National Ageing Research Institute (2017), across Australia, around fifty per cent of aged care residents live with depression and/or anxiety.

Star Health, a Primary Health Care Provider, secured Commonwealth funding through South East Melbourne Primary Healthcare Network (SEMPHN) to provide services to aged care residents either living with mental illness or at risk of developing it. The program is being run in conjunction with Swinburne University. Its purpose is to improve the psychological wellbeing of residents through identifying and responding to their wellbeing needs.

Vasey RSL Care entered into a three-year partnership with Star Health to implement the program: project staff work with facility staff to identify residents with mental illness and, if they wish to proceed, the team engages with them to develop psychological supports for improved mental wellbeing, or, where needs are greater, to provide interim support and referral to further clinical services.

Other aspects of the project are; the instigation of wellbeing groups, available to all residents, to enhance their mental health and wellbeing; education sessions for staff on the purpose and strategies of the program;



Poppy Playgroup at Vasey RSL Care Brighton East had barely begun when the pandemic struck.

Zen Andra and Emily Mak both chose to do their placements at Vasey RSL Care, while studying for a Masters in social work at Monash.



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and engagement with family members, where agreed by residents.

The program commenced at Vasey RSL Care Brighton East, Brighton and Frankston South in 2019.

## Membership & Representation

As CEO, Janna Voloshin is connected to a wide range of industry groups or bodies and ex-service organisations. These include:

- Aged Care Services Australia (ACSA): while the organisation has a corporate membership, our CEO is also a member of their Victorian Division Council which represents the interests of not-for-profit aged care providers. ACSA has provided significant support and guidance to our organisation this year, as well as lobbying on behalf of aged care during COVID-19 pandemic.
- Deputy Commissioner Victoria and Ex-Service Organisation Consultative Forums: our CEO represents the ex-service community at these forums.
- Leading Aged Services Australia (LASA): national peak body representing all aged care and home care providers. Vasey RSL Care has corporate membership.
- Australian Institute of Company Directors: CEO and some directors are members.

## Educational Partnerships

We continue to partner with various educational institutions to offer student placements in carer and nursing roles: this is an ongoing commitment to provide support and practical experience to students wishing to work in the aged care sector.

One such partnership is our Home Care Team and Monash University's School of Primary and Allied

Health Care, providing work placements for students undertaking post-graduate studies in social work. Students work full time for 16 weeks, starting by shadowing a care advisor as they assess and review home care consumers' supports, and then managing the consumers' requirements under supervision.

These are valuable relationships which enable us to support the workforce of the future and promote our organisation as a potential future employer, and promoting working with older Australians and honouring the ex-service community as a career pathway.

## Playgroup Victoria Partnership

There is an increasing body of evidence showing significant benefits of intergenerational relationships to both mental and physical health. Working with Playgroup Victoria, Vasey RSL Care planned a new intergenerational playgroup of pre-schoolers and their parents, together with residents. 'Poppy Playgroup' opened in February, for just two sessions, before the pandemic resulted in its closure until further notice.

## Induction at the Shrine

The full day organisational induction program for new staff takes place at the Shrine of Remembrance. This provides new staff members with a better understanding and appreciation of the needs of residents and clients from the ex-service community. Long-serving employees have continued to be periodically invited to attend the tour component to also enable them to experience this event. However due to restrictions associated with the COVID-19 pandemic, attendance at the Shrine has been temporarily suspended with arrangements being made to undertake the all-day organisation induction program remotely.

# Our Pillars

## 5 Accommodation and Support

We provide for the accommodation, health care and support needs of the ex-service community, mindful of changing demographics and characteristics.



# Accommodation and Support

## Residential Aged Care

During the 2019-2020 financial year, a total of 57 rooms across the five aged care homes were refurbished as part of our continual refurbishment program to ensure that facilities are maintained at an excellent level.

### Major Projects

Three major projects were undertaken across the residential aged care sites:

- At Bundoora and Frankston South, air-conditioning systems were upgraded at a cost of \$52K.
- At Brighton, Brighton East, Bundoora and Ivanhoe, the communication systems (nurse call and DECT phones) were upgraded costing \$52K.
- In order to provide residents with improved access to outdoors and ensure restraint minimisation, consultation was undertaken with residents and their families and access fobs were supplied at cost of \$50K.

## Ex-Service Accommodation

### Refurbishments

During the financial year, the ongoing program of unit renewal and refurbishment continued with a total of 28 units fully refurbished with new floor coverings, kitchen

and bathroom upgrades and interior painting, at a cost of \$240K. These were situated at:

Reservoir	2
Croydon	3
Frankston	12
Cheltenham	4
Ivanhoe	3
Geelong	3
Beaumaris	1

## Unit Conversions

The program of converting multiple small studio units into larger units continued with the completion of conversions at Geelong and Beaumaris: eight studios were converted into four one-bedroom units at Geelong, and three units were converted into two one-bedroom units at Beaumaris; the total project cost was \$347K.

