

OUTCOMES

& IMPACT

OUTCOMES
& IMPACT **2025**



VASEY
RSL Care



WHO WE ARE

Vasey RSL Care has a proud history of providing accommodation and services to the ex-service community of veterans and their families, including war widows.

In our twentieth anniversary year, we celebrated our achievements over the past two decades. As we look towards the future, we will be guided by our new Strategic Plan 2025-2030, which reaffirms our Vision,

Promises, Purpose and Mission, focusing us on what is important to our community and responding to changing needs.

Vasey RSL Care is a respected ex-service organisation and a leading provider of veteran-centric accommodation, care and services across generations.



Our Vision:

A home and community for life



Our Purpose:

We provide and advocate for safe and inclusive care, accommodation and support services for veterans, their families and the broader community



Our Promises:

Dignity
Camaraderie
Tradition



Our Mission:

Serving those who served

ACKNOWLEDGEMENT OF COUNTRY

Vasey RSL Care acknowledges the Traditional Custodians of the land where we work and live. We acknowledge their continuing connection to land, waters and community. We pay our respects to their

Elders, past and present. We acknowledge all First Nations people who have served in the Australian Defence Force.

OUR YEAR IN NUMBERS

1,030

Ex-service men and women supported



3,674

Nights transitional housing provided



103,196

Nights affordable ex-service accommodation provided



291

Home Care Package clients supported



258

Veterans' Home Care clients supported



435

New Residential Aged Care residents



ADVOCACY

40

In-person meetings with government representatives of which 22 were visits to our sites

1000+

Phone and email engagements with government representatives



FUNDING RECEIVED

\$6,193,754

Veteran Acute Housing Program \$4.6M and \$1.2M (Federal)

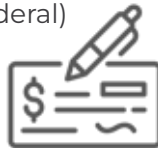
Veteran Wellbeing \$142K (Federal)

ANZAC Day Proceeds Fund \$100K (State)

Veteran Capital Works \$45K (State)

Victoria Remembers \$30K (State)

Veterans' Health Week \$7K (DVA Federal)



SUPPORTING VETERANS

\$8,928,925

Vasey RSL Care's direct contribution to its mission (excludes government and consumer funding).

This averages:

\$8,669

per ex-service person engaging with Vasey RSL Care



25,296

Home Care visits made



27,787

Hours of Home Care services provided to clients



EX-SERVICE ACCOMM.

FY 2024-25:

295 units



BOARD CHAIR & CHIEF EXECUTIVE OFFICER

“Every day we see the difference this organisation makes: each story of recovery or comfort reminds us of our mission.

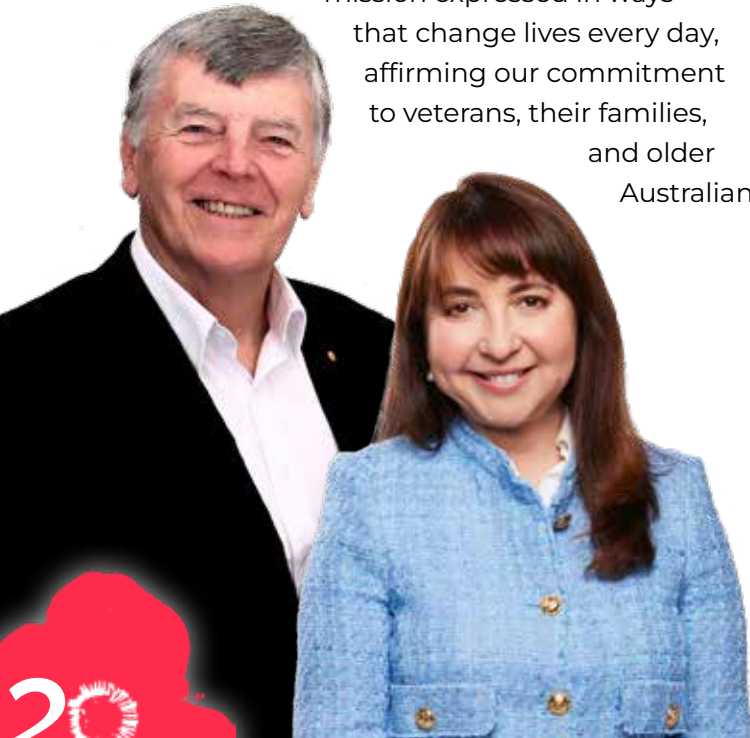
Chair

“It is a privilege to lead an organisation where impact is measured not only in numbers but in lives transformed.

