



VASEY RSL CARE

Continuing
the Mission

2021
Annual Report





Serving Veterans and War Widows

- **Aged Care (residential and home care)**
390 ex-service people cared for
- **Ex-Service Accommodation**
350 ex-service people housed

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.
- **Person-Centred 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.



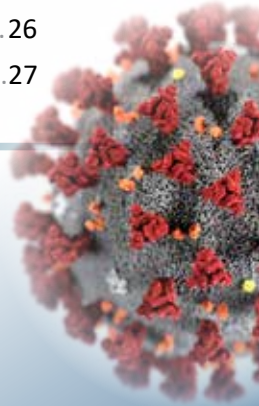


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Cover photo: Vasey RSL Care Cheltenham tenants welcome Jenna Davey-Burns, Councillor from the City of Kingston, joining their weekly coffee club in between lockdowns.

Mask-wearing, personal protective equipment, physical distancing: the buzz-words for the 2020-21 financial year. Staff at Vasey RSL Care Brighton prepare morning tea during lockdown.



Board of Directors



Mr Michael O'Meara OAM
Chair



Mr Barry Lowe
Deputy Chair
Chair, Building Sub-Committee



Ms Tracey Bannan
Chair, Finance Sub-Committee
Appointed November 2020



Mr Tony Carr
Chair, Quality & Risk Sub-Committee



Dr Vanda Fortunato



Mr Victor Hamit



Ms Lauren Grimes
Appointed November 2020



Mr John Cullen OAM
Retired November 2020

The Vasey RSL Care Board is a skills-based board with directors appointed or elected based on the skill requirements at the time.

Current Directors offer a wide range of experience, knowledge and expertise in health, aged care, quality and risk, veterans' services, finance, construction, governance and human resources.

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

The final report from the Royal Commission into Aged Care Quality and Safety introduced new requirements and higher expectations on boards across the whole aged care sector, demanding a higher level of engagement and involvement in governance. This has been welcomed by Board Members, who have made it a priority to ensure that necessary changes are implemented expeditiously. Additional and ongoing board upskilling is in place to ensure skills are maintained and the organisation can achieve its goals.

An example of increased engagement is the instigation of the Consumer Engagement Forums in residential aged care. These provide direct contact between board members and service users to ensure that residents' voices are heard and acted on to improve their experience of aged care.

During the financial year, the Board finalised the strategic plan for the next four years, 2021-25, with clearly stipulated actions and success measures.

Board Changes

At the AGM on 19 November (held via Zoom) Mr John Cullen OAM retired after more than 30 years serving the Boards of Vasey RSL Care from its inception in 2004 and of Vasey Housing Victoria for 14 years prior to that.

Two new members joined the Board, Ms Laureen Grimes and Ms Tracey Bannan.

Laureen brings wide-ranging experience including 40 years in the ADF, specialising in strategic workforce planning; she was a past member of the Victorian Veterans' Council, including chairing the Council, and former honorary Aide de Camp to the Governor of Victoria. She remains in the Army Reserve.

Tracey has spent over 25 years in senior corporate financial, quality and risk, and strategic management roles with Deloitte, and also brings significant not-for-profit expertise from her roles as CFO, firstly

The Board continued to meet over Zoom throughout the 2020-21 Financial Year.



with World Vision Australia and currently at AMES Australia. Her father is a Vietnam Veteran and both her parents served, which is how they came to meet.

Special Resolution

A special resolution was passed at the AGM to remove the interests of the War Widows Guild Victoria from the Vasey RSL Care Constitution. Initiated by the WWGV, this resulted from their decision to wind up their organisation early in 2021. Any rights under the Vasey RSL Care constitution, such as member and Director nominations and endorsement, now reside with RSL Victoria.

From Our Chair

Digging in and holding fast

And we thought last year was challenging!

If anyone was anticipating a return to a more sedate 'business-as-usual' after the tumultuous 2019-2020, they were sadly mistaken. The past twelve months managed to throw up a host of challenges – some, it must be said, of our own making, while others were externally imposed. The pleasing thing is that this company not only came through intact, but it has emerged with a stronger and clearer focus on how it will add value to the lives of those who have served and their families.

Of course, the dominant influence on our operations during this period was COVID-19. In the wider community, and the aged care sector in particular, this has been a gruelling battle, especially for our staff as they fought to keep the virus away from our residents. It is perhaps difficult for those not directly involved to appreciate the burdensome protocols and procedures staff have endured for 18 months to try to ensure our residents remain safe; but endure they have, and the Board has been incredibly proud of the unwavering commitment of our management and staff.

The much-anticipated findings of the Royal Commission into Aged Care Quality and Safety were tabled in March 2021, and the Australian Government's reply, accepting most of the 148 recommendations, was published in May. Vasey RSL Care's response had been in preparation since the delivery of the Commission's interim findings in October 2020. Many of the recommendations have already been implemented, others will take some time to deliver, and still others depend on unannounced government decisions. What is clear is that the Royal Commission has changed the aged care landscape and there are significant compliance and governance implications for Vasey RSL Care going forward.

This time last year we were explaining the company's opposition to talk of potential wind-up of Vasey RSL Care. Our main response came in September 2020 with publication of our 10-year roadmap for the organisation entitled '*Continuing the Mission*'. Since then, considerable energy has gone into setting up arrangements to deliver this ambitious and exciting program. The Vasey RSL Care board was intent on getting things underway. This resulted in various activities being initiated – selling the Manningtree Road properties, agreeing to an exchange of our existing ex-service accommodation (ILUs) in Ivanhoe for units in a brand new development, and converting our Ivanhoe Aged Care facility on the site of Heidelberg Repatriation Hospital into the new 'V' Centre for young veterans needing accommodation and support. Significantly, as envisaged by *Continuing the Mission*, these ventures are entirely self-funded.

Throughout all this, of course, there has remained the obligation to ensure sustainable business-as-usual. Experts have been called in to review the way we conduct our business and to advise on ways to improve operational efficiency. Their recommendations have led to significant improvements in service delivery yielding financial benefits without compromising the high quality standards of care for which we are widely recognised. An excellent example is the growth in our home care program, with more to come.

Finally, I wish to acknowledge the dedication and professionalism of CEO Janna Voloshin and her team, and to express my appreciation of the constant support and commitment shown throughout by my colleague directors.

Mike O'Meara OAM, Chair

Building on our expertise for the future

Summing up a year in just a few paragraphs is never easy, but for a year like this one, it is unusually challenging.

Being a service organisation, Vasey RSL Care's most important 'assets' are our people. We are here for our community of residents, clients, tenants and their families. And we are nothing without our staff, contractors, suppliers and volunteers, led and supported by our Board. This has never been as evident as during this past financial year.

It has been a hard year for everyone – we all know that – and the commitment of our entire community to their roles despite constant change, greater expectations and complex home lives, has allowed our organisation to maintain the standards of care and support that we expect of ourselves.