## Transitional Units

To provide for urgent accommodation needs, two units at our Frankston South village and one at our Reservoir village were turned into furnished transitional units to provide immediate short-term accommodation to homeless ex-service people while waiting for permanent accommodation. Project cost: \$16K.

Vasey RSL Care Ex-Service Accommodation Geelong: the Tibbermore Bar and Social Club President, Ian (left) with John, at the bar they have built and fitted out with military memorabilia in the community hall.



Beginning in September 2019, five tenants were assisted and stayed for an average of 4½ months, moving into longer-term accommodation when it became available.

### Occupational Health & Safety (OHS)

The program of upgrading battery-powered smoke detectors to hard-wired alarms was completed at all sites, removing the need to remember to change batteries and providing improved safety for tenants. The cost of this project was \$53K.

Improving access and safety for tenants, upgrades of concrete paths continued this year, costing \$112K.

### Car Parking

There has been a year on year increase in the number of tenants owning their own cars: the need for more parking spaces has been addressed at Croydon, costing \$40K. Similar programs at Cheltenham and Frankston South are in progress.

### Community Halls

Our Geelong, Cheltenham, Frankston South and Croydon sites each have a community hall available for use by tenants.

At Geelong, upgrades to the community hall included lighting, pool room air conditioning, kitchen equipment, and landscaping and concrete paving, at a total cost of \$26K.

Also at Geelong, resident Ian, who started up the Tibbermore Social Club in April 2017 has worked to install and fit out a bar in the community hall, to provide

a place for tenants to get together. All fixtures and fittings have been paid for and installed by the members of the social club.

The community hall at Frankston South had an upgrade to the heating system costing \$35K.

### Historical Sites

The two remaining two-storey ex-service accommodation sites were sold during the year with settlements due in August 2020 and in 2021. This completes the project to divest from double-storey ex-service accommodation.

Income from these sites will be invested in new initiatives to support the ex-service community in Victoria in line with the purpose and goals of the organisation. (Refer to White Paper, 'Continuing the Mission', September 2020.)

*Hi Emil,*

*I just wanted to say "job well done" and a huge THANK YOU for the amazing job being done right now on the concrete here at the Croydon village. It looks amazing!*

*Also thanks for the regular account statements. I love living here!*

*Blessings to you and your team*

# Our Pillars

## 6 Strong Governance

A skills-based Board of Governance is composed of experts with a clear vision and commitment.



From March 2020 onwards, the Vasey RSL Care Board and Board Sub-Committees met online to carry on the business of the organisation.

From Top left: Executive Assistant to the CEO Linda Vine, CEO Janna Voloshin, Tony Carr, John Cullen OAM, Chair Mike O'Meara OAM, Victor Hamit, Barry Lowe and Vanda Fortunato.

# Strong Governance

## Board Membership

After almost five years as Chair of the Board and a total of 27 years' service, David Paroissien OAM FCPA AGIA stepped down from his role in December 2019 and Mike O'Meara OAM took over the role of Chair.

David served on the Board since its formation in 2004 and on the Board of Vasey Housing Victoria for 12 years prior to the amalgamation. His service, knowledge and expertise have been of great value to the organisation.

## Board Systems

During the previous financial year, The Australian Governance System (TAGS™) was implemented to provide the foundation principles for the organisation's governance policies and procedures. This year, the system was fully embedded: policies were reviewed in accordance with the schedule and when issues arose, and were used in Board decision-making. The system is continually updated and adjusted in response to legislative changes and legal advice.

A new board software portal, 'Diligent Boards' was implemented to ensure secure, confidential access for Board members to governance tools and meeting materials. This system proved invaluable in the latter part of the year when the pandemic prevented in-

person meetings: board members continued to guide the organisation through this challenging time, embracing new technology to attend online and demonstrating adaptability.

## Strategic Action Plan

Continuing from the previous financial year, strategic planning was completed and the 2019-21 Strategic Action Plan presented at the 2019 Annual General Meeting.

Further to this plan, the Board focused the second half of the year on defining the details for a longer-term Strategic Plan, through the development of a white paper that draws on research and data to understand service needs and gaps for the target community of veterans and war widows and their dependants in Victoria. (These documents are due for launch in the following financial year.)

## Proposed Sale

In response to a directive from the two founding bodies to proceed with selling the organisation, the Board determined that it could not comply with the directive, and to overcome the increasing misinformation circling within the ex-service community, made public the situation in March 2020.

The Board and senior management decided it would be in the best interests of the organisation to continue to work to achieve its primary objective of Serving Those Who Served.

## Clinical Governance

Over the past two years a new clinical governance framework and principles for Vasey RSL Care were defined and developed: in the 2019-2020 financial year, these were endorsed by the Board and implemented, with the CEO and General Managers now reporting against these principles to the Board Quality and Risk Committee and the Board.

While this clinical governance framework has been developed with reference to state, national and international guidance and resources, it is unique to the organisation, developed to respond to the specific needs of this community and to ensure that 'Serving Those Who Served' is behind our every action.

