



VASEY RSL CARE
SERVING THOSE WHO SERVED

Annual Report 2022



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.

❁ Fulfilment

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.

Serving the Veteran Community

❁ Residential Aged Care and Home Care

422 veterans and war widows cared for

❁ Ex-Service Accommodation

377 veterans and partners supported

Honouring Indigenous Veterans

The Australian War Memorial has identified more than 250 indigenous men and women who served during the Vietnam War, despite the barriers they faced at the time. Exempt from conscription, indigenous Australians volunteered to enlist. It is anticipated that further research will double this number.

Vasey RSL Care honours the service of these men and women.



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In May, to mark the official opening of our first truly regional ex-service accommodation in Wodonga, Liz Vasey-Koschitzke, the granddaughter of Mrs Jessie Mary Vasey, gave a moving speech and cut the ribbon to officially open our Wodonga units.



Chair, Mike O'Meara OAM and CEO, Janna Voloshin, lay a wreath at the Heidelberg Repatriation Hospital's Veteran Memorial Garden at the ANZAC Day Memorial Service.

Cover (clockwise from top left):

Vasey RSL Care ex-service accommodation residents, Simon (left) and Dorelle, attended the Victorian Premier's ANZAC Day luncheon with GM - Veteran Services, Chris Gray.

The new units at Wodonga were officially opened in May.

Victorian Minister for Veterans, the Honourable Shaun Leane and Victorian Minister for Disability, Ageing and Carers, the Honourable Anthony Carbinis heard about the future V Centre in Ivanhoe with Board Chair Mike O'Meara OAM and CEO, Janna Voloshin.

Plans are well under way for the V Centre.

Board of Directors

Vasey RSL Care has a skills-based board with directors appointed or elected based on the skill requirements at the time in order to maintain expertise across health, aged care, quality and risk, veterans' services, finance, construction, governance and human resources. There were no changes to the Board this year.

In response to requirements following the Royal Commission into Aged Care Quality & Safety, systems were strengthened this year to ensure governance compliance while focussing on strategic objectives and monitoring operational performance.

An outcome from the residential Consumer Engagement Forums was a request to see Directors on-site from time to time. Directors are now asked to try to make two visits per year to Vasey RSL Care sites and make themselves available to chat to residents and staff. This was implemented in the second half of the year and those in aged care and ex-service accommodation welcomed Directors to their ANZAC Day services.



Mr Michael O'Meara OAM
Chair



Mr Barry Lowe
Deputy Chair



Ms Tracey Bannan
Board Member



Mr Tony Carr
Board Member



Dr Vanda Fortunato
Board Member



Mr Victor Hamit
Board Member



LTCOL Lauren Grimes
Board Member

Continuing the Mission 2021-2022 *Understanding and responding to the changing needs of the Veteran community*

In 2021-22, we continued our commitment to:

🌸 The Ex-Service Community

Vasey RSL Care is here to 'Serve Those Who Served. In the 2021-2022 financial year, we have provided services to:

Veterans/war widows provided with Aged Care*:	422
Veterans/partners provided with Affordable Housing:	377

** Both Residential and Home Care*

🌸 Evidence-Based Practice

To ensure we understand the housing needs of the veteran community, our research to define future best-practice living solutions for the Victorian ex-service community involved over 500 people:

Survey Respondents:	491
Expert Interviews:	12
Virtual Focus Groups Attendees:	55
Co-design Session Attendees:	12

🌸 Veteran Homelessness

We are committed to supporting veterans who are homeless or marginally homeless, through the V Centre, due to open in 2023.

🌸 Working in Partnership

We are committed to building and strengthening partnerships with other ex-service organisations to provide services that benefit our community. During this financial year, new relationships have been established, particularly in support of the V Centre and regional ex-service accommodation – and existing ones strengthened.

🌸 Best Practice Residential Aged Care

During the 2021-22 financial year, an additional \$2,077,799 was spent on COVID-related expenses including extra staffing, Personal Protective Equipment (PPE) and other services. Around 50% of this was recouped through the government grant program.

Total Staff Education Hours:	4,429
Staff Scholarships Awarded:	24, total value \$23.8K

🌸 Camaraderie

During the 2021-22 financial year, a number of residents from our ex-service accommodation volunteered to join the surge workforce in our aged care homes. Their camaraderie with our older veterans provided a much-needed boost to morale.

🌸 Employing Veterans

We pledged our commitment to the Prime Minister's Veterans Employment Commitment and display this commitment in our recruitment media.



🌸 Our Legacy

Our commitment to carrying on Mrs Vasey's legacy continued through:

- 🌸 Establishing the War Widows' Guild (WWG) Victoria Scholarship
- 🌸 Honouring WWG VIC Committee at Saluting Excellence Conference
- 🌸 'Legacy' chosen as theme for 2021 Saluting Excellence Conference
- 🌸 Instigating the Jessie Mary Vasey Award for Traditional Values
- 🌸 Welcoming Mrs Vasey's granddaughter, Liz Vasey-Koschitzke, to the Wodonga ex-service accommodation opening

From Our Chair *“Moving Forward in the Face of Adversity”*

The Vasey RSL Care story in 2021-2022 might be summed up as ‘moving forward in the face of adversity’.

Once again our main challenges came via the pervasive impact of the pandemic, firstly Delta and then Omicron. Not only does the coronavirus attack the human organism, it also profoundly affects the organisational organism. It demands more protective equipment, new clinical procedures, additional training, air purifiers, more compliance reporting, additional staff rostering, and the list goes on. In calendar year 2022 alone, we recorded no fewer than 17 separate outbreaks in our aged care facilities, and an estimated 1,700 working days lost to isolation.

Under considerable pressure, management and staff continued the dedicated care that we’ve come to know and expect from them. We are very thankful for their professionalism and commitment.

In common with other aged care providers, the pandemic experience inevitably brought financial challenges. Although most welcome, government funding came nowhere near the actual cost to the company. Revenue from residential care was weakened by lower occupancy rates as people chose to delay entry into residential care and turned increasingly to home care packages. In spite of this, when the results are normalised for these extraordinary variables, residential care performed comparably to recent

years, while the Ex-service Accommodation and Home Care businesses each returned a modest profit.

While these unprecedented challenges have clearly tested the resilience of the organisation, they have ultimately served to demonstrate the substance that underpins Vasey RSL Care. The fundamentals – whether in respect of quality of care, balance sheet performance, or the health of staff culture – have remained firmly intact.

Board and management were therefore emboldened to move forward with the strategic aspirations contained in the Continuing the Mission White Paper and articulated in the Strategic Plan 2021-2025. We held a firm conviction that, regardless of the volatile environment, we needed to deliver on promises we had made to the ex-service community. We were further encouraged in that belief upon receiving advice from the Victorian RSL President that the State Executive had rescinded its resolution to sell Vasey RSL Care.

Importantly we have extended our reach into regional Victoria; we are increasing and upgrading our metropolitan housing stock; and we are developing a Victorian-first facility for ex-service people experiencing housing instability, to be known as the V Centre.

Finally, I can report that the board maintains its commitment to meeting the requirements and expectations of the Royal Commission into Aged Care Quality and Safety. In particular, the last 12 months have seen concerted emphasis on strengthening enterprise governance and risk management standards. We were pleased to welcome well-respected geriatrician Dr David Fonda who brings a wealth of relevant expertise to our Clinical Quality & Risk processes.

At the end of another very busy and challenging year, I express both admiration and gratitude to my fellow company directors for their energy, commitment and support, and to our CEO Janna Voloshin and her team who continue to do us all proud.

**Mike O’Meara OAM,
Chair**



From Our CEO *“Resilience and Commitment are Key”*

There have been many achievements towards the organisation’s 2021-2025 Strategic Plan this year, both in the delivery of programs and services, and in our strategic enablers.

Programs and Services

To develop our understanding of the ex-service community’s accommodation needs, we took a deep dive into the accommodation expectations and desires of veterans and war widows of all ages and in all parts of Victoria. This research included a benchmarking analysis, expert interviews, a survey and focus groups both in metro and regional areas. Engagement levels were high and we are appreciative of all who provided input.

Putting our words into action has seen us purchase ex-service units at two regional centres, Wodonga and Warrnambool; sign a contract to construct a new 20-unit development on our parcel of land adjacent to our Bundoora Aged Care Home; and break ground at Ivanhoe where the multi-storey development containing our 27 new apartments is taking shape.