CEO

This past year has been one of sustained progress and impact for Vasey RSL Care.

Between July 2024 and June 2025, we saw our mission expressed in ways that change lives every day, affirming our commitment to veterans, their families, and older Australians.



The first anniversary of the V Centre Veteran Empowerment Program stands out as a key milestone. In just twelve months, the Program supported 31 veterans, providing more than 4,400 nights of safe accommodation and wraparound support services.

Every arrival at the V Centre has a story of personal challenge: each departure marks a step towards stability and renewed purpose.

With the launch of the Geelong V Satellite project and new Housing and Support Worker roles, we will be able to expand this impact to enable a greater number of veterans across Victoria to have access to the help they need when they need it most.

Our aged care homes continue to be places of care, dignity, and connection for older Australians.

More than 160 new residents were welcomed this year, and we were privileged to celebrate

(CONTINUED/...)



BOARD CHAIR & CHIEF EXECUTIVE OFFICER

(FROM PREVIOUS PAGE)

21 centenarians across our homes - a testament not just to their longevity, but also to the quality of care and community spirit fostered here.

Creating daily moments of joy and belonging is the outcome of the care, kindness and commitment of our workforce. From new dining initiatives to intergenerational activities and spiritual connections, the impact on our community reminds us why our work matters.

Care, comfort and dignity for older Australians choosing to remain at home are equally important in delivering home care services.

A total of 549 Home Care Package and Veterans' Home Care clients were supported this year.

Affordable housing remains at the heart of our mission, offering safety and security for veterans and their families of all ages. For some, this is long-term accommodation, while for others, it is the opportunity to 'reset'. With over 100,000 nights of accommodation provided in the past year, Vasey RSL Care continues to be a steady anchor for veterans and their families.

Looking forward, our new Strategic Plan 2025 to 2030 sets a clear and ambitious path. It places veterans at the centre - supporting life transitions,

ensuring inclusive living environments, growing our impact, and enabling people to remain at home for as long as possible. This plan builds on the strong foundations we have laid and reflects the voices of our community, staff, and partners.

We are deeply grateful to our staff, volunteers, and supporters, whose dedication and compassion make these achievements possible. Together, we are building stronger communities, honouring the legacy of service, and ensuring that dignity, connection and purpose remain at the heart of all we do.



Mike O'Meara OAM
Board Chair



Janna Voloshin
Chief Executive Officer

LEADERSHIP

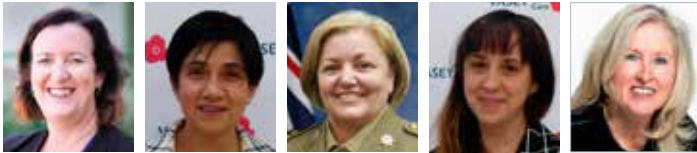
BOARD OF DIRECTORS

Vasey RSL Care is led by a skills-based Board where directors with suitable expertise are appointed or elected to give vital ongoing leadership on health, aged care, veteran services, construction, human resources, quality, risk, finance and governance.

Board members for the 2024-25 year were Mike O'Meara OAM (Chair), Barry Lowe (Deputy Chair), Tracey Bannan, Tony Carr, Dr Vanda Fortunato, Laureen Grimes, Lucy Saaroni and Michele Lewis.



L to R: Tony, Mike, Janna, Barry.



L to R: Tracey, Vanda, Laureen, Lucy, Michele.

EXECUTIVE MANAGEMENT

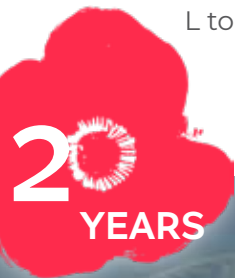
General Manager Quality and Risk Annette Greenwood retired in September 2024. Chris Gray (EGM Veteran Services), Tamara Paton (Senior Executive Officer), Milka Underhill (CFO) and Corinne Lyon (EGM Residential Services) continued in their roles. General Manager Community Services Richard Davey left the organisation in December 2024 with Jannette Fleming becoming EGM Community Services in the same month.



L to R: Richard, Corinne, Milka, Janna, Tamara, Chris.



Jannette.