## Framework and Processes

This graphical representation shows, with consumers at the centre, how our Vision of Excellent Care - care that is safe, effective, person-centred and connected - is achieved through our clinical governance processes, covering clinical effectiveness, clinical risk management and consumer partnerships and engagement. Our workforce collaborates to achieve excellent care and clinical outcomes, with management providing effective leadership and a robust culture, so that consumers experience excellent care.

While ultimate responsibility for clinical governance rests with the Board, the Board Quality and Risk

Committee supports the Board to implement the Framework, monitor it and evaluate its progress. A comprehensive reporting program is in place to document and track effectiveness.

## Open Disclosure

With the new Aged Care Quality Standards commencing on 1 July 2019, Standard 8 requires that where clinical care is provided, the clinical governance framework must include 'open disclosure'. This is the honest discussion with consumers, their family members, carers and other support people, of any incident that has occurred where there has been harm to the consumer.

This process involves expressions of regret, a factual explanation of what took place, the potential consequences of the occurrence, and steps being taken to manage the situation and prevent recurrence.

The members of the Clinical Governance Committee follow the principles of open disclosure as articulated in the procedure, being:

- Dignity and respect
- Privacy and confidentiality
- Transparency
- Culture of learning

The process and approach involve five elements:

1. Identifying the incident/event
2. Providing support to the affected person
3. Acknowledging and apologising/expressing regret
4. Determining what happened, seeking input from the consumer/resident, explaining what happened
5. Learning from the incident; making improvements with input from consumer/resident



# Our Pillars

## 7 Reputation and Brand

We will build on our brand values to develop better awareness in our target community.

Our cupcake promotions have been well received and help to associate our organisation with the ex-service community.



# Reputation and Brand

## Strengthening the Brand

Vasey RSL Care has a strong reputation within the ex-service community for providing quality services that show a full understanding of the service and sacrifice of veterans and war widows.

As a specialist service provider, our focus is on promoting services to the target community via a range of media:

**Publications:** advertising and editorial to the ex-service community in Soldier On, Mufti, The Last Post and the Shrine Magazine, and to other groups through targeted publications.

**Events:** having a presence at the annual RSL Victoria Conference (July 2019); unfortunately, the annual Duke of Edinburgh Shield Bowling competition for Victorian RSL bowls clubs was cancelled due to the pandemic.

**Referrers:** maintaining strong relationships with referral organisations and in excess of 400 referral points of contact including:

- All major public and private hospitals, metropolitan and rural
- Referral agencies who list our vacancies weekly to their clients

- Paid referral media such as DPS Aged Care Guide (hard copy and online), Aged Care Online, Aged Care Reviews and Aged Care Decisions
- Government MyAgedCare website
- RSL sub-branch welfare officers
- Social workers

## Branding Promotion

Usually twice per year, but this year only once due to the pandemic, poppy cupcakes were delivered to around 100 referrers in appreciation of their support and to strengthen our association with veterans and war widows.

## Ex-Service Accommodation

Towards the end of the financial year, the process to change the name of the Independent Living Units began.

Concerns had been raised about the name implying retirement accommodation. After canvassing the views of community members, the decision was made to change to 'Ex-Service Accommodation'. This is a more accurate descriptor, that is understood by potential tenants and referral organisations, and helps minimise enquiries from those who would not fit the criteria.

## Support for Vasey RSL Care

In launching the Vasey RSL Care Advocacy Campaign in March 2020, the organisation called on stakeholders to support our call for a strong future.

Hundreds of emails and letters were received expressing gratitude, appreciation and respect for the work done by Vasey RSL Care to care for the ex-service community. A sample of comments from the correspondence received is shown below.

*This organisation has helped us so much. I have been married to and cared for a Vietnam Veteran for 52 years, he is a TPI due to his PTSD. We have struggled over the years and our prayers were answered when we were allotted a unit at Vasey RSL Frankston South.*

*...this has been life changing for all of us. Please don't think Veterans and Families don't need help, everyone of a Veteran's family needs help and Vasey RSL Care has and is doing this.*

*My husband was a career soldier for 33 years & had a distinguished military career including war service in Malaysia & Vietnam. He developed PTSD later in life, which led to Alzheimer's, accepted by DVA as war caused. He passed away on 21 April, at 79, after 21 months of superb love & care in the Secure Dementia Unit at Vasey RSL Care Ivanhoe. I could not have wished for greater respect & dedication of staff.*

*Over the past six years Vasey RSL Care has been a life line for me. I am 87 years old now and need my walker everywhere I go these days, I also have other health problems and I do not drive anymore. Because of the personal care assistance organized through Vasey RSL Care I have carers who help me with my grocery shopping, showering, home care, gardening maintenance and to run errands. I truly do not know what I would have done without their support.*

*My dad is an old soldier - he will tell you that. He feels comfortable at vasey because of the military influence, the extensive effort they go to, to make Anzac and Remembrance days special, involving family as much as possible.*