I am deeply grateful to all our staff for the loyalty they have shown.

In times of change, the organisations that adapt are the ones that survive: Vasey RSL Care has become a 'gymnast', demonstrating strength, agility, speed and flexibility. Our managers have responded with care, willingness and responsibility to the radical practice changes required, with the leadership team available 24x7 during outbreaks.

Residents, clients and tenants have shown fortitude and resilience while families have supported our 'abundance of caution' approach. Victoria was in lockdown for 130 days of the 2020-21 financial year. We all deserve acknowledgement of the cost to us in different ways.

Setting our strategy and planning for the future did not stop due to the pandemic, and it is a sad fact that the world will have to learn how to deal with life in this new normal.

Launching '*Continuing the Mission*' in September 2020, we laid our cards on the table. We set out our vision for the future and how we proposed to achieve it. We put this to the ex-service community openly and asked for input. The roadmap was received with a sense of appreciation for the consideration being shown to these people in need.

An important internal restructure has been undertaken to create a new team under Chris Gray as General Manager Veteran Services. This team is focusing on building and strengthening our relationships with other ex-service organisations, seeking ways to work together to support younger veterans, in particular those who are homeless or marginally homeless, and initiating projects that address some of the issues they face.

The War Widows Guild Victoria decided during this financial year to wind up their organisation. We are very grateful to the committee for handing on some of their responsibilities to us and we are pleased to continue the important legacy of Mrs Vasey, through the Jessie Mary Vasey Award for Excellence in Traditional Values in our annual staff awards, and the War Widows' Guild Scholarship fund which is in development. We wish the committee members a relaxing retirement from their duties.

In spite of the unexpected turn that the world has taken, our mission remains very clear – To Serve Those Who Served. We have a ten-year plan that will extend our services to help more of those in need and I am confident that, with the whole team supporting our goals, we can and will make life better for veterans and war widows in Victoria. Thank you to all who are engaged in making this possible.

Janna Voloshin, CEO

From Our CEO



Continuing the Mission

Building on Our Experience in Ex-Service Accommodation:

- ⚙ Supporting younger veterans
- ⚙ Homelessness and marginal homelessness
- ⚙ Rental accommodation and tenancy matters



Building on Our Experience in Home Care:

- ⚙ Linking to the community
- ⚙ Ageing at home
- ⚙ Working closely with partner organisations



Building on Our Experience in Residential Aged Care

- Older veteran and war widow expertise
- Networking with referral organisations
- Delivering excellence in care that is resident-focused



Our Strategic Vision to Support Victoria's Ex-Service Community

The Four Key Objectives:

- To work towards ending veteran homelessness
- To adapt aged care services to better support the needs of older veterans and war widows
- To offer long-term affordable accommodation
- To build support services around the needs of younger ex-service people

Key Objective:

Addressing Veteran Homelessness

The Goal:

Fewer ex-service people in Victoria become homeless, with the number as close to zero as reasonably possible.



Younger Veterans

Through our experience in placing new tenants into our ex-service accommodation and our research to develop the White Paper *'Continuing the Mission: understanding and responding to the changing needs of the veteran community'*, we have identified a significant need to support younger veterans (under 65) facing issues either transitioning to civilian life, or in post-service life. While the Australian Defence Forces have done much to support their members' transition to civilian life over the last twenty years, a small proportion of veterans continue to face challenges in adjusting to civilian life and veterans are over-represented in the homeless or marginally homeless population (couch-surfing, sleeping in their car etc).

Some veterans experience ongoing mental health issues including PTSD, alcohol or drug dependency, gambling addiction, family breakdown, unemployment and financial problems: these issues are generally interrelated.

Early in 2021, a number of our ex-service accommodation tenants provided lived experience examples for inclusion with our submission for the Terms of Reference for the Royal Commission into Defence and Veteran Suicide, and raising the issue of accommodation with the commissioners.

We are looking at providing new services to support veterans experiencing homelessness, marginal homelessness, and other issues.

One of these is the 'V' Centre.

Homelessness takes many forms: most people who are classed as homeless are more likely to be staying with friends, living in overcrowded accommodation or living in their cars or caravans than rough sleeping. Tim McFarlane found himself living in his van after his marriage breakdown, while continuing to work full-time in the health care sector in Canada. Photo by Daniel Neuhaus. Printed with permission.

The 'V' Centre

Our vision: a live-in service with 'wraparound' support

During the 2020-21 financial year, we have researched and laid the foundations for the 'V' Centre.

- Our September 2020 White Paper clearly articulated our commitment to veteran homelessness and research into how to work with the Victorian ex-service community to help address it.
- A literature research program identified similar programs in Australia and overseas.
- A comprehensive research program was instigated to engage with the ex-service community to better understand needs.
- A range of evidence-based models were assessed.

Our Ivanhoe Aged Care Home was identified as the preferred location for the 'V' Centre due to:

- Its shared boundaries with the Heidelberg Repatriation

Hospital, which has a long tradition of supporting veterans, especially those needing mental health support, in their psychiatric ward (Ward 17), and

- Its proximity to the new ex-service accommodation (see page 18 for details).

The 'V' Centre will serve as a 'bridge' for veterans coming from acute psychological care, homelessness or other life issues, to enable them to successfully move into permanent housing.

Closing our Ivanhoe aged care home, although felt to be the right decision, was undertaken knowing it would have unwelcome repercussions for residents, their families and staff. Their support for the goals of the organisation has been commendable.

At the close of the financial year, the 'V' Centre Project, while still in the development stage, has made significant progress towards its launch, planned for the 2022-23 financial year.



Image from Google Maps.

Older Veterans and War Widows

Vasey RSL Care is committed to the ongoing support of older veterans (65 and over) and war widows. We continue to prioritise veterans and war widows at our residential aged care homes and in our home care program.

In residential aged care, veterans and war widows are given priority no matter what their financial circumstances are. On those occasions when no war widows or veterans require residential care, vacancies are offered to the general public to ensure that they are filled and financial viability is maintained.

Our organisation has a significantly higher rate of concessional places than required by government:

Residential Home	Government Requirement	Actual Rate of Concessional Places
Brighton	18.2%	27.3%
Brighton East	18.2%	21.6%
Bundoora	23.4%	29.0%
Frankston South	18.2%	46.5%
Ivanhoe	23.4%	50.0%

This commitment to the ex-service community and those in need is in line with our Purpose, 'Serving Those Who Served', and our Vision, 'That veterans and war widows live with independence, control and dignity, feeling safe, valued and respected'.

Homelessness can occur at any age. In Australia, 20% of us will experience homelessness in our lifetime*. The majority of working Australians are only two paycheques away from not being able to pay their rent or home loan. Housing has become unaffordable for those on low incomes, both house purchase and rental.

* <https://www.abc.net.au/news/2021-08-05/qld-homelessness-week-housing-unaffordable-essential-workers/100339098>

Key Objective:

Adapting Services to the Needs of our Older Community Members

The Goal:

Services and accommodation grow to meet the needs of retirement age veterans and war widows in the areas they need it most.