After last year’s difficult decision to decommission our Ivanhoe aged care home, the transition proceeded faster than anticipated, and our vision for the V Centre has continued to take shape. With nothing precisely the same in existence, we are collaborating with a

range of national and international experts and services to develop a specific ‘V Centre model’ for the program, staffing, supports and finance. This work continues and is on target to welcome residents by mid-2023.

This year we restructured the Executive Management Team dividing Aged Care Services into Community Aged Care and Residential Aged Care, recognising that both areas require focused leadership to take them through the coming changes, with significant strategic goals and increasing compliance requirements in both areas.

Strategic Enablers

Addressing the strategic enablers for current and future success has been at the top of the agenda this year: our efforts have been focused on the workforce strategy and staffing model, preparation for a new aged care funding model, and new information systems capable of supporting new and existing business units and changing regulatory requirements.

It is no secret that the aged care sector is already having to deal with staff shortages and projections are concerning. To succeed, we must streamline our IT systems and processes so that we can achieve future required contact times through staff efficiencies: a five year IT roadmap to achieve efficiency and sustainability has been developed.

A Financially Challenging Year

Taking our ‘Abundance of Caution’ approach to another pandemic year, working to put the health and lives of our community first, this year has stretched us financially. Government has provided a great deal of support, but there have been occasions when the support has arrived after the need, leaving us with high additional costs: air purifiers and rapid antigen tests are two such examples.

This year has again required extraordinary resilience and I feel proud of the entire Vasey RSL Care team for their commitment to our Mission.

**Janna Voloshin,
Chief Executive Officer**

Continuing the Mission

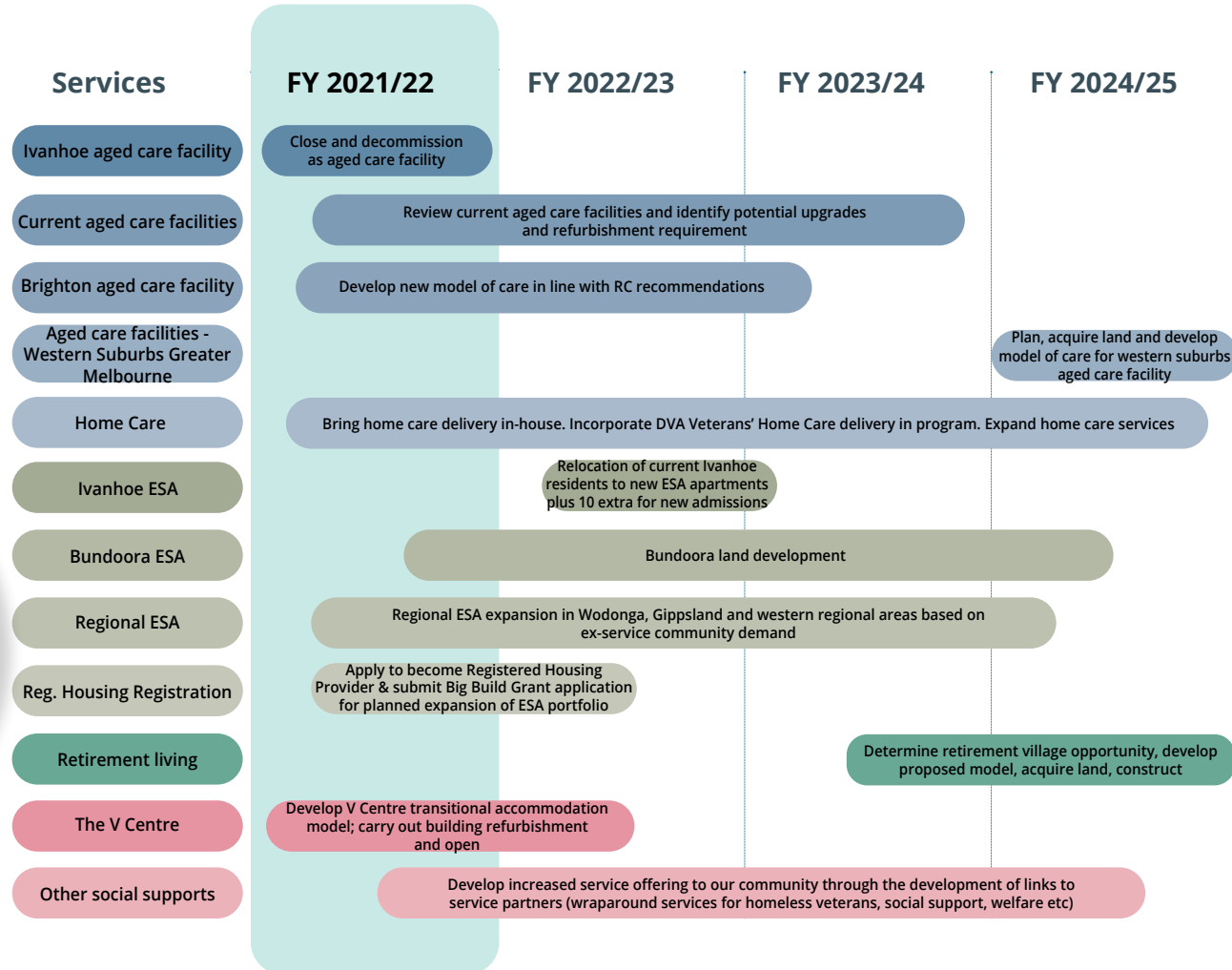
Focus for 2021-22

Key Objectives for the Ex-Service Community



Strategic Plan
2021-
2025

Timeline of Planned Key Services and Activities



2021-22 Financial Year Achievements

Residential Aged Care

Ivanhoe Aged Care decommissioned

Residents transferred to other Vasey RSL Care facilities: 73%
Staff retained: 36%

Home Care for Older Australians

Home Care Program Growth

Goal: 195 clients
Actual: 230 clients

Ex-Service Accommodation for All Ages

Ex-Service Accommodation

Goal: 277 units Actual: 279
Purchases in Wodonga and Warrnambool

Ivanhoe Ex-Service Accommodation

27 new 1-bedroom apartments + small Veteran Launchpad/Business Centre: building underway and due for completion May 2023

Bundoora Site Development

Plans for 20 new single-level units progressed

Reducing Homelessness

V Centre

Research and community engagement complete, model developed, architects appointed and on target for opening in 2023

Registered Housing Provider

Grant investigated and decision made not to proceed due to strategic and operational differences of programs

Social Supports

Links with ex-service organisations established and residents assisted

Summary of Progress

From nine strategic priorities identified for action in the 2021-22 Financial Year, seven are on or ahead of target.

The remaining two priorities, both in Residential Aged Care, are on hold pending legislative changes not yet announced.



In early May, Vasey RSL Care Bundoora received a visit from Senator Jess Walsh (standing, far left) and Hon Ged Kearney MP, at the time Shadow Assistant Minister for Health and Ageing, (second from left), both passionate about aged care, who met with Residential Manager Nicole Groves, CEO Janna Voloshin and residents to hear views on the needs of the aged care sector.

Residential Aged Care



The *Thrive at Vasey RSL Care* Lifestyle Program continued to offer a wide variety of events and activities to inspire and engage residents.

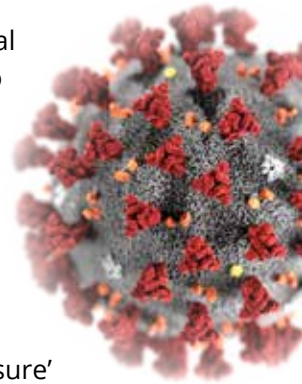
Individuality, dignity and a person-centred approach

COVID-19 Ongoing Impact

The COVID-19 pandemic impacted the entire 2021-22 financial year, disproportionately affecting the aged care sector due to the vulnerability of older people to this virus.

Until the end of 2021, there had been only one Vasey RSL Care resident who had contracted COVID-19: however, with the advent of the Omicron variant, the landscape changed dramatically in 2022 with 87 residents testing positive in the second half of the financial year.

The total number of days spent in 'outbreak' (including 'exposure' situations) was 223.