*My dad followed his brothers to war at only 16 years of age. A boy, a brave boy on an adventure. He went to New Guinea and after the end of war, stayed to help look after Japanese POW's.*

*If he had to go into care, he said it had to be vasey because of the military affiliations.*

*This aged care organisation is the best aged care organisation in the State of Victoria.*

*It is a very professional and well-run organisation and it also employs and trains its staff to the highest level. They are extremely caring and attentive to the elderly people that they care for.*

*Both of my parents reside in the Vasey RSL aged care in Bundoora.*

*The staff have given my parents a much better quality of life than they had in their own home when they were trying to look after themselves and dealing with many health issues that they faced.*

*I have immense respect for the staff that care for my parents.*

*I am an ex WAAAF and also a War Widow and I cannot imagine life without the family atmosphere generated here in my Vasey home at Brighton East.*

*I know it has been a comfort to Dad and his family that he resides in a facility that not only cares for him very well, but where his years of military service are recognised and honoured. The special days of remembrance and gratitude are observed with family invited to attend. Dad looks forward to this.*

*It has always been a sense of pride that we live in Vasey RSL Care ILU's in Frankston South. The thought that once health problems deteriorate we could possibly move into further care in Park Lodge was such a comfort.*

*We realise that so much more is involved in these decisions to sell but just wish to say THANK YOU for everything that has been provided for us all.*

*My mother was a resident for over 6 happy years until she sadly passed away on the 13/4/20 aged 94 years. Mum was in the WAAAF during WWII and was very proud to have served her country and it always meant so much to her to be able to live out her long and happy life in [Vasey] RSL Care. During Mum's time at Vasey she was always treated with the utmost respect and dignity and was given the best care possible, the staff are exceptional.*

# Our Pillars

## 8 People and Culture

Our workforce culture is positive with qualified, satisfied staff.



# People and Culture

## Annual Staff Conference

The 2019 Saluting Excellence Staff Conference, held on Wednesday 23 October, celebrated our individuality, with the theme 'Unique You. Unique Me.' and 168 attending. Wonderful presentations from our CEO, staff and keynote, were mixed with staff interviews, activities, good food and a chance to mingle.

The Saluting Excellence Awards were presented throughout the day with 21 winners in seven categories:

- Ambassador Award: 1 winner
- Excellence in Care: 5 winners
- Excellence in Coaching and Support: 1 winner
- Excellence in Innovation: 5 winners
- Excellence in Leadership: 1 winner
- Excellence in Nursing: 1 winner
- Excellence in Service Delivery: 7 winners

Siew Ping Su received a record number of nominations and received the 'Excellence in Leadership' award. She was also chosen as this year's CEO Award winner.

This event is an important part of the Employee Recognition Program which seeks to value and recognise staff for the essential work they do and for their unique contribution to the organisation. It would not be possible without our generous and supportive sponsors.

◀ The annual 'Saluting Excellence' Conference is a day of acknowledgement and appreciation of staff.

## Length of Service Awards

Over the financial year, 90 service recognition certificates were presented to staff members, ranging from 3 to 20 years of service:

- 3 Years: 30 employees
- 5 Years: 32 employees
- 10 Years: 18 employees
- 15 Years: 7 employees
- 20 Years: 3 employees

High staff retention rates are demonstrated by the percentage of staff with four or more years' service, which reached 69 per cent this year, up by three per cent on last year's figure.

## Remote Working, Australia & Abroad

The majority of central office staff worked from their homes from March onwards, due to COVID-19 and in line with government regulations.

With access to technology, devices, phones and applications such as Zoom, together with changes to processes and systems, the organisation maintained high levels of service and responsiveness.

While the majority of staff are in Metropolitan Melbourne, one was caught up overseas and successfully worked from her parents' home in India.



Meri is one of our two receptionists at Central Office and is presented with her five-year certificate, surrounded by (from left) Sharon, Stephen, Peter and Lisa, from our finance and administration team.

## Employee Assistance Program

We provide all staff with the option to access professional confidential counselling allowing two free sessions per year per staff member.

This has been especially important in light of increased stress and anxiety levels due to COVID-19, and the service was extended to also include casual staff during this period.

## Staff Survey

Staff were surveyed on their views on the COVID-19 situation and support provided by the organisation. Over 77 per cent of staff responded and the results were exceptionally good with an average of 95.4 per cent of responses being 'agree' or 'strongly agree' to statements about communications, training, information provision, processes, getting help, understanding precautions and ability to cope.

## Flu Vaccination

With the changes to legislation requiring all staff (and visitors) to be vaccinated against influenza by 1 May, our campaign to encourage vaccination was met by 100 per cent compliance from staff, volunteers and contractors: no staff sought exemption or refused vaccination.

This move by government to reduce the typical winter hospitalisations of older Australians due to flu was very successful in keeping residents protected. Combined with the visitor restrictions, flu infections at our aged care homes have been minimal this year.