Home Care Program

An increasing proportion of Victorians are choosing to age in their own home, thanks to personal preference and both government policy and funding,

Government Home Care Package funding has not kept pace with demand and despite 33,000 new packages released in the 2020-21 financial year, data indicates there were 97,000 people waiting for a package during the financial year.

The home care sector has become increasingly competitive with a large number of providers competing for clients who have received their funding package.

The number of clients the Vasey RSL Home Care team provides care for has increased from 156 at the start of the financial year to 199 clients at 30 June, of which 70 are ex-service. Of these, 45 are in the North, 79 in the South, 64 in the East and 11 in the West.

Residential Care

Vasey RSL Care began the year with five aged care homes and capacity for 428 residents. During the year, there were 216 admissions and a total of 320 veterans and war widows were cared for.

As detailed in the previous section, plans for the 'V' Centre necessitated the closure of our Ivanhoe facility. This commenced in May with a closure date of August: however, it proceeded more quickly than anticipated with all residents transferred by early July, mostly to vacancies within Vasey RSL Care. This closure reduced our total capacity to 378 residents.

Although this is a decrease in capacity, future plans include new residential initiatives in different locations that will enable us to accommodate future demand among the ex-service community in areas where there are higher-density veteran demographics.

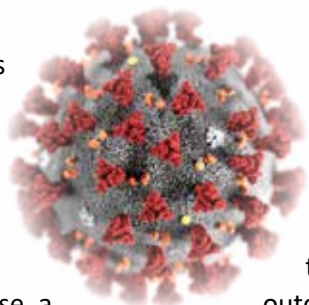
COVID-19 Impacts

The 'abundance of caution' approach was maintained throughout the 2020-21 financial year to maximise protection for our at-risk community.

Three of our residential aged care homes experienced a COVID-19 outbreak in the early part of the financial year. In each case, a single staff member tested positive for the virus and the relevant facility went into full lockdown. Residents and staff were tested in accordance with the Public Health Unit's requirements and after 14 days moved to 14 days 'active surveillance'. No further staff and no residents tested positive for COVID-19 and each site was able to return to standard precautions.

Visiting restrictions were in place for much of the year: these varied from visitors permitted only for critical/end-of-life care to fully open, with constant change.

Visitor screening was required at all times, with new processes and systems in accordance with government regulation, including QR codes on entry. Standard COVID-19 prevention requirements such as mask-wearing, hand-cleaning and physical distancing were required at all times by all visitors.



Personal protective equipment (PPE) regulations for staff changed many times throughout the year.

Cleanliness is key for infection prevention and control: enhanced cleaning regimes continued throughout the financial year. Cleaning audit outcomes and survey results continued to be positive.

An Infection Prevention and Control (IPC) lead was established at each aged care site and all staff undertook infection prevention and control training.

In August 2020, on-site checks of outbreak and infection prevention and control strategies at each facility were carried out by the Aged Care Quality and Safety Commission. Throughout the year, various bodies have attended or sought information on plans.

COVID-19 vaccination clinics for residents were delivered by federal government between April and June 2021 with the Pfizer vaccine. Negativity towards vaccination seen in the general community was not present among residents and is a reflection of their understanding of the value of vaccination to the whole community and their willingness to do what needed to be done.

Commitment to Continual Improvement

During the 2020-21 financial year, in pursuit of continual improvement, Vasey RSL Care has:

- Completed 266 audits
- Completed 71 surveys and received 641 responses
- Completed 58 quality indicator tools
- Identified 710 opportunities for improvement through reports
- Logged 501 compliments, complaints and other feedback and completed 459 actions
- Improved the quality of service for residents with overall audit results increasing from 77.36% in the previous year to 91.09% in the 2021 financial year.
- Completed a quality health check at three services – Home Care, Vasey RSL Care Brighton and Vasey RSL Care Brighton East – and put action plans in place.
- Evaluated our first year of our 'Excellent Care Clinical Governance Framework'.

Aged Care Royal Commission Outcomes

With the final report from the Royal Commission into Aged Care Quality & Safety handed down in March 2021, the Federal Government was swift to act on Commissioners' recommendations.

New legislation regarding reportable incidents came into law on 1 April: the 'Serious Incident Response Scheme' (SIRS) aims to reduce injury and harm to residents and

reportable incidents have increased from three to eight categories.

SIRS aligns with the organisation's commitment to a zero-tolerance policy on abuse or ill-treatment of residents and with the organisation's culture of openness and transparency. Communication and training were conducted to educate staff about their SIRS responsibilities.

Continuing the Mission



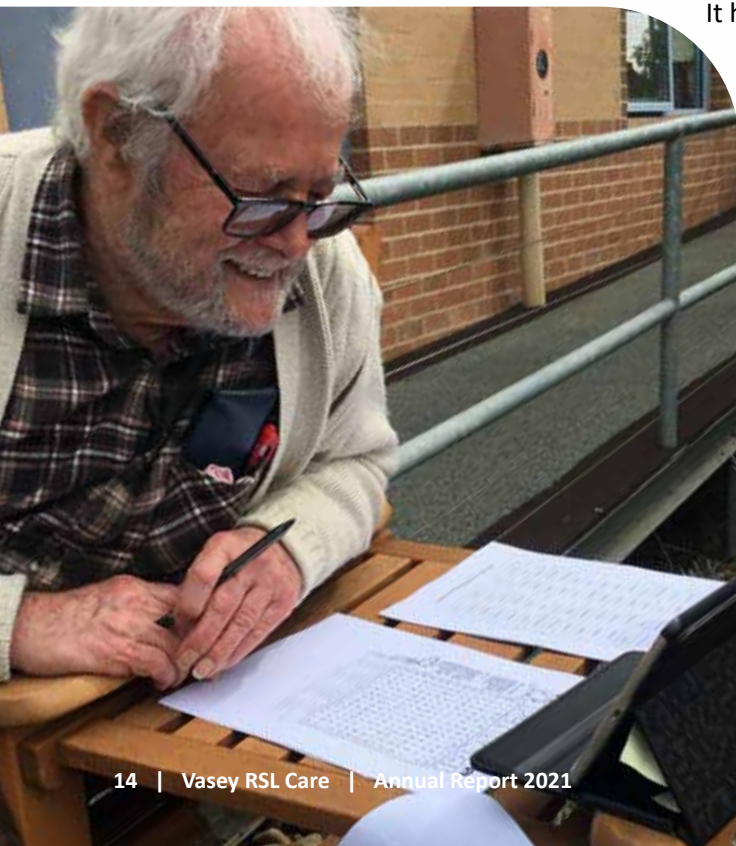
Adapting to Change and 'KeepInTouch' at Vasey RSL Care

During the 2020-21 financial year, our community has had to deal with constant change and many times of separation.