Site:	COVID-19 Exposures	COVID-19 Outbreaks	Residents positive for COVID-19	Days in outbreak response
Brighton	0	1	9	32
Brighton East	2	3	42	65
Bundoora	1	6	25	80
Frankston South	1	4	12	46
TOTALS	4	14	88	223

It is estimated that a third of our workforce contracted COVID-19 at some point during the 2021-22 financial year and around half were required to isolate after either being at an exposure site or having a household/close contact: approximately 2% of positive staff cases were in the first half of the financial year and 98% in the second half.

Residential Occupancy

Occupancy continues to be affected by the pandemic in comparison to pre-pandemic years: however, there was a substantial improvement in the current financial year over the previous one.

In total there were 239 admissions during the financial year and 191 discharges.

Residential Tours

COVID-19's impact and State Government restrictions to accessing aged care homes can be seen in the number of tours given this year.

In the first half of the financial year (July to December 2021), just 61 tours were provided, compared to 128 tours from late March to the end of June 2022.

Occupancy Rates

Brighton: 85.4%



Brighton East: 90.5%



Bundoora: 93.8%



Frankston South: 89.2%



Evidence-Based Resident Nutrition

In 2016, sixty Australian aged care homes took part in an international research study to investigate whether dietary sources of calcium and protein would have an effect on hip fractures in older adults. Two of these aged care homes were Vasey RSL Care facilities: Ivanhoe was one of thirty where residents were provided with additional milk, yoghurt and cheese and Bundoora was one of the control groups. A total of 7,195 older adults took part.

The results of this study were published in the British Medical Journal in September 2021 and the key findings showed that increasing residents' consumption of protein and calcium to 3.5 servings per day through additional dairy resulted in:

33% reduction in fractures

46% reduction in hip fractures

11% reduction in falls

Maintenance of weight and lean mass of the arms and legs

The additional cost to increase dairy services was approved by the Board and implemented at all four Vasey RSL Care's aged care homes commencing with the Winter 2022 menu.

Fractures in older Australians can have very severe effects on their health: it is anticipated that results from this program will be evident through comparison of data pre- and post- implementation of the Additional Dairy Project.

Residential Aged Care (Continued)

Partners In Care/Nominated Family Member

Residential visiting restrictions changed continually throughout the 2021-22 financial year, at a national or state level according to government requirements, and at an organisational level according to outbreak status.

While many residents have taken to technology as a way to stay in touch, others, and especially residents with cognitive impairment/decline or dementia, are unable to take advantage of Zoom or FaceTime. Added reliance on staff to provide the support residents would normally have received from loved ones was compromised at times.

The existing 'Partners in Care' program continued: a Partner in Care is a person identified by the resident with whom they have a close and continuing relationship. The Partner in Care regularly visits and provides care and companionship to the resident. Partners in Care were permitted to visit even during outbreaks.

In addition, a new system was introduced in the second half of the financial year enabling residents to nominate one person, permitted to enter the facility where their loved one lived even during outbreaks (wearing required personal protective equipment and following all COVID-19 related procedures and practices).

This system greatly alleviated the isolation issues being seen across the aged care sector while minimising risk to the community.



Property Maintenance and Upgrades

Multiple project delays were experienced due to COVID-19 and State Government restrictions, the majority caused by lack of access to facilities, impacting on works timetables. Despite this, much was achieved.

Major Residential Site Projects

As part of our environmental commitment, we purchased a solar power system for installation at Vasey RSL Care Brighton East. The system was fully commissioned in July 2021 and is meeting expected targets in electricity and greenhouse gas reduction and cost savings.

Aged Care Site	Work Details
Brighton East	Solar power installation
Bundoora	Fire services upgrade
Frankston South	Installation of main entrance air lock (<i>see above</i>)

Residential Room Refurbishments

There is a continual program of room refurbishment to maintain a high quality presentation and good functionality. The average cost was just under \$3K per room but varied by site from \$1.2K and \$4K due to TV and headboard upgrades to enhance the living environment.

Aged Care Site	No. of Rooms	Cost
Brighton	5	\$13,739
Brighton East	12	\$14,146
Bundoora	6	\$27,943
Frankston South	13	\$50,874
TOTAL	36	\$106,702

Other Residential Improvement Works

Maintenance and improvement works were carried out at all residential aged care sites, including:



Aged Care Site	Work Details
Brighton	<ul style="list-style-type: none"> • Carpet and vinyl flooring replacement • Garden upgrade
Brighton East	<ul style="list-style-type: none"> • Internal and external painting • Fire safety upgrade
Bundoora	<ul style="list-style-type: none"> • Upgrade to reception (<i>see above</i>) • Wall protection installation in common areas
Frankston South	<ul style="list-style-type: none"> • Installation of automatic doors • Replacement water boilers

Consumer Engagement Forums

Quarterly Consumer Engagement Forums continued throughout the 2021-2022 financial year via Zoom. Topics for 2021-22, chosen, researched and presented by residents, were:

- Sep 2021:** Embedding Person-Centred Care
- Dec 2021:** Review of the three topics for the 2021 calendar year
- Mar 2022:** How we communicate
- Jun 2022:** How we eat and drink

A *Forum Outcomes Update* for each site was provided to residents prior to the June forum, giving details on all actions requested by residents and their status. Many actions had been completed, while some were budgeted for the new financial year.

Quality and Continuous Improvement in Residential Aged Care

The final report from the Royal Commission into Aged Care Quality and Safety contained 148 recommendations, the majority of which were accepted by Government. We are closely monitoring their response and changes to regulations that affect our responsibilities. Some have already been made, others are due in the new financial year and the remainder are pending government decisions. Below is a brief summary of our response for the 2021-22 financial year:

Recommendations	Actions Undertaken
Embedding quality aged care	Integration into governance systems
Regulation of restrictive practices	Procedural changes/staff training
Restriction of anti-psychotics	Regular review/staff training
Star ratings for aged care	[Commencing 1 December 22]
Funding changes - AN-ACC	[Commencing 1 October 22]
Designing for diversity, difference, complexity and individuality	Improving data collection and analytics for ex-service community; Diversity Action Plan introduced
Digital technology/My Health	Systems upgrade (ongoing)
Aged care workforce planning	New Workforce Plan introduced (July 22)
Increase in award wages	Enterprise Agreement offers above-Award rates
Minimum staff time standards	[Commencing October 23]
Serious Incident Reporting (SIRS)	New procedure/staff training

The Quality and Risk Team was strengthened with the appointment of an Infection Prevention and Control Manager to work closely with residential site staff and specialist clinical expertise through a Quality and Risk Advisor.

Aged Care Accreditation

Due to COVID-19, aged care accreditation periods were extended without audit. However, Vasey RSL Care Frankston South and Brighton East were required to undertake a comprehensive self-assessment against the eight Quality Standards in March and May respectively.

Home Care



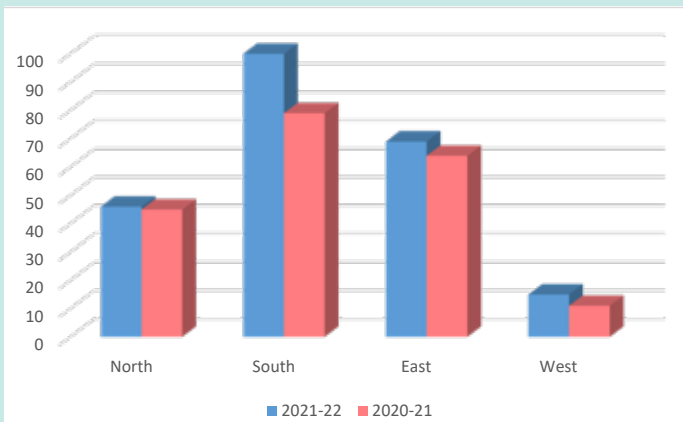
Financial Performance

The Home Care Program finished the 2021-22 financial year with a surplus of \$153K. This is the second successive year a surplus has been achieved, following \$117K surplus last year.

The net total number of clients increased from 199 on 1 July 2021 to 230 on 30 June 2022. Of these, 22 are veterans and 27 are war widows.

There was growth in all four regions with the highest growth in the South region (*see chart below*).

Clients by Region Year on Year



Living at home with confidence

There was a net increase of 31 clients, with 101 joining the program and 70 clients leaving, the majority moving to residential care.