## Recruitment

In the last part of the financial year, the recruitment process was adapted to ensure compliance with the COVID-19 pandemic requirements: this meant carrying out interviews and work sample tests online using

applications such as Zoom. While this was not planned, it has enabled greater efficiency and flexibility with the recruitment process, and has proven to be highly effective.

## Learning & Development

Our comprehensive Learning and Development program promotes the ongoing development of staff and is another important aspect of achieving high staff satisfaction levels and maximising retention.

During the financial year, some regular courses were postponed due to the pandemic and alternative delivery methods developed to replace training with appropriate online modules to be done remotely.

New modules on COVID-19 preparation and management were developed, including:

- Coronavirus Update
- COVID-19 Symptoms, cases, transmission, precautions and PPE
- COVID-19 Outbreak Management
- How to Wear a Medical Mask
- How to Handrub with Alcohol-based Formulation
- How to Handwash with Soap and Water
- PPE for Contact and Droplet Precautions

The organisation awarded 17 staff scholarships, providing financial support for staff members to attain additional qualifications relating to their role.

## Commemorations

As a specialist ex-service provider, Remembrance Day and ANZAC Day are the two most significant days of the year for our community. Therefore, staff are focused on supporting our community on what can be very emotional days for many.

# 2019-2020 Memories of a Roller Coaster Year



◀ Brighton's crafters enjoy the coffee, biscuits and chat while they create



Fathers' Day at Ivanhoe ▶



◀ Fashions on the field at Frankston South



▶ Horses take time out from racing to visit Brighton East



On the ninth day of Christmas  
 ▼ 9 ladies dancing at Central Off



▶ "Look, we have the same car" (Frankston South)



▲ Bundoora residents make food balls for wildlife to go to fire-ravaged areas



▲ Zumba at Ivanhoe



▲ Pumpkin carving at Brighton and Brighton East



▲



▲ Spring lunch in the courtyard at Brighton

▲ The Brighton East Balladeers sing for Christmas



In this early part of the year, you can see our community enjoying crafts and activities, and celebrating regular calendar events such as Fathers' Day, Halloween and spring carnival.



Christmas was overshadowed by the terrible bushfires burning around Australia. Like all Australians, our community wanted to do what they could to help people and wildlife.



Making pouches for orphaned wildlife at Bundoora to go to the bushfire-affected areas



◀ ANZAC Day at our Geelong units

Window visit (expert level) at Bundoora



◀ Isn't this how you do nails? (Bundoora)

▲ ANZAC Day at our Frankston South units

◀ A 73<sup>rd</sup> wedding anniversary at Ivanhoe



▶ Valentine's Day at Bundoora



▶ A socially-distant walk at Brighton



◀ Enjoying a message and drawing from local children (Frankston South)



◀ Pyjama day at Bundoora

▲ Knitting and raffles to support bushfire victims at Frankston South



▶ Celebrating an iso birthday at Frankston South units



◀ Retired nurses mark International Nurses Day at Brighton East

Making wildlife food balls, knitting pouches and blankets and raising funds through raffles were all ways that our whole community came together to support those affected by the fires.

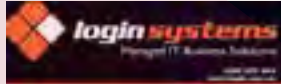


And then COVID. Isolation. Distancing. Hand hygiene. But also, new ways to mark important commemorations, to keep in touch, and to keep spirits up.... and some general silliness ☺



# In Appreciation

## Conference Major Sponsors



## Sponsorship & Support

The 2019 Saluting Excellence Staff Conference took place in October, with awards presented to recognise staff who showed exceptional commitment to the organisation, accompanied by inspiring speakers and good food.

We thank all our Major and Supporting Sponsors for making this event possible (as shown left and below).

Medirest (catering contractor) and TENA (continence care) have continued to provide the organisation with ongoing support: we appreciate these partnerships and value the relationships we have with them.

## Volunteering at Vasey RSL Care

We have around 110 registered volunteers who, in a normal year, offer regular support, mainly at our residential aged care homes.

For the first eight months of the year, volunteers continued to drive our buses, look after footy tipping,

spend quality one-on-one time with residents, help with outings, run quizzes, organise craft sessions, play musical instruments, offer manicures, hold religious services, call the bingo, bring pets to visit etc.

This year, due to the COVID-19 virus, all volunteers were excluded from March onwards. They have been very greatly missed, not only by residents, but by staff as well.

We thank our volunteers for their generosity of spirit and the care they show our community.

And even when they could no longer visit in person, many sent gifts and messages of encouragement.

Volunteers are of all ages and varied backgrounds, with one thing in common: they want to make a difference in the lives of veterans, war widows and our non-service community members. This group of people helps our community continue to experience meaning and purpose in their lives through their wonderful support.

We are all looking forward to the day when we are once again able to welcome back our volunteers and we send our very best wishes to them in the meantime.