SERVING HISTORY WITH LOVE

CELEBRATING TWENTY YEARS OF SERVICE

SUPPORTING VETERANS, WAR WIDOWS AND THEIR FAMILIES;
CONTINUING THE WORK OF MRS JESSIE MARY VASEY OBE CBE

Mrs Vasey is an important role model within our organisation. Her determination to both advocate for war widows and their children and to provide them with practical ways to support themselves remains a model of corporate action for us today in the twenty-first century.

Taking a leaf out of her copybook, advocating for the needs of our community within the ex-service sector and at all levels of government is a vital facet of our work; so too is the accommodation and support our organisation provides to veterans, their families, and the wider community. Both in launching the V Centre Veteran Empowerment Program and in providing affordable rental accommodation, support is practical and empowering.

Changes in aged care to focus on the needs and wishes of the individual would have struck a chord with Mrs Vasey, who never saw war widows as passive recipients of support to be pitied, but active in the outcomes of their own lives.

In our twentieth anniversary year, we have continued to build on Mrs Vasey's legacy, looking to the example she set as we respond to the changing needs of our community.



During this special anniversary year, a number of activities celebrated our legacy while looking to the next twenty years and beyond.

'Serving History With Love' was the title of a collection of recipes submitted by members of our community together with their own personal stories. Sales of the book go towards the V Centre.

This was also the theme for the annual Saluting Excellence staff conference, where we were honoured to have one of Mrs Vasey's great granddaughters present: Annaliese Campbell (pictured opposite, centre) can be seen with winners of the Jessie Mary Vasey Award for Excellence in Traditional Values, Mandy Gibson (left) and Julie-Ann Carr.

At the conference, Annaliese joined guests, Bruce Curl and Major General David McLachlan AO AO (Mil) (Retd), CEO Janna Voloshin and Chair Mike O'Meara OAM in cutting the celebratory cake. Anniversary cakes were also enjoyed at each aged care home (pictured below).



EX-SERVICE ACCOMMODATION: AFFORDABLE RENTAL HOUSING FOR VETERANS AND THEIR FAMILIES

KEY ACTIVITIES

- ➔ New Units: construction commenced of 20 new units adjacent to our Bundoora Aged Care Home (the units will be opened during the 2025-26 financial year).
- ➔ Refurbishment: upgrading and renovating units between tenancies.

HIGHLIGHTS

- ➔ Defence Health volunteers provided hands-on assistance at the Cheltenham and Frankston South sites, assisting with a clean-up day and winter-preparedness support for residents.

Successful grant applications:

- ➔ Veteran Capital Works grant from the Victorian Government, \$45K towards refurbishment of units at Geelong ESA site (access improvements and urgent works).
- ➔ Veteran Acute Housing Program (VAHP) from DVA provided \$1.2 million under the Specialist Services Stream to fund veteran housing and support staff across the Veteran Services department.
- ➔ Veteran Health Week: received two grants of \$1000 to run activities to support veteran health and wellbeing.

295

TOTAL NUMBER OF EX-SERVICE UNITS*

320

TOTAL NUMBER OF TENANTS*

72:28

PROPORTION OF MALE TO FEMALE CLIENTS*

41

NUMBER OF NEW TENANTS

74

NUMBER OF PEOPLE ON WAITLIST*

85

NUMBER OF TENANTS UNDER AGE 60*

95%

PROPORTION OF EX-SERVICE RESIDENTS (EXCLUDING DEPENDANTS/PARTNERS)

* AT 30 JUNE 2025

Defence Health entered into a partnership, providing financial support for the running of the V Centre, and involving staff in a number of volunteering activities such as a clean-up day at Cheltenham ESA (pictured below), cold weather support at Frankston South ESA, baking ANZAC biscuits with residents at our Brighton East aged care home and assisting with their ANZAC Day service.



Defence Health's purpose is to 'protect the health of those that protect our country' and this partnership is a way of demonstrating that purpose. We thank CEO David Brajkovic and Deputy CEO Tanya Haines (above, third from right) for their support.