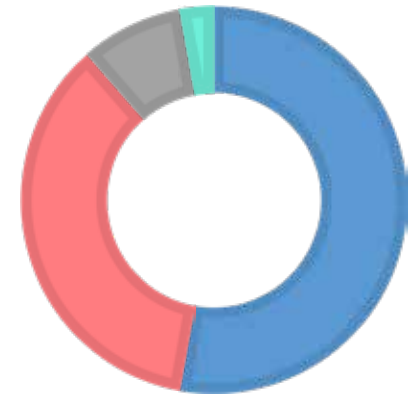
During the 2021-22 financial year, half of our clients received a Level 2 package, a quarter Level 3, less than one in five a Level 4 and just 15 clients receive a Level 1 support package.

COVID-19 Impacts on Home Care

The effects of COVID-19 continued throughout the financial year, affecting clients and staff.

Many clients became reluctant to leave their homes and more services were provided in the home. Given the clients' reluctance to go out into the community, staff used a variety of creative tactics to support clients in their homes, including increasing clients' IT skills to incorporate technology as part of their care plan, and therefore bringing the community to them.

Clients Leaving Service

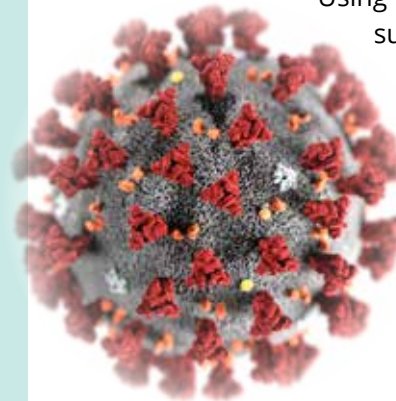


- Moved to residential care
- Deceased
- Terminated our service
- Terminated home care

Using the current brokered model of care enabled client support to be spread across multiple providers.

This process reduced reliance on one source of support, giving clients multiple options to meet their care needs.

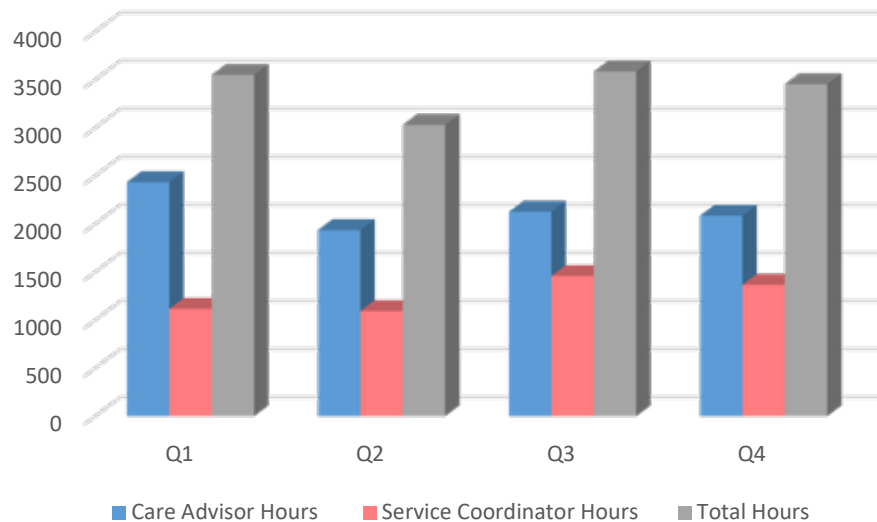
Growth in home care was targeted into areas where demographics indicate higher veteran numbers.



Accommodation Research

Home Care Staffing

The Home Care Team includes Care Advisors with clinical qualifications and Service Coordinators who arrange services for clients. An overview of the hours worked during the 2021-22 financial year is shown here:



Home Care Accreditation

Vasey RSL Home Care underwent its first audit against the Aged Care Quality Standards in November 2021. One non-compliance was received in the requirements for Standard 4 Services and supports for daily living, item 4(3)(d), *Information about the consumer's condition, needs and preferences is communicated within the organisation, and with others where responsibility for care is shared*. A Directions Notice was received in March 2022 and a Plan for Continuous Improvement was submitted. In May 2022, the Commission advised that they had reviewed and acknowledged Vasey RSL Care had satisfied the requirements of the Directions Notice.

Research into Veteran Accommodation Expectations and Wishes

A comprehensive research program was undertaken to provide insights and data to inform decisions regarding future accommodation provision. The multi-layered research study comprised expert interviews, focus groups, an online survey, and a benchmarking analysis on national and international best-practice on veteran-specific housing models for all stages of life and a co-design workshop.

Key findings from the research program were used in progressing expansion of ex-service accommodation into regional areas and will guide future plans for metropolitan unit accommodation.

Findings regarding short-term emergency accommodation have informed V Centre plans, while insights around retirement living will come into play in the future.

12 EXPERT INTERVIEWS

6 VIRTUAL FOCUS GROUPS

491 SURVEYS COMPLETED

4 BENCHMARKING ANALYSES

1 CO-DESIGN WORKSHOP



Defining best practice living solutions for the veteran community.

Ex-Service Accommodation

Ex-Service Accommodation Program Expansion

An important goal stemming from our 'Continuing the Mission' white paper is the need for more affordable housing stock and for Vasey RSL Care to do more to support regional and rural veterans and war widows.

Wodonga



At the beginning of the financial year, a three-unit property in Wodonga was purchased (*pictured below*) and after refurbishments to bring the units up to our minimum standards, the first occupant moved in just after Christmas. An official opening took place in May with our Chair, CEO, GM – Property Services and GM – Veteran Services receiving a warm welcome from the Wodonga community.

Warrnambool



In the last month of the 2021-22 financial year, an offer on a six-unit property in the centre of

Warrnambool was accepted and the sale will be finalised early in the new financial year.

Ivanhoe



The new mixed-use construction, 'Samma Place', on Bell Street Ivanhoe got underway this financial year and our 27 new one-bedroom apartments and Veteran Launchpad/Business Centre are on schedule for a May 2023 completion (*Ground-breaking pictured below*).

Bundoora



Plans for 20 new single-level units have progressed with council approval received and the

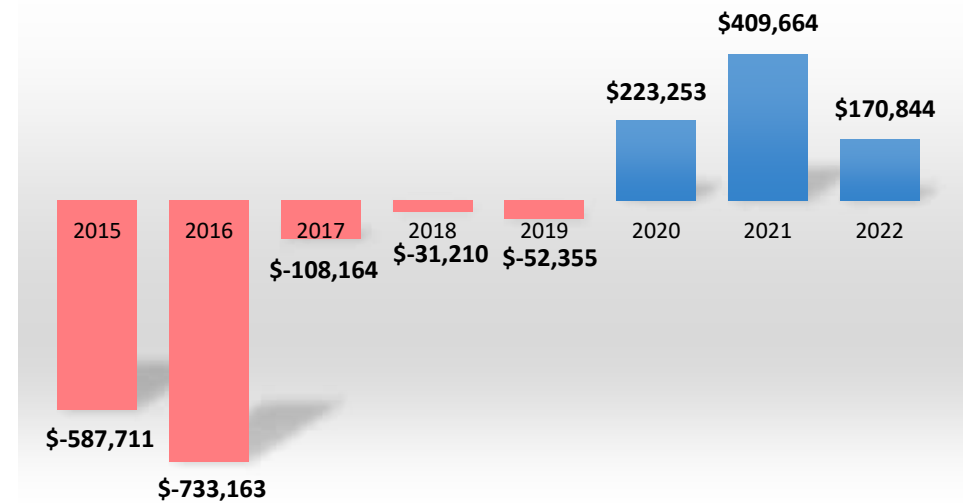
appointment of developers.



Affordable rental units for veterans and war widows

Ex-Service Accommodation Financial Performance

A long-term strategic approach has been effective in turning around the financial performance of the ex-service accommodation program with a third year in the black and a surplus of \$170,844.



During the 2021-22 Financial Year, there were 45 new tenants arriving and 44% were 'younger veterans' (ie under 65). There were 46 departures.