## Conference Supporting Sponsors

Welco Plumbing	SIAG
KS Environmental Group	Intrufit
SignWave	TENA

## Hero's Wish Donations

The Hero's Wish program is funded entirely by donations. We are grateful to all individual donors,



organisations and groups who have made donations this year to support the wishes of our community. Thank you also to those who have donated their services, time or items for specific wishes.

We also wish to thank The Gaudry Foundation for their very generous support again. This year, the Gaudry Foundation launched 'Give 52' - and supported one charity every week for the entire year.

We were delighted to be chosen as one of their 52 chosen organisations.

With the COVID-19 situation, plans for Anton Gaudry to attend our ANZAC Day commemorations did not take place. Instead, Anton sent a message of support, which you can read below.

Finally, our thanks go to all Lifestyle teams at our residential sites for continuing to organise fundraisers for Hero's Wish.

## Ex-Service Support

Support from **RSL sub-branches** at Bentleigh, Caulfield, Greensborough, Highett, Ivanhoe, Hampton (Ladies Auxiliary) and Frankston continues to be gratefully accepted. RSL sub-branches and their members provide a range of supports, including volunteers to drive our buses for outings, funding and donations for specific needs, lunches for residents, movie trips and the use of venues for events, all of which add greatly to the health and wellbeing of our community.

Our gratitude also goes to personnel from **HMAS Cerberus and Simpson Barracks** who supported our services of commemoration at our aged care homes on Remembrance Day.

This ongoing support is greatly appreciated and we sincerely thank the individuals, groups and committees for their generous personal and corporate contributions.

Anton is pictured near Puckapunyal, one of the Army's training facilities, and is holding the certificate given to his father to mark 50 years since the end of World War II, back in 1995:

"My Dad was 11 when WWII broke out. He was 17 when it ended. COVID-19 is tough, but nothing like our parents or grandparents experienced. Ironically, my Dad went on to serve over 25 years in the RAAF (medical corp), so ANZAC Day is special to me. It is with great pride that we support Vasey RSL Care – Serving Those Who Served. Vasey RSL Care has a proud tradition of supporting veterans and war widows since the end of WWI. Our donation will be used to fulfill a 'Hero's Wish – the residents wishes are so modest! (eg trip to the footy, a seafood dinner, visit to war memorial). To those that have served, thank you. To those that were injured, we are indebted to you. And to those that died or lost loved ones, may they rest in peace."

# Financial Commentary

## Introduction

Vasey RSL Care Ltd recorded a deficit of \$2,184,344 for the twelve months ended 30 June 2020. In the financial year 2018-19 the organisation achieved a surplus of \$560,206.

The past twelve months, from a financial performance aspect, can be described as a tale of two halves with the negative impact on profitability at year-end attributed to the advent of COVID-19. From a previously realised surplus of \$1,655,658 achieved at the end of January 2020, there was a major shift in investment fortunes in the June half that contributed to a consolidated deficit over the last five months of \$3,840,002. Fortunately, the investment portfolio slide was 'book value' only and had no effect on cash reserves, and in due course, the portfolio has been the beneficiary of a solid recovery to date.

With a focus on our core business, the fortunes of our investment portfolio is vital in meeting ongoing capital commitments to maintain and upgrade both our residential aged care and ex-service accommodation properties. The ability to do this has been evident since the formation of the company back in 2004 with a definitive mandate to provide for modern and improved accommodation that provides the basis for the longevity of the organisation over the longer term.

## Business Units

The current landscape remains challenging for our

key business units, residential, home care and ex-service accommodation, with the aged care sector likely to face further reform post the findings of the Royal Commission into Aged Care Quality and Safety. Whilst reform is encouraged, increasing governance and further compliance places a further strain on providers with a rise in costs under the current regime that is not recoverable.

The events of COVID-19 present an additional concern in the immediate term for many aged care providers, with possible reputational damage and exposure to occupancy issues leading to financial weakness for many.

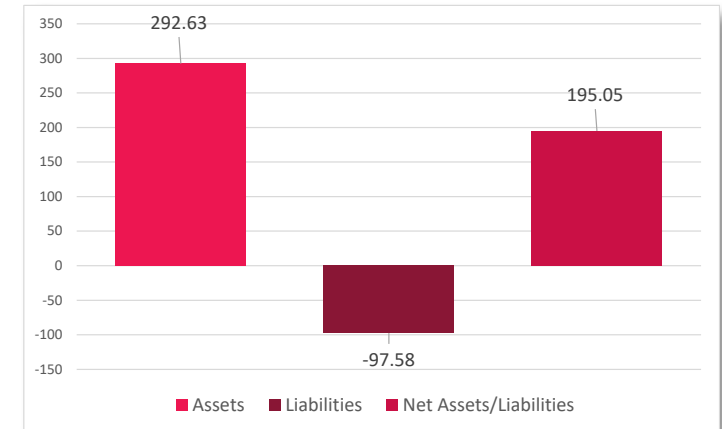
Fortunately our organisation does not fall within this category, with its stable financial position and reputation within the community offering quality care to our respective cohort that will continue into the future.