Residential visiting restrictions were in a state of constant change and residents had to adapt to going into and out of varying levels of lockdown.

Technology has been used to maintain connection to loved ones and many more members of our community have become familiar with smart phones, tablets and computers.

To enable more calls, additional iPads were purchased for all aged care facilities and there was a significant increase in aged care residents, home care clients and ex-service tenants adopting technology.



It has been a difficult time for those with cognitive impairment and there has been added reliance on staff to provide the support residents would have received from loved ones.

Vasey RSL Care is aware of the hardships endured by residents: we appreciate their patience and support and admire their resilience throughout this difficult year.

Many residents, such as Trish (top) and Alan (left), both at Frankston South, have taken to technology with relish and keep up with loved ones of all ages and in all parts of the world.

Consumer Engagement Forums

With the introduction of the Australian Aged Care Quality Standards on 1 July 2019, 'person-centred care' was the dominant feature, promoting individual choice and dignity.

During the 2020-21 financial year, regular Consumer Engagement Forums were instigated to research topics of importance in our provision of high quality residential care. The Forums are presented by residents to representatives of the Board of Directors and the Executive Management Team, ensuring that the messages get straight to our decision-makers.

Residents take an active role in researching the topics among their peers, collating their findings and presenting them at the forum.

Due to COVID, forums were held via Zoom which allowed other residents to view them online.

The inaugural Forum in March presented residents' findings on the qualities they value in the staff caring for them, the criteria for selecting new staff and the questions they would like to see candidates asked.

The second Forum in June focused on the service environment in aged care and residents used videos to present their findings.

It was pleasing to note that a number of the residents' recommendations for new staff recruitment were already in place, such as processes around due diligence with qualifications and licences, clear roles and behavioural expectations, probationary periods and orientation programs.

There were a number of areas where improvements to our processes resulted from the feedback from the first two forums:

- Review of employee selection documents to ensure a consistent theme of respect and kindness, and a balance of assessing both candidates' skills and cultural match to the organisation
- Provision of additional communication training for staff
- Review of the student placement orientation program
- Added focus on staff wellbeing

Other improvements will be undertaken in the coming financial year.



Vasey RSL Care offers a self-funded program of activities and events for those in residential care. This program, called 'Thrive at Vasey RSL Care', ensures that there are multiple options available to residents to satisfy their needs for wellbeing across all types – cultural, emotional, physical, social and spiritual.

During the past year, pandemic restrictions have impacted on staff's ability to offer outings of any sort and residents have been restricted to their own unit, or even to their own room at times.

The lifestyle team have shown great resourcefulness and initiative to help residents maintain their spirits and bring fun to their lives.

The photos here show a small selection of the events and activities:

Oreos make excellent spiders for Hallowe'en, and please be assured that no residents were harmed and that is not real blood.

Athol was one of the our new centenarians this financial year, and it was at times like this that loved ones found it most difficult not to be



able to visit: however, Zoom has helped ease that and has allowed family members all over the world to join in online celebrations.

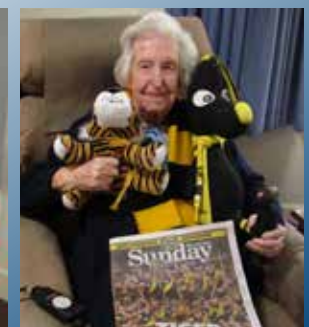
Residents could not always go to Happy Hour, so at times, Happy Hour had to go to them, on a trolley or by train.

Commemorations for Remembrance Day and ANZAC Day took place albeit without family and friends.

And Richmond fans were happy with the 2020 Grand Final, even if it wasn't in Victoria...

Crafts took a bigger role this year, and of course, cooking is always popular. Even though Senior MasterChef could not go ahead, sites organised their own cooking contests, and eating the outcome is always popular.

Finding things to laugh about has helped keep spirits up – thank you to all our staff who do what it takes to make us all laugh.



Key Objective:

Affordable Housing for the Veteran Community

The Goal:

Those veterans and their dependents in need of long-term accommodation do not need to wait, regardless of finance or care needs.

Accommodation expands to geographic areas where veteran needs are greatest.



Ex-Service Accommodation

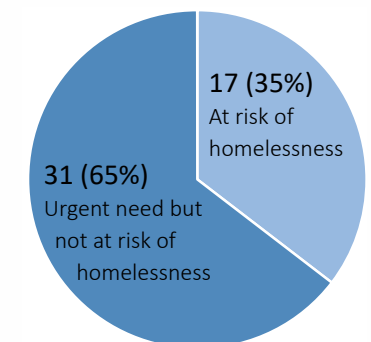
Vasey RSL Care's Ex-Service Accommodation (ESA) provides homes for over 300 people in 276 units at seven locations.

This housing is specifically for those who served or whose partners served and who are in need of housing either permanently or until they can get back on their feet.

All units are let under a tenancy agreement at affordable rates that are substantially lower than private tenancy rates for equivalent accommodation in the same area. The majority of tenants are on some form of DVA payment, may be in low-paid work, unemployed or retired and in receipt of the aged care pension.

The need for ex-service units was exacerbated by the COVID-19 pandemic, making it difficult for people to find accommodation and leading to increased enquiries and demand. We were able to place 17 people who were on the brink of homelessness, which is 35% of new placements for the financial year.

New Placements 2020-21



Improved Living Environment

The pandemic impacted on the program of ongoing improvement and capital works at ESA sites with lockdowns preventing contractors being on site for a large part of the financial year: the only type of work permitted during those times was urgent work and work to resolve a risk to health and safety.

However, upgrades to concrete walking paths, ramps to front doors and hardwired smoke detectors all progressed.

Units are refurbished when vacant to ensure a clean, safe environment for new tenants. During the financial year, 10 units at Cheltenham, six at Frankston South, three each at Brighton, Geelong and Beaumaris and one each at Reservoir and Croydon were refurbished.

At the Geelong site, the final three conversions were carried out with six bedsit units converted to three two-bedroom units, leaving just one bedsit unit.

The increasing proportion of younger veterans in the ESA has resulted in an increased demand for car parking. Additional car parking spaces have been built: 12 new spaces at Frankston South, 10 at Cheltenham and four at Geelong.

Support & Care Services

Out of 276 units, around 220 are home to just one individual. Extended lockdown periods due to the pandemic have been a concern for all those living alone.

The new Veteran Support Worker (0.6EFT) made regular calls to around 150 tenants identified as higher need due to age, health status or other factors and made referrals for follow-up support if needed.

Additional support was received from a number of ex-service

organisations which provided protective masks, personal care packs and food drops during lockdown.

In particular, we appreciate continued support for our ESA community from the following organisations:

Bravery Trust: financial counselling and support.

Open Arms: clinical welfare and peer support.

RSL Victoria: welfare and advocacy assistance (eg pension and DVA claims).

RSL Sub-Branches: welfare and practical assistance.

The RSL Active Program: online classes such as PT, yoga and art; in-person classes including Introduction to Bee Keeping, Clay Target Shooting.