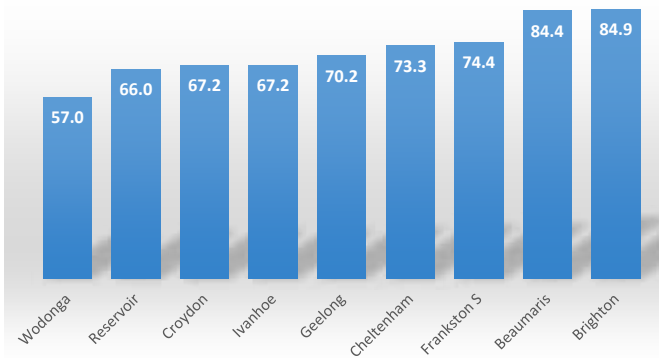
	Total	Under 35	35 to 60	61 to 65	66 to 85	Over 85
Arrivals	45	0	19	1	23	2
Departures	46	0	9	1	20	16



Average Age

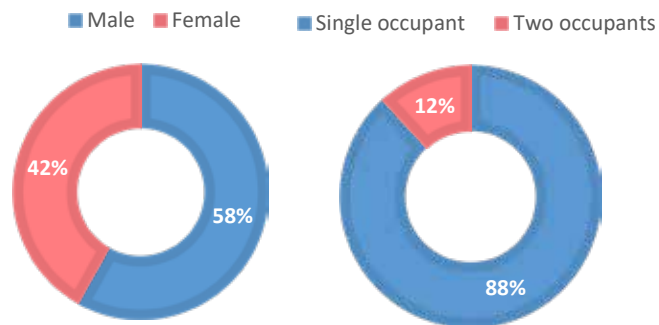
The average age of tenants across all sites is 73 but varies considerably by site.

Note: Wodonga has too few residents to be statistically significant.



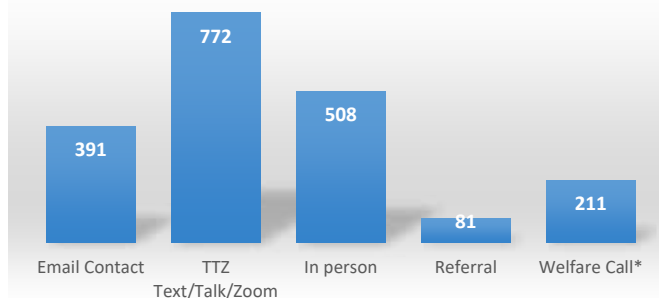
Gender/Household

Nearly three in five tenants are male and the majority live alone: 246 of the 279 ex-service units have a single occupant and the remainder have two.



Veteran Services Team Contact

Over the course of the financial year, the Veteran Services Team made a total of 1,963 contacts, an average of 6.2 contacts per tenant.



Property Maintenance and Upgrades

ESA projects were subject to delays due to COVID-19 and State Government restrictions preventing access to sites. However, the following ex-service accommodation works were accomplished.

ESA Unit Refurbishment

ESA Location	No. of ESA Units	Cost
Baumaris	2	\$6,611
Cheltenham	11	\$86,678
Croydon	1	\$6,460
Frankston South	12	\$63,337
Geelong	7	\$75,983
Ivanhoe	5	\$12,877
Reservoir	2	\$23,819
TOTAL	40	\$275,765

Car Parking, Road Works and Other Significant Works

Major works to improve road surfacing and increase car parking bays took place at Cheltenham (pictured above), Frankston South and Geelong.

ESA Location	Type of work	Cost
Baumaris	Exterior painting	\$7,500
Cheltenham	Footpath upgrades	\$10,100
Croydon	Roof repairs	\$10,000
Frankston South	Road repairs	\$21,200
Geelong	Front porch upgrades	\$6,000
Ivanhoe	Exterior painting	\$10,000
Reservoir	Garden upgrades	\$2,000
TOTAL		\$66,800

Ex-Service Accommodation (Continued)

Royal Commission into Defence & Veteran Suicide

It was pleasing to note that the issue of housing had been acknowledged in the Terms of Reference for the Royal Commission into Defence & Veteran Suicide. Further submissions to the Royal Commission will be made in the 2022-23 financial year.

Victorian State Premier's ANZAC Day Lunch

Vasey RSL Care was honoured to receive an invitation from Victorian Premier, the Hon Dan Andrews, to the ANZAC Day luncheon. Veterans from our Ex-Service Accommodation, Dorelle from Frankston South, Simon from Ivanhoe and Alan from Cheltenham, joined GM - Veteran Services, Chris Gray for the event.



Above: Dorelle chats with Deputy Commission Victoria, Michael Harper; right, Alan with Premier Andrews; top right, Simon, Chris and Dorelle.

Frankston South Workshop



Our ex-service accommodation at Frankston South received support from the volunteer-based organisation, Serving On, sponsored by BAE Industries and Soldier On to provide and build a workshop to store furniture and white goods for residents moving into our ESA units with little or no furniture.

Nine veterans teamed up with Soldier On volunteers to complete the build.

Care Packs for ESA Residents

Care packs containing sanitising products were provided by RSL Victoria, Bostik and CPGluing for ESA residents at all Vasey RSL Care Sites.



Bee Keeping at Ivanhoe

Inspired by a talk at Box Hill RSL through RSL Active, Ivanhoe resident, Simon,

now has his own hive.

A veteran of the Rwanda Deployment, Simon finds this a positive hobby that keeps him engaged and gives him purpose. He started an Instagram account ([@veteran_bee_therapy](https://www.instagram.com/veteran_bee_therapy)) to share his experience with other veterans and uses the hashtag [#keepyourheadinyourhive](https://www.instagram.com/hashtag/keepyourheadinyourhive).



Transitional Accommodation

Wraparound support to help veterans get back on their feet



The V Centre

Progress on the V Centre is being driven by a Steering Committee made up of the Vasey RSL Care Board Chair, Board Members, CEO and senior managers. A Working Party meets quarterly to provide community input and is made up of ex-service organisations, Austin Health and state government and chaired by Chris Gray, General Manager Veteran Services.

Results from our research into Victorian veteran accommodation expectations and wishes (*refer to page 15*) were central to developing the V Centre model, with results from the expert interviews, benchmarking, surveys and focus groups informing the 'Six Ps Framework' – Philosophy, People, Place, Prerequisites, Partners and Pulse – and helping define the next steps. This information was released in March.

Ministers' Briefing On-Site at Future V Centre

In April, we were very pleased to host Victorian Minister for Veterans, the Honourable Shaun Leane and Victorian Minister for Disability, Ageing and Carers, the Honourable Anthony Carlines for an on-site briefing on the future V Centre in Ivanhoe, hosted by Board Chair Mike O'Meara OAM, Chief Executive Officer, Janna Voloshin and General Manager Veteran Services, Chris Gray (*pictured below*).

Both Ministers expressed support for the goals of the V Centre program to help reduce veteran homelessness, unemployment and mental health issues, especially in the light of the current Royal Commission into Defence and Veteran Suicide.

VIA Architects were appointed to manage the refurbishment design. Plans are continuing in the new financial year.



Our People

Wellbeing for Healthcare Workers Initiative

Vasey RSL Care has been fortunate to have been selected to participate in the Wellbeing for Healthcare Workers Initiative being delivered by Safer Care Victoria in partnership with the Institute for Healthcare Improvement (IHI). This initiative is provided through the Victorian Government's \$9.8 million healthcare worker wellbeing package following the learnings in Victoria after the pandemic second wave response in 2020.

This Initiative aims to improve wellbeing, increase staff engagement, and build a sense of meaning and connection to purpose in workplaces.

The project is targeted at organisations willing to learn, test, and implement strategies to develop meaningful and measurable improvement in the wellbeing of their workforce. It centres on the IHI's Joy In Work framework which uses four steps to boost wellbeing:

- Leaders initiating conversations about what matters to staff,
- Leaders working with staff to identify the roadblocks to achieving those things,
- Staff working to contribute to removing those roadblocks as a team, and
- The measurement of improvement or change.