## Residential Aged Care

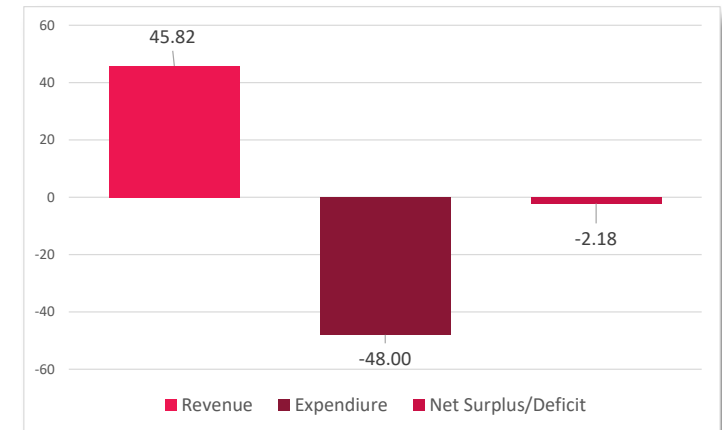
For the 2019-20 financial year, the surplus from our residential aged care was \$2,164,430, which includes the assistance of Jobkeeper associated with the COVID-19 outbreak.

The annual underlying deficit for the facilities was \$996,002 after the exclusion of Jobkeeper assistance with negative results of a larger than historical nature recorded at the Bundoora and Frankston South facilities. Measures are in place to return both these facilities' financial performance to normality, with

## Financial Position (\$M)



## Financial Performance (\$M)



improved funding revenue and roster efficiencies evident in the new financial year.

## Home Care

In the 2019-20 financial year, Home Care recorded a deficit of \$77,507 in comparison to a deficit in 2018-19 of \$642,716.

The organisation continues to undertake initiatives to increase the number of Home Care Package consumers and this has been successful over the year. A further review of pricing and overall department efficiencies are having a positive effect on Home Care's financial position.

## Ex-Service Accommodation

The Ex-Service Accommodation (Independent Living Units) realised a surplus of \$223,253 for properties currently occupied by residents over the 2019-20 financial year.

For properties earmarked for sale and receiving no rental income, located at Manningtree Road Hawthorn, a loss of \$158,478 was realised.

## Investments

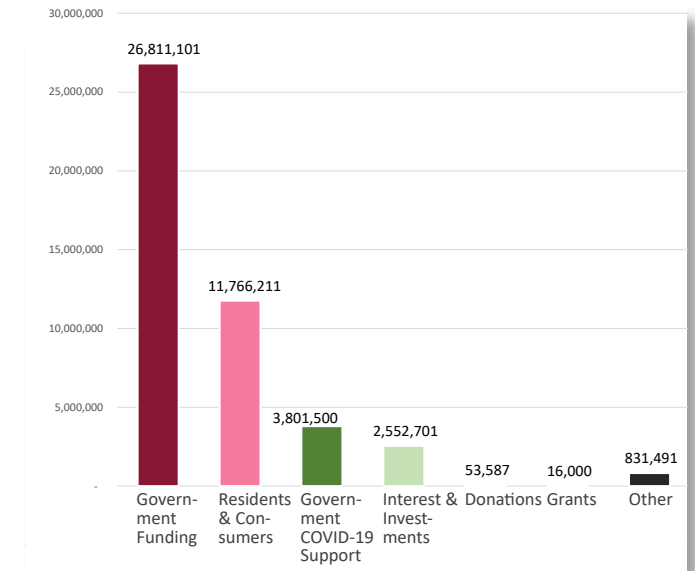
At the 30 June 2020, 74 per cent of the organisation's investments were managed by four external fund managers; Credit Suisse, Equity Trustees, Shadforth Financial Group and a new addition to the portfolio, JB Were, commencing in November 2019. The fund managers invest as per the investment strategy established by the Board.

Due to the COVID-19 pandemic, there was a major correction in the financial markets, with a decrease in the investment portfolio of \$10.64M from 1 February to 31 March. As at reporting date and led by a solid investment market recovery since April, the portfolio had reduced in book value by \$4.844M as positive sentiment returned to the markets in the June quarter.

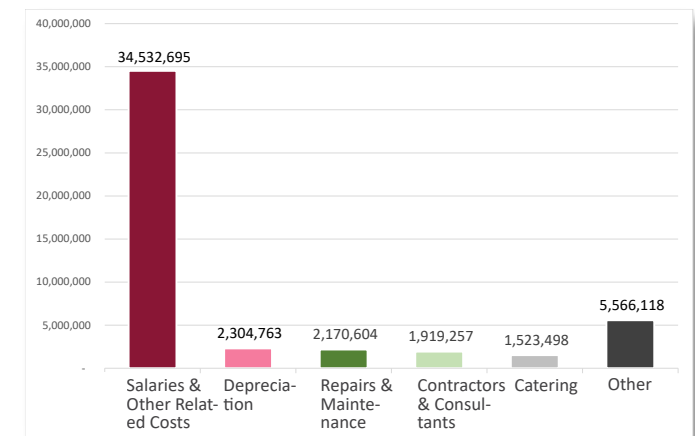
Annually, funds under management, assisted by an impressive return in the December 2019 half, limited any material damage to the portfolio with a reduction of \$426K or 0.61 per cent for the year, which under the circumstances was a reasonable result. On a comparative basis and with no extreme volatility on investment markets, the 2019 financial year recorded a return of 7.66%.