Supporting Each Other

At the Cheltenham ESA, tenants have been proactive in setting up a support office and welfare store. Generous support from Box Hill RSL Sub-branch has paid for Internet access for a year.

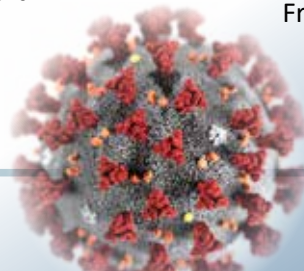
The welfare store contains donated white goods and small appliances which are kept for new tenants at all our sites.

Residents have also created a starter kit for new tenants who arrive without the basics; a tub containing cutlery, crockery, a toaster and kettle.

Social Support

When lockdown permits, residents at all sites have social gatherings held in the community halls (where available) or in a resident's home.

Representatives from the Veteran Services Department joined Frankston South tenants for one of their coffee mornings and they hope to visit other sites when regulations permit.

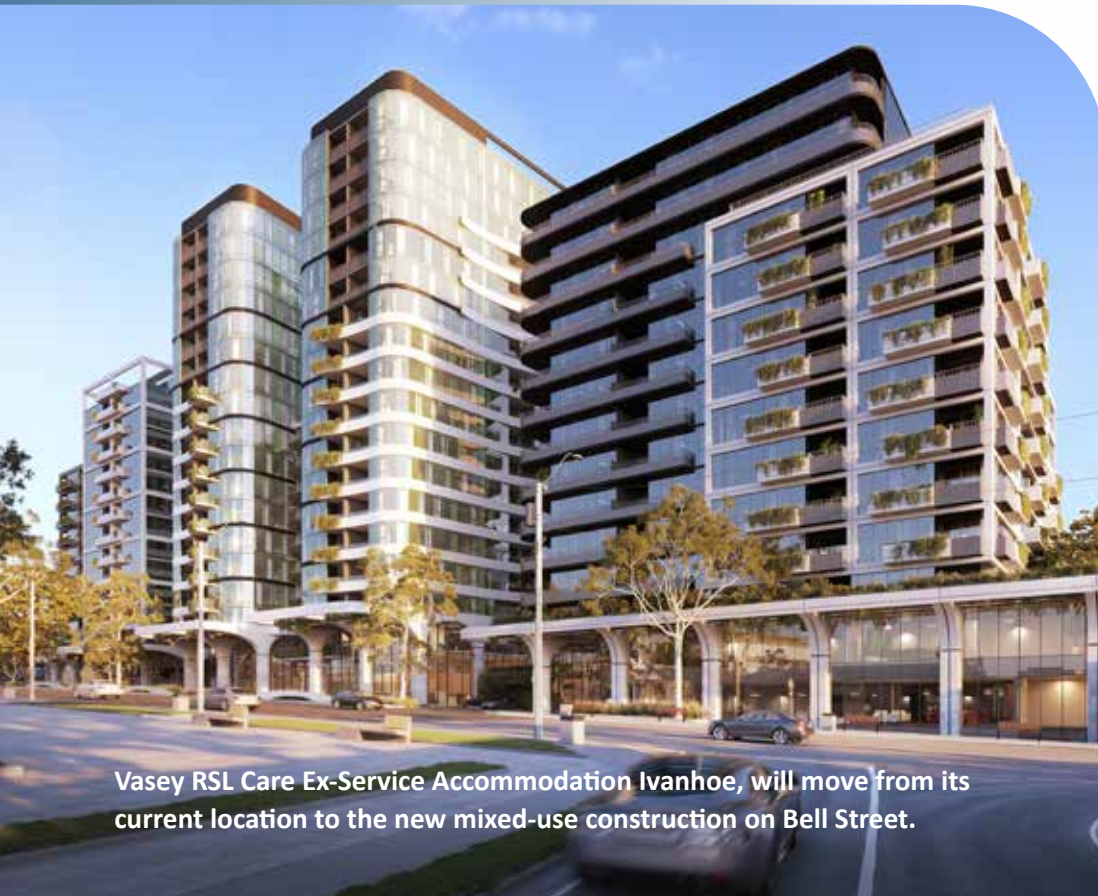


Key Objective:

Support for Younger Veterans

The Goal:

Services evolve to better meet the unique needs of younger veterans transitioning to civilian life, including supportive accommodation, access to employment and a range of health supports.



Vasey RSL Care Ex-Service Accommodation Ivanhoe, will move from its current location to the new mixed-use construction on Bell Street.

Melbourne-Based Accommodation

According to government data, one third of Australia's veterans are under 60 years of age and around 6,000 service men and women leave the Australian Defence Forces annually.

In accordance with our commitment to expand current services and extend into new services to assist younger veterans, during the 2020-21 financial year, we signed an agreement with Samma Property Group to exchange our existing site at Ivanhoe for apartments in their new development on the adjoining property.

This will both increase our stock of ex-service accommodation and allow us to branch out into a new style of housing for the ex-service community.

The existing unit site at Edwin Street/Huntingfield Place comprises 17 ageing single storey units: this site will be exchanged for 27 new single-bedroom apartments, each around 50 square meters plus either a balcony or terrace and a basement car parking space and storage unit.

The apartment block will comprise nearly 500 apartments, offices, retail outlets, internal courtyard gardens, a roof top terrace and a gym for residents' use. Construction is underway and the exchange is due to take place in 2023. Current Ivanhoe tenants will be assisted with moving into a new apartment or to another of our ex-service accommodation sites, according to their preference.

In addition to the apartments, an office space to be used as a business centre, or veteran launchpad, will be provided for use by Vasey RSL Care tenants.

Regional Accommodation

During the 2020-21 financial year, work was undertaken to determine regional areas in greatest need of affordable rental accommodation for the ex-service community: a number of locations were identified with plans continuing in the new financial year.

Strengthening Ex-Service Connections

We continue to work closely with RSL Victoria for the benefit of the ex-service community. Our General Manager Veteran Services began representing our organisation on the RSL Victoria Connections Round Table in the middle of the financial year.

Our relationship with the community engagement team at Open Arms was significantly strengthened and a new relationship with The Bravery Trust was put in place: they provided veterans in our ex-service accommodation with a range of financial improvements during the financial year.

We value the regional and rural networking that Connections, Open Arms and the Bravery Trust have facilitated.

Veteran Recruitment Commitment

Vasey RSL Care employs veterans in a range of roles across all areas, including Personal Care Workers, Lifestyle Assistants, Veteran Support staff and Human Resources. These employees have lived experience that is beneficial to them in their work, and that they can share with other staff to broaden our organisation's understanding of what it means for those receiving our services.

Their shared experience and understanding is valued by our aged care residents, home care clients and ex-service accommodation tenants.