Key Actions during the 2021-22 Financial Year

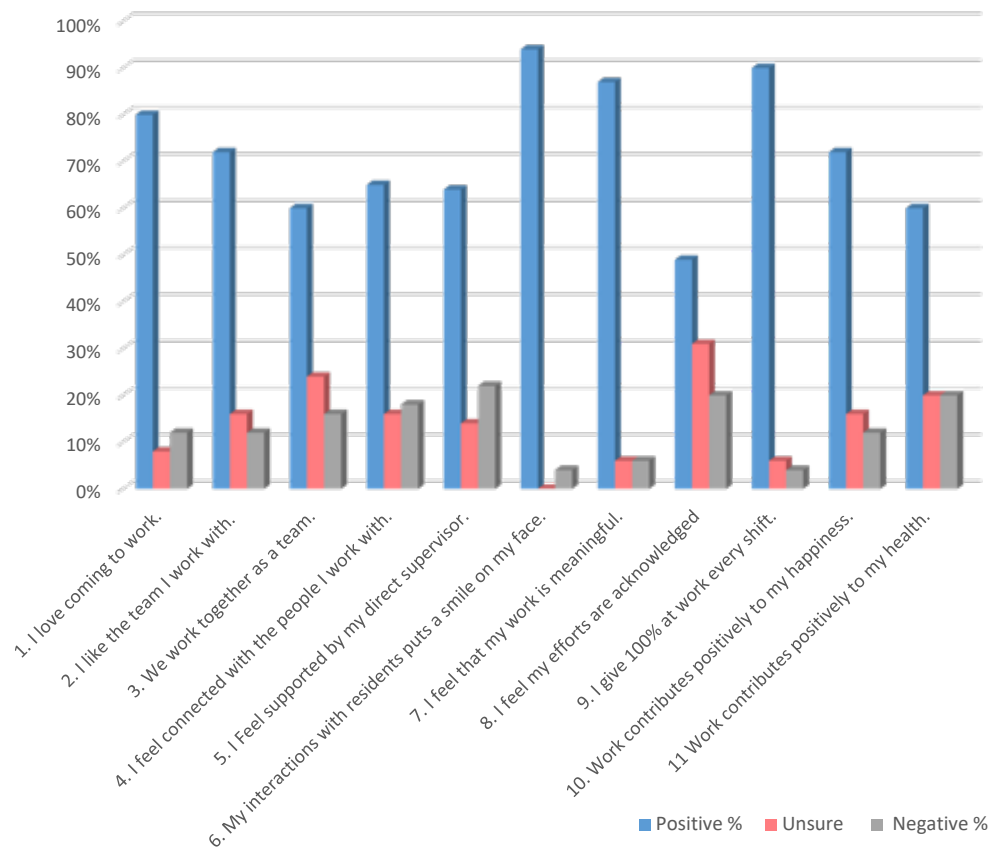
Initial benchmarking data was obtained through 'What matters to you?' conversations with staff (*data shown opposite*).

This was followed up with a number of initiatives to address those areas scoring poorly: one such activity was to run an 'Above and Beyond' nomination box where staff could nominate those coworkers modelling exceptional behaviours.

With high numbers of staff having to isolate due either to catching COVID-19 or being a close/household contact, there was significant concern among the workforce about staff shortages. The Human Resources team has focused

Making a difference every day

What Matters to You?



on recruitment activities to maintain staff levels, utilising Zoom and online recruitment methods in addition to standard recruitment methods.

There are some issues with the Wellbeing for Healthcare Workers initiative, specifically the additional impact on the staff who are expected to respond to a monthly survey. However, these results demonstrate why this topic is important for staff and we will continue working to improve wellbeing.



Recruitment

High employment rates have been a characteristic of the 2021-22 financial year leading to greater difficulties recruiting suitable staff.

This was evidenced in the reduced number of applications received for all aged care roles and the extended times required to fill vacant roles. A total of 564 applications were received this financial year compared with 680 applications in the previous year, a fall of 17%.

To provide increased support for residential aged care sites dealing with COVID-19-related compliance, outbreak management and staff absences, from December 2021 onwards recruitment for all sites was handled by the Human Resources department.

Changes were made to the team structure with a dedicated Human Resources Officer position replacing the administration role and providing support for the increased demand.

A total of 91 new staff were appointed during the 2021-22 financial year, 56 casual and 35 permanent employees.

A number of important reviews were completed:

Review	Goals
Written recruitment tests	Include understanding of the Serious Incident Response Scheme (SIRS)
Student placement documentation process	Improve efficiency and start using the online Placeright portal
On-site staff orientation program	Improve effectiveness and provide dedicated on the job learning through a buddy system

Maximising Staff Retention Rates

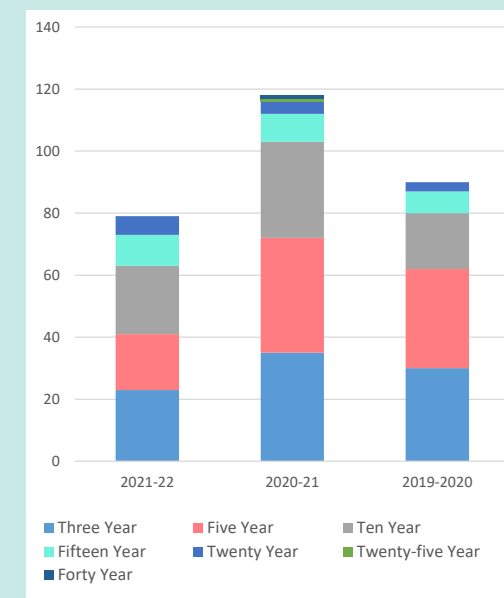
Staff retention has been affected by the COVID-19 pandemic and the increase in Victorians making major life and career changes, combined with the buoyant employment market. The overall staff retention figure for the 2021-22 financial year was 73.5%, a marked drop on 83.7% in previous year and pre-pandemic rates of around 90% achieved from 2013 to 2018. Exit interviews confirm the increase in staff moving away as one factor in this change.

Despite this concerning result, a total of 79 Length of Service Awards were made during the year, including 23 three-year awards, 18 five-year awards, 22 ten-year awards, 10 fifteen year awards and six 20-year awards: as at 30 June 2022, 59% of staff have been with the organisation for more than four years.

Workplace Flexibility

The working from home (WFH) options that became necessary during 2020 and 2021 have been continued with hybrid working arrangements available for office-based roles. Around 60 office-based staff have the opportunity to work from home on some basis. Staff have embraced digital solutions for meetings which decreases the need to visit residential aged care sites and therefore minimises risk to residents.

Staff Length of Service Comparison



Our People (Continued)

Saluting Excellence Staff Conference and Awards

COVID-19 resulted in an online-only staff conference in 2020, so it was great to go ahead with an in-person event in 2021. The December time-slot was set to reduce the chance of having to cancel due to COVID-19 and all sites made it apart from one, where an exposure the previous day caused disappointment for our Brighton East staff.

The conference theme, 'Our Legacy', drew on the legacy of our founder, Mrs Jessie Mary Vasey and the War Widows Guild (Victoria) that she founded in their last year of operation, to focus on the importance of keeping alive their legacy as Vasey RSL Care goes forward into the future and continues to respond to the changing needs of veterans and war widows.

A total of 232 Saluting Excellence Award nominations were received with 108 individual staff members nominated and 27 staff presented with awards.

The conference and awards would not happen without the generous support of our sponsors and we were delighted to welcome many on the day.



	Thank you to all Major Sponsors whose logos are shown here, and to our Supporting Sponsor, Welco Plumbing - your support is greatly appreciated.	

Learning & Development

Twenty-five new training courses were added to our learning calendar this financial year. The focus on online learning continued with induction sessions offered via Zoom and training on PPE donning/doffing and double bagging being supported with online content as well as in-person.

A total of 4,429 hours of staff learning was completed during the year, of which the majority was carried out online.

Staff Scholarship Program

The Scholarship Program was redeveloped in the 2021-22 Financial Year offering a total of \$23.8K split between the two semesters and a maximum of \$11.9K per semester. Of this, \$8K was allocated to Vocational & Professional Scholarships, \$2.4K to Specialist Scholarships and \$1.5K for the War Widows' Guild (VIC) Scholarship.

In semester one, 13 people received Scholarships with the inaugural War Widows Guild (VIC) Scholarship awarded to Neville Lin to assist completion of his Graduate Diploma in Nursing.

The Specialist Scholarships went to Lailizette Herrera and Teagan France, both for Bachelor of Nursing degrees.

In semester two, 11 scholarships were awarded with Nikunj Patel receiving the War Widows' Guild (VIC) Scholarship for Palliative Care Practice and Bindu Simon receiving the Specialist Scholarship for a BA in Nursing.

The balance of Scholarship funding was awarded in Scholarships of between \$750 and \$900 in recognition of external studies.