Overall investments and cash equivalents including term deposits increased by \$4.798m or 1.05 per cent, reflecting that aside from the COVID-19 disruption, the business has a healthy cash and statement of financial position, that is essential to provide for the future direction of the organisation in the years ahead.

## Key Revenue Streams



## Key Expenditure Items



# Financial Statement

## Income Statement & Comprehensive Income

	2020	2019
	\$	\$
Revenue from continuing operations	46,619,200	45,334,523
<b>Total revenue from continuing operations</b>	<b>46,619,200</b>	<b>45,334,523</b>
<b>Expenses from operating activities:</b>		
Depreciation and amortisation expenses	2,304,763	3,057,941
Catering/Food preparation	1,523,498	1,520,385
Consumables	1,212,134	1,149,240
Consultants	769,535	587,894
Contractors	1,149,722	1,107,606
Finance costs	42,288	63,474
Repairs and maintenance	2,170,604	1,864,474
Employee benefits expense	34,532,695	33,003,442
Other expenses	4,311,696	4,183,145
<b>Total expenses</b>	<b>48,016,935</b>	<b>46,537,601</b>
<b>Surplus/(Deficit) for the period from Continuing Operations</b>	<b>(1,397,735)</b>	<b>(1,203,078)</b>
<b>Other comprehensive income</b>		
Surplus on sale of property assets	2,859	32,448
Unrealised capital gains/(deficit) from investments	(789,468)	1,730,836
<b>Total comprehensive Income for the period</b>	<b>(786,609)</b>	<b>1,763,284</b>
<b>Surplus/(Deficit) attributable to Vasey RSL Care Limited</b>	<b>(2,184,344)</b>	<b>560,206</b>

## Statement of Financial Position

	2020	2019
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	23,446,485	28,229,975
Trade and other receivables	2,206,300	1,328,274
Financial assets	4,132,718	12,506,978
Other assets	365,492	774,548
Assets held for sale	24,581,583	513,294
<b>Total Current Assets</b>	<b>54,732,578</b>	<b>43,353,069</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	152,458,560	176,203,089
Equity investment	79,060,513	69,479,159
Intangibles assets	6,375,000	6,375,000
<b>Total Non-Current Assets</b>	<b>237,894,073</b>	<b>252,057,248</b>
<b>TOTAL ASSETS</b>	<b>292,626,651</b>	<b>295,410,317</b>
<b>Current Liabilities</b>		
Trade and other payables	4,158,822	3,898,388
Short-term borrowings	87,669,369	89,064,648
Short-term financing	131,437	116,728
Short-term provisions	5,141,120	4,481,163
<b>Total Current Liabilities</b>	<b>97,100,748</b>	<b>97,560,927</b>
<b>Non-Current Liabilities</b>		
Long-term financing	210,463	341,899
Long-term provisions	264,735	272,442
<b>Total Non-Current Liabilities</b>	<b>475,198</b>	<b>614,341</b>
<b>TOTAL LIABILITIES</b>	<b>97,575,946</b>	<b>98,175,268</b>
<b>NET ASSETS</b>	<b>195,050,705</b>	<b>197,235,049</b>
<b>EQUITY</b>		
Retained surplus	(1,200,953)	983,392
Reserves	196,251,657	196,251,657
<b>TOTAL EQUITY</b>	<b>195,050,705</b>	<b>197,235,049</b>

# Auditors' Report

## Independent Auditors' Report to the Members of Vasey RSL Care Limited ABN 88 109 464 360

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Vasey RSL Care Ltd, a not-for-profit entity, which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, & notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Vasey RSL Care Limited, a Not For Profit has been prepared in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the registered entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards and Div 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the registered entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the Financial Report and Auditor's Report, the directors are responsible. This other information comprises the information included in the registered entity's annual report for the year ended 30 June 2020. Our opinion relates to the financial report and does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Directors for the Financial Report

The directors of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and

using the going concern basis of accounting unless the directors either intend to liquidate the registered entity or to cease operations, or have no realistic alternative but to do so.

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

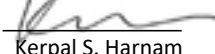
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Name of firm: MORTON WATSON & YOUNG AUDIT PTY LTD  
Chartered Accountants

Address: 51 Robinson Street, Dandenong 3175

Auditor/Director:   
Kernal S. Harnam

Registered Company Auditor (365612)  
Dated this 25th day of September 2020



# Annual Report 2020

**Vasey RSL Care** ABN 88 109 464 360

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## Serving Those Who Served