VETERAN EMPOWERMENT PROGRAM

EMPOWERED TO OVERCOME CHALLENGES



28

VETERANS TAKING PART IN THE PROGRAM THIS FY

63%

AVERAGE OCCUPANCY RATE FOR FY24-25

19

NUMBER OF PARTICIPANTS WHO MOVED ON FROM THE PROGRAM

12:65:0:23

PROPORTIONS NAVY: ARMY: AIR FORCE: ALLIED FORCES

63%

PROPORTION OF FY24-25 PARTICIPANTS IN WORK OR STUDY

13%

PROPORTION OF FY24-25 PARTICIPANTS VOLUNTEERING

3

NUMBER OF PARTICIPANTS WHO MOVED INTO OUR ESA/AFFORDABLE HOUSING

KEY ACTIVITIES

- Instigating and strengthening relationships with ex-service organisations, homelessness organisations, referral partners and the wider community to continue to build the Veteran Empowerment Program (VEP).
- Advocacy and fundraising activities to build awareness and support for the Program.

HIGHLIGHTS

- Partners: Defence Health entered into a six-month partnership, providing \$40,000 to 'Sponsor-A-Room' at the V Centre.

Successful grant applications:

- Veteran Acute Housing Program (VAHP) from DVA provided \$4.6 million under the Capital Works Stream to fund the building of a new 'V Satellite' at Geelong, a program of supported accommodation and services, based on the VEP model used at the V Centre.
- Veteran Acute Housing Program (VAHP) from DVA provided \$1.2 million under the Specialist Services Stream to fund veteran housing and support staff to support ESA tenants and VEP participants.
- Federal Veteran Wellbeing Grant (DVA), \$142K for vehicles.
- ANZAC Day Proceeds Fund (DFFH, Office of Veterans) \$70K for veteran connection programs.
- Veteran Health Week: grant of \$1000 to run an activity to support veteran health and wellbeing.

Damian tells us, "I was living out of my old 4x4 off grid and had segregated myself from society after attempting to receive treatment for my service related conditions without any true help or support across two states."

Damian took the opportunity to participate in the Veteran Empowerment Program at the V Centre in Ivanhoe where he got the support he needed to help him overcome his challenges. A major part of this was working to regain his fitness in the well-equipped gym, fitted out thanks to a generous donation from the Mildura RSL Sub-branch.



"After my previous attempts interstate to seek support without success, I was at first a little hesitant. However as time progressed, I learnt that I was truly welcomed, supported and offered the support I had been seeking. The staff and management had my back 100%," says Damian.

Thanks to his experience at the V Centre, Damian (above, left) was able to compete at the Australian Masters Championship in May this year. He was proud to win the bronze medal in the men's javelin, and to qualify to compete at the Oceania Masters Championship.



COMMUNITY SERVICES: CARE, COMFORT AND DIGNITY AT HOME

KEY ACTIVITIES

- Preparation for new Support at Home service and Strengthened Aged Care Quality Standards in readiness for the new Aged Care Act (initially slated for 1 July 2025, now 1 November 2025).
- Implementation of initiative to build new revenue stream from self-funded services.
- Increased in-house support service capacity through recruitment of support workers.
- Increased support services/hours for the veteran community.
- Increased services and supports embedded in the Geelong region.

HIGHLIGHTS

- The community services team supported 291 Home Care Package clients and 258 Veterans' Home Care clients during FY24-25.
- Despite a difficult Home Care Package Program landscape (and a reported shortage across Australia of 108,000 funding Packages at July 2025), significant growth was achieved.
- Consistency of service provision and continuity of care improved through services provided by our own employees.

291

TOTAL NUMBER OF HOME CARE PACKAGE CLIENTS SERVED FY24-25

258

TOTAL NUMBER OF VETERANS' HOME CARE CLIENTS SERVED FY24-25

47%

PROPORTION OF EX-SERVICE CLIENTS

19.7%

PROPORTION OF SERVICES PROVIDED BY OUR OWN WORKFORCE

26

NUMBER OF CLIENTS AT OUR EX-SERVICE ACCOMMODATION


7

NUMBER OF CLIENTS MOVED INTO OUR RESIDENTIAL AGED CARE*

56:44

PROPORTION OF FEMALE TO MALE CLIENTS

* FROM JAN TO JUNE 2025 (HALF YEAR ONLY)



“You all have made my time very easy, thank you for all your help. Michelle, I am so thankful that I had/have you. You have always looked after me and assisted me with everything. Thank you for understanding and respecting my choice. You’re a great lady and I have appreciated all of your help over my time. Honestly can’t thank you enough for your help. Bye now and enjoy your life.”