Student Placements

Student placements have been a vital support during COVID-19 outbreaks in residential aged care this financial year. Students provided assistance with one-on-one time with residents and supporting Zoom calls with families.

Student placement is a valuable recruitment pipeline for personal care workers and enrolled nurses: once the student has become familiar with the organisation, they are more likely to apply for roles with us. In the 2021-22 financial year, 14 students were recruited.

No. of Students	Completed Placement
Certificate III in Individual Support	22
Leisure and Lifestyle	1
Diploma of Nursing	287

HR Partnerships

The Vasey RSL Care Human Resources Team has important partnerships with four tertiary institutions offering courses relevant to our workplace:

- **Swinburne University:** Diploma of Nursing and Cert III in Individual Support
- **Monash University:** Master of Social Work (no placements held during 2021-2022 due to COVID-19 restrictions but partnership in place for taking on students in Home Care for 2022-2023)
- **RMIT University:** Cert III in Individual Support
- **Torrens University:** Diploma of Nursing and Bachelor of Nursing

CEO Staff Forum

In addition to regular communications to staff through electronic noticeboards, email and SMS messages, the quarterly CEO Staff Forum continued via Zoom webinar with around 60 staff participants each time. This format allows interaction, questions and polls.

Poll: why do people like working for Vasey?

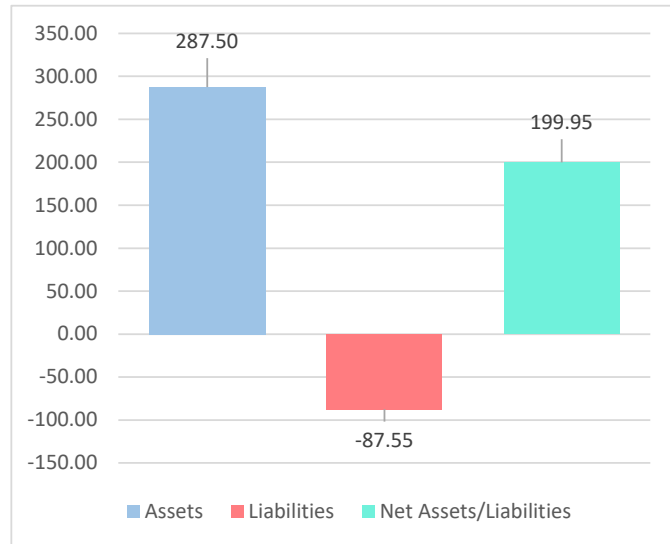
This poll resulted in responses closely aligned to the organisation's mission and promises, such as:

- Great team to work with/positive team spirit
- Great values/common purpose
- Excellent supportive culture/well supported workplace
- Friendly environment/helpful and motivating
- Acknowledgement for work/non-blame culture
- Providing care and support for Veterans/being able to make a difference

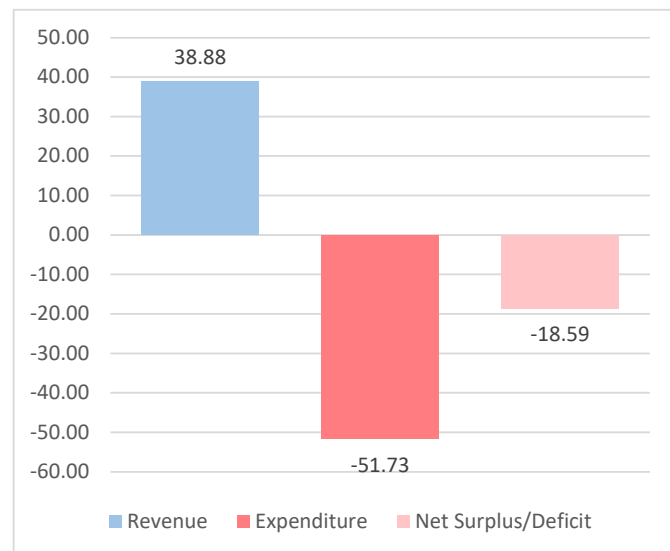


Financial Commentary

Financial Position (\$M)



Financial Performance (\$M)



Introduction

The 2021-22 financial year presented many challenges for the health and aged care sectors, including Vasey RSL Care. Multiple factors negatively impacted our financial situation leading to a net operating deficit of \$18.6M for the 2021-22 financial year, compared to a net operating surplus of \$5.9M for the 2020-21 financial year.

External factors affecting the results included negative returns on our financial investments due to the share market correction and changes in Government regulations and discontinuation of the Aged Care Approvals Round (ACAR) resulting in the write down of bed licences of \$2.8M as these are now required to be fully written down by 1 July 2024.

Total revenue for the 2021-22 financial year was \$38.8M, down \$12.7M on the previous year: closure of the Ivanhoe aged care facility and a significant reduction in the COVID-19 job seeker grant were the two primary causes.

The organisation's main source of funding continues to be the Australian Government through funding of residential aged care places and home care packages.

Total expenses in the 2021-22 financial year were \$51.7M with staffing costs of \$36.1M being the major expense. Other significant expenses were \$3.2M in property-related expenses, \$5.2M in depreciation and amortisation (including write down of bed licences) and \$7.2M in other expenses, including catering, marketing,

technology and administration. As the Ivanhoe facility is prepared for its new mission as the V Centre, costs have been incurred for maintenance of the building and grounds.

Total assets at 30 June 2022 were \$287.5M which included property, plant and equipment of \$170.2M and \$92.7M equity investment. Total liabilities were \$87.3M and net assets were \$199.96M.

Residential Aged Care

For the 2021-22 financial year Residential Aged Care recorded a deficit of \$5.35M for underlying operations, compared to the previous year's deficit of \$0.71M. A number of factors affected residential aged care performance.

The ongoing COVID-19 pandemic and the vulnerability of aged care residents created another very difficult year and our 'abundance of caution' approach was maintained throughout the financial year. COVID-19-related funding reduced by around \$4M, significantly impacting revenue. Occupancy rates continued to be negatively affected by government lockdown requirements, restrictions to tours and a reluctance in the general community to move into aged care during the pandemic. Two outcomes from this were our inability to maximise residential aged care funding and increased expenditure directly related to the pandemic of \$2.1M.

Secondly, as mentioned above, government changes to bed licences led to increased amortisation amounting to \$2.8M.

Thirdly, increased costs in staff training and legal advice were incurred due to new government requirements resulting from the Royal Commission into Aged Care Quality and Safety.

Home Care

The Home Care business unit achieved a surplus of \$152K, an increase of \$35K on the previous year's surplus. This is the result of ongoing success in initiatives to increase the number of Home Care Packages with a net increase of 31 for the financial year.

Ex-Service Accommodation

The Ex-Service Accommodation business unit achieved a surplus of \$171K, a decrease on the surplus of \$410K in the previous year. This was primarily due to an increase in expenses as maintenance and upgrade works that were held off during the previous year were carried out. Occupancy rates remained high as lack of affordable rental accommodation continues.

Investments

A shift in sentiment towards equities occurred in early 2022 and remained for the second half of the financial year. This saw the total managed funds portfolio reduce in (book) value by \$7.31M. There were further impacts due to reduced income from interest and investments during the period. Our managed funds investments have returned positive results in 11 of 14 years and negative returns have been subsequently reversed.

The organisation's external fund managers, Credit Suisse, Equity Trustees, JB Were and Shadforth Financial Group operate with a Board mandate and an investment strategy across cash allocation, fixed interest and equities, both local and overseas.

Looking Forward

This has been a difficult financial year with a decline in income, additional expenses and reduced investment income combining to result in a significant loss.