In 2020, the Prime Minister's Veterans' Employment Program was set up to raise awareness of the skills and experience veterans bring to the civilian workplace. This financial year, the program has been augmented with the Prime Minister's Veterans' Employment Awards, a program website offering advice and resources, enhanced employment support and lastly, the Veterans' Employment Commitment, which offers companies the opportunity to publicly commit to supporting greater opportunities for veterans.

Vasey RSL Care signed the Veterans' Employment Commitment, demonstrating our support for employing ex-service men and women.

Through our job advertisements, we encourage those with service experience to apply and we are actively working to increase the number of ex-service people in our workforce.

We have joined forces with veteran-focused care providers in other states so we can introduce ex-service staff or their partners when they move interstate: we go a step further to provide support and feedback with ex-service candidates for roles.



Anne Warden and Chris Gray are two of our veteran employees: their lived experience is of great benefit in their roles supporting other veterans.

Our People

The work of Vasey RSL Care is achieved through our people. We have around 550 staff, 100 contractors, 85 volunteers, 75 companies that supply to us, and a host of health and allied health professionals who provide services to our community.

Maintaining a Strong Work Force

Despite the pandemic, our staff retention rate for the 2020-21 financial year was 83.72%: while this is lower than previous years, the increased turnover is attributable to the impact of the pandemic.

The state government's 'Single Site Employer' (SSE) arrangements requiring that staff work at only one aged care provider, had a significant impact across the aged care sector, due to the high proportion of part-time staff working for multiple organisations. SSE arrangements changed numerous times throughout the year. Agency staff use was higher than planned, but still came in at an average of less than 5% over the year.

The annual Saluting Excellence Staff Awards are an important aspect of staff retention: 153 nominations were received and 24 awards were presented. Although the conference was cancelled due to the pandemic, an Awards Presentation was held online in November with staff participating from home or their workplace. It was particularly important that staff were acknowledged for their extraordinary service and commitment to the organisation at this time.

Vasey RSL Care acknowledges the length of service of staff to the organisation with recognition awards at three, five and ten years, and at five year intervals beyond that. During the 2020-21 financial year, a total of 118 Awards were made, including our first ever award acknowledging 40 years' service, awarded to Ellen Marsh just prior to her retirement!

Ellen began work as a personal care worker in 1981 at

Rumbalara in Brighton, one of RSL Care Victoria's aged care homes. She saw the organisation become Vasey RSL Care in 2004 and moved with residents when the new Brighton East facility opened in 2011.

Ellen has cared for many residents during those four decades and we sincerely thank her for her care, loyalty and commitment and wish her every happiness in retirement.

In the 2020-21 financial year, the Vasey RSL Care Scholarship Program provided 33 scholarships, with the highest demand ever seen in the second half of the year. The most common study being undertaken was nursing studies, either at diploma or bachelor level.

Given its increasing popularity, a review of the scholarship program will be undertaken to assess how we can best use this program to encourage skills relating to dementia, palliative care and ageing.

Contractors

Vasey RSL Care has around 100 contractors who play a vital role in supporting the organisation: they undertake a wide variety of tasks keeping buildings and gardens well maintained and safe, providing agency staff when needed, as well as a range of services to residents such as physiotherapy and hairdressing. The majority have been with us for many years, ensuring reliable, top quality services.

Student Placements & Partnerships

We have seven partnership agreements in place with Universities, TAFEs and RTOs. During 2020-21, we supported 36 students working towards their Certificate III in Individual Support, and 53 their Diploma of Nursing.



Length of Service Awards 2020-21

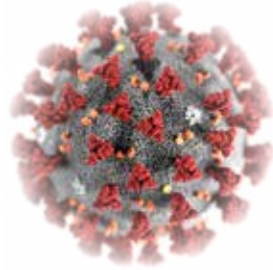
Three-Year Awards	35
Five-Year Awards	37
Ten-Year Awards	31
Fifteen-Year Awards	9
Twenty-Year Awards	4
Twenty-Five-Year Awards	1
Forty-Year Awards	1

Scholarships 2020-21

No. of scholarships awarded: 33
Total value of scholarships: \$16,350

COVID-19-Related Impacts

The pandemic has impacted our workforce in many ways, both at work and at home. Thanks to educational partnerships, we were able to quickly build surge workforces when needed. This was greatly appreciated as this was a major part of our efforts to counter the virus.



Working from Home

Flexible working arrangements have existed for a number of years: this year was a test of agility, with most central office roles working from home throughout the year and one staff member working from overseas until mid-year. Originally imposed by COVID-19, the hybrid home/office model is the 'new normal' for many central office staff members. Staff have embraced digital solutions for meetings and an increase in electronic documentation management has had a positive environmental impact.

Learning & Development

During the 2020-21 financial year, as it became harder to run face-to-face learning sessions, we transitioned to focus on online learning. Out of 19 face-to-face training topics assigned, the pandemic reduced attendance to 57%, while for the 32 online learning topics assigned to staff, a 92% completion rate was attained.

Clinical courses for nursing staff, dedicated content for Home Care staff, and key compliance topics such as infection prevention and the introduction of the Serious Incident Response Scheme were important new areas of focus for staff learning.

Staff with Family Overseas

Vasey RSL Care has a high proportion of staff with loved ones overseas and the pandemic has been felt keenly by those with families in countries with high infection rates. Travel restrictions have

prevented staff travelling to be with sick or dying loved ones, adding a high level of stress for those affected.

Support for Staff

The Employee Assistance Program (EAP) was actively promoted to staff throughout the year to offer assistance with any mental health issues exacerbated by the pandemic.

During the three outbreaks in residential facilities, expectations on staff were high. To support affected staff, the organisation provided free meals, offered accommodation out of home for any staff concerned about the risk to their families and encouraged flexible use of personal leave to assist staff.

Infection Prevention & Control (IPC)

Additional focus on IPC was instigated at the beginning of the financial year with IPC Leads appointed at each facility. A total of eight senior nurses were fully trained and accredited and this will be supplemented further in the following financial year.

Staff Recruitment

In the 2020-21 year, we employed 19 permanent and 72 casual staff. Recruitment moved online for both individual and group interviews to ensure sufficient staffing in case of lockdown. The Single Site Employer arrangements affected recruitment with efforts focused on candidates who had no other employer or were willing to leave their other employer.

Staff Vaccination

Towards the end of the financial year, the Federal Government mandated COVID-19 vaccination for aged care staff by mid-September. Vasey RSL Care already had a campaign in progress to encourage vaccination, and this was stepped up to ensure compliance.

Thank You

Vietnam Veterans Association Australia (VIC)

We are very grateful to the Vietnam Veterans Association Australia (VIC) for their donation of \$2000 towards items for our ex-service accommodation sites. This provided some necessary appliances at Frankston South (vacuum, urn and kettle), a barbecue at Croydon, a memorial rock and plaque at Geelong, and it will go towards the proposed barbecue area at Cheltenham.



Engaging Younger Veterans to Support Us

During the COVID-19 outbreaks at Ivanhoe and Frankston South, we called on the veteran community to provide additional support.