Received by Care Advisor Michelle, from a client undergoing palliative care and participating in Voluntary Assisted Dying.

RESIDENTIAL AGED CARE: PLACES OF CARE, DIGNITY AND CONNECTION

185

NEW PERMANENT
RESIDENTS IN FY24-25

250

RESPITE RESIDENTS IN
FY24-25

43%

PROPORTION OF
RESIDENTS WHO ARE EX-
SERVICE

95.8%

AVERAGE OCCUPANCY
RATE

38%

PROPORTION OF FULLY
SUPPORTED RESIDENTS*

101%

AVERAGE CARE MINUTE
OBLIGATIONS MET

100%

AVERAGE 24X7
REGISTERED NURSING
OBLIGATIONS MET

4 stars

AVERAGE STAR RATING,
ALL 4 AGED CARE HOMES

* AT 30 JUNE 2025

KEY ACTIVITIES

- Preparation for the new Aged Care Act (initially slated for 1 July 2025, now 1 November 2025).
- Commemorations for Remembrance Day and ANZAC Day held at all homes.

HIGHLIGHTS

- Government Grants: ANZAC Day Proceeds Fund (DFFH, Office of Veterans) \$30K for veteran connection programs; Victoria Remembers (State government) \$30K to fund a memorial to veterans and Mrs Vasey at Brighton East.
- Veteran Health Week grants of \$1000 each to organise activities supporting veteran health and wellbeing: at Brighton, a vegetable garden; at Brighton East, wildlife connections; at Bundoora, social connections through bowling; at Frankston South, intergenerational poppy-making lunch with local primary school students.
- Brighton Day Therapy Centre building refurbished and reopened for events and activities for residents and families to enjoy.
- Coffee shop at Brighton East operated three days a week thanks to two generous volunteers.
- Volunteer Rose Capp launched her book 'Demystifying Dementia' at Brighton East.
- At Frankston South, a memorial honouring Jessie Mary Vasey OBE CBE was designed and installed, thanks to a generous donation.

To mark the 75th anniversary of the end of World War II in 2020, the Australian Government produced a Commemorative Medallion. While many of our residents received theirs in 2020, due to the impacts of COVID-19, the remaining ones were presented in July 2024. As an organisation that has a strong tradition of supporting the veteran community, honouring the service of our residents, such as Bill Craig (pictured) is an important way we ensure their service is not forgotten.



The Department of Veterans' Affairs stated, "While Australia can never repay the debt we owe almost one million Australians who served, this medallion and certificate are a small but meaningful way we can thank living veterans of the largest global conflict of the 20th century."



PEOPLE AND CAPABILITY

CHOOSING OUR WORKFORCE TO SHAPE OUR FUTURE

KEY ACTIVITIES

- Change management support for the organisation, particularly in relation to the new Property and Procurement department, the new Quality department structure, and changes to the structure of the People and Capability, Community Services and Veteran Services departments.
- Implementation of pay increases resulting from the Aged Care Work Value Case and Nurses Work Value Case.
- Introduction of a new software system combining all People and Capability requirements.

HIGHLIGHTS

- Vasey RSL Care has a strong focus on supporting staff to progress and offering career path opportunities, as demonstrated by the number of internal role changes.
- Employee Retention: while this fluctuates year by year, retention rates remain significantly higher than the industry average.
- Employee Referral Program: 46 successful referrals were received this financial year, continuing to provide a valuable source of high-quality recruits.
- Graduate Nurse Program: this has continued with three new graduate nurses participating this financial year.
- Workplace Gender Equality Agency Australia: reporting showed a 0% gap in median base salary and just a 0.2% gap in average base salary.



* INDUSTRY AVERAGE
73.0% (2024)

The annual staff Saluting Excellence Awards are an important component of our employee satisfaction and retention program.

Two staff who received an award for Outstanding Achievement were Mia McAsey, Personal Care Worker, Brighton (below left) and Robyn Brown, Personal Care Worker, Frankston South.

Nominations noted the positive impact Mia and Robyn had on residents, family members and co-workers.



Robyn's nominations referred to her caring nature: residents found her gentle and knowledgeable, while families trusted her to act on their concerns. Colleagues

praised her willingness to help others and noted how often she was requested specifically by residents.

Mia's nominations spoke of her friendliness and dedication, noting that it was clear that she truly cares for the residents and their wellbeing. Co-workers appreciated Mia's teamwork and enjoy working with her.