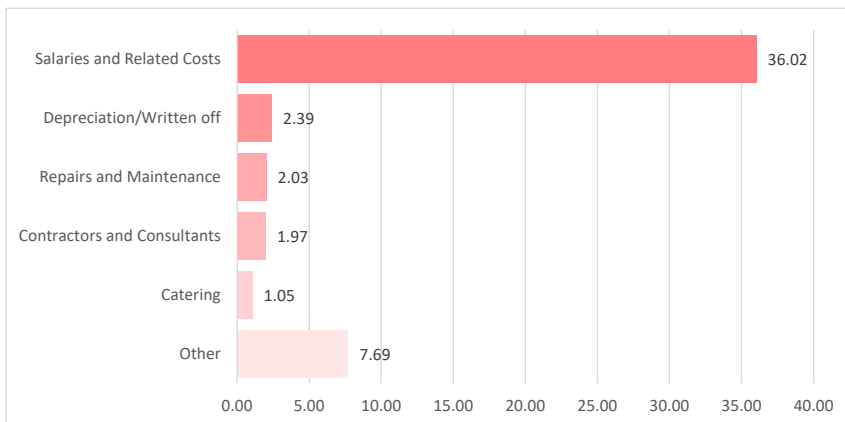
However, Vasey RSL Care has a healthy balance sheet, a strong investment portfolio, extensive property assets and no debt.

In the next financial year, we are implementing a number of initiatives to improve efficiencies:

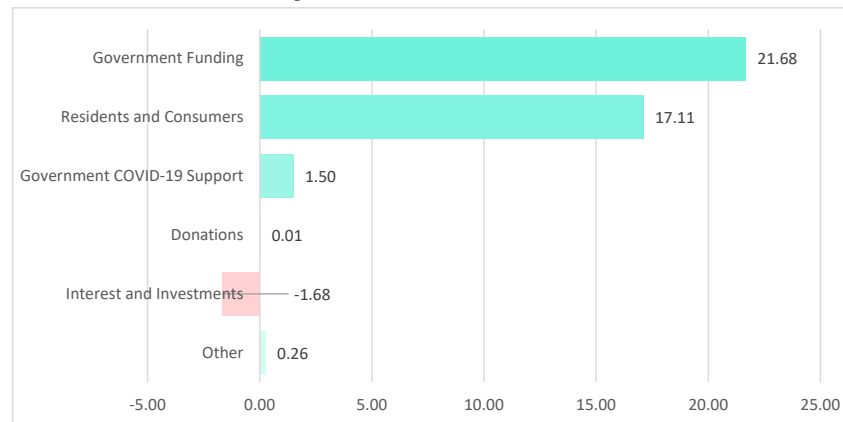
- Introduction of new marketing strategy.
- Additional services introduced to aged care.
- Restructuring/outsourcing property services.
- IT transformation to upgrade/implement systems.
- Expansion of home care services.

Lastly, while the Residential Aged Care sector is experiencing significant challenges, early analysis of the Australian National Aged Care Classification System (AN-ACC) in October 2022 suggests an overall increase in aged care funding which we anticipate to have a positive impact on this important segment.

Key Expenditure Items (\$M)



Key Revenue Streams (\$M)



Financial Statement

Income Statement & Comprehensive Income

	2022	2021
	\$	\$
Revenue from continuing operations	38,883,089	51,650,834
Total Revenue from Continuing Operations	38,883,089	51,650,834
Expenses from operating activities:		
Depreciation and amortisation expenses	2,390,551	2,699,597
Catering/Food preparation	1,052,128	1,273,852
Consumables	2,215,702	2,423,688
Consultants	824,556	652,011
Contractors	1,144,673	1,174,774
Management Fees on Investments	564,948	498,590
Repairs and maintenance	2,033,811	1,953,334
Employee benefits expense	36,024,075	36,480,064
Other expenses	5,474,791	4,641,174
Total expenses	51,725,235	51,797,084
Surplus/(Deficit) for the Period from Continuing Operations	(12,842,146)	(146,250)
Other comprehensive income		
Gains/(deficit) on sale of property assets	-	(14,524)
Impairment of intangible assets	(2,812,500)	(750,000)
Unrealised capital gains/(deficit) from investments	(2,940,329)	6,829,212
Total Comprehensive Income for the Period	(5,752,829)	6,064,688
Surplus/(Deficit) attributable to Vasey RSL Care Limited	(18,594,975)	5,918,438

Statement of Financial Position

	2022	2021
	\$	\$
Current Assets		
Cash and cash equivalents	3,571,767	3,689,976
Trade and other receivables	2,058,908	1,132,530
Financial assets	-	-
Other assets	543,057	430,771
Assets held for sale	15,565,509	17,183,105
Total Current Assets	21,739,241	22,436,382
Non-Current Assets		
Property, plant and equipment	170,210,827	152,316,756
Equity investment	92,739,569	111,050,608
Intangibles assets	2,812,500	5,625,000
Total Non-Current Assets	265,762,896	268,992,364
TOTAL ASSETS	287,502,137	291,428,746
Current Liabilities		
Trade and other payables	2,870,902	4,365,099
Short-term borrowings	78,684,218	79,896,053
Short-term financing	119,844	145,737
Short-term provisions	5,640,617	5,628,789
Total Current Liabilities	87,315,581	90,035,678
Non-Current Liabilities		
Long-term financing	-	64,726
Long-term provisions	231,271	259,203
Total Non-Current Liabilities	231,271	323,929
TOTAL LIABILITIES	87,546,852	90,359,607
NET ASSETS	199,955,285	201,069,140
EQUITY		
Retained surplus	(13,877,492)	4,717,483
Reserves	213,832,777	196,351,657
TOTAL EQUITY	199,955,285	201,069,140

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 2022, 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 entity 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 2022 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.

The directors are responsible for information other than the financial report and Auditor's Report. This other information comprises the information included in the registered entity's annual report for the year ended 30 June 2022. 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.

Emphasis of Matter - Going Concern

Without qualification to the above, attention is drawn to note 1(m) where the directors state that despite the current year loss, the company is expecting to continue as a going concern through continued operations and the ability to realise investments if required. We do not disagree with this.

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

Auditor/Director: Kerpil S. Harnam

480 Collins Street, Melbourne VIC 3000

Registered Company Auditor (365612)
Dated this 4th day of October 2022

Thank You

Many individuals and organisations are generous with their support of our community. We would like to express our sincere appreciation to all who have helped us achieve our goals and support veterans and war widows this year. In no particular order, thank you to:

✿ All Donors ✿ Our Volunteers ✿ Sponsors and Supporters ✿ Our Surge Workforce
✿ RSL Victoria ✿ The War Widows Guild (VIC) ✿ Liz Vasey-Koschitzke ✿ RSL Victoria
Connections Round Table ✿ Open Arms ✿ Bravery Trust ✿ Melbourne Legacy ✿ Vietnam
Veteran Association Australia (VIC) ✿ Victorian Veterans' Council ✿ Partners of Veterans
Association (PVA) ✿ BAE Industries ✿ Soldier On ✿ Helping Heroes ✿ Guitars for Veterans
✿ Disaster Relief Australia ✿ TPI Victoria Inc ✿ Department of Families Fairness & Housing (VIC)
✿ Department of Veterans' Affairs (DVA) and DC Michael Harper ✿ Ex-POW & Relatives Association,
Victoria ✿ Charlie Company 5/6 Royal Victorian Regiment ✿ The Shrine of Remembrance,
Melbourne ✿ Hon Shaun Leane, Victorian Minister for Veterans ✿ Hon Anthony Carbines,
Victorian Minister for Disability, Ageing and Carers ✿ Hon Ged Kearney, Asst Minister for Health
and Aged Care ✿ Senator Jess Walsh ✿ Carry On ✿ Austin Health ✿ HMAS Cerberus ✿
RAAF Base Point Cook - WO Badley Parmenter and Flt Lieut Joshua Moore ✿ Simpson Barracks
✿ Darwin Defender Members Robyn Bell, Michele Gallin and Bernadette Lightfoot ✿ Launch
Housing ✿ Wintringham ✿ Legacy Mornington Peninsula ✿ Hume Veterans ✿ Cr
Kev Poulton, Mayor of Wodonga ✿ Bill Tilley MP, State Member for Benambra ✿ Box
Hill RSL ✿ Cheltenham RSL ✿ Warrnambool RSL ✿ Frankston RSL ✿
Reservoir RSL ✿ Bentleigh RSL ✿ Seaford RSL ✿ Rosebud RSL ✿
Wodonga RSL ✿ Albury RSL ✿ Hawthorn RSL ✿ Warragul RSL
✿ Bostik ✿ CPGluing ✿ Parade College ✿ Loyola
College ✿ Lort Smith Pet Therapy ✿ Mt Erin
Secondary School ✿ Derinya Primary
School ✿


VASEY RSL CARE
SERVING THOSE WHO SERVED

Vasey RSL Care ABN 88 109 464 360

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