Through specialist ex-service employment organisation, Ironside Recruitment, we recruited three younger veterans and one veteran's partner to support our staff: at Ivanhoe we welcomed Will and Chad and at Frankston South, Margaret and Callum.

During the outbreaks, residents could leave their rooms only for a brief time for a walk outdoors while their room was cleaned. The Veteran Support Assistants gave practical support to help residents make the most of their time outdoors as well as social and emotional support, with a listening ear and someone to chat to. Their technical expertise with Zoom visits and the use of smart

phones and computers was a great benefit to residents and they provided a much-appreciated morale-booster.

In honour of Remembrance Day, Ironside Recruitment CEO, Glen Ferrarotto donated poppy pins to residents in support of the RSL Victoria Poppy Appeal and the Veteran Support Assistants returned to join residents for the restricted Remembrance Day commemorations.

We called on Ironside again during the closure of our Ivanhoe aged care home, to assist residents with carefully moving personal belongings.

We greatly appreciate the work of all these younger veterans and value the relationship with Ironside Recruitment.



Memorial Wall at Vasey RSL Care Frankston South

A successful funding submission to the Victorian State Government's 'Victoria Remembers' 2019-2020 Minor Grants Program provided the majority of funding to completely renovate the Memorial Wall at Vasey RSL Care Frankston South.

The impetus for this project came from residents through the regular resident meetings. They requested new features including an eternal flame and the service emblems of the Australian Defence Forces.

The Memorial Wall features Honour Boards for all residents who have served either in the ADF or allied forces where residents can leave poppies in remembrance of them or their service. A listing of operations involving Australia sits to the right of the flame and

a display case each side is internally lit and used for temporary displays which change throughout the year. The Memorial Wall has a contemporary feel while having strong links to our heritage.

Works were held up throughout 2020 due to the pandemic, but got underway in January 2021, with the project completed in time for ANZAC Day. A private service was held on 22 April to dedicate the Memorial and the official opening, originally planned for May 2021, has been postponed until restrictions permit.

Vasey RSL Care is grateful to our State Government for supporting this project as well as private donors and supplier, including Acculine who provided wall covering at a significant discount.

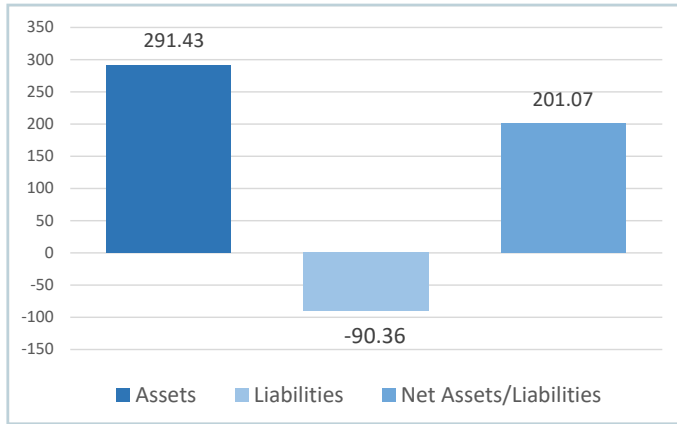
Bayside Community Emergency Relief Group

Residents at Vasey RSL Care Brighton East were the recipients of care packs provided by the Bayside Community Emergency Relief Group, supporting those in lockdown with something to brighten their day and help keep their spirits up. Thank you for thinking of our community.

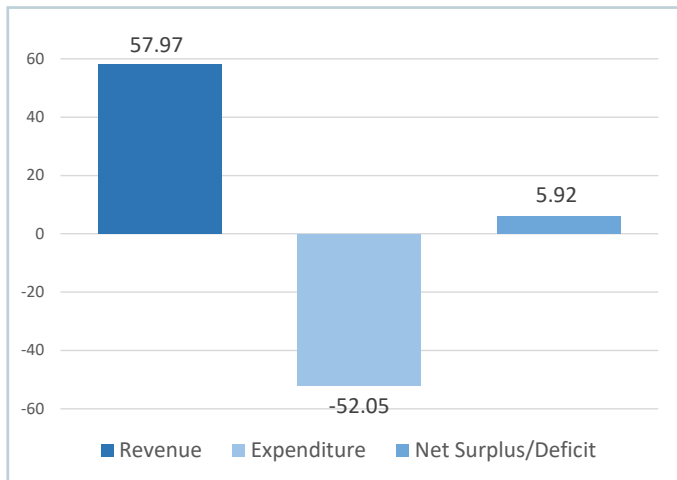


Financial Commentary

Financial Position (\$M)



Financial Performance (\$M)



Introduction

The 2020-21 financial year presented many challenges which impacted on the business: despite this, a surplus of \$5,918,438 was achieved, compared to a deficit of \$2,184,344 for the previous financial year.

This result would indicate that Vasey RSL Care has withstood the impact of the pandemic well, and while our financial performance has been sound, pandemic-related reductions in residential aged care admissions across the industry, affected occupancy rates and resulted in reduced margins in this key business unit. This was compounded by increasing costs associated with managing the pandemic environment at our residential facilities.

The reduced income and additional costs were partially offset by government funding, including Jobkeeper Supplement for the first quarter of the financial year and compensation for some pandemic-related costs incurred throughout the year.

Both Home Care and Ex-Service Accommodation achieved small surpluses and the positive overall result was in the main due to the above-average performance of investment markets throughout the financial year, returning over 10% on our investment portfolio, an excellent achievement given the widespread economic uncertainty.

Proceeds from our portfolio were reinvested into the business to meet ongoing capital commitments that ensure properties are maintained to an acceptable

standard and meet updated legislation, Australian Standards and customer expectations.

Business Units

For the 2020-21 financial year Residential Aged Care recorded a deficit of \$713,062.

The Home Care business unit achieved a surplus of \$117,010, turning around the deficit of \$77,507 in the previous financial year.

The Ex-Service Accommodation business unit achieved a surplus of \$409,664 this financial year compared to last year's surplus of \$223,253.

Residential Aged Care

Vasey RSL Care took an 'abundance of precaution' approach to the pandemic, going beyond basic compliance and instating processes and procedures to maximise protection for our community, noting that the majority of deaths from COVID-19 are among those over 70.

Additional costs incurred related to personal protective equipment (PPE), increased infection protection protocols, waste disposal, support staff and additional cleaning regimes, as well as equipment such as thermometers, entry systems and communications devices.

This was an investment in risk mitigation to avoid the cost of the virus reaching frail, elderly people. Admission rates throughout the financial year were lower than average, down from typical annual rates of between 95% and 97% to around 86%, leading to reduced government funding and associated

revenue: for the full financial year, this deficit totalled around \$3M.

A gradual return to pre-COVID admission levels is anticipated, as confidence and stability re-emerge.