THANK YOU

VOLUNTEERS

We are very grateful for the contribution of all those who volunteer their time and talents to Vasey RSL Care. Volunteers are required to pass a rigorous selection process to ensure the protection of our vulnerable community.

As at 30 June 2025, we had 47 registered volunteers, primarily supporting the residential aged care homes with one-on-one chats, driving the minibuses for outings, doing the footy tipping contests, helping with lifestyle activities, singing, playing instruments and much more.

We greatly appreciate our generous volunteers for their invaluable contributions.

FEDERAL AND STATE GOVERNMENT

Our sincere thanks go to Federal Government and Victorian State Government for important grant funding received for various programs.

DONORS

This year we set up Regular Giving and we are grateful to those people who are now giving monthly donations, which is very helpful for planning purposes.

All donations are appreciated, small, large, one-off, regular. Your support helps make a real difference to the lives of men and women in our community.

PARTNERS

In February, **Defence Health** entered into a six-month 'Sponsor-A-Room' partnership, providing \$40,000 for the V Centre. Defence Health's purpose is to 'protect the health of those that protect our country' and this partnership is a way of demonstrating that purpose.

Box Hill RSL Sub-branch continued their generous support for the V Centre, donating \$25,000 to fund the V Centre family unit.

MAJOR DONORS

Our thanks go to **Costas Constructions**, builders of the 20-unit development in Bundoora, who generously donated \$80,000 to support the work of the Veteran Empowerment Program in Ivanhoe.

ALL SUPPORTERS

There are many others, too many to mention here, who have provided support this financial year. Vasey RSL Care would like to express sincere thanks to every individual and organisation that has helped us and our community this year.

Your support makes it possible for Vasey RSL Care to maintain our accommodation and services and expand to respond to changing needs.

Thank you

CONFERENCE SPONSORS

Vasey RSL Care would like to thank sponsors of the Saluting Excellence Staff Conference, November 2024. Without their support, this event could not take place.

Sincere thanks to our Major Sponsors...

...and to our Supporting Sponsors:



FINANCIAL SUMMARY

In the 2024-25 financial year, we experienced strong financial growth driven by increased residential aged care occupancy, changes in the federal government’s funding model, fundraising, donations and government grants for the V Centre, and improved financial investment returns.

The EBITDA (surplus before interest, tax, depreciation and amortisation) results improved by \$4.1 million to a surplus of \$15.2 million from the previous year’s surplus of \$11.1 million.

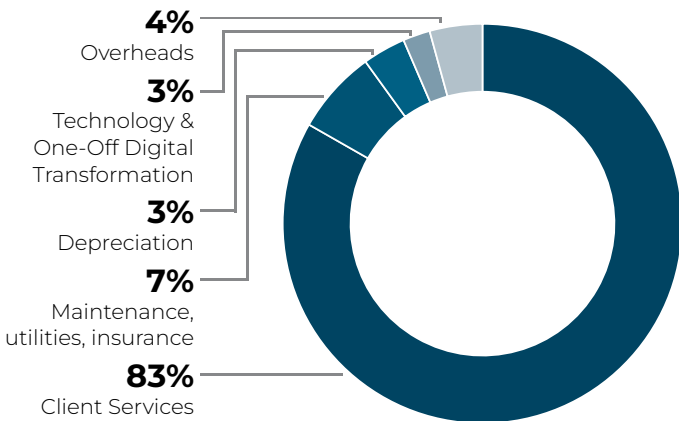
Approximately 81% of operating revenue originated from residential aged care, and 9% from home care and Veterans’ Home Care services, via Federal government funding and clients’ contributions to their care. Rent from affordable housing units is just under 4% of total revenue. Direct client services account for 83% of total expenditure, the majority of which is for direct care employee wages.

Continued veteran services expansion included the refurbishment of the existing premises, and the commencement of construction on the Bundoora Ex-Service Affordable Housing project, which will deliver 20 new units for veterans. A government grant was secured for the V Satellite project in Geelong, a transitional accommodation initiative to provide housing and support for vulnerable veterans.