The findings and recommendations of the Royal Commission into Aged Care Quality and Safety had an impact on the financial performance with additional costs to the business to comply with new legislation. Their recommendations also require a higher level of financial involvement and scrutiny by the Board of Directors. Federal Government response indicates substantial investment into aged care between now and 2025 and as more details of its aged care roadmap are published, we will be keeping a very close watch on implications for our business operations.

The decommissioning of our Ivanhoe aged care home at the end of the financial year prepared the way for the future 'V' Centre to support homeless veterans to get back on their feet. The short-term reduction in aged care places will be reversed in the future according to demographic demand.

Home Care

This year's surplus is indicative of success with initiatives to increase the number of Home Care Packages, with a net increase of 43 packages in the financial year.

A review of operational efficiency provided a number of recommendations which have led to significant improvements and further contributed to the overall financial outcome.

Ex-Service Accommodation

During the year the sale of 2 Manningtree Road, Hawthorn was finalised while the property located at 14-18 Manningtree Road is scheduled for settlement in late 2022.

A reduction in capital works carried out due to COVID-19 restrictions reduced expenditure, and ongoing improvements in occupancy rates and financial management processes improved income, both adding to the increased surplus.

Investments

The key contributor to the overall surplus at June 2021 was the investment portfolio with positive returns continuing from the June 2020 quarter recovery and providing an increase of \$7,084,977 for the financial year.

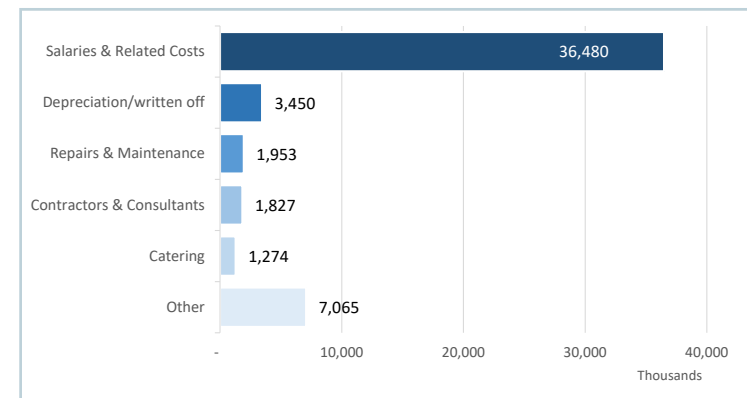
External fund managers, Credit Suisse, Equity Trustees, JB Were and Shadforth Financial Group operate with a Vasey RSL Care Board mandate and an investment strategy across various asset classes including a small percentage cash allocation, fixed interest and equities, both local and overseas.

Looking Forward

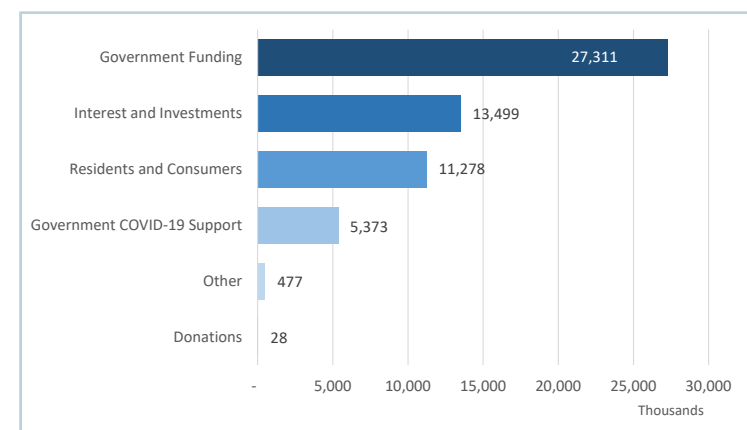
The organisation began its ten-year strategy to respond to the changing needs of the ex-service community during the 2020-21 financial year, developing financial modelling of new projects and future building requirements.

The organisation continues to be in a strong position to provide for our core operations and to drive forward with new initiatives.

Key Expenditure Items



Key Revenue Streams



Financial Statement

Income Statement & Comprehensive Income

	2021	2020
	\$	\$
Revenue from continuing operations	51,152,244	46,619,200
Total Revenue from Continuing Operations	51,152,244	46,619,200
Expenses from operating activities:		
Depreciation and amortisation expenses	2,699,597	2,304,763
Catering/Food preparation	1,273,852	1,523,498
Consumables	2,423,688	1,212,134
Consultants	652,011	769,535
Contractors	1,174,774	1,149,722
Finance costs	27,579	42,288
Repairs and maintenance	1,953,334	2,170,604
Employee benefits expense	36,480,064	34,532,695
Other expenses	4,613,595	4,311,696
Total expenses	51,298,494	48,016,935
Surplus/(Deficit) for the Period from Continuing Operations	(146,250)	(1,397,735)
Other comprehensive income		
Gains/(deficit) on sale of property assets	(14,524)	
Impairment of intangible assets	(750,000)	2,859
Unrealised capital gains/(deficit) from investments	6,829,212	(789,468)
Total Comprehensive Income for the Period	6,064,688	(786,609)
Surplus/(Deficit) attributable to Vasey RSL Care Limited	5,918,438	(2,184,344)

Statement of Financial Position

	2021	2020
	\$	\$
Current Assets		
Cash and cash equivalents	3,689,976	23,446,485
Trade and other receivables	1,132,530	2,206,300
Financial assets	-	4,132,718
Other assets	430,771	365,492
Assets held for sale	17,183,105	24,581,583
Total Current Assets	22,436,382	54,732,578
Non-Current Assets		
Property, plant and equipment	152,316,756	152,458,560
Equity investment	111,050,608	79,060,513
Intangibles assets	5,625,000	6,375,000
Total Non-Current Assets	268,992,364	237,894,073
TOTAL ASSETS	291,428,746	292,626,651
Current Liabilities		
Trade and other payables	4,365,099	4,158,822
Short-term borrowings	79,896,053	87,669,369
Short-term financing	145,737	131,437
Short-term provisions	5,628,789	5,141,120
Total Current Liabilities	90,035,678	97,100,748
Non-Current Liabilities		
Long-term financing	64,726	210,463
Long-term provisions	259,203	264,735
Total Non-Current Liabilities	323,929	475,198
TOTAL LIABILITIES	90,359,607	97,575,946
NET ASSETS	201,069,140	195,050,705
EQUITY		
Retained surplus	4,717,483	(1,200,953)
Reserves	196,351,657	196,251,657
TOTAL EQUITY	201,069,140	195,050,705

Auditor's Report

Independent Auditor's 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 2021, 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, and 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 2021 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 2021. 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.

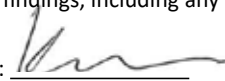
– Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. We communicate with the directors regarding, among other matters, 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:


Kerpel S. Harnam

Registered Company Auditor (365612)

Dated this 28th day of September 2021



The Vasey RSL Care Board of Directors meeting via Zoom.



Vasey RSL Care ABN 88 109 464 360

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Continuing
the Mission