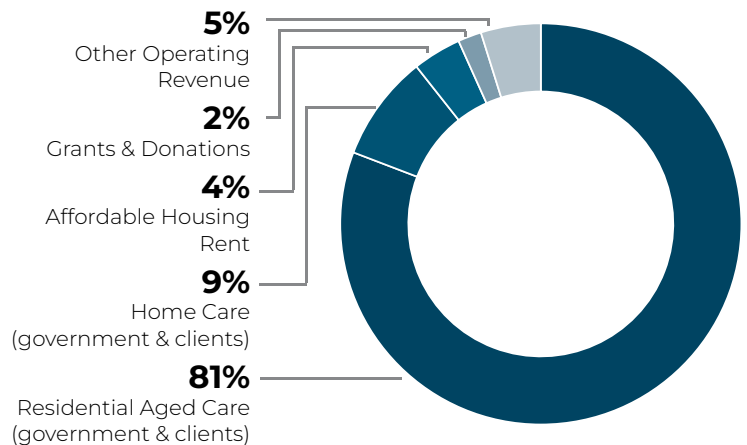
Residential aged care improvements included room refurbishments and equipment and infrastructure updates. Additionally, a major digital transformation program was implemented to upgrade the Human Resources management systems.

Vasey RSL Care remains committed to supporting the veteran community and older Australians. Our strong financial position enables us to invest in new projects, maintain high-quality care, and respond to the changing needs of our community.

TOTAL EXPENDITURE



INCOME SOURCES



INCOME STATEMENT & COMPREHENSIVE INCOME

	2025 \$	2024 \$
Revenue and Other Income	75,377,905	71,228,423
Net gain/(loss) on the revaluation of financial assets	8,992,291	4,957,782
Total revenue & fair value movements on financial assets	84,370,196	76,186,205
Expenses		
Employee Benefits Expense	49,679,225	45,119,192
Repairs and Maintenance	3,522,961	3,390,343
Consumables	1,376,796	1,330,504
Contractors	5,512,759	5,407,871
Catering/Food Preparation	1,694,258	1,574,104
Consultants	1,444,230	1,658,903
Management Fees on Investments	342,572	487,863
Other Expenses	5,586,623	6,101,499
Total Expenses	69,161,424	65,070,279
Surplus/(Deficit) before interest, taxes, depreciation & amortisation ('EBITDA')	15,208,772	11,115,926
Depreciation & Amortisation Expenses	(2,501,669)	(2,146,796)
Finance Costs	(6,565,052)	(6,622,060)
Impairment of Bed Licences	-	-
Surplus/(Deficit) for the year attributable to Vasey RSL Care Ltd	6,142,051	2,347,070
Other Comprehensive Income <i>Items that will not be reclassified subsequently to profit or loss</i>		
Gains/(deficit) on revaluation of land and buildings	(1,936,034)	-
Total Comprehensive Profit/(Loss) attributable to Vasey RSL Care Ltd	4,206,017	2,347,070

STATEMENT OF FINANCIAL POSITION

	2025 \$	2024 \$
Current Assets		
Cash & cash equivalents	4,804,994	8,194,192
Trade & other receivables	3,791,180	3,839,596
Other assets	1,861,497	1,980,363
Assets held for sale	-	-
Total Current Assets	10,457,671	14,014,151
Non-Current Assets		
Financial Assets	112,580,495	103,800,982
Property/plant/equipment	184,348,912	178,960,928
Total Non-Current Assets	296,929,407	282,761,910
TOTAL ASSETS	307,387,078	296,776,061
Current Liabilities		
Trade & other payables	7,128,717	5,096,980
Employee Benefits	7,385,728	6,780,070
Accommodation Bonds & Refundable Accommodation Deposits	89,523,313	86,022,688
Total Current Liabilities	104,037,758	97,899,738
Non-Current Liabilities		
Employee Benefits	477,718	210,738
Total Non-Current Liabilities	477,718	210,738
TOTAL LIABILITIES	104,515,476	98,110,476
NET ASSETS	202,871,602	198,665,585
EQUITY		
Retained surplus	60,832,858	54,690,807
Reserves	142,038,744	143,974,778
TOTAL EQUITY	202,871,602	198,665,585

Note: the full financial Annual Report is available on the Vasey RSL Care website at www.vaseyrslcare.org.au

OUTCOMES & IMPACT

VASEY
RSL Care



VASEY RSL CARE ABN 88 109 464 360
172 Burwood Road Hawthorn VIC 3122
T 03 9810 5500 | office@vaseyrslcare.org.au
vaseyrslcare.org.au

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